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Meeting: Executive
Date: Thursday 19th May, 2022
Time: 10.00 am
Venue: Council Chamber, Corby Cube, George Street, Corby, Northants, NN17 1QG

To members of the Executive

Councillors Jason Smithers (Chair), Helen Howell (Vice-Chair), David Brackenbury, Lloyd Bunday, Scott Edwards, Helen Harrison, David Howes, Graham Lawman, Andy Mercer and Harriet Pentland

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<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer 11th May 2022</p>			

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ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	Members of the Public who live or work in the North Northamptonshire council area may make statements in relation to reports on the public part of this agenda. A request to address the Executive must be received 2 clear working days prior to the meeting at democraticservices@northnorthants.gov.uk Each Member of the Public has a maximum of 3 minutes to address the committee.	5.00pm Monday 16 th May 2022
Member Agenda Statements	Other Members may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The Member has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Member Statements.	5.00pm Monday 16 th May 2022

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Minutes of a meeting of the Executive

At 10.00 am on Tuesday 29th March, 2022 in the Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

Present:-

Members

Councillor Jason Smithers (Leader of the Council) (Chair)	Councillor Helen Howell (Deputy Leader of the Council)
Councillor David Brackenbury	Councillor David Howes
Councillor Lloyd Bunday	Councillor Graham Lawman
Councillor Scott Edwards	Councillor Andy Mercer
Councillor Helen Harrison	Councillor Harriet Pentland

Also in attendance – Councillors Jean Addison, Matthew Binley, Leanne Buckingham, Lynne Buckingham, John McGhee, William Colquhoun, Jennie Bone, David Jenney, Mike Tebbutt, Paul Marks, Dorothy Maxwell, Mark Pengelly, Wendy Brackenbury, Valerie Anslow, Martin Griffiths and Jim Hakewill

190 Apologies for absence

No apologies for absence were received.

191 Members' Declarations of Interest

A personal interest was declared by Cllr Graham Lawman in Agenda Item 4 – Distribution of Maintained Nursery Supplementary Fund 2022/23.

192 Notifications of requests to address the meeting

The Chair, Councillor Jason Smithers reported that there were 59 requests to address the meeting. The total number of speakers during the meeting was 43 as set out below:

Name	Attended
Lyndsey Barnett	Attended
Cllr Martin Griffiths	Attended
Deb Thwaites	Attended
Nikki Glazebrook	Attended
Cllr Mark Pengelly – Chair of Finance and Resources Scrutiny Committee	Attended
Cllr Jean Addison	Attended
Cllr Matthew Binley	Attended
Chris Stanbra	Attended

Cllr Charlie Best	<i>Withdrew</i>
Cllr Dorothy Maxwell	Attended
Cllr William Colquhoun	Attended
Cllr Paul Marks	Attended
Carolyn Carter	<i>Withdrew</i>
Callum Reilly	Attended
Cllr Lyn Buckingham	Attended
Cllr Leanne Buckingham	Attended
Cllr John McGhee	Attended
Angela Prodger	Attended
Maria Palazzo	Attended
Tracy Gallagher	Attended
Cllr Jennie Bone (on behalf of Peter Bone MP)	Attended
Ellen McCaw (on behalf of Tess McQuade)	Attended
Cllr Wendy Brackenbury – Chair of the Scrutiny Commission	Attended
Yaba Cudjoe	Attended
Sara Conceicao	Attended
Anthony Lee	Attended
Rushika Bhatt	Attended
Sammie McCaig	<i>Withdrew</i>
Adam Cooper	Attended
Claire Law	Attended
Leanne Drummond	Attended
Koryn Stone	Did not attend
Shona Allen	Attended
Karly Newbold	Did not attend
Keira Laird	Did not attend
Ridge Cunningham	Did not attend
Lauren Else	Did not attend
Ellen McCaw	Attended
Amy McDyre	Did not attend
Jo Newman	Attended
Jo Summers	Did not attend
Chris Whelan	Attended
Sheralee Good	Attended
Lindsey Gwynne	Attended
Lisa Jeffrey	Did not attend
Debbie Marks	Attended
Katie Buchanan	Attended
Tania Marshall	Attended
Helen Fursdon	<i>Withdrew</i>
Catherine Draper	Attended
Cllr Valerie Anslow	Attended
Richard Ward	<i>Withdrew</i>
Scott Fitzsimmons	Attended
Cllr Jonathan Ekins	Did not attend
Kim Mallows	Attended
Danielle Stephens	Attended
Ben Lockwood	Attended
Sharne Gent	Attended
Robin Findlay	<i>Withdrew</i>

193 Distribution of Maintained Nursery Supplementary Fund 2022/23

The Chair, Cllr Jason Smithers invited each of the registered speakers to address the Executive in turn. As stated in Minute Number 192, a total of 43 speakers addressed the meeting in relation to the Distribution of Maintained Nursery Supplementary Fund 2022/23.

A number of the speakers spoke of personal experiences relating to attending, supporting, working for or alongside the maintained nurseries in a variety of roles. A number of key points were raised by speakers whilst making their statements, including:

- The need for fair and sustainable funding for all maintained nurseries in North Northamptonshire
- The inequality of the current funding formula
- The important role played by the nurseries within their communities; offering a foundation for education as well as support, guidance and empowerment for children, staff, parents and guardians
- The potential impact of any funding cuts on the most vulnerable
- The future financial savings offered as a result of early intervention work
- The threat of facility cutbacks and closure due to insufficient funding
- The Council to lobby central government for additional future funding for the sector
- The potential for additional funding to allow for the increase in current service provision at certain maintained nurseries, increasing the support available to both children and staff
- The connection of funding to the “Levelling-Up” agenda
- The difference in current service provision between Pen Green and the remaining maintained nurseries
- Financial restraints limiting the opportunity for staff training, building maintenance and purchasing of essential curriculum materials

The Chair thanked all of the speakers for their attendance as well as their passionate and heartfelt statements that would form a vital part of the debate. The Chair also acknowledged that attending and addressing a Council meeting was not an easy thing for all attendees to do, and that the time and effort taken to articulate the level of importance that the maintained nurseries had in people’s lives was appreciated by all members of the Executive.

The Chair then asked Cllr Scott Edwards, Executive Member for Children, Families, Education and Skills to introduce the report that sought Executive consideration of options for the distribution of maintained nursery supplementary funding for 2022/23 and requested a review of funding for ongoing years to be undertaken.

Cllr Edwards echoed the thanks of the Chair in relation to the speakers that had addressed the meeting. Cllr Edwards also thanked the nurseries concerned for allowing The Leader and Cllr Edwards to visit and view for themselves the important work that provided such a valuable foundation for education at the beginning of a child’s life.

The meeting heard that the report set out the historic method of funding distribution and detailed options for future provision of funds which were provided to the Council by central government as part of the Dedicated Schools Grant. It was noted that this funding was awarded based on the participation levels of children, with the Council set to receive reduced funding for 2022/23.

It was noted that the Council was continuing dialogue with the Department for Education regarding funding levels, but it had been made clear to the Council that it was the decision of each local authority how best to use the grant to support maintained nursery schools in their area.

Cllr Edwards stated that historic funding arrangements by Northamptonshire County Council had lacked transparency and created an inequitable funding model, resulting in three of the four maintained nurseries being at risk of closure.

It was noted that five possible funding options had been consulted upon with the maintained nurseries, those being Highfield, Croyland, Ronald Tree and Pen Green. Full consideration had also been given to the options in consultation with the North Northamptonshire Schools' Forum as a statutory consultee.

As a result of this consultation process, three of the four nurseries supported Option 2, a halfway house between a participation-based funding model and a 0% Minimum funding guarantee for three (Croyland, Highfield, Ronald Tree) of the four nurseries.

The Schools' Forum had suggested a preference for adoption of either Option 2 (as set out above) or Option 4 (based on an estimate of the level of funding required to provide protection for the 15-hour universal offer, being the purpose of the grant, with further resources allocated to Pen Green to reflect the extended offer. The three other maintained nursery schools would receive a 25% uplift in funding based on 2021/22 allocations).

The Education, Skills and Employment Executive Advisory Panel had also considered the options at its meeting on 23rd March and recommended Option 2 with cross-party support.

It was heard that funding Options 1, 3 and 5 had been discounted for a variety of reasons and these were set out in detail in the report.

Cllr Edwards stated that the report also contained a recommendation to conduct a financial audit of all four nurseries covering the period 2018/18 to 2021/22 to allow the Council to fully understand how funding was being spent. In addition, a further recommendation requested that the Council's Scrutiny Commission include a review of finance, provision and performance arrangements of maintained nurseries on its future work-plan.

Cllr Edwards concluded by stating his support for funding Option 2 as this option appeared the best way to make grant provision fair and equitable for the children of North Northamptonshire.

All members of the Executive then spoke to thank attendees for their time and eloquent, passionate comments as well as the nurseries concerned for the invaluable services they provided to communities in North Northamptonshire.

During debate, members noted the inequity of the current funding system and welcomed the involvement of the Council's scrutiny function going forward to try and identify additional funding streams that could be accessed. Each member stated their support for funding Option 2, noting that this was the most equitable available in the short-term.

At this point in proceedings, The Chair requested an adjournment in order to facilitate a discussion with the Chief Executive, Monitoring Officer, Chief Finance Officer (S151) and members of the Executive.

The meeting adjourned at 1.06pm and reconvened at 2.08pm

Upon reconvening, The Chair stated that it was essential to ensure that all four nursery schools were fairly funded from the available resources in order to provide support for children during their formative years. The preceding debate had made clear that a review of maintained nursery funding and provision as set out in the recommendations to the report was essential, especially as the overall level of grant funding from central government had reduced from previous years.

The Chair acknowledged that approving either funding Option 2 or Option 4 would result in changes that would take time to become fully operational, either to achieve change and efficiencies due to a funding reduction, or to ensure any new investment was applied effectively to enhance provision and encourage participation.

The Chair stated his commitment to supporting all four nurseries through these changes over the next year while the scrutiny review was undertaken and therefore proposed to alter the motion within the report to include an additional recommendation as set out below:

“That the Executive recommended to Council that for 2022/23 only, a one-off grant funding of £650,000 from the Council’s Contingency Budget be awarded to the four maintained nurseries contained in the report, to enable £350,000 to be awarded to Pen Green Nursery and £100,000 to each of the other three maintained nurseries. The funding will be subject to a specific grant agreement and conditions”

The Chair stated that the above recommendation, if approved, would allow Pen Green to transition to new arrangements while the scrutiny review was undertaken. Approval would also allow the other three nurseries greater growth and participation in their local communities. Greater participation would secure higher levels of investment in North Northamptonshire through the Dedicated Schools Grant, benefitting children and families.

It was noted that as the grant funding would require a virement from the Council's Contingency Budget of over £500,000, this would need to be approved by Full Council. As a result of the special circumstances of the decision requiring determination prior to the new financial year to allow adequate planning, permission had been sought from the Chair of the Council to accept this matter as an urgent item at the next meeting of Full Council on 31st March.

The Chair concluded by stating that he hoped for the support of his fellow Executive members in relation to the additional recommendation that demonstrated the Council's

commitment and support for all of the maintained nurseries in North Northamptonshire.

All members of the Executive welcomed the additional recommendation as a method for providing a realistic transition arrangement for the next financial year while work was undertaken to create a sustainable funding model for future years. This work would allow the Council and maintained nursery schools to provide the best possible nursery provision for the children of North Northamptonshire.

RESOLVED:

(KEY DECISION)

That the Executive

- a) Approved Option Two as set out in the report - A halfway house between a participation-based model and a 0% Minimum Funding Guarantee for three (Croyland, Highfield, Ronald Tree) of the four nurseries.
- b) Noted that the Schools' Forum (as statutory consultee) recommended approval of either Options Two or Four as set out in the report
- c) Agreed that Option Two should be used to distribute the maintained nursery supplementary funding for 2022/23.
- d) Requested that the Scrutiny Commission include a review of finance, provision and performance arrangements of maintained nurseries to their Workplan
- e) Commission a financial audit of the 4 Maintained Nurseries Highfield, Croyland, Ronald Tree and Pen Green for the period 2017/18 through to 2021/22; and
- f) Recommended to Council that for 2022/23 only, a one-off grant funding of £650,000 from the Council's Contingency Budget be awarded to the four maintained nurseries contained in the report, to enable £350,000 to be awarded to Pen Green Nursery and £100,000 to each of the other three maintained nurseries. The funding will be subject to a specific grant agreement and conditions.

Reasons for Recommendations:

- a) The Schools' Forum for North Northamptonshire agreed at their meeting on 17th March 2022 to recommend 2 options to the Executive for their decision. These options were discussed in detail at the meeting on 17th March following a consultation with the 4 maintained nurseries. The recommended options are therefore supported by the statutory consultee.
- b) The options that forum support are:

- i) The move to a half-way house (Option 2) which seeks to address historic discretionary funding arrangements for the 4 maintained nurseries. This option seeks to move towards a participation-based formula for the funding of maintained nurseries. The reason for the intermediate ('halfway') position (Option 2) as opposed to a full participation-based approach is because forum recognise that to shift immediately to a purely participation-based approach would place services to children and families in Corby at immediate risk whilst budgets and staffing structures are realigned. It is felt that to achieve a transparent and equitable long-term funding mechanism this first step will move towards the national funding model. This would allow for all settings to plan for a participation-based model of funding.
- ii) The alternative option would see a minimum funding guarantee for Highfield, Croyland and Ronald Tree plus an uplift of 25%. This option (Option 4) was considered as acceptable to School Forum as it seeks to increase funding to 3 of the 4 maintained nurseries whilst minimising the reduction of funding to Pen Green. This model would see a reduction of supplement for Pen Green to be met from their unallocated reserves (2020/21). It would also increase funding to 3 of the settings and where it is not adequate to recover deficits it may achieve stability whilst additional work is undertaken to move to a longer-term, transparent funding model.
- c) Historic funding arrangements have resulted in significant discrepancies in the funding arrangements for the 4 maintained nurseries. This has put the long-term financial sustainability of 3 of the 4 nurseries at risk and has resulted in large surpluses in one of the 4 nurseries. To better understand the arrangements and to enable appropriate and transparent funding arrangements to be put into place, ensuring lessons are learned, it is recommended that Scrutiny consider the historic/current arrangements and operation of the 4 maintained nurseries.
- d) The inconsistency regarding the funding arrangements and financial position of the 4 nurseries has prompted the need for a greater understanding which will be achieved through a financial audit.

Alternative Options Considered:

- i) The North Northamptonshire School Forum considered 5 options (as contained in the report see paragraph 8.1). These options are captured in 4.4.4. Only 2 options were deemed appropriate for further consideration. Those options being a move to a 'halfway house' and an uplift of 25% to three of the four maintained nurseries.
- ii) Option 1 which is a move to a participation-based model at all 4 of the maintained nurseries was deemed not to be appropriate as moving to a participation-based funding arrangements in 1 year saw a reduction of £684,521 at Pen Green. This reduction in a single year would not allow for appropriate planning and safe reduction of service provision for children and families in the Corby area.

Consultation responses were not in favour of this option as the budgetary impact on Pen Green in the immediate was deemed to pose too great a risk in too short a timescale. Thus, preventing appropriate planning by Pen Green to ensure the considered management of the offer to children and families.

- iii) Option 3 which is based upon a minimum funding guarantee at Croyland, Highfield and Ronald Tree nurseries was deemed not to be appropriate as a minimum funding guarantee with 0% increase for 3 of the 4 nurseries was likely to result in 2 of the nurseries being non-viable financially and resulting in closure. A third nursery was likely to move into a deficit position and likely also to close. Therefore, to continue with this model of funding 3 from 4 nurseries would likely close between 2022/24.

Consultation responses were not in favour of this option as the likely impact would be the closure of 2, potentially 3 of the existing maintained nurseries.

The equality impact of this option would be the potential withdrawal of maintained nursery provision from the Wellingborough and Kettering areas. This would result in fewer services available to support children and families living in the local area. This would impact on children under the age of 5 years; support to children under 5 years with disability; support to and services for pregnant and new mothers and health and well-being services for young children and their parents and carers.

- iv) Option 5 which is based upon a minimum funding guarantee with an increase of 20% funding for Croyland, Highfield and Ronald Tree nurseries like Option 3 was deemed not to be financially viable for 3 of the 4 nurseries. The financial uplift of 20% was believed to be insufficient to address the deficit position of 2 of the nurseries and would not be sufficient to address the ongoing financial challenges across 3 of the 4 settings likely resulting in the closure of 3 of 4 nurseries.

In line with Option 3 the equality impact of this option would be the potential withdrawal of maintained nursery provision from the Wellingborough and Kettering areas. This would result in fewer services available to support children and families living in the local area. This would impact on children under the age of 5 years; support to children under 5 years with disability; support to and services for pregnant and new mothers and health and well-being services for young children and their parents and carers.

- v) Given the supplement awarded to the local authority is based upon the participation of children attending the universal free entitlement in the maintained nursery failure to sustain provision would see a proportionate reduction in funding available to NNC and would immediately impact on children and families in all localities who currently benefit from maintained nursery provision.
- vi) Consideration was given to the use of reserves for the financial year 2022/23. This option was discounted on the balance of financial sustainability.

Chair

Date

The meeting closed at 2.24 pm

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Minutes of a meeting of the Executive

At 10.00 am on Thursday 14th April, 2022 in the Council Chamber, Corby Cube, George Street, Corby, Northants, NN17 1QG

Present:-

Members

Councillor Jason Smithers (Leader of the Council) (Chair)	Councillor Helen Howell (Deputy Leader of the Council)
Councillor David Brackenbury	Councillor Graham Lawman
Councillor Lloyd Bunday	Councillor Andy Mercer
Councillor Scott Edwards	Councillor Harriet Pentland
Councillor Helen Harrison	

Also in attendance – Councillors David Jenney, Wendy Brackenbury, Mike Tebbutt, Jim Hakewill, Dorothy Maxwell and Lyn Buckingham

194 Apologies for absence

Apologies for absence were received on behalf of Cllr David Howes.

195 Minutes of the Meeting Held on 17th March 2022

RESOLVED that: The Executive agreed the minutes of the meeting held on 17th March 2022 as a true and accurate record of the meeting.

196 Members' Declarations of Interest

A personal interest was declared by Cllr Graham Lawman in Agenda Item 8 - Concessionary Bus Travel. Cllr Lawman withdrew from the meeting for the duration of that item.

197 Notifications of requests to address the meeting

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

- Cllr Dorothy Maxwell – Agenda Items 8 and 10
- Cllr Jim Hakewill – Agenda Items 6, 10, 13 and 14

198 Performance Indicator Report 2021-22 (Period 11 / February 2022)

Cllr Jason Smithers introduced a report that sought to provide an update on the performance of the Council across a range of services as measured by performance indicators, as well as setting out the progress that was being made in the development of the Council's performance monitoring arrangements.

The Chair reported that 59% of indicators were on target or overperforming, with 26% underperforming against target but within 5% of corporate tolerance. Attention was drawn to the inclusion of Key Workforce Data for the first time, with this information feeding into routine performance management arrangements.

It was heard that the Scrutiny Commission and Finance and Resources Scrutiny Committee had considered and provided positive feedback on proposed Corporate Plan Indicators that would be coming forward to the May meeting of the Executive for approval.

Cllr Graham Lawman spoke to recognise the strong performances relating to the percentage of waste re-used, recycled or composted from Household Waste Recycling Centre sites and a reduction in highways defects.

Cllr Helen Harrison confirmed that discussions had taken place with the Director of Public Health regarding the underperformance of health checks, with proposals put in place to improve this indicator.

Cllr David Brackenbury welcomed the continuing improvement of indicators relating to Environmental Health with Cllr Andy Mercer acknowledging the positive reduction in rough sleepers.

RESOLVED:

That the Executive:

- a) Noted the performance of the Council measured by the available indicators at Period 11 for 2021/22 as set out in the appendices to this report.
- b) Noted the stance that is being taken to developing the Council's approach to benchmarking, comparative data and revised Corporate Plan indicator set.

Reason for Recommendations – to better understand the Council's performance as measured by performance indicators as at Period 11, 2021/22.

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

199 CRM & Low Code Platform – Building Strong Foundations

The Chair, Cllr Jason Smithers welcomed Cllr Jim Hakewill to the meeting to address the Executive. Cllr Hakewill welcomed the proposed enhancements to the Council's Customer Relationship Management (CRM) system and sought confirmation that this would be rolled out to community hubs when operational. Cllr Hakewill queried when face-to-face customer service provision would be re-established in Rothwell and other community libraries and referenced efficiency savings detailed within the report.

The Chair thanked Cllr Hakewill for his contribution before Cllr Lloyd Bunday, Executive Member for Finance and Transformation introduced a report that sought Executive approval to commence the procurement process for a single CRM system for the Council as the first part of the development of a North Northamptonshire Council low-code digital platform.

Cllr Bunday noted that the CRM procurement formed part of a larger holistic project to include a new telephony system that would not only provide an enhanced customer service experience, providing the Council with a greater understanding of the customer journey and requirements, but also deliver efficiency savings. Currently, four CRM systems were in operation at Corby, Kettering, One Angel Square and Thrapston, with Wellingborough not having a CRM. Of the four CRM systems in use, one would reach its end of life in 2023, one would reach end of contract in 2023 with the remainder on rolling contracts. It was noted that it was not possible to combine any of these systems without undertaking a full procurement process.

Details of the possible procurement options were outlined, with the meeting noting that the option to procure a CRM system operating a low code platform offered high flexibility allowing the Council to build upon and configure the system to meet specific needs and design it around its intended use

It was intended to deliver the system to at least part of Customer Services by end the of the current financial year and potentially unlock £250,000 of efficiency savings in the same period, with a further saving of £100,000 to be realised in 2023/24.

Cllrs Harrison, Brackenbury and Mercer spoke in support of the proposal, noting the vital importance of efficient and effective communication with customers.

RESOLVED:

(KEY DECISION)

That the Executive:

- a) Approved the commencement of the procurement process to purchase and implement a single CRM system using a low code platform for North Northamptonshire Council.
- b) Delegated authority to the Director of Transformation in consultation with the Executive Member for Finance, to take any further decisions and/or actions required to conclude this procurement, implement the system and deliver this project.

Reason for Recommendations – The Council will gain significant efficiencies from a single CRM system. It will enable Customer Services to move from five geographically separate teams to one single integrated team with a single view of our customers. Levels of customer service will be improved, and process efficiencies implemented.

Alternative Options Considered –

- Do nothing
- Expand one of the current CRM systems
- Procure a proprietary off the shelf CRM system
- Procure a 'Lite' CRM system
- Build a CRM system from Scratch

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

200 North Northamptonshire Enhanced Partnership

Cllr Graham Lawman presented a report that sought Executive approval to adopt and therefore make the Enhanced Partnership Plan between the Council and local bus operators, principally Stagecoach. The plan itself sought to improve the service to bus passengers, enhance attractiveness to users and potential users thereby increasing service utilisation.

