Public Document Pack

![North Northamptonshire Council logo]

Meeting: Corporate Scrutiny Committee

Date: Tuesday 9th April, 2024

Time: 7.00 pm

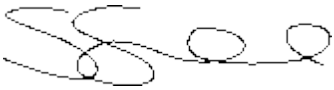**Venue:** Council Chamber, Corby Cube, George Street, Corby, Northants, NN17 1QG

The meeting will be available for the public to view live at our Democratic Services' YouTube channel:
https://www.youtube.com/c/DemocraticServicesNorthNorthantsCouncil

---

To members of the Corporate Scrutiny Committee

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

Agenda			
Item	**Subject**	**Presenting Officer**	**Page no.**
01	Apologies for non-attendance		
02	Members' Declarations of Interest		
03	Notifications of requests to address the meeting		
04	Minutes of the meeting held on 13 February 2024		5 - 8
05	Children's Trust Update	Colin Foster (NCT)	9 - 52
06	Customer Services Operations Update	Simon Mills - Assistant Director of Customer Experience	53 - 76
07	Annual Review of Performance Management Framework and Key Performance Indicators	Tom Barden - Head of Performance, Intelligence and Partnerships	77 - 134

08	Key Performance Indicators Report 2023/24 - Period 10	Tom Barden - Head of Performance, Intelligence and Partnerships	135 - 164
09	Budget Forecast Update 2023/24 - Period 10	Mark Dickenson - Assistant Director of Finance and Strategy	165 - 216
010	Capital Programme Update 2023/24 - Period 9	Claire Edwards - Assistant Director of Finance Accountancy	217 - 236
011	Scrutiny Work Plan for the Corporate Scrutiny Committee	Democratic Services	237 - 240
012	Close of Meeting		

Sanjit Sull, Monitoring Officer
North Northamptonshire Council

Proper Officer
Thursday 28 March 2024

This agenda has been published by Democratic Services.

Committee Administrator: Louise Tyers
☎ 01832 742198
✆ democraticservices@northnorthants.gov.uk

Meetings at the Council Offices

Where there is a need for the Council to discuss exempt or confidential business, the press and public will be excluded from those parts of the meeting only and will have to vacate the room for the duration of that business.

Public Participation

The Council has approved procedures for you to request to address meetings of the Council.

ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	If you want to address one of the Scrutiny Committees you will need to give two full working days notice before the meeting. You can make a statement which must relate to an agenda item and you will be expected to attend the meeting to read out your statement. You will have a maximum of three minutes to make your statement and it will be made at the start of the relevant agenda item. Your statement will be considered during the subsequent debate.	5pm Thursday 4 April 2024

Please see the procedures for speaking at our meetings before registering to speak.

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

Members' Declarations of Interest

Members are reminded of their duty to ensure they abide by the approved Member Code of Conduct whilst undertaking their role as a Councillor. Where a matter arises at a meeting which **relates to** a Disclosable Pecuniary Interest, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation.

Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

Where a matter arises at a meeting which **relates to** your own financial interest (and is not a Disclosable Pecuniary Interest) or **relates to** a financial interest of a relative, friend or close associate, you must disclose the interest and not vote on the matter unless granted a dispensation. You may speak on the matter only if members of the public are also allowed to speak at the meeting.

Members are reminded that they should continue to adhere to the Council's approved rules and protocols during the conduct of meetings. These are contained in the Council's approved Constitution.

If Members have any queries as to whether a Declaration of Interest should be made please contact the Monitoring Officer at – monitoringofficer@northnorthants.gov.uk

Press & Media Enquiries

Any press or media enquiries should be directed through the Council's Communications Team to communications@northnorthants.gov.uk

Public Enquiries

Public enquiries regarding the Authority's meetings can be made to democraticservices@northnorthants.gov.uk

Webcasting

Meetings of the Council will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The whole of the meeting will be filmed, except where there are

confidential or exempt items. A copy will be retained in accordance with the Council's data retention policy.

If you make a representation to the meeting, unless you have specifically asked not to appear on the webcast, you are taking positive action to confirm that you consent to being filmed. You have been made aware of the broadcast and entering the Council Chamber you are consenting to be filmed by North Northamptonshire Council and to the possible use of those images and sound recordings for webcasting.

If you do not wish to have your image captured you should sit in the public gallery area that overlooks the Chamber.

The Council is obliged by law to allow members of the public to take photographs, film, audio-record, blog or tweet the proceedings at public meetings. The Council will only seek to prevent this should it be undertaken in a disruptive or otherwise inappropriate manner.

The Council intends to webcast all of its public meetings held at the Corby Cube, but if it is unable to do so, for the avoidance of doubt, the meeting will continue as scheduled and decisions and minutes made available on the Council's website in the normal manner.

If you have any queries regarding webcasting or the recording of meetings by the public, please contact democraticservices@northnorthants.gov.uk

North Northamptonshire Council

Minutes of a Meeting of the Corporate Scrutiny Committee
At 7:00pm on Tuesday 13 February 2024
Held in the Council Chamber, Corby Cube, George Street, Corby

Present:

Members

Councillor Lyn Buckingham (Chair)   Councillor Lora Lawman (Vice Chair)
Councillor Jim Hakewill   Councillor Paul Marks
Councillor Richard Levell   Councillor Zoe McGhee

Officers

Janice Gotts – Executive Director of Finance and Performance
David Watts – Executive Director of Adults, Health Partnerships and Housing and
                Interim Director of Children's Services
George Candler – Executive Director of Place and Economy
Mark Dickenson – Assistant Director of Finance and Strategy
Claire Edwards – Assistant Director of Finance Accountancy
Tom Barden – Head of Performance, Intelligence and Partnerships
Louise Tyers – Senior Democratic Services Officer

Also Present

Councillor Lloyd Bunday – Executive Member for Finance and Transformation

45.   **Apologies for Non-Attendance**

Apologies for non-attendance were received from Councillors Steven North, Anup Pandey and Russell Roberts.

46.   **Members' Declarations of Interest**

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

No declarations of interest were made.

47.   **Notification of Requests to Address the Meeting**

There were no requests to address the meeting.

48.   **Minutes of the Meetings held on 12 December 2023 and 23 January 2024**

The minutes of the meetings held on 12 December 2023 and 23 January 2024 were approved as a correct record and signed by the Chair.

49. **Key Performance Indicators Report 2023/24 (Period 8)**

The Head of Performance, Intelligence and Partnerships presented the report 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 8 (November 2023).

Comments on several specific indicators were made, including:

- In response to a question as to how an item identified within the performance report could become a task and finish group, the Chair advised that any requests for a task and finish group would be considered by the Scrutiny Management Board. The Chair undertook to establish how many requests for a scrutiny review from back benchers had been approved by the Scrutiny Management Board.
- A green burials review had been agreed by Full Council and the former Scrutiny Commission but had not progressed. The Vice Chair advised that this issue had been taken back to the Scrutiny Management Board, where it was confirmed that a strategy should be developed by the appropriate EAP and then the outcome of that work, scrutinised by the relevant scrutiny committee.
- % children in care with three or more placements in the previous 12 months (BBF07) – the improved performance was welcomed but the establishment of emergency homes was not a permanent solution. In response, the Director of Children's Services advised that more local homes were being looked at. When a child was in crisis, it was better for them to be supported closer to their home.
- Number of rough sleepers (AFL12) – it was concerning that the number of rough sleepers was higher than the benchmark of seven when support had been put in to help them. The Executive Director of Adults, Health Partnerships and Housing advised that the number of rough sleepers fluctuated. Not all rough sleepers accepted support and often refused to go into temporary accommodation.
- Prior to vesting day, the former Borough Council of Wellingborough had purchased a number of properties for emergency accommodation. The Executive Director undertook to look outside of this meeting what the status was of those properties.
- It was noted in the local press that the Euro Hotel was being decommissioned for rough sleepers. The Executive Director advised that they were always looking at capacity and the hotel would be recommissioned if needed. The Council would ideally invest in more appropriate accommodation.

RESOLVED:

To note the performance of the Council and its services.

50. **Forecast Draft Outturn for 2023/24 (Period 8)**

The Assistant Director of Finance and Strategy presented the report which set out the draft outturn for 2023/24 as at Period 8. The report set out the material financial issues which had been identified since the budget had been set in February 2023.

The forecast outturn position for the General Fund was an overspend of £8.552m and an overspend of £121k for the Housing Revenue Account (HRA). The Dedicated Schools Grant (DSG) was forecasting a £9.019m overspend.

The Children's Trust were forecasting an overspend of £24.577m, of which the cost to the Council was £10.853m. The main pressure within the Children's Trust related to placements for children in care. If these pressures were not mitigated this would pose a significant financial risk to the Council.

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

i.   In response to a question as to what measures had been put in place to deal with the demand in adults services, the Executive Director advised that a number of actions had been put in place. The directorate was looking to deliver around £5m of savings during 2024/25. New activity introduced included increased client contributions, a programme of work around assistive technology, review of high care packages, increasing the number of single-handed care packages and working with the Children's Trust around transitions.

ii.   It was accepted that it would be difficult to find savings but how would management know that the proposed savings would not affect the standard of care provided and how did staff feel about the move towards more single-handed care? In response, the Executive Director advised that the aim was to make services more efficient and not reduce the level of care. It was important that the right conditions were in place for staff and it would be necessary to ensure that it was safe to go to single-handed care. It would be risk assessed before any changes.

iii.   How would the work around transitions be quantified? The Executive Director advised work would be done around preventative proposals and supporting the Children's Trust with commissioning activity. It was better to work with families to manage their needs. There would be a number of measures in place including looking at outcomes, reviewing cases with the Trust through strengths based practice and case file audits. The Accountability Board for SEND was also being refreshed.

iv.   In response to a question as to why there was an overspend for the Children's Trust, officers advised that there had been an increase in staffing and placement costs. There were pressures in recruiting staff which required the use of agency staff, who were more expensive, and therefore this put a pressure on the budget.

v.   In response to a question to the Executive Member on how he scrutinised the budgets, the Executive Member explained that the budget was owned by all members and officers of the Council. Month-by-month monitoring reports were considered and this was also done on a day to day basis by officers. The Executive met weekly and also met before the Executive meeting to examine the reports in detail. The non-demand services were performing very well.

vi.   Having a high level of vacancies within Finance and Performance teams was a risk to the Council, how was this risk being managed? In response, officers advised that both the Performance and Internal Audit teams were now at full complement.   This meant that the Audit Plan was being delivered and

performing well. External contractors in Audit were brought in if needed, but it was acknowledged that this was a difficult area for recruitment.

vii.   In relation to the deficit on the DSG, was there a potential liability on the Council? In response, officers advised that there was potentially a liability if the statutory override was removed by the government. It was acknowledged that not enough money was going into the high needs block. There was money in reserves, but it needed to be remembered that once reserves were spent, they were gone. When reserves were used, there needed to be an exit strategy and for them to be replenished. If the government stated that we needed to cover the deficit, we would be in a better position than some other authorities. The statutory override had been extended until March 2026 and we would be looking at ways to reduce the deficit. We needed to working with the government to develop a recovery plan. A bid had been made for an alternative provision unit and we were also looking at more support in mainstream schools through high needs units, however this was a challenge nationally.

RESOLVED:

To note the draft outturn report for 2023/24 as at Period 8.

51.   **Scrutiny Work Plan for Corporate Scrutiny Committee**

The Corporate Scrutiny Committee received the Scrutiny Work Plan as it related to the Committee.

During discussion on the report the following points were made:

i.   The ICT Value for Money Scrutiny Panel needed to be re-established. There was a need to examine whether we were getting value for money for what we paid to West Northamptonshire Council.

RESOLVED:

To note the Scrutiny Work Plan as it relates to the Corporate Scrutiny Committee.

52.   **Close of Meeting**

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

The meeting closed at 8.32pm.

_____
Chair

_____
Date

Intelligent Client Function (ICF)
Northamptonshire Children's Trust
Budget Monitoring
Period 10 – January 2024

Content

1. Total Forecast Outturn Position

Heading	Period 7	Period 8	Period 9	Period 10	Notes re period 9 -
	£m	£m	£m	£m	
Staffing	0.732	1.045	1.485	1.556	Increased recruitment to vacant posts and achievement of vacancy factor. Agency workers costs 30% more than established posts. The initial contract sum submission requested an additional £1.414m. A review of non front line agency has been undertaken with contracts ending, this is increasing the pressure on key functions.
Placements (Including Mother and Baby)	20.199	20.952	23.307	24.005	Increases in residential (£0.892m),Supported Accommodation (£0.183m), less additional ICB income of (£0.284m). full implications of supported accommodation increases and retention of post 18 remaining in care and establishment of block contracts. The implementation of Joint Funding would significantly reduce this pressure and opportunities exist to reduce in accordance with the independent review. Ongoing discussions with ICB to review placements and cases going to MARP for joint Funding. New block contracts recently established and the costs of this provision is factored into the outturn, increased usage will not increase the financial pressure and transfer of existing placements will reduce the forecast
Transport	0.173	0.173	0.523	0.802	Invoices received to October 2023, estimated future costs provided by councils transport team. Reflecting the significant increases in inflation above the contract sum relating to transport provision and demand
Other	0.311	0.313	0.313	0.497	
Total	**21.415**	**22.483**	**25.628**	**26.860**	
Additional In year Funding	2.094	2.094	2.094	2.094	Additional funding for pay award and additional social work capacity
Additional Costs outside Contract Sum	0.725	0.725	0.725	0.725	
ICB Income in Dispute	3.616	1.499	1.222	1.222	A meeting is to be held with the ICB on 2nd February to reduce this provision
Total	**27.85**	**26.801**	**29.670**	**30.901**	

1a. Key messages/High level movement

Contract Sum Budget Heading	Contract sum £000's	Contract Change Requests £000's	Revised Contract sum £000's	Projected Outturn Position £000's	Variance £000's	Movement from P9 £000's	Notes
Staffing	49,732	2,094	51,826	53,382	1,556	71	The contract change request relates to the Pay Award of £1.007m and the innovate teams of £1.087m. Staffing budgets are forecasting to overspend by £1.556m due to the continued pressure on recruitment and use of agency staff and the inherited vacancy factor of £3.269m. Recruitment is improving which is leading to increased financial pressure.
Other Non-staffing Costs	358	0	358	358	0	0	Continued review of non-essential spend and reviews or mileage arrangements through the use of technology and utilisation of multi sites.
Placements	66,286	0	66,286	90,291	24,005	698	See detailed analysis under section 11 of this report.
Contracts	5,001	0	5,001	5,001	0	0	Risk around above inflation cost for contracts. Impact of continuation of short breaks contract.
Children's Homes	3,767	0	3,767	3,981	214	0	The forecast overspend mainly relates to Arnold house due to the level of staffing required to meet the complex needs of young people in this provision. Phoenix House has incurred additional agency costs this year to cover maternity leave. Challenges remain to maintain staffing ratios, around recruitment and through the use of agency/peri staff.
Legal	4,788	0	4,788	5,298	510	0	Forecast at current demand levels. Risk remains around increasing fee rates and shareholders status.
Adoption	7,776	0	7,776	7,733	-43	37	Implementation of ombudsman's decision is factored into all projections. All historic payments have been made and included into the projection.
Transport	2,870	0	2,870	3,672	802	279	Based on current information provided through Transport SLA.
Other Care	5,889	0	5,889	5,980	91	179	Current service reviews, risks around increasing demand and Joint funding arrangements with Health. The increase this month relates to the increased costs of care provision for the cases within the Duty and Assessment teams due to cost of living inflation.
NCT Central	-762	0	-762	-1,037	-275	-30	Risks around funding of demand led pressures and passporting of Funding. Delays in receipt of this funding will impact on the ability to continue investment and achieve savings target.
Support Services	5,233	0	5,233	5,233	0	0	Figure provided by the Local Authorities for the delivery of the services to the Trust including the occupation of buildings. A review will take place of all services prior to the agreement of the 2024/25 contract sum negotiations.
Total	150,938	2,094	153,032	179,892	26,860	1,234	

2. Operational Group - Key messages and recommendations
(populated as agreed at Pre OG Finance Meeting)

Key Messages

1) The development and robustness of finance projections for placements spend and forecasting have been agreed following a series of workshops with finance colleagues. Significant pressures in this area relating to the full year impact of placements in 2022/23 and ongoing increasing demand. As detailed in section 11 we have seen a significant increase in CIC. Mother and baby and post 18 remaining in care.

2) The agreed Contract Sum for 22/23 was £141.429m. It has been agreed that to account for the full year impact of demand led pressures as agreed as part of the 2023/24 budget the contract sum is to increase to £150.938m. It has subsequently been agreed to increase the contract sum to £153.032m to include the pay award and the innovate teams for 2023/24. The full pressures from 2022/23 are not included in the original contract sum, these are reflected in the outturn report for 2023/24.

3) NCT are reporting a net variance of £26.860m. This does not include funding outside contract sum £1.222m for historic Joint Funding. NCT have submitted a type 1 in year change request allowing them to make an improved offer to the unions for a pay award for 2023/24 and for additional funding for the Innovate teams. This amounts to additional funding of £2.094m which has been implemented and agreed and included in the revised contract sum figure of £153.032m.

4) Significant challenges in the recruitment of permanent social workers with increasing costs related to agency staff and managed teams. A Recruitment and Retention summit was held to discuss issues and a task and finish group has been established to develop a strategy. Recruitment is increasing within establishment but caseloads remain above KPI , due to increases in demand. The cost of agency above budgeted staffing costs is increasing the financial pressure.

5) Work ongoing with pathfinder to finalize the legal charges for the 2023/24 financial year following the ending of the agreement with North and West and the changes to the shareholding agreement.

6) Implementation of the new recharges for support services delivered to the trust, including occupation costs and property requirements for the Trust. Savings of £200k linked to the Trust property strategy.

Recommendations

1. To note the key messages above
2. To finalise the funding process for the additional costs above contract
3. Agree to report variances as per previous years clearly showing where additions to the contract sum have been agreed in a separate column.
4. To note the associated risks that sit outside of the reported pressures as set out in point 3 above.
5. To review of all Joint Funding placements to ensure equity in the funding of placements and contributions from social care, health and Education in accordance with Young persons needs .

3. Actions – Carried Over

Ref	Date	Action	Owner	Planned date for completion	Current position	Next Steps
1	Jan-23	NCT to reconfigure budgets in ERP.	A Tagg	May 2024 monitoring report	NCT and NNC have met with the Business Systems Team to review progress. Meeting with WNC colleagues has taken place and actions agreed to start implementing the changes onto ERP.	• Action from Business Systems and NCT to meet to implement. Additional support from the Councils may be needed. • NCT to confirm changes required to ERP.
	Mar-23	Payment of Outstanding passported grants to the Trust	R Woodward/ Mark Dickenson	Nov-23	Outstanding 21/22 – All grant income now agreed and paid 22/11/23. 22/23 – All grant income now agreed and paid with the exception of UASC funding as this has still not been fully paid by the Home Office.	• UASC income has been paid to WNC for the 18+ cohort but the under 18 cohort remains unpaid by the Home Office.
3	Apr-23	NCT to submit written request to WNC and NNC requesting outstanding balances for 2022/23.	A Tagg	Complete	Letter sent on the 21st June 2023 Action now complete	
4	Jun-23	NCT to submit written request to WNC and NNC requesting outstanding balances for 2023/24.	A Tagg	Jan-23	Letter sent on the 21st June 2023 Action complete for agreed contract sum 2 payment of £9.509m but the balance of £8.350m remains outstanding.	• NCT to submit written request to WNC and NNC requesting outstanding balances for 2023/24.
5	Jun-23	22/23 OAS type one in year change request	A Tagg	Jun-23	Agreed by JOB Admin completed by ICF	• NNC – have provided NCT with a PO# • WNC and NCT are meeting 6/7 - PO's for additional demand and OAS

3. Actions – New actions in period

Ref	Date	Action	Owner	Planned date for completion	Current position	Next Steps
6	4th July	1. Risks – Agree what RAG means.	All	By P3 report	Completed	
7	4th July	To agree the creation of a plan for Benchmarking of children's social care costs	OG	TBC	Benchmarking was discussed at SG in May and June. Some informal enquiries have been made by North S.151. Issues with comparing like for like and out of date information.	To be considered by OG and agree next steps . To review how we take this forward
8	11th Dec	MTFP has been submitted following the agreement of the contract sum	Andrew Tagg	Dec 2023	Previous it was agreed for this to be provided by NCT to the Councils by end of Q1 (June 23). To note: Schedule 5 financial mechanism does set out some provision for providing MTFP.	Completed and included within the report
9	31st March 2024	Review of Joint Funding Placements	NCT/NNC/WNC	31st March 2024	Following the People Too independent review the recommendations for the development protocol and treatment of Joint Funding remain in dispute.	Ongoing review with ICB on historic Debt and finalisation of 23/24 recharges. Review of Education contributions

4. Key Risks

Date	Risk	Owner	Value of risk	RAG	Mitigation
Nov 23	21/22 & 22/23 – Joint Funding Protocol income not materialising v level of bad debts		£1.499m	🟧	Ongoing discussions with the ICB, escalated through the process in place. Robust evidence provided to support the funding requests. The lack of an agreed protocol and the case by case analysis provides a challenge. The ICB have responded and there remains £1.499m in dispute a significant reduction from the £3.616m , a full response is been developed and will be submitted to
May 23	23/24 – Additional Risks to forecasts / Joint Funding Protocol		£0.627m	🟥	This saving was proposed through the development of the MARP protocol. Each case will be reviewed on a case by case basis with an improved process through MARP , which will require each organisation to contribute to the placement. The non-delivery of this saving has been factored into the forecast outturn position.
Sept 23	23/24 Transport costs		£0.802m	🟧	Based on figures provided by the councils and subject to forecast demand levels. Work ongoing to finalise the SLA and improved transport commissioning.
Nov 23	23/24 Placements costs		£24.005m	🟥	Based on forecasting and demand levels as agreed in the financial modelling. Risks remain around forecasting and complexity given the around this incredibly volatile area, with significant variations between each package of support. The full reserve has been exhausted and there is no provision for further growth,
Sep 23	23/24 Continuation of managed teams.		£1.087m	🟩	Ongoing discussions and negotiations on agreed rates to obtain discounted rate. A change control has been submitted.
Sep 23	23/24 Agreement of Pay Award		£1.007m	🟩	Subject to agreement by councils and acceptance by the workforce. The pay award is in line with the offer made by West Northamptonshire. This offer was sent to the unions on the 21st July and has now been agreed.
Oct 23	23/24 Legal Services non agreement of current discounted rates.		£1.348m	🟧	Ongoing discussions with pathfinder. New collaboration agreement due to be proposed by pathfinder. No immediate increase from the 1st July 2023. Risks remain around non shareholder/preferential rates. Meetings with Pathfinder awaiting their revised proposal as at the end of July, no response has been received therefore the risk is reducing. Discussions with pathfinder ongoing to agree transition to new provider
Oct 23	Delivery of 2023/24 savings (RED). Included in the forecast		£1.447m	🟥	See Savings Section 9. Updated January 2024 position. This includes the risk related to Joint Funding Protocol of £0.627m shown above. The red savings have been included in the outturn forecast
Dec 23	Delivery of 2023/24 savings (amber)		£1.170m	🟧	See savings Section 9. Updated January 2024 position. Positive progress in the circle to success. Reduction will be based on actual achieved
Jan 2024	Risk in the achievement of the full Supporting Claim		£0.400	🟥	We are currently reviewing all claims to maximise claims according to the grant criteria

5. NCT Mitigations (where not included as a risk)

Mitigation	Owner	Planned date for completion
1) Continued review of children homes capacity and exploring additional options for increased capacity as part of the capital programme	SLT	Ongoing
2) Explore additional supported accommodation and provision for housing for care leavers. Details submitted too both councils, specific workstream as part of project within West Northamptonshire . Opportunities to reduce the high levels of spend in this area as part of a joint transformation board.	SLT	Ongoing
3) Ongoing work with councils to reduce accommodation costs – A number of sites have been visited and proposals to reduce our footprint will be included in the contract sum negotiations	SLT	Ongoing
4) Review of all current placements – Positive progress in the Circle to success project and package reductions. Monitored through the circle to success project board	SLT	Individual placement are reviewed
5) Development of Early Help Offer as part of the transformation workstream	SLT	Ongoing
6) Transport workshops to review commissioning of transport – project group to be established following initial discussions	SLT	TBC

6. Contract Sum 2023/24

The Children's Trust Contract Sum 2023/24	100%	44.16%	55.84%
	Total	North	West
	£m	£m	£m
2022/23 Rebased Contract Sum	**148.613**	**65.628**	**82.985**
Fostering Cost of Living	0.103	0.045	0.058
Placements	5.295	2.338	2.957
Demand Growth	1.195	0.528	0.667
Staffing Adjustments	1.119	0.494	0.625
Other Adjustments	2.285	1.009	1.276
2023/24 Pay Award	1.007	0.445	0.562
Innovate Teams	1.087	0.480	0.607
Gross Budget	**160.704**	**70.967**	**89.737**
NCT Savings (no dependency)	1.215	0.537	0.678
Council dependency Savings	3.257	1.438	1.819
Improving Outcomes Transformation Project (year 1)	3.200	1.413	1.787
Gross Contract Sum 2023/24	**153.032**	**67.579**	**85.453**
Less Support Services	5.233	2.311	2.922
Net Contract Sum Approved at SCG on 30th November 2022	**147.799**	**65.268**	**82.531**

7. Costs Outside of the Contract Sum

There are 3 areas of costs currently sitting outside the contract sum and not included the forecast position for period 7:

1. Agreed one-off items outside the contract sum

The table below sets out the agreed one-off items which sit outside the contract sum for 2023/24:

Agreed One-Off items outside of 23/24 Contract Sum	Year	Value	Savings attached	Comments	Date Paid to NCT
Early Help (year 2)	2023/24	£0.400m	£1.9m (over 2 years)	• It is recommended that SG agree for the ICF to work with NCT to assess the use and impact of year 1 funding prior to releasing year 2 funding with NCT providing a refreshed/updated business case if required	
Foster Care (year 2)	2023/24	£0.250m	£1.1m (over 2 years)		
Children's Homes Implementation	2023/24	£0.293m	£0.600m	• Business case to be provided by NCT	
Valuing Care+	2023/24	£1.300m	£3.800m	• Programme plan to be finalised, expected savings to be ratified	

2. Costs sitting outside the contract sum that have been incurred in 2022/23 & 2023/24

The table below sets out the costs which sits outside the contract sum which have been incurred for 2022/23 & 2023/2024

Service	2022/23	2023/24	Comments
Emergency Duty Team	£405,807	£408,376	Current expected cost of running the EDT team for Adult clients (40% of the team manager post and 4 social work posts).
Children's Home Capital	£31,871	£0	Capital expenditure incurred at the In-House Children's Homes in 2022/23.
Additional Innovate Expenditure	£172,954	£0	Additional expenditure incurred against the Innovate teams in 2022/23.
Value in Care	£73,141	£0	Additional expenditure incurred against the Value in Care project in 2022/23. This has now been paid by NNC.
Recharge for Richard Pool	£47,352	£38,000	Secondment to WNC for 4 days per week.
International Social Worker	£159,783	£33,000	ISW project has now ended. Last ISW joined in May 2023. No new costs but still paying for ISW's started prior to June'23
DBS Checks	£116,000	£116,000	Invoices for DBS checks received at the end of the year and are not budgeted for in the contract sum. The forecast is estimated and will be confirmed once final costs agreed.
Public Health	£130,000	£130,000	Contribution of Public Health funding to Children's Services.
Total	**£1,136,908**	**£725,376**	
Income Paid by NNC	£73,141	£0	
Total Income Due	**£1,063,767**	**£725,376**	

3. ICB Income

The current aged debt for ICB invoices is £3.616m. The ICB have now provided their response to the outstanding invoices for 2022/23 & 2023/24 as shown in the table below. None of this income has been forecast as a pressure in 2023/24 reporting. Further work has been carried out on this and a response has now been submitted to the ICB. A meeting will be held between NCT and the ICB to go through the outstanding cases.

The table below sets out the current position of the outstanding ICB Income

Details	Amount	ICB Agreed to Pay	CRN Required	Invoices under dispute	Comments
Invoices raised for 2021/22	£1.025m	£0.268m	£0	£0.757m	
Invoices raised for 2022/23	£2.591m	£1.807m	£0.043m	£0.742m	
Total	**£3.616m**	**£2.075m**	**£0.043m**	**£1.499m**	**NCT are continuing to review the disputed invoices with the ICB.**

8. In Year Contract Sum Change Requests

Description	Year	Date Requested	Value	Savings attached	Current Position	Date Change Control Agreed	Date Paid to NCT
Structural Deficit 2022/23	22/23	May 23	£8.350m	£0	£7.888m placements, £0.174m Children's Homes, £0.35m legal, £0.173m transport & -£0.250m other.		
Employee Pay Award	23/24	May 23	£1.007m	£0	Pay award has been paid in September 2023.		
Managed Teams	23/24	July 23	£1.087m	£0	Change request submitted and agreed.		
	23/24	May 23	£12.311m	£0	Forecast overspend at P5 is £20.199m, £7.888m relates to 2022/23 structural deficit.		
Variable - Transport drawdown payment	23/24	May 22	£0	£0	Current forecast overspend of £0.173m is 2022/23 structural deficit.		
Variable - Legal drawdown payment	23/24	May 22	£0.146m	£0	Forecast overspend at P5 is £0.511m, £0.365m relates to 2022/23 structural deficit.		
Note – Agree process for payments in 2023/24 relating to historic pressures and emerging in year pressures.							

9. Savings Delivery – 2023/24

Savings Proposals	SRO	2023/24 £'000	Red	Amber	Green	Mitigations	Total (A,G,M)	Comments
Review of Social Care transport, journey planning and contact through the Asset a management strategy	Andrew Tagg	100	0	100	0	0	100	Working with external providers to ensure providers are delivering transport as part of there weekly fee charges. Development of local provision to remove transport costs.
Review of placements supply (Homes)	Louise De Chiara	600	0	0	600	0	600	Based on current schedule of children's Homes places coming on stream. Additional capacity above savings target, linked to Circle to Success project savings as more local provision is developed to reduce reliance on the independent sector
Increase provision in supported accommodation	Louise De Chiara	240	0	0	240	0	240	Additional capacity for supported accommodation to reduce the costs in provision through the private sector. Partnership with the university underway
Review of Business Operations	Andrew Tagg	70	0	0	70	0	70	Part of the business admin review to more from a centralised model to direct service level , reducing management costs
Review of Children's Legal Costs	Olivia Ives	100	0	0	100	0	100	Ongoing implementation of best practice following the review undertaken in Nov 2022
Review of Contracts	Louise De Chiara	100	0	0	100	0	100	Review of contracts
Asset Management Strategy	Colin Foster	200	200	0	0	0	200	The property savings set for 2023/24 relating to One Angel Square are not been achieved this year and therefore this saving proposal has been changed to red. This pressure is not included in the P10 forecast.

Description	Lead	Total					Total	Narrative
Increase in In house Fostering	Olivia Ives	620	620	0	0	0	620	A coordinated plan aimed at increasing the capacity and utilisation of existing carers. Review of the capacity of the current operating model to recruit and support a larger inhouse foster carer community. Creation of a new Foster Friendly Offer with contributions from the wider partnership. Revised comms and marketing plan aligned to a modern fostering agency. Capital plan to support carers.
Review of External placements to develop effective Joint Funding Commissioning	Olivia Ives/Andrew Tagg	627	627	0	0	0	627	Review terms of reference for the Multi Agency Resource panel. Agree a joint funding protocol with partners (Health and Education). Identification of Cohort and develop pipeline of cases for MARP. Revised and improved referral process. QA process for MARP cases
Review of Care provision	Olivia Ives	200	0	0	200	0	200	Review of care packages and continued work with Health partners around funding packages. Focus work on DCT packages
Review of Non Essential Budgets including mileage, supplies and provisions.	Andrew Tagg	50	0	0	50	0	50	Review of non essential spend through improved governance arrangements. Review of non essential travel
Review of Learning Development/ Social work academy	Louise De Chiara	65	0	0	65	0	65	Coordination of Social work academy and learning and development functions
Implementation of treasury management strategy	Andrew Tagg	900	0	0	900	0	900	£13m currently in investment. Payment of outstanding income and demand led pressures will allow the investment to £20m to achieve the remaining target. Timely passporting of grants and in year pressures will impact on delivery.
TOTAL		**3,872**	**1,447**	**100**	**2,325**	**0**	**3,872**	
Additional Valuing care (see NCT 3b)	Olivia Ives	3,200	0	1,070	2,130	0	3,200	See Valuing care programme board savings delivery forecast. Delivery based on medium assurance delivery. Potential mitigation from review of packages
Supporting families to stay together - valuing care (see NCT 18)	Debbie Lloyd	600	0	0	600	0	600	valuing care programme - cost avoidance element of the programme
TOTAL SAVINGS		**7,672**	**1,447**	**1,170**	**5,055**	**0**	**7,672**	

11. Revenue Budget Monitoring – Summary

NCT Monitoring Summary	Budget 2023/24 To Capture Any Budget Movement and Ensure correct Governance Process has been followed													
Description	Original Budget	P09	P10	Movement	P09 Actuals	%	P10 Actuals	%	P09 Forecast Outturn	P10 Forecast Outturn	Movement	P09 Forecast Variance	P10 Forecast Variance	Movement
	£'000	£'000	£'000	£'000	£'000	%	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000
Total	150,938	153,032	153,032	-	130,331	85.2%	148,656	97.1%	178,661	179,892	1,234	25,629	26,860	1,234
Less Income	-8,817	-7,413	-7,413	-	-3,674	49.6%	-3,674	49.6%	-7,413	-7,413	-	-	-	-
Net Total	142,121	145,619	145,619	-	126,657	87.0%	144,982	99.6%	171,248	172,479	1,234	25,629	26,860	1,234
NNC	62,761	64,305	64,305	-	55,932	87.0%	64,024	99.6%	75,623	76,167		11,318	11,861	
WNC	79,360	81,314	81,314	-	70,725	87.0%	80,958	99.6%	95,625	96,312		14,311	14,999	

11. Revenue Budget Monitoring - Summary

NCT Monitoring Summary	Budget 2023/24													
Description	Original Budget	P09	P10	Movement	P09 Actuals	%	P10 Actuals	%	P09 Forecast Outturn	P10 Forecast Outturn	Movement	P09 Forecast Variance	P10 Forecast Variance	Movement
	£'000	£'000	£'000	£'000	£'000	%	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000
Staffing	49,732	51,826	51,826	-	43,500	83.9%	48,040	92.7%	53,311	53,382	71	1,485	1,556	71
Other non staffing costs	358	358	358	-	269	75.0%	269	75.0%	358	358	-	-	-	-
Placements	66,286	66,286	66,286	-	64,879	97.9%	76,528	115.5%	89,593	90,291	698	23,307	24,005	698
Contracts	5,001	5,001	5,001	-	2,531	50.6%	2,723	54.4%	5,001	5,001	-	-	-	-
Children's Homes	3,767	3,767	3,767	-	3,255	86.4%	3,614	95.9%	3,982	3,981	0	215	214	0
Legal	4,788	4,788	4,788	-	3,330	69.6%	3,778	78.9%	5,298	5,298	-0	510	510	-0
Adoption	7,776	7,776	7,776	-	6,026	77.5%	6,647	85.5%	7,696	7,733	37	-80	-43	37
Transport	2,870	2,870	2,870	-	1,490	51.9%	1,534	53.5%	3,394	3,672	279	524	802	279
Other Care	5,889	5,889	5,889	-	6,245	106.0%	6,719	114.1%	5,801	5,980	179	-88	91	179
NCT Central - Other budget	-762	-762	-762	-	-1,194	156.7%	-1,196	156.9%	-1,007	-1,037	-30	-245	-275	-30
Support Services / SLA	5,233	5,233	5,233	-	-	0.0%	-	0.0%	5,233	5,233	-	-	-	-
Total	**150,938**	**153,032**	**153,032**	**-**	**130,331**	**85.2%**	**148,656**	**97.1%**	**178,661**	**179,892**	**1,234**	**25,629**	**26,860**	**1,234**
Less Income	-8,817	-7,413	-7,413	-	-3,674	49.6%	-3,674	49.6%	-7,413	-7,413	-	-	-	-
Total	**142,121**	**145,619**	**145,619**	**-**	**126,657**	**87.0%**	**144,982**	**99.6%**	**171,248**	**172,479**	**1,234**	**25,629**	**26,860**	**1,234**
NNC	62,761	64,305	64,305	-	55,932	87.0%	64,024	99.6%	75,623	76,167		11,318	11,861	
WNC	79,360	81,314	81,314	-	70,725	87.0%	80,958	99.6%	95,625	96,312		14,311	14,999	

11. Revenue Budget Monitoring – Staffing

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£51.826m
YTD Actuals	£48.040m
Forecast	£53.382m
Current Variance	£1.556m
Previous Variance	£1.485m
Movement in Variance	£0.071m
Actuals Period Covered	April to January 2024
Basis of Forecast	Projections based on actual mix of agency, vacant and permanent staffing structure configuration.
Risk in Forecasts	There is a vacancy factor of £3.269m across all teams. There are a large number of vacancies across the social work teams which are being covered by agency staff. Increasing agency rates above 4% contract sum allocation. Recruitment against vacant social work posts to manage demand presents a risk to the forecast
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
The recruitment of social workers is a key challenge both locally and nationally. There is a shortage of social workers across the country, with the agency market and the associated costs attracting a greater number of social workers. NCT remains competitive with its pay and agency rates and regular benchmarking is undertaken. However, we are starting to see an increase in neighboring authorities increasing their rates through significant retention and pay increases to social care staff.

The actuals year to date are high compared to forecast as the accruals relating to 2022/23 grant income have not yet been cleared off in full as some the grant income is still outstanding. In addition, there is still outstanding grant income due to NCT which partially funds these staffing cost.

The actuals to date of all direct payroll costs is £48.718 against a budget of £55.504m equating to 87% expenditure to date. | Reduced employee contributions rates as agreed in the contract sum

Restructures planned for commissioning, Business support and central operations to manage the savings targets and vacancy factor applied to this area. The vacancy factor inherited as part of the contract sum was 14% for business support arrangements.

The contract sum submission for 2024/25 has addressed this historic vacancy factor issue.

A review of non social work agency staff has been undertaken and this will continue |

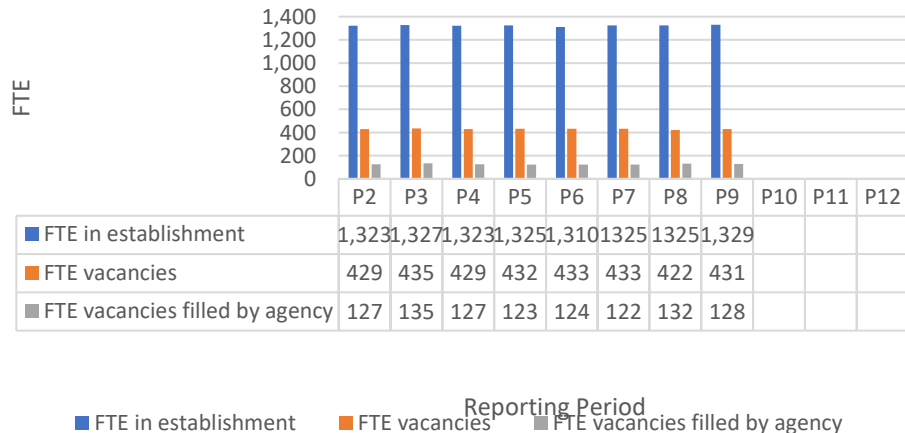| Grouped Teams | Full Establishment | | | | | | SW Posts Only | | | | | SW Sickness | |
	Numbers	%					Grand Total	%				Absence Rate	Fte Days per Fte Employee (12m to May 23)
	Grand Total	Vacancy	Permanent	Agency	Office Holder	Casual /Zero Hours	Grand Total	Vacancy	Permanent	Agency	Relief		
Integrated Support Service & Admin Team	102	15.70%	83.30%	1.00%	0.00%	0.00%	-						
SQAS Business Support Team	31	9.70%	87.10%	3.20%	0.00%	0.00%	-						
Child Protection Officers	16	18.80%	81.30%	0.00%	0.00%	0.00%	16	18.80%	81.30%	0.00%	0.00%		
Independent Reviewing Officers	22	0.00%	95.50%	4.50%	0.00%	0.00%	22	0.00%	95.50%	4.50%	0.00%		
NQSW Academy Team	8	0.00%	100.00%	0.00%	0.00%	0.00%	7	0.00%	100.00%	0.00%	0.00%	0.60%	1.57
Strengthening Families North	41	4.90%	95.10%	0.00%	0.00%	0.00%	0						
Strengthening Families West	60	6.70%	93.30%	0.00%	0.00%	0.00%	-						
Strengthening Families SEND	8	0.00%	100.00%	0.00%	0.00%	0.00%	-						
Youth Offending Team	75	21.30%	78.70%	0.00%	0.00%	0.00%	0						
MASH	56	7.10%	69.60%	23.20%	0.00%	0.00%	26	7.70%	53.80%	38.50%	0.00%	6.20%	15.76
EDT	24	25.00%	54.20%	8.30%	0.00%	12.50%	21	23.80%	52.40%	9.50%	14.30%	16.80%	42.63
Duty & Assessment	60	10.00%	36.70%	51.70%	0.00%	1.70%	54	11.10%	29.60%	57.40%	1.90%	1.50%	3.85
DCT	37	5.40%	89.20%	5.40%	0.00%	0.00%	31	6.50%	87.10%	6.50%	0.00%	3.40%	8.51
Safeguarding North	67	7.50%	68.70%	20.90%	0.00%	3.00%	58	6.90%	65.50%	24.10%	3.40%	3.90%	9.92
Safeguarding West	75	17.30%	56.00%	26.70%	0.00%	0.00%	66	16.70%	53.00%	30.30%	0.00%	5.30%	13.57
CiC - Court Teams (N1/2 and W1/2)	53	26.40%	50.90%	22.60%	0.00%	0.00%	46	26.10%	47.80%	26.10%	0.00%	10.00%	0.21
CiC Teams (non-court teams)	69	8.70%	82.60%	8.70%	0.00%	0.00%	62	9.70%	80.60%	9.70%	0.00%	2.60%	6.52
CiC North (all teams)	60	18.30%	66.70%	15.00%	0.00%	0.00%	52	17.30%	65.40%	17.30%	0.00%	50.00%	1.32
CiC West (all teams)	51	15.70%	66.70%	17.60%	0.00%	0.00%	47	17.00%	63.80%	19.10%	0.00%	4.00%	10.13
Leaving Care	45	20.00%	78.30%	1.70%	0.00%	0.00%	8	0.00%	100.00%	0.00%	0.00%	90.00%	2.36
Childrens Homes	186	22.00%	47.30%	0.00%	0.00%	30.60%	3	0.00%	66.70%	0.00%	33.30%	0.00%	0
Adoption & Post Adoption Support	72	18.10%	59.70%	1.40%	16.70%	4.20%	23	21.70%	65.20%	8.70%	4.30%	1.30%	3.35
Fostering Teams (inc Friends & Family Support)	93	28.00%	53.80%	3.20%	9.70%	5.40%	27	11.10%	66.70%	22.20%	0.00%	6.80%	17.17
Separated Children	18	16.70%	72.20%	11.10%	0.00%	0.00%	12	8.30%	83.30%	8.30%	0.00%	1.80%	4.47
	1,329						581						

All payroll charts   show December 2023 data as work is ongoing to update the data provided
in these charts going forward.
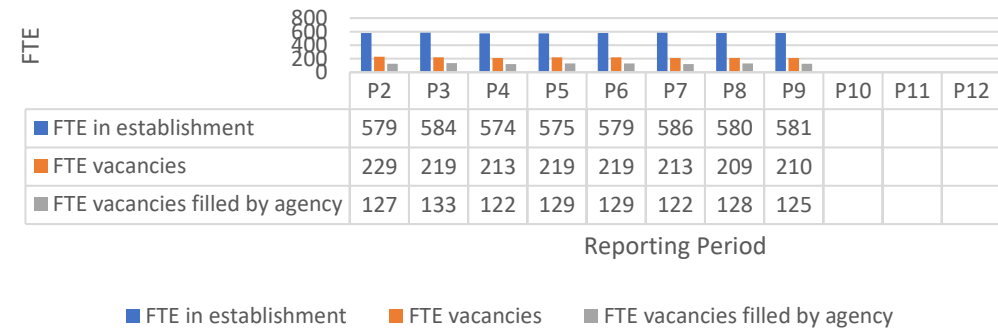
11. Revenue Budget Monitoring – Staffing

Service	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Average
FTE in establishment		1,323	1,327	1,323	1,325	1,310	1,325	1,325	1,329				
FTE vacancies		429	435	429	432	433	433	425	431				
FTE vacancies filled by agency		127	135	127	123	124	122	132	128				
% Agency Usage		9.6%	10.2%	9.6%	9.3%	9.5%	9.2%	9.9%	9.6%				

Graph to show monthly trend of NCT Establishment - All Posts

	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
FTE in establishment	1,323	1,327	1,323	1,325	1,310	1325	1325	1,329			
FTE vacancies	429	435	429	432	433	433	422	431			
FTE vacancies filled by agency	127	135	127	123	124	122	132	128			

Reporting Period

■ FTE in establishment   ■ FTE vacancies   ■ FTE vacancies filled by agency

Graph to show monthly trend of NCT Establishment - SW Posts

	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
FTE in establishment	579	584	574	575	579	586	580	581			
FTE vacancies	229	219	213	219	219	213	209	210			
FTE vacancies filled by agency	127	133	122	129	129	122	128	125			

Reporting Period

■ FTE in establishment   ■ FTE vacancies   ■ FTE vacancies filled by agency

11. Revenue Budget Monitoring – Other Non Staffing

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£0.358m
YTD Actuals	£0.269m
Forecast	£0.358m
Current Variance	£0
Previous Variance	£0
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast in line with YTD actuals.
Risk in Forecasts	None at present.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
No variance reported for P10.	

11. Revenue Budget Monitoring – Agency Placements

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£66.286m
YTD Actuals	£76.528m
Forecast	£90.291m
Current Variance	£24.005m
Previous Variance	£23.307m
Movement in Variance	£0.698m
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast based on the database as at 1st February 2024. This has been adjusted for young people turning 18 during the financial year. All growth has now been removed from the forecast. This forecast assumes all savings will be achieved.
Risk in Forecasts	Forecast demand is higher than currently estimated. The savings identified against placements are not fully achieved. Income from ICB is not received at forecasted levels.
MTFP Impact - 2024/25	See section 12

Reasons for Variance

The forecast variance of £24.405m is shown in more detail in the placements table below, this is an increase of £0.698m from last month as follows:
-Supported Accommodation forecast has increased by £0.183m due to one new placement of £121k and changes to exiting packages of £62k.
-Residential forecast has increased by £0.892m due to 3 new packages of £292k, internal transfer from IFA of £198k and 3 transfers from emergency placements of £405k.
-External Fostering packages have reduced by -£56k this month due to a reduction of 1 placement and changes to existing packages.
-Additional contributions from Education and Heath have been forecast of -£284k.

The number of packages has increased from 680 in December 2023 to 682 in January 2024 as shown in the chart below. This represents an increase of 2 from last month and an increase of 35 from July 2023.
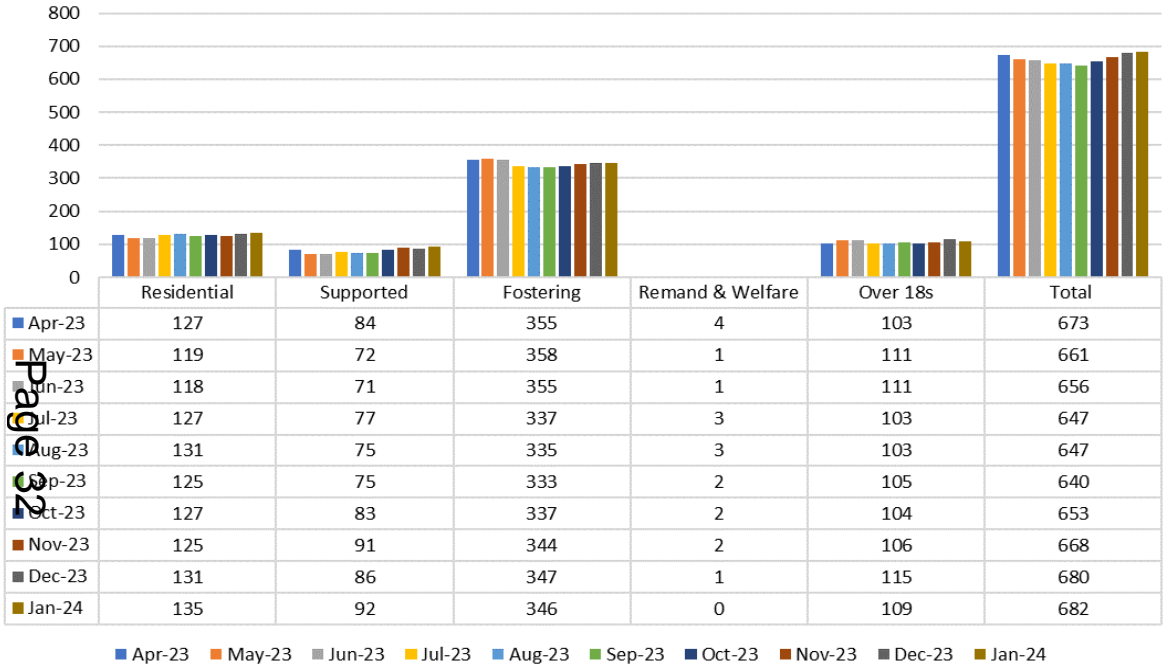
Mitigations

NCT has continued to develop its placement sufficiency strategy and the use of external placements strategy.

NCT has submitted a capital bid to increase capacity of in-house provision and is working with property colleagues to identify additional properties as part of the placement sufficiency strategy.
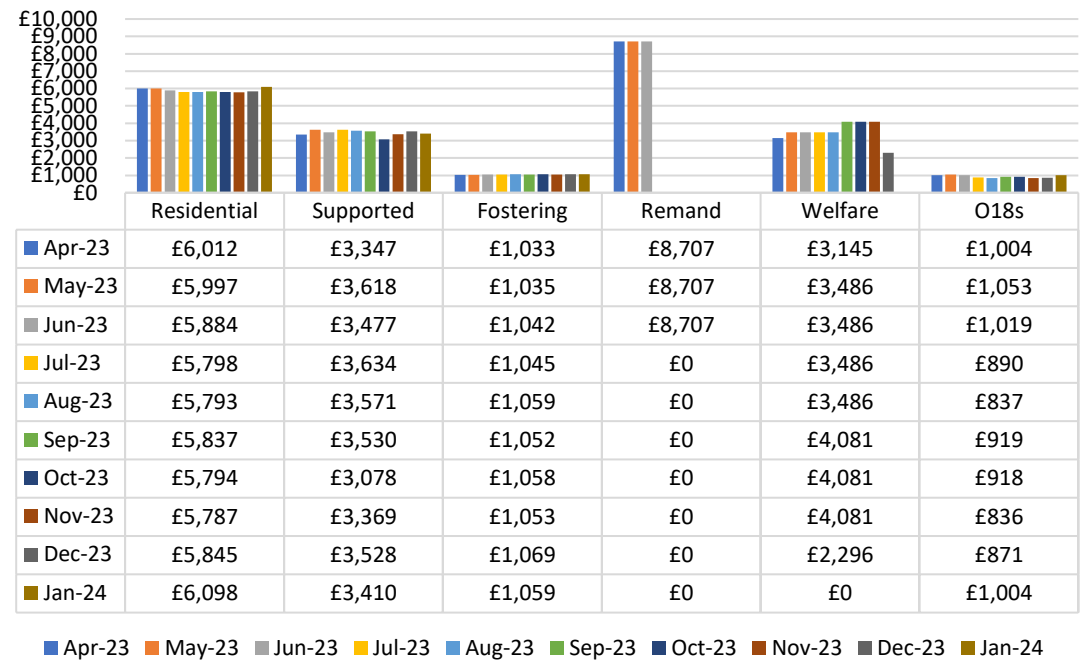
The Multi Agency Resource Panel was reviewed, and a new term of reference was proposed in July 2022. A review by People Too has indicated that social care currently picks up 96% of all care costs, which is high compared statistical neighbours and national. The refreshed the terms of reference, we are currently working through all joint funded cases to review allocations and finalise the protocol. The increased contributions from partners which had been forecast have now been removed from the provisional outturn position and impacted on the outturn position for 22/23. As part of the contract sum negotiations increased levels of contributions were accepted as part of the savings proposals from NCT.