The report also sought approval to develop a new policy for subsidising services. This policy would be submitted to a future meeting of Executive for approval. The meeting noted that the former county council had cancelled its bus subsidy policy, therefore there was a requirement to undertake a consultation alongside the development of the new policy in order to be able to tender for subsidised routes.

Cllr Lawman noted that it remained possible for other organisations, such as operators and parish and town councils, to come forward with suggested routes inclusive of funding.

The report before members covered two funds, the Local Transport Fund and Bus Service Improvement Fund. A recent government announcement in relation to the Bus Service Improvement Fund had seen the Council miss out on grant funding. Details of any potential Local Transport Fund award were yet to be announced. As a result of this position, existing funding would be required to work with bus operators to co-design a financially sustainable and passenger focused public transport network that worked for post-pandemic travel patterns.

Members noted a considerable number of plans that formed part of the partnership with many of these to be taken forward within the current funding framework, either by the Council or service operators.

Cllrs Helen Harrison and Harriet Pentland welcomed the plan due to the potential benefits of improved sustainable public transport and the health and wellbeing of local communities.

RESOLVED:

(KEY DECISION)

That the Executive:

- a) Made the Enhanced Partnership Plan and Enhanced Partnership Scheme, which form Appendices A and B of the report, as proposed in accordance with Section 138G of the Transport Act 2000. Table 2 within Appendix B of the report is subject to sufficient resources being available.
- b) Agreed that a policy for subsidising bus services should be developed in consultation with the Executive Member for Highways, Travel and Assets and, following consultation in accordance with the Transport Act 1985, recommendations should be brought back to the Executive for approval.
- c) Noted the recent announcement of additional Government funding (Local Transport Fund as referenced in paragraph 5.7 of the report) to support bus services and the requirement to work with bus operators to co-design a financially sustainable and passenger-focused public transport network, that works for changing travel patterns post-pandemic. The allocation for North Northamptonshire is still to be confirmed and this funding will be allocated, in consultation with the Executive member for Highways, Travel and Assets and the Executive Director for Place and Economy.
- d) Agreed to allocate £50,000 from existing budgets for 2022/23 to work with operators on a marketing strategy for bus services.

Reason for Recommendation: An Enhanced Partnership would form a useful forum to tackle the challenges which the bus industry will face over the coming years and provide the basis to spend any funding secured from Government through the Bus Service Improvement Plan. Meeting the Council's legal duties to consult on and publish a policy on subsidised bus services and to provide North Northamptonshire communities with the best possible level of bus service with post-pandemic travel patterns.

Alternative Options Considered:

- Whilst the Council has the flexibility to choose not to make the Enhanced Partnership Plan and Scheme at this stage, this is not recommended as it would not provide as sound a basis for co-design of a financially sustainable and passenger-focused bus network with local bus operators.

201 Concessionary Bus Travel

The Chair welcomed Cllr Dorothy Maxwell to address the meeting. Cllr Maxwell made reference to the importance of rural bus services as well as current funding levels for concessionary travel and asked the Executive to consider maintaining levels at 100% until the end of 2022/23.

The Chair thanked Cllr Maxwell for her contribution before Cllr Bunday, Executive Member for Finance and Transformation introduced a report that sought agreement for the arrangements for reimbursing bus operators for concessionary bus travel in 2022-23.

Cllr Bunday stated that the Council had a statutory duty to reimburse bus operators for free travel by eligible older persons and disabled persons pass holders under the English National Concessionary Travel Scheme. Since 2020, the Council had reimbursed operators at pre-Covid levels for concessionary fares, offering support and security for routes. Bus patronage had reduced during the pandemic and concessionary pass use had, to date, only returned to approximately 60-65% of pre-Covid levels, significantly below overall patronage, which was at 70-75% of pre-Covid levels.

It was heard that in October 2021, the Government had advised that 100% reimbursement would no longer be allowed after 5th April 2022, and that operators should then reimburse operators at 90% of pre-Covid levels before gradually decreasing payments to bus operators by 5% every other month until payments met actual patronage levels. Since then, further Government advice stated that although the above remained the default approach, local authorities would be able to continue to reimburse operators at 100% of pre-Covid levels, or at some alternative level, should local circumstances require it.

In order to provide North Northamptonshire communities with the best possible level of bus service with post-pandemic travel patterns, it was recommended that 100% reimbursement continue until 30th September 2022 before reducing to 90% of pre-Covid levels until March 2023.

(Having made a Declaration of Interest, Cllr Graham Lawman left the meeting for the duration of this item)

RESOLVED:

(KEY DECISION)

That the Executive agreed to reimburse bus operators for concessionary travel at 100% of pre-Covid levels until 30th September 2022 and then at 90% of pre-Covid levels until 31st March 2023.

Reason for Recommendation: To provide North Northamptonshire communities with the best possible level of bus service with post-pandemic travel patterns.

Alternative Options Considered: The Council could provide a lower level of concessionary reimbursement than proposed; however, this would be likely to lead to a reduction in the level of bus service for North Northamptonshire communities.

202 North Northamptonshire Statement of Community Involvement

Cllr David Brackenbury, Executive Member for Growth and Regeneration introduced a report that sought to inform the Executive of the preparation of an up-to-date Statement of Community Involvement (SCI) for North Northamptonshire and requested that the Executive recommend the SCI to Full Council for adoption.

Cllr Brackenbury noted that the purpose of the SCI was to set out how the Council would consult with local communities on planning issues and support the preparation of neighbourhood plans. The Council was working on a suite of planning policy documentation, all of which required public consultation, with the document clarifying which stakeholders would be consulted, at which points in the process and in what manner during all stages of the development of such plans.

It was noted that it was a statutory requirement for local planning authorities to adopt an SCI, with the version before members having been consulted upon in draft form for a period of six weeks between December 2021 and January 2022. Members noted the consultation responses.

RESOLVED:

That the Executive:

- a) Noted the representations received during public consultation on the draft SCI and officers' response to the representations;
- b) Endorsed the revised Statement of Community involvement attached at Appendix B of the report; and
- c) Recommended to Full Council that the Statement of Community Involvement, incorporating the changes set out in Appendix B of the report, be adopted.

Reason for Recommendations – To ensure the Council has an up-to-date SCI in place in accordance with government legislation.

Alternative Options Considered – Resolve not to endorse the revised SCI as recommended; however, the Council is required to have an up-to-date SCI in place setting out how the Council will consult on development plans and planning applications.

203 Chester House Estate Update and Refreshed Business Plan 2022-2026

The Chair invited Cllr Dorothy Maxwell to address the meeting. Cllr Maxwell congratulated the Council on the achievements of Chester House Estate and referenced sustainable travel options and connectivity with the site as means of increasing footfall.

The Chair thanked Cllr Maxwell for her attendance and invited Cllr Jim Hakewill to speak. Cllr Hakewill spoke to query why there were no parking charges at the site and

referenced the refreshed business plan. Cllr Hakewill also called for profits from the project to be placed in the Council's reserves with funding bids required for future utilisation.

The Chair thanked Cllr Hakewill for his contribution before Cllr Helen Howell, Executive Member for Sport, Leisure, Culture and Tourism introduced a report that sought to update Members with the current performance of the Chester House Estate since its opening in October 2021, including the projected year-end financial outturn, and to present a revised Business Plan for 2022-23 onwards based on current performance and the new programme of events for the forthcoming year.

Cllr Howell reported that since the project opened the team leading the brand new heritage visitor attraction had worked incredibly hard to deliver a sustainable commercial business plan that supported a large and pioneering education offering for all ages, a community engagement programme, one of the largest archaeological archiving centres in Europe and a free to enter large open green space for the people of North Northamptonshire and beyond to enjoy and engage with over 10,000 years of history and heritage.

The meeting heard that the site had been open for six months, with the initial business plan delivered and a forecasted loss of £115,000 turned into a surplus of £30,000, exceeding all expectations. This surplus had been generated as a result of an increase in catering, retail and accommodation spend as well as positive event engagement.

Members noted that the next challenge facing the project was sustainability in the demand of the business and ensuring the visitor experience, learning programmes and archive centre were the best that could be offered. Accordingly, the Chester House Leadership Team had refreshed the business plan to ensure there was an appropriate staffing level and budget to meet the current demand, but also to have the capacity to grow. This included the introduction of a new Deputy Manager, an Events Officer and increased budgets for casual staffing.

Members were advised that the income forecast had increased significantly, with much of the income already achieved in confirmed future bookings.

The Chair spoke to welcome the project as the "jewel in the crown" of the Council's tourist offer, noting its success with residents and those living outside Northamptonshire. It was heard that, in reference to Cllr Hakewill's comment regarding parking charges, their introduction would move away from the spirit that anyone was free to come and enjoy the facility.

All Members of the Executive took the opportunity to speak positively regarding the outcomes of the project to date and to thank the staff involved that had worked hard to bring it to the current point. Cllr Graham Lawman stated that consideration would be given by his service area to travel options and connectivity going forward.

RESOLVED:

That the Executive:

- a) Noted the achievements of the Chester House Estate since its opening and the planned events, activities and opportunities for 2022-23 and the coming years.
- b) Approved the refreshed Business Plan attached at Appendix A of the report
- c) Delegated authority to the Executive Member for Leisure, Sport, Culture and Tourism, in conjunction with the Executive Director for Adults, Communities and Wellbeing, to take the actions necessary to ensure successful delivery of the Business Plan.

Reasons for Recommendations: Approval for these recommendations will allow for officers to ensure that the Executive are able to strategically manage Chester House Estate and that Chester House Estate is resourced to ensure successful delivery of the Chester House Business Plan

Alternative Options Considered: The Chester House Business Plan is a live document as projections and activity planning is refreshed on a regular basis. However, the Executive has previously requested that when the Business Plan is formally revised to correspond with the start of a financial year that it is brought before the Executive for approval. If the Estate is not resourced appropriately then there could be a detrimental effect on service delivery.

204 Cottingham Neighbourhood Plan

Cllr David Brackenbury, Executive Member for Growth and Regeneration introduced a report that sought Executive approval to formally make the Cottingham Neighbourhood Plan as part of the statutory development plan, following an independent examination and positive referendum result.

Cllr Brackenbury stated that neighbourhood plans formed an essential part of the planning policy structure, noting their value as documents made by the communities the plans sought to serve. The document, once adopted, would form part of the statutory suite of development plan documents and would carry significant weight in relation to future planning applications.

Cottingham's Neighbourhood Plan submission had been subject to examination and a referendum of parish residents, with 93% of voters in favour of its adoption. Cllr Brackenbury offered his thanks to all those who had contributed to the formulation of the plan, the residents of Cottingham and other interested stakeholders.

RESOLVED:

(KEY DECISION)

That the Executive made the Cottingham Neighbourhood Plan, so that it becomes part of the statutory development plan for the area.

Reason for Recommendation: As the plan was approved at the local referendum and the council is satisfied that the making of the plan would not breach, or otherwise be incompatible with, any EU or human rights obligations, the council is required to make the Cottingham Neighbourhood Plan part of the statutory development plan for the Cottingham Neighbourhood Area within the timeframe set out by the Neighbourhood Planning (General) Regulations 2012 (as amended)

Alternative Options Considered: None. The local planning authority is required by the Localism Act and provisions of the Neighbourhood Planning (General) Regulations 2012 (as amended) to 'make' a neighbourhood plan within 8 weeks of the day following a successful referendum. The only circumstance where the council should not make this decision is where the making of the plan would breach, or would otherwise be incompatible with, any EU or human rights obligation.

205 Transformation Plan 2022-25 – Inspiring Improvement

Cllr Lloyd Bunday, Executive Member for Finance and Transformation presented a report which sought to update Members on progress made to date following the endorsement of the draft plan at Executive on 23rd December 2021 and also sought approval of the Transformation Plan 2022-25 – Inspiring Improvement.

The meeting heard that since the December meeting of Executive, the plan had been further refined and prioritised following sessions with Members and the senior leadership team to form the recommendations before Members. The plan had also been the subject of consideration at the Service Delivery, Performance and Customers Executive Advisory Panel and the Scrutiny Commission, with all relevant feedback included within the updated plan.

Cllr Bunday advised the meeting that the plan was a living document under constant review and its projects aligned with corporate commitments and values. Attention was drawn to a number of projects detailed in the report, with Members noting the vast array of activity planned across the organisation, both in terms of scale and scope. Members also noted that the plan aimed to support and contribute to the financial sustainability of the Council, and as projects progressed financial benefits would be realised.

RESOLVED:

That the Executive approved the Transformation Plan 2022 – 25 – Inspiring Improvement, as set out in Appendix A of the report.

Reasons for Recommendations:

- The option proposed aligns with local government reform and transformation outcomes
- Proposed recommendation aligns and is consistent with the transformational activity and assumptions reflected within the Medium-Term Financial Plan
- The Council and its customers will receive the maximum benefit from the option proposed.

Alternative Options Considered:

- By not approving the Transformation Plan, the Council would be less able to deliver financial sustainability or realise the benefits that the plan will contribute towards.
- As part of the development of the Plan, there was a range of transformation projects that were considered for prioritisation. During this process officers and members were engaged and consulted, to cocreate the final plan presented here. Consideration on the length of the Transformation Plan. It was thought useful to have the plan over three years to provide future direction, pipeline projects and align with the MTFP process. The plan is agile and flexible and will be monitored regularly through the monthly Officers and Members Transformation board where changes can be requested and reviewed

206 Budget Forecast 2021/22 as at Period 11

The Chair invited Cllr Jim Hakewill to address the Executive. Cllr Hakewill made reference to the final accounts of the former legacy councils, noting that figures for the former county council were not provided. Cllr Hakewill queried when the outcome of a Covid-related funding bid made by the Children's Trust would be known given its financial pressure of £3.390m and requested an update regarding the current position of the Council Tax Rebate agreed by Government for those in Council Tax Bands A to D.

The Chair thanked Cllr Hakewill for his comments before Councillor Lloyd Bunday, Executive Member for Finance and Transformation introduced a report that set out the forecast outturn position for the Council based on the Period 11 monitoring forecasts for the General Fund and the Housing Revenue Account.

In response to Cllr Hakewill, it was heard that with regards to the Council Tax Rebate a significant level of work was required. Those customers who paid by Direct Debit would have their accounts credited, with a view for this to commence by the end of April. Approximately 50,000 Council Tax payers in North Northamptonshire did not pay by Direct Debit and would need to be contacted to seek their preferred payment method. With regard to the former county council's account figures not appearing in the report, it was noted that the responsibility for closure of these accounts lay with West Northamptonshire Council. In relation to the funding bid from the Children's Trust, further evidence had been requested of the trust and a bid decision was anticipated to be made in the near future.

It was noted that there was current a forecast underspend against the General Fund budget of £1.908m, a positive movement of £959,000 since the last report and budget variances for directorates were outlined to the meeting. Cllr Bunday stated that in future years access to historical financial data would allow the Council to make more accurate budgetary predictions and large fluctuations in over and underspends would reduce.

Cllr Bunday made reference to the proposal to provide a contribution of up to £742k to external leisure providers to support in year pressures, with any remaining budget to be moved to a reserve to smooth potential future requirements.

It was noted that with regard to the Council's two Housing Revenue Accounts, there was a reported £192,000 underspend against an approved budget of over £35m.

RESOLVED:

(KEY DECISION)

That the Executive:

- a) Noted the Council's forecast outturn position for 2021/22 as summarised in section 4 of the report, alongside the further analysis, risks and other considerations as set out from section 5 of the report onwards.
- b) Noted the assessment of the current deliverability of the 2021/22 savings proposals in Appendix A of the report.
- c) Approved a contribution of up to £742k to external leisure providers to support in year pressures, with any remaining budget moved to a reserve to smooth potential future requirements, as set out in section 5.34 - 5.40 of the report.
- d) Noted that the Council has been allocated £561,450 of grant funding for discretionary support to energy bill payers outside the core rebate scheme for Council Tax Bands A-D, as set out in paragraph 5.92; and delegate authority to the Executive Member for Finance and Transformation in consultation with the Executive Director of Finance to develop and implement a discretionary scheme for the allocation of this funding.

Reason for Recommendations – to note the forecast financial position for 2021/22 as at Period 11 and consider the impact on this year and future years budgets. Specific approval is required to provide financial support to specific external leisure providers in order to help safeguard the service provision following the impact of COVID on the sector. The Executive is also requested to delegate authority to the Executive Member for Finance and Transformation to develop a discretionary council tax rebate scheme in order that this can be implemented in a timely manner.

Alternative Options Considered

- Support for the leisure sector may be withheld or restricted further, however, this is likely to have a detrimental impact on the sustainability of the service provision in the longer term. The support package proposed is up to £742k

- based on the information presented to date and will be subject to due diligence checks before payment is made.
- The development of a discretionary scheme to provide support to energy bill payers who are outside the core rebate scheme for Council Tax Bands A-D, is part of a national requirement for billing authorities. A discretionary scheme is currently being drawn up and will be funded through Government grant as indicated in the report. There is no alternative option.

207 Capital Programme Update 2021/22

The Chair invited Cllr Jim Hakewill to address the meeting. Cllr Hakewill welcomed the investment at Thrapston Library as detailed in the report and queried whether Section 106 funding in areas served by community run libraries would go to those services.

The Chair thanked Cllr Hakewill for his attendance before Cllr Lloyd Bunday, Executive Member for Finance and Transformation introduced the report that requested approval for capital schemes that had come forward for inclusion in the Council's Capital Programme. Approval of the funding would allow the schemes to move forward to procurement and delivery.

Three schemes were highlighted as per the report and recommendation below.

RESOLVED:

(KEY DECISION)

That the Executive approved the following changes to the capital programme:

- a. Corby Town Investment Plan, Sixth Form College Project with Bedford College – increase capital programme for 2022/23 by £9.5m, which is to be funded from the Towns Fund Grant.
- b. End user devices phase 1 – increase the capital programme for 2022/23 by £0.460m, which is to be transferred from the development pool budget and will be funded from capital receipts.
- c. Thrapston Library Improvements - to increase the capital programme for 2022/23 by £0.072m, which is to be funded from S106 developer contributions.

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

- To implement phase 1 of the Corby's Town Investment Plan in relation to the £19.9m awarded from the Town Fund in June 2021.
- To support staff with ICT equipment which is fit for purpose as the Council works towards a hybrid working based model. There were ad hoc solutions/arrangements put in place by the legacy councils to facilitate remote working during the pandemic, which now needs to be reviewed.

- To utilise S106 funding to deliver improvements to a community library facility.

Alternative Options Considered:

- Utilisation of the funding for the Corby Town Investment Plan is funded through Government grant and must be utilised in line with the approved grant award. There are no alternative options to be considered in this instance
- Use of the S106 funding is in line with the agreement, there is no alternative option proposed.
- By not approving these recommendations there would be an adverse impact on service provision in North Northamptonshire.

208 Urgent Items

It was reported that there were no urgent items of business to be transacted.

Chair

Date

The meeting closed at 11.12 am

EXECUTIVE 19th May 2022

Report Title	Performance Indicator Report 2021/22 (Period 12 / March 2022)
Report Author	Guy Holloway, Assistant Chief Executive Guy.Holloway@northnorthants.gov.uk
Lead Member	Cllr Jason Smithers, Leader of the Council

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

List of Appendices

Appendix A – Summary Performance Indicator Report Period 12 (March 2022)

Appendix B – Detailed Performance Indicator Report Period 12 (March 2022)

Appendix C - HR Workforce Data Report (March 2022)

1. Purpose of Report

- 1.1. To provide an update on the Council's performance across a range of services as measured by performance indicators.
- 1.2. Set out the progress that is being made in the development of the Council's approach to performance management.

2. Executive Summary

- 2.1. A summary of the performance information relating to a range of council services as measured by performance indicators has been provided as **Appendix A**. A more detailed assessment of the performance of services as

measured by performance indicators has been included as **Appendix B** – this includes comments on each performance indicator reported.

- 2.2. The Council recognises the importance of having a full set of meaningful targets as well as comparable and reliable benchmark data and continues to prioritise this work. This will take some time in areas as the Council establishes its baseline position and identifies its nearest neighbours, but this work is progressing.
- 2.3. The performance team will continue to work closely with Directors and Service Leads to ensure a meaningful set of benchmark networks and comparative data exist moving forward.
- 2.4. A revised set of indicators has been developed to measure progress with the delivery of the Council's priorities set out within its Corporate Plan. These will be in place from April 2022 as a provisional set and will be referred to as Corporate Plan Indicators moving forward. The revised Corporate Plan Performance Indicator Set feature within a separate report being presented at this meeting

3. Recommendations

- 3.1. It is recommended that the Executive:
 - a) Note the performance of the Council measured by the available indicators at Period 12 for 2021/22 as set out in the appendices to this report.
 - b) Note the stance that is being taken to developing the Council's approach to benchmarking, comparative data and revised Corporate Plan indicator set.
- 3.2. Reason for Recommendations – to better understand the Council's performance as measured by performance indicators as at Period 12, 2021/22.
- 3.3. Alternative Options Considered – reporting performance data on a less frequent basis is an option but monthly reporting is considered useful at this stage of the Council's existence, reporting alongside budget information.

4. Report Background

Performance Monitoring Developments

- 4.1. Development activities include:
 - Working with service areas to ensure that they are aware of and using performance data to understand and improve services.
 - Developing and embedding Corporate Plan Indicators that are measured to ensure that they reflect the Council's vision, values, key commitments and priorities – those areas that matter the most to the Council.

- Ensuring we have comparable benchmark data enabling the council to better understand and enhance its performance moving forward.
- Utilise data to build up insights as to what is happening and also likely to happen in the future. Members may hear this approach being referred to as 'data intelligent'. The aim, in relevant cases, is to predict what may happen in the future and take pre-emptive action. There are clearly significant benefits to this approach, but it will naturally take time to develop.
- The way performance data is presented will continue to be monitored to ensure information is reported in the most effective way.

Benchmarking and comparative data

- 4.2 As detailed within the [Performance Indicator Report for Period 9 \(December 2021/22\)](#), progress is being made with establishing relative benchmark and comparative data for the suite of Corporate Plan Performance Indicators (CPIs) moving forward. The council will start measuring against the new dataset from April as a provisional set, with reports coming through to Executive monthly in-line with the reporting timetable.

Corporate Plan Performance Indicators 2022/23

- 4.2 A revised set of provisional indicators will be measured and reported on from April 2022 to align with the vision and key commitments set out within the Council's Corporate Plan. A report outlining the new suite of indicators for approval, alongside feedback received from Scrutiny Members on the revised set for consideration features as part of this meeting.

5. Issues and Choices

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

6. Next Steps

- 6.1 To continue to develop and embed a strong performance management framework and culture for North Northamptonshire Council.
- 6.2 To formally adopt the new suite of Corporate Plan Indicators for 2022/23 so we can more effectively measure how the Council is performing against the vision and key commitments outlined with its Corporate Plan.