11. Revenue Budget Monitoring – Agency Placements

Number of packages in 2022/2023 & P1-P7 2023/2024

	Residential	Supported	Fostering	Remand & Welfare	Over 18s	Total
Apr-23	127	84	355	4	103	673
May-23	119	72	358	1	111	661
Jun-23	118	71	355	1	111	656
Jul-23	127	77	337	3	103	647
Aug-23	131	75	335	3	103	647
Sep-23	125	75	333	2	105	640
Oct-23	127	83	337	2	104	653
Nov-23	125	91	344	2	106	668
Dec-23	131	86	347	1	115	680
Jan-24	135	92	346	0	109	682

Weekly Average Cost

	Residential	Supported	Fostering	Remand	Welfare	O18s
Apr-23	£6,012	£3,347	£1,033	£8,707	£3,145	£1,004
May-23	£5,997	£3,618	£1,035	£8,707	£3,486	£1,053
Jun-23	£5,884	£3,477	£1,042	£8,707	£3,486	£1,019
Jul-23	£5,798	£3,634	£1,045	£0	£3,486	£890
Aug-23	£5,793	£3,571	£1,059	£0	£3,486	£837
Sep-23	£5,837	£3,530	£1,052	£0	£4,081	£919
Oct-23	£5,794	£3,078	£1,058	£0	£4,081	£918
Nov-23	£5,787	£3,369	£1,053	£0	£4,081	£836
Dec-23	£5,845	£3,528	£1,069	£0	£2,296	£871
Jan-24	£6,098	£3,410	£1,059	£0	£0	£1,004

# 11. Revenue Budget Monitoring – Homes for Children

Placement Type	Expenditure Budget	Projected Outturn exc Growth	Growth	Projected Outturn inc Growth	Variance – This period	Variance – Last period	Movement P9-P10	Mix – This period
	£000	£000	£000	£000	£000	£000	£000	%
In house Fostering	8,532	8,395	0	8,395	-137	-137	0	0.6%
Agency Fostering	16,895	19,084	0	19,084	2,189	2,245	-56	8.8%
Independent Residential	31,087	40,416	0	40,416	9,329	8,437	892	37.6%
Supported Accommodation	3,400	15,577	0	15,577	12,177	11,994	183	49.1%
18+Agency Placements	4,400	4,570	0	4,570	170	187	-17	0.7%
Welfare Secure	339	128	0	128	-211	-211	0	-0.8%
Parent & Baby	910	2,132	0	2,132	1,222	1,222	0	4.9%
UASC	6,918	6,922	0	6,922	4	4	0	0
Remand Secure	300	365	0	365	65	83	-18	0.3%
Total	**72,781**	**97,588**	**0**	**97,588**	**24,807**	**23,824**	**983**	
Education Income	-651	-1,067	0	-1,067	-416	-416	0	56.1%
ICB Income	-2,549	-2,834	0	-2,834	-285	-1	-284	30.3%
Grant Income (excluding in-scope Income)	-3,295	-3,396	0	-3,396	-101	-101	0	13.6%
Total Income (excluding in-scope income)	**-6,495**	**-7,297**	**0**	**-7,297**	**-742**	**-518**	**-224**	
Net Total	**66,286**	**90,291**	**0**	**90,291**	**24,005**	**23,306**	**698**	

Page 33

| Date	31-Jan	31-Dec	08-Dec	01-Dec	24-Nov	17-Nov	10-Nov	03-Nov	27-Oct	20-Oct	13-Oct	06-Oct	29-Sep	22-Sep	15-Sep
Looked After Children	1,200	1,198	1,206	1,213	1,205	1,201	1,199	1,198	1,188	1,183	1,182	1,172	1,165	1,164	1,163
UASC	106	132	112	114	112	111	111	111	109	108	108	110	106	102	101
Total Number External placements	682	680		668					653			640			
Child Protection Plans	640	627	671	689	698	685	688	688	699	685	715	736	742	753	742
Children in Need	2016	2094	2020	1985	1980	2019	2024	2019	1995	1996	1949	1930	1908	1888	1876
Average DAAT Caseload	17.3	16.5	19.2	19.9	22.1	20.3	24.0	22.5	20.6	19.6	18.3	17.1	17.1	18.7	18.1
Average Safeguarding Caseload	20.6	21.6	20.8	20.2	20.3	19.5	19.4	19.8	19.6	20.0	20.4	20.8	20.5	20.4	20.3
Average CiC Caseload (exl. Leaving Care & Court Teams)	16.1	16.7	16.6	16.4	16.9	16.0	16.4	16.4	16.5	16.4	16.5	16.9	16.8	16.9	16.4

11. Revenue Budget Monitoring

Split between internal and external placement provisons based on budget
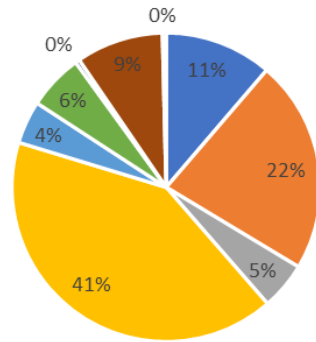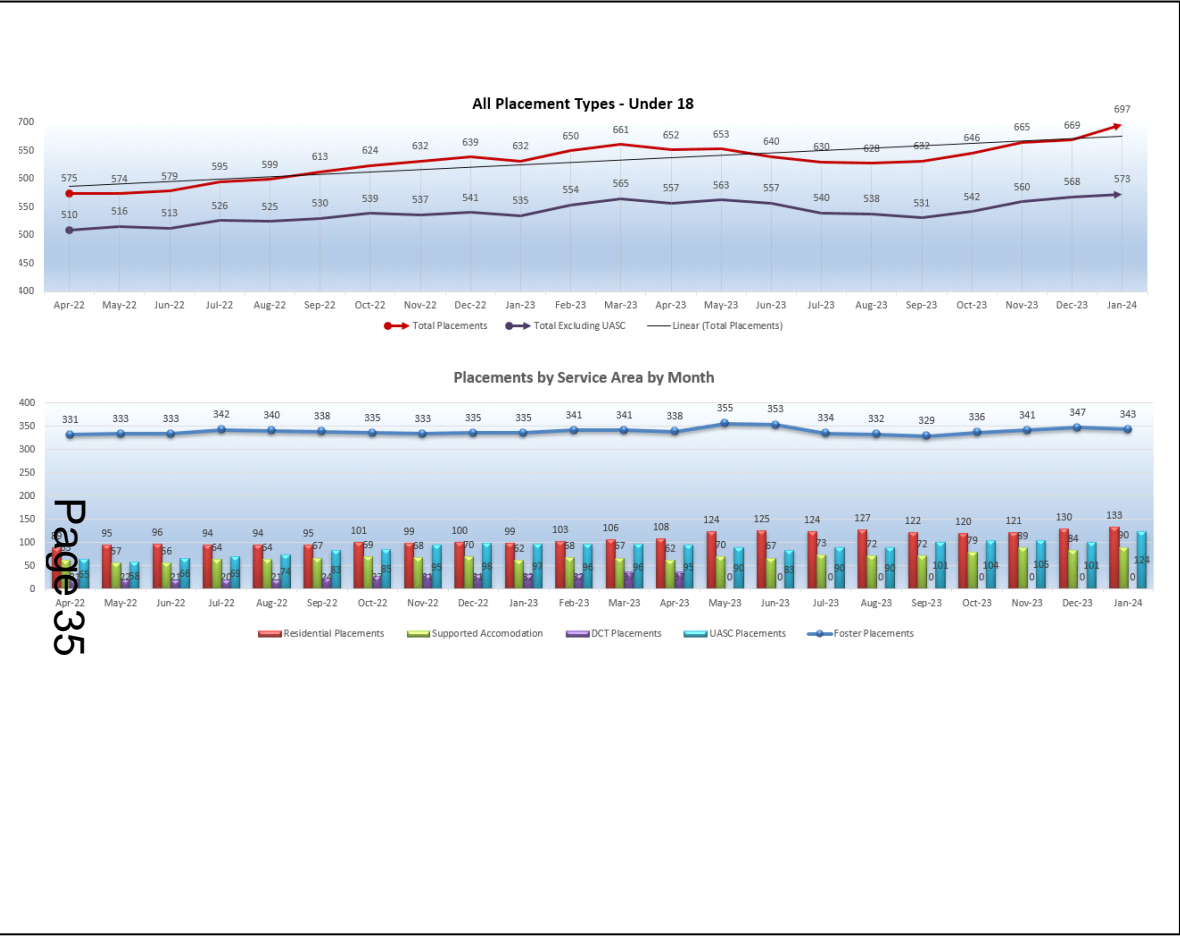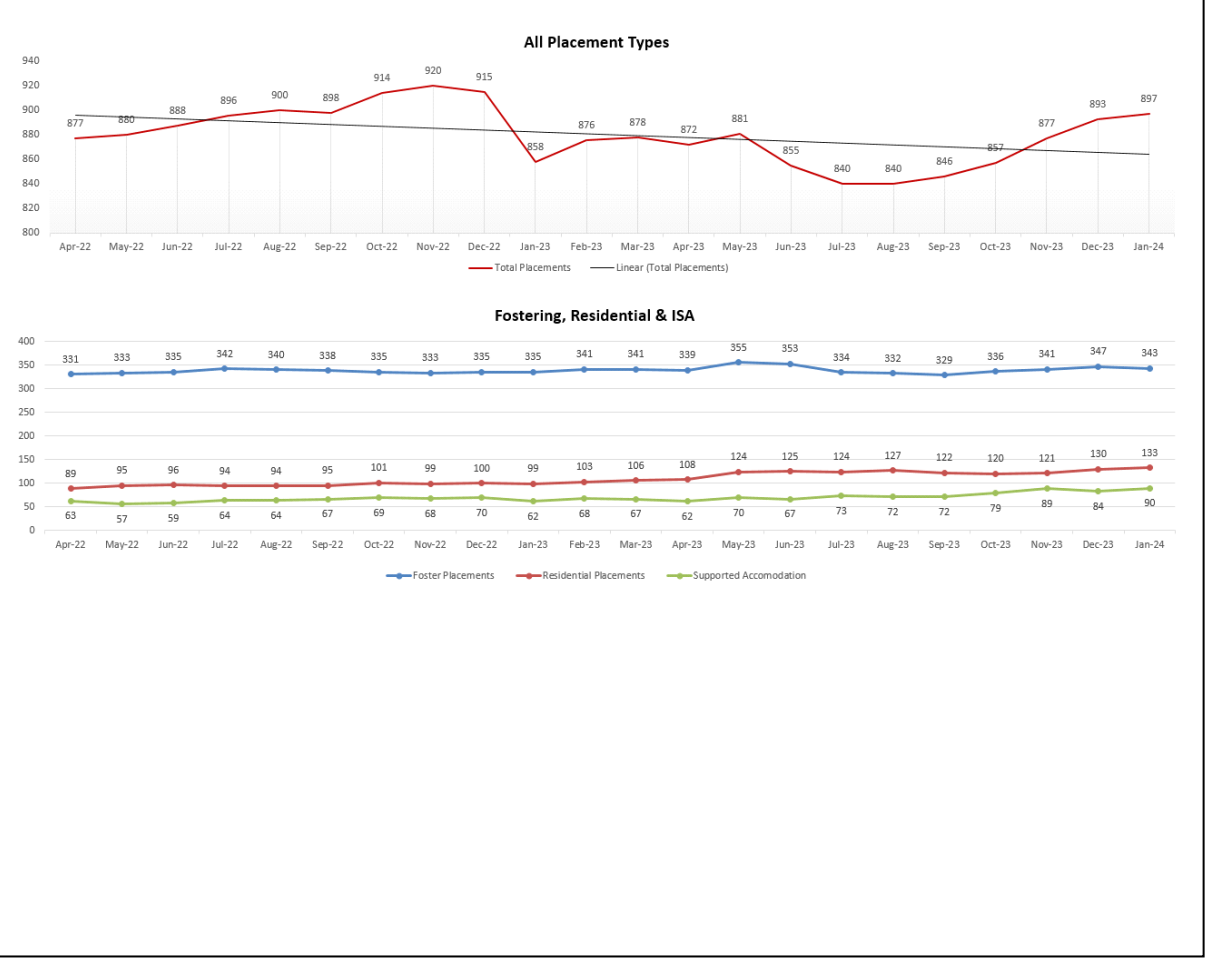
- In house Fostering
- Agency Fostering
- In house Residential
- Independent Residential
- Supported Accommodation
- 18+Agency Placements
- Welfare Secure
- UASC
- Remand Secure

Split between internal and external placement provisons based on forecast variance
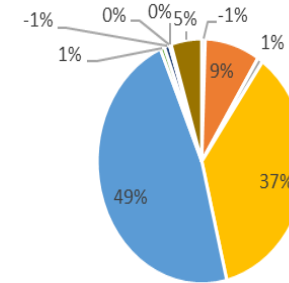
- In house Fostering
- Agency Fostering
- In house Residential
- Independent Residential
- Supported Accommodation
- 18+Agency Placements
- Welfare Secure
- UASC
- Remand Secure
- Parent & Baby

11. Revenue Budget Monitoring – Homes for Children

All Placement Types - Under 18

All Placement Types

Placements by Service Area by Month

Fostering, Residential & ISA

Page 35

11. Revenue Budget Monitoring – Homes for children

These tables show the utilization of in-house, block contract and managed provision.

Internal Service Values	Period	Capacity	Capacity Used	Vacant	Utilization	Notes
Arnold House		3	3	0	100%	Arnold will remain at 3 placements, so capacity changed to reflect this
Raven House		3	3	0	100%	Since January 2023 Reduced capacity (3) due to staffing
Welford House		6	5	1	83%	
Thornton House		2	2	0	100%	
Phoenix House		4	3	1	75%	
Total for Residential		18	16	2	89%	

HMO Provision	Period	NCT Bed Capacity	NCT Used	Vacant	NCT Block Utilization	Notes
Adams Avenue		0	0	0	0%	Closed
Hood Street		6	1	5	17%	
Stimpson Avenue		6	6	0	100%	
Total		12	7	5	58%	

Provision Name	Home Capacity	NCT Home Capacity	NCT Used Capacity	Vacant	NCT Block Utilization	Comments
Abbey House	5	5	5	0	100%	
Buckby House	5	4	4	0	100%	
Daventree House	2	2	2	0	100%	
Everley House	5	5	5	0	100%	
Franklin House	2	2	2	0	100%	
Hatton House	5	3	1	2	33%	
Lansdowne House	5	5	5	0	100%	Second bed blocked for N1376099
Poppy House	1	1	1	0	100%	
Wallis House	5	5	4	1	80%	
Harpury House	5	5	4	1	80%	
Lillibet House	3	3	1	2	33%	
Coronation House	3	3	1	2	33%	
Burtone House	3	3	0	3	0%	
Totals	49	46	35	11	76%	

Capacity and Usage of Childrens Homes
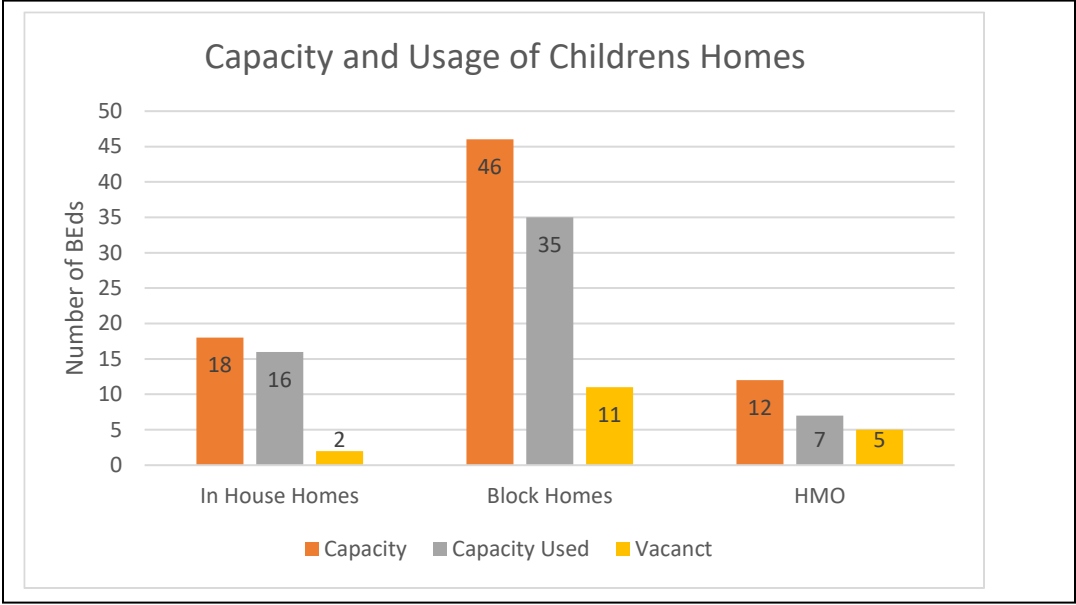
11. Revenue Budget Monitoring – Contracts

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£5.001m
YTD Actuals	£2.723m
Forecast	£5.001m
Current Variance	£0
Previous Variance	£0
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Cost of existing contracts
Risk in Forecasts	None at present
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
No variance reported for P10.

Actuals to date are low compared to forecast as the contracts for 2023/24 are being paid in arrears.

Contracts are forecast on budget, work is ongoing with providers to maintain current provision. Pressure from providers around reconfiguration of service provision is intensifying given inflation pressures. Contractual inflation was incorporated into the contract sum and has been passported to providers.

The shorts breaks contract has been extended for the 23/24 financial year, NCT is mitigating the additional costs following a review of other contracts and mitigating actions. A risk remains around any additional increase following the finalisation of pay negotiations within the health service. As contracts expire following the novation to NCT as part of the commissioning strategy, NCT will look to recommission and reconfigure provision in line with priorities and available resources. | NCT launched a Commissioning Strategy and Framework 2021-25 setting out our overall vision and plan to use commissioning to contribute to the delivery of our Business Plan, and to improve outcomes for children, young people, and families and to support our staff to do their work effectively and efficiently. The Commissioning Strategy and Framework is also intended to inform our Board, stakeholders, partners and our staff of the purpose of our commissioning; our expectations of commissioned services; how they align with and support our service delivery function; our approach to commissioning; what good commissioning looks like; what we intend to commission over the next four years and how we will know what difference we have made for children, young people and families in Northamptonshire as a result ensuring value for money in the use of resources. |

11. Revenue Budget Monitoring – Children's Homes

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£3.767m
YTD Actuals	£3.614m
Forecast	£3.982m
Current Variance	£0.215m
Previous Variance	£0.215m
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Mainly staffing budgets.
Risk in Forecasts	Staffing expenditure makes up 90% of the budget allocation with pressures around agency and sickness. Recruitment in this area is a significant challenge given the salary levels.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
The forecast overspend mainly relates to Arnold house due to the level of staffing required to meet the complex needs of young people resident in this provision. Phoenix House has incurred additional agency costs this year to cover maternity leave of the service manager. The spend to date is high compared to forecast as this relates to the use of agency staff across the homes which has all ended now. The increase in forecast spend relates to increased payroll costs to meet the needs of young people in the homes.	A review of the children's homes budgets will be taken during 2023/24. Alternative delivery options are been developed as part of a strategic partnership

11. Revenue Budget Monitoring – Legal

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£4.788m
YTD Actuals	£3.778m
Forecast	£5.298m
Current Variance	£0.510m
Previous Variance	£0.510m
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	The forecast is based on the current level of demand and continued delivery of improvement measures.
Risk in Forecasts	Risk around additional increases in charges and the impact of the application of non shareholder rates.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
The overspend relates to inflationary costs and increasing demand for legal services. Actuals to date are low compared to forecast as the legal invoices are paid in arrears. Increasing demand and complexity of cases and the implementation of the fee increase of 4% implemented from November 2022. workshops have been held with pathfinder around there billing, there remains concern around this with the potential for retrospective charges and late billing. Significant risks around the provision of legal services for 23/24 and future years.	NCT has taken legal advice on the Shareholder matter and NCT has challenged the in year uplift in May 2023 outside of the normal November 2023 uplift. Despite the increased demand the transformation workstream has had a number of successes in terms of cost mitigation and also improving the understanding of the data. •Our 3 biggest areas of focus in FY22-23 were Counsel (QC & Junior), Expert fees and emails in. These 3 areas are £245k underspent compared to last year. •Acknowledging that demand has increased there are 90 more matters billed to DEC 2022 than DEC 2021. With an average cost per matter last FY of £1115 – that is worth £100k. •Removal of Pathfinder attendance as standard from weekly Gateway meetings at the start of the financial year avoided c£90k in billed time.

11. Revenue Budget Monitoring – Adoption

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£7.776m
YTD Actuals	£6.647m
Forecast	£7.733m
Current Variance	-£0.043m
Previous Variance	-£0.0.80m
Movement in Variance	£0.037m
Actuals Period Covered	April to January 2024
Basis of Forecast	See table on the right.
Risk in Forecasts	Cost of adoption allowances is increasing which could potentially put pressure on the budget.
MTFP Impact - 2024/25	See section 12

Reasons for Variance

The current forecast of £7.733m, which equates to an underspend of -£43k, is set out in the table below:.

Expenditure	2023/2024				
	Baseline	Growth	Baseline & Growth	Weekly Cost	Forecast 2023/2024
SGO	588	59	647	£202.60	£6,834,307
RO	63	-28	35	£156.72	£285,996
Adoption	78	-23	55	£224.67	£644,305
Total Allowances	**729**	**8**	**737**	**£577.69**	**£7,764,608**
Other Costs					-£31,608
Total allowances & other costs					**£7,733,000**

11. Revenue Budget Monitoring – Transport

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£2.870m
YTD Actuals	£1.534m
Forecast	£3.672m
Current Variance	£0.802m
Previous Variance	£0.524m
Movement in Variance	£0.278m
Actuals Period Covered	April to January 2024
Basis of Forecast	Based on current information provided through the transport SLA.
Risk in Forecasts	Increased demand and inflation on transport increasing above current levels.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
The forecast overspend relates to increased cost as a result of inflationary pressures. Actuals to date are low due to accruals from 2022/23. In addition to this the social care transport invoices are paid in arrears, the most recent invoice paid is for September 2023. Improvement in the invoicing and forecasting arrangements would improve the budget monitoring in this area.	A workshop has been arranged to review transport procurement arrangements as part of the finalization of the SLA for the delivery of social care workshop. The aim of this workshop is to ensure that the service requirements can be delivered and to seek efficiencies in the procurement of transport. Within NCT, the transport hub will continue to seek efficiencies and manage demand. Detailed below are a summary of the current actions of the transport hub. The service has implemented the Transport hub to review all transport arrangements and historic provision. Each case is reviewed annually. To ensure best value all transport provision is directed through the hub, to ensure the most effective provision is put in place and transport arrangements can be amended or withdrawn following changes in circumstances. •Review of historic eligibility and arrangements. •Improved management information and route planning. •The service is working with its external providers to ensure transport related expenditure is not duplicated through the analysis of the placement fees. •A savings target of £100k is built into the budget as part of the savings programme.

11. Revenue Budget Monitoring – Other Care

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£5.889m
YTD Actuals	£6.719mm
Forecast	£5.980m
Current Variance	£0.091m
Previous Variance	-£0.088m
Movement in Variance	£0.179m
Actuals Period Covered	April to January 2024
Basis of Forecast	Expenditure incurred to date.
Risk in Forecasts	Risk around increasing demand and joint funding arrangements with Health.
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
The forecast overspend relates to non-placement costs across the service which includes ICB income for direct payment and day care packages. The forecast has increased this month due to additional demand and cost of preventing young people coming into care.

Actuals to date are high compared to forecast due to outstanding income which has been accrued but not yet received. | Review of all current packages

Work with providers around best value of contracts and improved commissioning arrangements

Joint Funding work with providers from Health and Education |

11. Revenue Budget Monitoring – NCT Central

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	-£0.762m
YTD Actuals	-£1.196m
Forecast	-£1.037m
Current Variance	-£0.275m
Previous Variance	-£0.245m
Movement in Variance	-£0.030m
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast based on investments currently in place.
Risk in Forecasts	Funding of demand led pressures and passporting of funding. Delays in receipt of funding will impact on the ability to continue investment and achieve savings target. Investment dependent and timely payment of contract sum funding
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
Current reported variance of -£0.275m which mainly relates to interest being received on investments. Investments in Treasury Bonds at 31 January 2024 totalled £5m.	When the outstanding funding in relation to the 2022/23 financial year and an improved process for the payment of passthrough grants for the 2023/24 financial year. This will allow the Trust to invest the additional funding to achieve the savings target of £900k. the cash flow of the trust is dependent on the timely payment of funding to the Trust.

11. Revenue Budget Monitoring – Support Services

Overview	Explain what costs are included in here
ERP Ledger Codes	Various
Agreed budget	£5.233m
YTD Actuals	£0
Forecast	£5.233m
Current Variance	£0
Previous Variance	£0
Movement in Variance	£0
Actuals Period Covered	April to January 2024
Basis of Forecast	Forecast to budget.
Risk in Forecasts	None at present
MTFP Impact - 2024/25	See section 12

Reasons for Variance	Mitigations
No variance reported for P10. The actuals to date are £0 as the invoices are paid later in the year. The support services charges for 2023/24 are currently being reviewed. It has been agreed that support charges will be finalised for 2023/24 and then invoices will be raised for payment by NCT.	Support services review as part of the 2024/25 contract sum arrangements. Finalisation of the Transport SLA. This is still not finalised following the disaggregation the transport arrangements in November 2022. Property strategy around the requirements of NCT to deliver services across Northamptonshire. Savings are linked to reducing the overall property requirements.

12. MTFP - Summary

	2024/2025 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's	Notes
Contract sum	**150,938**	**180,009**	**182,212**	**186,205**	
Unavoidable pressures	9,721	8,342	7,427	6,521	Inflation pressures in line with council projections
Demographic / Demand	25,815	2,857	1,919	863	
Savings	- 9,045	- 6,684	- 5,326	- 5,188	Savings subject to Joint Transformation Projects
One off Funding (Circle to Success and Innovate and IRO)	2,448	- 2,363			Removal of one off funding for Innovate and Circle to Success in 2025/26 . IRO £85k included in core contract)
Practice Model	132	51	- 28	53	Adjustment for changes in funding for each year of programme
Net Contract Sum	**180,009**	**182,212**	**186,205**	**188,454**	
Transformation Reserve	138	138	-	-	Includes Homes for children for 2024/25 and 2025/26 (£0.138m). Agreed at Transformation Board
Contract Sum including agreed Transformation Funding	**180,147**	**182,350**	**186,205**	**188,454**	
Remaining unallocated Transformation Reserve	3,021	3,021	3,291	3,291	Transformation Reserves £3.291m, note that the figure of £3.291m is net off the full year recruitment impact
Total Funding including Transformationation Reserve	**183,306**	**185,371**	**189,496**	**191,745**	

12. MTFP - Savings

Directorate	Service Area	New/Change to Existing Proposal	Proposal Title	Proposal Description	Service Impact	Category	One-off or recurrent	2024/25 £k	2025/26 £k	2026/27 £k	2027-28 £k
Children's Trust	Commissioning and Placements	Existing	Review of placements supply (homes)	Developing in house and block contract beds with the Unitaries	No	Placements capacity and value	Recurrent	664	664	300	300
Children's Trust	Commissioning and Placements	Existing	Increased Provision in Supported Accommodation for 15-17 yr olds.	Developing capacity for suitable care leaver accommodation making best use of unitary asset base and links with housing teams	No	Placements capacity and value	Recurrent	300	300	300	300
Children's Trust	Commissioning and Placements	New	Maximisation of Housing Benefit Claims for Care Leavers	Ensuring care leavers are accessing benefits they are entitled too	Yes	External sources of funding	Recurrent	169	0	0	0
Children's Trust	Commissioning and Placements	New	care leavers accommodation options- moving into social housing, supported lodgings	Supporting careleavers into social housing	No	Transitions planning	Recurrent	627	2,368	1,741	1,228
Children's Trust	Safeguarding	Change	Review of Children's Legal costs	Rightsourcing legal service provision	Yes	Support and Service Contracts	Recurrent	417	400	250	200
Children's Trust	Finance and Resources	Change	Assets Management Strategy	Developing accommodation needs alighted to service provision	Yes	Support Services	Recurrent	150	200	0	0
Children's Trust	Commissioning and Placements	New	Contracts	Planned Reduction of NEET Contract as part of recommissioning	Yes	Contracts	Recurrent	100	100	0	250
Children's Trust	Safeguarding	New	Review of Contact service and e-scheduling system.	Review of the Contact Service following the implementation of the E-scheduling system - administration efficiencies	Yes	Use of digital technology	Recurrent	45	0	0	0
Children's Trust	Trust-wide	New	Implementation of Social Care Management System	Reconfigure of payments teams following implementation of social care management system with financial module.	Yes	Use of digital technology	Recurrent	0	60	0	0
Children's Trust	Fostering	Change	Increased use and value within In-House Fostering	Maximising the utilisation of inhouse fostering capacity to provide best value	Yes	Placements capacity and value	Recurrent	300	400	400	0
Children's Trust	Commissioning and Placements	Change	Review of External placements to develop effective Joint Funding Commissioning	Ensuring Education and Health contributions are appropriately provided for qualifying placements	Yes	Placements capacity and value	Recurrent	2,000	1,000	0	0
Children's Trust	Disabled Children's Team	Existing	Review of Direct Care Payments	Review of direct care payments within disabled children care packages.	Yes	Placements capacity and value	Recurrent	100	100	100	210

Children's Trust	All	Change	Review of Non Essential Budgets including mileage, supplies and provisions.	Minor expenses budget realignments	No	General	Recurrent	**25**	**0**	**0**	**0**
Children's Trust	Finance and Resources	Change	Implementation of treasury management strategy	Treasury Management	No	Finance and Resourcing	Recurrent	**100**	**0**	**0**	**0**
Children's Trust	Commissioning and Placements	Change	Additional Circle to Success - year 2 effect	Value in Care project methodology rolled out into wider placements cohort	Yes	Placements capacity and value	Recurrent	**4,049**	**1,092**	**1,000**	**1,000**
Childrens Trust	Transport	New	Review of Transport arrangements	Review of Transport and eligibility citeria	Yes	Demand management and Improved commissioning	Recurrent	**0**	**0**	**100**	**200**
Childrens Trust	Social Care Staffing	New	Development of Early help Model and MASH	To reduce demand from the implementation of Ewarly help offer and MASH	Yes	Demands management	Recurrent	**0**	**0**	**1,135**	**1,500**
Total								**9,045**	**6,684**	**5,326**	**5,188**

13. Capital – To be updated as part of finance reviews

Agreed Capital Items	Value	Year	NNC Approval	WNC Approval	RAG	Current position	Next steps
John Greenwood Shipman	WNC NNC	22/23	Yes	Yes	**G**	WNC - Approved NNC - Approved	NCT to project manage delivery with WNC Property Services
New 4 bed children's home	WNC NNC	22/23	Yes	Yes	**G**	WNC - Approved NNC – Approved Site yet to be identified	NCT to project manage delivery with WNC & NNC Property Services
Thornton House	Total - £123,890 WNC 55.84% - £69,180.18 NNC 44.18% - £54,743.60	23/24	Yes	In progress	**G**	WNC - NNC – Approved by Children's & Strategic Capital Board	WNC - CAB/ELT 20th Feb NNC – Full Council March 23
DfE Funded Project (matched funded)	WNC - TBC NNC – TBC	22/23	TBC	Yes	**G**	WNC – In main budget approvals NNC - TBC	NCT to project manage delivery with WNC Property Services
Fostering Rolling Programme		23/24	In progress	In progress	**G**	WNC – NNC -	WNC – Full Council March 23 NNC – Full Council March 23

Future Requests

14. Invoicing and Cashflow Management

Date		NNC		WNC		Total
Apr'23	£	5,204,583.33	£	6,581,166.67	£	11,785,750.00
May'23	£	5,204,583.33	£	6,581,166.67	£	11,785,750.00
Jun'23	£	5,204,583.33	£	6,581,166.67	£	11,785,750.00
Jul'23	£	6,604,308.13	£	8,351,108.53	£	14,955,416.67
Aug'23	£	5,554,514.53	£	7,023,652.13	£	12,578,166.67
Sep'23	£	5,554,514.53	£	7,023,652.13	£	12,578,166.67
Oct'23	£	5,813,917.73	£	7,351,665.62	£	13,165,583.36
Nov'23	£	5,911,974.32	£	7,475,329.01	£	13,387,303.34
Dec'23	£	5,631,622.40	£	7,121,113.43	£	12,752,735.84
Jan'24	£	5,631,622.40	£	7,121,113.43	£	12,752,735.84
Feb'24	£	5,631,622.40	£	7,121,113.43	£	12,752,735.84
Mar'24	£	5,631,622.40	£	7,121,113.43	£	12,752,735.84
Grand Total:	£	**67,579,468.87**	£	**85,453,361.17**	£	**153,032,830.04**

15. Year End

Year-End Tasks	NNC & WNC Requirements	Timetable
Year-End accruals alignment between NCT, NNC and WNC.	Both councils will work with the ICF and NCT to ensure that all accruals can be substantiated.	TBC
True Ups (In scope) between NNC and WNC: Buyback Income Grants & Partnership Contributions	NNC and WNC will work with the ICF to ensure that all True Ups are aligned to the contract sum splits.	TBC
Establish Intercompany Year-End Positions between NCT, NNC and WNC	All three entities will liaise with the ICF to establish InCo balances as at 31.03.2023.	TBC
Inter Authority Arrangements: reviewed & agreed.	NNC and WNC to adhere to agreed IAA and work with the ICF where challenges are raised.	TBC

16. Audit

Track actions agreed as part of:

This page is intentionally left blank

North Northamptonshire Council

Corporate Scrutiny Committee
Tuesday 09 April 2024

Report Title	Customer Service Operation Update
Report Author	Simon Mills, Assistant Director Customer Experience

Are there public sector equality duty implications?	☐ Yes ☒ No
Does the report contain confidential or exempt information (whether in appendices or not)?	☐ Yes ☒ No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	N/A
Which Corporate Plan priority does the report most closely align with? Our priorities for the future | North Northamptonshire Council (northnorthants.gov.uk)	Modern public services

List of Appendices

Appendix A – Customer Service Plan 24-25
Appendix B – Climate Change Impact Assessment tool

1. Purpose of Report

1.1. This report provides an update on the Council's customer services operations following a period of transformational activity. The report takes stock of the impact of this activity on the day to day running of the customer service function and provides information on the current position of the service.

2. Executive Summary

2.1. This report aims to provide members with information about the Council's customer services operations and to aid scrutiny discussion.

2.2. Following Executive approval on 14 April 2022, North Northamptonshire Council procured a new, single customer relationship management (CRM) system called PlaceCube. Onboarding the five legacy systems commenced in April 2023 and is due to be completed in October 2024.

2.3. Following Executive approval on 19 May 2022, the Council procured a single cloud-based telephony system provided by 8x8. Migration from the existing five

previous systems started in May 2023. The contact centre software rollout out to all of the Council's customer service hubs completed in June 2023, providing one view of customer contact via this important communication channel.

2.4. In addition to technological and system implementations, the service has started to align and harmonise its way of working. Further changes will be implemented throughout this financial year and into 2025/26.

2.5. A great deal of work has taken place to get to the current position. Members should note that although it has been possible to move towards single CRM and telephony solutions for customer services, there are still a number of areas with multiple back-office systems that need to be accessed when serving customers. It is natural that future benefits for both the customer and the Council will be delivered in phases rather than at one single point. A lot of activity is taking place to streamline ways of working across the Council and it is important that the technology is now in place to facilitate this future transformation.

3. Recommendations

3.1. It is recommended that the Corporate Scrutiny Committee:

(a) Note the progress that has been made to date in relation to customer services transformation.

(b) Consider the information presented in the report and the attached service plan in order to inform both a discussion now and the identification of future scrutiny opportunities.

3.2. Reason for Recommendations:

- To provide the service with effective scrutiny on the back of two significant transformation rollouts.

4. Report Background

Customer relationship management system (CRM)

4.1. Phase 1 of the PlaceCube CRM system rollout ran from October 2022 to April 2023 (onboarding of Kettering - Haylock House based infrastructure, which is currently hosted by WNC). The following are the benefit realisations and lessons learnt:

- What went well?
  - Strong stakeholder engagement: officer positivity and opportunities to shape training delivery materials.
  - System ease of use, allowing to suit the needs of the organisation as per consultation with officers.
  - Sharing of knowledge between service designer and business analysts, enabling a redesign of service request and ability to wireframe.

- o Ability to record cases against customer records (something the previous systems in use were unable to do).
  - o Rapid development of key capabilities with new systems in the council, with improvements to agility acquired through experience.
  - o Continuing to provide services whilst a new system is implemented.
  - o Delivery of a project within budget and on time.

- What didn't go well?
  - o Following internal resource changes, supplier support was initially not able to meet the Council's specific needs. This led to the project team having to design and self-learn the system at the same time – in short, they had to react very quickly to the situation.
  - o Due to supplier resource constraints, there was a delay in resolving issues whilst building the platform.
  - o Limitation on the availability of Council resource. However, as the Council was part of West Northants Council (WNC) digital service at that time, it was able to access additional support. This did pose problems with allocation of resources across the shared service, with multiple project timelines and commitments to take into consideration.

- What have we learnt?
  - o Resource focus - In May 2023, the Digital service disaggregation was imminent (shared service with WNC), so resource needed to be ringfenced for future phases, including a service designer and low code officers.
  - o Adapting the approach - Feedback from the project team that the 'show and tell' sessions could be perceived as going over the same content. These have been shaped differently, including development build specific sprints and tailored sessions on workstreams such as the waste service dashboard.
  - o Earlier supplier engagement – Earlier engagement with the supplier at the start of future phases, ensuring accountability and support is in place. Weekly and monthly progress meetings planned in advance, with key stakeholders in attendance.

4.2.   Phase 2a and 2b of the Placecube rollout ran from May 2023 to December 2023 (onboarding of Thrapston (June 2023) and Wellingborough December 2023) based infrastructures including waste services dashboards and integration). The following are the benefit realisations and lessons learnt:

- What went well?
  - o Good team work; communication and flexibility to complete testing out of hours to meet deadlines.
  - o Quicker at identifying bug fixes for the supplier to resolve.
  - o Training materials and engagement with officers.
  - o Rollout after three phases remains on budget.

- What didn't go well?
  - o System issues, classed as bug fixes, taking time to get resolved by the supplier.

- o The case management system has been built in a certain way, which utilises its own branded forms. Using our own forms via Firmstep resulted in complex integrations, which caused a delay with testing and go live.
  - o Other project streams coinciding around peak activity times.

- What have we learnt?
  - o <u>Adapting the approach -</u> To carry out impact assessments for all changes, even those perceived as minor, creating more opportunities for officer to assess the changes proposed.
  - o <u>Adapting the approach –</u> Due to the complexities of the system build, ringfence more time for testing on future phases, where practical.

How is the system working and what are we looking at next?

4.3. Our customer relationship management (CRM) system is now live in four of the services six hubs including Thrapston - Cedar Drive; Kettering - Haylock House; Rushden - Newton Road and Wellingborough - Tithe Barn.

4.4. Officers operating within these hubs are recording all contact channel interactions onto the system (appointments; email; phone; reception and web forms). We also record if each instance of customer contact is avoidable. This helps us review service delivery in the future to help resolve customer queries quicker as well as self-serve on our website where possible.

4.5. Our in house developers have set up datasource and reporting capability in the CRM system, allowing us to export data to support ongoing service liaison meetings. Our aim is to provide a service specific service summary report each month, detailing all the interactions that have taken place and helping all services better and more efficiently serve our customers.

4.6. Phase 3a of the Placecube rollout is in progress and due to be completed by June 2024 (onboarding of The Cube hub based infrastructure). Phase 3b will commence shortly after and is due to complete in October 2024 (onboarding of the Kettering - Bowling Green Road hub based infrastructure).

<u>**Cloud based telephony system (8x8)**</u>

4.7. The 8x8 Contact Centre solution rollout went live on 14 June 2023 as planned (onboarding of all six customer service hubs). Prior to the go live date, the main North Northamptonshire Council contact telephone number was ported (brought in off our legacy systems, into the 8x8 database) on 6 June 2023. The customer service managers were key in ensuring the ported number was tested and the customer journey met the design expectations. Throughout the project, there was regular senior officer oversight and involvement from service leads, ensuring that decision making was consistent and supported the engagement and training of colleagues, as well as opportunity to raise any concerns or knowledge gaps. The following are the benefit realisations and lessons learnt:

- What went well?
  - o Minor teething issues with IT equipment were quickly resolved.

- o Positive engagement and sharing of cloud based implementation good practice with Buckinghamshire Council. As well as regular meetings with the WNC telephony project team, ensuring shared service dependencies were identified and maintaining a good working relationship.
    - o Positive engagement with staff and stakeholder by-in, good engagement with change champions and officers.
    - o High attendance at the 8x8 supplier led contact centre training sessions.

- What didn't go well?
    - o Training overlapped with testing, due to demand on resource from other competing projects and operational activities. This was mitigated by the test manager who made sure all test cases were correctly created and signed off by 8x8.
    - o There was a desire to attend training sessions as close to go live as possible, which also caused overlaps and potential changes to agreed processes, off the back of product testing.

- What have we learnt?
    - o <u>Adapting the approach -</u> In collaboration with our suppler, identify capacity and availability on both sides, when planning training and go-live dates.

How is the system working and what are we looking at next?

4.8. Following the completion of the contact centre solution rollout, a programme board has been established to track changes to the interactive voice response (IVR), which is the technology behind our phone queues and agent groups. This is the customer facing interaction when a call comes through our 0300 126 3000 telephone line.

4.9. Having the service on one telephony platform has enabled us to train multiple officers in skillsets to offer stronger resilience on high demand lines. For example, our Wellingborough hub is now accepting between 1-1.5k calls extra per month, which has reduced the abandonment rate at the Kettering - Bowling Green Road hub.

4.10. Being a cloud-based solution has enabled the team based at Haylock House the ability to work remotely, something the previous solution was unable to do.

4.11. We will be reducing the complexities of selecting a local area as we onboard the remaining hubs to the CRM, as well as working with services who are onboarding to a one system database i.e. revenues and benefits.

4.12. The structure and menu wording will also be reviewed to ensure that it reflects the customer journey better, that it is in plain English and easier to navigate.

4.13. The new income management system (IMS) went live in January 2024, which includes a one platform for automated telephone payments (ATP). As a result, we have been able to remove the multiple ATP options throughout the IVR and present the ATP option at the front of the script. Customers also have the option to select a soft key at any point, to go directly to the ATP. This has made it

easier for customers to make payments and prevent funds going to the incorrect legacy accounts.

Performance year to date

4.14.

Telephone Contact YTD	
Calls Offered	288,009
Calls Accepted	231,446
% Accepted	80%
% Within SLA (<1min)	66%

Other Contact Channels YTD	Customer Volumes
Face to Face	45,593
Emails	102,129
E-Forms	22,185
Total customer contact	**401,353**

5. Next Steps

5.1. Alongside the customer service transformational projects, work has gone into establishing how the team transition to one way of working and purpose.

5.2. The team have been involved with developing a team charter which benchmarks our ways of working against North Northants Councils values and behaviours.

5.3. This includes a learning and development programme, focusing on in person training events every quarter for every officer, with content that reflects the environment the team are working in. For example, we are producing a 'crisis management for call handlers' course for Q1. These sessions will also offer officers the opportunity to network and share best practice.

5.4. We have six customer service offices across North Northants:
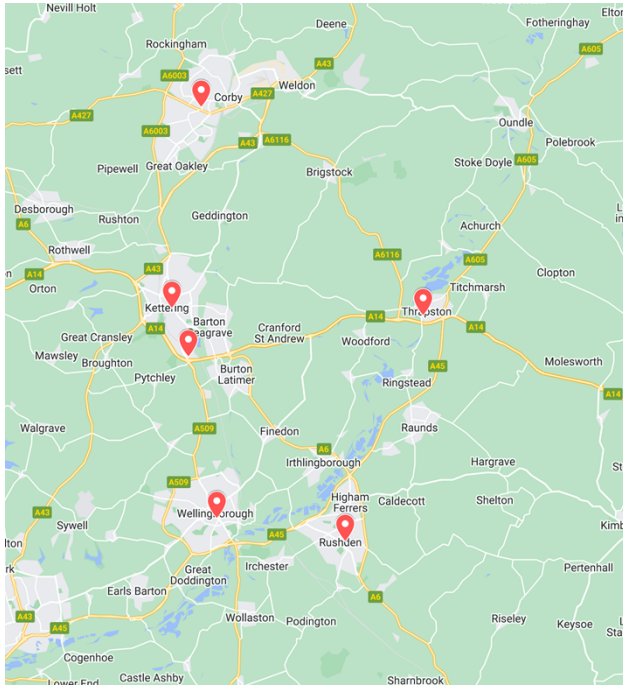
5.5. The team will have the opportunity to work from any of these locations, which will incorporate a consistent approach to hybrid working.

5.6. The customer service team leaders have been assigned specific project ownership, which will include a review of our current service processes and the identify the opportunities to align and optimise.

5.7. As part of the 8x8 purchase, a workforce management system was included called Verint. This integrates data from the contact centre system, which will allow us to forecast staffing based on call volumes, by officer skill set.

6. Implications (including financial implications)

6.1. **Resources, Financial and Transformation**

6.1.1. The service has a balanced budget for the 2024/25 financial year. There are no resource or financial implications arising from this service update.

6.1.2. The case management system for complaints; MP and member enquires is currently going through the approval process and can be shared at a future Scrutiny Committee.

6.2. **Legal and Governance**

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

6.3. **Relevant Policies and Plans**

6.3.1. This service update supports our Corporate Plan key commitments to provide Modern public services 'providing efficient; effective and affordable services that make a real difference to all our local communities'.
- Providing good quality and efficient services valued by our customers.
- Using our assets; skills; knowledge and technology effectively.

6.4. **Risk**

6.4.1. The CRM and telephony projects have specific risk registers in place to capture feedback and oversight via the project management teams.

6.4.2. There are no significant risks identified from the update contained in this report.

6.5. **Consultation**

6.5.1. The CRM and telephony project managers were engaged with, to ensure this report captured a true reflection of their respective projects.

6.5.2. This service update report required no further formal consultation.

6.6. **Consideration by the Executive**

6.6.1. The report being presented to the Scrutiny Committee, has not been presented to Executive. However, the Executive signed off the CRM business case on 14 April 2022 and the telephony business case on 19 May 2022.

6.6.2. The Executive Member responsible for the service has regular meetings with the Assistant Director Customer Experience, therefore is kept appraised of ongoing project work and service performance.

6.7. **Equality Implications**

6.7.1. There are no specific equalities implications arising from this report.

6.8. **Climate Impact**

6.8.1. The climate assessment has been completed, showing zero impact. The contents of this service report have no direct positive or negative dependencies on NNC's climate response.

6.8.2. The infographic shows the relative costs and benefits of the decision on 11 different categories with respect to the climate: Buildings, no effect. Business, no effect. Energy, no effect. Influence, no effect. Internal Resources, no effect. Land use, no effect. Procurement, no effect. Transport, no effect. Waste, no effect. Adaptation, no effect. Water Use, no effect.
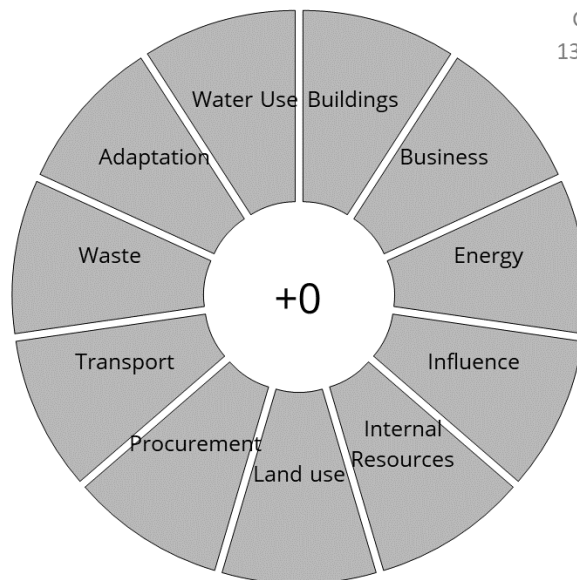
+0

Water Use | Buildings
Adaptation
Business
Waste
Energy
Transport
Influence
Procurement
Internal Resources
Land use

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

6.9. **Community Impact**

6.9.1. There are no community implications arising from this report.

6.10. **Crime and Disorder Impact**

6.10.1. There are no crime and disorder implications arising from this report.

7. Background Papers

7.1. None.

This page is intentionally left blank

Customer Experience Service Plan

April 2024- March 2025

North Northamptonshire Council

Council Vision

"A place where everyone has the best opportunities and quality of life"

North
Northamptonshire
Council

Vision for the service

"To be resolution focused and ensure that the customer experience is at the heart of everything we do; providing an experience that means our customers can see, hear and feel that we are living and breathing [our NNC values]"

North Northamptonshire Council

Service Description and Key Facts

In 2022-23 we handled 630,000 customers interactions across North Northants

372,000 contacted us by phone

34,800 visited us in person

118,000 emailed us

32,000 contacted us using e-forms

2,500 complaints were received

1,500 MP enquiries were received

We are the face of the council for many services and this range is expanding as we strive to become the front door of the authority - the new customer experience strategy will take a look at the holistic view of all interactions between customers and the council.

We have customer service teams based in Corby; Kettering; Rushden; Thrapston; and Wellingborough.

We have a team that collates and coordinates replies to complaints and ombudsman requests made to the council, alongside a service for handling MP and Member enquiries.

North Northamptonshire Council

Corporate Priorities

This service plan links in with our corporate priorities:

North Northamptonshire Council
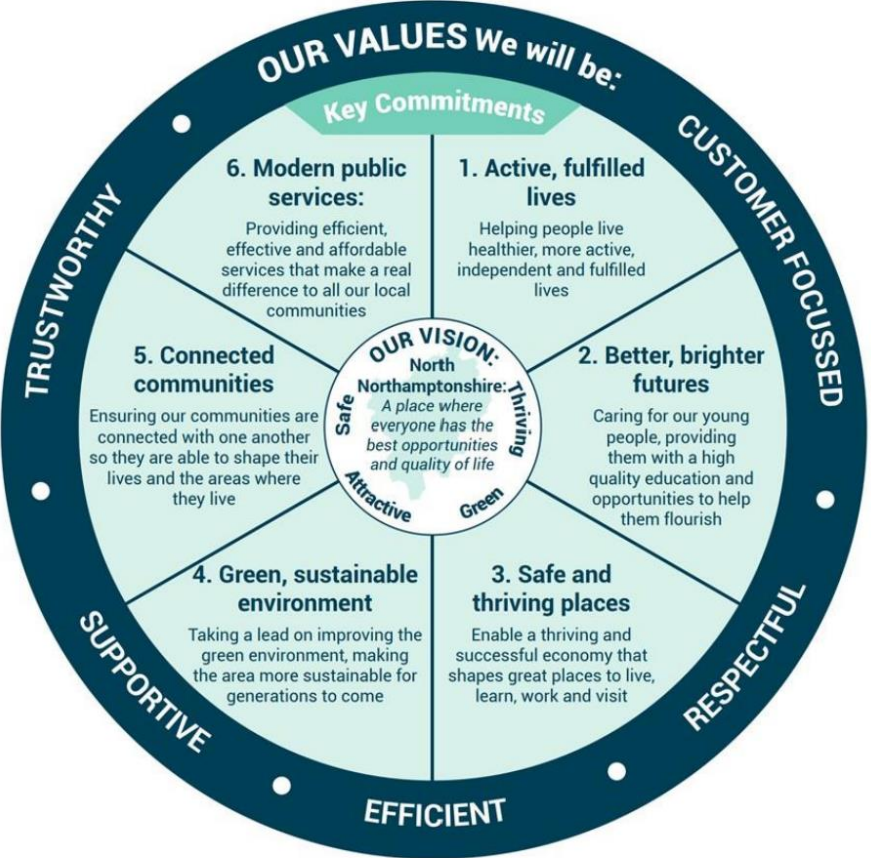
Service Plan Objectives

- Continue to develop the CRM system and analyse data on customer interactions, ensuring we have advisors where customers need them
- We will work collaboratively with our colleagues in Adult Social Care to map customer contact alongside the established local area partnership hubs (LAPS)
- Design, engage and implement a new Customer Experience Strategy
- Review of all customer complaint related polices and update in line with the new joint Ombudsman code
- Design, engage and implement a new case management system for complaints, MP and Member enquires
- Work with our telephony supplier to exploit further efficiencies via the phone and web channels

North
Northamptonshire
Council

Performance Indicators

The following performance indicators have been set for Customer Experience:

Corporate Plan - Key Commitment	Ref No.	Description of Performance Indicator	Target
Modern public services	MPS39	% of calls answered out of total calls received in customer services	90%
Modern public services.	MPS30	Total number of Stage 1 complaints received by NNC (excluding children's services complaints)	Tracking indicator only
Modern public services.	MPS32	Total number of complaints escalated to stage 2	Tracking indicator only
Modern public services.	MPS31	Total number of complaints received by NNC	Tracking indicator only
Modern public services.	MPS34	% of complaints answered within the Service Level Agreement (20 Working days or agreed extension)	90%
Modern public services.	MPS35	% of complaints upheld	20%
Modern public services.	MPS37	Total number of notices received of complaints under investigation by Ombudsman	Tracking indicator only
Modern public services.	MPS40	% Calls answered within 60 seconds in customer services	80%
Modern public services.	MPS41	Number of customers helped by customer services	Tracking indicator only
Modern public services.	MPS42	Number of customer interactions to customer services	Tracking indicator only
Modern public services.	MPS43	% of Face-to-Face Customers with an appointment seen within 5 minutes (within customer services team)	95%

North Northamptonshire Council

Service projects

These are the projects in progress, that will continue into 2024-25:

- **CRM system**: A new, single system is being rolled out across customer services to deliver a single record of all customer contact; across all contact channels. We went live at Haylock House in April 2023; Thrapston in December 2023, with Corby due in Spring 2024 and Bowling Green Road in Autumn 2024.

- **Telephony**: The new corporate phone system went live in all contact centres in October 2023. A programme board is being set up to review the IVR routing, enabling us to track and make real time enhancements to the customer journey

- **Complaints CMS:** Continuing our work with PlaceCube, we will be moving complaints, MP and Member enquires onto a centralised database, which will offer better visibility of contact and track adherence

- **Blue Badge**: Disaggregation from the current WNC/NNC system, by contract end date of March 2025. We will be exploring if PlaceCube is a suitable platform.

- **Service redesign**: As we continue to maximise the benefits from the above projects, we will look at how the team can be brought together and minimise siloed working

North Northamptonshire Council

Service projects

These are the projects that we will start in 2024-25:

- **Revising strategies and policies**: We will review our Customer Experience Strategy and the council's Complaints Policy, reflecting the first three years of the Council and seeing how we can improve from lessons learnt.

- **Digital**: We will work with IT to exploit website improvements that expand customer self-service and free up capacity for us to help customers with more complex needs. This is refereed to as the omnichannel experience; giving customers a choice on how they access our services, in a way that suits them.

- **Back to front**: We will work with IT and services, to take on more of their work, so that we can deliver a better customer experience at the first point of contact as well as help the Council make savings overall.

North Northamptonshire Council

Capital Budget

We have one project in progress, which is the implementation of a new Customer Relationship Management, or CRM, system.

This is funded from a combination of existing budgets when it goes live, and part of the Business Rates Retention budget that was allocated to customer service improvements to sovereign authorities, that has transferred to North Northants Council.

Business Continuity and Health and Safety

- Service Business Continuity Plan- actions from the recent exercise are currently in review and being looked at a local and corporate level
- Health and Safety Risk Assessments- Two offices are due to have reception refits on the back of recent assessments, there are also ongoing actions allocated to the team to bring together and pull into one customer service one best way of operating

North Northamptonshire Council

Strategies and Policies

These are the strategies and policies the service owns:

- **Customer Experience Strategy:** This sets out what our customers can expect from us, facts and figures about our service and the things we are doing to improve it.

- **Complaints policy**: This lets customers know how they can tell us about poor service, as well as excellent service, so that we can make things right and learn from complaints.

- **Unacceptable behaviour policy**: This policy is being developed to help customers and staff know what is not acceptable when customers contact us, so that we can deliver the best service.

- **Staff alert register**: This is an internal database that flags customers who may be of concern to all services and where staff need to be aware of issues when helping them.

North
Northamptonshire
Council

Climate Change Impact Assessment Tool (v1)

Directorate & Service Area	Customer and Governance
Report Name	Customer Service operational update
Report date	09/04/2024
Report author & role	Simon Mills - Assistant Director Customer Experience
Proposal Summary	The report is an update to the corporate scrutiny committee on the customer service operation.
Export filename	*Customer Service operational update CCIA 09.04.2024* .png

Preview

Generated 20/03/24 v1

+0

Water Use / Buildings / Business / Energy / Influence / Internal Resources / Land use / Procurement / Transport / Waste / Adaptation

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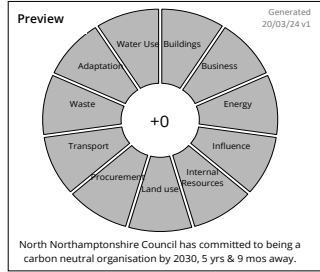
Copy to clipboard

Save to desktop

Copy alt-text

CARBON NEUTRAL 2030

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

Appendix B

Score	Definition
-5	A major climate cost which affects the whole of NNC and our neighbours, the entire North Northants area, or which will continue for at least a decade. This might be a decision which has one or more of the following: •A serious impact on our ability to reach our carbon neutral target by 2030 •A significant impact increasing emissions at a council level •A long-term increase in council emission of more than 100 tonnes of carbon dioxide equivalent per year (approximately 450,000 miles of petrol car travel) •A substantial reduction in our ability to store carbon or manage climate change adaptations (for example felling woodland)
-3	A significant climate cost which affects the whole of NNC, an entire electoral ward (or equivalent), or which lasts five to ten years. For example: •A multi-year project with a large energy requirement •A significant increase in waste through refurbishing a large number of buildings •A permanent or long-term increase in council emission of more than 10 tonnes of carbon dioxide equivalent per year (approximately 45,000 miles of petrol car travel) •A substantial reduction in our ability to store carbon or manage climate change adaptations, i.e., building on an open spaces site
0	No measurable effect. Negligible change.
+3	A significant climate benefit which affects the whole of NNC, an entire electoral ward (or equivalent), or which lasts five to ten years. For example: •Installation of renewable energy generation capacity within NNC buildings •Reduction of fleet use, or requirement for fossil fuel powered vehicles •A permanent or long-term decrease in council emission of more than 10 tonnes of carbon dioxide equivalent per year (approximately 45,000 miles of petrol car travel) •A substantial increase in our ability to store carbon or manage climate change adaptations, i.e., the development of a natural flood management scheme
+5	A major climate benefit which affects the whole of NNC and our neighbours, the entire North Northants area, or which will continue for at least a decade. This might be a decision which has one or more of the following: •A significant reduction in emissions that requires no additional emissions to realise •A decision which could be considered an exemplar project for other local authorities •A significant project decreasing emissions for the council •A long-term decrease in our emission levels of more than 100 tonnes of carbon dioxide equivalent per year (approximately 450,000 miles of petrol car travel) •A substantial increase in our ability to store carbon or manage climate change adaptations, i.e., planting more than 1 hectare of woodland

North
Northamptonshire
Council

Corporate Scrutiny Committee
Tuesday 9th April 2024

Report Title	Performance Management Framework and 2024-25 KPI Set
Report Author	Tom Barden Head of Performance, Intelligence & Partnerships Tom.barden@northnorthants.gov.uk

Are there public sector equality duty implications?	☐ Yes	☒ No
Does the report contain confidential or exempt information (whether in appendices or not)?	☐ Yes	☒ No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	N/A	
Which Corporate Plan priority does the report most closely align with? Our priorities for the future | North Northamptonshire Council (northnorthants.gov.uk)	Modern Public Services	

List of Appendices

Appendix A – North Northamptonshire Council Performance Management Framework
Appendix B – KPI Set 2024-25 Monthly
Appendix C – KPI Set 2024-25 Less frequent than monthly
Appendix D – KPI Set 2024-25 Changes
Appendix E – Corporate Performance Reporting Timetable

1. Purpose of Report

1.1.   To provide to Scrutiny for comments ahead of the Executive Committee:

1.2.   An improved performance management framework.

1.3.   A Key Performance Indicator (KPI) set for North Northamptonshire Council for 2024-25

2. Executive Summary

2.1.   Work has been undertaken to review the Performance Management Framework and the KPI set to ensure they are fit for purpose. The results of this review are reported here.

2.2.   Considerable changes and improvements have been made to the Performance Management Framework to improve and align with the Council's developing approach to performance management. These changes focus on guidance as well as the structure of reports to committee and are set out within section 3 'Report Background'.

2.3.   Changes have also been made to the KPI set, principally in focusing the monthly KPI set on a core set of indicators and separating the quarterly KPI set into 'service indicators' and 'organisational health indicators'.

2.4.   This information is provided to Corporate Scrutiny Committee for comments ahead of consideration by Executive.

3. Recommendations

3.1.   It is recommended that the Corporate Scrutiny Committee provide comments on the new Performance Management Framework and 2024-25 KPI set, for consideration by the Executive.

3.2.   Reason for Recommendations:
- The framework and KPI set are the result of a process of consultation and review by management teams across services and aligned to strategic goals as set out in the Corporate Plan.
- The proposed performance management framework and KPI set make improvements to reporting arrangements for 2024/25.
- Comments from the Corporate Scrutiny Committee will allow the Council and its stakeholders to receive the maximum benefit and understanding from the performance information.

3.3.   Alternative Options Considered:
Corporate Scrutiny Committee requested that this work be presented for comment, so the alternative of not presenting it was not considered. The option of presenting after it had been to Executive was considered but rejected because that would not allow for comments from the Corporate Scrutiny Committee to be included in the final document signed off by Executive.