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 This report should be considered alongside the Budget Forecast 2021-22 as at Period 12. By looking at both reports together, a broader view of the Council's performance can be understood.
- 7.1.2 Performance monitoring allows the Council to drive continuous improvement for North Northamptonshire and identify areas of concern. The services that submit data returns have many projects that are subject to the Council's Transformation Plan and driving excellent service will support these to be realised.

7.2 Legal and Governance

- 7.2.1 The Council is required to provide statutory monitoring returns to central government. The Council is on course to comply with these requirements.
- 7.2.2 Monitoring performance is a key element of the Council's Governance Framework.

7.3 Relevant Policies and Plans

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

7.4 Risks

- 7.4.1 There are a number of risks relating to performance information:
- (a) Poor data quality – Inaccurate data will inevitably lead to less accurate decision making.
 - (b) Lack of data – Failing to measure key service activities can leave the Council sightless of its performance. Given the importance of many of the services it provides, this would be an undesirable position.
 - (c) Incorrect interpretations – Caution should be applied to the interpretation of performance data, particularly given the adjustments that have been made by services to adapt to the COVID pandemic. Misunderstanding the performance picture can lead to ineffective decision-making and potential reputational damage.

7.5 Consultation

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

7.5.2 Informal consultation with relevant stakeholders, including Executive Members and Scrutiny Members has been carried out in the development of the new suite of Corporate Plan Indicators for 2022/23.

7.5.3 Informal consultation with relevant stakeholders will continue to take place when developing the Council's performance management framework.

7.6 Consideration by Executive Advisory Panel

7.6.1 This report serves as information in respect of the Council's performance for period 12, therefore consideration by the Executive Advisory Panels was not necessary.

7.7 Consideration by Scrutiny

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

7.8 Equality Implications

7.8.1 Equality related performance indicators have been developed for 2022/23.

7.9 Climate Impact

7.9.1 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.

7.10 Community Impact

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

7.11 Crime and Disorder Impact

7.11.1 No crime and disorder impacts have been identified.

8. Background Papers

- 8.1 [Performance Indicator Report Period 11 February 2021-22](#) reported to the meeting of the Executive on 14th April 2022.
- 8.2 Corporate Plan, reported to the meeting of the Executive on 18th November 2021. [Executive on Thursday 18th November 2021](#) and adopted by Council on 1st December 2021.



North Northamptonshire Council Performance Report - March 2022

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

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 Progress Status Key:
Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

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

Terminology key

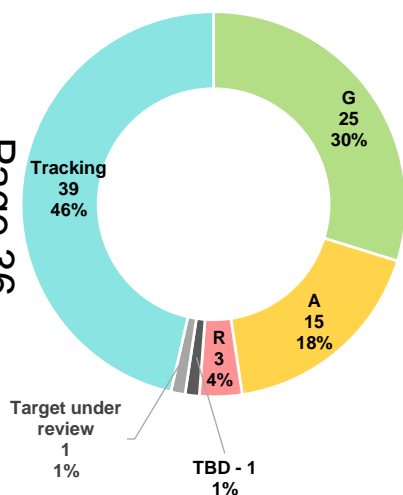
TBC	To be confirmed
TBD	To be determined
n/a	Not applicable
Actual	The actual data (number/percentage) achieved during the reporting period
Benchmark	A comparator used to compare the Council's performance against. The 2020/21 average for Unitary Councils in England has been used where available unless otherwise stated.

Appendix A

North Northamptonshire Council Performance Report - March 2022

March 2022 Performance Summary

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- G - On target or over-performing against target
- A - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance as specified)
- R - Under-performing against target by more than 5% (or other agreed tolerance as specified)
- TBD - Data missing - Data to be determined
- Target under review
- Tracking indicator only

Directorate	Underperforming Indicators	Variance from Target
Children's Services	T44 LS3a % of primary schools judged as good or outstanding by Ofsted	-13.98%
Adults, Communities & Wellbeing	T79 % of in-year eligible population offered an NHS Health Check	-55.36%
Adults, Communities & Wellbeing	T80 % of in-year eligible population who received an NHS Health Check	-83.80%

Directorate	Indicators where Direction of Travel has Deteriorated (not including Pls still with Green RAG)	% change from last month
Finance Services	T17 Average time taken to process benefits & Council Tax Support Claims (days)	6.37%
Transformation	T22 Stage 1 complaints received	17.74%
Place & Economy	T3 % other planning applications processed in 8 weeks	-6.71%
Place & Economy	T94 % Household Waste sent for reuse, recycling or composting	-17.84%
Place & Economy	T96 Household Waste sent for composting or anaerobic digestion (Inc. food and garden waste)	-36.39%
Children's Services	T47 (NI 114) Number of permanent exclusions from school - Total	60.00%
Adults, Communities & Wellbeing	T67 Total number of people allocated to each team	0.79%
Adults, Communities & Wellbeing	T76 Smoking quit rate at 4 weeks	-16.67%

Legal & Democratic			
	Performance Indicator	March Progress Status	Direction of Travel (Feb-Mar)
Human Resources	T19 Number of working days lost to sickness per employee (short-term)	TRACKING	➔
	T20 Number of working days lost to sickness per employee (long-term)	TRACKING	↓G
Information Governance	T11 % of Freedom of Information Requests completed in 20 working days	G	↑G
	T12 % Environmental Information Regulation Requests completed in 20 working days	G	↓
	T13 % Individual Rights Requests completed in 1 calendar month	G	↓

Detail now featured in Appendix C alongside all workforce data

Finance Services			
	Performance Indicator	March Progress Status	Direction of Travel (Feb-Mar)
Finance	T14 % of invoices paid within 30 days	G	↓
Revenues & Benefits	T15 % of Council Tax collected	A	↓
	T16 % National Non Domestic Rates collected	A	↑G
	T17 Average time taken to process benefits & Council Tax Support Claims (days)	A	↑R
	T18 Average time to process benefits & Council Tax Support Changes of circumstances (days)	G	↑

Transformation			
	Performance Indicator	March Progress Status	Direction of Travel (Feb-Mar)
Customer Services	T21a % calls answered	A	↓
	T21b Total number of calls received	TRACKING	↑
	T22 Stage 1 complaints received	TRACKING	↑R
	T23 Stage 2 complaints received	TRACKING	↓G

Place & Economy			
	Performance Indicator	March Progress Status	Direction of Travel (Feb-Mar)
Planning Development	T1 % major planning applications processed in 13 weeks	G	→
	T2 % minor planning applications processed in 8 weeks	G	↓
	T3 % other planning applications processed in 8 weeks	A	↓R
Environmental Protection	T4 % of food establishments in the area broadly compliant with food hygiene law	G	↑G
	T5 Number of establishments with Eat out Eat Well award	TRACKING	↓
	T6 Number of food & environmental samples taken	TRACKING	↓
Highways	T54 Number of defects repaired in the network	TRACKING	↓
	T55 Number of defects outstanding on the network	TRACKING	↑
	T56 Repairs made to the road network that are either permanent or semi permanent	G	→
Place	T58 Out of work benefits claimants (Ex county Place directorate)	TRACKING	↓G

Place & Economy

Performance Indicator	March or Q3 Progress Status	Direction of Travel (Feb-Mar) or (Q2 - Q3)
T59 KG of Waste per head of population	TRACKING	↓G
T93 Residual Household Waste per Household	TRACKING	↓G
T94 % Household Waste sent for reuse, recycling or composting	TRACKING	↓R
T95 Household Waste Arisings which have been sent for Recycling	TRACKING	↑G
T96 Household Waste sent for composting or anaerobic digestion (Inc. food and garden waste)	TRACKING	↓R
Household kerbside collection: Tonnes of material collected through kerbside schemes:-		
T60a -Co-mingled recycling	TRACKING	↑
T60b -Food waste	TRACKING	↑
T60c -Garden waste	TRACKING	↑
T62 Household kerbside collection: Tonnes of material collected through residual waste service	TRACKING	↑
T64a Fly tipping: number of fly tips reported	TRACKING	↓G
T64b Fly tipping: number of fly tips investigated	TRACKING	↓
T65 Percentage of waste treated (residual kerbside waste, HWRC, wood)	TRACKING	↓
T66 Percentage of waste re-used, recycled, composted from HWRC sites	TRACKING	↑G

Waste

Children's Services

		Children's Services		
		Performance Indicator	March Progress Status	Direction of Travel (Feb-Mar)
Learning, Skills & Education	T44 (LS3a)	% of primary schools judged as good or outstanding by Ofsted	R	➔
	T45 (LS4a)	% of secondary schools judged as good or outstanding by Ofsted	G	➔
	T46 (LS11f)	Current number of home educated children	TRACKING	⬆
	T47 (NI 114)	Number of permanent exclusions from school - Total	TRACKING	⬆ R
	T48 (New2)	Number of looked after children without a school place / missing education	TRACKING	➔

Children's Services

Performance Indicator	March Progress Status	Direction of Travel (Feb-Mar)
T24 (KPI 1) % of all referrals with a decision within 2 working days	G	↓A
T25 (KPI 2) % of referrals with a previous referral within 12 months	A	↑G
T26 (KPI 3) % of single assessments authorised within 45 working days	G	↑G
T27 (KPI 4) % of single assessments closing with no further action	G	↑G
T28 (KPI 5) % of initial child protection conferences held within 15 days of a strategy discussion being initiated	G	↓A
T29 (KPI 6) % of children that became the subject of a Child Protection Plan for the second or subsequent time	A	↑G
T30 (KPI 7) Children who've been in care 2.5 yrs or more, and of those, who've been in the same placement for 2+ years / placed for adoption (%)	G	↑G
T31 (KPI 8) % Children in care with three or more placements in the previous 12 months	A	↑G
T32 (KPI 9) % of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16	A	↓A
T33 (KPI 10) % of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16	G	↓A
T34 (KPI 11) % of qualified social workers with caseloads above target	A	↑G
T35 (KPI 12) % of children placed more than 20 miles from their homes, outside LA boundary	G	→
T36 (KPI 13) % of stage 1 complaints responded to within 10 working days	G	↑G
T37 (KPI 14) Stage 2 investigations as a % of stage 1 complaints received within the year to date	A	↑G
T38 (KPI 16) % of social worker vacancies	G	↑G
T39 (KPI 17) % of social worker posts filled with agency staff	A	↓A
T40 (KPI 18) Average time between the LA receiving court authority to place a child and deciding on a match	G	↓A
T41 (KPI 19) % of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted	G	→
T42 (KPI 20) Numbers of data breaches reported or self-reported to the ICO per quarter	TRACKING	↑G
T43 (KPI 21) % of children leaving care due to permanence (Special Guardianship Order, adoption, residence order)	A	↓A

Children's Social Care

Adults, Communities & Wellbeing

Performance Indicator		March Progress Status	Direction of Travel (Feb-Mar)
Housing	T7a Number of households whose homelessness was prevented	TRACKING	↑
	T7b Number of households whose homelessness was relieved	TRACKING	↑
	T8 Number of rough sleepers (single night snapshot figure)	G	↑
	T9 Gross number of affordable homes delivered	TBD	
Communities	T10 Number of Anti Social Behaviour incidents reported	TRACKING	↑
Adult Social Care	Assessment Teams		
	T67 Total number of people allocated to each team	TRACKING	↑R
	T68 Number of unscheduled review requests	TRACKING	↓G
	Short and Long Term (SALT) Services - Hospital		
	T69 Percentage of new requests for services (all ages) where route of access was discharge from hospital, that had a sequel of ST-MAX (short term support to maximise independence) (i.e. reablement)	TRACKING	↑G
	Safeguarding		
	T70 Number of new concerns received	TRACKING	↑
	T71 New concerns determined to be enquiries (both s42 and other)	TRACKING	↓
	Deprivation of Liberty Safeguards (DoLS)		
	T72 Open cases (No date restriction)	TRACKING	↓G
	In-House Provision		
	T73 Therapy Service - Total cases of waiting for booking & assessment	TRACKING	↓G
	Domain Two: Delaying and Reducing the Need for Care and Support		
	T74 Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people)	TRACKING	↑
T75 Delaying and reducing the need for care and support	TRACKING	↑G	

Adults, Communities & Wellbeing

Adults, Communities & Wellbeing		
Performance Indicator	Latest Progress Status	Direction of Travel (LATEST)
T76 Smoking quit rate at 4 weeks	A	↓ R
T77 % of infants due a new birth visit that received a new birth visit within 14 days of birth	G	↓
T79 % of in-year eligible population offered an NHS Health Check	R	↑ G
T80 % of in-year eligible population who received an NHS Health Check	R	↑ G
T93 Breastfeeding rate at 6-8 weeks	A	↑ G
T94 % of children who received a 6-8 week review by the time they were 8 weeks	G	↓
T95 % mothers known to be smokers at the time of delivery	G	↑ G
T96 % substance misuse clients waiting more than 3 weeks for their first intervention	No Target	↑

Public Health

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North Northamptonshire Council Performance Report - March 2022

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

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

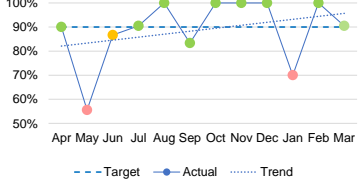
Children's Trust Progress Status Key:
Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

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

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.

March 2022 Progress Report

Legal & Democratic															
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Information Governance															
TBC	T11	% of Freedom of Information Requests completed in 20 working days		93%	82.62%	82.22%	85.87%	88.35%	84.46%	84.81%	91.86%	↑G	Higher is better	85%	9 active requests as at 22/04. For FOI requests, the team has had its best month of the year. Considering the lack of a tailored case management system and lack of staff resource, this is a fantastic achievement by the requests team. As relationships with other service areas mature, it is anticipated performance will continue to improve. The procurement of a dedicated case management system and service transformation will also help performance.
					271 out of 328	282 out of 343	243 out of 283	220 out of 249	1016 out of 1203	67 out of 79	79 out of 86 (9 active requests)				
Page 46	T12	% Environmental Information Regulation Requests completed in 20 working days		93%	98.82%	99.07%	98.71%	98.87%	98.85%	100.00%	96.76%	↓	Higher is better	85%	18 active requests as at 22/04. The team need to remain vigilant on performance as they will soon be taking on full responsibility for the processing of EIR requests which is an increase to their already high workload. The changes to procedures are being implemented in a staggered approach and we are yet to see any consequences of this. Therefore a change in performance may be evidenced in future months.
					335 out of 339	318 out of 321	458 out of 464	526 out of 532	1637 out of 1656	188 out of 188	179 out of 185 (18 active requests)				
TBC	T13	% Individual Rights Requests completed in 1 calendar month		81%	74.42%	92.68%	100.00%	89.36%	87.34%	100.00%	90.48%	↓	Higher is better	90%	6 active requests as at 22/04. Despite some members of the requests team being fairly new to dealing with these type of requests, performance levels are impressive. This is especially pleasing considering the sharp rise in request numbers (over 100% increase on previous months), lack of resource and the complexity of the requests currently being handled.
					32 out of 43	38 out of 41	25 out of 25	42 out of 47	138 out of 158	16 out of 16	19 out of 21 (6 active requests)				

Finance Services																																																							
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments																																								
Finance Strategy & Accountancy																																																							
TBC	T14	% of invoices paid within 30 days	<table border="1"> <caption>Data for T14 Chart</caption> <thead> <tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr> </thead> <tbody> <tr><td>Apr</td><td>98</td><td>95</td></tr> <tr><td>May</td><td>88</td><td>95</td></tr> <tr><td>Jun</td><td>92</td><td>95</td></tr> <tr><td>Jul</td><td>90</td><td>95</td></tr> <tr><td>Aug</td><td>88</td><td>95</td></tr> <tr><td>Sep</td><td>98</td><td>95</td></tr> <tr><td>Oct</td><td>98</td><td>95</td></tr> <tr><td>Nov</td><td>97</td><td>95</td></tr> <tr><td>Dec</td><td>97</td><td>95</td></tr> <tr><td>Jan</td><td>95</td><td>95</td></tr> <tr><td>Feb</td><td>97</td><td>95</td></tr> <tr><td>Mar</td><td>96</td><td>95</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Apr	98	95	May	88	95	Jun	92	95	Jul	90	95	Aug	88	95	Sep	98	95	Oct	98	95	Nov	97	95	Dec	97	95	Jan	95	95	Feb	97	95	Mar	96	95	n/a	91.80%	91.98%	97.82%	96.37%	94.74%	97.25%	96.70%	↓	Higher is better	95%	<p>Q4, YTD and March KPIs have all exceeded Target. The overall performance for the year is 96.3% which is 1.6% above target. Even though, slightly lower performance from the previous month, March still met the 95% target.</p> <p>This calculation is based on the invoices paid within the month (rather than invoices received in the month).</p>	
Month	Actual (%)	Target (%)																																																					
Apr	98	95																																																					
May	88	95																																																					
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Mar	96	95																																																					
Revenues and Benefits																																																							
TBC	T15	% of Council Tax collected	<table border="1"> <caption>Data for T15 Chart</caption> <thead> <tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr> </thead> <tbody> <tr><td>Apr</td><td>10</td><td>96.41</td></tr> <tr><td>May</td><td>20</td><td>96.41</td></tr> <tr><td>Jun</td><td>30</td><td>96.41</td></tr> <tr><td>Jul</td><td>40</td><td>96.41</td></tr> <tr><td>Aug</td><td>50</td><td>96.41</td></tr> <tr><td>Sep</td><td>60</td><td>96.41</td></tr> <tr><td>Oct</td><td>70</td><td>96.41</td></tr> <tr><td>Nov</td><td>80</td><td>96.41</td></tr> <tr><td>Dec</td><td>90</td><td>96.41</td></tr> <tr><td>Jan</td><td>95</td><td>96.41</td></tr> <tr><td>Feb</td><td>98</td><td>96.41</td></tr> <tr><td>Mar</td><td>99</td><td>96.41</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Apr	10	96.41	May	20	96.41	Jun	30	96.41	Jul	40	96.41	Aug	50	96.41	Sep	60	96.41	Oct	70	96.41	Nov	80	96.41	Dec	90	96.41	Jan	95	96.41	Feb	98	96.41	Mar	99	96.41	96.41%	29.05% (Apr - Jun) 103.8% achieved of the target 80,069,693	56.79% (Apr - Sep) 101.4% achieved of the target £123,531,775.70	84.11% (Apr - Dec) 100.13% achieved of the target £183,281,458.52	96.42% (Apr - Mar) 98.4% achieved of the target £210,129,030.18	96.42% (YTD) 98.9% achieved of the target £206933536.09	96.42% (YTD) 98.4% achieved of the target £4017008.87 (collected in Feb)	96.42% (YTD) 98.4% achieved of the target £210,129,030.18	↓	Higher is better	98%	<p>Though Council tax recovery restarted in July 2021, the impact of covid on collection still remains. We are actively working with vulnerable customers to assist those who cant pay and active recovery will continue on those who can. We will continue to monitor throughout 2022/23 collection performance levels.</p>	
Month	Actual (%)	Target (%)																																																					
Apr	10	96.41																																																					
May	20	96.41																																																					
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Feb	98	96.41																																																					
Mar	99	96.41																																																					
TBC	T16	% National Non Domestic Rates collected	<table border="1"> <caption>Data for T16 Chart</caption> <thead> <tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr> </thead> <tbody> <tr><td>Apr</td><td>10</td><td>97.93</td></tr> <tr><td>May</td><td>20</td><td>97.93</td></tr> <tr><td>Jun</td><td>30</td><td>97.93</td></tr> <tr><td>Jul</td><td>40</td><td>97.93</td></tr> <tr><td>Aug</td><td>50</td><td>97.93</td></tr> <tr><td>Sep</td><td>60</td><td>97.93</td></tr> <tr><td>Oct</td><td>70</td><td>97.93</td></tr> <tr><td>Nov</td><td>80</td><td>97.93</td></tr> <tr><td>Dec</td><td>90</td><td>97.93</td></tr> <tr><td>Jan</td><td>95</td><td>97.93</td></tr> <tr><td>Feb</td><td>98</td><td>97.93</td></tr> <tr><td>Mar</td><td>99</td><td>97.93</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Apr	10	97.93	May	20	97.93	Jun	30	97.93	Jul	40	97.93	Aug	50	97.93	Sep	60	97.93	Oct	70	97.93	Nov	80	97.93	Dec	90	97.93	Jan	95	97.93	Feb	98	97.93	Mar	99	97.93	97.93%	27.97% 99.9% achieved of the target £31,646,562.22	48.72% (Apr - Sep) 88.6% achieved of target £65,922,739.58	78.06% (Apr - Dec) 95.2% achieved of the target £104,818,314.03	95.97% (Apr - Mar) 97.9% achieved of the target £128,589,166.27	95.97% 97.9% achieved of the target £128,589,166.27	91.89% YTD 95.72% achieved of the target £123418578.61	95.97% YTD 97.9% achieved of the target £6489318.24 (collected in Feb)	95.97% YTD 97.9% achieved of the target £128,589,166.27	↑G	Higher is better	98%	<p>Covid 19 is still impacting on our businesses, which is reflected in the collection rate, we are actively working with our businesses to ensure they are in receipt or will be awarded all the reliefs they are entitled including the current covid 19 additional relief fund.</p>
Month	Actual (%)	Target (%)																																																					
Apr	10	97.93																																																					
May	20	97.93																																																					
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Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Revenues and Benefits															
TBC	T17	Average time taken to process benefits & Council Tax Support Claims (days)		18 days	22.74 days 2827 claims	20.53 days 2306 claims	19.71 days 2062 claims	21.15 days 2256 claims	21.16 days 9451 claims	20.55 days 657 claims	21.86 days 991 claims	↑R	Lower is better	21 days	Performance for the year was very slightly below target, but within acceptable tolerances.
TBC	T18	Average time taken to process benefits & Council Tax Support Changes of circumstances (days)		5 days	6.61 days 14748 changes	6.66 days 12358 changes	6.02 days 11894 changes	2.27 days 43036 changes	4.26 days 82036 changes	1.52 days 30188 changes	3.33 days 9201 changes	↑	Lower is better	9 days	Performance is within target.

Transformation															
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Customer Services															
TBC	T21a	% calls answered		93%	87.72%	80.70%	85.83%	86.95%	85.18%	87.78%	85.80%	↓	Higher is better	90%	Performance was lower in March which was because of a large increase in calls compared to February (almost 7000 extra answered) due to secondary admissions offer day and council tax bills being delivered to households in North Northants.
					83637 out of 95345	88385 out of 109521	81298 out of 94717	91802 out of 105584	345117 out of 405167	27702 out of 31558	34334 out of 40018				
TBC	T21b	Total number of calls received		n/a	118580	116773	94717	105584	405167	31558	40018	↑	No polarity	No target - tracking indicator only	This row was added to show the total number of calls received by the council (as the above performance indicator excluded Corby Calls for April-July).
Page 49	T22	Stage 1 complaints received		n/a	497	483	435	383	1798	124	146	↑R	Lower is better	No target - tracking indicator only	Complaint levels have remained relatively consistent during the year so far with a wide variety of issues raised.
	T23	Stage 2 complaints received		n/a	28	18	30	22	98	8	6	↓G	Lower is better	No target - tracking indicator only	The number of cases reaching stage 2 remains low. This suggests that we are able to resolve issues effectively at stage 1.