4. Report Background

4.1.   The review of the Performance Management Framework and the 2024/25 KPI set has been carried out in line with the Council's approach to performance management. It aims to comprehensively measure performance against the Council's key commitments and respond to feedback received from the Executive and Corporate Scrutiny Committee throughout 2023/24, and to incorporate results of the annual review by management teams.

4.2.   The first item of feedback received was that there were too many KPIs in the 2023-24 KPI set, and it is good practice to use fewer indicators as signifiers for further investigation at the top level of management and to make them genuinely 'key' and the 'most important' (a point made by Scrutiny Members). The challenge is that a Unitary Council is a large diverse business and as a result there are a lot of indicators to cover all service areas in adequate detail

to be informative. To deal with this issue we are proposing to amend the way we organise the indicators to make better use of distinctions between different parts of the reports, so that important issues are easier to identify from the information given.

4.2.1. We are firstly proposing to move some indicators to a new 'organisational health' part of the report. In the current Executive and Corporate Scrutiny KPI reports, most indicators are currently reported in Appendix A, and Appendix B is focused on workforce indicators. We are proposing to move indicators relating to all aspects of organisational health to Appendix B. This will reduce the number of KPIs reported monthly and will make more use of the split between Appendix A and B and will more clearly delineate the focus of each part of the report. Organisational health data comprises of indicators relating to human resources, customer services, governance, finance and IT. Organisational KPIs are proposed to be included quarterly. Secondly, we have ensured that the monthly indicator set focuses on key indicators about our core services. The more comprehensive quarterly dataset will provide overall oversight of delivery against the entire corporate plan. In the quarterly KPI report, indicators will be organised by corporate key commitment, in order to express strategic level performance against the corporate plan's key commitments.

4.3. Feedback that we have an unbalanced number of indicators per key commitment was received. Some of our commitments are easier to measure than others and we want to make use of existing, long running indicators where we can.

4.3.1. In response to this we have taken this into consideration within the reviews to ensure that indicators are included for all corporate key commitments. KPIs have been specifically considered for the commitments which are harder to measure against or have fewer priorities in the Corporate Plan. A summary of the number of KPIs by key commitment and Executive portfolio can be found in section 3.7.

4.4. Feedback was received on individual indicators, especially where their meaning seems to be counter intuitive.

4.4.1. This was the case for workforce data. Many specific improvements have been made to the proposed KPI set for 2024-25. Changes made to the 2024-25 set compared to 2023-24 are detailed within Appendix D to this report.

4.5. Feedback that we need to show more KPIs' performance against benchmarks was received.

4.5.1. The Performance Management Framework now includes detail on the CIPFA (Chartered Institute of Public Finance and Accountancy) Near Neighbours benchmarking group for North Northamptonshire. This is a widely used tool across many Local Government platforms such as LG Inform and Public Health England and has been adopted as the primary comparator group for use by the council. This development allows for a more accurate benchmarking group to be utilised.

4.5.2. We have added the new Office for Local Government (Oflog) metrics to the KPI set. Oflog is a new body set up by the Department for Levelling up Housing and Communities, which has introduced a set of metrics to measure Local Authorities against. These have been integrated into the 2024/25 KPI set to provide oversight. Data for our newly established CIPFA near neighbours is available for all these indicators.

4.6. Feedback that we need to introduce targets was received. The lack of targets on Education KPIs was specifically noted when the Period 10 report was discussed at the March Executive meeting.

4.6.1. Targets have been introduced for more KPIs, particularly within the Education KPIs. None of the Education KPIs had targets set for 2023/24 reporting, whereas all but 5 of the 26 Education KPIs for 2024/25 have targets assigned.

4.7. The outcome of the KPI review proposes that Appendix A to the performance report, which will focus on 'core services', will contain 35 KPIs on a monthly basis and 151 on a quarterly or less frequent basis (split between service indicators and organisational health indicators). The table below summarises the number of KPIs by report section and key commitment:

Corporate Plan Commitment	Monthly	Quarterly / Annual - Service indicators	Quarterly / Annual - Organisational health indicators	Total
Active, fulfilled lives	9	15	0	**24**
Better, brighter futures	15	30	0	**45**
Connected communities	0	2	2	**4**
Greener, sustainable environment	0	14	0	**14**
Modern public services	4	12	45	**61**
Safe and thriving places	7	31	0	**38**
Total	**35**	**104**	**47**	**186**

4.8. The following changes have been made to the KPI set compared to 2023/24:

- 53 KPIs are new, including 27 new Oflog metrics.
- 18 have been changed in another way, e.g. redefined, introducing a target, or splitting or combining with another indicator
- 25 have been removed

As mentioned in section 4.2, there was a desire to reduce the number of KPIs. It was particularly important to reduce the number of KPIs reported monthly. Excluding the 27 Oflog metrics, the number of KPIs has only increased by 1 overall from 2023-24 to 2024-25, and the monthly set has seen a reduction from 44 to 35 KPIs.

4.9. The revised performance management framework (Appendix A) includes new sections on

- National context
- Performance culture
- Model of performance management (plan / measure / report / act / review)
- What makes a good KPI and how we set targets
- Benchmarking
- Data quality
- Roles and responsibilities

This information was used within KPI review sessions to support managers with ensuring the development and creation of the most 'meaningful' KPIs.

5. Issues and Choices

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

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

6. Next Steps

6.1. Comments from Corporate Scrutiny to be incorporated into the Performance Management Framework and the 2024/25 KPI set.

6.2. Executive Committee to approve the Performance Management Framework and 2024/25 KPI Set.

6.3. To continue to develop and embed a strong performance management framework and culture at North Northamptonshire Council.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

There are no resources or financial implications arising from the proposals.

Performance monitoring allows the Council to drive continuous improvement for North Northamptonshire and identify areas of concern early.

7.2. Legal and Governance

The Council is required to provide statutory monitoring and funding returns to central government departments and their agencies. The data underlying these returns forms the basis for the KPIs discussed in this report.

Monitoring performance is a key element of the Council's Governance Framework. The Council has made performance measurement and management a priority and views it as central to both Council transparency and to the Council's improvement agenda. The Performance Management Framework describes the Council's principles and processes for Performance Management.

7.3.   Relevant Policies and Plans

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

7.4.   Risk

Not making the decision to adopt a performance management framework and improved KPI leads to a lack of performance management, putting the Council at risk of not adequately monitoring the performance of core services and the council's corporate plan key commitments.

This is not a risk for this report itself, however, upon interpreting the performance data within the monthly Corporate KPI reports, the Council should be aware of the following risks:

- If there is poor data quality within systems used by services across the Council, this can lead to inaccurate performance information which impacts the quality of decision making.
- Failing to measure key service activities can leave the Council without a clear view of its performance. This prevents the effective oversight of key services, including those affecting the safety and wellbeing of residents. For example, Northamptonshire wide figures only are reported for Children's Social Care. The Intelligent Client Function are working with Northamptonshire Children's Trust to enable provision of North Northamptonshire data. This is aimed for completion within the next six months.
- Mis-interpreting the performance can lead to ineffective decision-making, reputational damage, and inaccurate resourcing. To mitigate this risk, KPIs should be clearly labelled and explained by supporting commentary.

7.5.   Consultation

Informal consultation was carried out with all internal colleagues, the corporate leadership network and team, and portfolio holders.

7.6.   Consideration by the Executive

This report will go to Executive Committee for approval following this Corporate Scrutiny meeting and any suggested or required amendments.

7.7.   Equality Implications

The Performance Management Framework and 2024-25 KPI set will monitor performance of the council and serve as an information report to Executive and Corporate Scrutiny Committee each month. During target setting of KPIs, consideration has been given to how these targets may affect certain protected

groups. Consideration will also be given to the accessibility of products and reports used to measure performance. An Equalities screening assessment will be included in the appendices for when this report goes to Executive Committee.

7.8. Climate Impact

The Council continues to develop its set of indicators that provide information about how it is meeting its key commitment to helping deliver a green and sustainable environment. The 2024/25 KPI set proposes ten KPIs to be reported quarterly, one half-yearly and three annually. These KPIs are within the Waste, Economic Development and Grounds teams. The Climate Impact Assessment will be included in the appendices for when this report goes to Executive Committee.

7.9. Community Impact

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

7.10. Crime and Disorder Impact

No crime and disorder impacts have been identified.

8. Background Papers

8.1. The existing Performance Management and Reporting Arrangements 2023-24 reported to the meeting of the Executive on the 16th March 2023.

8.2. The Corporate Plan, reported to the meeting of the Executive on 18th November 2021, adopted by Council on the 1st December 2021.

This page is intentionally left blank

North Northamptonshire Council
Performance Management Framework
2024/25

Contents

Introduction

Improving services and outcomes for our customers and residents is at the heart of everything we do, and effective performance management is an essential tool for doing so.

Performance management is about how we consistently plan and manage services in order to identify opportunities for continuous improvement and ensure we're delivering against the Council's vision of creating;

'A place where everyone has the best opportunities and quality of life'

A performance management framework sets out a process and responsibilities which tie performance management to the aims and plans of the Council and to its improvement journey.

To be effective the framework needs to integrate different elements of planning and performance – for example, community planning, corporate planning and policy, service and financial planning, performance appraisal and individual targets – into a seamless process of long and medium-term planning and review.

This performance framework aims to summarise the key internal processes through which the Council sets, delivers, monitors and reports on the delivery of the Council's key commitments as outlined below;

1. *Active, fulfilled lives*: We will help people live healthier, more active, independent and fulfilled lives.

2. *Better, brighter futures*: We will care for our young people, providing them with a high-quality education and opportunities to help them flourish.

3. *Safe and thriving places:* We will enable a thriving and successful economy that shapes great places to live, learn, work and visit.

4. *Green, sustainable environment*: We will take a lead on improving the green environment, making the area more sustainable for generations to come.

5. *Connected communities*: We will ensure our communities are connected with one another, so they are able to shape their lives and the areas where they live.

6. *Modern public services*: We will provide efficient, effective and affordable services that make a real difference to all our local communities.

The framework provides the structure and guidance to help us understand how we should use data about our service delivery and the needs of our residents and communities as an evidence base to drive change and improvement that supports the delivery of the Council's vision and priorities.

National Context

Since 2011, when much of the national performance framework for local government was decentralised, local authorities have had greater autonomy to regulate and set their own, more localised priorities and performance management arrangements. If managed effectively and robustly this more localised approach should encourage and enhance greater transparency to the public as opposed to central government.

Councils do, however, still have a significant duty placed on them to provide data back to central government via the single data list and through a range of inspectoral frameworks.

The Local Government Act 1999 stipulates that services are required to be: 'responsive to the needs of citizens, of high quality and cost-effective, and fair and accessible to all who need them'. Furthermore, there is statutory guidance on 'best value duty' (2011 and 2015), where authorities are under a general duty of best value to: 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness'.

The Office for Local Government (Oflog) has recently been established in England and aims to provide authoritative and accessible data and analysis about the performance of local government to support improvement.

Oflog will initially focus on bringing existing data together in an informative way through the Local Authority Data Explorer. This will include making it comparable and contextualised, working closely with local partners to make sure the performance of the sector as a whole and national trends can be better understood.

The new data tool covers the following initial areas of performance; Adult Social Care; Waste Management; Planning; Roads; Corporate and finance, and uses the CIPFA Nearest Neighbours model for comparisons.

Why is Performance Management Important?

Performance management is important because it is a set of tools and techniques for ensuring that we are providing the best services for our residents and communities that we can, in accordance with our plans and goals and objectives that have been agreed through the democratic process.

It is also an important tool for good governance and meeting our statutory responsibilities. The Local Government Act 1999 stipulates that services are required to be: 'responsive to the needs of citizens, of high quality and cost-effective, and fair and accessible to all who need them'. Furthermore, there is statutory guidance on 'best value duty' (2011 and 2015), where authorities are under a general duty of best value to: 'make arrangements to secure

continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness'.

Results need to be measured in order to understand direction of travel, (positive or negative) so that it can be acted upon accordingly. Positive progress needs to be understood and realised to sustain, or even better, build on it. On the other hand, results that are regressing need to be understood so that is can be rectified and learnt from.

Performance management can also help the Council be transparent about our use of resources and support democratic scrutiny of how well services are being delivered.

Creating the Right Performance Culture

Performance management is everyone's responsibility, therefore for it to be effective, the embedding of a strong performance culture is key.

Good performance management links our vision, priorities and strategies to individual, team and corporate performance ensuring that we are also working together in a consistent way to drive performance and embed an effective performance culture.

In April 2023, the Council introduced 'Me Time' which is the new approach to employee performance management. 'Me Time' meetings focus on conversations with line managers to agree key outcomes. The outcomes will relate and align at job, service and corporate plan level to ensure that we are shared and consistent in our effect of meeting the council's vision and objectives. Each quarter, 'ME Time' conversations focus on progression of the outcomes and how you employees have demonstrated the council's values and behaviours in their work to achieve them.

The Council's values and behaviours underpin the Council's vision and key commitments

- *Customer-focused*
  - Think 'One Team' and act Council-wide
  - Take ownership and do the right thing
  - Keep customers up-to-date and informed
  - Listen and respond to differing needs
- *Respectful*
  - Embrace and live the Council's values
  - Listen to and value the contributions of others
  - Share ideas and feedback at all levels
 - Promote diversity and inclusivity.

- *Efficient*
  - Challenge and innovate
  - Be collaborative and share learning
  - Be flexible, proactive and prioritise
  - Seek learning opportunities.
- *Supportive*
  - Build an open and sustainable culture
  - Promote achievement and celebrate success
  - Be caring and empathetic
  - Develop yourself and others.
- *Trustworthy*
  - Act with honesty and integrity
  - Build effective relationships
  - Do what you say you're going to do
  - Be open and transparent.

Performance data can and should influence decision making at all levels for the council's key commitments to be fully realised at both strategic and operational level.

It is important that there is shared appetite and commitment for the improvement strategy to be evidence based and staff feel empowered to test new ways of working in a trusted space where failure is seen as an opportunity to learn.

A Model for Continuous Improvement

Our approach to performance management is based on the plan, measure, act review cycle as illustrated below:
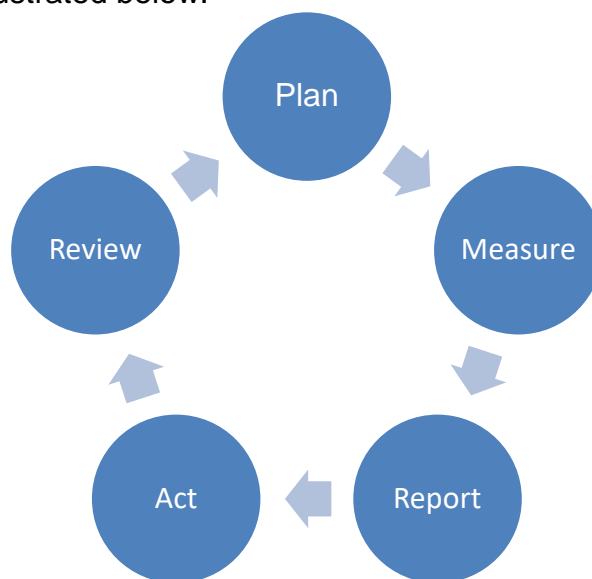
- **Plan** – setting out where we want to get to
- **Measure** – use quantifiable evidence, often in the form of Key Performance Indicators (KPIs) to assess progress, and report in a structured and comprehensive way
- **Report** – collecting and reporting on performance information routinely and consistently
- **Act** – do something differently to address any performance issues or to maintain or enhance good performance
- **Review** – revisit the indicator after we have tried a different approach to see whether it has been successful.

Plan

A number of things help shape the council's corporate planning and the vision and priorities that are created as part of this, including:
- Engagement and consultation with stakeholders (including members, partner agencies, communities);
- Our Medium-Term Financial Strategy;
- Use of intelligence and performance information to provide the evidence base for corporate planning.
- Effective leadership

The corporate plan acts as the overarching strategy underpinning all other planning activity. It aims to align key council strategies, policies and service plans, ensuring that all council services remain focused on delivering the key commitments that the council has pledged to deliver.

National Frameworks and Statutory Returns

Whilst there is no national performance management framework, local government still have a significant duty placed on them to provide data to central government. This is provided via the single data list and through a variety of inspection frameworks.

Measure

Performance Indicators

"A key performance indicator (KPI) is a type of performance measurement. It's a quantifiable measure of performance over time for a specific objective. KPIs aim to support the delivery of our strategy and help teams focus on what's important".

The Council uses performance indicators to collect and quantify progress against our targets or goals. We collect and report on two levels of performance indicator:

- Key Performance Indicators are our headline, strategic indicators. They aim to provide Elected Members, Senior Leaders and residents with a clear picture of our performance for key service delivery areas and on our progress towards achieving the Council's strategic objectives

- Management Performance Indicators provide our service management teams with a detailed breakdown of their current performance against service plan objectives.

What Makes a Good KPI?

The intelligence value of a set of measurements is optimised when we understand how various indicators are used and how different types of indicators contribute to the understanding of how well we are performing.

KPIs can be categorised into several different types:

- Inputs measure attributes (amount, type, quality) of resources consumed in processes that produce outputs
- Process or activity measures focus on how the efficiency, quality, or consistency of specific processes used to produce a specific output; they can also measure controls on that process, such as the tools/equipment used or process training
- Outputs are result measures that indicate how much work is done and define what is produced
- Outcomes focus on accomplishments or impacts.
- Project measures answer questions about the status of deliverables and milestone progress related to important projects or initiatives.

KPIs should be:

- Limited in number
- Comparable over time and to other organisations
- Linked to vision and strategy
- Informed by government priorities, local partners' views etc.
- Should normally comprise of the measure, a comparator (benchmark) and a target

KPIs should:

- Provide objective evidence of progress towards achieving a desired result
- Measure what is intended to be measured to help inform better decision making
- Offer a comparison that gauges the degree of performance change over time
- Can track efficiency, effectiveness, quality, timeliness, governance, compliance, behaviours, economics, project performance and personnel performance.

*Think **SMART***

- **Specific**: The performance measure indicates exactly what result is expected so that performance can be judged accurately
- ***Measurable:*** Data is available or is collected relatively easily
- **Achievable**: The measure is realistic, not based on aspiration
- **Relevant**: The measure matters to the intended audience and is clearly related to the service being measured
- ***Timely:*** Information is available frequently enough to have value in making

*Think **FABRIC***

- ***Focused:*** Focused on the organisation's aims and objectives
- **Appropriate**: Appropriate to, and useful for, the stakeholders who are likely to use it
- **Balanced**: Giving a picture of what the organisation is doing, covering all
- significant areas of work
- **Robust**: Robust to withstand organisational changes or individuals leaving
- **Integrated**: Integrated into the organisation, being part of the business planning and management processes
- **Cost-effective**: Balancing the benefits of the information against the costs of collecting evidence

The benefit of having good KPIs are;

They provide signposts and triggers to help you identify when to act, allowing you to see the early signs when things are going well, or when it's time to do something differently.

Key performance indicators create a way to communicate a shared understanding of success. They give your team a shared understanding of what's important to achieve your long-term vision and create a shared language to express your progress.

They provide clarity and focus to your strategic plan by measuring progress and aligning your team's efforts to the organization's objectives. They also show your measurable progress over time and create ways to track your organization's continued improvement

All indicators are identified during an annual review process by senior service leads and managers together with the Council's Corporate Performance Team of which are then reviewed and agreed by the Council Leadership Team. Key

Performance Indicators are also approved by the Council's Executive Committee and reviewed by the Corporate Scrutiny Committee.

Target Setting

Setting and reviewing performance against targets is a crucial part our performance management approach. Targets enables us to keep track of the progress we are making towards achieving our objectives and take corrective action where applicable.

Targets are set by service leads working with the Council's performance team. All targets must be:

- SMART (Specific, Measurable, Achievable, Realistic and Timebound)
- Linked to delivery targets in Service Plans
- Regularly reportable, with suitable data collection arrangement in place and the quality of data assured by the service

Targets are presented to and agreed by the Council Leadership Team alongside Performance Indicators as part of the annual Performance Indicator setting process.

There will be occasions where it's not appropriate or possible to set targets for KPIs, for e.g. there is no benchmark data available, or it's a new process/ activity which we need to baseline before we can accurately set a SMART target. These KPIs are called tracking indicators, and the council supports the inclusion of these for a limited period (usually a financial year).

Benchmarking

It often useful in data and performance analysis to compare one place to another as it can help us contextualise our performance better.

Benchmarking plays a crucial role in the council's approach to performance management as it provides a broader understanding of our position in the wider context. It better enables the council to recognise its strengths and allows for continuous review to ensure we continue to make progress towards our objectives. It also enables councils to share best practise between each other so we can learn and evolve, and share solutions and best practise to drive continuous performance improvements.

Benchmarking as an efficiency tool that is based on the principle of measuring the performance of one organisation against a standard, whether absolute or relative to other organisations. It can be used to;

- assess performance objectively;
- expose areas where improvement is needed;
- identify other organisations with processes resulting in superior performance, with a view to their adoption and;

- test whether improvement interventions have been successful.

How we Benchmark Indicators and Targets

The selection of ideal benchmarking partners is often a complex, time consuming and multi-faceted decision-making process, most notably because no two places are exactly alike. How we deal with this issue is to use 'near neighbours' or 'statistical neighbours', which are pre-selected groups of local authorities which share similarities on many variables, so that places that are generally similar can be compared easily, increasing the chances of a fair comparison and identifying important differences that can be used for service or budget planning by identifying good practice.

To allow for comparisons to be made easily and consistently across services within North Northamptonshire Council, a single (or certainly as few) nearest neighbour's groups as possible is preferred.

Except for Children's Services, it is proposed that all services across North Northamptonshire Council should use North Northants' CIPFA near neighbours' model for benchmarking purposes. Developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), this is a specific assessment for Local Authorities in England which compares demographic variables, deprivation, employment and population density.

The use of the CIPFA near neighbour's model for North Northamptonshire, is recommended as the primary comparator group for benchmarking across all Council services. This is a widely used model across local and central government as well as external partners and other third parties and has an established methodology.

There are currently 15 authorities which make up North Northamptonshire Council's CIPFA nearest neighbour's benchmarking group as listed below (in order of the closest neighbour):

1. West Northamptonshire
2. Telford & Wrekin
3. Swindon
4. Kirklees
5. Warrington
6. Calderdale
7. Bedford
8. Stockport
9. Bury
10. North Lincolnshire
11. Wakefield
12. Stockton-on-Tees
13. Halton
14. South Gloucestershire
15. Cheshire West & Chester

The CIPFA Nearest Neighbours default model is a widely recognised comparison tool and is commonly used by Local Government affiliated intelligence platforms, including LG Inform (and LG Inform Plus) & Public Health England. This provides confidence in its accuracy and enables data for this benchmark group to be easily obtained as it's already programmed into these interactive platforms

A mean average of the near neighbour's results will be used as the benchmark within performance reporting. Nevertheless, the median average may be used where deemed more appropriate in the instance of large outliers, and results for the whole group (including each authority individually), may also be used for comparison purposes, allowing us to identify our ranking and draw deeper comparisons.

The Local authority interactive tool (LAIT), developed by the Department for Education is an interactive spreadsheet for comparing data about children and young people across all local authorities in England.2 This benchmark model is what is used by the Children's Services department, including the Education Service. The statistical neighbours are provided below along with the variable weightings used against the indicators which define this list:

There are currently 10 authorities which make up the nearest neighbour group for children's services as listed below (in order of the closest neighbour):

1) West Northamptonshire
2) Nottinghamshire
3) Staffordshire
4) Lincolnshire
5) Derbyshire
6) Cumbria
7) Kent
8) Worcestershire
9) Suffolk
10) Warwickshire

Children's Social Care currently also use the LAIT statistical neighbours' tool for benchmarking, however, have a slightly different nearest neighbour group (in order of the closest neighbour):

1) Derbyshire
2) Essex
3) Kent
4) Lancashire
5) Medway
6) Nottinghamshire
7) Staffordshire
8) Swindon
9) Warwickshire
10) Worcestershire

There may be instances where it's more appropriate to use other benchmark sources other than those listed above, or as well as the main CIPFA default group. For example;

- We participate in sector led improvement groups which consist of regional benchmarking groups, such as the ADASS East Midlands Benchmarking Group. *Association of Directors of Adult Social Services.
- There is a service specific tool or NNC has been placed into a separate group of comparators by an independent governing body for specific services, such as the rough sleeping working group devised by the DLUHC for our Housing Team, the forthcoming NHS England Local Authority Peer Groups or the LAIT tool Children's Services.
- If another source uses more comparable metrics

When benchmarked comparative data is available, an analysis of this data is provided in the performance commentary for each indicator.

The availability of benchmarking data is regularly reviewed by Performance Officers together with service leads to ensure that the most accurate and up-to-date performance comparators are available.

How we Change Indicators and Targets In-Year

It is important that in-year changes to indicators are minimised, to ensure that reporting is consistent and reliable over time.

Occasionally, there is a need to update either the agreed definition of a performance indicator, or the target that was set, during the reporting year. This can be, for example, due to an update to National Indicator reporting, or to a significant change in service delivery requirements. There may also be a need to add or remove indicators in year, for similar reasons.

Where a change to an indicator or target is required in-year, this must be:

- Agreed with the Performance Team
- Approved by the Executive Director for Finance and Performance
- Reported to the Council Leadership Team and the Executive Committee
- Recorded on a list of indicators updated in-year, by the Performance Team

Data Quality

Embedding good data quality processes and governance is an integral part of the new data strategy.

Our Council runs on data and information and is a key asset for our business. We recognise the importance of reliable information to the delivery of excellent services to our customers. Data quality is crucial, and the availability of complete accurate and timely data is important in supporting customer care, corporate governance, management decisions, service planning, accountability and adherence to audit and inspection processes.

It's useful to have a common understanding of what we mean by data quality. It is most usefully defined in terms of how well outputs meet user needs, or whether they are 'fit for purpose'. Quality means that statistics/data fit their intended uses, are based on appropriate data and methods, and are not materially misleading.

The council has a number of data quality principles in place to ensure we create and embed a culture that puts data quality at the centre:

1. Everyone is responsible for assuring the quality of their data; Data ownership and accountability is clearly identified and established.

2. The importance of increasing and maintaining the quality of data and information is well understood and acknowledged.

3. We have a shared commitment to the continuous improvement of data quality. We ensure that all those responsible for data quality are appropriately trained.

4. We work together across teams and organisational boundaries to make the best use of data.

5. We share Data Quality reporting which is clear and appropriate to audience. Data Quality should be understood, and poor data quality acted upon.

6. Data requirements should be well-defined.

7. Activity to assure Data Quality should be planned and resourced.

8. We take responsibility for Data Security, ensuring clear control and 'ownership'.

Reporting

Strategic Performance Reporting

We collect and report performance data routinely at both operational and strategic level.

At strategic level, a performance indicator report which includes business critical KPIs is provided to the Council's Leadership Team, Executive Committee and Corporate Scrutiny Commission on a monthly basis. This includes those KPIs which are deemed significant and proportionate to report monthly due to their value and/or risk.

All remaining KPIs are reported via performance indicator reports on a quarterly basis to the Council's Leadership Team, Executive Committee and Corporate Scrutiny Commission. This report is broken down in to two appendices;

- Appendix A; Corporate Performance Indicator Report
- Appendix B; Organisational Health Performance Report

Appendix A provides a full breakdown of KPI performance information except for corporate and enabling services, including benchmark and time series information, comparison of performance against agreed targets, as well contextual narrative where relevant.

Appendix B provides performance information relating to the organisational health of the Council across Corporate and enabling services.

Contextual Performance Narrative

The contextual narrative should provide a clear, consistent and readable explanation of the current performance position. This commentary describes the causes of our current level of performance, highlighting vital context of which the data, on its own, doesn't otherwise give. This is especially important where we see a change in performance direction. Where performance is below target or is deteriorating, we describe actions being taken to address this. Where performance is above target, or is improving, we describe how this has been achieved.

Our style requirements for performance commentary are:

- Ensure that comments are written in complete sentences
- Ensure that comments are grammatically accurate and complete
- Do not make assumptions. Write commentary in layman's terms so that everyone and anyone can understand what is being explained.
- Avoid the use of Acronyms where possible – and spell them out in full the first time they are used, if not.
- Avoid the use of slang

The council encourages feedback and queries regarding the performance indicator report. This ensures that we have a consistent understanding of our performance so that collaborative effort can be made to improve it. Appendix 2 sets out the SLA for Officers to respond to queries raised by Members on the performance indicator report.

Operational Performance Reporting

The council also collates and reports on vast performance data at an operational level.

Management reports are collated and reported at service level on a regular basis. These reports seek to get closer and closer to 'real time' measurement, so the council can assess what's happening on an hourly, daily, weekly, monthly basis. These insights help us to do things better. They offer up important information about where systems, processes or people are 'falling behind' so that we can take corrective action quickly, solving the issue before it escalates. This real-time performance monitoring is not required for strategic measurement necessarily.

Links to Other Aspects of Performance Monitoring

Recording and reporting on performance indicators data is one part of the Council's approach to assuring and improving performance. Other key elements include:

- *Internal Audit* – the Council maintains a full, compliant approach to Internal Audit with routine assurance reporting provided to the Audit & Governance committee.

- *Risk management and Business Continuity* – the Council routinely assesses and monitors risk. Risk data is held in the Council's Risk Registers. Business Continuity risks are assessed, and plans are in place to ensure continuity in high-risk areas.

- *Contract performance monitoring* – Contract monitoring arrangements are specified as part of the Council's Contract Procedure Rules,

- *Partnership performance* – the Council collects and maintains data regarding the status and performance of our Significant Partnerships; this is reported annually.

Act

In order for us to understand what needs to be done to drive continuous improvement we first need to understand the performance data and any trends emerging that require intervention. Improvement activity is and should be driven by data i.e. the results that are being measured through reporting.

This is a collective task and will be supported by a range of approaches and tools which will help service areas identify performance areas in need of corrective action.

The performance of the corrective action should then be fed back into the performance management cycle so it can be measured, reported, acted upon and reviewed to ensure the cycle of continuous improvement.

It's important to recognise that identifying the need for corrective action doesn't always come out of performance reporting and can also be highlighted through;
- Internal audit
- Best value audit
- Self-assessment
- Consultation feedback
- External audit

Review

Members and Officer at all levels have a critical role in reviewing and monitoring objectives and performance. Appendix A outlines the different roles and responsibilities for each group.

The review process ensures that we remain on track for delivering our objectives. In reviewing and evaluating our performance, we gain valuable insight into what we're doing well and what still requires improvement. It also provides an opportunity to ensure we remain aligned to any priorities and commitments that may have evolved over time.

Performance management is a continuous cycle which is why the review element is so important. Overtime and with appropriate analysis and interpretation, data becomes information that enables us to better understand how we may need to refocus our interventions in order to optimise and deliver the most effective and efficient services. We then re-evaluate the outcomes of those decision and actions and so on and so forth.

How and When we Update this Framework

The Council's Performance Management Framework is reviewed and updated annually, in conjunction with our annual Performance Indicator collection and target-setting review. Both reviews are led by the Council's Corporate Performance Team. The next review of the framework is due by *31st March 2025*.

Appendix 1 Roles and Responsibilities

Executive Members
- Democratic accountability for service delivery and performance
- Approval and accountability of the Council Plan and associated policy framework including Performance Management Framework
- Consider performance indicator results and agree appropriate remedial action if necessary

Corporate Scrutiny Committee
- Scrutinising Council performance

Corporate Leadership Team
- Strategic management of the Council and oversight of performance
- Agreeing indicator sets to recommend to Executive
- Setting and modelling performance culture
- Monitoring and managing the progress of delivery, agreeing and ensuring remedial action where necessary

Directorate Management Teams and service managers
- Managing day to day service delivery and service performance
- Setting appropriate service level outcomes that align with the delivery of the Council's corporate priorities
- Monitoring and managing performance of these outcomes
- Setting and reviewing Management Performance Indicators at operational level, and using these in performance management
- Ensuring that these link to individual staff performance through the Council's Me Time framework

Internal Audit
- Audit performance indicators to assure of data quality and reliability and robustness
- Review Performance Management Framework to ensure fit for purpose

Performance and Intelligence Team and performance teams within services
- Ensuring that timely and accurate performance information is available in line with agreed reporting
- Data analysis where it is linked to the case for change and/or the drive for continuous improvement

All employees
- Where appropriate, to record, gather and collate information and data in line with good practice for the relevant service and case management system
- Review and reflect on their individual performance and associated development outcomes, via the Council's 'Managing Effectiveness (ME) Time' approach which is about having continuous conversations to consistently manage employee effectiveness and performance

Appendix 2 Providing feedback to performance queries raised within Committee Meetings

SLA is 12 working days from the meeting, following the below timeline:

➤ Date of Meeting is working day 0

➤ By working day 2 performance officer to:
- Watch meeting recording and document the queries raised my members to be taken away for further response.
- Send queries to Head of Performance (or relevant colleague who attended the meeting) for review and to add to as necessary.
- Send queries to relevant performance owners / managers and Assistant Directors for response.

➤ By working day 4:
- Relevant performance owners / managers and Assistant Directors to respond to performance officer with answer to queries.

➤ By working day 5:
- Performance officer to chase responses if needed and send the queries and responses for relevant CLT / director sign-off. (Assistant Director sign off is sufficient in exceptional circumstances, such as where the relevant CLT member is not available within the required timescale.)

➤ By working day 8:
- CLT / director feedback and sign-off to be received.
- Democratic Services to send performance officer the extract of minutes relating to the performance item.

➤ By working day 10:
- Performance Officer to combine responses into document, cross check this against the minutes and send to the Chair.

Two further working days will be allowed to account for circumstances such as staff annual leave, or for dealing with any contradictions found when reviewing the minutes.

This means the maximum response time is **12 working days**.

This page is intentionally left blank

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	New (not currently reported as KPI) or existing (reported as KPI currently)	Performance Indicator Name	Further detail (description) if necessary	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	Adult Social Care	AFL26	New	Proportion of Section 42 where risk is reduced or removed	A S42 enquiry must take place if there is reason to believe that abuse or neglect is taking place	N/A	95%	NEW KPI	National / regional average	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	Adult Social Care	AFL07	Existing	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people)	Population figures are taken from the Office National Statistics (ONS) Long term support is that which is planned to be required in the longer term and doesn't have a planned end date. The SALT, (short and long term) services ASC return is due to end and be replaced by CLD (client level data) return this financial year. These changes will impact the calculation of this metric.	564	480	Target updated.	National / regional average	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	Adult Social Care	AFL03	Existing	Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, with a sequel of ST-MAX	This looks to capture the percentage of people who go on to require statutory Adult Social Care support having been in receipt of ST MAX (short-term care to maximise independence) after being discharged from hospital. The SALT, (short and long term) services ASC return is due to end and be replaced by CLD (client level data) return this financial year. These changes will impact the calculation of this metric.	35%	40%	Target updated.	National / regional average	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	Adult Social Care	AFL08 OFLOG	Existing	Short term service provision: Proportion of those that received short-term service during the year where sequel was either no ongoing support or support of a lower level	Reablment North is a Care Quality Commission registered home care service designed with access to multidisciplinary members to provide direct support to people in there home to provide reablement and support the person to maximise levels of independence. The service supports people at the point of discharge form hospital to support recovery from a period of ill health. They also accept direct referrals from ASC and community health partners to reduce need in the community and avoid unnecessary hospital admissions. The service is short term. Hospital adult social care team – Discharge to assess. The hospital ASC supports people discharged either home or to short term home care facilities after an admission to a hospital. This enables the person to access the support of care services , therapy services (internal and external) and other health care professionals where needed, to support the person to stabilise and recover after a period of ill health and then enable Care act assessment of long term needs to be conducted after discharge and recovery and not whilst still in a hospital alien environment Therapy provision – Short term rehab. We provide a Physiotherapy and Occupational therapy service that supports active rehabilitation. This is based in a small number of community care home settings providing support to people admitted for a short period of reablement, mostly after hospital discharge, but not exclusively so as community admissions can occur for reablement. We also outreach to community settings such as other care homes, and peoples own homes to provide advice on equipment / aids / adaptions and Manual handling to support discharge from the rehab care home We provide direct professional therapeutic interventions, and link closely with colleagues in ASC, care home providers, Home care providers, hospitals and other members of the health and social care Multidisciplinary team. The service is short term to maximise independence." The SALT, (short and long term) services ASC return is due to end and be replaced by CLD (client level data) return this financial year. These changes will impact the calculation of this metric.	80%	80%	Changed to match OFLOG name. Previous name: Number of people who were prevented from requiring statutory care, or whose need was reduced (Delaying and reducing the need for care and support)	National / regional average	Adults, Health & Wellbeing
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL15	Existing	Total number of homeless approaches	The total number of homeless approaches to NNC during the month	Monitoring level of demand only	Tracking		N/A	Housing, Communities & Levelling-up
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL13	Existing	Number of households whose homelessness was prevented	The number of positive homelessness preventions within the month	252 (21 per month)	264 (22 per month)		Previous data	Housing, Communities & Levelling-up
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL14	Existing	Number of households whose homelessness was relieved	The number of positive homelessness reliefs within the month	300 (25 per month)	300 (25 per month)		Previous data	Housing, Communities & Levelling-up
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL17	Existing	Number of households in Temporary Accommodation	Snapshot of the number of households living in temporary accommodation as at the end of the month	245	260		Service knowledge	Housing, Communities & Levelling-up
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL12	Existing	Rough Sleepers in North Northants - single night snapshot	A snapshot figure on a single night of the number of people seen sleeping rough by the Rough Sleeping Team	9	9		Legislative	Housing, Communities & Levelling-up
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Admissions	BBF22	Existing	Number of children missing education		No target set	0	(previously named 'Number of children without a school place')	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Inclusion	BBF33	Existing	Number of children who are absent from education for prolonged periods		No target set	0	(Previously named 'Number of children currently missing from education (Year 1-11)')	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Special Educational Needs & Disabilities	BBF18b	Existing	% of EHC (education health care) plans completed in month issued within 20 weeks (including exceptions)		No target set	100%		Previous data and benchmarks	Children, Families, Education & Skills

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	New (not currently reported as KPI) or existing (reported as KPI currently)	Performance Indicator Name	Further detail (description) if necessary	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Special Educational Needs & Disabilities	BBF36	Existing	% of EHC Plan Annual Reviews completed within 4 weeks of meeting		No target set	100%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Family Hubs	BBF47	New	Number of unique visits to Family Hubs digital platforms		No target set	No target set		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Family Hubs	BBF48	New	Number of families accessing Family Hubs services through digital platforms		No target set	No target set		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Family Hubs	BBF50	New	Number of service users attending sessions held by commissioned services at Family Hubs sites		No target set	No target set		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Front Door	BBF05	Existing	% of referrals with a previous referral within 12 months	This indicator shows: out of all referrals received, those that were for children whose previous referral was within 12 months. This is all referrals to Northamptonshire Children's Trust (NCT). A referral is where someone has a concern about the safety and well-being of a child. When NCT initially receive concerns, this is known as a contact. If upon receiving this contact, they decide further investigation is required it becomes a referral. This is a proxy measure for the quality of the work completed by NCT when dealing with a referral. If we see a high number of repeat referrals, it is a potential sign that they are not adequately responding to concerns when they are first raised. This is a national indicator often used to compare performance.	29%	29%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Front Door	BBF06	Existing	% of single assessments authorised within 45 working days	This indicator shows: out of all assessments authorised, those that were authorised within 45 days. Following a referral, if the concerns are serious enough, NCT will undertake an assessment of the needs of the child and/or their family and the nature and level of any risk of harm to the child. The assessment will be used to decide whether the child is in need, not in need or in need and at risk of significant harm. There is a statutory duty to carry out an assessment within 45 days of a referral if an assessment is considered necessary. If this deadline is not met then there is a risk that children are at risk of harm because we have not been able to assess their needs in a timely fashion. This is a national indicator often used to compare performance	85%	85%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Front Door	BBF27	Existing	% of initial child protection conferences held within 15 days of a strategy discussion being initiated	This indicator shows: out of all child protection conferences held, those that were held within 15 days of a strategy discussion. The indicator shows how quickly the Trust and partners respond to protect children who have been assessed as at the risk of harm.	81%	81%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	In Care & Adoption	BBF07	Existing	% Children in care with three or more placements in the previous 12 months	This indicator shows: out of all children in care for at least 12 months, those that have been in three or more placements in the last 12 months. This includes all possible placements for a child in care i.e. where a child in care is living. This includes a residential home, foster placement, adoption. NNC is the corporate parent for children in care, we therefore want to provide them with a supportive and stable environment. If children regularly move between placements then this is likely to harm their development due to a lack of stable environment. This is a national indicator often used to compare performance.	10%	10%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Key Cohorts	BBF28	Existing	Number of children with a Child Protection Plan	The number of children who are currently assessed as being at risk of harm at an initial child protection conference.	No target set	No target set		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Key Cohorts	BBF29	Existing	Number of children in care	The number of children who are currently in the care of the local authority and have been so for more than 24 hours.	No target set	No target set		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Leaving Care	BBF08	Existing	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16	This indicator shows: out of all care leavers aged 17-21 now, those that are in employment, education or training. A child looked after is another phrase used to mean a child in care. This cohort of children who were in care are sometimes known as care leavers. NNC is the corporate parent of these children so should be actively supporting these young people to thrive in life by continuing in education or finding employment. Children in care are much more likely to be NEET (not in employment, education or training) and have poor life outcomes. It also is a proxy measure for how well the young person was supported as a child in care. This is a national indicator often used to compare performance.	55%	55%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	Leaving Care	BBF09	Existing	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16	This indicator shows: Out of all care leavers aged 17-21 now, those that are in suitable accommodation. A child looked after is another phrase used to mean a child in care. This cohort of children who were in care are sometimes known as care leavers. NNC is the corporate parent of these children so should be actively supporting these young people to thrive in life by having a safe and suitable place to live. Children in care are much more likely to be in unsuitable or insecure accommodation or even homeless. It also is a proxy measure for how well the young person was supported as a child in care. This is a national indicator often used to compare performance.	90%	90%		Previous data and benchmarks	Children, Families, Education & Skills

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	New (not currently reported as KPI) or existing (reported as KPI currently)	Performance Indicator Name	Further detail (description) if necessary	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	STP09	Existing	Number of emergency Responsive Repairs completed	The number of emergency responsive repairs completed within the month (target timescale for completing emergency repairs is 24 hours)	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	STP10	Existing	Number of non-emergency responsive repairs completed	The number of non-emergency responsive repairs completed within the month (target timescale for completing non-emergency repairs is 28 days)	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Finance & Performance	Revenues & Benefits	Revenues & Benefits	MPS04 OFLOG	Existing	Non-domestic rates collection rates (in year)	Cumulative percentage of business rates collected each month throughout the financial year.	Annual target of 98%, monthly breakdowns given	Annual target of 98%, monthly breakdowns given	Changed to match OFLOG name. Previous name: % of business rates collected in the year debit raised	Previous data	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Finance & Performance	Revenues & Benefits	Revenues & Benefits	MPS05 OFLOG	Existing	Council tax collection rates (in year)	Cumulative percentage of council tax collected each month throughout the financial year.	Annual target of 98%, monthly breakdowns given	Annual target of 98%, monthly breakdowns given	Changed to match OFLOG name. Previous name: % of council tax collected in the year debit raised	Previous data	Finance and Transformation
Safe and Thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Adults, Health Partnerships & Housing	Housing	Housing	STP37	Existing	Average time taken to re-let NNC standard void properties	The time taken from keys received and the property becoming void to keys out when the property is re-let to a new tenant	56 days	56 days		Previous data	Housing, Communities & Levelling-up
Safe and thriving places	Maintain our highways infrastructure to keep people moving safely around North Northamptonshire	Place & Economy	Highways & Waste	Highways & Waste	STP44	Existing	Percentage of lights in light during light up period (within the PFI with Balfour Beatty)		>99	>99	Changed from MPI to KPI	Linked to service level agreement	Highways, Travel and Assets
Safe and thriving places	Maintain our highways infrastructure to keep people moving safely around North Northamptonshire	Place & Economy	Highways & Waste	Highways & Waste	STP29	Existing	Number of Defects Outstanding (at end of period), split by category	This relates to carriageway and footway only. Category definitions: P1 – within 2 hours; P2 – within 7 days; P3 – within 28 days; P4 – within 26 weeks	No target	Tracking		N/A	Highways, Travel and Assets
Safe and thriving places	Maintain our highways infrastructure to keep people moving safely around North Northamptonshire	Place & Economy	Highways & Waste	Highways & Waste	STP30	Existing	Number of Defects Repaired in period, split by category	This relates to carriageway and footway only. Category definitions: P1 – within 2 hours; P2 – within 7 days; P3 – within 28 days; P4 – within 26 weeks	No target	Tracking		N/A	Highways, Travel and Assets
Safe and thriving places	Maintain our highways infrastructure to keep people moving safely around North Northamptonshire	Place & Economy	Highways & Waste	Highways & Waste	STP31	Existing	Percentage of defects responded to within the timeframes specified, split by category. P1: 2 hours, P2: 7 days, P3: 28 days, P4: 26 weeks.	This relates to carriageway and footway only. Category definitions: P1 – within 2 hours; P2 – within 7 days; P3 – within 28 days; P4 – within 26 weeks. Present as 4 categories tracking but only RAG P1 and P2 together and P3 and P4 together.	P1 and P2 97.5% - P3 and P4 90%	P1 and P2 97.5% - P3 and P4 90%		Linked to service level agreement	Highways, Travel and Assets
Safe and thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	Dev Management (Planning)	STP15	Existing	Percentage of major planning applications decided on time	Major applications are to be determined within 13 weeks (or within agreed extension of time). Local Planning Authorities (LPAs) are required to supply Central Government with quarterly returns relating to the speed of determining planning and allied applications together with their outcomes. Major applications are: for housing, development where 10 or more homes will be provided, or the site has an area of 0.5 hectares or more; the provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more; or development carried out on a site having an area of 1 hectare or more. (County matter / minerals and waste applciations are monitored separately)	90%	88%	Targets have been updated to reflect aiming for just above the national levels. It is important to note that we are performing above other newly formed unitary authorities. Name has been aligned to match the Oflog wording.	National / regional average	Growth & Regeneration
Safe and thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	Dev Management (Planning)	STP16/17	Existing	Percentage of non-major planning applications decided on time	Non-major applications are to be determined within 8 weeks (or within agreed extension of time) Local Planning Authorities (LPAs) are required to supply Central Government with quarterly returns relating to the speed of determining planning and allied applications together with their outcomes. Non-major applications are anything that doesn't fit into the 'major' criteria. (County matter / minerals and waste applciations are monitored separately)	85%	86%	Targets have been updated to reflect aiming for just above the national levels. It is important to note that we are performing above other newly formed unitary authorities. Name has been aligned to match the Oflog wording.	National / regional average	Growth & Regeneration

This page is intentionally left blank

Appendix C - KPIs to be reported less frequently than monthly
This document has been sorted by 'key commitment'

Service indicators

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	Adult Social Care	AFL27	Ratio of Closed Cases to Open Cases for DOLS	The ratio will be calculated monthly and then the three month's ratio's will be averaged for the quarter. A case can be open for a year and then must be reviewed. Therefore a large portion of these closed and open cases will be re-referrals. The deprivation of liberty safeguards (DoLS) is a statutory process, as required by the Mental Capacity Act 2005 (MCA) to provide legal protection for individuals (18 years and above) who are, or may become, deprived of their liberty within the meaning of Article 5 of the European Court of Human Rights (ECHR) within a hospital or care home. There are two types of authorisations standard and urgent. Standard: A managing authority must request a standard authorisation when it appears likely that within 28 days, someone will be accommodated in a care home or hospital in circumstances that amount to a deprivation of liberty. Urgent: If the person is already subject to circumstances which amount to a deprivation of liberty, the managing authority must give itself an urgent authorisation which lasts for 7 days.	New	Quarterly	N/A	94.5%	NEW KPI	Previous data	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	OFLOG: Adult Social Care	AFL28 OFLOG	Requests resulting in a service: Number of support requests received from new clients that resulted in a service, per 100,000 population	The SALT, (short and long term) services ASC return is due to end and be replaced by CLD (client level data) return this financial year. These changes will impact the calculation of this metric.	New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric) Similar to KPI AFL07 but for all services rather than just residential and nursing. Important to measure both.	N/A	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	OFLOG: Adult Social Care	AFL29 OFLOG	People in adult social care quality of life: Adjusted Social care-related quality of life impact of Adult Social Care services	The carers survey is carried out every two years, next data expected to be published is June 2024.	New	Biennial (every 2 years)	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Adult Social Care	OFLOG: Adult Social Care	AFL30 OFLOG	Carers of people in adult social care quality of life: Carer-reported quality of life for carers (score out of 12)	The carers survey is carried out every two years, next data expected to be published is June 2024.	New	Biennial (every 2 years)	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Public Health	Public Health	AFL20	% of in-year eligible population offered an NHS Health Check	Eligibility for NHS Health Check: •40-74 •Not had NHS Health Check in last 5 years •None of the pre-existing conditions listed here - https://www.nhs.uk/conditions/nhs-health-check/ •Resident of Northamptonshire 'Offered' is the first invite a patient will be sent to attend their NHS Health Check. The vast majority of NHS Health Checks are completed following an invite being sent to a patient, hence the importance of tracking this indicator. The requirement is for every patient eligible for an NHS Health Check to be invited for their NHS Health Check across a rolling 5 year period, and for 60% of the eligible patient population to have their NHS Health Check.	Existing	Quarterly	100%	100%		National target	Adults, Health & Wellbeing

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Public Health	Public Health	AFL21	% of in-year eligible population who received an NHS Health Check	Eligibility for NHS Health Check: •40-74 •Not had NHS Health Check in last 5 years •None of the pre-existing conditions listed here - https://www.nhs.uk/conditions/nhs-health-check/ •Resident of Northamptonshire 'Received' is when an NHS Health Check has been completed. The vast majority of NHS Health Checks are completed following an invite being sent to a patient, hence the importance of tracking this indicator. The requirement is for every patient eligible for an NHS Health Check to be invited for their NHS Health Check across a rolling 5 year period, and for 60% of the eligible patient population to have their NHS Health Check.	Existing	Quarterly	60%	60%		National target	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Public Health	Public Health	AFL22	% Smoking quit rate at 4 weeks	Successful quitters are those smokers who successfully quit at the four-week follow-up. A client is counted as a 'self-reported 4-week quitter' when assessed four weeks after the designated quit date, if they declare that they have not smoked, even a single puff on a cigarette, in the past two weeks. This information is collected on NHS Stop Smoking returns in line with requirements from the Department of Health (DH).	Existing	Quarterly	60%	60%		Knowledge of service levels / capacity / requirements	Adults, Health & Wellbeing
Active, fulfilled lives	Greater access to better quality Adult Social Care	Adults, Health Partnerships & Housing	Public Health	Public Health	AFL23	% substance misuse clients waiting more than 3 weeks for their first intervention	Proportion of first drug and/or alcohol treatment interventions where the person waited over 3 weeks to commence treatment	Existing	Quarterly	National target will be available in April 2024	National target will be available in April 2024		National target	Adults, Health & Wellbeing
Active, fulfilled lives	Improve the accessibility and use of leisure, culture, art and sport	Adults, Health Partnerships & Housing	Communities	Leisure	AFL11	Net promoter score % - Leisure	The Net Promoter Score measures customer experience and how likely they are to recommend the service to friends and family. It is measuring the customers perception of the service. Net Promoter Score, or NPS, measures customer experience across business sectors internationally. Customers are asked 'On a scale of 0 - 10 how likely are you to recommend the Leisure Centre to friends and family? Respondents are grouped as follows: -Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, enabling growth. -Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings. -Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.	Existing	Annual (Jun)	Above 0 is good Above 20 is favourable Above 50 is excellent	Internal (in-house) 60% External (Leisure contractors): 50%	Target updated.	Previous data	Sport, Leisure, Culture & Tourism
Active, fulfilled lives	Improve the accessibility and use of leisure, culture, art and sport	Adults, Health Partnerships & Housing	Communities	Libraries	AFL10	Number of participants in the Summer Reading Challenge	The Summer Reading challenge is universal and offered to all children between the ages of 5 to 11. The challenge is designed to keep children's reading levels up over the long Summer break and evidence has shown that children taking part are far less likely to suffer from the Summer "dip" and have an improved literacy level when returning to school. The more children taking part, the better position schools are in at the start of the next academic year. Children are challenged to read 6 books over the Summer and are able to collect rewards from libraries each time they complete a book with a medal once all 6 are completed.	Existing	Annual (Oct)	3150	4136	Target updated.	Previous data	Sport, Leisure, Culture & Tourism
Active, fulfilled lives	Improve the accessibility and use of leisure, culture, art and sport	Adults, Health Partnerships & Housing	Communities	Libraries	AFL09	Number of physical visits to libraries	Number of people attending our libraries	Existing	Quarterly (with monthly breakdown)	246187 round the target?	478229 (To be updated to a 1% increase on the actuals achieved at the end of Q4 so cannot provide this yet)	Still reporting quarterly but adding monthly breakdown. Target updated.	Previous data	Sport, Leisure, Culture & Tourism
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL16	Number of households accepted as owed the main housing duty	The number of main duty accepted decisions made during the month	Existing	Quarterly	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL18	Number of households with family commitments living in Bed and Breakfast accommodation	Snapshot of the number of households with family commitments living in bed and breakfast accommodation as at the end of the month	Existing	Quarterly	5	5		Legislative	Housing, Communities & Levelling-up
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL24	Number of Temporary Accommodation placements out of North Northants area	The number of households living in temporary accommodation who have been placed out of the North Northants area	Existing	Quarterly	3	5		Knowledge of service levels / capacity / requirements	Housing, Communities & Levelling-up

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Active, fulfilled lives	Tackle the causes of complex problems such as poverty and homelessness	Adults, Health Partnerships & Housing	Housing	Housing	AFL19	Number of rough sleepers rehoused into accommodation	The number of rough sleepers supported to find suitable accommodation either direct from the streets or from discretionary accommodation	Existing	Quarterly	84 (7 per month)	84 (7 per month)		Previous data	Housing, Communities & Levelling-up
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Admissions	BBF20	State Schools Admissions - % of young people getting 1st, 2nd or 3rd preference for primary applications		Existing	Annual	No target set	No target set		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Admissions	BBF21	State Schools Admissions - % of young people getting 1st, 2nd or 3rd preference for secondary applications		Existing	Annual	No target set	No target set		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Early Years	BBF30	% of Early Years PVI Settings (non-domestic) judged as Good or Outstanding by Ofsted/ISI		Existing	Termly	No target set	100%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Early Years	BBF31	% of Early Years PVI Settings Childminders judged as Good or Outstanding by Ofsted		Existing	Termly	No target set	100%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Early Years	BBF37	% takeup of 2 year old Entitlements	Provisionally added for 2024-25.	NEW	Termly	No target set	72%	Provisionally added for 2024-25.	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Early Years	BBF38	% takeup of 3&4 year old universal Entitlements	Provisionally added for 2024-25.	NEW	Termly	No target set	80%	Provisionally added for 2024-25.	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Inclusion	BBF34	% of persistently absent pupils - Primary		Existing	Termly	No target set	0%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Inclusion	BBF41	% of severely persistently absent pupils - Primary	Provisionally added for 2024-25.	NEW	Termly	No target set	0.70%	Provisionally added for 2024-25.	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Inclusion	BBF35	% of persistently absent pupils - Secondary		Existing	Termly	No target set	0%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Inclusion	BBF42	% of severely persistently absent pupils - Secondary	Provisionally added for 2024-25.	NEW	Termly	No target set	3.40%	Provisionally added for 2024-25.	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF12	% of primary schools judged as good or outstanding by Ofsted		Existing	Termly	No target set	100%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF39	% of learners in primary schools judged as good or outstanding by Ofsted	Provisionally added for 2024-25. Is this measure required in addition to BBF12?	NEW	Termly	No target set	100%	Provisionally added for 2024-25. Querying if this measure is required in addition to BBF12?	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF13	% of secondary schools judged as good or outstanding by Ofsted		Existing	Termly	No target set	100%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF40	% of learners in secondary schools judged as good or outstanding by Ofsted	Provisionally added for 2024-25. Is this measure required in addition to BBf13?	NEW	Termly	No target set	100%	Provisionally added for 2024-25. Querying if this measure is required in addition to BBF13?	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF23	% of children achieving a good level of Development in Early Years Foundation Stage Profile		Existing	Annual	No target set	67.80%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF44	Attainment gap for disadvantaged children achieving a good level of Development in Early Years Foundation Stage Profile (%)	Provisionally added for 2024-25.	NEW	Annual	No target set	No target set	Provisionally added for 2024-25.	Previous data and benchmarks	Children, Families, Education & Skills

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF24	% of children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2		Existing	Annual	No target set	59%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF45	Attainment gap for disadvantaged children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2 (%)	Provisionally added for 2024-25.	NEW	Annual	No target set	No target set	Provisionally added for 2024-25.	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF25	% of children achieving grade 9-4 in English and Maths (previously A*-C)		Existing	Annual	No target set	64.60%		Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF26	Attainment gap for disadvantaged children achieving grade 5 or greater in English & Maths (%)	Provisionally added for 2024-25. Havent reported for 23-24 yet.	Existing	Annual	No target set	No target set	Provisionally added for 2024-25. Have not reported this for 23-24 yet.	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	School Improvement	BBF46	% of students achieving grades AAB or better at A level, at least two facilitating subjects	Provisionally added for 2024-25.	NEW	Annual	No target set	18.10%	Provisionally added for 2024-25.	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Ensure every child has equal access to a high standard of education	Children's Services	Education	Virtual School	BBF43	% PEPs quality assured as Good	Provisionally added for 2024-25 in replace of BBF19	NEW	Termly	No target set	100%	Provisionally added for 2024-25 in replace of BBF19	Previous data and benchmarks	Children, Families, Education & Skills
Better, Brighter Futures	Promote better training, further education and employment opportunities for young people	Adults, Health Partnerships & Housing	Public Health	Adult Learning (OFLOG: Adult Skills)	BBF51 OFLOG	19+ further education and skills achievements per 100,000 population		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Children, Families, Education & Skills
Better, Brighter Futures	Promote better training, further education and employment opportunities for young people	Adults, Health Partnerships & Housing	Public Health	Adult Learning (OFLOG: Adult Skills)	BBF52 OFLOG	19+ further education and skills achievements per 100,000 population (excluding apprenticeships)		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Children, Families, Education & Skills
Better, Brighter Futures	Promote better training, further education and employment opportunities for young people	Adults, Health Partnerships & Housing	Public Health	Adult Learning (OFLOG: Adult Skills)	BBF53 OFLOG	Adults with a Level 3 or above qualification (age 16-64)		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Children, Families, Education & Skills
Better, brighter futures	Support partners and the Children's Trust to provide higher standards of support	Adults, Health Partnerships & Housing	Public Health	Public Health	BBF01	Breastfeeding rate at 6-8 weeks	This is the percentage of infants that are totally or partially breastfed at age 6-8 weeks. Totally breastfed is defined as infants who are exclusively receiving breast milk at 6-8 weeks of age - that is, they are not receiving formula milk, any other liquids or food. Partially breastfed is defined as infants who are currently receiving breast milk at 6-8 weeks of age and who are also receiving formula milk or any other liquids or food. Not at all breastfed is defined as infants who are not currently receiving any breast milk at 6-8 weeks of age. The numerator is the count of the number of infants recorded as being totally breastfed at 6-8 weeks and the number of infants recorded as being partially breastfed. The denominator is the total number of infants due a 6-8 weeks check.	Existing	Quarterly	55%	55%		National target	Adults, Health & Wellbeing
Better, brighter futures	Support partners and the Children's Trust to provide higher standards of support	Adults, Health Partnerships & Housing	Public Health	Public Health	BBF02	% of infants due a new birth visit that received a new birth visit within 14 days of birth	All infants and their families are eligible to receive a visit led by a health visitor within the first two weeks from birth, which is known as the New Birth Visit (NBV). This metric is designed to measure what proportion of infants receive a timely NBV. This visit forms part of the Healthy Child Programme (HCP), and is important to ensure a continuum of support following on from visits by a midwife, which usually end at day 10. This visit is also important in identifying any development issues with the infant (including early referral to a specialist team where needed), to promote sensitive parenting, to provide safe sleeping advice, to support feeding and to discuss concerns and worries, including maternal mental health.	Existing	Quarterly	90%	90%		National target	Adults, Health & Wellbeing

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Better, brighter futures	Support partners and the Children's Trust to provide higher standards of support	Adults, Health Partnerships & Housing	Public Health	Public Health	BBF03	% of children who received a 6-8 week review by the time they were 8 weeks	The 6 to 8 week review is an opportunity for support with breastfeeding if required, and allows an assessment of the mother's mental health, as well as reinforcing the discussions and messages from the new birth visit. It is an opportunity to ensure the mother has had a six-week postnatal check, and that the infant has received the infant physical examination, as well as a reminder of the importance of the vaccinations that take place in the first few months. Any difficulties the mother has had in receiving benefits she is entitled to can be discussed and support offered.	Existing	Quarterly	90%	90%		National target	Adults, Health & Wellbeing
Better, brighter futures	Support partners and the Children's Trust to provide higher standards of support	Adults, Health Partnerships & Housing	Public Health	Public Health	BBF04	% mothers known to be smokers at the time of delivery	The number of mothers known to be smokers at the time of delivery as a percentage of all maternities with known smoking status. A maternity is defined as a pregnant woman who gives birth to one or more live or stillborn babies of at least 24 weeks gestation, where the baby is delivered by either a midwife or doctor at home or in a NHS hospital	Existing	Quarterly	11%	11%		National target	Adults, Health & Wellbeing
Better, Brighter Futures	Support partners and the Children's Trust to provide higher standards of support	Children's Services	Children's Trust	In Care & Adoption	BBF10	% of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted	This indicator shows: out of all children adopted, those that were placed for adoption within 12 months of the council receiving permission to place the child for adoption. NNC is the corporate parent for these children whilst they are in care so should support them to have a stable home environment. The shorter the time, children have to wait to be placed means a shorter wait for this stable environment. This is a national indicator often used to compare performance.	Existing	Quarterly	72%	72%		Previous data and benchmarks	Children, Families, Education & Skills
Connected communities	Empower a thriving voluntary and community sector	Adults, Health Partnerships & Housing	Communities	Community Partnerships	CNC01	Number of Strategic Grant Agreements targets delivered	The VCSE provides valuable support to people across Northamptonshire. Some organisations provide very specialised work such as debt casework, counselling and drug treatment and recovery. The range and geographical coverage of organisations in the sector is comprehensive. The current funding arrangements with VCSE organisations involve a mixture of grants, service level agreements and contracts that were created by NNC's predecessor councils. Some of those arrangements have been in place for some considerable time and most have extensions to the original agreement periods to support their transfer into NNC from 1 April 2021. The current arrangements, annual grant payments totalling £1,415,766 per annum. The current funding arrangements with VCSE organisations were created by the sovereign councils were subject to an application process and were awarded accordingly. The Executive Committee agreed to fund these current arrangements for a further two years.	Existing	Annual	22-23 is a baselining year to set future targets.	100%		Previous data	Rural Communities & Localism
Connected communities	Empower a thriving voluntary and community sector	Adults, Health Partnerships & Housing	Communities	Community Partnerships	CNC02	Total amount of funding released via small discretionary grants into organisations	A Community Fund is defined as a financial award the Council makes from its funds to support community activities. These awards can be made to Community and Voluntary Organisations, Town and Parish Councils, Registered Charities and to other bodies or individuals. They need to be spent within 12 months of being awarded; set criteria as to what they can be used for; policy - https://www.northnorthants.gov.uk/community-safety-and-emergencies/community-grants-and-funding	Existing	Half -yearly	100%	100%		Knowledge of service levels / capacity / requirements	Rural Communities & Localism
Greener, sustainable environment	Educate, encourage reuse, harmonise and enforce to keep our environments free from litter	Place & Economy	Highways & Waste	Highways & Waste	GSE07	Percentage of waste diverted from landfill	Based on old national indicator NI193: Percentage of Municipal Waste Sent to Landfill This is calculated as follows: Municipal waste landfilled divided by total municipal waste collected x 100 to give percentage. Calculation= 100-output from NI193. Municipal waste includes both household waste and that from other sources which is similar in nature and composition e.g. businesses Using waste data flow.	Existing	Annual	87%	87%	(YTD Q4 available June, validated July)	Previous data	Climate & Green Environment
Greener, sustainable environment	Educate, encourage reuse, harmonise and enforce to keep our environments free from litter	Place & Economy	Highways & Waste	Highways & Waste	GSE06	Flytipping: number of fly tips reported	This is the number of fly tips recorded across NNC. Fly-tipping is illegal dumping of liquid or solid waste on land or in water.	Existing	Quarterly	No target - Fly tipping is a criminal offence and not appropriate for a target based approach.	Tracking	Was going to use OFLOG measure once agreed but the fly-tipping OFLOG metrics have been put on hold and not implemented yet.	N/A	Climate & Green Environment

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Greener, sustainable environment	Educate, encourage reuse, harmonise and enforce to keep our environments free from litter	Place & Economy	Highways & Waste	OFLOG: Waste	GSE12 OFLOG	NI192 % Household Waste sent for reuse, recycling and composting	From waste data flow	Existing	Quarterly	42%	43%	Changed from MPI to KPI. Target updated.	Previous data	Climate & Green Environment
Greener, sustainable environment	Educate, encourage re-use, harmonise our approaches and enforce to keep our environment free from litter	Place & Economy	Highways & Waste	OFLOG: Waste	GSE13 OFLOG	Residual household waste: Residual household waste per household (kg)		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Climate & Green Environment
Greener, sustainable environment	Embed low carbon technology, improved green infrastructure and sustainable forms of transport	Place & Economy	Growth & Regeneration	Economic Development	GSE11	EV charging network: Number of towns with public Electric Vehicle Charging Points		New	Quarterly	New target for 24/25	Tracking each quarter and then to have Public EVCPs in all 12 towns by March 2025	NEW KPI	Linked to strategy	Climate & Green Environment
Greener, sustainable environment	Embed low carbon technology, improved green infrastructure and sustainable forms of transport	Place & Economy	Growth & Regeneration	Economic Development	GSE04	Number of electric vehicles charging points publicly available	Quarterly data collected by Department for Transport	Existing	Quarterly	No target but aim to increase in numbers	Increase in 10% by end of year. 2.5% by end of Q1 etc...	Target introduced	Linked to strategy	Climate & Green Environment
Greener, sustainable environment	Embed low carbon technology, improved green infrastructure and sustainable forms of transport	Place & Economy	Growth & Regeneration	Economic Development	GSE05	Number of electric vehicle charge points per 100000 population (national ranking)		Existing	Quarterly	New indicator as this data is now available from the Department for Transport and indicates comparative performance of the area	Improve ranking		National / regional average	Climate & Green Environment
Greener, sustainable environment	Promote sustainable, active travel	Place & Economy	Growth & Regeneration	Economic Development	GSE01	Number of E-Scooter trips (rides)	Number of e-scooter trips obtained from monthly data provided by Voi.	Existing	Quarterly		Tracking	Added "(rides)" to the title to match IAA KPI wording	N/A	Climate & Green Environment
Greener, sustainable environment	Promote sustainable, active travel	Place & Economy	Growth & Regeneration	Economic Development	GSE02	Number of registered E-Scooter users	Number of e-scooter users obtained from monthly data provided by Voi.	Existing	Quarterly		Tracking	Added "registered" to the title to match IAA KPI wording	N/A	Climate & Green Environment
Greener, sustainable environment	Promote sustainable, active travel	Place & Economy	Growth & Regeneration	Economic Development	GSE03	Co2 saving from E-Scooters	Co2 savings from e-scooter use obtained from monthly data provided by Voi. Trail ending May 2024.	Existing	Quarterly		Tracking		N/A	Climate & Green Environment
Greener, sustainable environment	Promote sustainable, active travel	Place & Economy	Growth & Regeneration	Economic Development	GSE08	Co2 saving from Delivery Robots	Co2 savings from delivery robot use obtained from quarterly data provided by Starship	Existing	Quarterly	New indicator	Tracking		N/A	Climate & Green Environment
Greener, sustainable environment	Protect the countryside and open spaces, and enhance the natural environment and ecology	Place & Economy	Assets & Environment	Assets & Environment	GSE10	Habitat area improved for pollinators (hectares)	As identified in pollinator strategy - this is the area of NNC owned land that that is managed to benefit Pollinator species - this will primarily entail allowing current short mown amenity grassland to flower	Existing	Half -yearly		10 hectares (annual)	Frequency changed from annual to half-yearly. Target updated	Knowledge of service levels / capacity / requirements	Climate & Green Environment
Greener, sustainable environment	Protect the countryside and open spaces, and enhance the natural environment and ecology	Place & Economy	Assets & Environment	Assets & Environment	GSE09	Volume of pesticides used within NNC Grounds Services operations	This indicator currently only includes Grounds Service use of pesticides which whilst this includes some highway areas, it will not cover the entirity of Highways usage.	Existing	Quarterly	Contractor usage in 2022 for Wellingborough is not available	225L Q1: 50L Q2: 120L Q3: 35L Q4: 20L	Target updated	Previous data	Climate & Green Environment
Greener, sustainable environment	Protect the countryside and open spaces, and enhance the natural environment and ecology	Place & Economy	Highways & Waste	OFLOG: Waste	GSE14 OFLOG	Recycling contamination rate: Proportion of household waste contaminated/rejected		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Climate & Green Environment

Page 1

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Modern public services	Ensure very robust financial and performance management	Adults, Health Partnerships & Housing	Housing	Housing	STP38	Rent collected as a percentage of rent owed	The total amount of rent collected against the amount that is owed	Existing	Quarterly	97%	99%		Linked to strategy	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Adult Social Care	OFLOG: Adult Social Care	MPS60 OFLOG	People who use services who found it easy to find information: Proportion of people who use care services who find it easy to find information about services	The carers survey is carried out every two years, next data expected to be published is June 2024.	New	Biennial (every 2 years)	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Adult Social Care	OFLOG: Adult Social Care	MPS61 OFLOG	Carers who found it easy to find information about services: The proportion of carers who find it easy to find information about support	The carers survey is carried out every two years, next data expected to be published is June 2024.	New	Biennial (every 2 years)	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	MPS54	Percentage of emergency repair jobs currently out of target	The number of emergency responsive repairs awaiting completion which are out of target (based on those jobs which have been accumulating since 1st March 2023), out of the number of emergency jobs awaiting repair. Actual numbers will be reported as part of this KPI.	New	Quarterly	Tracking only	Tracking	NEW KPI This replaces 'STP40 Number of repair jobs awaiting completion which are outside of target timescale', but is just focussing on 'emergency' and is calculated as a percentage of those awaiting repair.	N/A	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	MPS53	Percentage of non-emergency repair jobs currently out of target	The number of non-emergency responsive repairs awaiting completion which are out of target (based on those jobs which have been accumulating since 1st March 2023), out of the number of non-emergency jobs awaiting repair. Actual numbers will be reported as part of this KPI.	New	Quarterly	Tracking only	Tracking	NEW KPI This replaces 'STP40 Number of repair jobs awaiting completion which are outside of target timescale', but is just focussing on 'non-emergency' and is calculated as a percentage of those awaiting repair.	N/A	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	STP04	Number of active households on Keyways (snapshot)	A snapshot of the total number of applicants active on the North Northamptonshire Keyways Housing Register as at 1st of each month	Existing	Quarterly	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	STP05	Number of new Keyways applications received	The number of new online applications submitted within the previous month. This includes those applications auto closed due to having no housing need i.e., total number of approaches	Existing	Quarterly	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	STP08	Rent collected as a percentage of rent owed	Snapshot of the percentage of properties with a valid gas safety certificate	Existing	Quarterly	100%	100%		Knowledge of service levels / capacity / requirements	Housing, Communities & Levelling-up
Modern public services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Housing	Housing	MPS55	'% of all responsive repairs completed within target time'	This will be worked out as a combined KPI for both emergency and non-emergency repairs (different target time will feed into the calculation depending on if it's 'emergency' repair or not; emergency timescale is 24 hours and non-emergency is 28 days). Actual numbers will also be included.	New	Quarterly	N/A	Tracking	NEW KPI	N/A	Housing, Communities & Levelling-up
Modern Public Services	Provide good quality and efficient services valued by our customers	Adults, Health Partnerships & Housing	Public Health	Adult Learning	MPS71	Learner satisfaction. – Learners respond to the question 'How would you rate your learning experience?' as either 'Good' or 'Outstanding'	The satisfaction rate is based on the learners filling in an end of course review form when their course ends and the satisfaction rate is if a learner has answered 'Good' or 'Excellent' to the question 'How would you rate your learning experience'. We had a satisfaction rate of around 97% last academic year.	New	Termly	N/A	95%	NEW KPI - added from IAA KPI set	Previous data and benchmarks	Children, Families, Education & Skills
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Customer Services	MPS42	Number of customers helped by customer services - split by telephone/face-to-face appointments / face-to-face drop in to reception / email.	Number of customers helped by customer services - split by telephone/face-to-face appointments, face-to-face drop in's at reception; email and online form. Considering to start collecting this from August using Customer Relationship Management systems.	Existing	Quarterly (with monthly breakdown)	No target as this is for tracking purpose only	No target as this is for tracking purpose only	Amending this KPI - removing online form, and splitting up face-to-face interactions into appointments/drop-ins	N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Customer Services	MPS39	% of calls answered out of total calls received in customer services	% of calls answered out of total calls received in customer services. This is the number of calls answered divided by the total number of calls received x 100 to give a percentage. Important in order to manage volumes and ensure we are managing to meet customers needs.	Existing	Quarterly (with monthly breakdown)	90%	90%		Knowledge of service levels / capacity / requirements	Finance and Transformation
Safe and Thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Adults, Health Partnerships & Housing	Housing	Housing	STP06	Total number of NNC affordable housing completions	This KPI has been amended to only include the number of North Northants Council affordable housing completions	Existing	Annual	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Safe and Thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Adults, Health Partnerships & Housing	Housing	Housing	STP07	Number of NNC affordable housing starts	This KPI has been amended to only include the number of North Northants Council affordable housing starts	Existing	Annual	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Safe and Thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Adults, Health Partnerships & Housing	Housing	Housing	STP11	Number of lettings completed in month	The total number of HRA lettings completed within the month	Existing	Quarterly	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Safe and Thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Adults, Health Partnerships & Housing	Housing	Housing	STP36	Number of voids (snapshot as at the end of the month)	Snapshot of the number of HRA voids as at the end of the month. Note this does not include non-HRA temp or out of management properties	Existing	Quarterly	Tracking only	Tracking		N/A	Housing, Communities & Levelling-up
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Growth & Regeneration	Econ Development	STP21	% of Full fibre coverage	This is the percentage of premises within the county with access to a Fibre to the Premises (FTTP) broadband service. Data is sourced from Think Broadband. They are recognised independent industry experts that collate data from all the major network operators.	Existing	Quarterly	40% of Premises countywide (Dec 2023)	40% (countywide) Track to achieve 95% by 2029 (North Northants)		National / regional average	Growth & Regeneration
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Growth & Regeneration	Econ Development	STP22	% of gigabit coverage	This is the percentage of premises within the county with access to a gigabit capable service. Data is sourced from Think Broadband. They are recognised independent industry experts that collate data from all the major network operators.	Existing	Quarterly	75% of premises gigabit capable (Dec 2023)	75% (countywide) Track to achieve 99% by 2029 (North Northants)		National / regional average	Growth & Regeneration
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Growth & Regeneration	Planning Policy	STP27	Net additional homes provided	This is the number of new homes built minus demolitions.	Existing	Annual (Dec)	1874 (updated from 1875)	1874 (due to be updated via Government input in March)	Target updated	Government target	Growth & Regeneration
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Growth & Regeneration	Planning Policy	STP25	Maintain 5 year housing land supply	This indicator is worked out as follows: The identified housing supply divided by the housing requirement X 5. (no longer need a buffer) The aim is to maintain a rolling 5 year supply of specific deliverable housing sites relative to local housing need (LHN) which superseded housing requirements set out in Policy 28 of the JCS in July 2021.	Existing	Annual (Dec)	6.0 years	6.0 years		Linked to policy	Growth & Regeneration
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Growth & Regeneration	Planning Policy	STP26	Maintain 5 year supply of Gypsy and Traveller sites	This indicator is worked out as follows: The identified supply divided by the requirement + shortfall X 5. (No longer need a buffer) The aim is to maintain a rolling 5 year supply of specific deliverable gypsy and traveller sites/pitches relative to their respective minimum requirement set out in the latest GTAA (Gypsy and Traveller Accommodation Assessment)	Existing	Annual (Dec)	6.0 years	6.0 years		Linked to policy	Growth & Regeneration
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Growth & Regeneration	Planning Policy	STP24	% Gross affordable housing delivered - Growth Towns, Market Towns (not including Oundle) on sites of 15+ dwellings and Villages and rural areas (including Oundle) on sites of 5+ dwellings	Affordable housing includes social rented, affordable rented and intermediate housing, provided to specified eligible households whose needs are not met by the open market. It can be a new-build property or a private sector property that has been purchased for use as an affordable home. This indicator is worked out as follows: The number of new affordable homes built on sites divided by the total new homes built on sites x 100 to give a percentage. This KPI will be reported as an overall percentage as well as separate figures for growth towns / market towns / villages rural.	Existing	Annual (Dec)	20% overall (30% - Growth Towns 30% - Market Towns 40% - Villages/Rural)	20% overall (30% - Growth Towns 30% - Market Towns 40% - Villages/Rural)		Linked to policy	Growth & Regeneration

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Regulatory Services	Local Land Charges	STP33	% of Local Land Charges searches processed within 10 working days	The 10 working days we are measuring against reflects the government's target turnaround time. A local land charges search gives information held by the council about a property. This indicator is in relation to paid-for local searches which are full searches (with either reference LLC1 or Con29).	Existing	Quarterly	95%	95%		Knowledge of service levels / capacity / requirements	Growth & Regeneration
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Regulatory Services	Private Sector Housing	STP13	Total number of Private Sector Housing DFG (Disabled Facilities Grant) cases on waiting list, i.e. completed applications received that have been validated, awaiting survey	These are means tested grants for private sector households to apply for who have a disability and need to make a change to their home. Examples include funding for: •widening doors and installing ramps and handrails •improving access to rooms and facilities - e.g. stairlifts or a downstairs bathroom / level access shower The only legal requirement for NNC, is that we approve a completed/validated applicated within 6 months of receipt, which we always do.	Existing	Quarterly	N/A - unable to set target and to be reviewed once services aligned	Tracking	Unable to set target and to be reviewed once services aligned	N/A	Adults, Health & Wellbeing
Safe and thriving places	Improve the standard of new and existing homes and ensure housing supply meets demand	Place & Economy	Regulatory Services	Private Sector Housing	STP14	Total number of Private Sector Housing DFG (Disabled Facilities Grant) completions	These are means tested grants for private sector households to apply for who have a disability and need to make a change to their home. Examples include funding for: •widening doors and installing ramps and handrails •improving access to rooms and facilities - e.g. stairlifts or a downstairs bathroom / level access shower	Existing	Quarterly	168 (14 per month)	168 (14 per month)		Previous data	Adults, Health & Wellbeing
Safe and Thriving places	Maintain our highways infrastructure to keep people moving safely around North Northamptonshire	Place & Economy	Highways & Waste	OFLOG: Roads	STP46 OFLOG	Percentage of local authority motorways and A roads that should be considered for maintenance		New	Biennial (every 2 years)	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric) It appears figures for NNC are not yet available on this. NNC did not provide the data to the source.	N/A	Highways, Travel and Assets
Safe and Thriving places	Maintain our highways infrastructure to keep people moving safely around North Northamptonshire	Place & Economy	Highways & Waste	OFLOG: Roads	STP47 OFLOG	Percentage of local authority B and C roads that should be considered for maintenance		New	Biennial (every 2 years)	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric) It appears figures for NNC are not yet available on this. NNC did not provide the data to the source.	N/A	Highways, Travel and Assets
Safe and thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	Dev Management (Planning)	STP19	Total number of planning applications received - ALL TYPES of applications	This is the total number of planning applications received by the Council each month	Existing	Quarterly	Tracking	Tracking		N/A	Growth & Regeneration
Safe and thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	Dev Management (Planning)	STP41	% planning applications determined which were subject to an extension of time	An extension of time agreement needs: To be agreed between the council and the applicant or agent acting on the applicant's behalf; To be recorded in writing; To set out an end date by which time the planning application will be completed determined and a decision letter issued – including the completion of a s106 agreement; To encapsulate a realistic timetable assuming that both parties are working with goodwill to complete satisfy issues and determine the application in the shortest time given the resources available. An extension of time agreement can be completed at any point between registration and determination, so long as the applicant has not registered an appeal against non-determination. For it to count in the statistical performance returns, the extension of time agreement needs to be registered in the authority's planning data records prior to determination.	Existing	Quarterly	N/A	Tracking		N/A	Growth & Regeneration
Safe and thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	Minerals & Waste Planning	STP23	Percentage of NNC County Matter (minerals and waste) planning decisions made within the required timescale	The statutory time limits for applications for planning permission are 13 weeks for applications for major development such as all minerals and waste development, 16 weeks if the application is subject to an to an Environmental Impact Assessment or an extension to timescales has been agreed with an applicant and it is these times that are measured from the date of the validation of the application.	Existing	Quarterly (with monthly breakdown)	95%	95%		Knowledge of service levels / capacity / requirements	Growth & Regeneration
Safe and Thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	OFLOG: Planning	STP15a OFLOG	Percentage of major planning applications decided on time	2 year rolling	New	Quarterly / Annual - TBC	N/A	CIPFA Near Neighbours benchmark Local target 88%	New proposed KPI (oflog metric), this is a 2 year rolling version of STP15.	National regional average	Growth & Regeneration

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Safe and Thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	OFLOG: Planning	STP16/17a OFLOG	Percentage of non-major planning applications decided on time	2 year rolling	New	Quarterly / Annual - TBC	N/A	CIPFA Near Neighbours benchmark Local target 86%	New proposed KPI (oflog metric), this is a 2 year rolling version of STP16/17 which we are now combining to bring in line with this.	National regional average	Growth & Regeneration
Safe and Thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	OFLOG: Planning	STP18a OFLOG	Percentage of major planning applications overturned on appeal	2 year rolling	New	Quarterly / Annual - TBC	N/A	9% and CIPFA Near Neighbours benchmark	New proposed KPI (oflog metric) Removing STP18	National regional average	Growth & Regeneration
Safe and Thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	OFLOG: Planning	STP18b OFLOG	Percentage of non-major planning applications overturned on appeal	2 year rolling	New	Quarterly / Annual - TBC	N/A	9% and CIPFA Near Neighbours benchmark	New proposed KPI (oflog metric) Removing STP18	National regional average	Growth & Regeneration
Safe and Thriving places	Strengthen the cultural identity of towns, villages and rural communities	Place & Economy	Growth & Regeneration	OFLOG: Planning	STP45 OFLOG	*Local plan adoption date		New	N/A	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric), although this would not usually constitute a 'KPI'. Data not currently available for NNC as new authority.	N/A	Growth & Regeneration
Safe and thriving places	Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour	Adults, Health Partnerships & Housing	Communities	Community Safety	STP02	Number of satisfactory ASB resolutions by NNC	Resolving ASB complaints generally takes a 3 step process. Firstly, it's whether self-help can resolve the problem, i.e. encouraging dialogue between the complainant/perpetrator. Then it may be that as an agency we have to intervene when the first stage hasn't been successful. This will involve us reviewing a case and giving advice, completing diary sheets etc. Our interventions may involve offers of mediation, resolutions/remedy. A stage 3 would be formal legal action and enforcement using our ASB Act powers. We close cases at any of the above stages on the basis of: no further reports or information; complainant confirms the situation has improved; or no longer wants to pursue action.	Existing	Quarterly	22-23 is a baseling year to set future targets.	85%	Target updated.	Previous data	Adults, Health & Wellbeing
Safe and thriving places	Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour	Adults, Health Partnerships & Housing	Communities	Community Safety	STP03	Number of repeat victims of reported domestic abuse	Domestic abuse and violence is widely recognised as being repetitious. We want to encourage victims of domestic abuse to seek help and support by reporting their situation to relevant agencies including NNC. However, an issue that agencies often see is victims reporting things have calmed down and the violence stopping, only for them to experience it starting up again sometime later.	Existing	Quarterly	22-23 is a baseling year to set future targets.	450 (annual)	Target updated.	Previous data	Adults, Health & Wellbeing
Safe and thriving places	Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour	Place & Economy	Regulatory Services	Northants Travellers Unit	STP34	% of New encampments visited within 1 working day of notification; unless operational difficulties prevent this	This indicator is worked out as follows: The number of new encampments visited within 1 working day of notification unless operational difficulties prevent this divided by the total number of New encampments to be visited x 100 to give a percentage. Examples of Operational difficulties that may arise include; a large influx of unauthorised encampments beyond the scope of what the team of 2.5 FTE's are able to respond to across the whole of Northamptonshire (NNC and WNC) within the 1 working day KPI or due to enforced sickness absence or 1 or more of the 2.5 team members etc. (These instances if they occurred would be excluded from the calculation)	Existing	Half -yearly	95%	95%		Previous data	Rural Communities & Localism
Safe and thriving places	Tackle the causes of difficult issues leading to nuisance, crime and anti-social behaviour	Place & Economy	Regulatory Services	Trading Standards	STP35	% of Rogue trading activities tackled (rogue traders subject to a Trading Standards intervention)	Rogue traders are traders which either intentionally or repeatedly behave in such a manner that they potentially commit criminal offences. The classic rogue trader is someone who turns up on a doorstep, or approaches a consumer, particularly a vulnerable consumer, via an email or telephone call and coerces via pressure, unsubstantiated claims or distraction into losing money, however small an amount. This impacts on confidence and removes the feeling of safety in their own homes and thus the costs are much wider than the simple figure. These range from cold calling by knocking on a front door to sell dusters, cleaning products (Nottingham Knockers), to a calculated series of visits targeted at people the "trader" knows to have previously fallen victim to a scam. The action trading standards can take depends upon the evidence which can be gathered. However, the 1st step, is to write to the trader and give notice that we have received a complaint alleging a practice which is potentially a criminal offence. The number of these "trader notices" and any other actions we take above this level are counted as Interventions and recorded on a monthly basis. The complaints are reported mainly via the Citizens Advice Consumer helpline, but may also come as referrals from partner agencies including Action Fraud and Age UK. We aim to respond to them all.	Existing	Quarterly	100%	100%		Knowledge of service levels / capacity / requirements	Rural Communities & Localism

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Safe and thriving places	Working with local businesses and partners to support the creation of high-quality, better-skilled jobs	Adults, Health Partnerships & Housing	Communities	Libraries	STP01	Number of new business started with support from the BIPC Northamptonshire	Business and Intellectual Property (patents, copyright, trademarks etc) Centre Northamptonshire – Service run by Northamptonshire Libraries supporting start-up businesses and the self-employed. We track the number of new businesses that have launched in North Northants following some intervention/support from the BIPC.	Existing	Quarterly	6.25 Quarterly 25 Annual	6.25 Quarterly 25 Annual		Set by British Library	Growth & Regeneration
Safe and thriving places	Working with local businesses and partners to support the creation of high-quality, better-skilled jobs	Place & Economy	Growth & Regeneration	Planning Policy	STP28	Net increase in jobs	This measures the Joint Core Strategy aims which identifies 31,100 net increase in jobs between 2011-2031.	Existing	Annual (Dec)	810	810		Linked to policy	Growth & Regeneration
Safe and thriving places	Working with local businesses and partners to support the creation of high-quality, better-skilled jobs	Place & Economy	Growth & Regeneration	Planning Policy	STP42	Increase in jobs by employment sector	Used as a basis for gaining a greater understanding of the range of additional job growth in North Northamptonshire.	Existing	Annual (Dec)	N/A	Tracking		Benchmark	Growth & Regeneration
Safe and thriving places	Working with local businesses and partners to support the creation of high-quality, better-skilled jobs	Place & Economy	Regulatory Services	Food Safety	STP32	% of food establishments in the area which are broadly compliant with food hygiene law	Broadly Compliant Premises are Premises for which compliance levels have been assessed as equivalent to an FHRS rating of 3, 4 or 5 at their most recent food hygiene inspection. Percentage of broadly compliant calculated as a % of the total number of food premises through existing database systems (not as a percentage of those inspected)	Existing	Quarterly	95%	95%		Knowledge of service levels / capacity / requirements	Adults, Health & Wellbeing

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Connected communities	Respect and engage our local and diverse communities and town and parish councils	Finance & Performance	Procurement	Organisational data	MPS02	Estimated total value of contracts (over the contract term) awarded to local suppliers following a procurement process being ran equal to and above £100k.	Local suppliers will be those in North Northamptonshire. Calculating using a quarterly updated list of postcodes within North Northamptonshire.	Existing	Quarterly	Tracking	Tracking		N/A	Rural Communities & Localism
Connected communities	Respect and engage our local and diverse communities and town and parish councils	Finance & Performance	Procurement	Organisational data	MPS03	% count of local suppliers awarded a contract following a procurement process being ran equal to and above £100k	Local suppliers will be those in North Northamptonshire. Calculating using a quarterly updated list of postcodes within North Northamptonshire.	Existing	Quarterly	Tracking	Tracking		N/A	Rural Communities & Localism
Modern public services	Ensure very robust financial and performance management	Customer & Governance	Customer Services	OFLOG: Corporate & Finance	MPS70 OFLOG	Number of upheld complaints: Number of upheld Ombudsman complaints per 10000 people		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Finance Accountancy	OFLOG: Corporate & Finance	MPS64 OFLOG	Total core spending power per dwelling		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Finance Accountancy	OFLOG: Corporate & Finance	MPS67 OFLOG	Social care spend as percentage of core spending power		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Finance Accountancy	OFLOG: Corporate & Finance	MPS68 OFLOG	Debt servicing as percentage of core spending power		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Finance Accountancy	OFLOG: Corporate & Finance	MPS69O FLOG	Total debt as percentage of core spending power		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Finance Accountancy	Organisational Data	MPS01	% invoices paid within 30 days	This is based on invoices which are due in the reporting month	Existing	Quarterly	95% (subject to change following SLA review)	95% (subject to change following SLA review)		Linked to Service Level Agreement	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Finance and Strategy	OFLOG: Corporate & Finance	MPS62 OFLOG	Non-ringfenced reserves as percentage of net revenue expenditure		New		N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Finance and Strategy	OFLOG: Corporate & Finance	MPS63 OFLOG	Non-ringfenced reserves as percentage of service spend		New		N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Revenues and Benefits	OFLOG: Corporate & Finance	MPS65 OFLOG	Average Level of band D council tax rates		New	Half -yearly	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Finance & Performance	Revenues and Benefits	OFLOG: Corporate & Finance	MPS66 OFLOG	Council tax revenue per dwelling: Council tax, average charge per chargeable dwelling		New	Half -yearly	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Place & Economy	Assets & Environment	Assets & Environment	MPS24	Rate of return on income generating portfolio	Return on capital funds invested based on capital asset book valuations	Existing	Quarterly	5%	6%	Target updated	Previous data	Finance and Transformation
Modern public services	Ensure very robust financial and performance management	Place & Economy	Assets & Environment	Assets & Environment	MPS25	Total rental income from investment estate (£)	This income is forecast as being received for the financial year. It is based upon agreed leases and rent reviews. There will be transactional activity during the year the outcome of which is not pre determined, and therefore not included in this forecast.	Existing	Quarterly	£12,695,000	£ 13,541,829	Target updated	Previous data	Finance and Transformation

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Modern public services	Invest in and value our staff to become an employer of choice	Adults, Health Partnerships & Housing	Adult Social Care	OFLOG: Adult Social Care	MPS59 OFLOG	Workforce turnover rate: Staff turnover rate for adult social care (ASC), all sectors, all services		New	Annual	N/A	No target - compare to CIPFA median benchmark	New proposed KPI (oflog metric)	N/A	Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS46	Turnover % split by voluntary and involuntary	Using Employee headcount and leavers numbers from other metrics. Voluntary leaver reasons are same as above, including resignation, retirement. Involuntary includes redundancy, dismissal.	Existing	Quarterly	13%	13%	Following last year's KPI set approval we opted to use Xpert HR benchmark of 12.7% instead of the LG Inform 12.9%. This is because Xpert HRs based their calculations on voluntary leavers which is in line with our methodology. Introduce split by voluntary/involuntary	N/A	Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS56	Leavers (Number of employees who have left a post in the period) split by voluntary and involuntary	Just those leaving the organisation. Report to enable inclusion of voluntary / involuntary split for internal movers is being worked on.	New	Quarterly	N/A	Tracking	NEW KPI.		Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS48	Starters (Number of employees who have started in a post in the period) split by internal and external	External Includes agency workers and casual workers moving into the organisation, about the type of contract they have	Existing	Quarterly	No target	Tracking	Introduce the split by internal / external?	N/A	Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS09	Vacancies	Number of advertised posts on e-recruitment. This currently has to be provided as a snapshot at a point in time.	Existing	Quarterly	No target	Tracking	This used to be calculated by the empty posts on ERP, however a better reflection will be to monitor what is being recruited to.	N/A	Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS06	Average number of working days lost per Full time Equivalent (FTE) employee (short term)	Days lost to sickness per FTE Employee	Existing	Quarterly	3.3 days lost	3.3 days lost		Benchmark	Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS07	Average number of working days lost per Full time Equivalent (FTE) employee (long term)	Days lost to sickness per FTE Employee	Existing	Quarterly	6.5 days lost	6.5 days lost		Benchmark	Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS08a	Employee Headcount broken down as follows: -Employee - Someone with an employment contract with contracted hours in the period -Agency - someone who is an 'invoice resource'. Consultants will be counted on here if they are on ERP (but they shouldn't be?) All agency workers will have to have a post on ERP, so we will not have category of 'supernumerary' anymore. Agency workers should have expected hours entered onto ERP also. -Relief - casual worker or zero hours contract -Office Staff - Members (these will be excluded from the headcount report)	All people with a resource number who worked within the date range specified	Existing	Quarterly	No target	Tracking	Split MPS08 into two as headcount and fte are separate metrics. Re-defined categories. To agree frequency?	N/A	Finance and Transformation
Modern public services	Invest in and value our staff to become an employer of choice	Customer & Governance	Human Resources	Organisational Data	MPS08b	Full time Equivalent (FTE)	The total number of weekly contracted hours divided by 37 (i.e. one full time post) = number of full time equivalent workers May be divisible by employee / agency / (relief don't have contracted hours) but won't be done routinely	Existing	Quarterly	No target	Tracking	Split MPS08 into two as headcount and fte are seperate metrics. Re-defined categories. To agree frequency?	N/A	Finance and Transformation

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS34a	% stage 1 complaints answered within SLA (10 Wdays or agreed extension)	% of complaints answered within the Service Level Agreement (The service level agreement is 20 Working days or an agreed extension). Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas.	Amended (split into stage 1 and stage 2)	Quarterly (with monthly breakdown)	90%	90%	MPS34 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS34b	% stage 2 of complaints answered within SLA (20 Wdays or agreed extension)	% of complaints answered within the Service Level Agreement (The service level agreement is 20 Working days or an agreed extension). Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas.	Amended (split into stage 1 and stage 2)	Quarterly (with monthly breakdown)	90%	90%	MPS34 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS35a	% of stage 1 complaints upheld	The number of stage 1 compaints which are upheld out of all stage 1 complaints of which a decision was made in the period.	Amended (split into stage 1 and stage 2)	Quarterly (with monthly breakdown)	N/A	20%	MPS35 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS35b	% of stage 2 complaints upheld	The number of stage 2 compaints which are upheld out of all stage 2 complaints of which a decision was made in the period.	Amended (split into stage 1 and stage 2)	Quarterly (with monthly breakdown)	N/A	20%	MPS35 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS30	Total number of Stage 1 complaints received by NNC (excluding children's services complaints)	Total number of Stage 1 complaints received by NNC. Stage 1 complaints are the first stage of the complaints process, where the customer wishes to make an initial formal complaint. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas.	Existing	Quarterly (with monthly breakdown)	No target as this is for tracking purpose only	No target as this is for tracking purpose only		N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS32	Total number of complaints escalated to stage 2	Total number of complaints escalated to stage 2. Stage 2 complaints are made if the customer is not happy with the Stage 1 complaint response. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas.	Existing	Quarterly (with monthly breakdown)	No target as this is for tracking purpose only	No target as this is for tracking purpose only		N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS37	Total number of notices received of complaints under investigation by Ombudsman	Total number investigated by Ombudsman. This is the total number of complaints investigated by the ombudsmen. Complaints are investigated by the Ombudsmen if the complainant is not happy with the stage 1 or stage 2 response. Complaints in relation to children's services are excluded and dealt with by a different process and are not included in these performance indicators. Important in order to manage complaint levels and identify where improvements are needed in certain areas.	Existing	Quarterly (with monthly breakdown)	No target as this is for tracking purpose only	No target as this is for tracking purpose only		N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS72	% stage 1 complaints where service improvement needs identified from the complaint	To be taken from learning logs as number of stage 1 complaints where service improvement needs identified / all stage 1 complaints received	New	Quarterly (with monthly breakdown)	N/A	80%		Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Customer Services	Organisational Data	MPS73	% stage 2 complaints where service improvement needs identified from the complaint	To be taken from learning logs as number of stage 2 complaints where service improvement needs identified / all stage 2 complaints received	New	Quarterly (with monthly breakdown)	N/A	80%		Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Information Governance	MPS16/18	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Freedom of Information (FOI) requests and data protection (DP) Individual Rights Requests		Existing	Quarterly	2 per month - 6 per quarter	Tracking	This changed to 'tracking; mid-year	N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Information Governance	MPS17/19	Number of complaints to Information Commissioners Office (ICO) upheld by ICO (with respect to handling of Freedom of Information (FOI) requests, Data Protection (DP) Individual Rights requests)		Existing	Quarterly	0 per month	Tracking	Target removed, changing to 'tracking', and combiining together FOI & IRR requests.	N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Information Governance	MPS20	Number of direct disclosure requests (ADR - Access to a Deceased Person's) received		Existing	Quarterly	No target - track for info	Tracking		N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Information Governance	MPS22	Number of external Information Commissioners Office (ICO) complaints relating data management of data/breaches		Existing	Quarterly	1 per month - 3 per quarter	Tracking		N/A	Finance and Transformation

Corporate Plan Key Commitment	Corporate Plan Key Commitment Priority	Directorate	Department	Team	Ref	Performance Indicator Name	Further detail (description) if necessary	New (not currently reported as KPI) or existing (reported as KPI currently)	Frequency	Target for 2023-24	Target for 2024-25 (or explanation if not possible to set target)	Notes on changes from 2023-24 to 2024-25	Rationale for target	Exec Member Portfolio
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS15	Total number of data breaches (split by service)		Existing	Quarterly	No target - track for info	Tracking		N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS15a	Breaches split into:- a) Reportable Breaches		Existing	Quarterly	No target - track for info	Tracking		N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS15b	b) Non-Reportable Breaches		Existing	Quarterly	No target - track for info	Tracking		N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS12	% Freedom of Information (FOI) requests completed in 20 working days		Existing	Quarterly (with monthly breakdown) - one month in arrears	90%	90%		Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS13	% Environmental Information Regulations (EIR) requests completed in 20 working days		Existing	Quarterly (with monthly breakdown) - one month in arrears	90%	90%		Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS14	% Individual Rights requests completed within statutory timescale (Data Protection (DP) Right to Access requests)		Existing	Quarterly (with monthly breakdown) - one month in arrears	90%	90%		Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS21	% Transparency publications completed on time.		Existing	Quarterly, one month in arrears	100%	100%		Knowledge of service levels / capacity / requirements	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS52	Number of external ICO complaints upheld by ICO relating data management of data/breaches		New	Quarterly		Tracking	NEW KPI - when reviewing the set of KPIs relating to the ICO, this appeared to be missing (the number actually upheld by the ICO relating to breaches)	N/A	Finance and Transformation
Modern public services	Provide good quality and efficient services valued by our customers	Customer & Governance	Governance	Organisational Data	MPS22	Number of external Information Commissioners Office (ICO) complaints relating data management of data/breaches		Existing	Quarterly	1 per month - 3 per quarter	Tracking		N/A	Finance and Transformation
Modern public services	Use our assets, skills, knowledge and technology most effectively	Chief Executive's Department	IT	Organisational Data	MPS57	Number of e-forms completed by customers	This is expected to increase massively when new forms are implemented. This is 'firmstep' forms. It is hoped that all will be moved across to the 'firmstep' platform by April.	Existing MPI	Quarterly		Tracking - to increase monthly	Changed from MPI to KPI	N/A	Finance and Transformation
Modern public services	Use our assets, skills, knowledge and technology most effectively	Chief Executive's Department	IT	Organisational Data	MPS58	No of sessions on North website	Changed wording from 'visits' to 'sessions'	Existing MPI	Quarterly	% increase from previous month / comparison to 12 months ago.	5% increase from same month in previous year	Changed from MPI to KPI	Previous data	Finance and Transformation

This page is intentionally left blank

Appendix D - Changes to Key Performance Indicators for 2024-25
This document has been sorted by 'type of change'

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Communities & Public Health	Adult Skills	BBF51 OFLOG	19+ further education and skills achievements per 100,000 population	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Communities & Public Health	Adult Skills	BBF52 OFLOG	19+ further education and skills achievements per 100,000 population (excluding apprenticeships)	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Communities & Public Health	Adult Skills	BBF53 OFLOG	Adults with a Level 3 or above qualification (age 16-64)	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	AFL26	Proportion of Section 42 where risk is reduced or removed	New	NEW KPI	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	AFL27	Ratio of Closed Cases to Open Cases for DOLS	New	NEW KPI	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	AFL28 OFLOG	Requests resulting in a service: Number of support requests received from new clients that resulted in a service, per 100,000 population	New	New proposed KPI (oflog metric) Similar to KPI AFL07 but for all services rather than just residential and nursing.	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	MPS59 OFLOG	Workforce turnover rate: Staff turnover rate for adult social care (ASC), all sectors, all services	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	AFL29 OFLOG	People in adult social care quality of life: Adjusted Social care-related quality of life impact of Adult Social Care services	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	AFL30 OFLOG	Carers of people in adult social care quality of life: Carer-reported quality of life for carers (score out of 12)	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	MPS60 OFLOG	People who use services who found it easy to find information: Proportion of people who use care services who find it easy to find information about services	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Adults, Health Partnerships & Housing	Adult Social Care	MPS61 OFLOG	Carers who found it easy to find information about services: The proportion of carers who find it easy to find information about support	New	New proposed KPI (oflog metric)	N/A New for 2024-25

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Customer & Governance	Customer Services; Corporate & Finance	MPS70 OFLOG	Number of upheld complaints: Number of upheld Ombudsman complaints per 10000 people	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Customer & Governance	Customer Services & Complaints - Organisational Data	MPS71	% stage 1 complaints where service improvement needs identified from the complaint	New	NEW KPI	N/A New for 2024-25
Customer & Governance	Customer Services & Complaints - Organisational Data	MPS72	% stage 2 complaints where service improvement needs identified from the complaint	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF37	% takeup of 2 year old Entitlements	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF38	% takeup of 3&4 year old universal Entitlements	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF39	% of learners in primary schools judged as good or outstanding by Ofsted	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF40	% of learners in secondary schools judged as good or outstanding by Ofsted	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF41	% of severely persistently absent pupils - Primary	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF42	% of severely persistently absent pupils - Secondary	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF43	% PEPs quality assured as Good	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF44	Attainment gap for disadvantaged children achieving a good level of Development in Early Years Foundation Stage Profile (%)	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF45	Attainment gap for disadvantaged children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2 (%)	New	NEW KPI	N/A New for 2024-25
Children's Services	Education	BBF26	Attainment gap for disadvantaged children achieving grade 5 or greater in English & Maths (%)	New	NEW KPI. This was originally added to the 2023-24 KPI set but was then removed as unreportable, so this has not been reported for 23-24 yet.	N/A New for 2024-25
Children's Services	Education	BBF46	% of students achieving grades AAB or better at A level, at least two facilitating subjects	New	NEW KPI	N/A New for 2024-25

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Finance & Performance	Finance; Corporate & Finance	MPS62 OFLOG	Non-ringfenced reserves as percentage of net revenue expenditure	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Finance & Performance	Finance; Corporate & Finance	MPS63 OFLOG	Non-ringfenced reserves as percentage of service spend	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Finance & Performance	Finance; Corporate & Finance	MPS64 OFLOG	Total core spending power per dwelling	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Finance & Performance	Finance; Corporate & Finance	MPS65 OFLOG	Average Level of band D council tax rates	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Finance & Performance	Finance; Corporate & Finance	MPS67 OFLOG	Social care spend as percentage of core spending power	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Finance & Performance	Finance; Corporate & Finance	MPS68 OFLOG	Debt servicing as percentage of core spending power	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Finance & Performance	Finance; Corporate & Finance	MPS69 OFLOG	Total debt as percentage of core spending power	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Place & Economy	Growth & Regeneration	GSE11	EV charging network: Number of towns with public Electric Vehicle Charging Points	New	NEW KPI	N/A New for 2024-25
Place & Economy	Highways & Waste	STP44	Percentage of lights in light during light up period (within the PFI with Balfour Beatty)	New	Changed from MPI to KPI	N/A New for 2024-25
Place & Economy	Highways & Waste	GSE12	NI192 % Household Waste sent for reuse, recycling or composting	New	Changed from MPI to KPI.

Target updated. | N/A New for 2024-25 |
Place & Economy	Highways & Waste; Roads	STP46 OFLOG	Percentage of local authority motorways and A roads that should be considered for maintenance	New	New proposed KPI (oflog metric) It appears figures for NNC are not yet available on this. NNC did not provide the data to the source.	N/A New for 2024-25
Place & Economy	Highways & Waste; Roads	STP47 OFLOG	Percentage of local authority B and C roads that should be considered for maintenance	New	New proposed KPI (oflog metric) It appears figures for NNC are not yet available on this. NNC did not provide the data to the source.	N/A New for 2024-25
Place & Economy	Highways & Waste; Waste	GSE13 OFLOG	Residual household waste: Residual household waste per household (kg)	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Place & Economy	Highways & Waste; Waste	GSE14 OFLOG	Recycling contamination rate: Proportion of household waste contaminated/rejected	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Adults, Health Partnerships & Housing	Housing	MPS53	Percentage of non-emergency repair jobs currently out of target	New	NEW KPI This replaces 'STP40 Number of repair jobs awaiting completion which are outside of target timescale', but is just focussing on 'non-emergency' and is calculated as a percentage of those awaiting repair.	N/A New for 2024-25

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Adults, Health Partnerships & Housing	Housing	MPS54	Percentage of emergency repair jobs currently out of target	New	NEW KPI This replaces 'STP40 Number of repair jobs awaiting completion which are outside of target timescale', but is just focussing on 'emergency' and is calculated as a percentage of those awaiting repair.	N/A New for 2024-25
Adults, Health Partnerships & Housing	Housing	MPS55	'% of all responsive repairs completed within target time'	New	NEW KPI	N/A New for 2024-25
Customer & Governance	Human Resources	MPS56	Leavers (Number of employees who have left a post in the period) split by voluntary and involuntary	New	NEW KPI.	N/A New for 2024-25
Customer & Governance	Information Governance - organisational data	MPS52	Number of external ICO complaints upheld by ICO relating data management of data/breaches	New	NEW KPI - when reviewing the set of KPIs relating to the ICO, this appeared to be missing (the number actually upheld by the ICO relating to breaches)	N/A New for 2024-25
Cheif Executive's Department	IT - organisational data	MPS57	Number of e-forms completed by customers	New	Changed from MPI to KPI	N/A New for 2024-25
Cheif Executive's Department	IT - organisational data	MPS58	No of sessions on North website	New	Changed from MPI to KPI	N/A New for 2024-25
Place & Economy	Planning	STP15a OFLOG	Percentage of major planning applications decided on time	New	New proposed KPI (oflog metric), this is a 2 year rolling version of STP15.	N/A New for 2024-25
Place & Economy	Planning	STP16/17a OFLOG	Percentage of non-major planning applications decided on time	New	New proposed KPI (oflog metric), this is a 2 year rolling version of STP16/17 which we are now combining to bring in line with this.	N/A New for 2024-25
Place & Economy	Planning	STP18a OFLOG	Percentage of major planning applications overturned on appeal	New	New proposed KPI (oflog metric) Replacing STP18 Percentage of planning application appeals allowed as a proportion of planning decisions made. This Oflog metric is a 2 year rolling total and broken down to major / non-major.	N/A New for 2024-25
Place & Economy	Planning	STP18b OFLOG	Percentage of non-major planning applications overturned on appeal	New	New proposed KPI (oflog metric) Replacing STP18 Percentage of planning application appeals allowed as a proportion of planning decisions made. This Oflog metric is a 2 year rolling total and broken down to major / non-major.	N/A New for 2024-25
Place & Economy	Planning	STP45 OFLOG	*Local plan adoption date	New	New proposed KPI (oflog metric), although this would not usually constitute a 'KPI'. Data not currently available for NNC as new authority.	N/A New for 2024-25

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Communities & Public Health	Public Health	AFL28	Learner satisfaction. – Learners respond to the question 'How would you rate your learning experience?' as either 'Good' or 'Outstanding'	New	NEW KPI - added from IAA KPI set	N/A New for 2024-25
Finance & Performance	Revenues & Benefits; Corporate & Finance	MPS66 OFLOG	Council tax revenue per dwelling: Council tax, average charge per chargeable dwelling	New	New proposed KPI (oflog metric)	N/A New for 2024-25
Place & Economy	Assets & Environment	GSE10	Habitat area improved for pollinators (hectares)	Other change	Frequency changed from annual to half-yearly. Target updated	Annual
Place & Economy	Growth & Regeneration	STP16	Percentage of minor planning applications decided on time	Other change	Combining STP16 and STP17 to report as 'non-major' to align with how central government and oflog report these metrics.	Monthly
Place & Economy	Growth & Regeneration	STP17	Percentage of other (including householder applications) planning applications decided on time	Other change	Combining STP16 and STP17 to report as 'non-major' to align with how central government and oflog report these metrics.	Monthly
Communities & Public Health	Communities & Leisure	AFL09	Number of physical visits to libraries	Other change	Still reporting quarterly but adding monthly breakdown. Target updated.	Quarterly
Customer & Governance	Customer Services & Complaints	MPS42	Number of customers helped by customer services - split by telephone/ face-to-face appointments / face-to-face drop in to reception / email.	Other change	Amending this KPI - removing online form, and splitting up face-to-face interactions into appointments/drop-ins	Quarterly
Customer & Governance	Customer Services & Complaints - organisational data	MPS34a	% stage 1 complaints answered within SLA (10 Wdays or agreed extension)	Other change	MPS34 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Quarterly
Customer & Governance	Customer Services & Complaints - organisational data	MPS34b	% stage 2 of complaints answered within SLA (20 Wdays or agreed extension)	Other change	MPS34 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Quarterly
Customer & Governance	Customer Services & Complaints - organisational data	MPS35a	% of stage 1 complaints upheld	Other change	MPS35 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Quarterly
Customer & Governance	Customer Services & Complaints - organisational data	MPS35b	% of stage 2 complaints upheld	Other change	MPS35 is being split into two KPIs to measure Stage 1 and Stage 2 separately	Quarterly
Place & Economy	Growth & Regeneration	GSE04	Number of electric vehicles charging points publicly available	Other change	Target introduced	Quarterly

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Customer & Governance	Human Resources - Organisational data	MPS09	Vacancies (number of advertised posts on erecruitment)	Other change	Report this by using the e-recrutiment system.	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS48	Starters (Number of employees who have started in a post in the period) split by internal and external	Other change	Introduce the split by internal / external?	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS08a	Employee Headcount broken down as follows: -Employee - Someone with an employment contract with contracted hours in the period -Agency - someone who is an 'invoice resource'. Consultants will be counted on here if they are on ERP (but they shouldn't be?) *All agency workers will have to have a post on ERP, so we will not have category of 'supernumerary ' anymore. Agency workers should have expected hours entered onto ERP also.* -Relief - casual worker or zero hours contract -Office Staff - Members (these will be excluded from the headcount report)	Other change	Split MPS08 into two as headcount and fte are separate metrics. Re-defined categories. To agree frequency?	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS08b	Full time Equivalent (FTE)	Other change	Split MPS08 into two as headcount and fte are seperate metrics. Re-defined categories. To agree frequency?	Quarterly
Customer & Governance	Information Governance	MPS16/18	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Freedom of Information (FOI) and Data Protection (DP) Individual Rights requests).	Other change	Combining together MPS16 and MPS18 (FOI & IRR requests).	Quarterly
Customer & Governance	Information Governance	MPS17/19	Number of complaints to Information Commissioners Office (ICO) upheld by ICO (with respect to handling of Freedom of Information (FOI) requests, Data Protection (DP) Individual Rights requests)	Other change	Target removed, changing to 'tracking', and combining together MPS17 and MPS19 (FOI & IRR requests).	Quarterly
Finance & Performance	Procurement	MPS02	Estimated total value of contracts (over the contract term) awarded to local suppliers following a procurement process being ran equal to and above £100k.	Other change	For 2024-25 this will be calculated based on postcodes in North Northamptonshire rather than postcodes starting "NN".	Quarterly
Finance & Performance	Procurement	MPS03	% count of local suppliers awarded a contract following a procurement process being ran equal to and above £100k	Other change	For 2024-25 this will be calculated based on postcodes in North Northamptonshire rather than postcodes starting "NN".	Quarterly

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Place & Economy	Growth & Regeneration - Development Management	STP18	Percentage of planning application appeals allowed as a proportion of planning decisions made	Removed	This is being replaced by two oflog metrics STP18a/b, which are 2 year rolling figures of this same indicator, broken down to major / non-major	Annual
Place & Economy	Growth & Regeneration - Planning Policy	STP43	% affordable homes delivered against policy target	Removed	Same as STP24. Ensuring that STP24 reporting the overall percentage as well as the separate figures for growth towns / market towns / villages rural.	Annual
Adults, Health Partnerships & Housing	Adult Social Care	AFL04	Number of new safeguarding concerns received per month	Removed	Replaced with a more measurable PI on DOLS cases: "Ratio of Closed Cases to Open Cases for DOLS"	Monthly
Adults, Health Partnerships & Housing	Adult Social Care	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)	Removed	Replaced with a more measurable PI on S42 enquiries: "Proportion of Section 42 where risk is reduced or removed"	Monthly
Adults, Health Partnerships & Housing	Adult Social Care	AFL06	Total number of open Deprivation of liberty Safeguard (DoLS) cases	Removed	Replaced with a more measurable PI on DOLS cases: "Ratio of Closed Cases to Open Cases for DOLS"	Monthly
Adults, Health Partnerships & Housing	Housing	STP12	Number of dwellings vacant and ready to let at month end	Removed	This no longer needs to be monitored at KPI level, performance is good and through the weekly void meetings properties are being let quicker, improved performance in 23/24	Monthly
Adults, Health Partnerships & Housing	Housing	STP37b	Average time taken to re-let NNC major void properties	Removed	Using turnaround days for major voids at the present time is not the best indicator as there is no set approach to how major voids are resourced has been agreed. It was agreed in year that this would be removed on review of the KPIs.	Monthly
Adults, Health Partnerships & Housing	Housing	STP39	Repairs backlog - Number of jobs awaiting completion	Removed	This has been re-worded to 'Total number of non-emergency repair jobs awaiting completion' - NO NOW REMOVED? MPS55 is being introduced to monitor % of all responsive repairs completed within target time?	Monthly
Adults, Health Partnerships & Housing	Housing	STP40	Repairs backlog - of which outside of target timescale	Removed	This has been replaced by 'Total number of non-emergency repair jobs currently out of target'	Monthly