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Planning Services															
TBC	T1	% major planning applications processed in 13 weeks		91% (Q1 2021/22 All English Authorities)	95.0%	90.32%	96.0%	100%	93.9%	100%	100%	➔	Higher is better	90%	Due to delays in relation to returns related to Flood Risk the number of Major and Minor applications determined is artificially low. At present extensions of time are being used to ensure that targets are met, but there is a considerable backlog.
					19 out of 20	28 out of 31	24 out of 25	21 out of 21	93 out of 99	6 out of 6	11 out of 11				
TBC	T2	% minor planning applications processed in 8 weeks		88% (Q1 2021/22 All English Authorities)	87.76%	89.31%	80.95%	90.0%	86.5%	93.94%	89.80%	⬇	Higher is better	85%	The Kettering area team put through a considerable number of out of time cases, clearing some of the backlog, which resulted in the overall "in-time" percentage for NNC dropping. Overall performance remained good when factoring this and the Flood Risk response delays into consideration.
					86 out of 98	117 out of 131	102 out of 126	99 out of 110	402 out of 465	31 out of 33	44 out of 49				
TBC	T3	% other planning applications processed in 8 weeks		84% (Q1 2021/22 All English Authorities)	93.27%	87.16%	89.74%	88.86%	90.01%	94.00%	87.69%	⬇R	Higher is better	88%	The impact of Kettering clearing out of time backlog cases was felt in relation to other applications. We do however remain above average nationally in terms of performance.
					388 out of 416	387 out of 444	341 out of 380	295 out of 332	1415 out of 1572	94 out of 100	114 out of 130				

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Environmental Health															
TBC	T4	% of food establishments in the area broadly compliant with food hygiene law		n/a	88.89% (Jun)	91.76% (Sep)	92.42% (Dec)	95.72% (Mar)	95.72%	93.95%	95.72%	↑G	Higher is better	95%	Year to date is the latest position. This indicator has now returned to the target level.
					2841 out of 3196	2874 out of 3132	2888 out of 3125	2994 out of 3128	2994 out of 3128	2920 out of 3108	2994 out of 3128				
TBC	T5	Number of establishments with Eat out Eat Well award		n/a	23 (Jun)	17 (Sep)	14 (Dec)	0 (Mar)	0	13	0	↓	No polarity	No target - tracking indicator only	Year to date is the latest position. Eat out eat well awards expire after two years and in order to retain their awards it is necessary to reassess the business at the two year mark. Due to the Covid pandemic reassessments have not been carried out and those businesses with awards have now all expired. The project needs a complete rebrand and restart now that we are North Northants and although funding has been secured in conjunction with colleagues in Public Health this is a significant undertaking so it will be next year before any progress can be made.
TBC	T6	Number of food & environmental samples taken		n/a	10	0	75	156	241	86	47	↓	No polarity	No target - tracking indicator only	Sampling has now resumed.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Highways															
TBC	T54	Number of defects repaired in the network		n/a	5902	4312	5956	4865	21035	1732	1629	↓	No Polarity	No target - tracking indicator only	
TBC	T55	Number of defects outstanding on the network		n/a	977 (Jun 2021)	881 (Sep 2021)	666 (Dec 2021)	996 (Mar 2022)	996	714	996	↑	No Polarity	No target - tracking indicator only	Year to date is the latest position. The number of defects outstanding is an end of month position only (as seen in the quarter progress columns).
Page 52	T56	Repairs made to the network that are either permanent or semi-permanent		n/a	99.20%	98.98%	99.32%	100.00%	99.37%	100%	100%	→	Higher is better	95% to 97%	
					5855	4268	5916	4865	20904	1732	1629				
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress	Quarter 2 Progress	Quarter 3 Progress	Quarter 4 Progress	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Place Directorate															
TBC	T58	Out of work benefits claimants (Ex county Place directorate)		3.7% (Jan 2022)	4.8%	4.3%	3.7%	3.6%	3.6%	3.7%	3.6%	↓G	Lower is better	No target - tracking indicator only	Snapshot volume each month. Benchmark is East Midlands.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (Q2 - Q3)	Polarity	Target	Comments								
Waste Services																							
TBC	T59	KG of Waste per head of population	<table border="1"> <caption>KG of Waste per head of population</caption> <thead> <tr> <th>Quarter</th> <th>Value (kg)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>126.7</td> </tr> <tr> <td>Q2</td> <td>122.4</td> </tr> <tr> <td>Q3</td> <td>103</td> </tr> </tbody> </table>	Quarter	Value (kg)	Q1	126.7	Q2	122.4	Q3	103	n/a	126.7 kg	122.4 kg	103 kg	TBD	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	↓G	Lower is better	n/a	Data now verified to National Level 1 for Q3. This indicator is affected by the reduction in compostable waste over the winter period and therefore shows a drop. This will increase again for Q4.
Quarter	Value (kg)																						
Q1	126.7																						
Q2	122.4																						
Q3	103																						
TBC	T93	Residual Household Waste per Household	<table border="1"> <caption>Residual Household Waste per Household</caption> <thead> <tr> <th>Quarter</th> <th>Value (kg)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>153.41</td> </tr> <tr> <td>Q2</td> <td>140.37</td> </tr> <tr> <td>Q3</td> <td>139.16</td> </tr> </tbody> </table>	Quarter	Value (kg)	Q1	153.41	Q2	140.37	Q3	139.16	n/a	153.41 kg	140.37 kg	139.16 kg	TBD	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	↓G	Lower is better	n/a	Data verified to National Level 1 for Q3. This indicator has remained static for Q3.
Quarter	Value (kg)																						
Q1	153.41																						
Q2	140.37																						
Q3	139.16																						
TBC	T94	% Household Waste sent for reuse, recycling or composting	<table border="1"> <caption>% Household Waste sent for reuse, recycling or composting</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>47.10</td> </tr> <tr> <td>Q2</td> <td>49.90</td> </tr> <tr> <td>Q3</td> <td>41</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1	47.10	Q2	49.90	Q3	41	n/a	47.10%	49.90%	41%	TBD	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	↓R	Higher is better	n/a	Data verified to National Level 1 for Q3. This indicator has dropped due to the reduction in compostable waste over winter months. Recycling percentage has actually increase due to Christmas tonnages (see T95)
Quarter	Value (%)																						
Q1	47.10																						
Q2	49.90																						
Q3	41																						
TBC	T95	Household Waste Arisings which have been sent for Recycling	<table border="1"> <caption>Household Waste Arisings which have been sent for Recycling</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>21.95</td> </tr> <tr> <td>Q2</td> <td>20.83</td> </tr> <tr> <td>Q3</td> <td>22.32</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1	21.95	Q2	20.83	Q3	22.32	n/a	21.95%	20.83%	22.32%	TBD	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	↑G	Higher is better	n/a	Data verified to National Level 3. This indicator has increased slightly due to the affect of additional tonnages at Christmas.
Quarter	Value (%)																						
Q1	21.95																						
Q2	20.83																						
Q3	22.32																						
TBC	T96	Household Waste sent for composting or anaerobic digestion (Inc. food and garden waste)	<table border="1"> <caption>Household Waste sent for composting or anaerobic digestion</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>24.78</td> </tr> <tr> <td>Q2</td> <td>28.66</td> </tr> <tr> <td>Q3</td> <td>18.23</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1	24.78	Q2	28.66	Q3	18.23	n/a	24.78%	28.66%	18.23%	TBD	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	↓R	Higher is better	n/a	Data verified to National Level 3. Garden waste tonnages drop over the winter periods and collections are not undertaken in Wellingborough resulting in reduced tonnages and reduced percentage.
Quarter	Value (%)																						
Q1	24.78																						
Q2	28.66																						
Q3	18.23																						

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Waste Services															
TBC	T60a	Household kerbside collection: Tonnes of material collected through kerbside schemes - Co-mingled recycling		n/a	9212.66	8747.31	8616.33	9046.62	35622.92	2583.89	3167.01	↑	No polarity	No target - tracking indicator only	Q3 data is now verified. This is a relatively stable waste stream, however performance is impacted by the level of contamination created by residents who put the wrong waste in the recycling bin. The Council continues to raise awareness and engage with residents to ensure that co-mingled recycling is clean and not contaminated by wet or dirty materials which affect the performance and presents significant financial risk to the Council when dealing with rejected loads of recyclable material.
TBC	T60b	Household kerbside collection: Tonnes of material collected through kerbside schemes - Food waste		n/a	990.28	986.16	975.96	941.36	3893.76	285.02	324.34	↑	No polarity	No target - tracking indicator only	Q3 data is now verified. Food waste is currently collected in East Northants and Corby. Factors that affect food waste performance include the level of multiple deprivation, and the availability of alternate capacity such as residual containers. The waste team intend to carry out awareness raising activity during 22/23 to increase participation in food waste collection. Removal of food waste from other waste streams, such as residual waste, is a key activity for effective waste collection systems, and requirements of The Environment Bill 2021 mean that food waste collections should be extended to all households from 2025.
Page 54	T60c	Household kerbside collection: Tonnes of material collected through kerbside schemes - Garden waste		n/a	8387.75	8532.85	3789.60	2839.45	23549.65	466.38	1876.19	↑	No polarity	No target - tracking indicator only	Garden waste tonnages are affected by the greatest amount of seasonal variance and is not collected in Wellingborough during the period November to March. Yields for this material increase during Q1 and Q2 and drop off in the winter by approximately 60%. Arisings for garden waste are also affected by weather conditions, in dry years, the overall yield will be reduced. Tonnages have started to increase from March and Wellingborough has also commenced collections.
			<ul style="list-style-type: none"> Co-mingled recycling Food waste Garden waste Trend (Co-mingled recycling) Linear (Co-mingled recycling) Linear (Food waste) Trend (Garden) 												
Waste Services															
TBC	T62	Household kerbside collection: Tonnes of material collected through residual waste service		n/a	17100.14	16532.04	17012.18	TBD	50644.36	n/a (reported quarterly)	n/a (reported quarterly)	↑	Lower is better	No target tracking purposes only	Slight increase in tonnage collected. Tonnages in December are always higher due to Christmas.
TBC	T64a	Fly tipping: number of fly tips reported		n/a	1022	1132	882	TBD	3036	n/a (reported quarterly)	n/a (reported quarterly)	↓	Lower is better	No target tracking purposes only	Reduction in fly tips recorded in quarter 3. Number of fly tips will vary throughout the year due to many factors.
TBC	T64b	Fly tipping: number of fly tips investigated		n/a	465	367	280	TBD	1112	n/a (reported quarterly)	n/a (reported quarterly)	↓	No polarity	No target tracking purposes only	No of investigations is dependant on evidence being found in the waste and an alleged offender being identified. Similar % of investigations carried out in relation to last quarter

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Waste Services															
TBC	T65	Percentage of waste treated (residual kerbside waste, HWRC, wood)	<p>Legend: ● Treated (residual kerbside waste, HWRC, wood) ● Re-used, recycled, composted from HWRC sites ⋯ Trend (treated) ⋯ Trend (re-used/recycled/composted)</p>	n/a	90.98%	91.40%	93.12%	93.49%	92.21%	94.70%	93.30%	↓	No polarity	No target tracking purposes only	While the quantity of waste can fluctuate, the percentage of waste treated is relatively stable, being managed through contract requirements. March is usually higher than February due to it being a longer month.
TBC	T66	Percentage of waste re-used, recycled, composted from HWRC sites	<p>Legend: ● Treated (residual kerbside waste, HWRC, wood) ● Re-used, recycled, composted from HWRC sites ⋯ Trend (treated) ⋯ Trend (re-used/recycled/composted)</p>	43.2%	40.01%	42.49%	39.41%	36.14%	39.69%	35.86%	37.76%	↑G	Higher is better	No target tracking purposes only	Quality and quantity of waste that can be reused, recycled or composted is subject to variation throughout the year. Lower visitor numbers in winter months means a reduction in total waste and therefore reduction of percentage waste reused, recycled or composted. There is also no guarantee that the quality of waste being brought to the Household Recycling Centres (HWRC) is fit for reuse or recycling, therefore these can see monthly variations. Compost tonnages is the area most affected by seasonal variance so yields for this material drop off in the winter but starts to increase again in March.

Children's Services																
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Learning, Skills & Education																
TBC	T44 (LS3a)	% of primary schools judged as good or outstanding by Ofsted		85%	73% (Jun)	73% (Sep)	74.8% (Dec)	75.7% (Mar)	75.7% (Mar)	75.7%	75.7%	➔	Higher is better	88%	88%	There has been no change to the proportion of primary schools that are judged as good or outstanding by Ofsted this month with the performance remaining at 75.7%. Of the 111 primary schools in the authority area, 84 are rated either good or outstanding in their latest inspection (as of 31st March 2022), in comparison the latest national average is 88% of schools being good or outstanding.
TBC	T45 (LS4a)	% of secondary schools judged as good or outstanding by Ofsted		71%	70% (Jun)	70% (Sep)	80% (Dec)	75% (Mar)	75% (Mar)	75%	75%	➔	Higher is better	65%	65%	There has been no change in the proportion of secondary schools that are judged as good or outstanding by Ofsted this month with the performance remaining at 75%. Of the 20 secondary schools in the authority area, 15 are rated either good or outstanding in their latest inspection (as of 31st March 2022), in comparison the latest national average shows 78% of secondary schools being good or outstanding.
TBC	T46 (LS11f)	Current number of home educated children		n/a	607 (Jun)	600 (Sep)	631 (Dec)	700 (Mar)	700 (Mar)	679	700	⬆	No polarity	No target - tracking indicator only	n/a	The number of children who are electively home educated at the end of March was 700, this is an increase of 21 children from the position at the end of February and an increase of 96 from the 604 recorded at the start of the academic year.
TBC	T47 (NI 114)	Number of permanent exclusions from school - Total		35	15 (Jun)	6 (Sep)	20 (Dec)	19 (Mar)	41 (Mar)	5	8	⬆R	Lower is better	No target - tracking indicator only	n/a	YTD = Academic Year (ACY) to Date (i.e. September to July). The number of permanent exclusions was 8 in March an increase from the 5 recorded in February. In the ACY to end of March there has been 41 permanent exclusions. Exclusions are impacted by a range of factors within schools and the local authority, as well as seasonal trends which result in higher levels of exclusions at certain times of the year. Covid restrictions also have an impact on schools and pupils.
TBC	T48 (New2)	Number of looked after children without a school place / missing education		n/a	21 (Jun)	7 (Sep)	7 (Dec)	9 (Mar)	9 (Mar)	9	9	➔	Lower is better	No target - tracking indicator only	n/a	

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Quarter 3 Progress (Apr - Dec)	Quarter 4 Progress (Apr - Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Previous Target	Comments
Children's Trust (Please note that this data is for the whole of Northamptonshire and not just the North)																
TBC	T24 (KPI 1)	% of all referrals with a decision within 2 working days		n/a	88% (Jun)	84% (Sep)	98% (Dec)	88% (Mar)	n/a	91% (615)	88% (744)	↓ A	Higher is better	85% (Tolerance 75% - 95%)	85% (Tolerance 75% - 95%)	The performance has declined this month due to annual leave and some IT system issues. The service continues to work hard on ensuring timely decision making is maintained. Cases that are RAG rated RED are prioritised and decisions made within 1 day. There is ongoing improvement work in the MASH to continually increase quality and enhance performance. Recent peer review has identified improvements and strengths. Areas for development are currently being actioned. Consideration of changes to MASH operations (MADRA) in light of PIP review findings
TBC	T25 (KPI 2)	% of referrals with a previous referral within 12 months		23%	34%	34%	35%	36%	36%	37% (586)	34% (735)	↑ G	Lower is better	29% (Tolerance 25% - 40%)	29% (Tolerance 25% - 40%)	There has been a decrease in re-referrals this month. Audit and review for learning is ongoing. It is anticipated that the strengthened model in MASH will continue support appropriate reduction going forward. 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. The high number of cases stepping down continue to present challenges in regards to capacity in Family Support/Early help partnership. Recommendations from the PIP peer review are being implemented.
TBC	T26 (KPI 3)	% of single assessments authorised within 45 working days		88%	98%	98%	98%	36%	36%	97% (788)	97% (732)	↑ G	Higher is better	85% (Tolerance 85% - 95%)	85% (Tolerance 85% - 95%)	Assessment timescales remain consistently good. 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. In addition to timeliness, we work on increasing the quality of assessments and more effective use of SoS in our interventions. PIP peer review has identified improvements in the quality of assessments.
TBC	T27 (KPI 4)	% of single assessments closing with no further action (NFA)		n/a	35%	40%	40%	39%	39%	37% (688)	34% (688)	↑ G	Lower is better	35% (Tolerance 30% - 50%)	35% (Tolerance 30% - 50%)	We aim to reduce the number of assessments that end with NFA and work is completed to strengthen this area of practice. There has been an improvement of 3% since last month. Comparison with other LAs indicates similar levels for authorities who perform well. Partnership Support Team (previous Early help) are more aligned with MASH pods and DAAT. Managers across DAAT and MASH meet weekly to review and reflect on cases where there is difference in opinion in regards to threshold application. The service has a clear audit plan and activity is followed by reflective practice sessions to ensure learning.
TBC	T28 (KPI 5)	% of initial child protection conferences (ICPC) held within 15 days of a strategy discussion being initiated		83%	77%	81%	81%	82%	82%	95% (84)	84% (67)	↓ A	Higher is better	81% (Tolerance 66% - 86%)	81% (Tolerance 66% - 86%)	Performance decreased from last month's excellent data, but still remains [just] above national average. The reduction was due to late convening requests, 2x failure to duplicate from a sibling's record and 1 incorrect referral for an ARM meeting, rather than ICPC. All causes for out-of-time CPC's are followed up by CP Chair Service Manager on a case-by-case basis. DAAT performance continues to be positive and stable. DAAT managers support Social Workers with additional training on processes, recording and requesting strategy discussions and convening conferences. DAAT Service Managers track all s47 enquiries to ensure timescales for ICPC are met.

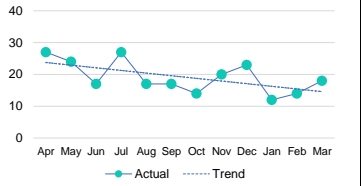
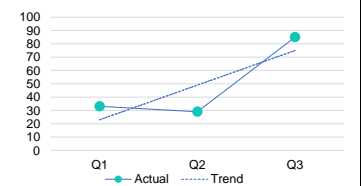
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Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)																																																																				
TBC	T29 (KPI 6)	% of children that became the subject of a Child Protection Plan for the second or subsequent time	<table border="1"> <caption>Data for KPI 6</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>15%</td><td>20%</td><td>15%</td></tr> <tr><td>May</td><td>20%</td><td>20%</td><td>18%</td></tr> <tr><td>Jun</td><td>35%</td><td>20%</td><td>20%</td></tr> <tr><td>Jul</td><td>30%</td><td>20%</td><td>22%</td></tr> <tr><td>Aug</td><td>45%</td><td>20%</td><td>25%</td></tr> <tr><td>Sep</td><td>35%</td><td>20%</td><td>25%</td></tr> <tr><td>Oct</td><td>15%</td><td>20%</td><td>25%</td></tr> <tr><td>Nov</td><td>25%</td><td>20%</td><td>25%</td></tr> <tr><td>Dec</td><td>15%</td><td>20%</td><td>25%</td></tr> <tr><td>Jan</td><td>35%</td><td>20%</td><td>25%</td></tr> <tr><td>Feb</td><td>45%</td><td>20%</td><td>25%</td></tr> <tr><td>Mar</td><td>30%</td><td>20%</td><td>25%</td></tr> </tbody> </table>	Month	Actual	Target	Trend	Apr	15%	20%	15%	May	20%	20%	18%	Jun	35%	20%	20%	Jul	30%	20%	22%	Aug	45%	20%	25%	Sep	35%	20%	25%	Oct	15%	20%	25%	Nov	25%	20%	25%	Dec	15%	20%	25%	Jan	35%	20%	25%	Feb	45%	20%	25%	Mar	30%	20%	25%	22%	22%	29%	26%	28%	28%	43% (75)	29% (62)	↑G	Lower is better	20% (Tolerance 15% - 35%)	20% (Tolerance 15% - 35%)	<p>This measure continues to be variable and, on occasion, too high. 18 of 62 plans started in March are for children who had been on a plan before (10 families). 3 families ended plans within the last year, 2 within 2 years, 3 within 4 years and 2 ended 5+ years ago.</p> <p>A review of these cases will be completed, and initial indication is that the pandemic may have contributed to increased stresses and pressure for families, consequently escalating their needs.</p>
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TBC	T30 (KPI 7)	Children who've been in care 2.5 yrs or more, and of those, who've been in the same placement for 2+ years / placed for adoption (%)	<table border="1"> <caption>Data for KPI 7</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>63%</td><td>66%</td><td>63%</td></tr> <tr><td>May</td><td>64%</td><td>66%</td><td>64%</td></tr> <tr><td>Jun</td><td>65%</td><td>66%</td><td>65%</td></tr> <tr><td>Jul</td><td>65%</td><td>66%</td><td>66%</td></tr> <tr><td>Aug</td><td>66%</td><td>66%</td><td>67%</td></tr> <tr><td>Sep</td><td>67%</td><td>66%</td><td>68%</td></tr> <tr><td>Oct</td><td>68%</td><td>66%</td><td>69%</td></tr> <tr><td>Nov</td><td>69%</td><td>66%</td><td>70%</td></tr> <tr><td>Dec</td><td>70%</td><td>66%</td><td>71%</td></tr> <tr><td>Jan</td><td>71%</td><td>66%</td><td>72%</td></tr> <tr><td>Feb</td><td>72%</td><td>66%</td><td>73%</td></tr> <tr><td>Mar</td><td>73%</td><td>66%</td><td>74%</td></tr> </tbody> </table>	Month	Actual	Target	Trend	Apr	63%	66%	63%	May	64%	66%	64%	Jun	65%	66%	65%	Jul	65%	66%	66%	Aug	66%	66%	67%	Sep	67%	66%	68%	Oct	68%	66%	69%	Nov	69%	66%	70%	Dec	70%	66%	71%	Jan	71%	66%	72%	Feb	72%	66%	73%	Mar	73%	66%	74%	70%	65% (Jun)	68% (Sep)	72% (Dec)	73% (Mar)	73%	72% (441)	73% (440)	↑G	Higher is better	66% (Tolerance 56% - 70%)	66% (Tolerance 56% - 70%)	<p>Performance remains above target. The aspiration is for more children to live within stable and nurturing homes for the duration of their childhoods. Arrangements remain in place to support long term placements.</p> <p>Focus is on provision of support to prevent likelihood of placement breakdown and includes developing skills, knowledge and resilience of foster carers through the public health funded fostering support project, use of placement stability meetings and greater involvement of birth families through progressive contact arrangements.</p>
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TBC	T31 (KPI 8)	% Children in care with three of more placements in the previous 12 months	<table border="1"> <caption>Data for KPI 8</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>9.2%</td><td>10%</td><td>9.2%</td></tr> <tr><td>May</td><td>9.2%</td><td>10%</td><td>9.2%</td></tr> <tr><td>Jun</td><td>9.2%</td><td>10%</td><td>9.2%</td></tr> <tr><td>Jul</td><td>9.5%</td><td>10%</td><td>9.5%</td></tr> <tr><td>Aug</td><td>9.5%</td><td>10%</td><td>9.5%</td></tr> <tr><td>Sep</td><td>9.8%</td><td>10%</td><td>9.8%</td></tr> <tr><td>Oct</td><td>11.2%</td><td>10%</td><td>11.2%</td></tr> <tr><td>Nov</td><td>11.5%</td><td>10%</td><td>11.5%</td></tr> <tr><td>Dec</td><td>11.8%</td><td>10%</td><td>11.8%</td></tr> <tr><td>Jan</td><td>12.2%</td><td>10%</td><td>12.2%</td></tr> <tr><td>Feb</td><td>12.5%</td><td>10%</td><td>12.5%</td></tr> <tr><td>Mar</td><td>12.7%</td><td>10%</td><td>12.7%</td></tr> </tbody> </table>	Month	Actual	Target	Trend	Apr	9.2%	10%	9.2%	May	9.2%	10%	9.2%	Jun	9.2%	10%	9.2%	Jul	9.5%	10%	9.5%	Aug	9.5%	10%	9.5%	Sep	9.8%	10%	9.8%	Oct	11.2%	10%	11.2%	Nov	11.5%	10%	11.5%	Dec	11.8%	10%	11.8%	Jan	12.2%	10%	12.2%	Feb	12.5%	10%	12.5%	Mar	12.7%	10%	12.7%	9%	9% (Jun)	10% (Sep)	12% (Dec)	13% (Mar)	13%	12.9% (1,166)	12.7% (1,185)	↑G	Lower is better	10% (Tolerance 5% - 15%)	10% (Tolerance 5% - 15%)	<p>Whilst performance has improved this month, it is likely due to the increase in new entrants to care, as the actual number of children with 3 or more placements actually increased from 150 to 151. This is in the context of rising care numbers and the continuing challenges in identifying placements for children with specific needs which means they can experience a number of placement moves in quick succession until an appropriate home is identified. 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. .</p>
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Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)																	
TBC	T32 (KPI 9)	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16		56%	62%	60%	61%	63%	63%	73% (67)	51% (63)	↓ A	Higher is better	55% (Tolerance 50% - 60%)	55% (Tolerance 50% - 60%)	This month has seen a decrease in performance to 51% (63% year to date) against the comparator of 56% across England. Action to be taken to interrogate data and ensure recording reflects the status of the young people accurately. 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.	
TBC	T33 (KPI 10)	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16		89%	93%	91%	91% (66)	92%	92%	94% (67)	90% (63)	↓ A	Higher is better	90% (Tolerance 85% - 95%)	90% (Tolerance 85% - 95%)	Performance for March declined to 90%, but still at target of 90% (92% year to date) and above the National average. We know that we have some young people in unsuitable accommodation or even no accommodation at all and we work to address this.	
TBC	T34 (KPI 11)	% of qualified social workers with caseloads above target		n/a	14.4% (Jun)	11.5% (Sep)	15.3% (Dec)	13.1% (Mar)	13.1% (Mar)	15.7%	13.1%	↑ G	Lower is better	12% (Tolerance 10% - 20%)	12% (Tolerance 10% - 20%)	March sees an increase in workers with caseloads above target to 13.1%, but the pressure remains high. Two managed teams provide additional capacity in managing the cases open to the Safeguarding service. The recruitment drive remains central to implementation of the workforce strategy.	
TBC	T35 (KPI 12)	% of children placed more than 20 miles from their homes, outside LA boundary		16%	19%	19%	19%	18%	18%	18% (1,166)	18% (1,185)	→	Lower is better	18% (Tolerance 17% - 27%)	18% (Tolerance 17% - 27%)	Our aim is to place children as close to their home address as possible to continue to have contact with family and network and attend their usual school. Ongoing work in this area which include increased oversight and focus on the quality of care plans, sufficiency activity to increase in house provision and support greater choice in identifying the right placement for the child. In some cases children are placed out of their local authority boundaries for specialist care. Sufficiency action plan is implemented. This is an indicator that requires further consideration- given the new North and West boundaries	