Directorate	Department/Team	Ref	Performance Indicator Name	Type of change (KPI removed / New KPI or another change)	Notes Details of anything that's changed since 2023-24 If being removed: Reason for removal	CURRENT (2023-24) Frequency
Customer & Governance	Customer Services	MPS31	Total number of complaints received by NNC	Removed	Already broken down into stage 1 and stage 2 instead (MPS30 and MPS32)	Quarterly
Customer & Governance	Customer Services	MPS34	% of complaints answered within SLA (20 Wdays or agreed extension)	Removed	Broken down into stage 1 and stage 2 instead	Quarterly
Customer & Governance	Customer Services	MPS35	% of complaints upheld	Removed	Broken down into stage 1 and stage 2 instead	Quarterly
Customer & Governance	Customer Services	MPS40	% Calls answered within 60 seconds in customer services	Removed	Measure resolution of a query instead	Quarterly
Customer & Governance	Customer Services	MPS41	Number of customers helped by customer services	Removed	Same as MPS42 just not broken down	Quarterly
Adults, Health Partnerships & Housing	Housing	AFL25	Number of Temporary Accommodation rent accounts in arrears over £500 which is not due to benefit delays	Removed	This wasn't a KPI, it was an MPI only	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS10	Number of Agency Staff within each Directorate	Removed	The total number of agency staff will be included in new headcount figure	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS11	Amount of Spend on Agency Staff within each Directorate	Removed	Monitored through Workforce board and new dashboards. CLT to receive "% staff who are agency workers" in health check report	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS45	Number of super-numerate Agency Posts (Split to Directorate Level)	Removed	CLT to receive "% staff who are agency workers" in health check report. Super-numerate will no longer exist as all agency staff will be on ERP.	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS49	% of workforce to have sickness (split by Directorate Level)	Removed	Monitored through Workforce board and new dashboards	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS50	No' of employees to hit trigger (split by Directorate Level)	Removed	Monitored through Workforce board and new dashboards	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS51	Projected Sickness - Latest projection - NNC Level (days lost per Full Time Equivalent (FTE)	Removed	Monitored through Workforce board and new dashboards	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS44	Number of Posts broken down to posts with a person in and posts without a person in ('empty post')	Removed	Changed to MPI. Monitored through Workforce board and new dashboards.	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS06	Average number of working days lost per Full time Equivalent (FTE) employee (short term)	Removed	Changed to MPI. Monitored through Workforce board and new dashboards. KPI combined with below. 12 month rolling.	Quarterly
Customer & Governance	Human Resources - Organisational data	MPS07	Average number of working days lost per Full time Equivalent (FTE) employee (long term)	Removed	Changed to MPI. Monitored through Workforce board and new dashboards.	Quarterly
Children's Services	Education	BBF19	% of school age Child/Children in Care (CiC) who had a PEP (personal education plan) in the previous academic term	Removed	Provisionally removed for 2024-25. To be replaced by new KPI '% PEPs quality assured as Good'	Termly

Corporate Performance Reporting Timetable

	Performance team and service colleagues deadlines			Executive Committee Meeting Deadlines					Corporate Scrutiny deadlines		
Reporting period	Deadline for performance data collection	CPI Report circulated to Corporate Leadership Network (may not include all data at this point)	CLT Sign off (at least 2 days before dispatch)	Deadline/ Dispatch of Agenda Papers- Exec Agenda Briefing	Executive Agenda Briefing	Final Report Deadline	Date of Publication/ Dispatch of Agenda Papers	Date of Meeting	Deadline for Papers	Date of Publication/ Dispatch of Agenda Papers	Date of Meeting
P1 - April	12pm Wed 15 May	12pm Tue 14 May	12pm Thu 16 May	12pm Fri 24 May	Thu 30 May	12pm Tue 04 Jun	12pm Wed 05 Jun	Thu 13 Jun		12pm Mon 03 Jun	Tue 11 Jun
P2 - May	12pm Mon 17 Jun	12pm Tue 18 Jun	12pm Thu 20 Jun	12pm Fri 21 Jun	Thu 27 Jun	12pm Tue 02 Jul	12pm Wed 03 Jul	Thu 11 Jul			
P3 - June	12pm Mon 15 Jul	12pm Tue 23 Jul	12pm Thu 25 Jul	12pm Fri 26 Jul	Thu 01 Aug	12pm Tue 06 Aug	12pm Wed 07 Aug	Thu 15 Aug	12pm Fri 09 Aug	12pm Mon 12 Aug	Tue 20 Aug
P4 - July	12pm Thu 15 Aug	12pm Tue 20 Aug	12pm Thu 22 Aug	12pm Fri 23 Aug	Thu 29 Aug	12pm Tue 03 Sep	12pm Wed 04 Sep	Thu 12 Sep			
P5 - August	12pm Mon 16 Sep	12pm Tue 17 Sep	12pm Thu 19 Sep	12pm Fri 20 Sep	Thu 26 Sep	12pm Tue 01 Oct	12pm Wed 02 Oct	Thu 10 Oct	12pm Fri 04 Oct	12pm Mon 07 Oct	Tue 15 Oct
P6 - September	12pm Tue 15 Oct	12pm Tue 22 Oct	12pm Thu 24 Oct	12pm Fri 25 Oct	Thu 31 Oct	12pm Tue 05 Nov	12pm Wed 06 Nov	Thu 14 Nov	12pm Fri 01 Dec	12pm Mon 04 Dec	Tue 12 Dec
P7 - October	12pm Fri 15 Nov	12pm Tue 26 Nov	12pm Thu 28 Nov	12pm Fri 29 Nov	Thu 05 Dec	12pm Tue 10 Dec	12pm Wed 11 Dec	Thu 19 Dec	12pm Mon 23 Dec	12pm Tue 24 Dec	Wed 08 Jan
P8 - November	12pm Mon 16 Dec	12pm Tue 24 Dec	12pm Thu 26 Dec	12pm Fri 27 Dec	Thu 02 Jan	12pm Tue 07 Jan	12pm Wed 08 Jan	Thu 16 Jan	12pm Fri 31 Jan	12pm Mon 03 Feb	Tue 11 Feb
P9 - December	12pm Wed 15 Jan	12pm Tue 21 Jan	12pm Thu 23 Jan	12pm Fri 24 Jan	Thu 30 Jan	12pm Tue 04 Feb	12pm Wed 05 Feb	Thu 13 Feb			
P10 - January	12pm Mon 17 Feb	12pm Tue 18 Feb	12pm Thu 20 Feb	12pm Fri 21 Feb	Thu 27 Feb	12pm Tue 04 Mar	12pm Wed 05 Mar	Thu 13 Mar			
P11 - February	12pm Mon 17 Mar	12pm Tue 25 Mar	12pm Thu 27 Mar	12pm Fri 28 Mar	Thu 03 Apr	12pm Tue 08 Apr	12pm Wed 09 Apr	Thu 17 Apr	12pm Wed 09 Apr	12pm Thu 10 Apr	Tue 22 Apr
P12 - March	12pm Tue 15 Apr	12pm Tue 22 Apr	12pm Thu 24 Apr	12pm Fri 25 Apr	Thu 01 May	12pm Tue 06 May	12pm Wed 07 May	Thu 15 May (P12 TCB)			

This page is intentionally left blank

Corporate Scrutiny Committee
Tuesday 9th April 2024

Report Title	Key Performance Indicator Report Period 9 and 10 (December / Quarter 3 and January) 2023/24
Report Author	Janice Gotts, Executive Director of Finance Email: **Janice.Gotts@northnorthants.gov.uk**

Are there public sector equality duty implications?	☐ Yes ☒ No
Does the report contain confidential or exempt information (whether in appendices or not)?	☐ Yes ☒ No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	N/A
Which Corporate Plan priority does the report most closely align with? Our priorities for the future	North Northamptonshire Council (northnorthants.gov.uk)	Modern public services

List of Appendices

Appendix A – Detailed Key Performance Indicator Report for Period 9 & 10 2023/24 (December 2023 & January 2024)
Appendix B – Workforce Data Period 9 (Quarter 3) 2023/24

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 10. Key Performance Indicators reported on a quarterly basis, recently reported in the Period 9 report, have also been included in this report.

2.2. A detailed assessment of the performance of services as measured by Key Performance Indicators for periods 9 and 10 have been included as Appendix A. This includes comments / exception reports on each of the performance

indicators reported. The organisation's workforce data for period 9 is provided within Appendix B.

2.3.   120 Key Performance Indicators are reported within this report across period 9 and period 10; 43 are reported on a monthly basis, 66 on a quarterly basis, 10 on a termly basis and 1 on an annual basis.

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 appendices of this report, and use the information provided to aid the process of scrutiny.

3.2.   Reason for Recommendations: To aid the process of scrutiny.

4. Report Background

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.

4.2.   A detailed assessment of the performance of services as measured by Key Performance Indicators for period 9 (quarter 3) and period 10 has been included as Appendix A. The organisation's workforce data for period 9 is provided within Appendix B.

4.3.   Key highlights of over-performing key performance indicators detailed in appendix A:

4.3.1. The quarterly public health indicators are included in this report; both BBF03 'percentage of children received 6-8 week health visit before 8 weeks' and BBF04 'mothers known to be smokers at time of delivery' are over-performing the national targets.

4.3.2. BBF19 'Percentage of school age Children in Care who had a personal education plan in the previous academic term' has improved to 99% this term; the highest performance so far over the last two academic years.

4.3.3. MPS30 'Number of stage 1 complaints' has reduced throughout the year; halving from Q1 to Q3 where 383 were received. Note that these complaints KPIs do not include Children's Social Care complaints.

4.3.4. STP37a Overall average time taken to re- let standard voids' is reducing and has now been meeting the target since October.

4.4.   Under-performing key performance indicators to note, detailed in appendix A:

4.4.1. Planning application processing times are underperforming against targets in January. 71% of major applications were processed on time (STP15) against a target of 90%, 78% of minor applications were processed in time (STP16) against a target of 85%, and 82% of other applications were processed in time against a target of 88%. Commentary notes that "work being undertaken to

clear applications from the back log which is essential to operate more efficiently. Planning officer capacity remains challenging, but a recruitment campaign is in progress to increase the number of permanent planning staff to assist improvements with longer-term performance. The relatively small number of major applications means that percentage performance is volatile".

4.4.2. The annual planning policy KPIs are included in this report. STP28 'Net increase in jobs' is showing a 3000 job decrease in North Northamptonshire in 2022. The reasons for this are currently being investigated. To give some context, there were 170,000 jobs in total in North Northamptonshire in 2022, so this is a reduction of less than 2%.

4.4.3. 3,181 Highways Defects were outstanding (STP29) in January, this compares to 2,369 in December. Commentary notes that this is a result of the freeze/thaw cycle causing damage to weak road surfaces during the winter. Despite the increase in required repairs the contractor continues to respond and remains within the KPI targets for STP31 defects responded to within timescales.

4.4.4. The quarterly information governance KPIs are included in this report. The % of Freedom of Information Requests completed on time has fallen from 85% in quarter to 66% in quarter 3. Commentary notes that the team's new case management system and recent recruitment exercise is expected to improve processing.

4.4.5. MPS34 'Complaints answered in SLA' has been below target all year, performing at 45% against the target of 90% in quarter 3. Commentary notes that "Directorates are being engaged with weekly on performance and engagement sessions have taken place with case managers, alerting to these published statutory timeframes."

4.4.6. AFL08 'people who were prevented from requiring statutory care or whose need was reduced', has been performing under the 80% target at around 74% all year. Commentary notes that "The rate has shown improvement in the past three months" but that it "remains lower than expected compared to 2022/23 trends".

4.4.7. 15 rough sleepers (AFL12) were identified in January, an increase from 11 in December. Commentary notes that this increase is due to the cold weather and triggering of Severe Weather Emergency Protocol (SWEP). The number of households in temporary accommodation (AFL17) has also increased, from 239 in December to 253 in January following high numbers of new placements in the past few months.

4.4.8. BBF27 '% of initial child protection conferences (ICPC's) held within 15 days of a strategy discussion being initiated' dropped to 1.8% for the month of January; its lowest performance this financial year. Commentary notes that "the number of children who required their 1st review in Nov/Dec 23 continued to be high, after record numbers of ICPC's in August (130).

4.4.9. The rate of suspensions in both primary (BBF15) and secondary (BBF16) school children and permanent exclusions, has risen this term.

4.4.10. BBF18b '% of EHC (education health care) plans completed in month issued within 20 weeks (including exceptions)' is seeing a continued decline, dropping to 13% in January from 35% in December and 51% in November.

4.4.11. MPS04 Business rate collection rates have fallen below target, achieving 94% of the pro-rata target in January, against a target of 98%. Commentary notes that "Performance is below target, this was anticipated due to the cost of living issues and current economic climate, plus the impact of the Corby system conversion and the new income management system implementation."

4.5. Highlights from Appendix B:

4.5.1. Both short and long term sickness (MPS06 & MPS07) are below target for quarter 3. Long-term sickness remaining at the same level as Q2 with short-term sickness displaying an increase.

4.6. 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).

4.7. 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.   Next Steps

6.1.   To note the performance of the Council and provide comment where scrutiny is necessary.

7.   Implications (including financial implications)

7.1.   **Resources, Financial and Transformation**

7.1.1. 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. Understanding the performance of services will help to inform potential transformation of services.

7.2.   **Legal and Governance**

7.2.1. There are no legal implications arising from this report.

7.3. Relevant Policies and Plans

7.3.1. This report assists the Council in meeting its commitments within the Corporate Plan 2021/25 by measuring performance against the delivery of objectives and the Council's key commitments. It will help to identify downward trends in performance and inform where action needs to be taken.

7.4. Risk

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

7.4.2. 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.

7.4.3. 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.

7.5. Consultation

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

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

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

7.6. Consideration by the Executive

7.6.1. The Period 9 (quarter 3) report was considered at the Executive Committee on 15th February 2024 and the Period 10 report was considered at the Executive Committee on 15th March. This report is a combination of the Period 9 and Period 10 reports.

7.7. Equality Implications

7.7.1. There are no equality implications arising from this report.

7.8. Climate Impact

7.8.1. There are no negative climate impacts arising from this report.

7.8.2. 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.

7.8.3. The Council currently measure and report on the following Greener, Sustainable Environment performance indicators on a quarterly basis (with the exception of GSE10 which is reported annually):

- GSE01 Number of E-Scooter trips
- GSE02 Number of E-Scooter users
- GSE03 Co2 savings from E-Scooters
- GSE04 Number of electric vehicle charging points publicly available
- GSE05 Number of electric vehicles per charge point
- GSE06 Fly tipping: number of fly tips reported
- GSE07 Percentage of waste diverted from landfill
- GSE08 Co2 saving from Delivery Robots
- GSE09 Volume of pesticides used within NNC grounds services operations
- GSE10 Habitat area improved for pollinators (hectares)

7.9. **Community Impact**

7.9.1. 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.

7.10. **Crime and Disorder Impact**

7.10.1. There are no crime or disorder impacts identified from this report.

8. Background Papers

8.1. Performance Indicator Report P8 (November) 2023-24 reported at the Corporate Scrutiny Committee meeting on the 13th February 2024: https://northnorthants.moderngov.co.uk/documents/g1788/Public%20reports%20pack%2013th-Feb-2024%2019.00%20Corporate%20Scrutiny%20Committee.pdf?T=10

8.2. Performance Management and Reporting Arrangements 2023-24 reported at the Executive Meeting on the 16th March 2023: https://northnorthants.moderngov.co.uk/documents/g991/Public%20reports%20pack%2016th-Mar-2023%2010.00%20Executive.pdf?T=10

North Northamptonshire Council Performance Report - December 2023 & January 2024

Key to Performance Status Colours

Progress Status Key:

Green - On target or over-performing against target
Amber - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance as specified)
Red - Under-performing against target by more than 5% (or other agreed tolerance as specified)
Dark Grey - Data missing
Grey - Target under review
Turquoise - Tracking Indicator only

Children's Trust Progress Status Key:

Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

Direction of Travel Key

An acceptable range = within 5% of the last period's performance

↑G	Performance has improved from the last period – Higher is better
↓G	Performance has improved from the last period – Lower is better
↑	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Lower is better
→	Performance has stayed the same since the last period
↓	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Higher is better
↑R	Performance has deteriorated from the last period – Lower is better
	Performance has deteriorated from the last period – Higher is better
⇧	Actual increased - neither higher or lower is better
⇨	Actual has stayed the same since the last period - neither higher or lower is better
⇩	Actual decreased - neither higher or lower is better

Children's Trust Direction of Travel Key

↑G	Performance improved since last month
→	Performance the same as last month
↓A	Performance declined since last month

Performance Terminology key

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

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period reported)	Polarity	Target	Tolerance	Comments
Assets & Environment																
Modern Public Services	MPS24	Rate of return on investment portfolio (%)		No	n/a	5.54%	5.55%	5.54%	5.54%	5.54%	N/A reported quarterly	→	Higher is better	5.41%	4.91% - 5.41%	The Commercial stock continues to perform well. Occupancy rate has slowed for smaller retail units, as is typical of the time of year, but we are working with various enquiries to continue to improve on this KPI
Modern Public Services	MPS25	Total rental income from commercial estate (£)		No	n/a	£13,523,694.00	£13,564,047.00	£13,526,339.00	£13,523,694.00	£13,523,694.00	N/A reported quarterly	↓	Higher is better	£13,008,918	£12,358,472.1 - £13,008,918 (-5%)	The commercial stock continues to be in demand as a whole, although some of the tenants in smaller units are feeling the impact of economic pressures. However, the mix of portfolio class reduces the Council's exposure to one sector. We have forecast increased rental income over the MTFP.
Greener, Sustainable Environment	GSE09	Volume of pesticides used within NNC grounds services operations		No		118L	28L	66L	24L	24L	N/A reported quarterly	↓G	Lower is better	250L (Annual) 62.5L (Quarterly)	25%	This is the raw chemical usage, 0.25L/10L dilution rate. Minimal spraying is planned for final quarter
Growth & Regeneration																
Safe and thriving places	STP15	Percentage of major planning applications determined within 13 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	94% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23)	79.69% / 51 out of 64	92.31% / 12 out of 13	82.35% / 14 out of 17	74.07% / 20 out of 27	71.43% / 5 out of 7	71.43% / 5 out of 7	→	Higher is better	90%	85% - 90%	December comment: Performance this month has improved on the previous month. The percentage performance is influenced by the work being undertaken to clear applications from the backlog of those in hand. Although this work inevitably impacts upon the performance figure, it is essential work to complete in order to enable the service to operate more efficiently in the longer-term. The relatively small number of major decisions overall also means that percentage performance remains volatile.
Safe and thriving places	STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	87% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23)	78.42% / 258 out of 329	73.91% / 68 out of 92	84.54% / 82 out of 97	76.85% / 83 out of 108	73.53% / 25 out of 34	78.13% / 25 out of 32	↑G	Higher is better	85%	80% - 85%	December comment: Performance this month has dropped slightly, although a significant number of applications have been determined again this month. The percentage performance is influenced by the work being undertaken to clear applications from the backlog of those in hand which is essential to enable the service to operate more efficiently in the longer-term. Planning officer capacity remains challenging, but a recruitment campaign is in progress to increase the number of permanent planning staff which it is hoped will assist in improvements with longer-term performance.
Safe and thriving places	STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	88% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23)	82.78% / 774 out of 935	83.81% / 233 out of 278	85.83% / 218 out of 254	79.47% / 240 out of 302	94.00% / 94 out of 100	82.18% / 83 out of 101	↓R	Higher is better	88%	83% - 88%	December comment: Performance has improved significantly this month. Planning officer capacity remains challenging, but a recruitment campaign is in progress to increase the number of permanent planning staff which it is hoped will assist in improving longer-term performance.
Safe and thriving places	STP19	Total number of planning applications received - ALL TYPES of applications		No	Not relevant to benchmark.	1606	490	499	436	148	181	⇩	No polarity	Tracking	N/A	
Safe and thriving places	STP41	% applications determined which were subject to an extension of time		No		41.84% (497 out of 1188)	37.6% (144 out of 383)	37.5% (138 out of 368)	49.2% (215 out of 437)	49.2% (215 out of 437)	N/A reported quarterly	⇧	No polarity	Tracking	N/A	
Safe and thriving places	STP23	Percentage of NNC County Matter (minerals and waste) planning decisions made within the required timescale		Yes	47% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23)	100.00% / 8 out of 8	100.00% / 0 out of 0	100.00% / 1 out of 1	100.00% / 0 out of 0	n/a reported Quarterly	n/a reported Quarterly	→	Higher is better	95%	5%	No applications determined in Q3 within North Northamptonshire

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period reported)	Polarity	Target	Tolerance	Comments
Safe and thriving places		% of Full fibre coverage		No (Nationally measured, so able to benchmark)	59.4% (Mean Average CIPFA Near Neighbours - LG Inform Q3 2023/24) ThinkBroadband 60.1% Q3 2023-24 (England) - Think Broadband	79.4%	69.3%	75.7%	79.4%	79.4%	N/A reported quarterly	↑	Higher is better	40% of Premises countywide (Dec 2023) 80% of Premises countywide (Dec 2028)	Dec 2023: <5% Green 5%-10% Amber >10% Red	Strong performance countywide when compared to the average full fibre coverage for the same period in England (79.4% across Northamptonshire compared to 60.1% in England). The 40% full fibre countywide coverage target was achieved early (March 2022) and we expect to exceed the 80% countywide target by next quarter. Full fibre coverage in NN exceeded 40% in January 2023 and had reached 67.5% by the end of Q3. Full fibre coverage in NN has seen a strong upward trajectory in the last 12 months, up from 38.5% in December 2022. CityFibre's build in Kettering and Wellingborough supporting this growth. Whilst the trajectory may slow, we expect to see full fibre coverage continuing to rise steadily, with investment from Openreach, VirginMedia and Gigaclear's build in the rural areas as well as CityFibre and some smaller altnets. Year to date is latest position.
Safe and thriving places	STP22	% of gigabit coverage		No (Nationally measured, so able to benchmark)	84.6% (Mean Average CIPFA Near Neighbours - LG Inform Q3 2023/24) Thinkbroadband 80.7% Q3 2023-24 (England) - Think Broadband	90.7%	88.3%	89.9%	90.7%	90.7%	N/A reported quarterly	↑	Higher is better	75% of premises gigabit capable (Dec 2023) 90% of premises gigabit capable (Dec 2028)	Dec 2023: <5% Green 5%-10% Amber >10% Red	Gigabit capable network coverage continues to steadily increase across Northamptonshire and is performing strongly in comparison to the average for England (90.7% locally compared to 80.7%). The 90% countywide coverage target was passed at the end of Q3. A new target is being considered. Industry focus on full fibre is also driving the gigabit coverage figures as Openreach, Virgin Media, CityFibre and Gigaclear continue to deploy as well as smaller alnets like Swish and Voneus. Coverage in North Northants is also performing well and has reached 89.6%, up from 88.0% last quarter.
Greener, sustainable environment	GSE01	Number of E-Scooter trips		No	n/a	387,600	131,281	140,797	115,522	115,522	N/A reported quarterly	↓	Higher is better	Higher than corresponding point in previous year	10%	E-scooter trips increased from Q2 23-24 to Q3 23-24. Year-on-year trend shows slightly decreased popularity with 2023 figures lower than for the same period in 2022. Year to date is cumulative position.
Greener, sustainable environment	GSE02	Number of E-Scooter users		No	n/a	42,764	14,785	15,258	12,721	12,721	N/A reported quarterly	↓	Higher is better	Higher than corresponding point in previous year	10%	E-scooter users decreased from Q2 23-24 to Q3 23-24. Year-on-year trend shows a slight decrease in popularity with 2023 user figures lower than for the same period in 2022. This may be due to costs of living and other external factors impacting on discretionary travel and spend. Peak trips continue to be to/from work. Year to date is cumulative position.
Greener, sustainable environment	GSE03	Co2 saving from E-Scooters (tonnes)		No	n/a	69.4	23.4	25.6	20.4	20.4	N/A reported quarterly	↓	Higher is better	Higher than corresponding point in previous year	10%	CO2 savings decreased from Q2 23-24 to Q3 23-24. Year-on-year trend shows a decrease in CO2 savings with figures lower than for the same period in 2022. Year to date is cumulative position.
Greener, sustainable environment	GSE04	Number of electric vehicles charging points publicly available	**169 as at end Nov 2023**	No	N/A	169 (Nov 23)	128 (Q4 2022-23)	139 as at end Q1 2023	169 (Nov 23)	169 (Nov 23)	N/A reported quarterly	↑G	Higher is better	Increase in 10% by end of year. (2.5% each quarter)	2%	This figure tracks, based on the national chargepoint register, the number of chargepoints in the area that are available for members of the public to park up and use. Sixty-nine chargepoints have been delivered via the VPACH project in on-street locations, with others in some council car parks. Chargepoints in supermarkets, filling stations and other charging hubs are also included in the statistic. The figure of 202 in Q3 2023 compares to 94 at end of 2021.
Greener, sustainable environment	GSE05	Number of electric vehicles per charge point per 100000 population (national ranking)	**46.9 as at end Nov 2023**	No (Nationally measured, so able to benchmark)	42 (Mean Average CIPFA Near Neighbours - LG Inform Q2 2023)	46.9 (Nov 23)	35.5 (Q4 2022-23)	38.6 (Q1 2023-24)	46.9 (Nov 23)	46.9 (Nov 23)	N/A reported quarterly	↑R	Lower is better	Tracking (aim to decrease in numbers; improve ranking)	N/A	This figure tracks the number of chargepoints per 100,000 of population. This gives us a useful way to track numbers over time and compare with the national average and other areas. The figure of 56.1 compares to 26.8 at the end of 2021.
Greener, sustainable environment	GSE08	Co2 saving from Delivery Robots (kg)		No		2,291	1,116	626	549	549	N/A reported quarterly	↓R	Higher is better	Tracking	N/A	CO2 savings from Delivery Robots have decreased slightly compared to Q2 2023/24.

Page 143

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period reported)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP24	% Gross affordable housing delivered - Growth Towns, Market Towns (not including Oundle) on sites of 15+ dwellings and Villages and rural areas (including Oundle) on sites of 5+ dwellings	**19%** gross affordable housing delivered		25% (Mean Average CIPFA Near Neighbours - LG Inform 2021/22)	19%	N/A reported annually	N/A reported annually	N/A reported annually	19%	N/A reported annually	⬆G	Higher is better	20% overall (30% - Growth Towns 30% - Market Towns 40% - Villages/Rural)	n/a	In NN 19% of overall gross homes delivered in the 2022/23 monitoring year were affordable - 382 out of 2,042. This is an increase of 6% compared to the previous year, but still falls just short of the 20% target for the authority set as part of this CPI.
Safe and thriving places	STP25	Maintain 5 year housing land supply	**6.68** years		N/A	6.68 years	N/A reported annually	N/A reported annually	N/A reported annually	6.68 years	N/A reported annually	⬇	Higher is better	6.0 years	+ 20% to allow for delays in delivery	NN can demonstrate 6.68 years of housing land supply according to the latest assessment looking at the period 2023-28. This is a decrease from 7.46 on the previous year, this can be explained largely by the increase of the Local Housing Need (LHN) set by government (from 1,784 to 1,874) and high completion rates for the monitoring which in turn reduces supply. This is in excess of the 5 year national requirement and also exceeds the 6 year target set as part of the CPI, demonstrating that the authority currently has a healthy level of supply.
Safe and thriving places	STP26	Maintain 5 year supply of Gypsy and Traveller sites	**7.14** years		N/A	7.14 years	N/A reported annually	N/A reported annually	N/A reported annually	7.14 years	N/A reported annually	➡	Higher is better	6.0 years	+ 20% to allow for delays in delivery	There is no change to what was reported last year. NN can demonstrate 7.14 years of gypsy and traveller land supply according to the latest assessment looking at the period 2022-27. This is in excess of the 5 year national requirement and also exceeds the 6 year target set as part of the CPI, demonstrating that the authority currently has a healthy level of supply.
Safe and thriving places	STP27	Net additional homes provided	**2023** additional homes provided	948 (2021/22 CIPFA Near Neighbours - LG Inform)	N/A	2,023 new homes provided	N/A reported annually	N/A reported annually	N/A reported annually	2,023 new homes provided	N/A reported annually	⬆G	Higher is better	1874	n/a	For the 2022/23 monitoring year (the latest data) 2,023 homes (net) were delivered in NN. This is above the 1,874 local housing need (LHN) target set by government and an increase of 476 homes on the previous year.
Safe and thriving places	STP28	Net increase in jobs	**3000** decrease in jobs	4,467 (Difference between Mean for NEW NNC CIPFA near neighbours 2020 & 2021 figures)	N/A	3,000 decrease in jobs	N/A reported annually	N/A reported annually	N/A reported annually	3,000 decrease in jobs	N/A reported annually	⬇R	Higher is better	810	n/a	In 2022 (latest data from ONS Business Register and Employment Survey) 3,000 jobs were lost in NN. This falls short of the 810 target for job creation which derives from the residual requirement (as of 2021) set by the Joint Core Strategy. It is currently being investigated where these job losses have occurred.
Safe and thriving places	STP42	Increase in jobs by employment sector — Manufacturing				-3000	N/A reported annually	N/A reported annually	N/A reported annually	-3000 (22000 to 19000)	N/A reported annually	N/A	Higher is better	Tracking	n/a	Most jobs in North Northamptonshire sit within the "Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles" sector with 30,000 jobs as per the ONS Business Register and Employment Survey. This equates to 20.3% of all jobs in the authority. This is a decrease of 2,000 jobs on the previous year where the sector made up 21.2% of all jobs. The "Manufacturing" sector comes in second with 19,000 jobs (12.8% of all jobs), compared to 22,000 (14.6%) on the previous year and third is the "Human Health and Social Work Activities" sector with 18,000 jobs (12.2%), which was also 18,000 in the previous year but made up 11.9% of all jobs.
		Increase in jobs by employment sector — Construction				2000				2000 (6000 to 8000)						
		Increase in jobs by employment sector — Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles				-2000				-2000 (32000 to 30000)						Please note that not all sectors are included in this KPI. A few job sectors of interest have been selected for inclusion. The figures use is being developed to understand their true value and the rationale. Of note is the increase in jobs in the construction industry, and professional and administrative activities.
		Increase in jobs by employment sector — Transportation and Storage				0				0 (15000 to 15000)						
		Increase in jobs by employment sector — Professional, Scientific and Technical Activities				1000				1000 (8000 to 9000)						
		Increase in jobs by employment sector — Administrative and Support Service Activities				1000				1000 (12000 to 13000)						
		Increase in jobs by employment sector — Education				-1000				-1000 (11000 to 10000)						
		Increase in jobs by employment sector — Human Health and Social Work Activities				0				0 (18000 to 18000)						
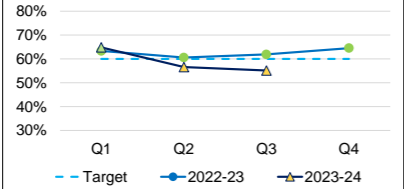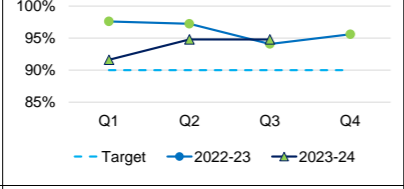
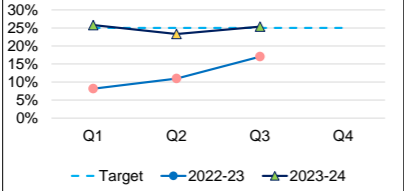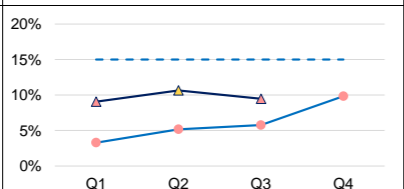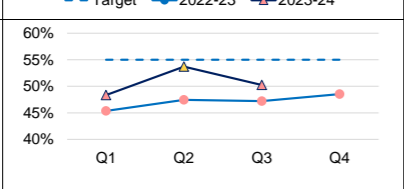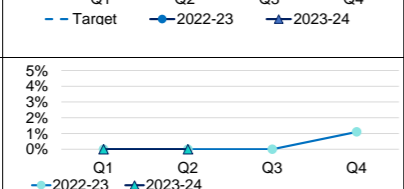| Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period reported)	Polarity	Target	Tolerance	Comments
Highways & Waste																
Safe and thriving places	STP29	**Number of Defects Outstanding on the network (at end of period), split by category**		No - Contractual	n/a	3181	4069	1982	2369	2369	3181	↑R	Lower is better	**No target - tracking indicator only**	N/A	The total number of defects continues to increase each month during the winter period as a result of the freeze/thaw cycle causing damage to weak road surfaces. Despite the increase in required repairs the contractor continues to respond and remains within the KPI targets as indicated in STP31.
		P1 (Target response time within 24 hours)				0	0	0	0	0	0	→				
		P2 (Target response time within 7 days)				14	0	2	17	17	14	↓G				
		P3 (Target response time within 28 days)				874	608	91	701	701	874	↑R				
		P4 (Target response time within 26 weeks)				2293	3461	1889	1651	1651	2293	↑R				
Safe and thriving places	STP30	**Number of Defects Repaired in the network in period, split by category**		No - Contractual	n/a	12744	4953	3957	2851	620	983	↑G	Higher is better	**No target - tracking indicator only**	N/A	The contractor continues to focus on P1 and P2 category repairs, as they pose the highest risk to road users. Timely responses to P3 repairs is also important to prevent them worsening and becoming P1 or P2 defects. Winter is a challenging time for highways maintenance as the weather and light reduces the working hours available, and extreme weather events require the maintenance crews to attend to other work, such as gritting, flood response and drainage. The contractor got ahead over the summer on P4 repairs ready to respond to greater numbers of P1, P2 and P3 in the winter period.
		P1 (Target response time within 24 hours)				10	6	0	3	3	1	↓R				
		P2 (Target response time within 7 days)				867	217	202	284	174	164	↓R				
		P3 (Target response time within 28 days)				5925	2863	1410	941	261	711	↑G				
		P4 (Target response time within 26 weeks)				5942	1867	2345	1623	182	107	↓R				
Safe and thriving places	STP31	**Percentage of defects responded to within the timeframes specified, split by category**		No - Contractual	n/a	93.58% (11542 out of 12334)	86.81% (3737 out of 4305)	97.28% (3178 out of 3267)	97.55% (3425 out of 3511)	97.75% (1171 out of 1198)	96.08% (1202 out of 1251)	↓	Higher is better	P1 and P2 97.5% P3 and P4 90%	No Tolerance	All targets have been met this month. The overall number of required repairs continues to increase which is to be expected over the winter.
		P1 (Target response time within 24 hours)				100% (15 out of 15)	100% (6 out of 6)	100% (0 out of 0)	100% (8 out of 8)	100% (8 out of 8)	100% (1 out of 1)	→		97.5%		
		P2 (Target response time within 7 days)				99.78% (865 out of 867)	99.09% (217 out of 219)	100% (209 out of 209)	100% (281 out of 281)	100% (179 out of 179)	100% (158 out of 158)	→		97.5%		
		P3 (Target response time within 28 days)				91.28% (5099 out of 5586)	86.72% (2293 out of 2644)	95.53% (1132 out of 1185)	96.7% (1055 out of 1091)	96.57% (450 out of 466)	92.94% (619 out of 666)	↓		90%		
		P4 (Target response time within 26 weeks)				94.83% (5563 out of 5866)	85.03% (1221 out of 1436)	98.08% (1837 out of 1873)	97.65% (2081 out of 2131)	97.98% (534 out of 545)	99.53% (424 out of 426)	↑G		90%		
Greener, sustainable environment	GSE06	**Fly tipping: number of fly tips reported**		No	n/a	1946	886	1060	N/A	N/A	N/A	N/A	Lower is better	**No target - tracking indicator only**	N/A	
Greener, sustainable environment	GSE07	**Percentage of waste diverted from landfill**		No (Nationally measured, so able to benchmark)	95.32% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2021/22)	N/A	91.74% (Q1 23-24 Validated)	93.52% (Unvalidated Q2)	N/A	N/A	N/A	N/A	Higher is better	88%	3% (85.36% - 88%)	Q1 initially indicated 97.48% however that was unvalidated and data has now been checked and validated in Waste Data Flow and the actual Q1 diversion from landfill is 91.74%. Q2 data shows a small improvement to 93.52% this is currently unvalidated. Use of landfill is minimised where possible within our contracts but can fluctuate in year based on planned maintenance and availability of treatment facilities.

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period reported)	Polarity	Target	Tolerance	Comments
Regulatory Services																
Safe and thriving places	STP32	**% of food establishments in the area broadly compliant with food hygiene law**		No (Nationally measured, so able to benchmark)	97.49% (CIPFA Near Neighbours - LG Inform)	**97.00%**	**97.00%**	**96.00%**	**97.00%**	**96.54%**	N/A reported quarterly	→	Higher is better	**95%**	90%-95%	Performance remains consistent and above target
						3017 out of 3125	2971 out of 3069	2981 out of 3093	3017 out of 3125	3017 out of 3125	N/A reported quarterly					
Safe and thriving places	STP33	**% of Local Land Charges searches processed within 10 working days**		No reporting required but a Statutory duty	n/a	**93.62%**	**96.55%**	**88.01%**	**97.12%**	**94.50%**	N/A reported quarterly	⬆G	Higher is better	**95%**	85.5% - 95%	Performance in December fell slightly below target turnaround time and remained within tolerance. This was due to staff absence over the festive period. Performance is expected to return to target levels in January return. Q3 figures showed turnaround time performance has exceeded target for Q3.
						1013 out of 1082	364 out of 377	345 out of 392	304 out of 313	75 out of 80	N/A reported quarterly					
Safe and thriving places	STP35	**% of Rogue trading activities tackled (rogue traders subject to a Trading Standards intervention)**		No	Trading standards institute is the national body - look for benchmarks there	**100%**	**100%**	**100%**	**100%**	**100%**	N/A reported quarterly	⬇	Higher is better	**100%**	N/A	There were no notices issued during December where there were aggravating circumstances which elevated 1st level compliance guidance to a rogue trader level.
						22	19	18	4	0	N/A reported quarterly					
Safe and thriving places	STP13	**Number of Private Sector Disabled Facilities Grants (DFG) cases on waiting list**		No	n/a	**44**	**18**	**45**	**44**	**44**	N/A reported quarterly	⬇G	Lower is better	**TBC**	N/A	The number of DFGs on the waiting list has increased in the last three - four months for two reasons a) The DFG Manager is on long term sick, so all activity has slowed down a little as the surveyors are waiting longer for decisions and sign offs and b) we continue to see an increase of new OT recommendations coming in each month.
Safe and thriving places	STP14	**Number of Private Sector Disabled Facilities Grants completions**		No	n/a	**187**	**62**	**72**	**53**	**16**	N/A reported quarterly	⬇	Higher is better	**168 (14 per month)**	TBD	Monthly target continues to be exceeded.

Customer & Governance

Information Governance

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Oct-23	Nov-23	Dec-23	Quarter 3 23-24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Modern Public Services	MPS12	% of Freedom of Information (FOI) Requests completed in 20 working days		Statutory duty	80.08% (Average of 40 Unitary Councils 2021/22 - benchmarking exercise conducted by Brighton and Hove Council)	79.76%	86.73%	85.00%	70.90%	54.55%	73.17%	66.01%	⬇R	Higher is better	90%	85% - 90%	The year-to-date figures, though below target and tolerance levels are slightly below benchmarking levels. The team have integrated a new Case Management System and there has been an impact of bedding it in and the team receiving training. going forward the system will enhance processing efficiency and fluctuation is expected with any new system, The Information Governance team recent restructure and recruitment process when implemented will improve processing methods.
						666 out of 835	242 out of 279	255 out of 300	61 out of 86	48 out of 88	60 out of 82	169 out of 256					
Modern Public Services	MPS13	% Environmental Information Regulation (EIR) Requests completed in 20 working days		Statutory duty	TBD	98.53%	98.35%	97.63%	99.10%	100.00%	100.00%	99.69%	⬆G	Higher is better	90%	Tolerance 85% - 90%	Volumes of requests remain high and only took a small decline in December during the Christmas period. Response rates remain well above target.
						1008 out of 1023	359 out of 365	329 out of 337	105 out of 106	116 out of 116	99 out of 99	320 out of 321					
Modern Public Services	MPS14	% Individual Rights requests completed within statutory timescale (Data Protection (DP) Right to Access requests)		Statutory duty	TBD	83.20%	89.55%	74.29%	76.92%	77.80%	85.71%	79.31%	⬆G	Higher is better	90%	85% - 90%	The overall quarterly figure is below target and tolerance levels however, measures have been put in place to avoid a single point of failure across the team. This has resulted in an improvement in performance throughout quarter 3. It is anticipated that the figures will stabilised as a result of efficiencies created by the Information Governance team case management system.
						109 out of 131	60 out of 67	26 out of 35	10 out of 13	7 out of 9	6 out of 7	23 out of 29					
Modern Public Services	MPS21	% Transparency publications completed on time.		Statutory duty	n/a	81.25%	87.50%	87.50%	N/A Reported quarterly	N/A Reported quarterly	N/A Reported quarterly	81.25%	⬇R	Higher is better	100%	No variation	The over £500 expenditure for the quarter ended 31.12.23 has not yet been published but is in progress and will be available on our website by the end of February . There have been technical issues with obtaining and accessing the data provided by Cambridgeshire. Procurement Card spend for the quarter ended 31.12.23 should be published by the end of January 2023, however the card statements are not available to our Finance colleagues until this time to enable publication. This information will be on our website by then end of February. The Social Housing Asset values figures available are for the year ending April 30, 2022. The figures for April 2023, are not yet accessible to our Finance colleagues.
						13 out of 16	14 out of 16	14 out of 16				13 out of 16					
Modern Public Services	MPS15	**Total number of data breaches** *A personal data breach is a security incident that has affected the confidentiality, integrity or availability of personal data.* **There are two types of breaches:** • A 'Non-reportable breach' has a low, or no impact on the rights and freedoms of individuals. • A 'Reportable breach' has a significant impact on the rights and freedoms of individuals. These are required to be reported to the (Information Commissioner's Office (ICO).		No	n/a	125	33	51	18	14	9	41	⬇G	Lower is better	No target - tracking indicator only	N/A	The Data Protection Team continues to ensure that the service area is supported and trained appropriately, in order to manage the existing breaches and to decrease future instances. Whilst the overall direction of travel has decreased, there was one reportable breach, due to a malware attack on a national supplier, which was out of NNC's control. Awaiting the outcome of the ICO's review. The ICO the are currently working on a national backlog, which could take up to 6 months for a response.
		a) Reportable breaches (ICO) *(This was MPS23 reported quarterly, now included monthly as part of this performance indicator)*				2	1	0	0	0	1	1	⬆R				
		b) Non-reportable breaches				123	32	51	18	14	8	40	⬇G				

Customer & Governance																	
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Oct-23	Nov-23	Dec-23	Quarter 3 23-24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Modern Public Services	MPS16	**Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Freedom of Information (FOI) requests following internal review).**		No	n/a	4	2	1	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	1	➡	Lower is better	Tracking	No tolerance	The ICO has reported a complaint in relation to a request for planning information. Some information has been provided, the requestor is disputing that they have not received all data held. This case is yet to be allocated to an ICO case officer whilst we are working on our investigation and response.
Modern Public Services	MPS17	**Number of complaints to Information Commissioners Office (ICO) upheld by ICO (with respect to handling of Freedom of Information (FOI) requests following internal review).**		No	n/a	2	2	0	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	0	➡	Lower is better	0 per month	No variation	No decisions have been issued by the ICO during this quarter.
Modern Public Services	MPS18	**Number of complaints to Information Commissioners Office (ICO) with respect to handling of Data Protection (DP) Individual Rights requests).**		No	n/a	3	0	2	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	1	⬇G	Lower is better	Tracking	No variation	The ICO has reported a complaint in relation to the handling of a Subject Access Request and the handling of the data subject's personal data.
Modern Public Services	MPS19	**Number of complaints upheld by Information Commissioners Office (ICO) (with respect to handling of Data Protection (DP) Individual Rights requests)**		No	n/a	2	0	1	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	1	➡	Lower is better	0 per month	No variation	The ICO has upheld the element of the complaint relating to the late response to a SAR. The remainder of the complaint is not upheld ie. there was no evidence of a reportable breach.
Modern Public Services	MPS20	**Number of direct disclosure requests (ADR - Access to a Deceased Person's) received**		No	n/a	1	1 (pre 17.04.23 when new software came into use). Now all ADRs are included within the SARs figures	n/a (no longer possible to report)	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	n/a	n/a	N/A	N/A - Tracking	No variation	We will no longer be able to report ADRs as a separate KPI since installing our new software system - it does not identify ADRs as a separate case type and all of these requests will now be logged as SARs.
Modern Public Services	MPS22	**Number of external Information Commissioners Office (ICO) complaints relating data management of data/breaches**		No	n/a	0	0	0	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	0	➡	Lower is better	N/A - Tracking	No variation	

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

Customer Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required?	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Oct-23	Nov-23	Dec-23	Quarter 3 23-24	Direction of Travel	Polarity	Target	Tolerance	Comments
Modern public services.	MPS30	Total number of Stage 1 complaints received by NNC (excluding children's services complaints)		No	n/a	1578	710	485	173	122	88	383	⬇G	Lower is better	No target - tracking indicator only	No target - tracking indicator only	The volume of complaints received has reduced in the last quarter, however there is no clear reason for this as the spread of complaints by service remains consistent with previous quarters.
Modern public services.	MPS32	Total number of complaints escalated to stage 2		No	n/a	45	18	8	6	9	4	19	⬆R	Lower is better	No target - tracking indicator only	No target - tracking indicator only	There has been a very small increase in complaints that customers have escalated to stage 2 in this quarter, compared to both the last quarter and the comparable period last year, indicating that customers generally are satisfied with how the Council has resolved matters raised at stage 1 level.
Modern public services.	MPS31	Total number of complaints received by NNC		No	n/a	1621	728	493	179	131	92	402	⬇G	Lower is better	No target - tracking indicator only	No target - tracking indicator only	The volume of complaints received has reduced in the last quarter, however there is no clear reason for this as the spread of complaints by service remains consistent with previous quarters.
Modern public services.	MPS34	% of complaints answered within the Service Level Agreement (20 Working days or agreed extension)		No	TBD	62%	74%	62%	47%	43%	45%	45%	⬇R	Higher is better	90%	81%-90%	There has been a drop in adherence to SLA time frames during the past quarter, which is disappointing when considering the amount received was less vs. Q2. Directorates are being engaged with weekly on performance and engagement sessions have taken place with case managers, alerting to these published statutory timeframes.
						888 out of 1441	402 out of 545	304 out of 494	84 out of 179	56 out of 131	41 out of 92	181 out of 402					
Modern public services.	MPS35	% of complaints upheld		No	TBD	42%	29%	51%	60%	61%	52%	59%	⬆R	Lower is better	20%	20% - 22%	There has been an increase in upheld complaints, which goes hand in hand with the reduced adherence to responses within SLA. Early intervention and proactive case handling is key and assists with clearer identification of mitigating circumstances where the council isn't at fault.
						647 out of 1525	205 out of 709	242 out of 476	99 out of 164	65 out of 107	36 out of 69	200 out of 340					
Modern public services.	MPS37	Total number of notices received of complaints under investigation by Ombudsman		No	n/a	44	13	16	12	2	1	15	⬇G	Lower is better	No target - tracking indicator only	N/A	Volumes still remain low when taking into account the overall number of complaints received.
Modern public services.	MPS39	% of calls answered out of total calls received in customer services		No	n/a	80.36%	76.91%	78.53%	82.97%	90.42%	86.53%	86.47%	⬆G	Higher is better	90%	81% - 90%	Slightly below target however with new telephone system, we will be able to use data to better identify peaks across service better and put things in place to increase performance. Delighted that we met the target 90% in November, with the other two months coming very close. We continue to maximise the resilience opportunities, and will build on this further over the next financial quarters.
						231446 out of 288009	94577 out of 122974	95182 out of 121204	26417 out of 38141	25274 out of 27951	19046 out of 22010	70737 out of 81802					
Modern public services.	MPS40	% Calls answered within 60 seconds in customer services		No	TBD	66.13%	61.56%	57.58%	63.94%	67.76%	66.75%	66.15%	⬆G	Higher is better	80%	72% - 80%	Slightly below target however with new telephone system, we will be able to better identify peaks across service better and put things in place to increase performance. The last quarter has seen an improvement on this metric, we have a number of services being shared between hubs, which has not only seen a reduction in abandonment, but also the response time.
						153050 out of 231446	58222 out of 94577	54808 out of 95182	16890 out of 26417	17126 out of 25274	12713 out of 19046	46792 out of 70737					
Modern public services.	MPS41	Number of customers helped by customer services		No		427701	152373	144469	42640	48035	40184	130859		N/A	No target - tracking indicator	N/A	
Modern public services.	MPS42	Number of customer interactions to customer services - split by telephone/face-to-face, email and online form		No	n/a	Telephone 260496	Telephone 94577	Telephone 95182	Telephone 26417	Telephone 25274	Telephone 19046	Telephone 70737	⇩	N/A	No target - tracking indicator only	N/A	This data is for information only
						Face to Face 46826	Face to Face 10665	Face to Face 11457	Face to Face 3866	Face to Face 10511	Face to Face 10327	Face to Face 24704					
						E-Forms 22185	E-Forms 7474	E-Forms 7581	E-Forms 2251	E-Forms 2553	E-Forms 2326	E-Forms 7130					
						Emails 102034	Emails 39657	Emails 34089	Emails 10106	Emails 9697	Emails 8485	Emails 28288					
						Web Chat N/A	Web Chat N/A	Web Chat N/A	Web Chat N/A	Web Chat N/A	Web Chat N/A	Web Chat N/A					

Communities & Public Health

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Public Health														
Active, fulfilled lives	AFL22	**Smoking quit rate at 4 weeks**		2,225 per 100,000 (Mean average CIPFA near neighbours 2019/20)	53.2% (England - Q2 2023/24 - NHS Digital)	**61.0%** (Apr-Dec 2023) 647 out of 1061	**64.8%** (Apr-Jun 2023) 221 out of 341	**56.6%** (Jul-Sep 2023) 249 out of 440	**55.2%** (Oct-Dec 2023) 155 out of 281	↓	Higher is better	60%	5%	This indicator represents North Northamptonshire. October - December 2023 data. North Northamptonshire's smoking quit rate continues to decline from Quarter 2 as fewer individuals set and achieve set quit dates. This indicator is particularly impacted by seasonal interest as individuals are likely to delay setting smoking cessation goals until the New Year. North Northamptonshire continues to outperform England smoking cessation performance and remains within tolerance for national targets.
Better, Brighter Futures	BBF02	**% of infants due a new birth visit that received a new birth visit within 14 days of birth**		75.7% (Mean average CIPFA near neighbours 2020/21)	88.2% (England 2020/21 - LG Inform)	**93.8%** (Apr-Dec 2023) 2392 out of 2551	**91.6%** (Apr-Jun 2023) 754 out of 823	**94.8%** (Jul-Sep 2023) 801 out of 845	**94.8%** (Oct-Dec 2023) 837 out of 883	→	Higher is better	90%	5%	This indicator represents North Northamptonshire. October - December 2023 data. The Health Visiting Service has achieved a rate of 94.8% of the NBV mandated target, a sustained with an overall increase in the number of children seen. Within the last quarter, the service has seen 99.1% of the remaining children by 28 days. North Northamptonshire continues to outperform both England and regional health visiting performance and national targets.
Active, fulfilled lives	AFL20	**% of in-year eligible population offered an NHS Health Check**		4.9% (Mean average CIPFA near neighbours Q4 2022/23)	27.3% (England - Q1 2023/24 - PHOF)	**75.9%** (Apr-Dec 2023) 17821 out of 23476	**27.3%** (Apr-Jun 2023) 6400 out of 23465	**23.3%** (Jul-Sep 2023) 5469 out of 23465	**25.3%** (Oct-Dec 2023) 5952 out of 23476	↑G	Higher is better	25% (100% annual target)	5%	Further detail on ALF20 and ALF21:- The main issues providers have encountered in Q3 continue to be capacity and vaccination pressures. Recruitment in particular has been a huge issue, with healthcare assistant and nursing teams continually being understaffed across North Northamptonshire, and NHS Health Checks being de-prioritised as a result. Some practices have cited issues around the recruitment processes, with applicants not showing up or being suitable, causing significant delays to filling posts. GP practices have also needed to direct capacity to vaccination services, a pressure that will continue and grow as we continue through winter and flu vaccination picks up.
Active, fulfilled lives	AFL21	**% of in-year eligible population who received an NHS Health Check**		2.2% (Mean average CIPFA near neighbours Q4 2022/23)	10% (England - Q1 2023/24 - PHOF)	**29.8%** (Apr-Dec 2023) 6994 out of 23476	**9.7%** (Apr-Jun 2023) 2272 out of 23465	**10.6%** (Jul-Sep 2023) 2498 out of 23465	**9.47%** (Oct-Dec 2023) 2224 out of 23476	↓	Higher is better	15% (60% annual target)	5%	North Northants now sits just below the England average for both population offered and those who receive an NHS Health Check. Considering the NHS Health Check programme in North Northants has been delivered entirely by primary care (and further still considering the pressures primary care is under), there is a good platform to build on as we continuously work on service improvement, but also look at expanding the programme through community-based options. Primary care has been under a lot of pressure since Covid-19 and this time of year also brings winter pressures as we move through the colder months. For this reason, NHS Health Checks cannot always be a priority.
Better, Brighter Futures	BBF01	**Breastfeeding rate at 6-8 weeks**		49% (Mean average CIPFA near neighbours 2021/22)	49.3% (England - 2021/22 - PHOF)	**50.7%** (Apr-Dec 2023) 1195 out of 2355	**48.3%** (Apr-Jun 2023) 379 out of 784	**53.7%** (Jul-Sep 2023) 413 out of 769	**50.2%** (Oct-Dec 2023) 403 out of 802	↓	Higher is better	55%	52.25% - 55%	This indicator represents North Northamptonshire. October - December 2023 data. Work through the Northamptonshire Infant Feeding Alliance is focused on improving access to support for mothers and an increased focus on awareness raising and communication for the workforce. Family hubs are developing a range of test and learn services that aim to support breast feeding. The breastfeeding peer support service continues to support this work across the county and the Emergency Infant Feeding Pathway is underway. North Northamptonshire is outperforming both national and regional health visiting performance despite failing to meet the targets set.
Better, Brighter Futures	BBF03	**% of children who received a 6-8 week view by the time they were 8 weeks**			81.2% (England - Q2 2021/22)	**93.3%** (Apr-Dec 2023) 2358 out of 2528	**94.2%** (Apr-Jun 2023) 786 out of 834	**92.1%** (Jul-Sep 2023) 770 out of 836	**93.5%** (Oct-Dec 2023) 802 out of 858	↑G	Higher is better	90%	5%	This indicator represents North Northamptonshire. October-December 2023 data. The Health Visiting Service has achieved a rate of 93.5% of the 6-8 week mandated target, an improvement in performance from Quarter 2 with an overall increase in the number of children seen. North Northamptonshire continues to outperform England health visiting performance and national targets.
Better, Brighter Futures	BBF04	**% mothers known to be smokers at the time of delivery**		10.8% (Mean average CIPFA near neighbours 2021/22)	9.1% (England 2021/22 - PHOF)	**9.8%** (Q1-3 2023) 552 out of 5638	**9.7%** (Q1 2023) 175 out of 1803	**10.2%** (Q2 2023) 201 out of 1968	**9.4%** (Q3 2023) 176 out of 1867	↓G	Lower is better	11%	11% - 12%	This indicator represents North Northamptonshire. Tobacco dependency maternity advisors have been identified through the recruitment process. The Smoking Cessation Service are also looking to work with the LMNS and Midwifery to review the local model of LTP tobacco dependency service in maternity based on the evidence-based practice in Manchester which has achieved significant reductions in their SATOD rates. North Northamptonshire continues to exceed national targets and outperforms regional SATOD performance.
Better, Brighter Futures	AFL23	**% substance misuse clients waiting more than 3 weeks for their first intervention**			9.3% (England Q2 2022/23 - NDTMS)	**0%** (Q1-2 2023)	**0%** (Q1 2023)	**0%** (Q2 2023)	**0%** (Q3 2023)	→	Lower is better	No target - tracking indicator only	National target will be available in April 2024	North Northamptonshire's Substance Misuse Programme throughout 2023-24 has continued to meet all demands for waiting times for patients starting treatment and is significantly lower than the England average.