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Quarter 3 Progress (Apr - Dec)	Quarter 4 Progress (Apr - Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Previous Target	Comments																																																				
Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)																																																																				
TBC	T36 (KPI 13)	% of stage 1 complaints responded to within 10 working days	<table border="1"> <caption>Data for KPI 13</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>100%</td><td>50%</td><td>50%</td></tr> <tr><td>May</td><td>25%</td><td>50%</td><td>50%</td></tr> <tr><td>Jun</td><td>75%</td><td>50%</td><td>50%</td></tr> <tr><td>Jul</td><td>45%</td><td>50%</td><td>50%</td></tr> <tr><td>Aug</td><td>0%</td><td>50%</td><td>50%</td></tr> <tr><td>Sep</td><td>55%</td><td>50%</td><td>50%</td></tr> <tr><td>Oct</td><td>75%</td><td>50%</td><td>50%</td></tr> <tr><td>Nov</td><td>25%</td><td>50%</td><td>50%</td></tr> <tr><td>Dec</td><td>50%</td><td>50%</td><td>50%</td></tr> <tr><td>Jan</td><td>50%</td><td>50%</td><td>50%</td></tr> <tr><td>Feb</td><td>0%</td><td>50%</td><td>50%</td></tr> <tr><td>Mar</td><td>100%</td><td>50%</td><td>50%</td></tr> </tbody> </table>	Month	Actual	Target	Trend	Apr	100%	50%	50%	May	25%	50%	50%	Jun	75%	50%	50%	Jul	45%	50%	50%	Aug	0%	50%	50%	Sep	55%	50%	50%	Oct	75%	50%	50%	Nov	25%	50%	50%	Dec	50%	50%	50%	Jan	50%	50%	50%	Feb	0%	50%	50%	Mar	100%	50%	50%	n/a	78% (Jun)	57% (Sep)	50% (Dec)	100% (Mar)	n/a	0% (1)	100% (1)	↑G	Higher is better	50% (Tolerance 30% - 60%)	50% (Tolerance 30% - 60%)	There was only 1 statutory complaint closed in March – which met the statutory timescale of 10 working days. The reduced volume of statutory complaints is down to reduced volume of complaints overall and better triage of the issues relating to the Childrens Act. This total does not include any complaints that were suspended or not pursued by the complainant.
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TBC	T37 (KPI 14)	Stage 2 investigations as a % of stage 1 complaints received within the year to date	<table border="1"> <caption>Data for KPI 14</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>55%</td><td>45%</td><td>45%</td></tr> <tr><td>May</td><td>20%</td><td>45%</td><td>45%</td></tr> <tr><td>Jun</td><td>65%</td><td>45%</td><td>45%</td></tr> <tr><td>Jul</td><td>55%</td><td>45%</td><td>45%</td></tr> <tr><td>Aug</td><td>35%</td><td>45%</td><td>45%</td></tr> <tr><td>Sep</td><td>40%</td><td>45%</td><td>45%</td></tr> <tr><td>Oct</td><td>45%</td><td>45%</td><td>45%</td></tr> <tr><td>Nov</td><td>55%</td><td>45%</td><td>45%</td></tr> <tr><td>Dec</td><td>55%</td><td>45%</td><td>45%</td></tr> <tr><td>Jan</td><td>55%</td><td>45%</td><td>45%</td></tr> <tr><td>Feb</td><td>45%</td><td>45%</td><td>45%</td></tr> <tr><td>Mar</td><td>40%</td><td>45%</td><td>45%</td></tr> </tbody> </table>	Month	Actual	Target	Trend	Apr	55%	45%	45%	May	20%	45%	45%	Jun	65%	45%	45%	Jul	55%	45%	45%	Aug	35%	45%	45%	Sep	40%	45%	45%	Oct	45%	45%	45%	Nov	55%	45%	45%	Dec	55%	45%	45%	Jan	55%	45%	45%	Feb	45%	45%	45%	Mar	40%	45%	45%	n/a	69% (Jun)	40% (Sep)	51% (Dec)	37% (Mar)	n/a	45%	37%	↑G	Lower is better	30% (Tolerance 15% - 45%)	30% (Tolerance 15% - 45%)	Based on 17 stage 2 received and pursued in year (April to Mar) & 46 pursued statutory complaints. This has reduced due to year end data cleansing, additional non pursued / suspended complaints removed. This is an indicator that needs further consideration. Some of the stage 2 investigations refer to concerns that had been raised some time in the past and are going through the complaints stages.
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TBC	T38 (KPI 16)	% of social worker vacancies	<table border="1"> <caption>Data for KPI 16</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>19%</td><td>20%</td><td>20%</td></tr> <tr><td>May</td><td>19%</td><td>20%</td><td>20%</td></tr> <tr><td>Jun</td><td>18%</td><td>20%</td><td>20%</td></tr> <tr><td>Jul</td><td>21%</td><td>20%</td><td>20%</td></tr> <tr><td>Aug</td><td>22%</td><td>20%</td><td>20%</td></tr> <tr><td>Sep</td><td>22%</td><td>20%</td><td>20%</td></tr> <tr><td>Oct</td><td>22%</td><td>20%</td><td>20%</td></tr> <tr><td>Nov</td><td>21%</td><td>20%</td><td>20%</td></tr> <tr><td>Dec</td><td>22%</td><td>20%</td><td>20%</td></tr> <tr><td>Jan</td><td>19%</td><td>20%</td><td>20%</td></tr> <tr><td>Feb</td><td>20%</td><td>20%</td><td>20%</td></tr> <tr><td>Mar</td><td>17%</td><td>20%</td><td>20%</td></tr> </tbody> </table>	Month	Actual	Target	Trend	Apr	19%	20%	20%	May	19%	20%	20%	Jun	18%	20%	20%	Jul	21%	20%	20%	Aug	22%	20%	20%	Sep	22%	20%	20%	Oct	22%	20%	20%	Nov	21%	20%	20%	Dec	22%	20%	20%	Jan	19%	20%	20%	Feb	20%	20%	20%	Mar	17%	20%	20%	17%	18% (Jun)	21.9% (Sep)	22.5% (Dec)	16.8% (Mar)	16.8% (Mar)	20.2%	16.8%	↑G	Lower is better	20% (Tolerance 16% - 26%)	20% (Tolerance 16% - 26%)	The number of social work vacancies has decreased by 3.4% since last month and we are below the 2021 national average. The vacancy measures have changed in the main due to an effective recruitment campaign as well as the removal of some temporary posts.
Month	Actual	Target	Trend																																																																	
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TBC	T39 (KPI 17)	% of social worker posts filled with agency staff	<table border="1"> <caption>Data for KPI 17</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>18%</td><td>17%</td><td>17%</td></tr> <tr><td>May</td><td>18%</td><td>17%</td><td>17%</td></tr> <tr><td>Jun</td><td>18.5%</td><td>17%</td><td>17%</td></tr> <tr><td>Jul</td><td>16%</td><td>17%</td><td>17%</td></tr> <tr><td>Aug</td><td>15.5%</td><td>17%</td><td>17%</td></tr> <tr><td>Sep</td><td>15.4%</td><td>17%</td><td>17%</td></tr> <tr><td>Oct</td><td>16.6%</td><td>17%</td><td>17%</td></tr> <tr><td>Nov</td><td>18.1%</td><td>17%</td><td>17%</td></tr> <tr><td>Dec</td><td>18.1%</td><td>17%</td><td>17%</td></tr> <tr><td>Jan</td><td>17%</td><td>17%</td><td>17%</td></tr> <tr><td>Feb</td><td>17%</td><td>17%</td><td>17%</td></tr> <tr><td>Mar</td><td>18.1%</td><td>17%</td><td>17%</td></tr> </tbody> </table>	Month	Actual	Target	Trend	Apr	18%	17%	17%	May	18%	17%	17%	Jun	18.5%	17%	17%	Jul	16%	17%	17%	Aug	15.5%	17%	17%	Sep	15.4%	17%	17%	Oct	16.6%	17%	17%	Nov	18.1%	17%	17%	Dec	18.1%	17%	17%	Jan	17%	17%	17%	Feb	17%	17%	17%	Mar	18.1%	17%	17%	15%	18.5% (Jun)	15.4% (Sep)	16.6% (Dec)	18.1% (Mar)	18.1% (Mar)	17.0%	18.1%	↓A	Lower is better	18% (Tolerance 16% - 26%)	18% (Tolerance 16% - 26%)	The social worker figure for agency staff has increased this month (by 1.1%). We are still within tolerance and the increase assists with more manageable capacity in the social work teams.
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Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)																
TBC	T40 (KPI 18)	Average time between the LA receiving court authority to place a child and deciding on a match		169 days	192	250.5	85.8	86	184	n/a (reported quarterly)	n/a (reported quarterly)	↓ A	Lower is better	178 (Tolerance 170 - 220)	178 (Tolerance 170 - 220)	NCT continues to be ambitious in seeking adoptive placements for all children for whom adoption is their care plan. For some children it takes a little longer to identify suitable families due to their ages, being a sibling group, having complex/additional needs, or having experienced a previous adoption disruption. Delays within the court proceedings have also impacted on adoption orders being granted in a timely way. NCT Voluntary Adoption Agency VAA joined RAA (Family Adoption Links).
TBC	T41 (KPI 19)	% of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted		n/a	64%	54%	100%	100%	70%	n/a (reported quarterly)	n/a (reported quarterly)	→	Higher is better	72% (Tolerance 57% - 77%)	72% (Tolerance 57% - 77%)	Positive work is being undertaken to identify families for children in a timely way. The adoption service has seen a drop in adoption orders since last year when it was exceptionally high (74). The current numbers are more in line with what we expected; a total of 39 adoption orders had been granted for the 2021/22 reporting period and a further 17 children in adoptive placements but no order granted yet as at 31st March 22. We currently have 7 children in Early Permanence placements- 2 where the Placement Order (PO) is granted and we are waiting to go to panel for the match and 5 where there is an ADM plan of adoption but no PO yet. At the end of March there were currently 15 children with PO's waiting to be placed of which only 3 children do not have a link yet.
TBC	T42 (KPI 20)	Numbers of data breaches reported or self-reported to the ICO per quarter		n/a	2	3	1	0	6	n/a (reported quarterly)	n/a (reported quarterly)	↑ G	Lower is better	No target tracking purposes only	n/a	No breaches met the threshold to be reported on to the ICO during the last quarter.
TBC	T43 (KPI 21)	% of children leaving care due to permanence (Special Guardianship Order, adoption, residence order)		n/a	n/a (reported half-yearly)	36%	n/a (reported half-yearly)	15% (Oct-Mar) (218)	29%	n/a (reported half-yearly)	n/a (reported half-yearly)	↓ A	Higher is better	30% (Tolerance 15% - 30%)	30% (Tolerance 15% - 30%)	A decline in performance has been seen partly due to the increased numbers exiting care relative to the lower numbers leaving for permanence. In the last 6 months, 31 children have moved to an SGO with their approved CP carers, compared to 34 last year. Ongoing work is occurring to ensure we fulfil our aim to support children and young people live within families whenever appropriate and safe to do so. Permanency tracking arrangements assist in ensuring all permanence options are considered and achieved in a timely way for all children. Other aspects

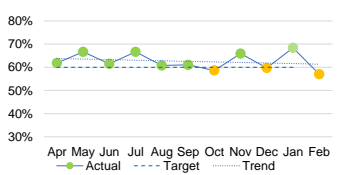
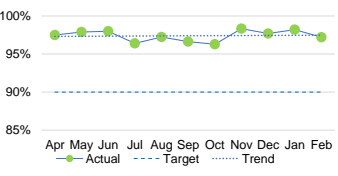
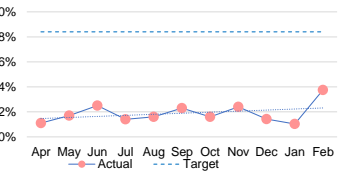
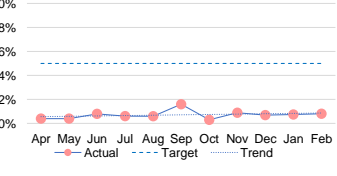
Adults, Communities & Wellbeing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Housing															
TBC	T7a	Number of households whose homelessness was prevented		n/a	68	61	57	44	230	14	18	↑	No polarity	No target - tracking indicator only	Performance has fluctuated between months when looking at year to date figures. This reflects the difficulties the Housing Options team are having trying to secure accommodation solutions, particularly in the private sector. The overall year to date performance highlights that there are more homeless cases being relieved than prevented and this is something the team are keen to switch the balance of going forward.
TBC	T7b	Number of households whose homelessness was relieved		n/a	85	72	83	68	308	20	26	↑	No polarity	No target - tracking indicator only	
Page 62	T8	Number of rough sleepers (single night snapshot figure)		12	18 (Jun 2021)	25 (Sep 2021)	4 (Dec 2021)	9 (Mar 2022)	n/a	8	9	↑	Lower is better	9	This data is the latest single night snapshot figure which is reported monthly to DLUHC (Department for Levelling Up, Housing and Communities). March has seen a slight increase in the number of rough sleepers from the previous month and is now at the annual target of 9. There is still a high percentage of new rough sleepers being seen each month, outreach sessions are conducted weekly and the team are quick to respond to any new reports of rough sleeping across North Northants.
	TBC	T9	Gross number of affordable homes delivered		263	33	29	85	TBD	TBD	n/r	TBD	TBD	Higher is better	2021-22 will be used as a baseline for 2022-23
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Communities															
TBC	T10	Number of Anti Social Behaviour incidents reported per quarter		n/a	102 (Jun)	493	253	230	1078	61	71	↑	No polarity	No target - tracking indicator only	Anti-social behaviour (ASB) incidents and cases are currently being monitored and tracked for 2022/23 and that's part of the development of the NNC ASB service. In doing so, we are looking at incidents across a number of factors including: localities, crime hotspots, youth-related incidents etc.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Adult Social Care - Assessment Teams															
TBC	T67	Total number of people allocated to each team		n/a	5584 (Jun)	5248 (Sep)	5488 (Dec)	5512 (Mar)	5512 (Mar)	5469	5512	↑R	Lower is better	No target - tracking indicator only	Year to date method is latest snapshot.
TBC	T68	Number of unscheduled review requests		n/a	384	289	283	349	1305	123	121	↓G	Lower is better	No target - tracking indicator only	
Adult Social Care - Short and Long Term (SALT) Services - Hospital															
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Quarter 3 Progress (Apr - Dec)	Quarter 4 Progress (Apr - Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Page 03	T69	Percentage of new requests for services (all ages) where route of access was discharge from hospital, that had a sequel of ST-MAX (short term support to maximise independence) (i.e. reablement)		n/a	37.0%	41.0%	39.0%	38.5%	38.5%	38.4%	38.5%	↑G	Higher is better	No target - tracking indicator only	<p>Monthly and quarterly figures are latest year to date. (Year to date is latest position).</p> <p>The lag in data from the demand in hospitals "in Month" will reflect in the transfer to long term services after an assessment outside of hospital. The average time from discharged to Permanent service is 60 days, therefore the December / January surge will not reflect until March / April / May.</p> <p>Volume relates to requests for services where route of access was discharge from hospital.</p>
					146	290	379	525	525	468	525				

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Adult Social Care - Safeguarding															
TBC	T70	Number of new concerns received		n/a	606	703	817	815	2941	278	289	↑	Lower is better	No target - tracking indicator only	Please note historical figures often retrospectively increase slightly due to input delay. Over the last couple of months Safeguarding referrals have begun to increase again. There does not appear to be an obvious theme or trend identified. Long term sickness in team has begun to impact the timescales and capacity of the team. Team Manager is now fully focussed on provider Safeguarding area following appointment of Service Manager and will be reviewing processes and carrying out audits to support service improvements and work on older Safeguarding activity being closed down. Safeguarding Quality Team Manager to start 6/6. Service Manager Safeguarding leading on project for addressing management of concerns with assessment service to mitigate risks to triage process.
TBC	T71	New concerns determined to be enquiries (both s42 and other) <i>*(A S42 enquiry must take place if there is reason to believe that abuse or neglect is taking place)</i>		n/a	163	182	262	189	769	74	48	↓	No polarity	No target - tracking indicator only	This is not a productivity measure as such it just shows the volume of potential enquiries. If a concern is determined to be an enquiry then that means there will be more work as a result. Although a Local Authority cannot control if something is S42, we would want to monitor receiving large numbers as this would be a burden on the teams that carry out the enquiry stage of the process. Please note that historical figures often retrospectively increase slightly due to input delay.
Adult Social Care - Deprivation of Liberty Safeguards (DoLS)															
TBC	T72	Open cases (No date restriction)		n/a	2023 (Jun)	1970 (Sep)	1831 (Dec)	1878 (Mar)	1878	1945	1878	↓G	Lower is better	No target - tracking indicator only	Data is latest snapshot. A plan in place to mitigate the risks of not having substantive Best Interest Assesors in post for a time. We have a group of Independent and agency BIAs that we will be allocating to. Our non-substantive Best Interest Assesors will be picking up assessments too, and we have 6 newly trained Best Interest Assesors whose qualifications will be ratified by the University in June and so who will also be able to support. The Team Manager post is out to advert but is also with

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Quarter 3 Progress (Apr - Dec)	Quarter 4 Progress (Apr - Mar)	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments
Adult Social Care - In-House Provision															
TBC	T73	Therapy Service-Total Cases of Waiting for Booking & Assessment		n/a	635 (Jun)	638 (Sep)	400 (Dec)	418 (Mar)	418	429	418	↓ G	Lower is better	No target - tracking indicator only	Year to Date is the latest position snapshot.
Adult Social Care - Domain Two: Delaying and Reducing the Need for Care and Support															
TBC	T74	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people)		511.7	175.87	324.66	489.28	623.41	623.41	573.11	623.41	↑	No polarity	No target - tracking indicator only	This is a cumulative total. Whilst we always want to avoid admissions to care homes this will always increase since care home admission is the right move for some people.
Page 65	T75	Delaying and reducing the need for care and support		84.60%	59.9%	59.8%	60.1%	61.6%	61.6%	60.4%	61.6%	↑ G	Higher is better	No target - tracking indicator only	This is a cumulative total and reflects the proportion of people going into short term services, rather than into long term care.
										380	429				

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date (to Feb)	January 2021/22	February 2021/22	Direction of Travel January - February)	Polarity	Target	Comments
Public Health - please take note of monthly headings (Public Health data usually received a month in arrears)															
TBC	T76	Smoking quit rate at 4 weeks		n/a	61.5% (Jun 2021)	61.1% (Sep 2021)	59.7% (Dec 2021)	TBD	57.0%	68.4% (Jan 2022)	57% (Feb 2022) 49 out of 86	↓R	Higher is better	60%	Lag in data for the preceding 2 months (Reported monthly only so latest value is reported at each quarter and YTD)
TBC	T77	% of infants due a new birth visit that received a new birth visit within 14 days of birth		86.8%	97.8%	96.8%	97.50%	TBD	97.40%	98.20%	97.2% (Feb 2022) 581 out of 598	↓	Higher is better	90%	This indicator represents the whole of Northamptonshire. March 2022 data will be available in May's report.
TBC	T79	% of in-year eligible population offered an NHS Health Check		1.5%	2.5% (Jun 2021)	2.3% (Sep 2021)	1.42% (Dec 2021)	TBD	3.75%	1.03% (Jan 2022)	3.75% (Feb 2022) 887 out of 23680	↑G	Higher is better	8.4% (100% annual target)	Health check activities are calculated based on the location of the GP surgery that the patient is registered with, rather than the residence of this patient. Some patients may be residents of West Northants but registered to a GP in North Northants. These patients are included in the North rather than West.
TBC	T80	% of in-year eligible population who received an NHS Health Check		0.6%	0.8% (Jun 2021)	1.6% (Sep 2021)	0.69% (Dec 2021)	TBD	0.81%	0.74% (Jan 2022)	0.81% (Feb 2022) 191 out of 23680	↑G	Higher is better	5% (60% annual target)	GPs are still very much recovering and capacity to deliver NHS Health Checks in practices is still limited, considering the winter pressures and the backlog from the 1st and 2nd wave that GPs have to focus on. Compared with national figures, we are much in line with national performance. Benchmark is England Q1 2021/22. (Reported monthly only so latest value is reported at each quarter and YTD)

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date (to Feb)	January 2021/22	February 2021/22	Direction of Travel (January - February)	Polarity	Target	Comments
Public Health (continued)															
TBC	T93	Breastfeeding rate at 6-8 weeks			53.2%	54.7%	55.3%	TBD	54.04%	50.90%	53.9% (Feb 2022) 310 out of 575	↑G	Higher is better	55%	This indicator represents the whole of Northamptonshire, 2021-22 data not available at a North Unitary level. March 2022 data will be available in May's report.
TBC	T94	% of children who received a 6-8 week view by the time they were 8 weeks			98.1%	98.0%	98.65%	TBD	98.17%	98.20%	97.6% (Feb 2022), 575 out of 589	↓	Higher is better	90%	This indicator represents the whole of Northamptonshire. March 2022 data will be available in May's report.
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Quarter 4 Progress (Jan, Feb, Mar)	Year to Date	January 2021/22	February 2021/22	Direction of Travel (Latest)	Polarity	Target	Comments
Page 67	T95	% mothers known to be smokers at the time of delivery			11.9%	11.0%	11.2%	10.7% (192 out of 1787)	11.7%	n/a (reported quarterly)	n/a (reported quarterly)	↑G	Lower is better	11%	This indicator represents the whole of Northamptonshire.
TBC	T96	% substance misuse clients waiting more than 3 weeks for their first intervention			0%	0%	0.6%	TBD	TBD	n/a (reported quarterly)	n/a (reported quarterly)	↑	Lower is better	TBD	This indicator represents the whole of Northamptonshire. National target will be set up in April 2024.

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North Northamptonshire Council Performance Report - March 2022

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

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 Progress Status Key:
Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

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

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.



Legal & Democratic

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Year to Date	February 2021/22	March 2021/22	Direction of Travel (February - March)	Polarity	Target	Comments																																																
TBC Page 70	T19	Number of working days lost to sickness per employee (Short Term)	<table border="1"> <caption>Days lost per FTE by month</caption> <thead> <tr> <th>Month</th> <th>Short Term</th> <th>Long Term</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>0.19</td><td>0.36</td><td>0.55</td></tr> <tr><td>May</td><td>0.16</td><td>0.36</td><td>0.52</td></tr> <tr><td>Jun</td><td>0.23</td><td>0.43</td><td>0.66</td></tr> <tr><td>Jul</td><td>0.3</td><td>0.46</td><td>0.76</td></tr> <tr><td>Aug</td><td>0.26</td><td>0.56</td><td>0.82</td></tr> <tr><td>Sep</td><td>0.27</td><td>0.54</td><td>0.81</td></tr> <tr><td>Oct</td><td>0.34</td><td>0.57</td><td>0.91</td></tr> <tr><td>Nov</td><td>0.60</td><td>0.40</td><td>1.00</td></tr> <tr><td>Dec</td><td>0.58</td><td>0.38</td><td>0.96</td></tr> <tr><td>Jan</td><td>0.49</td><td>0.47</td><td>0.96</td></tr> <tr><td>Feb</td><td>0.55</td><td>0.30</td><td>0.85</td></tr> </tbody> </table>	Month	Short Term	Long Term	Total	Apr	0.19	0.36	0.55	May	0.16	0.36	0.52	Jun	0.23	0.43	0.66	Jul	0.3	0.46	0.76	Aug	0.26	0.56	0.82	Sep	0.27	0.54	0.81	Oct	0.34	0.57	0.91	Nov	0.60	0.40	1.00	Dec	0.58	0.38	0.96	Jan	0.49	0.47	0.96	Feb	0.55	0.30	0.85	Local Government 'single tier' national average 9.2 days lost per employee over 12 months (0.77 days lost per month) - ST average for 12 months is 3.8 days lost and LT is 5.4 days lost	3.74 days lost	0.55 days lost	0.55 days lost	→	Lower is better	*LG Benchmark (Apr-Mar) split: 3.8 days lost short term and 5.4 days lost long term	Further details are shown on the following page.
	Month	Short Term		Long Term	Total																																																						
Apr	0.19	0.36	0.55																																																								
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Jan	0.49	0.47	0.96																																																								
Feb	0.55	0.30	0.85																																																								
T20	Number of working days lost to sickness per employee (Long Term)	6.47 days lost	0.3 days lost	0.37 days lost	↓G	Lower is better																																																					

March 2022 HR Workforce Data Report

Sickness Absence Data by Assistant Directorate

YTD: Year to Date
FTE: Full Time Equivalent

Assistant Directorate*	Absence			
	Feb-22 YTD FTE days lost	Mar-22 YTD FTE days lost	Mar-22 % of workforce to have sickness	Mar-22 No' of employees to hit trigger
Adult Services	14.17	14.29	20%	22
Commissioning & Performance	5.63	5.51	15%	2
Housing and Communities	9.43	9.47	16%	16
HRA	16.12	16.45	13%	18
Public Health	4.07	3.79	6%	1
Safeguarding, Wellbeing and Provider Services	13.43	13.66	20%	23
Adults, Communities and Wellbeing Services Total	12.01	12.21	16%	82
Assistant Chief Executive	4.37	5.19	4%	1
Chief Executive's Office	1.37	1.93	27%	
Chief Executive Office Total	3.34	4.09	11%	1
Assistant Director Education	7.25	6.98	6%	2
Commissioning & Partnerships (includes client role for Children's Trust)	5.33	5.25	14%	
Schools	7.16	7.18	14%	7
Childrens Services Total	7.10	6.95	10%	9
Contingency	1.03	0.97	0%	
Treasury	30.09	31.98	22%	2
<i>Audit and Risk</i>		52.73	0%	
Finance Accountancy	4.61	4.23	0%	
Finance and Strategy	1.59	1.42	0%	
Procurement	0.94	0.86	0%	
Revenues and Benefits	6.57	6.80	10%	3
Finance Services Total	7.38	7.58	8%	5
Human Resources	7.25	7.07	13%	1
Legal and Democratic Services	4.43	4.77	6%	2
HR, Legal & Democratic Services Total	6.14	6.17	11%	3
Assets and Environment	10.16	10.08	10%	8
Directorate Management	1.10	1.00	0%	
Growth and Regeneration	3.86	4.06	7%	2
Highways and Waste	18.84	18.82	21%	11
Regulatory Services	2.96	3.36	13%	2
Place and Economy Services Total	9.48	9.56	12%	23
Customer Services	15.69	15.30	16%	6
IT	1.18	1.17	3%	
Transformation	1.46	4.11	12%	
Transformation Total	9.14	9.55	13%	6
NNC Total	10.09	10.21	14%	129

Mar-22 NNC Top 3 Absence Reasons
1 - Musculoskeletal problems including back and neck
2 - Anxiety, mental health and depression
3 - Stress

	Short Term / Long Term Split by Assistant Directorate			
	Monthly Fte days lost ST	Monthly Fte days lost LT	YTD Fte days lost ST	YTD Fte days lost LT
Adults, Communities and Wellbeing Serv	0.66	0.43	4.39	7.73
Chief Executive Office	0.66	0.26	1.12	2.97
Childrens Services	0.21	0.26	3.18	3.77
Finance Services	0.64	0.25	2.60	4.98
HR, Legal & Democratic Services	0.27	0.30	2.34	3.83
Place and Economy Services	0.53	0.38	3.50	6.05
Transformation	0.34	0.28	3.16	6.39
NNC Total	0.55	0.37	3.74	6.47

Establishment Data by Assistant Directorate

Assistant Directorate	Employees		Posts - (Director level)		Vacancies - (Director level)		Agency			Voluntary Turnover			Starters
	Headcount	Fte	Number	Fte	Number	Fte	Covering Vacancies	Super-numerate	Agency Spend* (£000's)	Rolling	Monthly	No' of Leavers	No' of Starters
Adult Services	290	257.89	264	260.00	36	32.85	5		£29	15.9%	1.4%	4	3
Commissioning & Performance	85	80.45	107	104.08	21	19.41	6		£53	13.4%	1.2%	1	
Housing and Communities	292	203.85	600	432.35	154	86.87	60		£46	18.1%	1.0%	3	2
HRA	256	228.29	355	333.06	82	74.80			£73	18.1%	3.1%	8	1
Public Health	123	116.49	222	212.77	74	66.90	14		£96	24.3%	4.1%	5	2
Safeguarding, Wellbeing and Provider Services	299	252.18	198	195.00	33	33.00	10		£56	25.4%	1.0%	3	3
Costed to Other Directorates (Tier 1)			37	26.93	12	10.09							
Adults, Communities and Wellbeing Services Total	1345	1139.14	1783	1564.19	412	323.92	95	0	£353	18.7%	1.8%	24	11
Assistant Chief Executive	26	24.37	40	38.81	11	10.80			£7	15.3%	0.0%		
Chief Executive's Office	11	10.62	10	10.00	1	1.00			£12		0.0%		
Costed to Other Directorates (Tier 1)			12	11.50	5	5.00							
Chief Executive Office Total	37	34.99	62	60.31	17	16.80	0	0	£18	11.7%	0.0%	0	0
Assistant Director Education	108	102.43	149	146.54	37	35.10	6	13	£81	20.7%	1.9%	2	2
Commissioning & Partnerships	14	12.55	18	18.00	4	4.00			£10		0.0%		
Schools	96	81.41	121	113.58	20	19.74			£17	8.0%	0.0%		
Costed to Other Directorates (Tier 1)			2	2.00	2	2.00							
Childrens Services Total	218	196.40	290	280.12	63	60.84	6	13	£108	14.1%	0.9%	2	2
Contingency	7	6.11	13	12.73	5	4.86					0.0%		
Treasury	9	9.00	18	18.00	9	9.00				49.0%	0.0%		
Audit and Risk	1	1.00	18	6.62	11	11.00					0.0%		1
Finance Accountancy	10	8.72	16	14.47	6	5.75				32.2%	10.0%	1	
Finance and Strategy	17	16.23	26	24.54	8	8.00				42.3%	0.0%		1
Procurement	9	9.00	14	13.00	5	4.00				10.3%	0.0%		
Revenues and Benefits	106	90.89	116	104.59	16	14.65	6		£11	9.4%	1.9%	2	
Costed to Other Directorates (Tier 1)			7	4.57	1	1.00							
Financial Services Total	159	140.94	228	198.52	61	58.26	6	0	£11	17.7%	1.9%	3	2
Human Resources	83	72.71	135	128.32	52	50.32	2		£15	19.5%	1.2%	1	
Legal and Democratic Services	50	43.11	140	72.50	58	12.31	9	7	£92	15.4%	0.0%		
Costed to Other Directorates (Tier 1)			32	30.54	8	7.54							
HR, Legal & Democratic Services Total	133	115.82	307	231.36	118	70.17	11	7	£106	18.0%	0.8%	1	0
Assets and Environment	217	187.65	319	287.47	82	66.79	12	1	£44	13.6%	2.3%	5	3
Directorate Management	5	5.00	5	5.00							0.0%		
Growth and Regeneration	104	95.33	142	134.78	38	36.45	23	4	£92	17.4%	1.0%	1	
Highways and Waste	124	120.62	153	148.91	28	25.87	11	2	£19	12.5%	0.0%		3
Regulatory Services	116	106.83	155	195.67	43	89.44	8	13	£62	22.4%	7.8%	9	2
Costed to Other Directorates (Tier 1)			26	21.47	10	8.39							
Place and Economy Services Total	566	515.42	800	793.30	201	226.94	54	20	£218	15.8%	2.7%	15	8
Customer Services	93	74.04	120	104.38	22	16.18	4		£14	13.6%	1.1%	1	2
IT	33	29.77	42	37.00	5	5.00		3	£11	12.1%	3.0%	1	1
Transformation	34	33.80	36	36.00				1	£15	6.7%	0.0%		
Costed to Other Directorates (Tier 1)			7	4.08	1	0.54							
Transformation Total	160	137.61	205	181.46	28	21.72	4	4	£40	11.6%	1.3%	2	3
NNC Total	2618	2280.32	3675	3309.26	900	778.65	176	44	£853	17.0%	1.8%	47	26

* The agency spend only includes Opus, it doesn't include any off-contract spend

(Please note the data above is not included within the summary data in Appendix A.)

** LG average turnover benchmark (12.9%)

Commentary

Place & Economy

* Regulatory Services - Disaggregation of Emergency Planning this month will result in fewer vacancies next month. Changes are currently being enacted on the ERP system.

* Regulatory Update: These supernumerary staff are largely involved in covid delivery (5 of this 13 are in Covid Programme Team , 5 supporting Household Support Fund Grant and 2 Test & Trace with 1 in EH backfilling for Officer acting up to provide maternity cover for management role(s). Note: A large number of the super numerary COVID programme team agency contracts previously reported in March's return came to an end on 31/3/22. A smaller number of these staff have been retained (detailed above) and are in the process of transferring from Regulatory Services establishment to the establishment of the Director of Public Health

* Highways & Waste: These supernumerary posts are used adhoc to cover sickness and leave on a day to day basis.

Transformation

*Transformation update 11.04.22. Removed Benefits Realisation post so total FTE now 36. zero vacancies as successfully recruited to all vacant posts to start in June

HR, Legal & Democratic Services

* Increase in vacancies in HR is due to the fact that new posts have been created and we are currently in the process of moving employees to new posts. Once this is complete, old posts will be deleted and the vacancy figure will decrease.

EXECUTIVE 19th May 2022

Report Title	Corporate Plan Performance Indicator Set Proposal 2022/23
Report Author	Guy Holloway, Assistant Chief Executive Guy.Holloway@northnorthants.gov.uk
Lead Member	Cllr Jason Smithers, Leader of the Council

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

List of Appendices

Appendix A – Proposed Corporate Plan Performance Indicator Set 2022/23

Appendix B – Indicators not included in the Corporate Plan Indicator Set

Appendix C -- Detailed indicator definition alongside justification of their importance

Appendix D – Feedback from Scrutiny Commission and F&R Scrutiny Committee

1. Purpose of Report

- 1.1. To provide members of the Executive the opportunity to review and approve the proposed Corporate Plan Performance Indicator Set for 2022/23.

2. Executive Summary

- 2.1. It is considered good practice for local authorities to have a set of publicly reported performance indicators that show how they are performing against key areas.
- 2.2. The performance indicators that North Northamptonshire Council has measured and reported on during 2021/22 represent an amalgamation of the

common indicators that were measured by the local councils prior to the creation of the new unitary council.

- 2.3. It is important that the performance indicators the Council routinely publishes in public are relevant, timely and accurate. It is quite normal for a council to have a public set of data that it reports to show progress against its priorities, supported by an internal set of data that it uses for management purposes.
- 2.4. Following the adoption of the Council's Corporate Plan, service areas have been working to identify performance indicators that will help measure how the Council is performing against its key commitments outlined within the adopted Corporate Plan.
- 2.5. As part of this piece of work, the existing set of performance indicators has been reviewed against the key commitments outlined within the Corporate Plan to identify:
 - a. Indicators that are considered relevant and to be retained in the future Corporate Plan Indicator Set.
 - b. Indicators that are no longer relevant and, therefore, not proposed for retention.
 - c. The need for new indicators to help better measure the delivery of the Corporate Plan, especially where there are perceived gaps.
- 2.6. Based on the above piece of work, it is proposed that many of the performance indicators that have been measured and reported during 2021/22 will remain within the Corporate Plan Indicator Set for 2022/23 as they are still considered relevant.
- 2.7. Where gaps have been identified, or where there has been a clear business need, new indicators have been proposed. These existing and new indicators proposed for inclusion within the Corporate Plan Indicator Set have been included as **Appendix A** to this report.
- 2.8. Some of the indicators that have been reported over the last year do not directly measure the performance of the Council's key commitments. Some have been superseded by proposed new indicators. Where this is the case, the measures have not been included within the proposed Corporate Plan Indicator Set for 2022/23. Many of these, however, will be retained as internal performance indicators and will continue to be measured by the Council, particularly where they provide useful management information.
- 2.9. The indicators that have previously reported during 2021/22 that are not proposed for inclusion within the Corporate Plan Indicator Set are provided as **Appendix B**. An explanation of why they are not proposed for inclusion has been provided. In addition, a more detailed description of the indicators has been provided as **Appendix C** for information.
- 2.10. Members should be mindful that performance indicators are just one of the tools the Council can use to measure and understand achievement of its Corporate Plan key commitments. Information such as financial performance, project

delivery outcomes, customer feedback, committee reports, audit reports, external assessment, along with Members' own experience of the reality of services, all play a vital role in forming this judgement.

- 2.11. The proposed Corporate Plan Indicators for 2022/23 were presented to the Scrutiny Commission at their meeting of 29th March and the Finance and Resources Scrutiny Committee at their meeting of 5th April. Scrutiny members were invited to provide feedback to the Executive on the proposed Indicator Set of which is included as **Appendix D**.

3. Recommendations

- 3.1. It is recommended that the Executive:
- a) Review the proposed Corporate Plan Indicator Set for 2022/23 and provide feedback as appropriate.
 - b) Adopt the proposed Corporate Plan Indicator set for 2022/23

4. Report Background

- 4.1. There are a number of factors that should be considered when developing performance indicators. They should be relevant, specific, measurable and be collectable in a timely fashion. It is inevitable that not all activities will lend themselves to being measured by performance indicators. They should also be seen as just one of the tools that can be used to help form a judgement about the performance of the Council and its services.
- 4.2. This report sets out a new proposed set of indicators for the Council that aims to improve the measurement of the delivery of the Corporate Plan against its key commitments. A range of additional information is available to help Members understand the progress that is being made in this area.
- 4.3. **Appendix A** outlines the proposed Corporate Plan Indicator Set for 2022/23. It includes both the existing indicators to be retained and the new measures to be added. For ease, information about whether the indicator is new or existing has been included within the table. The name of the indicator, the key commitment it supports, the service owner and target information have also been provided along with a provisional reference number to aid reference during the debate.
- 4.4. **Appendix B** outlines the existing performance indicators that are not proposed for inclusion within the Corporate Plan Indicator Set moving forward. The name of the indicator alongside a justification of why it no longer features has been provided. Members may wish to note that many of the indicators that will not be included within the Corporate Plan Indicator Set will be maintained as internal indicators which can be used for management purposes.

- 4.5. It is important that the public facing Corporate Plan indicators only include those that are most proximate to measuring the Corporate Plan key commitments. There is a danger that if this distinction is not made, then the suite of data reported in public becomes unwieldy and difficult to manage.
- 4.6. Members should be mindful that there will still be areas that require further development. Indicators that show the Council's progress around 'Green, sustainable communities' and 'Connected communities' are two areas that will lend themselves well to further development work.
- 4.7. 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.
- 4.8. Performance monitoring at North Northamptonshire Council will continue to be developed. Development activities include:
- Working with service areas to ensure that they are aware of, and using, performance data to understand and improve services.
 - Developing and embedding the suite of indicators that are measured to ensure that they reflect the Council's vision, values, key commitments and priorities – those areas that matter the most to the Council.
 - Ensuring we have comparable benchmark data enabling the Council to better understand and enhance its performance moving forward.
 - Utilise data to build up insights as to what is happening and also likely to happen in the future. Members may hear this approach being referred to as 'data intelligent'. The aim, in relevant cases, is to predict what may happen in the future and take pre-emptive action. There are clearly significant benefits to this approach.
 - The way performance data are presented will continue to be monitored to ensure information is reported in the most effective way.
- 4.9. Executive Members have been consulted with on the proposed Corporate Plan Indicators Set for 2022/23 as part of their portfolio holder responsibilities and, in many cases, have contributed to its content.
- 4.10. Feedback from Scrutiny Members form a valuable and important part of the process of shaping the Council's future approach. Feedback provided by members of the Scrutiny Commission have therefore been included within this report as **Appendix D**.
- 4.11. Executive Members have been consulted with on the proposed Corporate Plan Indicators Set for 2022/23 as part of their portfolio holder responsibilities and, in many cases, have contributed to its content.
- 4.12. Feedback from Scrutiny Members form a valuable and important part of the process of shaping the Council's future approach. Feedback provided by members of the Scrutiny Commission have therefore been included within this report as **Appendix D**.

5. Issues and Choices

- 5.1. Choices have had to be made about which indicators to retain in the proposed new indicator set, and which ones to remove. The justification for the choices made have been set out in the appendices.
- 5.2. The Council could choose not to measure performance indicators. Some councils do very little routine performance measurement. North Northamptonshire Council has set out, in its Corporate Plan, a priority for developing best practice approaches for performance management. The Council is keen to do all it can to make accurate performance data routinely available to support both policy and operational decision-making.

6. Next Steps

- 6.1 To formally adopt and start reporting on the new suite of Corporate Plan Indicators for 2022/23 so we can more effectively measure how the Council is performing against the vision and key commitments outlined with its Corporate Plan.

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 affordability. The goal is to ensure that efficiency, economy and effectiveness are maximised within realistic parameters.

7.2 Legal and Governance

- 7.2.1 The Council is required to provide statutory monitoring returns to central government. The Council is on course to comply with these requirements.
- 7.2.2 Monitoring performance is a key element of the Council's Governance Framework.

7.3 Relevant Policies and Plans

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

7.4 Risks

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

- (a) Poor data quality – Inaccurate data will inevitably lead to less accurate decision making.
- (b) Lack of data – Failing to measure key service activities can leave the Council sightless of its performance. Given the importance of many of the services it provides, this would be an undesirable position.
- (c) Incorrect interpretations – Caution should be applied to the interpretation of performance data, particularly given the adjustments that have been made by services to adapt to the COVID pandemic. Misunderstanding the performance picture can lead to ineffective decision-making and potential reputational damage.