Adults & Housing

Adult Social Care

Key Committent	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Active, fulfilled lives	AFL03	Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, that had a sequel of short term services to maximise independence (ST-MAX i.e. reablement)		No — The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in our regional benchmarking.	2021/22 SALT Report: - England: 37%	44% / 855 out of 1911	37% / 229 out of 622	40% / 472 out of 1184	42% / 693 out of 1646	42% / 693 out of 1646	44% / 855 out of 1911	⬆G	Higher is better	35%	5% points	There were 52 new requests for people aged 18-64 and 785 for people aged 65 and over. There is positive growth year to date, with the rate higher than those reported throughout 2022/23 and above year end target.
Active, fulfilled lives	AFL04	Number of new safeguarding concerns received per month		Yes (Annually in the SAC (Safeguarding Adults Collection) return)	n/a - there are differences in what authorities record as a 'concern'	3326 (Apr-Dec)	1130	1120	N/A available in January report	290	N/A Reporting one month in arrears	⬇	No polarity	No target - tracking indicator only	N/A	The number of new concerns received has dropped significantly and are now below the previous Financial Year average (318)
Active, fulfilled lives	AFL05	New safeguarding concerns determined to be enquiries (both s42 and other) *(A S42 enquiry must take place if there is reason to believe that abuse or neglect is taking place)		Yes (Annually in the SAC (Safeguarding Adults Collection) return)	n/a	514 (Apr-Dec)	161	200	N/A available in January report	38	N/A Reporting one month in arrears	⬇	No polarity	No target - tracking indicator only	N/A	There was a considerable fall in the proportion of concerns to be classified as enquiries. This could be a seasonal effect or the effect of the new framework that has been developed.
Active, fulfilled lives	AFL06	Total number of open Deprivation of liberty Safeguard (DoLS) cases		Yes (Annually)	n/a	1217	1267	1305	1247	1247	1217	⬇G	Lower is better	No target - tracking indicator only	N/A	The number of open DoLS cases decreased by 30. This still remains notably lower than the average observed across the previous financial year (418 fewer).
Active, fulfilled lives	AFL07	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people 65 years +)		No — The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in ASCOF, (Adult Social Care Outcomes Framework) regional benchmarking and BCF (Better Care Fund) returns.	546.17 (Mean Average CIPFA Near Neighbours - LG Inform) 2021/22 SALT Report: - East Midlands: 562 - England: 539	374.9	135.6	263.7	332.2	332.2	374.9	⬆	Lower is better	Year-end target: 564 Monthly target: 47	TBD - for now applied standard 5%	This is a cumulative measure which increases throughout the financial year; resetting in April. Admissions year to date total 246; 188 following an assessment for new people, 7 following an episode of reablement for new people, 2 following an episode of reablement for existing people, and 49 as a result of change in setting following a review.
Active, fulfilled lives	AFL08	Number of people who were prevented from requiring statutory care, or whose need was reduced Delaying and reducing the need for care and support having received short term services to maximise independence (ST-MAX) services'		No — The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in ASCOF and regional benchmarking.	84.6% East Midlands Average, we are in the process of identifying more up to date benchmark data for this PI. This is an 'Office for Local Government' OFLOG Metric	74.5% / 605 out of 812	71.40% / 152 out of 213	73.0% / 348 out of 477	74.7% / 513 out of 687	74.7% / 513 out of 687	74.5% / 605 out of 812	⬇	Higher is better	80%	5% points	The rate shows positive growth April - August with a slight reduction in September and October. The rate has shown improvement in the past three months and consistent at around 74%. This remains lower than expected compared to 2022/23 trends, which typically ranged between 74-77%.

Adults & Housing

Housing Services

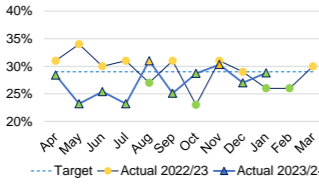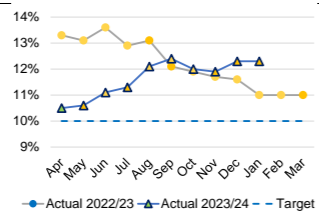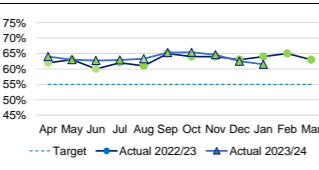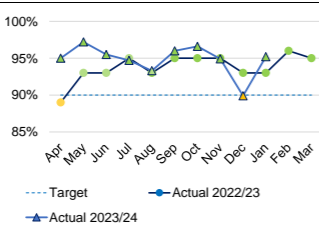| Key Committent	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Active, fulfilled lives	AFL12	Number of rough sleepers - single night snapshot		Yes (DLUHC monthly rough sleeping survey, and target agreed with our RSI adviser from DLUHC)	7 (Mean Average CIPFA Near Neighbours - LG Inform)	n/a	16	13	11	11	15	⬆R	Lower is better	9	9 to 12	During the month of January 2024, we have seen an increase in the single night figure, which is due to the cold weather and triggering of SWEP. The team are finding a lot of new claims of rough sleeping when SWEP is triggered, and even though some are found bedded down, when SWEP ceases they return to sofa surfing and not seen again. The team continue with their positive work securing accommodation for individuals direct from the streets. The team have helped 4 people into secured accommodation in January 24, two direct from the streets and two from our discretionary temporary accommodation, this number is lower than average but this is due to lack of voids across provisions, and there are quite a few cases waiting to move on once rooms become available. The returning to rough sleepers number remains our main focus on preventing a return to the streets, this number is fairly steady, but it is evident that more work is required with accommodation providers around preventing evictions. Our long-term rough sleepers number remains stable, this is too due to the availability of our RSAP- Never Give Up project, due to the last property of 10 now on stream.
Active, fulfilled lives	AFL13	Number of households whose homelessness was prevented		Yes (DLUHC - quarterly H-CLIC returns, no target set)	101 (Mean Average CIPFA Near Neighbours - LG Inform) Demand in some areas must be much higher.	218	75	63	61	12	19	⬆G	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		Yes (DLUHC - quarterly H-CLIC returns, no target set)	75 (Mean Average CIPFA Near Neighbours - LG Inform) Demand in some areas must be much higher.	273	86	82	80	28	25	⬇	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		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	4968	1468	1404	1453	371	643	⇧	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. 4778 households approached the Council as homeless during 2022/23. This is an increase of just over 900, and an average of 400 approaches per month. In 2023-24 to date there has been 4968 homelessness approaches. Currently the Housing Options Team have a live caseload of 1122 cases. During January there was a significant increase in the number of approaches compared with December.
Active, fulfilled lives	AFL16	Number of households accepted as owed the main housing duty		Yes (DLUHC - quarterly H-CLIC returns, no target set)	63 every month? (Mean Average CIPFA Near Neighbours - LG Inform)	356	108	130	118	118	N/A reported quarterly	⇩	N/A	288 (72 per quarter)	TBD (currently using standard 5%)	This measure indicates the number of households that have been accepted by the Council as homeless due to being unintentionally homeless, eligible for assistance and have a priority need and for which the Council has been unable to achieve a positive housing solution during the prevention and relief stages of the process (AFL13 and AFL14). During 2021/22 there were 284 households accepted as being owed the main housing duty. During 2022/23 there were 294 households accepted as being owed the main housing duty. The number of main duty accepted decisions in December has increased to 48. Although the Housing Options team are still two officers down due to agency staff leaving in November and the current recruitment freeze in place, the Team Leaders have stepped in and supported officers by writing reports and making decisions. October: 41, November: 29, December 48.
Active, fulfilled lives	AFL17	Total number of households living in temporary accommodation		Yes (DLUHC - quarterly H-CLIC returns, no target set)	202 (Mean Average CIPFA Near Neighbours - LG Inform)	n/a	n/a	n/a	n/a	239	253	⬆R	Lower is better	245	No tolerance	The number of new households entering temporary accommodation remains high following record high number of new placements in both October and November, and then again in January with 60 new households entering temporary accommodation during the month. The team is doing all it can to manage the demand, and increase supply options, as well as support housing options colleagues to ensure that households can be moved on from temporary accommodation as quickly as possible. Please note that this figure includes 18 Local Authority Housing Fund (LAHF) for homeless Afghan and Ukrainian families. The LAHF properties are held in the general fund which means we can only let them on a non secure basis under homelessness legislation and hence they must be retained on the temporary accommodation numbers. The number of households living in temporary accommodation will therefore be inflated by the 30 LAHF units that will be delivered under Round 1. *This figure is for statutory duty placements only and does not include the additional cohort of rough sleepers accommodated using discretionary powers*
Active, fulfilled lives	AFL18	Number of households with family commitments* living in bed and breakfast accommodation		Yes (DLUHC - quarterly H-CLIC returns, no target set)	11 (Mean Average CIPFA Near Neighbours - LG Inform)	n/a	n/a	n/a	n/a	0	5	⬆	Lower is better	5	No tolerance	With so many households being approved for placement in January, many with less than 24 hours notice of needing emergency accommodation, a high number of families have entered temporary accommodation via initial hotel placements. The longest hotel stay is 7 nights to date, the temporary accommodation team will keep these cases under daily review and move the families on to more suitable accommodation as quickly as possible. * Households with family commitments are a) a pregnant woman; (b) with whom a pregnant woman resides or might reasonably be expected to reside; or,(c) with whom dependent children reside or might reasonably be expected to reside.
Active, fulfilled lives	AFL19	Number of rough sleepers rehoused into accommodation		Yes (DLUHC monthly rough sleeping survey, no target set)	n/a	63	23	20	20	20	N/A reported quarterly	➔	Higher is better	84 per year (7 per month/ 21 per quarter)	No tolerance	The Rough Sleeping team have helped 3 people into secure accommodation, two direct from the streets and one form our discretionary Temporary accommodation, this number is lower than average but this due to lack of voids across provisions, we have quite a few cases waiting to move on once rooms become available. Our returning to rough sleeping number has reduced by one, but still remains our main focus on preventing a return to the streets. Our long-term rough sleepers has also reduced by one, this is to due to the amazing work carried out by a member of the team and medical provisions in facilitating one of our most entrenched complex cases into St Marys hospital where he is receiving medical support for his severe mental health needs.
Active, fulfilled lives	AFL24	Number of Temporary Accommodation placements out of NN area		Yes (DLUHC - quarterly H-CLIC returns, no target set)	TBD	n/a	n/a	n/a	n/a	0	0	➔	Lower is better	3	No tolerance	As a result of the team's efforts, there are no households placed out of area as at the end of November 2023.

Adults & Housing

Key Committment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP38	Percentage of rent collected.		No	n/a	96.51%	96.37%	97.28%	96.86%	96.86%	96.51%	⬇	Higher is better	97%	5%	This is a cumulative rent collected as a percentage of rent owed figure. The January 2024 data has been taken from week commencing 29th January therefore payments across several dates not included in reporting set for the month. The new introduction of Income Management system also saw delay in payments added to rent reporting system in both Kettering and Corby.
						110785845.69 out of 114789310.02	14564310.81 out of 15112272.58	45456854.22 out of 46729345.20	92181688.55 out of 95169006.90	92181688.55 out of 95169006.90	110785845.69 out of 114789310.02					
Safe and thriving places	STP11	Number of (council housing) lettings completed		Yes (Annual LAHS return to DLUHC, no target set)	n/a	445	137	131	177	56	N/A reported quarterly	⇧	No polarity	No target - tracking indicator only	N/A	The number of lets has increased from 131 in quarter 2 to 177 in quarter 3, giving a total lets to date of 445. The weekly voids meeting has proven effective in managing voids as they arise and progress into the letting stage.
Safe and thriving places	STP12	Number of (council house) dwellings vacant and ready to let at month end		Yes (Annual LAHS return to DLUHC, no target set)	n/a	n/a	n/a	n/a	n/a	7	3	⬇G	Lower is better	10	10 to 15	At the end of January 2024 there were 3 properties Ready to Let. The weekly void meetings are helping to ensure that this number is kept to a minimum.
Safe and thriving places	STP36	Number of voids - Kettering Area		No	n/a	n/a	n/a	n/a	n/a	47	51	⬆R	Lower is better	No target - tracking indicator only	N/A	This indicator provides a snapshot at the end of the month of the number of live Housing Revenue Account (HRA) voids. At the end of January 2024 there was a reduction of one in the number of voids compared with the previous month. The overall NNC snapshot was 106 compared with 107 at the end of December. Note: This is the number of HRA voids only and does not include non-HRA temp, acquisitions or Out of Management properties.
		Number of voids - Corby Area		No	n/a	n/a	n/a	n/a	n/a	60	55	⬇G				
Safe and thriving places	STP37a	Average time taken to re-let NNC standard void properties		Yes (Annual LAHS return to DLUHC)	8 weeks (56 days) House Mark	53.8 days	60.9 days	57.8 days	53.8 days	53.8 days	53.8 days	➔	Lower is better	56 days	56 to 60 days	The figure reported is the cumulative average turnaround time for those properties let in the month. This will help remove the impact of a long-term major void when it has been empty for a long time and provide a more accurate reflection of void turnaround for standard properties. In January 2024 there were 40 standard void properties let. The total number of void days for these 40 properties was 2143 days, which provides a monthly average turnaround for January of 53.6 days. This has given a cumulative average turnaround time of 53.8 days, which is less than the target of 56 days for the 4th consecutive month.
Safe and thriving places	STP37b	Average time taken to re-let NNC major void properties		No	n/a	251 days	217 days	248 days	254 days	251 days	251 days	➔	Lower is better	No target - tracking indicator only	N/A	In January 2024 there were 11 major void properties let. These 11 properties had a total number of void days of 2748. The cumulative average number of days remained at 251 days. Using turnaround days for major voids at the present time is not the best indicator as there is no set approach to how major voids are resourced has been agreed.

Adults & Housing

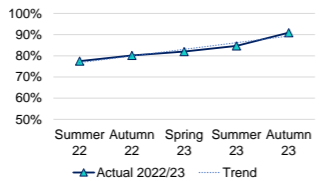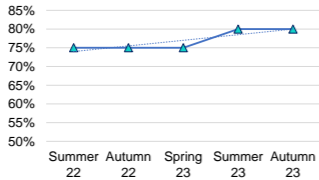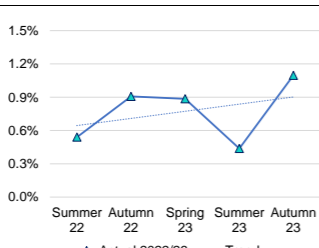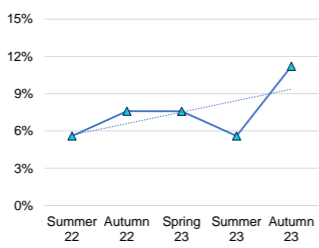| Key Committee nt	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP08	% of properties with a valid gas safety certificate		Yes (Regulator of Social Housing - TSM, no target set)	n/a	n/a	99.8%	99.8%	n/a	99.8%	99.8%	→	Higher is better	100%	99.5% and above is green, 99% and above is amber	As at the end of January 2024, 14 out of total 7,893 properties did not have a valid gas certificate. Of the 12 properties outstanding in the Corby area, 4 have court dates booked for 13/02/24 to obtain right of entry warrants. 5 properties are in the legal stages in order to apply for right of entry warrants. 2 properties have received letters advising them of the legal process. 1 property is awaiting repairs so that a gas engineer can return and service their appliance. In the Kettering area, the 2 outstanding properties are going through the legal process to gain access. (We are limited in the number of properties we can take to court each fortnight to obtain right of entry warrants, so this can impact compliance).
						n/a	7884 out of 7903	7879 out of 7898	n/a	7880 out of 7899	7879 out of 7893					
Safe and thriving places	STP09	Total number of emergency repairs completed		Yes (Regulator of Social Housing - TSM, no target set)	n/a	4185	1259	1331	1595	504	N/A reported quarterly	⇑	N/A - Tracking	N/A - monitoring levels of demand	N/A	This indicator measures the number of Emergency Responsive Repairs only which have been completed during the month. The number of emergency responsive repairs completed in October (557), November (534) and December (504) has been decreasing month on month, however the overall number completed in Quarter three has increased to 1595, compared with 1331 in quarter two of this year.
Safe and thriving places	STP10	Total number of non-emergency repairs completed			n/a	5191	1442	1886	1863	449	N/A reported quarterly	⇓	N/A - Tracking	N/A - monitoring levels of demand	N/A	This indicator measures the number of Non-Emergency Responsive Repairs only which have been completed during the month. The number of non-emergency responsive repairs completed in October (647) and November (767) remained high. There has been a decrease in the number of non-emergency repairs completed in December (449). The quarterly figure remains steady from 1886 non-emergency repairs completed in quarter 2, compared with 1863 completed in quarter 3.
Safe and thriving places	STP04	Number of active households on Keyways (as at 1st month)		No	n/a	n/a	5263	5642	5965	5965	5997	⇑	N/A - Tracking	N/A - monitoring levels of demand	N/A	This provides a snapshot of the number of applicants active on the Council's housing Register (Keyways). New applications being received remains high (see KW2). Please note that as applications are made active, previously active applications have the status changed to pending, suspended, closed, and housed. This figure therefore is not how many applications are being assessed in total. Annual renewals are currently suspended due to staff resources. Once in place this will reduce the active total due to applicants non-contact and change of circumstances.
Safe and thriving places	STP05	Number of new Keyways applications received		No	n/a	5817	1850	1793	1474	407	700	⇑	N/A - Tracking	N/A - monitoring levels of demand	N/A	700 new applications last month which was a significant increase on the previous month. Remains high figure of new applications each month. Average for the year to date 581 (last year for same period was 521).
Safe and thriving places	STP39	Number of repair jobs awaiting completion		No	n/a	Data unavailable	n/a	n/a	Data unavailable	Data unavailable	Data unavailable	N/A	N/A - Tracking	N/A - monitoring levels of demand	N/A	On review of the data, an error in the figures has been picked up. The 2023-24 data is currently being reviewed by the team and we will begin reporting in April 2024. In the interim, data on % of all responsive repairs completed within timescale can be provided. This is performing at 92.3% (9775) for year to date (Apr-Jan).
Safe and thriving places	STP40	Number of repair jobs awaiting completion which are outside of target timescale		No	n/a	Data unavailable	n/a	n/a	Data unavailable	Data unavailable	Data unavailable	N/A	N/A - Tracking	N/A - monitoring levels of demand	N/A	On review of the data, an error in the figures has been picked up. The 2023-24 data is currently being reviewed by the team and we will begin reporting in April 2024. In the interim, data on % of all responsive repairs completed within timescale can be provided. This is performing at 92.3% (9775) for year to date (Apr-Jan).

Children's Services

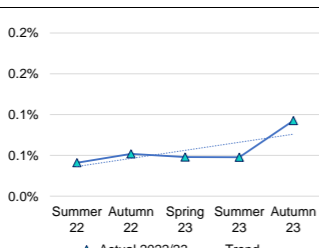**Children's Trust** (This data is for the whole of Northamptonshire)

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 2023-24	Quarter 2 2023-24	Quarter 3 2023-24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Better, brighter futures	BBF05 (KPI 2)	% of referrals with a previous referral within 12 months		Yes (also contractual) - target is contractual but not statutory	21.9% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	27.0% (7,491)	25.4% (2,585)	26.5% (2,006)	28.9% (2,279)	26.6% (578)	28.8% (621)	⬇A	Lower is better	29%	25% - 40%	Re-referrals have improved this month better than target. It remains an area of ongoing focus with audit and review for learning. Findings from the front door review and Ofsted focused visit incorporated in a transformation plan which has been developed with the partnership expected to positively impact on re-referral rate going forward. The dedicated education roles in Multi Agency Safeguarding Hub (MASH) are working positively with schools to ensure appropriate referrals, and compliments from schools about their roles are increasing. Steps have been taken to strengthen the Early Help partnerships with Partnership Support Team (Early Help MASH) being placed in the MASH pods and a leaner step down process. It is anticipated that the strengthened model in MASH and developments in CFSS (Children and Families Support Services) /Early Help will continue to support appropriate reduction going forward. Stepdown practice has been reviewed and warm handovers promoted. COVID: and cost of living crisis has an impact on volume and quality of re-referrals (Northamptonshire Children's Trust commentary).
Better, brighter futures	BBF06 (KPI 3)	% of single assessments authorised within 45 working days		Yes (also contractual) - target is contractual but not statutory	88% We are in the process of identifying more up to date benchmark data for this PI.	94.5% (8,868)	92.9% (2,792)	94.3% (2,695)	96.9% (2,575)	96.8% (776)	92.8% (806)	⬇A	Higher is better	85%	85% - 95%	Assessment timescales remain consistently above target and national average, decreasing slightly to 92.8% this month. All managers monitor this very closely via daily reports. A narrative is provided for cases that go beyond 45 days and this remains a very small minority. More appropriate staffing levels being achieved and sustained in the Duty and Assessment Team (DAAT). Improvements are also progressing in safeguarding teams. In addition to timeliness, we work on increasing the quality of assessments and more effective use of Signs of Safety (SofS) in our interventions (Northamptonshire Children's Trust commentary).
Better, brighter futures	BBF07 (KPI 8)	% Children in care with three or more placements in the previous 12 months		Yes (also contractual) - target is contractual but not statutory	10% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	12.3% (1,203)	11.1% (1,191)	12.4% (1,165)	12.3% (1,215)	12.3% (1,215)	12.3% (1,203)	➡	Lower is better	10%	5% - 15%	Performance has remained at 12.3% this month. Consideration of various options to improve sufficiency is continuing, including exploration of capital investment, additional in house resources, as well as improved engagement with the market. Two new emergency homes have been opened and valuing care project is progressing well. Through improved edge of care arrangements, the close oversight on admissions to care, and the developments within placement sufficiency, we are confident we can reduce the need for child to move home as frequently. Positively, Childrens Home Capital Programme application with the Department for Education (DfE) has been successful, and that should also support progress in this area. COVID: Placement sufficiency remains a challenge, sustained performance in this work should also have a positive impact on KPI 7 (Northamptonshire Children's Trust commentary).
Better, brighter futures	BBF08 (KPI 9)	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16		Yes (also contractual) - target is contractual but not statutory	56.95% Mean for Northamptonshire Children's Services LAIT near Neighbours 2021/22	61.5% (724)	62.7% (684)	65.3% (678)	62.5% (714)	62.5% (714)	61.5% (724)	⬇A	Higher is better	55%	50% - 60%	This month has seen performance decline to 61.5%, still comparing favourably with 58% across England. Focus in this area continues to be driven through arrangements with local colleges, the virtual school and the senior personal advisor (Education and Employment) with further review of contracted arrangements (Prospects) to be undertaken to ensure we have the best approach/ support for young people. Work with councils to ensure Education, Employment and Training (EET) opportunities and support is in place for our care leavers. COVID: has had a significant impact on the mental health and wellbeing of care leavers, targeted work support care leavers to access EET (Northamptonshire Children's Trust commentary).
Better, brighter futures	BBF09 (KPI 10)	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16		Yes (also contractual) - target is contractual but not statutory	89% (All English Authorities 2020/21 LG Inform)	95.2% (724)	95.5% (684)	96.0% (678)	89.9% (714)	89.9% (714)	95.2% (724)	⬆G	Higher is better	90%	85% - 95%	Performance for this month improved to 95.2% and compares favourably with the national average of 89%. There has also been an increase in the number of young people in the care leaver population. We know that we have some young people in unsuitable accommodation, including a number of young people sentenced to custody, and some who have no accommodation at all. We work hard to address this, tenaciously seeking to engage with young people who may see our attempts at support as interference. The care leavers housing protocol is in place and work is being progressed under the governance of a strategic group; this includes a review of the housing panels and engagement with the housing associations. Helpful discussions with colleagues in the Councils is placing the housing sufficiency needs of care leavers as central to their housing strategies. The Accommodation Transitions Panel is now in operation and ensures all young people have a comprehensive, accommodation-focused, shared, and timely transition plan (Northamptonshire Children's Trust commentary).

Children's Services

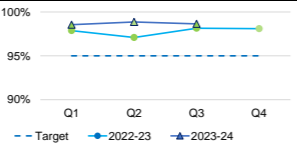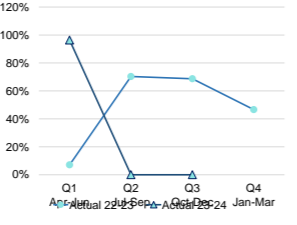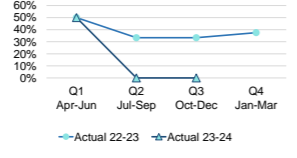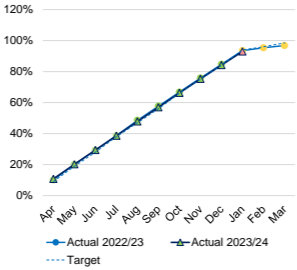| Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 2023-24	Quarter 2 2023-24	Quarter 3 2023-24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Better, brighter futures	BBF10 (KPI 19)	**% of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted**		Yes (also contractual) - target is contractual but not statutory	n/a	75% (24)	85.7% (7)	83.3% (6)	63.6% (11)	63.6% (11)	n/a quarterly reported	⬇R	Higher is better	72%	57% - 77%	Strengthened family finding and matching processes have been implemented which alongside improved permanency tracking arrangements have supported timely decision making process and ability to progress adoption placements. The use of foster to adopt placements have also positively influenced this performance indicator. COVID: it has taken longer for courts to hold final hearings which could have a longer term impact on this target (Northamptonshire Children's Trust commentary).
Better, brighter futures	BBF27 (KPI 5)	**% of initial child protection conferences held within 15 days of a strategy discussion being initiated**		Yes (also contractual) - target is contractual but not statutory	84.3% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	20.1% (963)	36.4% (343)	13.2% (288)	13.0% (221)	9.5% (42)	1.8% (111)	⬇A	Higher is better	81%	66% - 86%	Performance declined this month, to 1.8%. 111 children were taken to an Initial Child Protection Conference (ICPC) in January. The number of children who required their 1st review in Nov/Dec 23 continued to be high, after record numbers of ICPC's in August (130). All ICPC's must fit into already busy diaries, and saturation impacts on capacity. Permanent & additional Child protection (CP) Chair & business support recruitment is happening (some already in post) and will have a positive impact on this KPI, but may lead to quoracy difficulties / partnership attendance problems. This has been discussed with partners at Safeguarding Partnership Board. CP Chair average caseload has reduced recently from above 100 (above recommended levels) - this will also have a positive impact on this KPI. Multi-agency safety plans are in place for families waiting for a conference, but average no. days from strat. to ICPC in January = 39 (too long). As additional CP Chair capacity are being pushed back (within timescales) to create additional ICPC slots. Early Review Child Protection Conferences (RCPC's) are being pushed back (within timescales) to create additional ICPC slots. Lower numbers of conferences are late due to delayed convening requests from DAAT / Safeguarding; this is positive and managers remain vigilant. All ICPC's are tracked and referring managers are challenged to identify causes of delay and ensure individual, team or whole-service learning is addressed.
Better, brighter futures	BBF28	**Number of children with a Child Protection Plan**		Yes	565 Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	648	714	755	659	659	648	⬇	No polarity	TBD		The number of children subject to Child Protection Plans (CPP) decreased for the fifth successive month to 648 children at the end of January. The caseload has steadily decreased from the three-year peak of 771 children in August 2023 to its current size, which is the second lowest volume in the last 17 months. The latest caseload is also lower than three of the four previous months of January, with January 2022 being the exception. Overall, the cohort has decreased by a net 16.0% since the peak of August 2023. Other recent years registered smaller decreases or an increase during the corresponding months. An average of 672 children have been subject to Child Protection Plans in the last three months. This is slightly lower than the average for the corresponding months of last year (678 children) but higher than the same months two years ago (610) (Intelligent Client Function commentary).
Better, brighter futures	BBF29	**Number of children in care**		Yes	1,050 Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	1,203	1,191	1,179	1,215	1,215	1,203	⬇	No polarity	TBD		There were 1,203 children in care at the end of January 2024, 12 children fewer than were reported at the ten-month peak of 1,215 children in December. Leaving aside the particularly low volume reported in September (1,165 children), there has been an average of 1,200 children in care during 2023-24 so far. By comparison, an average of 1,214 children were in care during the corresponding months of 2022-23, a period which includes the all time peak of 1,241 children in November 2022. The latest caseload is, therefore, 38 children lighter than the record volume of 14 months ago. An average of 1,206 children have been in care in the last 4 months. This is lower than the average for the corresponding period last year (1,231) and, indeed, the same period in each of the preceding three years. Each of the last seven months have seen fewer children in care than the corresponding month in 2022-23, with the caseload for this year lighter by typically 30 children (Intelligent Client Function commentary).

Children's Services

Learning, Skills & Education

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 2023-24	Quarter 2 2023-24	Quarter 3 2023-24	December 2023/24	January 2023-24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Better, brighter futures	BBF12 (LS3a)	**% of primary schools judged as good or outstanding by Ofsted**			87% Mean for NNC Children's Services LAIT near neighbours 2021/22	**90.9%**	**82.0%**	**n/a Termly reported**	**90.9%**	**n/a Termly reported**	**90.9%**	⬆G	Higher is better	**Target under review**	n/a	The data for January 2024 indicates a continued positive trend in the percentage of primary schools were judged as Good or Outstanding by Ofsted, the percentage stands at 90.9%, sustaining the high performance observed in preceding months. Over the last twelve months, an average of 85% of primary schools were rated as good or outstanding by Ofsted. The January 2024 figure of 90.9% surpasses this average, indicating an exceptionally positive evaluation for this month. In October 2021, 73.6% of primary schools were judged as good or outstanding, and this figure has steadily increased over the subsequent months, reaching 90.9% in January 2024. (Children's Performance Team commentary)
						100 out of 110	91 out of 111		100 out of 110		100 out of 110					
Better, brighter futures	BBF13 (LS4a)	**% of secondary schools judged as good or outstanding by Ofsted**			80% Mean for NNC Children's Services LAIT near neighbours 2021/22	**80.0%**	**80.0%**	**n/a Termly reported**	**80.0%**	**n/a Termly reported**	**80.0%**	➡	Higher is better	**Target under review**	n/a	In January 2024, 80.0% of secondary schools were judged as good or outstanding by Ofsted. This marks a slight decrease from the previous month's 85.0%, but still maintains a positive trend observed since September 2023. Significant increases are observed since June 2023, suggesting a positive trend and potential improvements in the quality of secondary schools during the academic year. The last eight months consistently surpass 80.0%, marking an improvement compared to the period between November 2022 and May 2023 when performance fluctuated at 75.0%.

In the last twelve months, an average of 80% secondary schools were judged as good or outstanding by OFSTED. (Children's Performance Team commentary) |
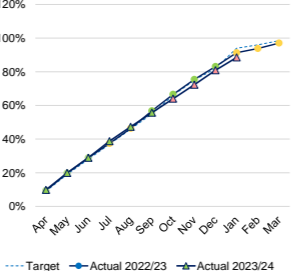| | | | | | | 16 out of 20 | 16 out of 20 | | 16 out of 20 | | 16 out of 20 | | | | | |
Better, brighter futures	BBF15 (LS6a)	**Rate of suspensions in primary aged pupils**			1.69% Mean for NNC Children's Services LAIT near neighbours 2021/22	**1.55%**	**0.32%**	**0.34%**	**0.87%**	**1.10%**	**n/a Termly reported**	**n/a cumulative**	Lower is better	**Target under review**	n/a	77 suspensions were issued in January 2024, the same volume reported in December 2023. A total of 348 (1.1%) suspensions were issued in Autumn Term 2023. The rate of suspension in Autumn Term 2023 is higher than Autumn Term 2022 (0.9%). Previously, 125 (0.4%) suspensions were issued in Summer Term 2023. This is outcome was better than the suspensions issued in Summer Term 2022 and Summer Term 2021. 174 suspensions are known to have been issued in the Summer Term 2022, 32% more than were issued in the Summer Term 2021. 226 suspensions were issued in Spring Term 2023, 3 suspensions less than in Spring Term 2022. By comparison, almost double the volume was issued in the covid-affected Spring Term 2021. The rate of suspension in primary aged pupils appeared to have decreased to 0.4% in Summer Term 2023. However, it has increased to 1.4% in Autumn Term 2023. (Children's Performance Team commentary)
						485 out of 31370	102 out of 31862	111 out of 32252	272 out of 31370	344 out of 31370						
Better, brighter futures	BBF16 (LS7a)	**Rate of suspensions in secondary aged pupils**			13.22% Mean for NNC Children's Services LAIT near neighbours 2021/22	**16.71%**	**4.55%**	**3.60%**	**8.67%**	**11.20%**	**n/a Termly reported**	**n/a cumulative**	Lower is better	**Target under review**	n/a	681 suspensions were issued in January 2024. This marks an increase of 15% since December 2023. A total 2,780 (11.2%) suspensions were issued for secondary aged pupils in Autumn Term 2023. By comparison, 29% less suspensions were issued in Autumn Term 2022 (1,848). This also marks a significant increase from the 5.5% suspensions reported in Summer Term 2023 and 5.9% reported in Spring Term 2023. A total of 1848 suspensions were issued in Autumn Term 2022, 44% more than were issued during in Autumn Term 2021. A total of 1,179 suspensions were issued in Summer Term 2023. Previously, 1337 suspensions were issued in the Summer Term 2022, 51% less than were issued in the Summer Term 2021. 1455 suspensions were known to have been issued in Spring Term 2023, a slightly worst performance compared to Spring Term 2022 for which 1211 suspension were reported. The lowest volume of suspensions in secondary aged pupils occurred in covid-affected Spring Term 2021, with only 319 issued suspensions. (Children's Performance Team commentary)
						4147 out of 24819	1114 out of 24494	880 out of 24434	2153 out of 24819	2780 out of 24819						
Better, brighter futures	BBF17 (NI 114a)	**Rate of Permanent exclusions from school - Total**			0.09% Mean for NNC Children's Services LAIT near neighbours 2021/22	**0.141%**	**0.035%**	**0.026%**	**0.078%**	**0.093%**	**n/a Termly reported**	**n/a cumulative**	Lower is better	**Target under review**	n/a	16 permanent exclusions were issued at the end of January 2024. This marks a decreased compared with last month. Previously, 11 permanent exclusions were issued in December 2023. November 2023 accounted highest number of permanent exclusions reported in twelve months. A total of 52 permanent exclusions were issued in Autumn Term 2023. This is higher than Autumn Term 2022, when 30 permanent exclusions were issued in total. A total of 24 permanent exclusions were issued in Summer Term 2023. A similar outcome was achieved in Summer Term 2022 (23 permanent exclusions). 33 permanent exclusions were known to have been issued in Spring Term 2023, a higher proportion compared to the same period last year. A total of 14 permanent exclusions were issued in Spring Term 2022, 14% less than were issued during covid-affected Spring Term 2021. 0.09% of permanent exclusions were issued in Autumn 2023, the highest rate reported so far. The current rate of permanent exclusion is considerably higher than in Autumn Term 2022 (0.05%) and Autumn Term 2021 (0.04%).(Children's Performance Team commentary)
						79 out of 56189	20 out of 56356	15 out of 56686	44 out of 56189	52 out of 56189						

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 2023-24	Quarter 2 2023-24	Quarter 3 2023-24	December 2023/24	January 2023-24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Better, brighter futures	BBF18b	% of EHC (education health care) plans completed in month issued within 20 weeks (including exceptions)	Actual 2023/24 — Actual 2022/23	Yes (part of SEN 2 return)	37.8% Mean for NNC Children's Services LAIT near neighbours 2021/22	64.3% / 306 out of 476	66.7% / 96 out of 144	80.2% / 150 out of 187	51.4% / 55 out of 107	35.0% / 14 out of 40	13.2% / 5 out of 38	⬇R	Higher is better	Target under review	n/a	13.2% of EHC plans were issued within 20 weeks (including exceptions) in January 2024. Performance has declined by 63% compared with last month. Additionally, this month marks the lowest performance in 14 months. By comparison, 100% of EHC plans were issued on time in January 2023. The six months prior to December 2023, registered between 56%-88% EHC plans issued within 20 weeks. Performance has declined by 50 percentage points since June 2023. Even so, the average of last twelve months compared favourably with last year's average: 65.1% of plans were issued on time (including exceptions) in the last 12 months, compared with an average of 49.7% of plans issued on time during the same period of last year (February-January). This marks an increase of 24% in twelve months. This month, 42 EHC plans were open and overdue at month end (including exceptions): 18 EHC plans were up to 5 weeks late, 14 plans were between 5-10 weeks late while 10 plans were over 10 weeks late. This is the highest number of overdue EHC plans in seven months. By comparison, 23 EHC plans were issued late in November 2023. (Children's Performance Team commentary).
Better, brighter futures	BBF19 (E1)	Percentage of school age Child/Children in Care (CiC) who had a PEP (personal education plan) in the previous academic term.	Actual 2022/23 — Trend		n/a	94% / 336 out of 338	n/a Termly reported	n/a Termly reported	n/a Termly reported	n/a Termly reported	99% / 336 out of 338	⬆G	Higher is better	95%	90% - 95%	
Better, brighter futures	BBF34	Percentage of persistently absent pupils - Primary	**14.9%** 2022/23 Full Academic Year		17.4% Mean for NNC Children's Services LAIT near neighbours 2021/22	14.9%	n/a Termly reported	n/a Termly reported	n/a Termly reported	n/a Termly reported	14.9%	n/a cumulative	Lower is better	Tracking	N/A	January 2024 = Full Academic Year Persistent Absence - 2022/23
Better, brighter futures	BBF35	Percentage of persistently absent pupils - Secondary	**26.3%** 2022/23 Full Academic Year		29.1% Mean for NNC Children's Services LAIT near neighbours 2021/22	26.3%	n/a Termly reported	n/a Termly reported	n/a Termly reported	n/a Termly reported	26.3%	n/a cumulative	Lower is better	Tracking	N/A	January 2024 = Full Academic Year Persistent Absence - 2022/23
Better, brighter futures	BBF22	Number of children missing education (previously named 'Number of children without a school place')	Actual 2022-23 — Actual 2023-24 — Old method - 2023-24	No		312	274	313	288	288	312	⬆R	Lower is better	Target under review	n/a	A total of 312 children were missing education at the end of January 2024, 8% more children missing than last month. 36.2% of children missing education are in SEN Support/ EHC Services, 48.1% are in School Admissions and 15.7% are in EIP Services. So far, August 2023 accounts for the highest proportion of children missing education (316). While the lowest proportion of children missing education was recorded in May 2023(198). An average of 277 children were missing education in the last five months. (Children's Performance Team commentary)
Better, brighter futures	BBF26	Attainment gap for disadvantaged children achieving grade 4 or greater in English & Maths (%) Key Stage 4	**-26.2%** 2022/23 Full Academic Year - Gap to Non-Disadvantaged Cohort in North Northants		National Average 2021/22 - 37.8%	-26.2%	n/a annually reported	n/a annually reported	n/a annually reported	-26.2%	n/a annually reported	n/a	Lower is better	N/A - Tracking	n/a	40.2% of the Disadvantaged pupil cohort achieved a grade of 4 or greater in English & Maths, 328 pupils out of 816. This is 31.9% lower than the national Non-Disadvantaged cohort at 72.1%. The gap to Non-Disadvantaged pupils nationally has improved by 5.5% from -37.4% in 2021/22, to -31.9% in 2022/23. The Disadvantaged cohort's English & Maths 4+ percentage has increased by 1.5% from 38.7% in 2021/22, to 40.2% in 2022/23. The Disadvantaged pupil cohort in North Northants are in percentile 62 for English & Maths 4+ when compared to other LAs.

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 2023-24	Quarter 2 2023-24	Quarter 3 2023-24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Better, brighter futures	BBF32	**Current number of home educated children**		Not yet statutory but reported as part of "Elective Home Education/ Children missing in education" data return to DfE.		**976**	**855**	**837**	**914**	**914**	**976**	⇧	No polarity	N/A - Tracking	n/a	The cohort of electively home educated comprised of 976 children in January 2024, of which 31.4% (306) children home educated for 2+ years, 20.6% (201) home educated between 1-2 years, 15.8% (154) home educated between 6-12 months, 14.5% (142) home educated between 3-6 months and 17.7% (173) home educated between 0-3 months. The children electively home educated cohort has increased by 6.4% compared with the previous month. There are now 62 children more than in December 2023. This marks a significant month-on-month increase. While the number of home educated children between 6-12 months decreased by 33 children, the population of home educated children between 0-3 months, 3-6 months, 1-2 years and +2years increased by 26, 31, 25 and 13 children respectively. Less than 800 children were electively home educated twelve months ago. The population of home educated children has increased by 18% (178) in twelve months. In Autumn Term 2023, an average of 870 children were home educated. By comparison, 21% less children were home educated in Autumn Term 2022. An average of 856 children were electively home educated in the last twelve months. This is 19.7% higher than the average during the same period of last year (687). (Children's Performance Team commentary)
Better, brighter futures	BBF33	**Number of children who are absent from education for prolonged periods** (Previously named 'Number of children currently missing from education (Year 1-11)')		Not yet statutory but reported as part of "Elective Home Education/ Children missing in education" data return to DfE.		**144**	**103**	**225**	**132**	**132**	**144**	⬆R	Lower is better	N/A - Tracking	n/a	144 children were absent from education for prolonged periods in January 2024. 69.4% (100) of children have been absent between 0-3 months, 16.7% (24) of children have been absent between 3-6 months, 9.7% (14) of children have been absent between 6-12 months, 4.2% (6) of children have been absent between 1-2 years. No children were absent for +2 years. The volume of children absent from education has slightly increased compared with the previous month. There are now 8 children more than in December 2023: while the number of children absent for +2 years and between 1-2 years remained the same, the number of children absent between 0-3 months, 3-6 months and 6-12 months increased by 8, 2 and 2 children respectively. An average of 146 were absent from education for prolonged periods in Autumn Term 2023. By comparison, an average of 184 children were absent from education in Autumn Term 2022. The cohort has decreased by 6.3% since February 2023 (twelve months ago) and by 36% since the first month of the academic year 2023-24.
Better, brighter futures	BBF36	**% Education Health Care Plan Annual Reviews completed within 4 weeks of meeting**		Statutory Duty but not reported		**59.5%** 987 out of 1659	**67.0%** 479 out of 715	**57.6%** 178 out of 309	**52.0%** 330 out of 635	**37.9%** 72 out of 190	N/A reported one month in arrears	⬇R	Higher is better	N/A - Tracking	n/a	37.9% of annual reviews were completed within 4 weeks of meeting in December 2023. Performance has declined compared with the previous month. Between 38%-61% of annual review were completed within 4 weeks of meeting in the last four months. Previously, April 2023 and May 2023 reported exceptionally high volumes for the annual reviews completed within 4 weeks of meeting. By comparison, 0.0% and 1.0% of annual reviews were completed on time during April 2022 and May 2022. Overall, the most recent months have produced the best performances in the last two years. An average of 44.9 of annual reviews were completed on time in the last twelve months. By comparison, 15.1% of annual reviews were completed on time during the same period of last year. (Children's Performance Team commentary)
Better, brighter futures	BBF30	**Percentage of Early Years PVI Settings (non-domestic) judged as Good or Outstanding by Ofsted/ISI**		No		**98%**	**99.0%**	**98%**	**98%**	**98%**	n/a quarterly reported	→	Higher is better	N/A - Tracking	n/a	98.0% of Early Years PVI (private, voluntary, independent) settings excluding domestic were rated as Good or Outstanding by OFSTED at the end of the December, the lowest proportion since November 2022 (91.6%). Perfect performance of 100% was achieved between December 2022 and February 2023. Prior to December 2022, performance was less stable: May 2022 saw 70.8% of settings excluding domestic were rated as Good or Outstanding. The subsequent seven months produced a period of instability but with performance usually under 95%. Since then, performance of at least 98% has been achieved (Children's Performance Team commentary).
Better, brighter futures	BBF31	**Percentage of Early Years PVI Settings Childminders judged as Good or Outstanding by Ofsted**		No		**99%**	**100.0%**	**99%**	**99%**	**99%**	n/a quarterly reported	→	Higher is better	N/A - Tracking	n/a	After four months in which 100% of PVI childminder settings were rated as Good or Outstanding by OFSTED, performance declined fractionally since September 2023, and remained stable in December 2023, 99.4% . Even so, it was the thirteenth successive month with at least 99% of PVI childminder settings holding either of the top two OFSTED ratings. Prior to December 2022, performance was less impressive: Only once in seven months were more than 86% of PVI childminder settings rated as Good or Outstanding by OFSTED, with a low of 70.4% reported in May 2022 (Children's Performance Team commentary).

Finance Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 23-24	Quarter 2 23-24	Quarter 3 23-24	Year to Date 2023/24	December 2023/24	January 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Finance																
Modern Public Services	MPS01	% of invoices paid within 30 days		Yes	n/a	98.6%	98.9%	98.6%	98.7%	98.6%	N/A reported quarterly	↓	Higher is better	95% subject to change from SLA review	Tolerance TBC	This KPI continues to exceed target and has reported over 98% each month of the quarter.
						8573 out of 8699	9457 out of 9566	9611 out of 9743	27641 out of 28008	9611 out of 9743	N/A reported quarterly					
Modern Public Services	MPS02	Estimated total value of contracts (over the contract term) awarded to local suppliers (post code starting "NN") following a procurement process being ran equal to and above £100k		No	n/a	96%	0%	0%	48%	0%	N/A reported quarterly	⇒	N/A	No Target - Tracking Only	No tolerance	In quarter 3, there were three (3) contracts awarded equal to or exceeding £100,000. "NNC - Windows and Doors" - this contract was procured via a direct award from an external framework, and awarded to one (1) non-local supplier. The awarded contract value was £314,000.00. "NNC - The Former Grange Methodist Church Site, Kettering - contract to construct 8 x residential dwellings" this contract was procured via an open tender, and awarded to one (1) non-local supplier. The awarded contract value was £1,616,148.00. "NNC Gym & Exercise Equipment" - this contract was procured via a direct award from an external framework, and awarded to one (1) non-local supplier. The awarded contract value was £250,000.00.
						Local spend of £3,512,750.00 from a total spend of £3,645,250.00	Local spend of £0 from a total spend of £4,316,099.10	Local spend of £0 from a total spend of £2,180,148.00	Local spend of £3,512,750.00 from a total spend of £10,141,497.10	Local spend of £0 from a total spend of £2,180,148.00	N/A reported quarterly					
Modern Public Services	MPS03	% count of local suppliers (post code starting "NN") awarded a contract following a procurement process being ran equal to and above £100k		No	n/a	50%	0%	0%	25%	0%	N/A reported quarterly	⇒	N/A	No Target - Tracking Only	No tolerance	In quarter 3, there were three (3) contracts awarded equal to or above £100,000. All three (3) were awarded to different non-local suppliers.
						1 local supplier out of a total of 2 suppliers from 2 contracts	0 local suppliers out of a total of 8 suppliers from 7 contracts	0 local suppliers out of a total of 3 suppliers from 3 contracts	1 local supplier out of a total of 13 suppliers from 12 contracts	0 local suppliers out of a total of 3 suppliers from 3 contracts	N/A reported quarterly					
Revenues & Benefits																
Modern Public Services	MPS05	% of council tax collected in the year debit raised		Yes, reported on a quarterly basis but no target set by government	95.97% (Mean Average CIPFA Near Neighbours - LG Inform 2022/23)	29.39% (YTD) 104.96% achieved of the target (28.00%)	56.98% (YTD) 101.75% achieved of the target (56.00%)	84.16% (YTD) 100.19% achieved of the target (84.00%)	92.96% (YTD) 98.89% achieved of the monthly target (94.00%)	84.16% (YTD) 100.19% achieved of the monthly target (84.00%)	92.96% (YTD) 98.89% achieved of the monthly target (94.00%)	↓ (Cumulative KPI so direction of travel is based on the % achieved of the target)	Higher is better	98% (Annual target)	No tolerance	Performance has dipped below target but was expected following system conversion at Corby and the impact of the new income management system implementation.
						£71,233,944.18 (collected YTD)	£67,038,847.66 (collected in Q2)	£66,116,311.04 (collected in Q3)	£21,389,732.31 (collected in Jan)	£21,526,529.06 (collected in Dec)	£21,389,732.31 (collected in Jan)					
Modern Public Services	MPS04	% of business rates collected in the year debit raised		Yes, reported on a quarterly basis but no target set by government	97.13% (Mean Average CIPFA Near Neighbours - LG Inform 2022/23)	28.92% (YTD) 103.29% achieved of the target (28.00%)	55.72% (YTD) 99.50% achieved of the target (56.00%)	80.88% (YTD) 96.29% achieved of the target (84.00%)	88.51% (YTD) 94.16% achieved of the monthly target (94.00%)	80.88% (YTD) 96.29% achieved of the monthly target (84.00%)	88.51% (YTD) 94.16% achieved of the monthly target (94.00%)	↓R (Cumulative KPI so direction of travel is based on the % achieved of the target)	Higher is better	98% (Annual target)	No tolerance	Performance is below target, this was anticipated due to the cost of living issues and current economic climate, plus the impact of the Corby system conversion and the new income management system implementation.
						£47,126,437.48 (collected YTD)	£42,700,607.20 (collected in Q2)	£40,780,044.62 (collected in Q3)	£12,038,490.62 (collected in Jan)	£13,784,546.63 (collected in Dec)	£12,038,490.62 (collected in Jan)					

North Northamptonshire Council Performance Report - December (Quarter 3) 2023

Key to Performance Status Colours

Progress Status Key:

Green - On target or over-performing against target
Amber - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance as specified)
Red - Under-performing against target by more than 5% (or other agreed tolerance as specified)
Dark Grey - Data missing
Grey - Target under review
Turquoise - Tracking Indicator only

Children's Trust Progress Status Key:

Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

Direction of Travel Key

An acceptable range = within 5% of the last period's performance

↑G	Performance has improved from the last period – Higher is better
↓G	Performance has improved from the last period – Lower is better
↑	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Lower is better
→	Performance has stayed the same since the last period
↓	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Higher is better
↑R	Performance has deteriorated from the last period – Lower is better
↓R	Performance has deteriorated from the last period – Higher is better
⇑	Actual increased - neither higher or lower is better
⇨	Actual has stayed the same since the last period - neither higher or lower is better
⇓	Actual decreased - neither higher or lower is better

Children's Trust Direction of Travel Key

↑G	Performance improved since last month
→	Performance the same as last month
↓A	Performance declined since last month

Performance Terminology key

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

Customer & Governance													
Organisational workforce data from Human Resources													
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Year to Date 2023-24	Quarter 1 2023-24	Quarter 2 2023-24	Quarter 3 2023-24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Modern Public Services	MPS06	**Average number of working days lost per Full time Equivalent (FTE) employee (short term)**		No (Nationally Reported so able to benchmark)	13.1 (Mean average CIPFA near neighbours 2020/21)	**2.62 Fte days lost per Fte employee**	**0.7 Fte days lost per Fte employee**	**0.8 Fte days lost per Fte employee**	**1.1 Fte days lost per Fte employee**	⬆️R	Lower is better	Full year 3.3 (0.83 per quarter)	15% (up to 0.95 per quarter)	Long Term sickness remains unchanged from the previous quarter and slightly higher than the same quarter last year (2.2), short term sickness has seen an increase which is to be expected during the winter months but is lower than the same quarter last year (1.2). Overall the total sickness level is the same as Q3 last year.
	MPS07	**Average number of working days lost per Full time Equivalent (FTE) employee (long term)**			9.9 (LG English Unitary national average 21/22)	**6.4 Fte days lost per Fte employee**	**1.9 Fte days lost per Fte employee**	**2.3 Fte days lost per Fte employee**	**2.3 Fte days lost per Fte employee**	➡️	Lower is better	Full year 6.5 (1.63 per quarter)	15% (up to 1.87 per quarter)	
Modern Public Services	MPS11	**Amount of Spend on Agency Staff within each Directorate** **(TOTAL SPEND - finance data, including opus spend and off-contract spend)**		No		£16,291,764	£5,172,498	£5,856,021	£5,263,244	⬇️G	Lower is better	**No target - tracking indicator only**	N/A	Reduction from previous quarter however finance have advised only 3 invoices were paid this month so there is likely to be an increase in Q4 figures

Customer & Governance								
Organisational Workforce data from Human Resources								
Data as at 31st December 2023			Adults, Health Partnerships and Housing	Chief Executive Office	Childrens Services	Customer & Governance	Finance & Performance	Place and Economy Services	NNC Total
Employees	MPS08	*Headcount*	1393	59	206	229	186	631	**2704**
		Fte	1195.53	54.35	190.55	200.38	170.84	589.78	**2401.43**
Posts	MPS44	*Headcount*	2138	89	275	411	252	854	**4019**
		Fte	1740.07	86.72	255.01	281.85	237.66	775.04	**3376.35**
Vacancies	MPS09	*Number**	35	2	3	3	0	2	**45**
		Fte							**0.00**
Agency	MPS10	*Temporarily Covering Vacancies*	160	11	43	17	21	63	**315**
	MPS45	*Supernumerary*			18			29	**47**
	MPS11	*Total Agency Spend (£000s)*	£1,791	£212	£1,302	£446	£111	£1,401	**£5,263**
Absence (Quarterly and Projected are shown as Fte days lost per Fte employee)	MPS49	*% of workforce to have sickness***	34%	18%	22%	26%	25%	28%	**30%**
	MPS50	*No' of emp'ees to hit trigger****	82	1	3	11	3	28	**128**
	MPS07	*Quarterly (Long Term)*	2.6	2.1	0.4	3.0	0.8	2.3	**2.3**
	MPS06	*Quarterly (Short Term)*	1.3	0.6	0.8	1.0	0.8	1.0	**1.1**
	MPS51	*Projected (23/24)*	14.6	5.2	6.3	11.7	6.4	11.1	**12.0**
Voluntary Turnover	MPS46	*No' of Voluntary Leavers (Employees)*	39	1	7	6	3	13	**69**
		% of workforce (quarterly)	2.8%	1.7%	3.4%	2.6%	1.6%	2.1%	**2.6%**
		Rolling Voluntary T/O	12.3%	15.0%	12.8%	8.0%	8.4%	9.6%	**11.1%**
Starters	MPS48	*No' of Starters (Employees)*	58		6	7	8	8	**87**
		% of workforce (quarterly)	4.2%	0.0%	2.9%	3.1%	4.3%	1.3%	**3.2%**

Absence Benchmark - 9.9 (Long Term 6.5, Short Term 3.4)
Turnover Benchmark - 12.7%

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

* vacancies currently advertised on e-recruitment
** Average employee headcount for the quarter divided by the number of unique resource ID's to have had sickness for the quarter
*** unique resource ID's to have hit a trigger for the quarter (Triggers could be: 3 or more instances in a 3 month rolling period; 6 or more instances in a 12 month rolling period; patterns of absence causing concern e.g. repeat days of a week; a period of long-term sickness absence lasting 21 or more calendar days.)

This page is intentionally left blank

North Northamptonshire Council

Corporate Scrutiny Committee

Tuesday 9th April 2024

Report Title	Forecast Draft Outturn for 2023/24 at 31st January 2024 (Period 10)
Report Author	**Janice Gotts** **Executive Director of Finance and Performance** **Janice.gotts@northnorthants.gov.uk**

Are there public sector equality duty implications?	☐ Yes ☒ No
Does the report contain confidential or exempt information (whether in appendices or not)?	☐ Yes ☒ No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	
Which Corporate Plan priority does the report most closely align with? Our priorities for the future | North Northamptonshire Council (northnorthants.gov.uk)	All

List of Appendices

Appendix A – Budget Forecast 2023/24 as at Period 10

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 10 and was presented to the Executive at its meeting on 14th March 2024.

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 14th March 2024.

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 as at 31st January (Period 10) 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 14th March 2024. 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 January 2024 (Period 10) for the General Fund is an overspend of £11.036m and an overspend of £128k for the Housing Revenue Account, the Dedicated Schools Grant is forecasting a £9.115m overspend.

5. Issues and Choices

5.1. The 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. Next Steps

6.1. Future Budget Monitoring reports will be the presented to the Corporate Scrutiny Committee for them to note and comment on the Council's forecast outturn position for 2023/24.

7. Implications (including financial implications)

7.1. **Resources, Financial and Transformation**

7.1.1. As outlined in report at Appendix A (Section 9.1).

7.2. **Legal and Governance**

7.2.1. As outlined in the report at Appendix A (Section 9.2).

7.3. **Relevant Policies and Plans**

7.3.1. As outlined in the report at Appendix A (Section 9.3).

7.4. **Risk**

7.4.1. As outlined in the report at Appendix A (Section 9.4).

7.5. **Consultation**

7.5.1. As outlined in the report at Appendix A (Section 9.5).

7.6. **Consideration by the Executive**

7.6.1. The Executive considered the Period 10 - Budget Forecast Report 2023-24 at its meeting on the 14th March 2024. The recommendations are outlined in the report at Appendix A (Section 3.1).