7.5 Consultation

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

7.5.2 Informal consultation with relevant stakeholders, including Executive Members and Scrutiny Members has been carried out in the development of the new suite of Corporate Plan Indicators for 2022/23.

7.5.3 Informal consultation with relevant stakeholders will continue to take place when developing the Council's performance management framework.

7.6 Consideration by Executive Advisory Panel

7.6.1 The development of the Corporate Plan on which the new performance indicator set is based was considered by the Executive Advisory Panels. Some new indicators requiring further development may receive direct assistance from the Executive Advisory Panels, for example, new environmental indicators.

7.7 Consideration by Scrutiny

7.7.1 The proposed Corporate Plan Indicators for 2022/23 were presented to the Scrutiny Commission at their meeting of 29th March and the Finance and Resources Scrutiny Committee at their meeting of 5th April. Scrutiny members were invited to provide feedback to the Executive on the proposed Indicator Set of which is included as **Appendix D**.

7.8 Equality Implications

7.8.1 Equality related performance indicators have been identified at both corporate and management level.

7.9 Climate Impact

7.9.1 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.

7.10 Community Impact

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

7.11 Crime and Disorder Impact

7.11.1 No crime and disorder impacts have been identified.

8. Background Papers

8.1 The [Corporate Plan](#) was adopted by Full Council at their meeting on 9th December 2021.

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Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Adults, Communities & Wellbeing	Adult Social Care	AFL01	Total number of people allocated to each team	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Adult Social Care	AFL02	Number of unscheduled review requests	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Adult Social Care	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)	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Adult Social Care	AFL04	Number of new safeguarding concerns received per month	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Adult Social Care	AFL05	New safeguarding concerns determined to be enquiries (both s42 and other)	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Adult Social Care	AFL06	Total number of open Deprivation of liberty Safeguard cases	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Adult Social Care	AFL07	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people 65 years +)	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Adult Social Care	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)	Active, fulfilled lives	Existing	The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.
Adults, Communities & Wellbeing	Housing & Communities - Libraries	AFL09	Number of Physical visits to libraries	Active, fulfilled lives	New	226,000

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Adults, Communities & Wellbeing	Housing & Communities - Libraries	AFL10	Number of participants in the Summer Reading Challenge	Active, fulfilled lives	New	3,150
Adults, Communities & Wellbeing	Housing & Communities - Libraries	AFL11	Net promoter score % - Leisure	Active, fulfilled lives	New	
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL12	Number of people sleeping rough on a single night	Active, fulfilled lives	Existing	9
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL13	Number of households whose homelessness was prevented	Active, fulfilled lives	Existing	320
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL14	Number of households whose homelessness was relieved	Active, fulfilled lives	Existing	310
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL15	Total number of homeless approaches	Active, fulfilled lives	New	N/A - monitoring levels of demand only
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL16	Number of households accepted as owed the main housing duty	Active, fulfilled lives	New	N/A - monitoring levels only
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL17	Total number of households living in temporary accommodation	Active, fulfilled lives	New	200
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL18	Number of households with family commitments* living in bed and breakfast accommodation	Active, fulfilled lives	New	0
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL19	Number of rough sleepers rehoused into accommodation for 6 months or more	Active, fulfilled lives	New	60
Adults, Communities & Wellbeing	Public Health	AFL20	% of in-year eligible population offered an NHS Health Check	Active, fulfilled lives	Existing	100%
Adults, Communities & Wellbeing	Public Health	AFL21	% of in-year eligible population who received an NHS Health Check	Active, fulfilled lives	Existing	60%
Adults, Communities & Wellbeing	Public Health	AFL22	% Smoking quit rate at 4 weeks	Active, fulfilled lives	Existing	to be set up by consultant and service lead
Adults, Communities & Wellbeing	Public Health	AFL23	% substance misuse clients waiting more than 3 weeks for their first intervention	Active, fulfilled lives	Existing	National target will be available in April 2024
Adults, Communities & Wellbeing	Public Health	BBF01	Breastfeeding rate at 6-8 weeks	Better, brighter futures	Existing	55%

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Adults, Communities & Wellbeing	Public Health	BBF02	% of infants due a new birth visit that received a new birth visit within 14 days of birth	Better, brighter futures	Existing	
Adults, Communities & Wellbeing	Public Health	BBF03	% of children who received a 6-8 week review by the time they were 8 weeks	Better, brighter futures	Existing	
Adults, Communities & Wellbeing	Public Health	BBF04	% mothers known to be smokers at the time of delivery	Better, brighter futures	Existing	11%
Children's Services	Children's Services	BBF05	% of referrals with a previous referral within 12 months	Better, brighter futures	Existing	target as 2021-22 until reviewed as part of the contract review process (see column O)
Children's Services	Children's Services	BBF06	% of single assessments authorised within 45 working days	Better, brighter futures	Existing	target as 2021-22 until reviewed as part of the contract review process (see column O)
Children's Services	Children's Services	BBF07	% Children in care with three or more placements in the previous 12 months	Better, brighter futures	Existing	target as 2021-22 until reviewed as part of the contract review process (see column O)
Children's Services	Children's Services	BBF08	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16	Better, brighter futures	Existing	target as 2021-22 until reviewed as part of the contract review process (see column O)
Children's Services	Children's Services	BBF09	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16	Better, brighter futures	Existing	target as 2021-22 until reviewed as part of the contract review process (see column O)
Children's Services	Children's Services	BBF10	% of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted	Better, brighter futures	Existing	target as 2021-22 until reviewed as part of the contract review process (see column O)
Children's Services	Education	BBF11	Percentage of all Early Years Settings judged as Good or Outstanding by Ofsted	Better, brighter futures	Existing	No target set
Children's Services	Education	BBF12	Percentage of primary schools judged as good or outstanding by Ofsted	Better, brighter futures	Existing	Existing target (2021-22): 88%
Children's Services	Education	BBF13	Percentage of secondary schools judged as good or outstanding by Ofsted	Better, brighter futures	Existing	Existing target (2021-22): 65%
Children's Services	Education	BBF14	Number of schools rated inadequate by Ofsted	Better, brighter futures	Existing	No target set
Children's Services	Education	BBF15	Rate of suspensions in primary aged pupils	Better, brighter futures	Existing	Existing target (2021-22): 0%
Children's Services	Education	BBF16	Rate of suspensions in secondary aged pupils	Better, brighter futures	Existing	Existing target (2021-22): 0%
Children's Services	Education	BBF17	Rate of Permanent exclusions from school - Total	Better, brighter futures	Existing	Existing target (2021-22): 0%
Children's Services	Education	BBF18	% of EHC plans issued within 20 weeks (excluding exceptions)	Better, brighter futures	Existing	Existing target (2021-22): 95%
Children's Services	Education	BBF19	Percentage of school age CiC who had a PEP in the previous academic term.	Better, brighter futures	Existing	Existing target (2021-22): 95%

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Children's Services	Education	BBF20	State Schools Admissions - percentage of young people getting 1st, 2nd or 3rd preference for primary applications	Better, brighter futures	Existing	Existing target (2021-22): 97%
Children's Services	Education	BBF21	State Schools Admissions - percentage of young people getting 1st, 2nd or 3rd preference for secondary applications	Better, brighter futures	Existing	Existing target (2021-22): 97%
Children's Services	Education	BBF22	Number of children without a school place	Better, brighter futures	Existing	Existing target (2021-22): 97%
Children's Services	Education	BBF23	Percentage of children achieving a good level of Development in the Early Years Foundation Stage Profile	Better, brighter futures	Existing	Existing target (2021-22): 72%
Children's Services	Education	BBF24	Percentage of children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2	Better, brighter futures	Existing	Existing target (2021-22): 62%
Children's Services	Education	BBF25	Percentage of children achieving grade 9-4 in English & maths (previously A*-C)	Better, brighter futures	Existing	Existing target (2021-22): 64%
Children's Services	Education	BBF26	Percentage attainment gap for disadvantaged children**	Better, brighter futures	Existing	No target set
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	CNC01	Number of Strategic Grant Agreements targets delivered	Connected communities	New	22-23 is a baseline year to set future targets.
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	CNC02	Total amount of funding released via small discretionary grants into organisations	Connected communities	New	100%
Legal & Democratic	Registrations & Coroners	CNC03	% of Deaths registered within 5 working days	Connected communities	New	80%
Legal & Democratic	Registrations & Coroners	CNC04	% of Births registered within 42 days	Connected communities	New	90%
Place & Economy	Growth & Regeneration - Economic Development	GSE01	Number of E-Scooter trips	Greener, sustainable environment	New	Increase on comparable month in 2021/22
Place & Economy	Growth & Regeneration - Economic Development	GSE02	Number of E-Scooter users	Greener, sustainable environment	New	Increase on comparable month in 2021/23
Place & Economy	Growth & Regeneration - Economic Development	GSE03	Co2 saving from E-Scooters	Greener, sustainable environment	New	Increase on comparable month in 2021/24
Place & Economy	Growth & Regeneration - Economic Development	GSE04	Number of electric vehicle charging points publicly available	Greener, sustainable environment	New	Increase in numbers

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Place & Economy	Growth & Regeneration - Economic Development	GSE05	Number of electric vehicles per charge point	Greener, sustainable environment	New	Increase in numbers
Place & Economy	Highways & Waste	GSE06	Fly tipping: number of fly tips reported	Greener, sustainable environment	Existing	No target - Fly tipping is a criminal offence and not appropriate for a target based approach.
Place & Economy	Highways & Waste	GSE07	Percentage of waste diverted from landfill	Greener, sustainable environment	Existing	87%
Finance Services	Procurement	MPS01	% invoices paid within 30 days	Modern public services	Existing	95% (subject to change following SLA review, but unlikely)
Finance Services	Procurement	MPS02	% of actual spend with local suppliers where economically justifiable.	Modern public services	New	For information only - the procurement team cannot influence which suppliers staff choose to use.
Finance Services	Procurement	MPS03	% count of local suppliers where economically justifiable.	Modern public services	New	For information only - the procurement team cannot influence which suppliers staff choose to use.
Finance Services	Revenues & Benefits	MPS04	% of business rates collected in the year debit raised	Modern public services	Existing	Annual target of 98.5%, monthly breakdowns given
Finance Services	Revenues & Benefits	MPS05	% of council tax collected in the year debit raised	Modern public services	Existing	Annual target of 98.5%, monthly breakdowns given
Legal & Democratic	Human Resources	MPS06	Average number of working days lost per Full time Equivalent (FTE) employee (short term)	Modern public services	Existing	3.8 days lost (LG single tier national average)
Legal & Democratic	Human Resources	MPS07	Average number of working days lost per Full time Equivalent (FTE) employee (long term)	Modern public services	Existing	5.4 days lost (LG single tier national average)
Legal & Democratic	Human Resources	MPS08	Employee Headcount and Full time Equivalent (FTE) - total figures (Split to Assistant Directorate Level)	Modern public services	Existing (since Feb 22)	No target
Legal & Democratic	Human Resources	MPS09	Vacancy Levels – Number of vacant posts and Full time Equivalent (FTE) vacancies (Total numbers split to Assistant Directorate Level)	Modern public services	Existing (since Feb 22)	No target
Legal & Democratic	Human Resources	MPS10	Number of Agency Staff within each Directorate	Modern public services	Existing (since Feb 22)	No target
Legal & Democratic	Human Resources	MPS11	Amount of Spend on Agency Staff within each Directorate	Modern public services	New	No target
Legal & Democratic	Information Governance	MPS12	% Freedom of Information (FOI) requests completed in 20 working days	Modern public services	Existing	95%
Legal & Democratic	Information Governance	MPS13	% Environmental Information Regulations (EIR) requests completed in 20 working days	Modern public services	Existing	95%
Legal & Democratic	Information Governance	MPS14	% Individual Rights requests completed within statutory timescale (Data Protection (DP) Right to Access requests)	Modern public services	Existing	90%
Legal & Democratic	Information Governance	MPS15	Total number of data breaches (split by service eventually)	Modern public services	New	Track for info

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Legal & Democratic	Information Governance	MPS16	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Freedom of Information (FOI) requests following internal review).	Modern public services	New	1 per month
Legal & Democratic	Information Governance	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).	Modern public services	New	0 per month
Legal & Democratic	Information Governance	MPS18	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Data Protection (DP) Individual Rights requests).	Modern public services	New	1 per month
Legal & Democratic	Information Governance	MPS19	Number of complaints upheld by Information Commissioners Office (ICO) (with respect to handling of Data Protection (DP) Individual Rights requests)	Modern public services	New	0 per month
Legal & Democratic	Information Governance	MPS20	Number of direct disclosure requests (ADR - Access to a Deceased Person's records) received	Modern public services	New	Track for info
Legal & Democratic	Information Governance	MPS21	% Transparency publications completed on time.	Modern public services	New	100%
Legal & Democratic	Information Governance	MPS22	Number of external Information Commissioners Office (ICO) complaints relating to data management of data/breaches	Modern public services	New	Track for info
Legal & Democratic	Information Governance	MPS23	Number of reportable data breaches to Information Commissioners Office (ICO) (split by service area)	Modern public services	New	1 per month
Place & Economy	Assets & Environment	MPS24	Rate of return on commercial stock (%)	Modern public services	New	5.41%
Place & Economy	Assets & Environment	MPS25	Total rental income from commercial estate (£)	Modern public services	New	£12,695,000
Place & Economy	Assets & Environment	MPS26	% occupancy of Corby Enterprise Centre	Modern public services	New	95%
Place & Economy	Assets & Environment	MPS27	% occupancy of Corby Innovation Hub	Modern public services	New	95%
Place & Economy	Assets & Environment	MPS28	% occupancy of East Northamptonshire Enterprise Centre (# units)	Modern public services	New	<ul style="list-style-type: none"> •Year 1 occupancy target 48% •year 2 occupancy target 76% •Years 3-5 target is 90%. So 76% target for Q1 then for the rest of the year 90% target as we enter year 3 in July 2022.
Place & Economy	Assets & Environment	MPS29	% occupancy of Chesham House Kettering (10 units)	Modern public services	New	70%
Transformation	Complaints	MPS30	Total number of Stage 1 complaints received by NNC	Modern public services.	Existing (Stage 1 and Stage 2 complaints separated)	No target as this is for tracking purpose only
Transformation	Complaints	MPS31	Total number complaints received by NNC	Modern public services.	Existing (Stage 1 and Stage 2 complaints separated)	No target as this is for tracking purpose only

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Transformation	Complaints	MPS32	Total number of complaints escalated to stage 2	Modern public services.	New	No target as this is for tracking purpose only
Transformation	Complaints	MPS33	% of complaints escalated to stage 2	Modern public services.	New	20%
Transformation	Complaints	MPS34	% of complaints answered within the Service Level Agreement (20 working days or agreed extension)	Modern public services.	New	90%
Transformation	Complaints	MPS35	% of complaints upheld	Modern public services.	New	20%
Transformation	Complaints	MPS36	% of all complaints investigated by the Ombudsman	Modern public services.	New	10%
Transformation	Complaints	MPS37	Total number investigated by Ombudsman	Modern public services.	New	No target as this is for tracking purpose only
Transformation	Complaints	MPS38	% of cases where maladministration found by Ombudsman	Modern public services.	New	1%
Transformation	Customer Services	MPS39	% of calls answered out of total calls received in customer services	Modern public services	Existing	90%
Transformation	Customer Services	MPS40	% Calls answered within 60 seconds in customer services	Modern public services	New	80%
Transformation	Customer Services	MPS41	Number of customers helped by customer services	Modern public services.	New	No target as this is for tracking purpose only
Transformation	Customer Services	MPS42	Number of customer interactions to customer services - split by telephone/face-to-face, email and online form	Modern public services	New	No target as this is for tracking purpose only
Transformation	Customer Services	MPS43	% of Face-to-Face Customers with an appointment seen within 5 minutes (within customer services team)	Modern public services	New	95%
Legal & Democratic	Human Resources	MPS44	Number of Posts and Full time Equivalent (FTE) Posts (Split to Assistant Directorate Level)	Modern public services	Existing (since Feb 22)	No target
Legal & Democratic	Human Resources	MPS45	Number of super-numerate Agency Posts (Split to Assistant Directorate Level)	Modern public services	Existing (since Feb 22)	No target
Legal & Democratic	Human Resources	MPS46	Turnover % (split by Assistant Directorate Level). Monthly leavers figures. (This will be voluntary turnover)	Modern public services	Existing (since Feb 22)	Compare to LG average as benchmark (12.9%)
Legal & Democratic	Human Resources	MPS47	Top 3 reasons for sickness absence	Modern public services	Existing (since Feb 22)	No target
Legal & Democratic	Human Resources	MPS48	Number of new starters (Split to Assistant Directorate Level)	Modern public services	Existing (since Feb 22)	No target
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	STP01	Number of new business started with support from the BIPC Northamptonshire	Safe and thriving places	New	25
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	STP02	Number of satisfactory Anti-Social Behaviour resolutions by North Northamptonshire Council	Safe and thriving places	New	22-23 is a baseline year to set future targets.

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	STP03	Number of repeat incidents of reported domestic abuse incidents	Safe and thriving places	New	22-23 is a baseline year to set future targets.
Adults, Communities & Wellbeing	Housing & Communities - Housing Allocation	STP04	Total Active applicants on the Keyways Housing Register	Safe and thriving places	New	N/A - monitoring levels of demand
Adults, Communities & Wellbeing	Housing & Communities - Housing Allocation	STP05	New Housing Applications Received	Safe and thriving places	New	N/A - monitoring levels of demand
Adults, Communities & Wellbeing	Housing & Communities - NN Housing Strategy & Development	STP06	Number of affordable housing completions	Safe and thriving places	Existing	TBC - 2021/22 to be used as baseline data
Adults, Communities & Wellbeing	Housing & Communities - NN Housing Strategy & Development	STP07	Number of affordable housing starts (now under construction)	Safe and thriving places	New	TBC - 2021/22 to be used as baseline data
Adults, Communities & Wellbeing	Housing & Communities - NN Property Services	STP08	% of properties with a valid gas safety certificate	Safe and thriving places	New	100%
Adults, Communities & Wellbeing	Housing & Communities - NN Property Services	STP09	Total number of emergency repairs completed	Safe and thriving places	New	N/A - 2021/22 baseline year and target to be confirmed
Adults, Communities & Wellbeing	Housing & Communities - NN Property Services	STP10	Total number of non-emergency repairs completed	Safe and thriving places	New	N/A - 2021/22 baseline year and target to be confirmed
Adults, Communities & Wellbeing	Housing & Communities - NN Tenancy Services	STP11	Number of council housing lets completed	Safe and thriving places	New	N/A - 2021/22 baseline data for NN & target to be set
Adults, Communities & Wellbeing	Housing & Communities - NN Tenancy Services	STP12	Number of council houses vacant and available to let	Safe and thriving places	New	N/A - 2021/22 baseline data for NN & target to be set
Adults, Communities & Wellbeing	Housing & Communities - Private Sector Housing	STP13	Number of Private Sector Disabled Facilities Grants cases on waiting list	Safe and thriving places	New	N/A - unable to set target and to be reviewed services aligned

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Adults, Communities & Wellbeing	Housing & Communities - Private Sector Housing	STP14	Number of Private Sector Disabled Facilities Grants completions	Safe and thriving places	New	N/A - unable to set target and to be reviewed services aligned
Place & Economy	Growth & Regeneration - Development Management	STP15	Percentage of major planning applications determined within 13 weeks (or within agreed extension of time)	Safe and thriving places	Existing	90%
Place & Economy	Growth & Regeneration - Development Management	STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)	Safe and thriving places	Existing	85%
Place & Economy	Growth & Regeneration - Development Management	STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)	Safe and thriving places	Existing	88%
Place & Economy	Growth & Regeneration - Development Management	STP18	Percentage of planning application appeals allowed as a proportion of planning decisions made	Safe and thriving places	New	9%
Place & Economy	Growth & Regeneration - Development Management	STP19	Total number of planning applications received	Safe and thriving places	New	Tracking
Place & Economy	Growth & Regeneration - Economic Development	STP20	Number of companies receiving support	Safe and thriving places	New	No target - support will drop off with the end of ARG £. Need time to establish post ARG provision

Proposed Corporate Plan Performance Indicator Set 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Place & Economy	Growth & Regeneration - Economic Development	STP21	% of Full fibre coverage	Safe and thriving places	New	40% of Premises countywide (Dec 2023)
Place & Economy	Growth & Regeneration - Economic Development	STP22	% of gigabit coverage	Safe and thriving places	New	75% of premises gigabit capable (Dec 2023)
Place & Economy	Growth & Regeneration - Minerals & Waste	STP23	Percentage of NNC County Matter (minerals and waste) planning decisions made within the required timescale	Safe and thriving places	New	95%
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	Safe and thriving places	Existing	20% overall (30% - Growth Towns 30% - Market Towns 40% - Villages/Rural)
Place & Economy	Growth & Regeneration - Planning Policy	STP25	Maintain 5 year housing land supply	Safe and thriving places	New	6.0 years
Place & Economy	Growth & Regeneration - Planning Policy	STP26	Maintain 5 year supply of Gypsy and Traveller sites	Safe and thriving places	New	6.0 years
Place & Economy	Growth & Regeneration - Planning Policy	STP27	Net additional homes provided	Safe and thriving places	New	1875
Place & Economy	Growth & Regeneration - Planning Policy	STP28	Net increase in jobs	Safe and thriving places	New	810
Place & Economy	Highways & Waste	STP29	Number of Defects Outstanding (at end of period), split by category	Safe and thriving places	Existing	No target
Place & Economy	Highways & Waste	STP30	Number of Defects Repaired in period, split by category	Safe and thriving places	Existing	No target
Place & Economy	Highways & Waste	STP31	Percentage of defects responded to within the timeframes specified, split by category	Safe and thriving places	New	P1 and P2 97.5% - 98.5% P3 and P4 97%-100%
Place & Economy	Regulatory Services - Food Safety	STP32	% of food establishments in the area which are broadly compliant with food hygiene law	Safe and thriving places	Existing	95%
Place & Economy	Regulatory Services - Local Land Charges	STP33	% of Local Land Charges searches processed within 10 working days	Safe and thriving places	New	95%
Place & Economy	Regulatory Services - NTU	STP34	% of New encampments visited within 1 working day of notification; unless operational difficulties prevent this	Safe and thriving places	New	95%
Place & Economy	Regulatory Services - Trading Standards	STP35	% of Rogue trading activities tackled (rogue traders subject to a Trading Standards intervention)	Safe and thriving places	New	100%

Corporate Performance Indicators which have been reported to CLT, the Executive and Scrutiny Members since 1st April 2021 but are not featured in the proposal for reporting in 2022/23

Performance Indicator	Comments / Reason for proposed change
Transformation	
T21b Total number of calls received	Included as part of "% calls answered" CPI. This is no change really as this is what's done now it's just included as a line as part of the % PI.
Finance	
T17 Time taken to process new Housing Benefit / Council Tax Support claims	Proposing to keep as internal indicator
T18 Time taken to process Housing Benefit / Council Tax Support change circumstances	Proposing to keep as internal indicator
Place and Economy	
T5 Number of establishments with Eat out eat well award	This award is currently in the process of being refreshed and reporting would not be beneficial at this time.
T6 Number of food & environmental samples taken	Similar PIs to replace this : the number of high risk inspections due / carried out.
T56 Repairs made to the road network that are either permanent or semi-permanent	Proposing to keep as internal indicator
T58 Corporate: Out of work benefits claimants (Ex county Place directorate)	Not relevant to report as a PI, it's not NNC data, this is national supporting data
T59 KG of Waste per head of population	Proposing to keep as internal indicator from April 2022. This is currently reported quarterly and has only been reported once so far (for Q1). Q2 data has just been received so will be included in P10 report.
T93 Residual Household Waste per Household (Provisional)	This is currently reported quarterly and has only been reported once so far (for Q1). Q2 data has just been received so will be included in P10 report. A similar PI mentioned further down in this list "Household kerbside collection: Tonnes of material collected through residual waste service" is to be kept from April 2022, as an internal indicator. It's the same data, the only difference with this one was that it was proportioned per household.
T94 Household Waste sent for reuse, recycling or composting	Proposing to keep as internal indicator from April 2022. This is currently reported quarterly and has only been reported once so far (for Q1). Q2 data has just been received so will be included in P10 report.
T95 Household Waste Arisings which have been sent for Recycling	Proposing to keep as internal indicator from April 2022. This is currently reported quarterly and has only been reported once so far (for Q1). Q2 data has just been received so will be included in P10 report.
T96 Household Waste sent for composting or anaerobic digestion (Inc. food and garden waste)	Proposing to keep as internal indicator from April 2022. This is reported quarterly and has only been reported once so far (for Q1). Q2 data has just been received so will be included in P10 report.
T60a Household kerbside collection: Tonnes of material collected through kerbside schemes - Co-mingled recycling	Proposing to keep as internal indicator
T60b Household kerbside collection: Tonnes of material collected through kerbside schemes - Food waste	Proposing to keep as internal indicator
T60c Household kerbside collection: Tonnes of material collected through kerbside schemes - Garden waste	Proposing to keep as internal indicator
T62 Household kerbside collection: Tonnes of material collected through residual waste service	Proposing to keep as internal indicator
T64b Flytipping: number of fly tips investigated	Reporting as "% of fly tips investigated" as an internal indicator
T65 Percentage of waste treated (residual kerbside waste, HWRC, wood)	Instead reporting the % and tonnage of waste diverted from landfill from HWRC sites as internal indicators.
T66 Percentage of waste re-used, recycled, composted from HWRC sites	Instead reporting the % and tonnage of waste diverted from landfill from HWRC sites as internal indicators.