7.7. **Equality Implications**

7.7.1. None – as outlined in the report at Appendix A (Section 9.8).

7.8. **Climate Impact**

7.8.1. As outlined in the report at Appendix A (Section 9.9),

7.9. **Community Impact**

7.9.1. As outlined in the report at Appendix A (Section 9.10).

7.10. **Crime and Disorder Impact**

7.10.1. As outlined in the report at Appendix A (Section 9.11).

8. Background Papers

8.1. As outlined in the report at Appendix A (Section 11).

This page is intentionally left blank

EXECUTIVE
14th March 2024

Report Title	**Budget Forecast 2023-24 at Period 10**
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	☐ Yes	☒ No
Is the decision eligible for call-in by Scrutiny?	☐ Yes	☒ No
Are there public sector equality duty implications?	☐ Yes	☒ No
Does the report contain confidential or exempt information (whether in appendices or not)?	☐ Yes	☒ No
Applicable paragraph number for exemption from publication under Schedule 12A Local Government Act 1974		

List of Appendices

Appendix A – Savings Schedule

1. **Purpose of Report**

1.1. The revenue budgets (2023/24) and Medium-Term Financial Plans for North Northamptonshire Council for the General Fund and the Housing Revenue Account were approved by Council at its meeting on 23rd February 2023. The purpose of this report is to set out the forecast outturn position for the Council for 2023/24 for the General Fund the Housing Revenue Account and the Dedicated Schools Grant.

1.2. This monitoring report sets out the material financial issues identified since the 2023/24 budget was set, based on the income and expenditure as at the end of January 2024 (Period 10) and reflects the views of the Assistant Directors and budget managers within the Directorates.

1.3. As part of the ongoing monitoring process, work will continue to examine income and expenditure and activity data, against the available budgets to support the position presented and help to shape the medium-term financial plan.

2.   Executive Summary

2.1   This report provides commentary on the Council's forecast for the revenue outturn position 2023/24. This is an indication based on information available as at Period 10 (January 2024) – the forecast position for each of the funds is as follows:

- General Fund - overspend of £11.036m - (Period 9 - £10.121m).
- Housing Revenue Account – overspend of £128k – (Period 9 – £26k).
- Dedicated Schools Grant is forecasting a pressure of £9.115m (Period 9 - £9.100m).

2.2   There are number of pressures and savings across the General Fund – the main ones are set in this Executive Summary.

2.3   The main pressure relates to the Children's Trust – the total contract value for the Children's Trust is £150.938m. The Council's share of this is £66.654m this reflects how the contract sum is split between North Northamptonshire Council (44.16%) and West Northamptonshire Council (55.84%).

2.4   The Children's Trust are forecasting an overspend of £30.902m – this is an increase of £1.232m to that previously reported to the Executive where the forecast pressure was £29.670m.   The cost to the Council based on an overspend of £30.902m is **£13.646m**. 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 £7.672m which formed part of the contract sum. At present, the Trust is forecasting that £1.070m of these savings are at risk of non-delivery and are rated as Amber this could increase the overall pressure from £30.902m to £31.972m

2.5   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 need, a high number of vacancies, and backlog of historic assessments. The net staffing pressure amounts to **£1.377m**.

2.6   The annual budget for the PPP Shaw contract which is for the provision of six residential care homes across North Northamptonshire for the over 65s is £9.8m. There is a forecast pressure of **£970k** in relation to this contract. There is a net forecast pressure of **£12.846m** in relation to Third Party Payments in independent care spend including Residential and nursing care for both 65+ year old and the 18-64 years old clients. These pressures have been partially offset by net savings of **£1.953m** within Commissioning and Performance.

2.7   The income from Leisure facilities is forecast to be **£400k** greater than budget, this is as a result of changes in VAT.

2.8   There are net savings of **£2.202m** across the Place and Economy Directorate the main savings relate to additional income of £712k from the commercial investment portfolio.

2.9 There are pressures of **£654k** relating to increased bank charges of £232k, unrealised internal interest income of £267k and recovery of debt management expenses of £155k.

2.10 The main saving to offset the pressures comes from additional investment income of **£5.810m** this reflects, the increase in the Bank of England base rate on future investments and is based on an average cash balance of £175.6m at a weighted average rate of 5.04% for a full year.

2.11 There are further savings of **£1.406m** this relates to annual increments that have been charged across the authority and the cost of this has been absorbed through existing budgets as such the increments have been reflected as a saving. There are also savings of **£1.315m** on the employers pension contributions and net staff savings of **£1.335m** across Enabling Services.

2.12 The proposals for the new pay and grading structure are yet to be agreed, however the budget reflected the cost for a full year. It is now anticipated that this would not be implemented until February 2024, savings of **£2.066m** have been reflected in the Period 8 monitoring which is equivalent the costs over a 10-month period.

2.13 It is estimated that Business Rates income for 2023/24 is **£3.142m** above the original budget, this has been reflected in the monitoring and results in the resources line increasing from £339.034m to £342.110m.

2.14 There are further net additional pressures of **£1.172m** which result in an overall pressure of **£11.036m**.

2.15 The summary position relating to the Housing Revenue Account is set out in Sections 4.6 to 4.8 and the detail is set out in Section 6 of this report. The summary position relating to the DSG is set out in Sections 4.9 to 4.10 and the detail is set out in Section 7 of this report.

2.16 The forecast presented in this report is based on the best available data and information of the operations of the Council and represents the view of the Budget Holders and Directors.

2.17 In order to help safeguard the financial position of the Council, officers will continue to seek efficiencies in year to offset the forecast overspend. The Council has a contingency budget and reserves available to call on to help fund in-year pressures, however, it will look to achieve alternative mitigations in the first instance before these are applied.

2.18 National factors continue to be challenging and the Council, like its residents and businesses are facing inflationary pressures which impacts on the cost of services with CPI in January 2024 remaining unchanged at 4%. UK interest rates were left unchanged for the fourth consecutive time at 5.25% following the meeting on 1st February 2024. Interest rates were already at their highest for 15 years. The Bank of England had previously raised rates for the past 14 times in a row.

3. Recommendations

3.1 It is recommended that the Executive:

   a) Note the Council's forecast outturn position for 2023/24 as summarised in Section 4, alongside the further analysis, risks and other considerations as set out in Section 5 to Section 7 of the report.

   b) Note the assessment of the current deliverability of the 2023/24 savings proposals in **Appendix A**.

3.2 Reason for Recommendations – to note the forecast financial position for 2023/24 as at Period 10 and consider the impact on this year and future years budgets.

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

4. Report Background

General Fund

4.1 The Council's Revenue Budget for 2023/24 was set at the Council meeting on 23rd February 2023. The overall outturn forecast for the <u>General Fund</u> for 2023/24, as at Period 10 is a forecast overspend of £11.036m (Period 9 - £10.121m) against a budget of £339.034m. This is summarised in the Table below.

Description	Net Budget	Forecast Position 31/03/24	Forecast Variance 31/03/24	Forecast Variance 31/03/24
	£'000	£'000	£'000	%
Net Available Resources	**339,034**	**342,176**	**(3,142)**	**-1%**
Total Corporate Costs	**23,079**	**14,451**	**(8,628)**	**-37%**
Children & Education	70,187	85,047	14,860	20%
Adults, Health, Partnerships and Housing	126,183	138,449	12,266	9%
Public Health & Communities	8,955	8,730	(225)	-3%
Place & Economy	70,421	68,219	(2,202)	-3%
Enabling & Support Services	40,209	38,316	(1,893)	-5%
Total Directorate Costs	**315,955**	**338,761**	**22,806**	**7%**
Total Costs	**339,034**	**353,212**	**14,178**	**4%**
Net Position	**0**	**11,036**	**11,036**	**3%**

Note – Favourable variances are shown in brackets.

4.2 The forecast position at Period 10 is an overspend of £11.036m (Period 9 - £10.121m). The following table summarises the overspend.

	Report Ref	Net Budget	P9 Forecast	Movement in Forecast	P10 Forecast	
		£000	£000	£000	£000	%
Children & Education		**70,187**	**14,130**	**730**	**14,860**	**21.17**
Assistant Director of Education	5.14	5,793	859	49	908	15.67
Commissioning & Partnerships	5.16	1,114	169	137	306	27.47
Northamptonshire Childrens Trust - NNC Only	5.19	63,280	13,102	544	13,646	21.56
Adults, Health, Partnerships & Housing		**126,183**	**10,880**	**1,386**	**12,266**	**9.72**
Adult Services	5.33	99,898	11,285	1,300	12,585	12.60
Safeguarding and Wellbeing	5.36	9,901	178	0	178	1.80
Commissioning & Performance	5.38	13,677	(983)	0	(983)	0.00
Strategic Housing, Development and Property Services	5.40	2,707	400	86	486	17.95
Public Health & Communities		**8,955**	**(260)**	**35**	**(225)**	**0.00**
Public Health	5.43	0	0	0	0	0.00
Communities & Leisure	5.46	8,955	(260)	35	(225)	0.00
Place & Economy		**70,421**	**(1,742)**	**(460)**	**(2,202)**	**0.00**
Assets & Environment	5.49	4,039	(1,315)	(269)	(1,584)	0.00
Growth and Regeneration	5.51	4,601	141	(142)	(1)	0.00
Highways & Waste	5.53	57,880	(377)	(156)	(533)	0.00
Regulatory Services	5.55	3,236	(268)	86	(182)	0.00
Directorate Management	5.57	665	77	21	98	14.74
Enabling & Support Services		**40,209**	**(1,593)**	**(300)**	**(1,893)**	**0.00**
Finance & Performance	5.58	16,970	(1,516)	131	(1,385)	0.00
Chief Executive's Office	5.60	1,357	(454)	(16)	(470)	0.00
Chief Infromation Officer	5.62	10,413	379	(68)	311	2.99
Human Resources	5.64	3,931	(50)	(180)	(230)	0.00
Legal & Democratic Services	5.66	5,306	233	(325)	(92)	0.00
Customer Services	5.68	2,232	(185)	158	(27)	0.00
Available Resources	4.5	**0**	**(2,666)**	**(476)**	**(3,142)**	**0.00**
Corporate Costs	5.2	**23,079**	**(8,628)**	**0**	**(8,628)**	**0.00**
Total		**339,034**	**10,121**	**915**	**11,036**	**3.26**

Note – Favourable variances are shown in brackets.

4.3 The net budget was increased by £482k from £336.590m in Period 2 to £337.072m in Period 3. This reflects the use of the Climate Change reserve to support the development and operation of climate change projects and

Page 173

initiales which was approved by the Executive at the meeting on 12th July 2023.

4.4   The net budget was increased in Period 6 by £1.962m from £337.032m to £339.034m. This reflects the use of the Transformation Reserve to fund the Education Case Management System (£1,362m) and the Development and Regulatory Case Management System (£600k).

4.5   It is estimated that Business Rates income for 2023/24 is £3.142m above the original budget, £2.666m was reflected in the Period 7 monitoring. In the Final Finance Settlement announcements, the Government confirmed that it would be redistributing £100m from the levy account surplus for the Business Rates Retention System in 2023/24. This is as a result, of the levy payments made by authorities being greater than the safety net payments being made by the Government to authorities which has generated a surplus. North Northamptonshire Council will receive a payment of £476k, together with the increase in Business Rates income, this has resulted in the resources line increasing from £339.034m to £342.110m.

Housing Revenue Account

4.6   The Housing Revenue Account (HRA) is a separate ring-fenced account within the Council for the income and expenditure associated with its housing stock. The HRA does not directly impact on the Council's wider General Fund budget or on the level of council tax. Income to the HRA is primarily received through the rents and other charges paid by tenants and leaseholders.

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

- the Corby Neighbourhood Account - responsible for the stock that was managed by Corby Borough Council and
- the Kettering Neighbourhood Account - responsible for the stock that was managed by Kettering Borough Council.

4.8   The Council's overall outturn forecast for the Housing Revenue Account as at Period 10, is a forecast overspend of £128k (Period 9 - £26k overspend) against the approved budget of £38.752m. This is summarised in the table below and further details are set out in Section 6. It is important to note that this is subject to continual review.

Housing Revenue Account Forecast Outturn 2023/24				
	Budget			
Directorate	**Expenditure**	**Income**	**Net**	**P10 Forecast Variance at 31/03/24**
	£'000	**£'000**	**£'000**	**£'000**
Corby Neigbourhood Account	21,481	(21,481)	0	(266)
Kettering Neighbourhood Account	17,271	(17,271)	0	394
Net Position 2023/24 (under)/over	**38,752**	**(38,752)**	**0**	**128**

Dedicated Schools Grant

4.9 The Dedicated Schools Grant (DSG) is a ringfenced grant allocated to Local Authorities by the government to support a range of education related services.

4.10 The Council's overall outturn forecast for the DSG as at Period 10, is a forecast pressure of £9.115m (Period 9 - £9.100m) the Net Spend is forecast to be £130.422m less £720k from reserves resulting in spend of £129.702m against the approved budget of £120.587m. 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**	**July DSG Allocation Adjustment**	**Nov DSG Allocation Adjustment**	**Revised Budget**	**Recoupment**	**Net Budget**	**Forecast Net Spend**	**Variance**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Schools Block	270,284	0	0	270,284	222,910	47,374	47,374	0
Central Schools Block	3,287	0	0	3,287	0	3,287	3,666	379
High Needs Block	57,851	74	(6)	57,919	11,152	46,767	55,503	8,736
Early Year Block	23,541	(382)	0	23,159	0	23,159	23,159	0
Total	**354,963**	**(308)**	**(6)**	**354,649**	**234,062**	**120,587**	**129,702**	**9,115**

National Context

4.11 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.

4.12 The Bank of England kept the Base Rate unchanged at 5.25% on 1st February 2024. There had previously been fourteen consecutive increases since December 2021 and the rate is at its highest level for 15 years (February 2008 – 5.25%). The next Bank of England meeting where Base Rates will be considered is scheduled for Thursday 21st March 2024.

4.13 The 12-month CPI figure for January 2024 is 4.0% (December 4.0%) and the 12-month RPI figure for January 2024 is 4.9% (December 5.2%).

4.14 Councils like most organisations have experienced the impact of significant price rises, particularly around fuel and energy costs (for example, the street lighting PFI). A number of services are provided under contract, and the

Authority is experiencing some pressure from suppliers regarding current arrangements and any new contracts entered in to. As part of the budget setting for 2023/24, the Council included growth to address forecast inflationary increases in light of the position known at the time.

4.15 Further risk to Local Government funding comes from the high street as individuals have less disposable income and businesses face higher energy and supply costs. This poses a risk for the Council's future income generation from business rates should businesses cease to trade. It may also see more people seeking to access Council Tax Support and other financial support which could reduce the overall Council Tax yield. The 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.

4.16 Alongside this there is a recognition that the demand for services may increase which will need to be taken into account as part of financial and service planning.

4.17 The context of the national and global economy along with potential changes to the local government financial landscape in the future through reforms are key considerations for the Council.

5. Overview of Forecast Position 2023/24

Available Resources and Corporate Costs

5.1 The Council is responsible for the collection of local taxes (Council Tax and Business Rates). At the end of January 2024 92.96% of Council Tax had been collected (January 2023 – 93.53%). Business Rates collection was 88.51% at the end of January 2024 (December 2023 – 89.36%).

Corporate Resources

5.2 The total net budget for Corporate Resources is £23.079m. The composition of the budget together with the forecast variances are shown in the following Table.

Description	Net Budget	P10 Forecast Variance	
£'000	£'000	£'000	%
Corporate Contingency	1,524	0	0.00
Minimum Revenue Provision (MRP)	7,970	0	0.00
Pay Contingency	1,406	(1,406)	(100.00)
Pay and Grading Review	2,479	(2,066)	(83.34)
Treasury	8,830	(5,156)	(58.39)
Bad Debts Provision	870	0	0.00
Total	**23,079**	**(8,628)**	**(37.38)**

5.3 The Council's Corporate Contingency Budget for 2023/24 was £3.746m, which represents around 1% of the net budget. The contingency budget is held to meet unknown or unplanned / unbudgeted costs. The recent pay award has resulted

in a pressure of £2.222m this has been funded from the Contingency Budget leaving a balance of £1.524m. At this stage the Contingency Budget is currently assumed to be used in full during the year and this will include inflationary and demand pressures.

5.4   The Minimum Revenue Provision (MRP) reflects the minimum amount a Council must charge to the revenue budget each year to set aside a provision for repaying borrowing. This has been calculated as £7.970m which was an increase of £1.538m from 2022/23 and ensures that the provision is aligned to the MRP policy moving into the medium term.

5.5   The Council had set aside £5.708m in 2023-24 as a Pay Contingency to allow for annual increments and potential pay changes of 4%, as detailed at Section 5.3 the additional pressure from the payaward of £2.222m was funded through the Corporate Contingency Budget. This budget was allocated to services in Period 8 to meet the increase costs. The annual increments have been charged across the authority and the cost of this has been absorbed through existing budgets, resulting in a saving within the overall Pay Contingency of £1.406m.

5.6   Additionally, a pressure of £2.479m was included in the 2023-24 budget, which reflected the initial costings for the implementation of the Pay and Grading review for staff recruited to interim contracts with North Northamptonshire Council, which is predominantly staff that have been appointed since 1st April 2021. Other staff transferred across to the new unitary authority on their existing terms and conditions through TUPE arrangements. The new pay and grading structure was implemented from 1st February, the budget reflected the cost for a full year and savings of £2.066m were reflected in the Period 8 monitoring which is equivalent to the costs over a 10-month period.

5.7   The net Treasury Management Budget for 2023/24 is £8.830m. The composition of the budget and the forecast outturn is as follows:

Description	Net Budget	P9 Forecast Variance
£'000	£'000	£'000
Investment Income	(3,173)	(5,810)
Borrowing Costs	11,273	0
Other Treasury Management costs	730	654
Total	8,830	(5,156)

5.8   The movement for investment income reflects the increase in the Bank of England base rate on future investments and is based on an average cash balance of £175.6m at a weighted average rate of 5.04% for a full year. This offsets the additional pressure of £654k, relating to increased bank charges of £232k, unrealised internal interest income of £267k and recovery of debt management expenses of £155k.

5.9   If interest rates remain high over the longer term this will also create risk in relation to acquiring new loans to finance future capital programmes. The

current PWLB rate for borrowing over a 30-year period is around 5.50%, for every £1m borrowed this would be an additional interest payable of £55,000.

5.10 There continues to be risks around the overall cash and loan position for North Northamptonshire, not only from a volatile marketplace, but also due to the outstanding legacy audits for 2020/21 and the disaggregation of the opening position from Northamptonshire County Council. Any changes in these risks and balances will be reflected in future forecasts.

5.11 The bad debt provision for 2023/24 amounts to £870k – the bad debts position is based on the age of the debt which reflects the risks associated with the collection of the debt and is forecast to be delivered on budget.
Directorate Budgets

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

Children's Services Directorate

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

Assistant Director of Education

5.14 The **Assistant Director of Education** is responsible for all learning, pupil attainment and achievement and school improvement functions. The forecast outturn position for the **Assistant Director of Education** is set out in the following table (Period 9 - £859k).

Assistant Director of Education	£'000
Expenditure	10,156
Income	(4,363)
Net Budget	**5,793**
Forecast	6,701
Variance	**908**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	8,569	1,377	16.07
2	Supplies and Services	1,259	(187)	(14.85)
3	Income	(4,363)	(373)	8.55
4	Other budgets	328	91	27.74
	Total	**5,793**	**908**	**15.67**

1) The budget pressure within Education Services predominantly relates to staffing costs. The Education Health and Care (EHC) service is continuing to rely heavily on interim workers to fulfil its statutory obligations. This is due to increasing level of need, a high number of vacancies, and backlog of historic assessments. The service has started to gradually phase out the existing agency staff from July 2023. The service is making effort to fill all the vacant posts before the financial year-end. Also, the initiative to upskill the existing staff remains the service's priority in ensuring the future needs of children, young people and their families can be met. Whilst there are service areas with substantial amount of savings on salaries, particularly Educational Entitlement (£201k), Governance (£177k), Specialist Support (£322k), and other service areas (£101k), the salary budget forecast pressure in EHC (£1.731m) and Strategic Planning (£447k) has resulted in a net pressure of £1.377m.

2) The forecast underspend for supplies and services of £187k relates to the reduced forecast spend on professional fees and hired services (£113k) and external legal fees (£53k) in Strategic Planning and Education Health Care service areas, respectively. In addition, there are other net minor savings of £21k. The Strategic Planning is one of the service areas contributing to the significant forecast overspend of £1.377m on salaries. As such, the forecast underspend of £113k will be used to partly mitigate the service's salary budget pressure.

3) Income has a forecast net benefit of £373k of which £338k relates to Teachers' Pension. The budget was set at £468k, while the forecast DSG contribution is £806k. Also, the School Improvement Monitoring and Brokering grant has now ceased, leaving the service with a pressure of £227k. Additionally, the EHC team is benefiting from the use of the residual Contain Outbreak Management Fund (COMF) of £220k. The funding will partly mitigate the staffing pressure associated with support to the most vulnerable Children and Young People. There are other net minor savings of £42k across the services.

4) In respect of the other budget areas, there is a pressure of £91k. There has been an increase in the spend against Educational Psychologist Trainees and the service is anticipating an increased bursaries payment to the respective cohort, resulting in a pressure of £45k. There are other net pressures of £46k, of which £83k relates to internal contributions and recharges that are not practically chargeable since the disaggregation of the budget between the North and the West.

Assistant Director Commissioning and Partnerships

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

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

5.17 The forecast outturn position for the **Assistant Director of Commissioning and Partnerships** (excluding the Children's Trust) is set out in the following Table (Period 9 - £169k)

Assistant Director of Commissioning and Partnerships	£'000
Expenditure	1,259
Income	(145)
Net Budget	**1,114**
Forecast	1,420
Variance	**306**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	1,222	281	23.00
3	Income	(145)	(3)	2.07
4	Other budgets	37	28	75.68
	Total	**1,114**	**306**	**27.47**

1) The Commissioning and Partnerships is forecasting a net pressure of £281k on staffing. The directorate is currently undertaking a staffing restructure which will include a realignment of budgets across Children's Services. Whilst the directorate is striving to spend within the approved budget provision, the outcome of the restructure will determine the subsequent forecast spend for the service.

2) The service is expecting to receive income of £148k, resulting in a favourable variance of £3k. The income predominantly relates to DSG funding allocation and partner contributions to Information Advice and Support Service (IASS) and Northamptonshire Safeguarding Children Partnership (NSCP) services.

3) The service will be responsible for external legal fees to support the contract management of Northamptonshire Children's Trust. This was not initially budgeted, therefore resulting in a pressure of £30k. There are minor savings of £2k.

Northamptonshire Children's Trust

5.19 The forecast outturn position for the **Northamptonshire Children's Trust** is set out in the following Table (Period 9 - £13.102m)

Northamptonshire Children's Trust	£'000
Expenditure	67,645
Income	(4,365)
Net Budget	**63,280**
Forecast	76,926
Variance	**13,646**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Third Party Payments	67,645	13,646	20.17
2	Income	(4,365)	0	0.00
	Total	**63,280**	**13,646**	**21.56**

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

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

5.22 The total contract value for the Children's Trust is £150.938m. The Council's share of this is £66.654m this reflects how the contract sum is split between North Northamptonshire Council (44.16%) and West Northamptonshire Council (55.84%).

5.23 The Children's Trust are forecasting an overspend of £30.902m – this is an increase of £1.232m to that previously reported to the Executive where the forecast pressure was £29.670m. The cost to the Council based on an overspend of £30.902m is £13.646m. 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 £7.672m which formed part of the contract sum. At present, the Trust is forecasting that

£1.070m of these savings are at risk of non-delivery and are rated as Amber this could increase the overall pressure from £30.902m to £31.972m. The following table summarises the contract sum and the forecast variances (excluding the risk on savings).

Description	Contract Sum	Forecast Variance Period 9	Movement	Forecast Variance Period 10	
	£'000	£'000	£'000	£'000	%
Staffing	49,732	3,579	71	3,650	7.34
Other non staffing costs	358	0	0	0	0.00
Placements	66,286	23,307	698	24,005	36.21
Contracts	5,001	0	0	0	0.00
Children's Homes	3,767	214	0	214	5.68
Legal	4,788	511	0	511	10.67
Adoption	7,776	(79)	36	(43)	(0.55)
Transport	2,870	524	278	802	27.94
Other care	5,889	(88)	179	91	1.55
NCT Central - Other budget	(762)	(245)	(30)	(275)	36.09
Support Services / SLA	5,233	0	0	0	0.00
Other Costs	0	1,947	0	1,947	100.00
Total	150,938	29,670	1,232	30,902	20.47

5.24 The main pressure within the Children's Trust relates to placements for children in care – this amounts to £24.005m and is an adverse movement of £698k to the pressure of £23.307m reported in Period 9. The market and availability of placements remains challenging. The placements budget will continue to remain under pressure as it remains extremely volatile both locally and nationally. The Trust is working on how these pressures can be mitigated this year and how this can be reduced in future years. The following table provides further detail around the pressures from placements.

Description	Contract Sum	Forecast Variance Period 9	Movement	Forecast Variance Period 10	
	£'000	£'000	£'000	£'000	%
In House Fostering	8,532	(137)	0	(137)	(1.61)
Agecny Fostering	16,895	2,245	(56)	2,189	12.96
Independent Residential	31,087	8,437	892	9,329	30.01
Supported Accommodation	3,400	11,994	183	12,177	358.15
18+ Agency Placements	4,400	187	(17)	170	3.86
Welfare Secure	339	(211)	0	(211)	(62.24)
Parent & Baby	910	1,222	0	1,222	134.29
UASC	6,918	4	0	4	0.06
Remand Secure	300	83	(18)	65	21.67
Income	(6,495)	(517)	(286)	(803)	12.36
Total	66,286	23,307	698	24,005	36.21

5.25 The contract sum included a pay provision of 4%, this was in line with the provision that both North and West Northamptonshire Council included in their budgets. NCT are not aligned to national pay negotiations and a proposed offer aligned to West Northamptonshire Council would require additional funding of £1.007m a formal offer has been accepted by the Unions and this is reflected in the outturn. The forecast outturn also reflects a pressure of £1.087m for managed teams. A change control request to increase the contract sum by £2.094m has been made. In addition, there are further staff related pressures of £1.556m.

5.26 The legal services budget remains a challenge with increasing demand and additional inflationary costs in this area. The budget forecast is a projected overspend of £511k this is unchanged to Period 9.

5.27 The forecast overspend on Transport is £802k, the main pressures relate to Commissioned Transport (£618k) and out of County Placements (£108k). There is pressure of £49k relating to the use of Public Transport and other pressures amount to £27k. There are further net pressures which amount to £1.934m.

5.28 As part of the contract negotiations, it was agreed an amount of £2.243m was included for one off investments – the Council's share of this was £991k – it is currently forecast that this will be delivered within budget.

5.29 The Children's Trust Budget is monitored in year through regular meetings between officers of both North and West Northamptonshire Councils and the Trust.

Adults, Health Partnerships and Housing

5.30 The revenue budget within this section covers Adult Social Services, Health Partnerships and Housing (excluding the HRA).

5.31 Under the 2014 Care Act, local authority Adults Services have a responsibility to make sure that people aged over 18 years who live in their areas are provided with personal day to day care (helping people get dressed, washed, going to the bathroom, eating etc) where they cannot do things for themselves or access family support. The service also provides other physical or psychological support to people with disabilities in order to help them live a full life. The overriding responsibility is to keep people safe and protect them from harm or neglect.

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

Assistant Director of Adult Services

5.33 The **Assistant Director of Adult Services** is responsible for the strategic planning, engagement, operational and statutory delivery of Adult Social Care

Page 183

This includes the independent care budgets for all people aged over 18 and the social care and reablement teams. The forecast outturn position for the **Assistant Director of Adult Services** is set out in the following table (Period 9 £11.285m overspend).

Assistant Director of Adult Services	£'000
Expenditure	119,318
Income	(19,420)
Net Budget	**99,898**
Forecast	112,483
Variance	**12,585**

5.34 The forecast outturn relating to the **Assistant Director of Adult Services** is set out in the following table. The overspend assumes most savings detailed in Appendix A are achieved in year. However, £617k of the savings for the increase of the utilisation of Shaw PPP beds for Discharge to Assess is assumed to be at risk of delivery. These savings will continue to be tracked, and any further impact of the achievability will form part of future reports.

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	9,195	289	3.14
2	Third Party payments	95,277	12,846	13.48
3	Transfer Payments	14,258	0	0.00
4	Income	(19,420)	(550)	2.83
5	Other budgets	588	0	0.00
	Total	**99,898**	**12,585**	**12.60**

1) The employee related costs are currently forecasting an overspend of £289k this is as a result of agency staff owing to the number of vacancies.

2) The main areas of spend in relation to Third Party Payments are in respect of independent care spend including Residential and nursing care for both 65+ year old and the 18-64 years old clients. The service is seeing a significant increase in service demand including more people and, in some areas, higher costs. Client numbers have increased since April 2022 by 25% in the 65+ cohort and 15% in the 18-64 cohort with similar costs to existing cohorts. Previously there had been 14 years of stable demand in the 65+ cohort so this level of increase is unprecedented.

During 2022-23 the council received an additional £6m of one-off funding which mitigated the pressures of this increased demand for part of the year, with similar allocations for 2023-24 being expected to meet need for the full year. There are currently no indications that there will be further grant funding that will offset this growth.
Whilst Thackley Green transferred on 1st July 2023, it was not able to operate at full capacity until mid January 2024. This resulted in some double running costs in the short term but has generated savings of around £400k

by promoting independence and delivering reablement programmes at a greater scale than be able to previously deliver.

In September 2023, increased spend controls were introduced within adult social care aiming to mitigate against the increased demand, however it is prudent to highlight a continued negative movement in the forecast as a result of this increased demand between Period 9 and Period 10. The net movement amounts to £1.3m. These mitigations and interventions will be closely monitored.

3) The transfer payments relate to direct payments these costs are currently forecast to be delivered on budget.

4) The main areas of income include client contributions to care costs. This is forecast that an additional £550k is received.

5) The main area of spend shown as Other include other support costs this is forecasted to be delivered on budget.

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

Assistant Director of Safeguarding and Wellbeing

5.36 The **Assistant Director of Safeguarding and Wellbeing** is responsible for the strategic planning, engagement, operational and statutory delivery of key services for Adult Social Care. This includes ensuring services, practice and standards meet statutory requirements and that all professionals work together to deliver Making Safeguarding Personal to promote and secure the safety of local residents. The forecast outturn position for the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table (Period 9 – overspend £178k).

Assistant Director of Safeguarding and Wellbeing	£'000
Expenditure	10,895
Income	(994)
Net Budget	**9,901**
Forecast	10,079
Variance	**178**

5.37 The forecast outturn relating to the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	9,700	178	1.84
2	Premises	382	0	0.00
3	Transport	324	0	0.00
4	Supplies and Services	489	0	0.00
5	Income	(994)	0	0.00
	Total	**9,901**	**178**	**1.80**

1) The employee related costs are currently forecast to be overspent by £178k this is as a result of agency staff owing to the number of vacancies.

2) The premises costs include costs associated with the running of the internal provider services. These are forecast to be delivered on budget.

3) The transport costs include £203k for leased cars and other travel costs associated with running the internal care provision. These are forecast to be delivered on budget.

4) The supplies and services include £150k of professional fees for the DOLS service and £155k for non-staffing expenses across the internal care provision. These are forecast to be delivered on budget.

5) The main income sources are from client contributions towards their care. These are forecast to be delivered on budget.

Assistant Director of Commissioning and Performance

5.38 The **Assistant Director of Commissioning and Performance** is responsible for ensuring services, practice and standards meet statutory requirements and includes the commissioning and monitoring of Adults Social Care external contract. The forecast outturn position for the **Assistant Director of Commissioning and Performance** is set out in the following table (Period 8- £983k underspend).

Assistant Director of Commissioning and Performance	£'000
Expenditure	24,243
Income	(10,566)
Net Budget	**13,677**
Forecast	12,694
Variance	**(983)**

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

Ref	Description	Budget	Forecast	Variance
	£'000	£'000	£'000	%
1	Employees	4,408	65	1.47
2	Third party Payments	18,518	(1,048)	(5.66)
3	Income	(10,566)	0	0.00
4	Other	1,317	0	0.00
	Total	13,677	(983)	(7.19)

1) The employee related costs are currently forecast to be an overspend of £65k this is as a result of agency staff owing to the number of vacancies.

2) The main areas of spend in relation to Third Party Payments are in respect of Better Care fund expenditure and the PPP Shaw contract.

   The annual budget for the PPP Shaw contract which is for the provision of six residential care homes across North Northamptonshire for the over 65s is £9.8m. There is a forecast pressure of £970k (9.8%) in relation to this contract. At the time the budget was set it was assumed that the inflationary increase would be £234k this was based on previous trends. The actual increase was based on average weekly earnings up to March 2023. A budget realignment exercise has taken place along with the identification of efficiencies which has resulted in mitigations of £2.018m.

3) The main income sources are the Improved Better Care Fund (£6.8m) and Client Contributions from PPP and Block purchased care provision (£1.4m). Other income sources include assistive technology pool contribution, this is forecast to be delivered on budget.

4) Other costs amount to £1.317m and is primarily made up of Community Equipment spend, this is forecast to be delivered on budget.

Assistant Director Strategic Housing, Development and Property Services

5.40 The **Assistant Director Strategic Housing, Development and Property Services** provides strategic direction and leadership for the delivery of the Housing Service and housing management, this includes support for homeless people. The forecast outturn position for the **Assistant Director Strategic Housing, Development and Property Services** set out in the following table (Period 9 - £400k).

Assistant Director Strategic Housing, Development and Property Services	£'000
Expenditure	6,463
Income	(3,756)
Net Budget	**2,707**
Forecast	3,193
Variance	**486**

5.41 The forecast outturn relating to the Assistant Director **Strategic Housing, Development and Property Services** is set out in the following table. The forecast at Period 6 assumes that the service will be delivered on budget and that any savings detailed in **Appendix A** are achieved in year. Savings will continue to be tracked and changes to the deliverability will form part of future reports.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	2,275	200	8.79
2	Premises	203	0	0.00
3	Supplies and Services	3,451	286	8.29
4	Third Party Payments	501	0	0.00
5	Other	33	0	0.00
6	Income	(3,756)	0	0.00
	Total	**2,707**	**486**	**17.95**

1) The employee related costs are currently forecasting an overspend of £200k in relation to the homelessness service, this is as a result of additional agency costs.

2) The main area of spend in relation to premises include cost associated with temporary accommodation £141k. This is forecast to be delivered on budget.

3) The main areas of spend relate to temporary accommodation within the homelessness service. This is forecast to be overspent by £286k this is due an increase in demand for the homelessness service.

4) The third-party payments include payments to private and independent contractors This is forecast to be delivered on budget.

5) Other costs include other minor costs. This is forecast to be delivered on budget.

6) Income is mainly made up of grants this includes the Homelessness Prevention grant (£1.019m), the Rough Sleepers Initiative (£926k) and other homelessness grants (£565k). In addition, there is income from property rents of £1.076m. The income is forecast to be delivered on budget.

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

Public Health and Communities

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

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

Director of Public Health and Wellbeing	£'000
Expenditure	26,312
Income	(26,312)
Net Budget	**(0)**
Forecast	(0)
Variance	**0**

5.45 The forecast outturn relating to the **Director of Public Health and Wellbeing** is set out in following Table.

Description	Budget	Forecast Variance	
£'000	£'000	£'000	%
Employees	4,891	0	0.00
Supplies & Services	6,808	0	0.00
Support Costs	1,240	0	0.00
Third Party Payments	7,620	0	0.00
Transfer Payments	5,635	0	0.00
Income	(26,312)	0	0.00
Other	118	0	0.00
Total	**0**	**0**	**0.00**

Assistant Director Communities and Leisure

5.46 The **Assistant Director Communities and Leisure** includes libraries, cultural facilities (such as museums, theatres, art galleries and heritage sites), sports and leisure facilities (such as swimming pools, tennis courts, golf, playing pitches, indoor courts/sports halls etc), archaeological archiving and activities and access to parks and open spaces for play and recreation. The Service is also responsible for community grants as well as providing education and outreach services and advice and support, encouraging physical and mental wellbeing of residents through sport and leisure-based activities The forecast outturn position for the **Assistant Director Communities and Leisure** is set out in the following Table (Period 9 - £260k)

Assistant Director Communities and Leisure	£'000
Expenditure	17,884
Income	(8,929)
Net Budget	**8,955**
Forecast	8,730
Variance	**(225)**

5.47 The forecast outturn relating to the **Assistant Director of Communities and Leisure** is set out in following table and explanations for the variances are provided in the paragraphs that follow.

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	7,590	0	0.00
2	Premises	3,034	0	0.00
3	Supplies & Services	4,118	175	4.25
4	Third Party Payments	3,699	0	0.00
5	Income	(8,929)	(400)	4.48
6	Other	(557)	0	0.00
	Total	**8,955**	**(225)**	**0.00**

1) The employee related costs are currently forecast to be delivered on budget.

2) The premises related costs are currently forecast to be delivered on budget.

3) The supplies and services costs are currently forecasting a pressure of £175k this is due to contractual increases. The service is continuing to look at how these costs can be mitigated.

4) The third-party payments are mainly made up of £2.893m for payments for the Ukraine resettlement programme these are currently forecast to be delivered on budget.

5) The main areas of income include £5.041m of grant income and £2.66m relating to fees and charges. The income is forecast to be £400k greater than budget and is a result of changes in VAT.

6) Other costs are forecast to be delivered on budget.

Place and Economy Directorate

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

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

Page 190

Assistant Director Assets and Environment

5.49   The **Assistant Director Assets and Environment**, includes Facilities Management, Property Estate Management, Energy and Fleet Management, Grounds Maintenance, Parks and Open Spaces and On and Off-street parking enforcement. It also includes Asset and Capital Management of the Council's corporate assets and capital programmes, together with the effective management of the Council's strategic assets and landholdings. Key income and cost drivers include parking income, number of visitors to country parks and open space, demand for commercial rental spaces, use of corporate workspaces and use of energy. The forecast outturn position for the **Assistant Director of Assets and Environment** is set out in the following table (Period 9 - £1.315m).

Assistant Director Assets and Environment	£'000
Expenditure	25,143
Income	(21,104)
Net Budget	**4,039**
Forecast	2,455
Variance	**(1,584)**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	10,239	(858)	(8.38)
2	Premises	9,246	186	2.01
3	Transport	4,591	(178)	(3.88)
4	Supplies and Services	1,552	87	5.61
5	Third Party Payments	1,024	48	4.69
6	Income	(21,104)	(818)	3.88
7	Other	(1,509)	(51)	3.38
	Total	**4,039**	**(1,584)**	**(39.22)**

1)   The underspend of £858k (8.38%) against Employees relates to staff underspends from vacant posts due to ongoing work on restructures. Work is underway to recruit to posts through the restructure during 2023/24 and into 2024/25.

2)   The main areas of spend within Premises are Business Rates (£1.552m), Utilities (£3.392m), Building Repairs and Maintenance (£1.718m), Rents and Service Charges (£856k), Building cleaning (£538k) and other premises costs of £1.190m.

There is a pressure of £186k relating to outstanding liabilities for business rates (£283k), cleaning costs (£42k), Water charges (£29k) and further minor

Page 191

net pressures which amount to £57k. This is offset by a saving of £167k on utility costs across the service. There is also a £58k underspend on Repairs and Maintenance based on the current programme of works and the realignment of budgets to support repairs required across the portfolio.

3) The main areas of spend within Transport relates to Vehicle leasing (£3.047m), Fuel (£1.245m) and other transport costs (£299k).

   There is an overall saving of £178k based on the current cost of fuel being lower than anticipated and reflects the reduction in the cost of fuel.

4) There is an overall pressure of £87k on Supplies and Services. This is due to a pressure mainly on Professional fees.

5) There is an overall pressure of £48k within Third Party Payments of which £46k relates to a Private Contractor for Ash dieback trees works. Other minor pressures amount to £2k.

6) The main income sources are Rent and Leases (£16.453m), Parking Income (£2.192m) and various other forms of income amounting to £2.459m.

   There is a pressure of £86k relating to external income that the Council had budgeted to receive to fund posts for projects such as Corby Town Funds. This pressure is offset by additional grant funding received for tree maintenance within Environment Services of £116k (51% of £226k Grants budget). There is also additional income from rent reviews and back dated rent (£713k) and PCN income £75k.

7) Other minor net savings amount to £51k.

Assistant Director Growth and Regeneration

5.51 The **Assistant Director Growth and Regeneration** includes Planning Services, Economic Development, Growth and Infrastructure, Regeneration, Digital Infrastructure, Climate Change and Flood and Water Management. Key income/costs drivers include local demand and volume of applications for the Planning service, including major development fees, availability of Planning resources e.g., planning professionals and demand for economic activities. The forecast outturn position for the **Assistant Director of Growth and Regeneration** is set out in the following Table (Period 9 - £141k).

Assistant Director Growth and Regeneration	£'000
Expenditure	10,102
Income	(5,501)
Net Budget	**4,601**
Forecast	4,600
Variance	**(1)**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	6,334	200	3.16
2	Supplies and Services	3,663	127	3.47
3	Income	(5,501)	(328)	5.96
4	Other	105	0	0.00
	Total	**4,601**	**(1)**	**(0.02)**

1) There is a pressure of £200k within Employees which relates to agency costs to cover vacant posts, which are predominantly covering vacancies due to the restructure of the service and challenges with recruiting hard to fill posts, particularly in the Planning Service. Work is underway to recruit to these posts following the restructure in 2023/24.

2) There is an overall pressure of £127k on Supplies and Services due to professional fees and subscriptions within Planning Management and Enforcement.

3) The main income sources are Planning Income (£2.89m) and other income, mainly external grants, which amounts to (£2.61m).

There is currently additional net income of (£328k). This is mainly planning income based on received and forecasted income for the financial year. This is due to Planning Performance Agreements that have been negotiated with several developers on major schemes.

The Department for Levelling Up, Housing and Communities responded to its consultation on increasing planning fees and performance which will result in an increase to Fees and Charges relating to Planning applications. The new fees have come into force from 6th December 2023. It should be noted that the forecast for the remaining year is influenced by the result of the current economy, with both inflationary cost increases and an increased cost of borrowing detrimentally affecting investment in development.

Assistant Director Highways and Waste

5.53 The **Assistant Director for Highways and Waste** includes street cleaning, waste and recycling collections and disposals, including the household waste and recycling centres and Transport Management. The highways services maintain the extensive network of public roads, footpaths, and rights of way, including highway related infrastructure such as streetlights, traffic signals, bridges, gullies, and highway trees. Services also include School Transport and Concessionary fares. Key cost drivers include the tonnes of waste materials collected from households, businesses, and litter bins for recycling and disposal, variations to costs per tonnage, investment on various highway assets, as well as the impact of extreme weather conditions, school age population for school transport and the agility of the older population for concessionary fares. The forecast outturn position for the **Assistant Director of Highways and Waste** is set out in the following Table (Period 9 - £377k).

Assistant Director Highways and Waste	£'000
Expenditure	67,679
Income	(9,799)
Net Budget	**57,880**
Forecast	57,347
Variance	**(533)**

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

Ref	Description	Budget	Forecast Variance	
	£'000	**£'000**	**£'000**	**%**
1	Employees	10,375	736	7.09
2	Supplies and Services	9,795	207	2.11
3	Transport	19,341	(558)	(2.89)
4	Third Party Payments	28,998	100	0.34
5	Income	(9,799)	(1,078)	11.00
6	Other	(830)	60	(7.23)
	Total	**57,880**	**(533)**	**(0.92)**

1) There is a pressure on Employees of £831k mainly relating to overtime and agency costs within Refuse and Recycling, work is ongoing to mitigate these pressures as part of a restructure. This is offset by a saving of £95k across the service due to vacant posts.

2) There is a pressure of £207k within Supplies and Services. This consists of a pressure of £65k relating to the Garden waste service (additional developer costs for ongoing direct debit solution), £110k additional Highways maintenance and transport related work & £32k Waste pressure.

3) The main areas of spend within Transport relate to contract payments for Home to School Transport, Social Care Transport and Concessionary payments to transport operators.

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

The alternative is that the Council reverts to paying bus operators on the actual number of journeys. Reimbursing bus operators based on the average rather than the actual usage is estimated to be between £500k and £700k higher. The Council's support to the bus industry helps safeguard local bus services for residents throughout the pandemic and during the recovery period. The forecast underspend is £388k (13% of £2.868m Concessions budget).

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

New bus service contracts to replace withdrawn commercial services and expansion of rural provision will now be introduced from April 2024, so limiting the costs incurred in 23/24. This, together with the high-level of Government grants which have been received has resulted in a £170k saving on the bus subsidy budget.

4) The main areas of spend relate to Waste Disposal (£17.470m), Street Lighting (£6.638m) and Highways Maintenance (£4.157m) and other third-party payments (£1.757m).

There are budgetary challenges with regard to Highways Maintenance and the increased requirement for repairs due to the deterioration of the highway network, together with the effect of inflation on the cost of services. Work is ongoing to identify how the service can be delivered differently in order to remain within the allocated budget; this may require a change in approach to maintaining the highways network.

There is a pressure of £100k within Third Party Services of which £254k relates to potholes and resurfacing works. There is also a pressure of £121k relating to the maintenance of grass verges. Work is ongoing to identify how the service can be delivered differently in order to remain within the allocated budget; this may require a change in approach to maintaining the highways network. There is a saving of £260k relating to the Waste disposal due to lower than anticipated tonnage levels and treatment costs. Other minor savings amount to £15k.

5) There is a favourable variance of £597k within income which relates to the Garden Waste subscription service performing better than initially predicted. It is worth noting that whilst subscriptions have gone up, the associated costs to deliver the service have also increased.

There is also additional income of £421k (137% of £307k Highways income budget) for Highways regulations and investigation searches arising because of higher-than-expected residential developments coming forward, house sales and utility works. Other minor savings amount to £59k.

6) Other minor pressures amount to £60k.

Assistant Director Regulatory Services

5.55 The **Assistant Director Regulatory Services** includes Bereavement Services, Building Control and Local Land Charges, Emergency Planning, Environmental Health and Licensing, Trading Standards, Private Sector Housing and the Travellers Unit. The main income and cost drivers include the local economy and market for Building Control income, age/morbidity demographic rate for bereavement services (burials and cremations), public health demand for Environmental Health services, and legal/statutory obligations for building regulations and licensing. The forecast outturn position for the **Assistant Director of Regulatory Services** is set out in the following table (Period 9 - £268k).

Assistant Director Regulatory Services	£'000
Expenditure	7,485
Income	(4,249)
Net Budget	**3,236**
Forecast	3,054
Variance	**(182)**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	6,078	(401)	(6.60)
2	Premises	680	114	16.76
3	Income	(4,249)	93	(2.19)
4	Other	727	12	1.65
	Total	**3,236**	**(182)**	**(5.62)**

1) There is an underspend of £401k within Employees primarily relating to salary savings which is offsetting the pressure on agency costs to support service delivery across Regulatory Services pending the restructuring of the service during 2023/24 and into 2024/25. An MTFP saving for 2023/24 of £185k for the restructure within Regulatory Services was approved of which £155k has been identified, leaving a pressure of £30k which will be covered by vacancies across the service. Work is currently being undertaken within the service area to deliver the saving.

2) The main areas of spend relate to Grounds Maintenance £261k, Business Rates £135k, Utilities £215k and other premises costs of £69k.

There are pressures of £114k 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 and Local Land Charges Income (£1m), Licensing Income (£683k), other minor income sources which amount to (£340k).

The overall income forecast is a pressure of £93k. The forecast outturn for income from Bereavement Services is (£130k) higher than budget this is reflective of the 2022/23 outturn and activity levels remain similar in 2023/24. This is offset by a pressure on Building Control income where income levels are forecast to be £206k lower than budget with the forecast being based on 2022/23 activity levels due to a combination of unachievable income targets, market share reduction and the economic climate. Other minor pressures amount to £17k.

4) Other minor pressures amount to £12k.

Place and Economy Management

5.57 This area includes the management costs for the Place and Economy Directorate and is forecasting a pressure of £98k due to agency costs and advertising (Period 9 - £77k).

Directorate Management	£'000
Expenditure	665
Income	0
Net Budget	**665**
Forecast	763
Variance	**98**

Enabling & Support Services

Finance, Performance, Procurement and Revenues and Benefits

5.58 The **Finance and Performance Service** is responsible for leading the management, development, performance and continuous improvement of all Finance, Audit and Risk services. The **Procurement Service** leads on all aspects of procurement delivery, category management, commissioning and contract management. The **Revenue and Benefits Service** is responsible for the collection of both Council Tax and Business Rates and in assessing, awarding and payment of benefits. The forecast outturn position for these services is set out in the following table (Period 9 – £1.516m).

Finance, Performance, Procurement and Revenue and Benefits Service	£'000
Expenditure	86,050
Income	(69,080)
Net Budget	**16,970**
Forecast	15,585
Variance	**(1,385)**

5.59 The forecast variance for the **Finance, Performance, Procurement and Revenues and Benefits Service** is set out below. Explanations for the variances are provided below the table.

Ref	Description	Budget	Forecast Variance	
	£'000	**£'000**	**£'000**	**%**
1	Employees	17,011	(2,048)	(12.04)
2	Supplies & Services	3,915	697	17.80
3	Transfer Payments	64,711	0	0.00
4	Other	413	5	1.21
5	Income	(69,080)	(39)	0.06
	Total	**16,970**	**(1,385)**	**(8.16)**

Page 197

1) A saving of £2.048m is forecast for Employees (Period 9 - £1.834m). This is partly due to forecast savings as a result of vacancies within the Procurement team (£162k), the Internal Audit team (£322k), Finance Team (£167k) and the Performance team (£200k). In addition, there are further forecast in year savings relating to employer's superannuation payments (£1.250m) and Unfunded Pensions (£65k). These savings are partially offset by a pressure from the use of agency staff within the Revenues & Benefits team (£118k).

2) There is a forecast pressure of £697k within Supplies and Services (Period 9 - £443k).   This pressure is a combination of an increase in Insurance premiums of £614k and a net pressure of £83k within the Revenues and Benefits Service, which mainly arises from a legal requirement to write to all direct debit customers following the implementation of the Council's new revenues system.

3) Transfer Payments relate to Housing Benefit payments, which are forecast to be delivered on budget.

4) Amounts shown within Other Costs are largely payments to the Lead Authority Board for shared services provided to the Council (£619k), where there is a forecast net pressure of £5k (Period 9 - £38k saving). The pressures arise in the Account Payable and Receivable functions (£138k) offset by savings on historic LGSS inter-authority charge budgets (£116k) and other minor items (£17k).

5) The main areas of Income are Housing Benefit Subsidy and income received from government to cover the costs of collecting NNDR & Council Tax. There is a forecast net saving of £39k (Period 9 - £87k), arising from £194k grant funding received by the Revenues & Benefits service to offset the costs of additional work undertaken during the cost-of-living crisis. This additional income is partially offset by unachievable legacy income targets of £85k and minor in-year pressures of £70k.

Chief Executive's Office

5.60   The functions managed through the **Chief Executive's Office** include the Chief Executive, the Assistant Chief Executive, Executive Support, Communications, Consultation, Engagement and Corporate Equalities, Print Room and the Web Team. The service supports teams across the authority, providing leadership and strategic direction to secure a cohesive and coordinated approach to the delivery of improved organisation-wide service provision, resource allocation and prioritisation. The forecast outturn position for the **Chief Executive's Office** is set out in the following table (Period 9 - £454k).

Chief Executive's Office	£'000
Expenditure	1,384
Income	(27)
Net Budget	**1,357**
Forecast	887
Variance	**(470)**

5.61 The forecast variance for the Chief Executives Office is set out in following table. Explanations for the variances are provided below the table.

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	1,815	(533)	(29.37)
2	Supplies & Services	432	53	12.27
3	Other	(863)	0	0.00
4	Income	(27)	10	(37.04)
	Total	1,357	(470)	(34.64)

1) There are anticipated savings within the Executive Support, Communications and Printing services of £533k (Period 9 - £497k). This is due to staff vacancies within the team's new structure, which are actively being recruited (£739k), partially offset by the use of agency staff (£206k).

2) The main area of spend within Supplies and Services are printing and postage costs for the corporate print and post rooms, the forecast pressure of £53k is due to inflationary increases in corporate subscriptions of £37k (Period 9 - £20k) and other minor pressures £16k (Period 9 - £13k).

3) 'Other' spend includes HRA recharges, which are forecast to be delivered on budget.

4) The income budget relates to printing on behalf of third-party organisations. There is an anticipated pressure of £10k (Period 9 - £10k) as demand for these services has fallen.

Chief Information Officer

5.62 The **Chief Information Officer** is responsible for the delivery of efficient and effective management of all aspects of IT operations, Digital, IT programmes of work, IT commercial contracts and supplier relationships, IT Service delivery teams and for transforming the IT and Digital Services team. This includes managing IT services provided by West Northamptonshire Council. The forecast outturn position for the **Chief Information Officer** is set out in the following Table (Period 9 - £379k).

Chief Information Officer	£'000
Expenditure	10,415
Income	(2)
Net Budget	**10,413**
Forecast	10,724
Variance	**311**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	2,302	71	3.08
2	Supplies & Services	5,110	(144)	(2.82)
3	Third Party Payments	3,609	384	10.64
4	Other	(608)	0	0.00
	Total	**10,413**	**311**	**2.99**

1) Employee costs are forecast as a pressure of £71k (Period 9 - £22k). This is partly due to a pressure of £91k arising from developer staff costs that were previously capitalised. These costs can no longer be treated as capital where the systems are Cloud based, as this is a revenue cost. A further £296k pressure arises from agency costs and both are partially offset by forecast savings from vacant posts of £316k.

2) A saving of £144k is forecast in Supplies and Services, where the main areas of spend are software license costs, data line rental and telephone costs. There are savings on software licences (£94k), Data Line rentals (£53k) and other minor items (£47k). These are offset by a pressure on Mobile phones (£50k), caused by delays in moving over to more favourable contracts as part of the mobile phones project. The forecast savings on this project are expected to be delivered from 24/25 onwards.

3) Third Party Payments relate to the shared IT service with WNC. The pressure reflects estimated inflationary increases within this arrangement, which amount to £384k (Period 9 - £384k). Detailed work is ongoing to identify and validate other pressures within the WNC IT Shared Service.

4) 'Other' relates to internal income recharges. These are forecast to be delivered on budget.

Customer and Governance

Assistant Director of Human Resources

5.64 The **Assistant Director of Human Resources** is responsible for the leadership, development and implementation of relevant strategies for the area and council, enabling the delivery of corporate HR priorities, including HR Advisory, Workforce Planning & Development, Learning & Development and Health & Safety. The forecast outturn position for the **Assistant Director of Human Resources** is set out in the following Table (Period 9 - £50k).

Assistant Director of Human Resources	£'000
Expenditure	5,468
Income	(1,537)
Net Budget	**3,931**
Forecast	3,701
Variance	**(230)**

5.65 The forecast outturn relating to the **Assistant Director of Human Resources** is set out in following Table:

Ref	Description	Budget	Forecast Variance	
	£'000	**£'000**	**£'000**	**%**
1	Employees	5,204	(99)	(1.90)
2	Supplies & Services	500	(192)	(38.40)
3	Third Party Payments	418	0	0.00
4	Other	(654)	(7)	1.07
5	Income	(1,537)	68	(4.42)
	Total	**3,931**	**(230)**	**(5.85)**

1) Employees budgets have forecast savings of £99k, which relate to transitional vacancies carried in year.

2) The main areas of spend in Supplies and Services arise from work on the Pay & Grading project (£100k) and I-learn licences (£91k), where both are forecast to be delivered on budget. There is a net forecast saving of £192k (Period 9 - £53k) arising from underspends against occupational health budgets (£74k), other professional services budgets (£111k), and other minor savings (£7k).

3) The main area of spend in Third Party payments is the recharge from WNC for the shared Payroll function and this is forecast to be delivered on budget.

4) 'Other' relates to support service recharges. There are minor forecast savings totalling £7k.

5) Income is mainly generated through Inter Authority Agreements (IAA) with WNC and NCT. A net pressure of £68k is forecast, this arises from a pressure of £82k relating to apprenticeship delivery, partially offset by minor savings of £14k.

Assistant Director of Legal and Democratic Services

5.66 The **Assistant Director of Legal and Democratic Services** is responsible for developing and delivering a strong governance and ethical framework and the management of the internal Legal Services Team, Democratic & Election Services, FOI & Data Governance and Registration and the Coroners Services.

The forecast outturn position for the **Assistant Director of Legal and Democratic Services** is set out in the following Table (Period 9 – £233k).

Legal Services	£'000
Expenditure	6,202
Income	(896)
Net Budget	**5,306**
Forecast	5,214
Variance	**(92)**

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

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	3,779	187	4.95
2	Supplies & Services	2,152	(174)	(8.09)
3	Third Party Payments	762	18	2.36
4	Other	(491)	(27)	5.50
5	Income	(896)	(96)	10.71
	Total	**5,306**	**(92)**	**(1.73)**

1)   The forecast pressure on the Employees budget of £187k (Period 9 - £10k) is due to savings on vacancies £1.418m (Period 9 - £1.339m), offset by the use of agency staff £1.605m (Period 9 - £1.349m). The majority of the use of agency staff is in Legal Services.

2)   The main areas of expenditure within Supplies and Services are members allowances, ward initiative funds and external legal fees. Forecast savings of £174k (Period 9 - £15k) largely arise from savings on professional services budgets (£149k), with the balance arising within other minor items (£25k).

3)   The main area of spend within Third Party Payments is the shared coroners service with WNC, where the latest forecast received reduces the forecast pressure to £18k (Period 9 - £179k). This is due to reductions in the forecast cost of specialist equipment, service charges and contractors.

4)   'Other' relates mainly to support service recharges, members travel expenses and staff mileage. There is a forecast saving of £27k (Period 9 - £21k). This forecast saving relates to a series of minor items.

5)   The main areas of income are Legal fees (£200k) and Registration Services fees (£630k). There are also other minor income sources within the service (£46k). The service is forecasting additional income of £62k within Registration Services this is due to an increased service offer and the range

of services provided. There is additional income of £34k related to the provision of legal services.

Assistant Director of Customer Services

5.68 The **Assistant Director of Customer Services** is responsible for leading and implementing the transformation and aggregation of all the Customer Service and Complaints teams and for setting the key priorities and direction for Customer Services and Complaints in line with the corporate plan. The role is also responsible for the leadership, development and implementation of customer and digital strategies for the council, to deliver an improved customer experience and the administration of the 'Blue Badges' parking scheme. The forecast outturn position for the **Assistant Director of Customer Services** is set out in the following Table (Period 9 – £185k).

Assistant Director Customer Services	£'000
Expenditure	2,340
Income	(108)
Net Budget	**2,232**
Forecast	2,205
Variance	**(27)**

5.69 The forecast outturn relating to the **Assistant Director of Customer Services** is set out in the following table.

Ref	Description	Budget	Forecast Variance	
	£'000	£'000	£'000	%
1	Employees	3,049	21	0.69
2	Supplies & Services	157	(45)	(28.66)
3	Other	(866)	0	0.00
4	Income	(108)	(3)	2.78
	Total	**2,232**	**(27)**	**(1.21)**

1) There is a forecast net pressure on Employees of £21k (Period 9 – £158k Saving). This is largely due to one-off costs of £249k following the restructure of the service, this pressure is partially offset by a saving from vacant posts within the Customer Service team of £228k (Period 9 - £158k).

2) Although the main area of spend within Supplies and Services relates to the issuing of Blue badges (£70k), the saving of £45k (Period 9 - £27k) arises from a series of minor budgets.

3) Other budgets are internal recharges and are forecast to be delivered on budget.

4) The income budget relates to the issuing of blue badges (£80k) and rent from the NHS Phlebotomy unit in the Kettering Offices (£28k). There are minor favourable variances of £3k.

6 Housing Revenue Account

6.1 Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts (Corby Neighbourhood Account and the Kettering Neighbourhood Account).

Corby Neighbourhood Account

6.2 The forecast position for the Corby Neighbourhood Account at the end of Period 10 shows an underspend of £266k (Period 9 - £264k underspend). This is summarised in the following Table:

Corby Neighbourhood Account			
	Current Budget 2023/24	**Projection P10 2023/24**	**Forecast Variance**
	£000	**£000**	**£000**
INCOME			
Rents - Dwellings Only	20,692	20,712	(20)
Service Charges	641	595	46
HRA Investment Income	148	148	0
Total Income	**21,481**	**21,455**	**26**
EXPENDITURE			
Repairs and Maintenance	6,440	6,781	341
General Management	5,438	4,789	(649)
HRA Self Financing	2,125	2,061	(64)
Revenue Contribution to Capital	4,875	5,061	186
Transfer To / (From) Reserves	807	807	0
Special Services	1,014	865	(149)
Other	782	825	43
Total Expenditure	**21,481**	**21,189**	**(292)**
Net Operating Expenditure	**0**	**(266)**	**(266)**

6.3 The forecast position for rental income from dwellings at Period 10 is £20k higher than budget – a rent gain of £68k is a result of the Right to Buy Sales being 15 less than the budgeted amount of 50 in 2022/23, resulting in a higher number of dwellings on 1st April 2023 resulting in a higher rental yield. RTB sales were budgeted at 50 the current forecast is 39 which results in a rent gain of £25k being the part year effect from RTB sales. The reduction is in part from the current economic climate and the increased costs in borrowing, however, this is reduced by a shortfall of £73k due to lost income from a higher void rate. The number of sales and void rates are areas that will be closely monitored during the course of the year.

6.4 The pressure on income from Service Charges is £46k this is a result of a £19k increase in the budget not being realised and £27k of optional emergency alarm charges not being taken up in the sheltered schemes.

6.5 The forecast position for Period 10 includes a total reduction in expenditure of £292k (Period 9 - £290k). The movements are set out in Sections 6.6 to 6.10.

6.6 There are pressures on repairs and maintenance costs of £341k, which relate to an increase in cost for general repairs (£357k), overspends on services costs

due to disrepair claims (£151k) and higher costs associated with void properties and voids clearance (£71k) and an increase in utility costs (£32k). These are partly offset by savings on salaries of £65k due to vacant posts, savings on insurance of £30k, increased income from recharged services (£100k) and savings on equipment (£95k). There are other net minor pressures of £20k.

6.7   There are savings of £649k in General Management and £149k in Special Services. This relates to salary savings due to vacant posts (£494k); savings on staff training (£37k), savings on insurance (£144k), savings on services (£83k) and utilities (£42k) due to lower than expected costs. This is partially offset by an overspend on equipment (£28k). There were further minor favourable variances of £26k.

6.8   There is a saving of £64k against the HRA Self-financing line which relates to savings on loan interest charges due to loans not being enacted. This is as a result of a lower spend on the HRA capital programme resulting in a saving on interest costs.

6.9   The HRA holds a depreciation charge that recognises the cost of managing and maintaining the Council stock at the current level. This funding represents a revenue cost to the HRA that is then used to support the capital programme to deliver the required enhancements to the stock to keep it fit for purpose. The Revenue Contribution to Capital Expenditure (RCCO) as a minimum must equal the depreciation charge, owing to the increase in the value of the stock this has resulted in a higher deprecation charge of £186k, which will be available to fund future capital programmes.

6.10   There is a net overspend within 'Other' of £43k. This relates to pressures on salaries of £104k due to the use of agency staff and an overspend on supplies and services of £31k. This is partially offset by the bad debt provision being £43k less than budgeted - owing to higher collection rate on arrears (Period 9 - £43k) and savings in utilities of £42k. There are other minor favourable variances of £7k.

Kettering Neighbourhood Account

6.11   The forecast position for the Kettering Neighbourhood Account at the end of Period 10 shows an overspend of £394k (Period 9 - £290k overspend). This is summarised in the following Table:

Kettering Neighbourhood Account			
	Current Budget 2023/24	Projection P10 2023/24	Forecast Variance
	£000	£000	£000
INCOME			
Rents - Dwellings Only	16,763	16,816	(53)
Service Charges	487	443	44
HRA Investment Income	21	21	0
Total Income	**17,271**	**17,280**	**(9)**
EXPENDITURE			
Repairs and Maintenance	4,632	5,098	466
General Management	2,988	2,673	(315)
HRA Self Financing	4,986	4,986	0
Revenue Contribution to Capital	3,268	3,604	336
Transfer To / (From) Reserves	(565)	(565)	0
Special Services	1,257	1,210	(47)
Other	705	668	(37)
Total Expenditure	**17,271**	**17,674**	**403**
Net Operating Expenditure	**0**	**394**	**394**

6.12 The forecast position for rental income from dwellings at Period 10 is £53k higher than budget – a rent gain of £67k is a result of the Right to Buy Sales being 14 less than the budgeted amount of 30 in 2022/23, resulting in a higher number of dwellings on 1st April 2023 resulting in a higher rental yield. RTB sales were budgeted at 30 the current forecast is 13 which results in a rent gain of £40k being the part year effect from RTB sales. The reduction is in part from the current economic climate and the increased costs in borrowing, however, this is reduced by a shortfall of £54k due to lost income from a higher void rate. The number of sales and void rates are areas that will be closely monitored during the course of the year.

6.13 There are pressures of £44k as a result of income from service charges being lower than budget.

6.14 The forecast position for Period 10 is a pressure in expenditure of £403k (Period 9 - £292k). The movements are set out in Sections 6.15 to 6.18.

6.15 There are pressures in Repairs and Maintenance of £466k, which relates to the higher cost for materials (£210k), overspends on salaries due to agency costs (£215k), services due to disposal costs (£45k) and subcontractor costs due to clearance costs (£93k). These are partly offset by savings on equipment costs (£14k) and cyclical maintenance costs (£96k). There are also minor adverse variances of £13k.

6.16 There are savings of £315k in General Management and £47k in Special Services. This relates to salary savings due to vacant posts (£325k) and savings on grants (£22k) partially offset by overspends on utilities of £22k. There were further minor favourable variances of £37k.

6.17 The HRA holds a depreciation charge that recognises the cost of managing and maintaining the Council stock at the current level. This funding represents a revenue cost to the HRA that is then used to support the capital programme to deliver the required enhancements to the stock to keep it fit for purpose. The Revenue Contribution to Capital Expenditure (RCCO) as a minimum must equal the depreciation charge, owing to the increase in the value of the stock this has resulted in a higher deprecation charge of £336k, which will be available to fund future capital programmes.

6.18 There are savings within 'Other' of £37k which relates to the bad debt provision being £67k less than budgeted - owing to higher collection on arrears (Period 9 - £85k). This is partly offset by the overspend on void property rates (£30k). The contingency budget of £176k has been used in full to part fund the higher pay award.

7 Dedicated Schools Grant

7.1 The Dedicated Schools Grant (DSG) is a ring-fenced specific grant allocated to the Council by the Government to support a range of education related services.

7.2 The Department for Education (DfE) currently operate a four-block funding model for funding schools and pre-16 education including early years as set out in the following table:

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

7.3 The original DSG Budget for 2023/24 amounts to £354.963m. 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. In July, the DSG allocation was revised to reflect a reduction of £537k, there was a reduction of £382k in the Early Years Block due to lower participation numbers, this was partially offset by a slight increase in the High Needs Block of £74k resulting from additional funding for special free schools. The remaining reduction of £229k relates to the recoupment amount for the Schools Block and High Needs Block. The DSG was further adjusted in the November allocation with a

reduction of £6k to the High Needs Block as part of the import export allocation. The revised net DSG budget for the Council is £120.587m. The forecast outturn is a pressure of £9.115m, this is summarised in the following Table:

Block	Gross Budget	July DSG Allocation Adjustment	Nov DSG Allocation Adjustment	Revised Budget	Recoupment	Net Budget	Forecast Net Spend	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schools Block	270,284	0	0	270,284	222,910	47,374	47,374	0
Central Schools Bloc	3,287	0	0	3,287	0	3,287	3,666	379
High Needs Block	57,851	74	(6)	57,919	11,152	46,767	55,503	8,736
Early Year Block	23,541	(382)	0	23,159	0	23,159	23,159	0
Total	354,963	(308)	(6)	354,649	234,062	120,587	129,702	9,115

Dedicated Schools Grants Forecast Outturn 2023/24

7.4 The national pressure on services to support the education of children with additional needs is well documented. This has been exacerbated by the ongoing impacts of COVID on children and young people's health and wellbeing. Many Councils are struggling to contain expenditure within the budget available to meet needs. The mitigation actions that are available often have front loaded costs and benefits are felt over the course of many years. Whilst funding has been increased, this has not reflected the full increase in needs that are being identified.

7.5 In the financial year 2022/23 NNC reported an overspend of £1.743m on the HNB. This was offset against the historic surplus of £2.573m brought forward from 2021/22. A net adjustment of £110k has been made to the reserves to reflect Early Years clawback, resulting in an opening reserves position of £720k. For 2023/24, pressures have continued to increase, and it is now forecast that the HNB will be overspent by £9.456m. The remaining reserves of £720k have been used to partly mitigate this, leaving a forecast overspend on the HNB of £8.736m. There's also a projected overspend in the central school's block, primarily attributed to the Schools Admissions services and School standards and effectiveness. The strain in these services is primarily related to staffing costs. The composition of these pressures prior to the use of reserves is as follows:

- The ongoing increase in the number of requests for Education, Health and Care Plans (EHCP), at Early Years and statutory school age, has exceeded the rate that was used in setting the budget, this pressure is forecast to be around £2.695m.

- Sufficiency issues in local SEND placements meaning greater use of Independent Providers at significantly higher cost, this pressure is forecast to be around £3.037m.

- The identification of historic commitments that remain outstanding and must now be paid is a one-off pressure and amount to around £500k.

- Pressures in Mainstream Top Ups are related to an ongoing increase in the number of requests for statutory assessment over and above the

level budgeted for. By supporting mainstream schools to meet higher levels of need, pressure is reduced on the specialist placement budgets, this pressure is forecasted to around £2.287m.

- Further analysis has been conducted on the Alternative Provision budget, the pressure is forecasted to be around £1.005m. This reflects the impact of the limited access NNC has to high quality AP places locally. As a result, more pupils are having to be provided with individual tutoring to ensure they have the required access to education. This significantly increases costs and restricts the breadth of curriculum that can be offered. Efforts are ongoing to create additional AP in NNC, including a strategic partnership with an outstanding Academy Trust that was brokered by DfE, and a bid for a new AP school in NNC, the outcome of which is due shortly.

- The High Needs budget saw an increase due to an adverse movement in the import-export review and an increase in funding allocated to Special schools the net favourable effect was a £68k increase.

- The Central Schools Block covers funding allocated to LAs to conduct central education functions on behalf of pupils in maintained schools and academies in England. The School Standards and Effectiveness and School Admissions Services are both forecasting a pressure primarily relating to their staffing costs. The pressure is forecasted to be £379k.

7.6 Significant work has already been undertaken to put in place actions to mitigate pressures, these include:

- Collaborative work with two local special schools to create outreach service to support inclusion in mainstream settings and identify needs, and strategies to meet these, at the earliest opportunity.

- The creation of additional SEND places in Special Schools and Special School satellite provision on mainstream school sites.

- The creation of new SEND units in mainstream schools.

- Development of an Early Years SEND provision.

- Partnership working with an outstanding Alternative Provision (AP) Academy Trust to create new capacity in NNC.

- Improved commissioning arrangements with independent providers to control costs and provide greater consistency of delivery.

- Joint commissioning work with health services to improve and widen provision of Speech and Language services.

- Greater focus on the Annual Review process to identify where needs have reduced or an EHCP is no longer required.

- Investment in the EHCP team to ensure needs are assessed in as accurate and timely manner as possible.

- Improved decision-making processes that ensure thresholds and funding decisions are robust and consistent.

7.7 This work is ongoing, and a key focus will be the identification of opportunities to create further capacity. NNC was not successful in a bid to DfE for a new Special Free School in the area, as such other routes to creating this capacity are being investigated. A separate bid for a Free AP provision is with DfE and an outcome is expected shortly.

7.8 Further opportunities to create SEND places are being developed in partnership with local Special and Mainstream schools. The impact of the outreach services is being assessed with a view to extending these and targeting resources as effectively as possible as part of a wider focus on inclusion. A simplification of EHCP funding through the adoption of a banded system will reduce pressure on the EHCP team and give schools and providers greater clarity and stability. The Education Case Management System will offer significantly improved financial functionality and rigour, improve parental access to information about the progress of an EHCP and create efficiencies in the EHCP process.

7.9 Where a local authority has an overall deficit on its DSG account at the end of the financial year, or where a surplus has substantially reduced during the year, they must provide information to the DFE about pressures and savings on the High Needs Budget as part of a DSG Deficit Management Plan. In addition, where there is a deficit, this will have an adverse impact on the Council's cashflow position and will impact on the resources available for investment – which will result in the investment income being lower.

7.10 In 2024/25 work will continue to mitigate these pressures , the Schools Forum agreed to a transfer of funding from the Schools Block (SB) of the DSG to HNB, this amounts to circa £1.5m additional funding for the HNB. Forum will look at measures that will support inclusion in mainstream settings and provide challenge where any school may not be meeting this standard.

7.11 Identifying and meeting the needs of children and young people with SEND at the earliest opportunity and putting in place appropriate actions to meet there needs, remains the central focus of all of this work. Ensuring that the whole system works in an inclusive and joined up way is key to meeting this aspiration and to ensuring the efficient use of available resources to manage costs effectively.

7.12 At Spring Budget, the Chancellor announced additional funding for the existing early years entitlements worth £204m in 2023-24 (from September 2023) and £288m in 2024-25. This is for local authorities to increase hourly rates paid to childcare providers for the government's existing entitlement offers.

7.13 In July the Government announced that for 2023-24, that this will be distributed to LAs through a new standalone top-up grant called the Early Years Supplementary Grant (EYSG) the allocation received by NNC is £1.112m for Sept 2023 to March 2024 and this will be allocated on a monthly basis out to

providers. From 1st April 2024 the supplement grant will be removed, and the additional funding will form part of the base rate.

8 Conclusions

8.1 The Period 10 forecast for 2023/24 is an overspend of £11.036m (Period 9 - £10.121m). A contingency is held to help offset potential costs that were not known at the time of budget setting. Currently £1.524m of the contingency is available to meet further pressures. Service Directors will be working to mitigate these pressures in-year, including those of the Children's Trust. The Council also holds earmarked reserves which may be utilised if mitigations are not identified to fund the current pressures.

9 Implications (including financial implications)

9.1 Resources, Financial and Transformation

9.1.1 The financial implications are set out in this report. The current forecast position for the General Fund is an overspend of £11.036m (Period 9 - £10.121m) and the Housing Revenue Account is forecasting an overspend of £128k (Period 9 - £26k overspend), the Dedicated Schools Grant is forecasting a pressure of £9.115m (Period 9 - £9.100m).

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 Description	2023/24 £000	Red	Amber	Green
Children & Education	Assistant Director Education	DFE SEND Review/Multi Agency SEND Self Assessment and Action Plan	Additional resources to meet the increase and clear the back log relating to Education and Health Care Plans. An additional amount of £700k was included in the 22/23 Budget.	(175)	(175)		
Children & Education	Assistant Director Education	Teachers Pensions	Budget Realignment for historical contribution for the Teachers Pensions Fund	(275)			(275)
Children & Education	Assistant Director Education	DSG Funding	Budget Realignment of the DSG contribution towards the historical contribution for the Teachers Pensions Fund	(462)			(462)
Children & Education	Commissioning & Partnerships	Additional Demand - Payments to other Establishments	Disaggregated Additional Demand - Payments to other Establishments Budget for Children, Families and Education, budget not utilised	(691)			(691)
Children & Education	Commissioning & Partnerships	Disaggregated Budget not required	Disaggregated Budget - budget not utilised	(412)			(412)
Adults, Health, Partnerships & Housing	Adult Services	CCG Discharge Packages Covid 19	Reversal of one off Covid Pressure relating to 2021/22	(513)			(513)
Adults, Health, Partnerships & Housing	Adult Services	Strengths based working	Transformation of adult social care pathways and processes to ensure focus on client outcomes, independence, better decision making and best practice approaches to reduce delays and spend.	(587)		(587)	
Adults, Health, Partnerships & Housing	Adult Services	Demographic and prevalence pressures adult social care	Reduction in demand due to Provider transformation Phase 1 - Specialist Care Centre	(1,189)		(1,189)	
Adults, Health, Partnerships & Housing	Adult Services	Staffing	Savings from review of wider staffing budget to fund Social Worker Market Forces	(100)			(100)
Adults, Health, Partnerships & Housing	Safeguarding and Wellbeing	Staffing	Disaggregation of Shared Lives to be managed within the wider provider services staffing	(23)			(23)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Reduction in number of residential placements made in the independent sector owing to increase utilisation beds in PPP properties.	(1,192)		(1,192)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Increase utilisation of capacity within Discharge to Access	(1,058)	(617)	(441)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Contract Rationalisation	Increasing utilisation of framework providers for homecare and reduction of more expensive spot contracts	(67)			(67)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Staffing	Saving of wider staffing budget to fund PBSS	(125)		(125)	
Adults, Health, Partnerships & Housing	Housing	Homelessness Policy Changes	Harmonisation of Homelessness Policies	(200)			(200)
Adults, Health, Partnerships & Housing	Housing	Maximisation of Grant	Capitalisation of posts for work relating to Disabled Facility Grants	(127)			(127)
Adults, Health, Partnerships & Housing	Director of Public Health	Realignment of Grant	Realignment of grant following disaggregation	(138)			(138)
Public Health & Communities	Communities	Income generation	Fees and Charges - Leisure	(195)			(195)
Public Health & Communities	Communities	Efficiencies	Legacy budgets no longer required	(42)			(42)
Public Health & Communities	Communities	Efficiencies	Review of Strategic Grants	(7)			(7)
Public Health & Communities	Communities	Staffing	Service Transformation	(360)			(360)
Public Health & Communities	Communities	Income Generation	External Funding for Events	(30)			(30)
Public Health & Communities	Communities	Efficiencies	Review of Neighbourhood Centres	(45)			(45)
Public Health & Communities	Communities	Income Generation	Introduce an E-Gym offer	(63)			(63)
Public Health & Communities	Communities	Income Generation	Repurposing of Public Health grant to fund wellbeing posts	(93)			(93)
Public Health & Communities	Communities	Public Health Grant	Grant funding to support services in addressing Public Health needs	(500)			(500)

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Place & Economy	Growth & Regeneration	Increase in Fees & Charges	Increase in Fees & Charges	(10)			(10)
Place & Economy	Assets and Environment	Additional income	Garage Income	(10)	(10)		
Place & Economy	Assets and Environment	Assets & Environment redesign	Assets & Environment Service Improvement and Redesign	(95)		(95)	
Place & Economy	Assets and Environment	Grounds Maintenance	Operational changes to grounds maintenance costs & services	(57)		(57)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(15)		(15)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(30)		(30)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to cleaning services	(14)		(14)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to Council Buildings.	(31)		(31)	
Place & Economy	Assets and Environment	Rental Income	Additional income from rent reviews across the commercial portfolio.	(80)			(80)
Place & Economy	Assets and Environment	Enterprise Centre Business Case - Full year effects of previous decisions	Increase in income based on appointed operators business case.	(64)		(64)	
Place & Economy	Growth & Regeneration	Climate Change	Delivery of a range of climate change initiatives to reduce NNC's carbon footprint towards net zero	(250)			(250)
Place & Economy	Highways & Waste	Highways Contract	Demobilisation costs for existing highways contract - reverses one-off pressure which was reflected in the 22/23 Budget	(201)		(201)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Residual Waste	(79)		(79)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Wood Waste	(27)		(27)	
Place & Economy	Highways & Waste	Green Waste	Harmonisation of Green Waste Charges	(1,358)			(1,358)
Place & Economy	Highways & Waste	Promote food waste	Benefit of promoting the food waste service in the Corby and East Northants area	(50)		(50)	
Place & Economy	Highways & Waste	Refuse fees & charges	Increase refuse & recycling fees & charges	(135)		(135)	
Place & Economy	Highways & Waste	Highways fees & charges	Increase highways & transport fees and charges	(44)			(44)
Place & Economy	Highways & Waste	Review Litter bin network	Reduction in street cleaning costs	(5)			(5)
Place & Economy	Highways & Waste	HWRC Income	Increase income from HWRCs	(153)		(153)	
Place & Economy	Regulatory Services	Restructure	Rationalisation of service provision	(185)		(30)	(155)
Place & Economy	Regulatory Services	Specialist Equipment For Service Delivery	Base budget allocation for incident response released	(280)			(280)
Place & Economy	Regulatory Services	Increase in Fees & Charges	Increase in Fees & Charges	(227)		(227)	
Enabling Services	Finance & Performance	Pensions	Pension - Historical Pension Fund Deficit	(232)			(232)
Enabling Services	Finance & Performance	Pensions	Reduction in Employer's Pension Contribution Rate	(1,890)		0	(1,890)
Enabling Services	Finance & Performance	Pensions	Disaggregation of Legacy Pensions	(450)			(450)
Enabling Services	Finance & Performance	Housing Benefit Subsidy	Additional income relating to Housing Benefit Subsidy	(5)		(5)	
Enabling Services	Chief Executive's Office	Staffing	Staff Savings	(7)			(7)

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
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)**	**(852)**	**(4,747)**	**(10,817)**

CORPORATE SCRUTINY COMMITTEE
9 April 2024

Report Title	Capital Forecast 2023/24 as at Period 9
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 – Capital Forecast 2023/24 as at Period 9

1.   Purpose of Report

1.1.   The attached report is for consideration by this Committee. It sets out the Capital Forecast 2023/24 as at Period 9 and was presented to Executive at its meeting on 15th February 2024.

2.   Executive Summary

2.1.   This report requests that the Committee to note and comment on the report in Appendix A as presented to Executive Committee on 15th February 2024.

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 financial position for 2023/24 as at Period 9 and consider the impact on this year and future years budgets.

4.   Report Background

4.1.   Shown in **Appendix A** is the capital monitoring report for Period 9 presented to Executive at its meeting on 15th February 2024. The monitoring report sets out the material financial issues identified since the 2023/24 budget was set in February 2023. This is based on the draft outturn position as at the end of March 2024, together with the proposed slippage on the 2023/24 capital programme.

4.2.   The Period 9 forecast position, following the review and reprofiling of budgets

as part of the 2023/24 budget setting process, is as follows:

- General Fund: underspend of £35.1m
- Housing Revenue Account: underspend of £15.4m

5. Issues and Choices

5.1. The 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. Relevant Policies and Plans

6.3.1. As outlined in Appendix A

6.4. Risk

6.4.1. As outlined in the report in Appendix A.

6.5. Consultation

6.5.1. As outlined in the report in Appendix A.

6.6. Consideration by Executive Advisory Panel

6.6.1. As outlined in in the report in Appendix A

6.7. Consideration by Scrutiny

6.7.1. As outlined in the report in Appendix A.

6.8. Equality implications

6.8.1. As outlined in the report in Appendix A.

6.9. Climate Impact

6.9.1. As outlined in the report in Appendix A.

6.10. Community Impact

6.10.1. As outlined in the report in Appendix A.

6.11. Crime and Disorder Impact

6.11.1. As outlined in the report in Appendix A.

7. Background Papers

7.1.1. As outlined in the report in Appendix A.

This page is intentionally left blank

![North Northamptonshire Council logo]

EXECUTIVE
15th February 2024

Report Title	Capital Outturn 2023/24 – Draft Outturn as at Period 9
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	☐ Yes	☒ No
Is the decision eligible for call-in by Scrutiny?	☐ Yes	☒ No
Are there public sector equality duty implications?	☐ Yes	☒ No
Does the report contain confidential or exempt information (whether in appendices or not)?	☐ Yes	☒ No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	N/A	
Which Corporate Plan priority does the report most closely align with? Our priorities for the future | North Northamptonshire Council (northnorthants.gov.uk)	Modern public services	

List of Appendices

Appendix A – General Fund Monitoring
Appendix B – HRA Monitoring
Appendix C – Development Pool

1.   Purpose of Report

1.1   This report sets out the provisional capital outturn position for 2023/24 as at period 9 for North Northamptonshire Council (NNC), including requests to re-phase scheme expenditure profiles.

1.2   The report details the latest capital budgets (2023/24) for the General Fund (GF) and the Housing Revenue Account (HRA) Capital Programme, including new schemes which have been approved since 1st April 2023.

2. Executive Summary

2.1 This report sets out the draft 2023/24 outturn as at period 9 for the Council's capital programme.

2.2 It provides commentary on the Council's current financial outturn position for 2023/24 as at period 9 for both the GF and the HRA Capital Programmes. It should also be recognised at this point that the final outturn position may be affected by any changes arising from the outstanding audits for the legacy authorities.

2.3 The Council will continue to assess and refine its capital profiling as part of the capital monitoring for 2023/24 prioritising schemes and focussing on deliver ability. The outturn position presented in the report is based on the best available data and information of the operations of the Council. The review of profiling of the capital programme is currently ongoing and has not been reflected within this report.

3. Recommendations

3.1 It is recommended that Executive:

a. Note the draft capital outturn position as at period 9 for the General Fund (GF) Capital Programme and Housing Revenue Account (HRA) Capital Programme for 2023/24.

b. Note the new schemes that have been approved since 1st April 2023.

3.2 Reasons for Recommendations:

- This is in line with the Council's constitution and financial regulations in relation to governance.

3.3 Alternative Options Considered:

- This report is on the forecasted out-turn and therefore alternative options are not proposed.

4. Report Background

4.1 The Capital Programme is the Council's plan for investing in assets to efficiently deliver its statutory services, and to improve and shape the local infrastructure of North Northamptonshire, with the benefits lasting over several years.

4.2 Resources come from several sources including Government grants, capital receipts from surplus land and buildings, revenue contributions, other external contributions and borrowing. The Council is required to set a balanced revenue

budget and therefore must ensure that where borrowing is proposed to fund the cost of capital that the cost of servicing the debt is affordable within the Council's revenue budget.

4.3   The Council captures its projected capital expenditure within the Capital Programme to ensure effective monitoring and ensure transparency. In year changed to the Capital Programme are approved by Executive, unless authority has been delegated or Full Council approval is required, in accordance with the Council's constitution.

4.4   This report provides an update to the Capital Programme 2023/24 as adopted by the Council in February 2023 and updated in subsequent reports to Executive.

4.5   The programme has been split into three areas:

- General Fund Committed Capital Programme containing schemes approved by Council, the majority of which are in the process of being delivered.
- General Fund Development Pool containing schemes which are in the early stages of their lifecycle and are not ready to commence. The Development Pool comprises the schemes that the Council would be prepared to take forward, subject to final negotiations, confirmation and evidencing of funding and submission of robust business cases to the Capital Approvals Board for approval by Cabinet.
- Housing Revenue Account Capital Programme which contains schemes that are either committed or in their early stages of their life cycle.

Capital Approval Process

4.6   The Capital Approval Governance process aims to provide greater emphasis on the link to strategic priorities and achievement of benefits and outcomes. As part of this each submission is requested to identify any contribution to reducing carbon and/or how the development or investment will support a zero-carbon agenda.

4.7   The governance process requires that Directorates submit business cases to the officer led Strategic Capital Board for initial consideration. Each scheme requires approval to enter the development pool or as a commitment in the main programme. The business case must set out the requirement for funding and any funding streams available (e.g. grant), how it meets the Council's strategic priorities, risk analysis and expected outcomes and benefits.

4.8   The Strategic Capital Board meets monthly to scrutinise new proposals and consider the progress/risks in relation to schemes already in delivery as well as update on potential schemes which may be in the future pipeline. The board is chaired by the Executive Director of Finance and Performance and consists of the Executive Directors from each of the Directorates, the Monitoring Officer and finance/project management support.

4.9 In line with the agreed process, schemes progress from the Strategic Capital Board to initially be considered by the Council's Deputy Leader and the Executive Member for Finance and Transformation. Following review, the capital scheme proposals are reported to Executive for approval each month through the Capital Update Report. If approved, such proposals will be incorporated within the Council's Capital Programme.

5. Issues and Choices – Forecast Outturn as at Period 9 2023/24

Draft Capital Outturn P9 2023/24

5.1 The outturn forecast for 2023/24 at period 9 in respect of the GF Capital Programme shows a revised capital budget position of £94.2m, including slippage and in-year approved programmes. The outturn position is currently estimated at a spend of £59m, which represents movement (slippage/underspend) of £35.1m against the budget.

Table 1

Directorate	General Fund Capital Programme 2023/2024								
	Original Budget	Draft Brought forward Budget	Approved in year	Revised Budget	YTD Actual P9	Forecast P6	Forecast P9	Variance to Budget	Movement to P6 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place and Economy	30,734	15,892	5,325	51,951	17,743	35,495	32,887	(19,064)	(2,608)
Children and Education	5,184	7,997	4,534	17,715	6,812	13,134	12,004	(5,711)	(1,130)
Adults, Health Partnerships and Housing and Communities and Leisure	1,811	7,216	12,599	21,626	7,188	13,327	13,296	(8,330)	(31)
Enabling and Support Services	1,079	1,867	0	2,946	402	2,160	855	(2,091)	(1,305)
Total	38,808	32,972	22,458	94,238	32,145	64,116	59,042	(35,196)	(5,074)

5.2 The range of schemes delivered or in progress during 2023/24 include Corby Towns Fund – 6th Form College and Train Station to Town Centre, Street Lighting upgrades, a number of school related improvements such as completion of work Prince William Academy, delivery of highways maintenance programme, Disabled Facilities Grants and the Refugee Resettlement Programme.

5.3 A proportion of the capital programme includes projects that were already in flight within the legacy authorities as well as new schemes. Focus has also been on those projects which have grant funding in order to ensure that any grant terms and conditions are met and minimise the potential risk of repayment and/or loss of grant.

5.4 The deliverability of the programme in future must also take into account the current and potential cost related to inflationary pressures. This may require some scoping changes or other mitigation if schemes are to remain within the original budget envelope.

5.5 General Fund Capital Programme Funding

For the General Fund capital programme funding sources have been identified to cover the MTFS capital budget requirements, including the original MTFS budget of £38.8m, together with funding for the slippage (£32.9m) and in-year approved schemes (£22.5m). Below shows the anticipated funding source for the in-year expenditure for 2023/24, estimated at period 9 as £59m.

Table 4

Directorate	Discretionary Funding	Capital Receipts and Reserves	Capital Grants	S106	Total
	£'000	£'000	£'000	£'000	£'000
Place and Economy	4,938	902	26,191	856	32,887
Children and Education	2,470	0	8,722	812	12,004
Adults, Health Partnerships and Housing and Communities and Leisure	7,713	109	5,322	152	13,296
Enabling and Support Services	285	570	0	0	855
Total	**15,406**	**1,581**	**40,235**	**1,820**	**59,042**

5.6 Development Pool

The Development Pool was fully reviewed as part of the 2023/24 MTFP work, as presented to Budget Executive on 9th February 2023. Additionally, a number of schemes were added back to the development pool as part of the 2022/23 draft out-turn report, as presented in June 2023. The current development pool is detailed in **Appendix C**. The development pool for 2024/25 has also been reviewed as part of the 2024/25 MTFP work.

5.7 HRA Capital Programme

The outturn for the HRA Capital Programme shows a revised a budget for 2023/24 of £23.4m, including slippage from 2022/23 of £8.7m. There have been no further approvals since budget setting. The outturn is showing a forecast spend of £8m, which represents an underspend of £15.4m compared to budget, and which will be reviewed and re-profiled considering the latest position. Detailed analysis by project shown in **Appendix B**.

Table 5

Directorate	HRA Capital Programme 2023/2024								
	Original Budget	Draft Brought forward Budget	Approved in year	Revised Budget	YTD Actual P9	Forecast P6	Forecast P9	Variance to Budget	Movement from P6 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corby	10,375	5,706	0	16,081	2,672	5,042	5,583	(10,498)	541
Kettering	4,253	3,012	0	7,265	1,393	2,687	2,413	(4,852)	(274)
Total	**14,627**	**8,719**	**0**	**23,346**	**4,065**	**7,729**	**7,996**	**(15,350)**	**266**

5.8 A significant proportion of the budget is forecast not to be spent in 2023/24 as initially planned. Some schemes are forecast to underspend due to experiencing delays in finalising new contractual arrangements and identifying new housing development sites for new build properties which is currently being reviewed by officers.

5.9 Virements have been reflected in **Appendix B** for the HRA capital programme relating to the housing tenancy capital schemes, which is a ringfenced fund. The overall purpose of these budgets has not changed, which is to enhance and maintain the current housing stock.

6 Next Steps

6.1 Monitoring of capital schemes will continue throughout the year and a further report presented to Executive as a draft out-turn following 31st March year end.

6.2 The brought forward balances are still subject to external audit. Any adjustments required because of the outstanding audits for the Council for 2021/22 and 2022/23 will be reported back to Executive.

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

7.1.1 The financial implications are set out in the detail of the report.

7.2 Legal and Governance

7.2.1 The council must utilise funding and deliver schemes in line with the restrictions and requirements as set out in the agreements linked to that funding and the requirements as set out in the Council's Constitution, in particular the budget setting and policy framework and the financial regulations.

7.3 **Relevant Policies and Plans**

7.3.1 The schemes provide a strategic fit with the Council's priorities as set out within the Corporate Plan.

7.4 **Risk**

7.4.1 The deliverability of the 2023/24 Capital Programme is monitored by the relevant accountable project manager and senior officer. There are a number of risks to be managed throughout the year and these are highlighted in the paragraphs below.

7.4.2 With most capital projects there is a risk that delays, and cost increases may arise as a result of the impact of inflation. Generally, this relates to the supply and price of materials with projects requiring increased lead in times. Whilst every attempt is made to cost these implications into the project, the risks remain. However, it must be recognised that the current "Cost of Living Crisis" has driven up the level of inflation, which is much higher than in previous periods and indeed when funding bids were originally submitted. This therefore poses a risk to the deliverability of the projects as originally envisaged, where reductions to the scope of projects may be required to ensure budgets are not overspent.

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

7.4.4 There is a risk in relation to funding, particularly S106 where works may be required to take place in advance of S106 triggers/funding being payable. This occurs where a road or school is needed to provide infrastructure for the first residents/businesses utilising the site. Where this is the required, the Council will fund costs at risk in relation to the funding being received to reimburse its costs.

7.4.5 The brought forward figures in this report from 2022/23 remain in draft. The position is provisional as the annual statutory audit of accounts for the authority is still to be completed. Until the Statement of Accounts are signed off by the External Auditors, there could be required amendments to the carry forward balances between financial years.

7.5 **Consultation**

7.5.1 The 2023/24 Capital Strategy and Capital Programme were subject to consultation prior to approval by Council on 23rd February 2023.

7.6   Consideration by Executive Advisory Panel

7.6.1 Not applicable

7.7   Consideration by Scrutiny

7.7.1 The report will be considered at a future meeting of the Finance and Resources Scrutiny Committee.

7.8   Equality Implications

7.8.1 None specific within this report

7.9   Climate and Environment Impact

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

7.9.2 Significant progress has since been made and reported into the Climate, Growth and Environment Executive Advisory Panel at regular intervals throughout 2022.

7.9.3 During 2023, significant progress on climate action has been made and reported to the Sustainable Communities Executive Advisory Panel at regular intervals throughout the year. The initial focus has been to identify mechanisms, procedures and systems that will provide a solid foundation for further development of climate action as we plot our course towards reaching the Council's target of becoming carbon neutral by 2030 and complying with the national legal requirement of achieving Net Zero by 2050, or sooner.

7.9.4 The climate impact of each capital project will be considered and managed within the relevant scheme.

7.9.5 A number of the capital schemes include initiatives to offset/reduce carbon impact as a priority for the Council and in recognition of the Climate Emergency declared by the Council.

7.10   Community Impact

7.10.1 These proposals can be considered to have a positive impact on the community as the Capital Programme delivers the infrastructure to support, educate, connect and regenerate communities. This includes enhancing the cultural offer and promoting a positive environmental impact.

7.11 **Crime and Disorder Impact**

7.11.1 None specific within this report

8. Background Documents

8.1 The following background papers can be considered in relation to this report.

Capital Programme Budget 2023/24, approved by Council on 23rd February 2023, item C/208:
Capital Programme Report 2023-26 - Feb Council.pdf (moderngov.co.uk)
Appendix A - Capital Programme 2023-26.pdf (moderngov.co.uk)
Appendix B - HRA Capital Programme 2023-26.pdf (moderngov.co.uk)
6. Appendix C - Development Pool.pdf (moderngov.co.uk)

Capital Outturn 2022/23 – Provisional Outturn as at period 12, presented to Executive 8th June 2023, item 455:
DRAFT P12 Draft Capital Outturn Report 2022-23.pdf (moderngov.co.uk)
Appendix A
Appendix B
Capital Outturn 2023/24 as a Period 3, presented to Executive on 17th August 2023, item 489:
Capital Outturn 202324 as at Period 3.pdf (moderngov.co.uk)
Appendix A
Appendix B
Appendix C

General Fund Capital Programme

DIRECTORATE - PLACE	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P9 Actuals	P6 Forecast	P9 Forecast	Variance to Budget	Movement from P6 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
A509 Isham By pass	0	837	790	1,627	1,066	837	1,317	(310)	480
S106 Highways	500	128	0	628	0	128	0	(628)	(128)
Street Lighting LED Upgrade	2,157	3,033	0	5,190	0	2,688	2,688	(2,502)	0
Highways DFT LTP Integrated Transport Block 2023-24	2,102	210	(974)	1,338	322	1,500	710	(628)	(790)
Highways DFT Pothole Fund 2023-24	3,735	793	0	4,528	2,789	4,528	4,528	0	0
Highways DFT Incentive Block 2023-24	934	311	0	1,245	853	1,245	1,245	0	0
Highways DFT Maintenance Block 2023-24	3,735	185	0	3,920	1,958	3,920	3,920	0	0
Pothole repair additional funding 2023-24	0	0	1,494	1,494	681	1,494	1,494	0	0
High Street - Heritage Action Zone	0	195	371	566	416	566	566	0	0
HG0220 - Northamptonshire Superfast Broadband	562	550	0	1,112	229	1,111	930	(182)	(181)
Corby Town Fund Multi-Use Building	0	0	787	787	0	125	25	(762)	(100)
Corby Town Fund - 6th Form College	4,750	2,179	0	6,929	6,606	6,929	6,929	0	0
Corby Town Fund - Train Station to Town Centre	6,300	100	0	6,400	0	750	50	(6,350)	(700)
Priors Hall Sustainable Urban extension - A43/Steel Road junction	0	996	0	996	0	150	150	(846)	0
East Kettering (Hanwood Park) S106 Highways works	1,674	(23)	0	1,651	0	0	0	(1,651)	0
Property Stock Improvement & Compliance	326	337	0	663	183	663	663	0	0
Compulsory Purchase Order Fund	601	0	0	601	0	601	0	(601)	(601)
Garden Communities	0	1,428	0	1,428	27	500	40	(1,388)	(460)
LA Highways Maintenance additional funding	0	0	1,069	1,069	0	0	1,069	0	1,069
Disabled Facilities Grant NNC	2,200	0	0	2,200	1,347	2,500	1,900	(300)	(600)
Private Sector Housing - Home Repairs Grants	0	661	0	661	12	45	45	(616)	0
All other schemes (individual budgets under £500k)	1,158	3,972	1,788	6,918	1,253	5,215	4,618	(2,300)	(597)
TOTAL PLACE	**30,734**	**15,892**	**5,325**	**51,951**	**17,743**	**35,495**	**32,887**	**(19,064)**	**(2,608)**

DIRECTORATE - CHILDREN AND EDUCATION	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P9 Actuals	P6 Forecast	P9 Forecast	Variance to Budget	Movement from P6 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Prince William School phase 3 works	0	3,813	0	3,813	3,007	3,813	3,813	0	0
Earls Barton School S106 works	1,290	204	0	1,494	96	1,000	350	(1,144)	(650)
Isebrook SEND College expansion - four seasons	0	827	0	827	601	822	822	(5)	0
Wollaston Secondary SEND Unit	0	0	561	561	555	561	561	0	0
Schools Minor Works 2022-2024	1,947	1,432	0	3,379	247	1,569	1,484	(1,895)	(85)
Rowan Gate Special School mobile to permanent	1,006	153	0	1,159	240	1,006	1,006	(153)	0
Kingswood Secondary Bulge	341	213	0	554	198	213	213	(341)	0
Avenue Infants School SEND provision	0	0	727	727	0	100	100	(627)	0
Children's Trust Planned Capital Maintenance Programme	600	225	0	825	74	825	650	(175)	(175)
Children's Residential Home Provision	0	762	0	762	0	762	762	0	0
All other schemes (individual budgets under £500k)	0	368	3,246	3,614	1,793	2,463	2,243	(1,371)	(220)
TOTAL CHILDREN AND EDUCATION	**5,184**	**7,997**	**4,534**	**17,715**	**6,812**	**13,134**	**12,004**	**(5,711)**	**(1,130)**

DIRECTORATES - ADULTS, HEALTH PARTNERSHIPS AND HOUSING and COMMUNITIES AND LEISURE	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P9 Actuals	P6 Forecast	P9 Forecast	Variance to Budget	Movement from P6 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community equipment capitalisation	540	0	0	540	0	540	540	0	0
Rough Sleepers Accommodation (RSAP)	0	542	0	542	576	542	542	0	0
Refugee Resettlement Programme 2023	0	3,711	3,234	6,945	5,961	6,945	6,945	0	0
Phase 2 Refugee Resettlement Programme	0	0	3,298	3,298	0	3,298	3,298	0	0
Housing and Homelessness Prevention	1,000	1,000	(1,000)	1,000	97	498	498	(502)	0
Kettering Library Roof works	0	0	6,807	6,807	0	0	174	(6,633)	174
All other schemes (individual budgets under £500k)	271	1,963	260	2,494	554	1,504	1,299	(1,195)	(205)
TOTAL ADULTS, HEALTH PARTNERSHIPS AND HOUSING and COMMUNITIES AND LEISURE	**1,811**	**7,216**	**12,599**	**21,626**	**7,188**	**13,327**	**13,296**	**(8,330)**	**(31)**

DIRECTORATE - ENABLING SERVICES	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P9 Actuals	P6 Forecast	P9 Forecast	Variance to Budget	Movement from P6 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Revenues & Benefits System	0	720	0	720	300	600	470	(250)	(130)
IT Strategy	559	0	0	559	0	559	0	(559)	(559)
Infrastructure / Flexi & Remote Working	220	330	0	550	0	550	0	(550)	(550)
All other schemes (individual budgets under £500k)	300	817	0	1,117	102	451	385	(732)	(66)
TOTAL ENABLING	**1,079**	**1,867**	**0**	**2,946**	**402**	**2,160**	**855**	**(2,091)**	**(1,305)**

	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P9 Actuals	P6 Forecast	P9 Forecast	Variance to Budget	Movement from P6 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
TOTAL GENERAL FUND CAPITAL PROGRAMME	**38,808**	**32,972**	**22,458**	**94,238**	**32,145**	**64,116**	**59,042**	**(35,196)**	**(5,074)**

Directorate - Housing		Original Budget	Revsied Budget C/fwd.	Approved Budget in year	Virements	Revised Budget	P9 Actual	P6 Forecast	P9 Forecast	Variance to Budget	Movement to P6
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Corby											
New Build	New Build	5,500	3,593			9,093	1,036	1,500	1,500	(7,593)	0
Hidden Homes		200				200	21	200	150	(50)	(50)
Estate Management		250				250	71	150	150	(100)	0
Roof Renewals		350				350	88	150	150	(200)	0
Electrical Upgrades	Decent Homes - Electrical Upgrades	385	1,024		(244)	1,165	239	385	385	(780)	0
Heating Upgrades	Central Heating Renewal	350	303			653	336	350	350	(303)	0
Compliance	Heath & Safety and Fire Precautions	200	562			762	88	93	120	(642)	27
Disabled Adaptations	Improving access for disabled people	250	(58)			192	136	192	192	0	0
Supply Chain Upgrades	Property Stores Proejct	40	79			119	0	0	40	(79)	40
Kitchen & Bathrooms	Decent Homes - Kitchen & Bathroom Renewal	300	(107)			193	201	193	267	74	74
Doors & Windows	External Door Replacements	250	(24)			226	92	129	129	(97)	0
HRA - Unallocated Labour & Overheads	Unallocated Labour	1,500	278		0	1,778	12	1,000	1,500	(278)	500
HRA Housing Management System [CBC]	HRA Housing Management System [CBC]		20			20	10	0	0	(20)	0
Major Voids Works		400	(244)		244	400	323	400	450	50	50
Sheltered Housing		200				200	19	200	200	0	0
Energy Improvements		200	280			480	0	100	0	(480)	(100)
Total Corby Housing		**10,375**	**5,707**	**0**	**0**	**16,081**	**2,672**	**5,042**	**5,583**	**(10,498)**	**591**

Page 231

Directorate - Housing		Original Budget	Revsied Budget C/fwd.	Approved Budget in year	Virements	Revised Budget	P9 Actual	P6 Forecast	P9 Forecast	Variance to Budget	Movement to P9
Kettering Housing											
Kitchens & Bathrooms (Kettering)		400	163	0	(400)	163	72	100	100	(63)	0
Heating Upgrades (Kettering)		400	73	0	0	473	303	400	400	(73)	0
Roof Renewals (Kettering)		200	175	0	0	375	22	100	100	(275)	0
Disabled Adaptations (Kettering)		225	(50)	0	0	175	52	125	100	(75)	(25)
Electrical Upgrades (Kettering)		300	114	0	0	414	225	326	326	(88)	0
External Doors & Windows (Kettering)		300	11	0	0	311	29	150	150	(161)	0
Major Void Works (Kettering)		250	(84)	0	84	250	455	250	600	350	350
Energy Improvements (Kettering)		200	218	0	0	418	0	100	1	(418)	(99)
Sheltered Housing Communal Upgrades (Kettering)		50	47	0	0	97	10	50	50	(47)	0
Estate Maintenance (Kettering)		100	116	0	0	216	58	100	100	(116)	0
Compliance (Kettering)		60	(13)	0	13	60	44	60	60	(0)	0
Supply Chain Upgrades (Kettering)		25				25	10	25	25	0	0
Homes for the Future (Kettering)		758	104		0	862	77	200	200	(662)	0
Hidden Homes (Kettering)			(101)	0	303	202	15	202	202	0	0
New Build		985	2,239	0	0	3,224	21	500	0	(3,224)	(500)
Total Kettering Housing		**4,253**	**3,012**	**0**	**0**	**7,265**	**1,393**	**2,687**	**2,413**	**(4,852)**	**(253)**
Total Housing Revenue Account		**14,627**	**8,719**	**0**	**0**	**23,346**	**4,065**	**7,729**	**7,996**	**(15,350)**	**338**

Appendix C

Development Pool Forecast Expenditure 2023-24 Onwards

Scheme	Directorate	Scheme Description	2023-24 £000's	2024-25 £000's	2025-26 £000's	Total £000's	Funding Source
New Primary Schools	Children and Education	Glenvale and Priors Hall	6,000	6,000	600	12,600	S106
New Secondary Schools	Children and Education	Hanwood Park and Weldon village	10,000	20,000	20,000	50,000	S106
S106 Funded School Expansions	Children and Education	Expansions at Huxlow, Oakley Vale, Desborough and West Hill	-	650	9,000	9,650	S106
Alfred Street/Tennison Road Amalgamation	Children and Education	Merger of two schools	1,040	-	-	1,040	DFE
Sir Christopher Hatton Secondary School	Children and Education	Expansion	1,761	-	-	1,761	DFE/S106
Various SEND schemes	Children and Education	Schemes to provide new SEND capacity to meet demand across North Northants	7,599	4,352	150	15,440	DFE
Devolved Formula Capital	Children and Education	Maintained schools capital grant, allocated by school by DFE.	-	302	300	908	DFE
Schools Strategic Repairs and Maintenance	Children and Education	Funded from 'Schools Condition Allocation' Grant based on condition surveys for maintained schools.	-	1,000	1,000	2,000	DFE
Tithe Barn Road Office Refurbishment	Place	As described.	-	2,421	-	2,421	Discretionary
New Depot	Place	As described.	-	2,750	750	3,500	Discretionary
Recycling Project / Facility	Place	As described.	-	2,876	2,500	5,376	Discretionary
LTP Maintenance	Place	Non ring-fenced DfT grant for the maintenance of highways assets.	-	3,735	3,735	7,470	DfT
LTP Integrated Transport	Place	Non ring-fenced DfT grant for small scale improvements delivering the objectives of the Local Transport Plan.	-	1,551	1,551	3,102	DfT

Scheme	Directorate	Scheme Description	2023-24 £000's	2024-25 £000's	2025-26 £000's	Total £000's	Funding Source
Incentive fund	Place	Non ring-fenced DfT grant for the maintenance of highways assets.	-	934	934	1,868	DfT
Pothole Fund	Place	Ring-fenced DfT grant for the repair of potholes.	-	3,735	3,735	7,470	DfT
A509 Wellingborough Development Link Phase 1 (Isham Bypass)	Place	Road scheme.	7,552	12,787	30,656	50,995	DfT, Developer, LA
A43 Northampton to Kettering Phase 3 (Overstone Grange to Holcot/Sywell)	Place	Dualling of the A43 Northampton to Kettering (his section spans the boundary between Daventry and Wellingborough).	432	832	2,297	3,561	DfT, Developer, LA
Flood Alleviation	Place	As bid for from Environment Agency and funding secured from external bodies e.g. Anglian Water.	-	250	250	500	External Funding
Estate Stock Condition and compliance works	Place	Expenditure on NCC properties relating to replacement and repair of boiler and ventilation systems, roofs and building fabric works. Also covers health and safety, water quality and fire regulations requirements.	1,000	1,000	1,000	3,000	Capital Receipts
Public Health Schemes	Place	Awaiting confirmation of funding approval	-	101	-	101	Grant
Corby Town Fund	Place	Deliver of four projects Sixth Form College, Corby Station Link, Smart and Connected Corby and Multi-Use building.	-	-	-	1,735	External /s.106
UK Shared Prosperity Fund	Place	Grant bid left behind	-	-	-	1,495	Grant
Levelling Up Fund	Place	Two bids submitted one for Transformation through Green Growth (Stanton Cross R6 overbridge) Chester House Phase 2 and the Greenway) and for Improving Life Chances (Adrenaline Alley, Corby Station Link and Queensway, Wellingborough regeneration)	-	-	-	-	Grant
Grounds Maintenance Equipment replacement	Place	Capital budget to renew grounds maintenance equipment	-	-	-	400	Discretionary
Electric Vehicle charging points CIC & CEC	Place	Supply and installation of electric vehicle charging points for tenants use (includes previous Electric Charging scheme)	-	134	-	134	Capital Receipts
Future Way of Working Assets Implementation	Place	Capital budget to implement accommodation changes as part of the Future Way of Working implementation plan	-	1,500	-	1,500	Discretionary
Ladbrook Reservoir	Place	Further phase of capital works to the reservoir to meet the councils statutory duties.	-	330	-	330	Grant
Local Authority Tree Fund 2024/25	Place	Grant funding for tree planting in open space	-	-	80	80	Grant

Scheme	Directorate	Scheme Description	2023-24 £000's	2024-25 £000's	2025-26 £000's	Total £000's	Funding Source
Play Area investment in Country Parks	Place	To invest in new play equipment to support growth in parking income.	-	300	-	300	s.106
Public Sector Decarbonisation Fund	Place	Bid for external funds to decarbonise the Council's estate	-	1,000	-	1,000	Grant
Future Fleet (ex BCW Norse)	Place		-	397	-	397	Discretionary
Residential Zones/CPE	Place		-	20	-	20	Discretionary
CPO Fund	Place	Potential repurpose for Smiths land scheme	-	601	-	601	Capital Receipts
Device Management	Enabling	End of life replacement.	-	-	-	-	Discretionary
Northants Care Record	Adults	Integrating systems into the NHCP Northants Care Record for a single view of the patient/citizen for social workers and clinicians.	50	-	-	50	Discretionary
Leisure and Tourism Projects	Adults	Pemberton, Splash and Nene Leisure Centres	15	-	-	15	Discretionary
Social Care System Replacement	Adults		-	939	-	939	Discretionary
Castle Theatre	Adults		-	740	-	740	Capital Receipts
Rockingham Road Pavilion	Adults		-	300	-	300	Discretionary
Empty Properties	Adults		-	308	-	308	Capital Receipts
Burton Latimer Community Leisure	Adults		-	790	-	790	Grant & External Contributions
Corporate Systems	Enabling	Mainly Corporate IT Systems	243	-	-	243	Discretionary
Totals			**35,692**	**72,635**	**78,538**	**194,140**	

	2023-24	2024-25	2025-26	Total
Discretionary Funding	308	11,203	3,250	15,161
Capital Receipts	1,000	2,783	1,000	4,783
Grant Funding	18,384	31,699	44,688	99,911
S106	16,000	26,950	29,600	74,285
Total	35,692	72,635	78,538	194,140

This page is intentionally left blank

CORPORATE SCRUTINY COMMITTEE
June 2024

Detailed Scrutiny Items

		Suggested Topic	Reasons for Scrutiny	Officer, Chair and Executive Member	Notes
	1.	Agency/OPUS figures	To scrutinise whether best value is being received from the contract and the impacts of vacancies on the Council.	Executive Director of Customer and Governance, Executive Member for Finance and Performance	
	2.	Review of Implementation of Pay and Grading	To scrutinise the implementation of the new pay structure and terms and conditions following approval by full Council on 31 August 2023.	Assistant Chief Executive/ssistant Director for Human Resources	

Agenda Item 11

Pre-Scrutiny of Executive Reports

	Suggested Topic	Reasons for Scrutiny	Officer, Chair and Executive Member	Notes
1.				
2.				

Regular Scrutiny Items

	Topic	Reasons for Scrutiny	Officer and Executive Member	Notes
1.	Performance Indicators 2023/24	• 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, to include quarterly complaints reporting.	Executive Director of Finance and Performance Executive Member for Finance and Transformation	
2.	Forecast Draft Outturn 2023/24	• A regular monitoring report setting out the material financial issues identified since the 2023/24 budget which was set in February 2023.	Executive Director of Finance and Performance Executive Member for Finance and Transformation	

3	Capital Outturn 2023/24	• A regular monitoring report setting out the material financial issues identified since the 2023/24 budget which was set in February 2023.	Executive Director of Finance and Performance Executive Member for Finance and Transformation	

<table>
<tr><td colspan="5" align="center">**CORPORATE SCRUTINY COMMITTEE**</td></tr>
<tr><td colspan="5" align="center">**Topic Areas Beyond June 2024**</td></tr>
</table>

Detailed Scrutiny Items

	Suggested Topic	**Reasons for Scrutiny**	**Officer and Executive Member**	**Notes**
1.	ICT Working Party		Assistant Chief Executive, Executive Member for Finance and Transformation	Requested to be added to Workplan by Scrutiny Management Board on 27/11/23
2.	Transformation		CLT, Executive Member for Finance and Transformation	Requested to be added to Workplan by Scrutiny Management Board on 27/11/23
3.				
4.				
5.				
6.				