Corporate Performance Indicators which have been reported to CLT, the Executive and Scrutiny Members since 1st April 2021 but are not featured in the proposal for reporting in 2022/23

Performance Indicator	Comments / Reason for proposed change
Adult Social Care	
T73 Therapy Service - Total cases of Waiting for booking & assessment	Proposing to keep as internal indicator
Housing	
T9 Gross number of affordable homes delivered	Replaced by CPI - Number of affordable housing completions
Communities and Libraries	
T10 Number of ASB incidents - Overall	Proposing to keep as internal indicator, as this gives an indication of the level of reporting, this can be so variable.
Childrens Services	
T24 (KPI 1) % of all referrals with a decision within 2 working days	Proposing to keep as internal indicator
T34 (KPI 11) % of qualified social workers with caseloads above target	Proposing to keep as internal indicator
T36 (KPI 13) % of stage 1 complaints responded to within 10 working days	Proposing to keep as internal indicator
T37 (KPI 14) Stage 2 investigations as a % of stage 1 complaints received within the year to date	Proposing to keep as internal indicator
T42 (KPI 20) Numbers of data breaches reported or self-reported to the ICO per quarter	Proposing to keep as internal indicator
T27 (KPI 4) % of single assessments closing with no further action	Proposing to keep as internal indicator
T28 (KPI 5) % of initial child protection conferences held within 15 days of a strategy discussion being initiated	Proposing to keep as internal indicator
T29 (KPI 6) % of children that became the subject of a Child Protection Plan for the second or subsequent time	Proposing to keep as internal indicator
T30 (KPI 7) Children who've been in care 2.5 yrs or more, and of those, who've been in the same placement for 2+ years / placed for adoption (%)	Proposing to keep as internal indicator
T35 (KPI 12) % of children placed more than 20 miles from their homes, outside LA boundary	Proposing to keep as internal indicator
T38 (KPI 16) % of social worker vacancies	Proposing to keep as internal indicator
T39 (KPI 17) % of social worker posts filled with agency staff	Proposing to keep as internal indicator
T40 (KPI 18) Average time between the LA receiving court authority to place a child and deciding on a match	Proposing to keep as internal indicator
Education	
T53 Progress 8 Score	Proposing to keep as internal indicator
T46 (LS11f) Current number of home educated children	SLT had not been able to properly review what we have been reporting on to date and felt different measures were appropriate.
T48 (New2) Number of looked after children without a school place / missing education	CPI wording changed to Number of children without a school place. This is because the service is now looking at all NNC children - This is to reflect NNC's statutory duty to provide all children with a school place.
Public Health	
T79 NHS Health Check programme - Proportion of in-year eligible population offered a Health Check	CPI wording Changed to - % of in-year eligible population offered an NHS Health Check
T80 NHS Health Check programme - Proportion of in-year eligible population who completed a Health Check	CPI wording Changed to - % of in-year eligible population who received an NHS Health Check

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
AFL01	Total number of people allocated to each team	Total number of people with open cases across all Adult Social Care services.	To understand demand and any resource and/or financial considerations/implications.
AFL02	Number of unscheduled review requests	This applies to people who have had a care act assessment and as a result are in receipt of an North Northamptonshire Council funded adult social care service, who require/request an earlier review than the one they had scheduled.	Helps manage risk & reduce safeguarding concerns.
AFL03	Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, that had a sequel of ST-MAX (i.e. reablement)	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 after being discharged from hospital.	This helps better understand Adult Social Care access routes and how effective ST MAX services are.
AFL04	Number of new safeguarding concerns received per month	This refers to all safeguarding referrals made during per month	This helps better understand how many safeguarding concerns are being raised across pathways/ the reach of the safeguarding services
AFL05	New safeguarding concerns determined to be enquiries (both s42 and other)	The following links show determination criteria: Care and support statutory guidance (https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance) Care Act 2014 (https://www.legislation.gov.uk/ukpga/2014/23/section/42)	This highlights demand on service capacity and the number of potential risks being investigated
AFL06	Total number of open Deprivation of liberty Safeguard cases	Mental Capacity Act 2005 (https://www.legislation.gov.uk/ukpga/2005/9/contents) Mental Capacity Act Code of Practice (https://www.gov.uk/government/publications/mental-capacity-act-code-of-practice)	To understand demand and any resource and/or financial considerations/implications.
AFL07	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people 65 years +)	Population figures are taken from the Office National Statistics (ONS) in mid-2020. Long term support is that which is planned to be required in the longer term and doesn't have a planned end date	Monitor financial implication. National indicator. Limited supply of this provision.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
AFL08	<p>Number of people who were prevented from requiring statutory care, or whose need was reduced</p> <p>(Delaying and reducing the need for care and support having received short term services to maximise independence (ST-MAX) services)</p>	<p>Reablement North is a Care Quality Commission registered home care service designed with access to multidisciplinary members to provide direct support to people in their home to provide reablement and support the person to maximise levels of independence. The service supports people at the point of discharge from 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.</p> <p>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</p> <p>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 people's own homes to provide advice on equipment / aids / adaptations 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.</p>	<p>Gives an indication of how effective ST MAX services (short term services to maximise independence) are.</p>
AFL09	Number of Physical visits to libraries	Number of people attending our libraries	<p>Visits are the single most important indicator of success for the library service. They are an indicator that the service is offering the facilities and activities that citizens want/need. Naturally there has been a large decrease in visitors over the past 2 years due to the pandemic lockdowns but we are now starting to see recovery to almost pre-pandemic levels and will look to build on this. We estimated conservatively last year due to this and actually achieved 270,082 visits and would aim for a 1% increase this year so target should be raised to 272,782</p>
AFL10	Number of participants in the Summer Reading Challenge	<p>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.</p>	<p>This is the biggest children's activity run by libraries each year and is a National Scheme supported by the Reading Agency. Each library promotes the scheme to the local community by visiting school assemblies and running lots of themed events across the summer. Due to the pandemic the challenge ran virtually in 2020 and in 2021 we were still operating under Covid restrictions and this affected the take up. We achieved 2140 which was 57% of what was achieved in 2019. This year we would expect to see an increase again. The target of 3150 looks achievable.</p>
AFL11	Net promoter score % - Leisure	<p>The Net Promoter Score measures customer experience and how likely they are to recommend the service to friends and family. It is measuring the customer's perception of the service.</p>	<p>It is important to measure this so that it can be seen at a Corporate or Strategic level if the service being provided is at an acceptable level, it will highlight areas of high achievement and raise awareness of areas where there may be issues that need to be addressed at a strategic level</p>

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
AFL12	Number of people sleeping rough on a single night	<p>The definition for Rough Sleepers is as follows:</p> <p>People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the street, in tents, doorways, parks, bus shelters or encampments).</p> <p>People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or "bashes" which are makeshift shelters often comprised of cardboard boxes).</p> <p>Each month we provide a snapshot figure to DLUHC of the number of rough sleepers bedded down on a single night in line with the definition above which is captured by the outreach sessions conducted by the Rough Sleeping Team across NN.</p>	To help monitor the levels of rough sleeping locally to support our aim to end rough sleeping in line with Government's national targets and to provide access to the information that is provided to DLUHC on a monthly basis.
AFL13	Number of households whose homelessness was prevented	Prevention stage - This is when a household is threatened with homelessness and the Housing Options Team have enabled them to sustain their accommodation or find alternative accommodation before they become homeless.	The aim is to ensure a higher percentage of households are prevented from becoming homeless so this is good indicator to monitor prevention levels being achieved by the Housing Options Service.
AFL14	Number of households whose homelessness was relieved	Relief stage - This is when the household is already homeless (may be in temporary accommodation if priority need) and the Housing Options Team manage to secure alternative accommodation to end their homelessness.	To monitor levels being achieved of resolving household's homelessness crisis.
AFL15	Total number of homeless approaches	The number of approaches is not the same as the number of full housing applications (FHA) completed. For example, a household may approach the council to say they are homeless but then not provide the relevant documentation in order to complete a FHA or due to their circumstances they would not require a FHA to be completed.	This monitors the number of households approaching the council for help with their homelessness and is a good indicator of the level of demand for the service.
AFL16	Number of households accepted as owed the main housing duty	<p>This is when households have been through the 56 days of relief stage and the Housing Options Team are unable to secure alternative accommodation.</p> <p>A decision is then made at the end of this period to determine if the household is:</p> <ol style="list-style-type: none"> 1) eligible 2) homeless 3) priority need 4) not intentionally homeless 5) have a local connection 	To help monitor the levels of households accepted as homeless by the Council.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
AFL17	Total number of households living in temporary accommodation	<p>Temporary accommodation is provided during a 56-day 'Relief Duty' period whilst the Council tries to support the applicant to relieve their homelessness by finding somewhere more settled for the applicant to live for a period of no less than six months.</p> <p>Types of temporary accommodation currently used are: NNC council properties, NNC General Fund acquisition properties, Private Sector Leased (PSL), Registered Providers, 3rd party self-contained nightly paid, B&B / hotel accommodation and supported shared accommodation managed by NCC</p>	To help monitor the demand for and levels of temporary accommodation in NN as this is a significant expenditure for the Council.
AFL18	Number of households with family commitments* living in bed and breakfast accommodation	* Households with Family Commitments are a) who is pregnant; (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.	Ensuring families are not placed in hotels / B&Bs where possible (particularly not for longer than 6 weeks) is a priority for the Council to ensure they are meeting legislation requirements.
AFL19	Number of rough sleepers rehoused into accommodation for 6 months or more	This is a new indicator to be collected in 2022/23 to help show the number of rough sleepers enabled to move on to a longer-term solution. This does not include number in discretionary rough sleeper accommodation.	This monitors the number of rough sleepers supported to move on and secure accommodation.
AFL20	% of in-year eligible population offered an NHS Health Check	<p>Eligibility for NHS Health Check:</p> <ul style="list-style-type: none"> •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 <p>'Offered' is the first invite a patient will be sent to attend their NHS Health Check.</p> <p>'Received' is when an NHS Health Check has been completed.</p> <p>The vast majority of NHS Health Checks are completed following an invite being sent to a patient, hence the importance of tracking this indicator.</p> <p>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.</p>	These are statutory requirements which the service is obligated to deliver.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
AFL21	% of in-year eligible population who received an NHS Health Check	<p>Eligibility for NHS Health Check:</p> <ul style="list-style-type: none"> •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 <p>'Offered' is the first invite a patient will be sent to attend their NHS Health Check.</p> <p>'Received' is when an NHS Health Check has been completed.</p> <p>The vast majority of NHS Health Checks are completed following an invite being sent to a patient, hence the importance of tracking this indicator.</p> <p>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.</p>	These are statutory requirements which the service is obligated to deliver.
AFL22	% Smoking quit rate at 4 weeks	<p>Monitoring stop-smoking services by commissioners and managers: Set targets for stop-smoking services, including the number of people using the service and the proportion who successfully stop smoking.</p> <p>Performance targets should include:</p> <ul style="list-style-type: none"> • treating at least 5% of the estimated local population who smoke each year • achieving a stop-smoking rate of at least 35% at 4 weeks, based on everyone who starts treatment and defining success as not having smoked in the fourth week after the quit date. <p>A 4 week quit is the standard performance measure for all stop smoking services. I believe there are a number of reasons why 4 weeks is especially important - likelihood of long term abstinence increases around the 4 week mark, withdrawal can last as long as 4-5 weeks.</p>	These are statutory requirements which the service is obligated to deliver.
AFL23	% substance misuse clients waiting more than 3 weeks for their first intervention	A waiting time is the period from the date a person is referred for a specific treatment intervention and the date of the first appointment offered. Referral for a specific treatment intervention typically occurs within the treatment provider at, or following, assessment.	This is measured to ensure that clients are being offered treatment in a timely fashion and to ensure that there is sufficient access to treatment. Long waiting times may indicate a lack of capacity in the treatment system. Any waits over 3 weeks are reported in performance reports. Source: PHE, 2019.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
BBF01	Breastfeeding rate at 6-8 weeks	This is an important indicator in the Public Health Outcomes Framework for the best start in life. This monitors compliance with the regulations for the mandated universal health visitor reviews and delivery of services funded via the public health grant.	These are statutory requirements which the service is obligated to deliver.
BBF02	% of infants due a new birth visit that received a new birth visit within 14 days of birth	This is an important indicator in the Public Health Outcomes Framework for the best start in life. This monitors compliance with the regulations for the mandated universal health visitor reviews and delivery of services funded via the public health grant.	These are statutory requirements which the service is obligated to deliver.
BBF03	% of children who received a 6-8 week review by the time they were 8 weeks	This is an important indicator in the Public Health Outcomes Framework for the best start in life. This monitors compliance with the regulations for the mandated universal health visitor reviews and delivery of services funded via the public health grant.	These are statutory requirements which the service is obligated to deliver.
BBF04	% mothers known to be smokers at the time of delivery	<p>Smoking in pregnancy has well known detrimental effects for the growth and development of the baby and health of the mother. On average, smokers have more complications during pregnancy and labour, including bleeding during pregnancy, placental abruption and premature rupture of membranes.</p> <p>Encouraging pregnant women to stop smoking during pregnancy may also help them kick the habit for good, and thus provide health benefits for the mother and reduce exposure to second hand smoke by the infant.</p> <p>Smoking during pregnancy can cause serious pregnancy-related health problems. These include complications during labour and an increased risk of miscarriage, premature birth, stillbirth, low birth-weight and sudden unexpected death in infancy.</p> <p>The Tobacco Control Plan contains a national ambition to reduce the rate of smoking throughout pregnancy to 6% or less by the end of 2022 (measured at time of giving birth). The inclusion of this indicator will ensure that the local tobacco control activity is appropriately focused on pregnant women, in order to try to achieve this national ambition.</p> <p>Inclusion of this indicator will also encourage the continued prioritisation of action to reduce smoking at delivery. Decreases in smoking during pregnancy will result in health benefits for the infant and mother, as well as cost savings to the NHS.</p>	These are statutory requirements which the service is obligated to deliver.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
BBF05	% of referrals with a previous referral within 12 months	<p>This indicator shows: out of all referrals received, those that were for children whose previous referral was within 12 months.</p> <p>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.</p>	<p>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.</p> <p>This is a national indicator often used to compare performance.</p>
BBF06	% of single assessments authorised within 45 working days	<p>This indicator shows: out of all assessments authorised, those that were authorised within 45 days.</p> <p>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.</p>	<p>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.</p> <p>This is a national indicator often used to compare performance</p>
BBF07	% Children in care with three or more placements in the previous 12 months	<p>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.</p> <p>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.</p>	<p>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.</p> <p>This is a national indicator often used to compare performance.</p>
BBF08	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16	<p>This indicator shows: out of all care leavers aged 17-21 now, those that are in employment, education or training.</p> <p>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.</p>	<p>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.</p> <p>This is a national indicator often used to compare performance.</p>
BBF09	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16	<p>This indicator shows: Out of all care leavers aged 17-21 now, those that are in suitable accommodation.</p> <p>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.</p>	<p>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.</p> <p>This is a national indicator often used to compare performance.</p>

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
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.	<p>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.</p> <p>This is a national indicator often used to compare performance.</p>
BBF11	Percentage of all Early Years Settings judged as Good or Outstanding by Ofsted	<p>There are a number of different types of Early Years settings, but essentially they cover care and education in years before starting primary school (for most this is aged 4 or 5).</p> <p>Ofsted is the Office for standards in Education, Children's Services and Skills. They inspect services providing education and skills for learners of all ages. They also inspect and regulate services that care for children and young people.</p>	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education"
BBF12	Percentage of primary schools judged as good or outstanding by Ofsted	Total number of Primary schools rated good or outstanding in latest inspection divided by total number of Primary schools in same area, as a percentage. Source: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education"
BBF13	Percentage of secondary schools judged as good or outstanding by Ofsted	Total number of Secondary schools rated good or outstanding in latest inspection divided by total number of Secondary schools in same area, as a percentage. Source: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education"
BBF14	Number of schools rated inadequate by Ofsted	<p>The Inadequate rating is defined by Ofsted and is included in the School inspection handbook - GOV.UK (www.gov.uk)</p> <p>Total number of schools rated inadequate in latest inspection. Source: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes</p>	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education"
BBF15	Rate of suspensions in primary aged pupils	Number of suspensions recorded for primary age children in school area (Reception to year 6) divided by total number of primary aged children in school area, as a percentage. Source: Number of suspensions are taken from Capita ONE until school census data is published. Total number of primary aged children in school is taken from the most recent school census at time of reporting.	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education." If there are more children suspended, then there are less children accessing education.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
BBF16	Rate of suspensions in secondary aged pupils	Number of suspensions recorded for secondary age children in school area (Year 7 to year 11) divided by total number of secondary aged children in school area, as a percentage. Source: Number of suspensions are taken from Capita ONE until school census data is published. Total number of secondary aged children in school is taken from the most recent school census at time of reporting	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education." If there are more children suspended, then there are less children accessing education.
BBF17	Rate of Permanent exclusions from school - Total	Number of permanent exclusions recorded for all pupils in school area divided by total number of pupils in school area as a percentage. Source: Number of exclusions are taken from Capita ONE until school census data is published. Total number of children in school is taken from the most recent school census at time of reporting.	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education." If there are more children permanently excluded, then there are less children accessing education.
BBF18	% of EHC plans issued within 20 weeks (excluding exceptions)	EHC is shorted from EHCP i.e. Education Health Care Plan Children with special educational needs and disabilities (SEND): Extra help - GOV.UK (www.gov.uk) Of the EHCP's issued, this measures how many were issued within 20 weeks as a percent. Source Capita ONE.	The local authority has a statutory duty to complete an EHCP within 20 weeks, this is a key national indicator for SEND. The 20 weeks deadline is in place to ensure children with SEND have their needs met in a timely manner.
BBF19	Percentage of school age CiC who had a PEP in the previous academic term.	CiC – Children in Care (i.e. those in care of the local authority), also referred to as Looked After Children (LAC) PEP – Personal Education Plan, forms part of the care plan for CiC. Detail here - Promoting the education of looked-after children and previously looked-after children (publishing.service.gov.uk)	The LA has a statutory duty for children in care to have an up to date care plan including a PEP. An up to date PEP can help ensure they have the suitable support they need to meet their needs.
BBF20	State Schools Admissions - percentage of young people getting 1st, 2nd or 3rd preference for primary applications	The indicator is exactly what this measures – for primary school place applications what % of young people get either their 1st, 2nd or 3rd place preference	The LA is responsible for processing admissions in the local area. This measures our ability to provide a school place that parents feel will meet their child's needs. This a national measure.
BBF21	State Schools Admissions - percentage of young people getting 1st, 2nd or 3rd preference for secondary applications	The indicator is exactly what this measures – for secondary school place applications what % of young people get either their 1st, 2nd or 3rd place preference	The LA is responsible for processing admissions in the local area. This measures our ability to provide a school place that parents feel will meet their child's needs. This a national measure.
BBF22	Number of children without a school place	Number of children recorded with a Base of 'Without a school place' in Capita ONE.	The LA has a statutory duty to ensure children have a school place. If children do not have a place at school, this will impact on their development.
BBF23	Percentage of children achieving a good level of Development in the Early Years Foundation Stage Profile	Number of children achieving an outcome of good level of development for the early years foundation stage profile in their reception year at school divided by the total number of children being assessed as a percent. Source: data is submitted by the schools to the North district County Council (BI)	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education" by assessing attainment in the Early Years. It also helps understand how young children are developing when they first attend school.
BBF24	Percentage of children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2	Number of children achieving a result that is as expected or above expectation for their age while being educated in year 6, divided by the total number of children being assessed at this time as a percent. Source: the schools submit their data to the DfE who will later share this with the North district County Council (BI)	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education" by assessing attainment at Key Stage 2

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
BBF25	Percentage of children achieving grade 9-4 in English & maths (previously A*-C)		It measures the corporate plan priority to "ensure every child has equal access to a high standard of education" by assessing attainment at GCSE level/Key Stage 4.
BBF26	Percentage attainment gap for disadvantaged children**	This is at 'GCSE' level (i.e. KS4) and is the gap between 'disadvantaged' pupils and their peers (i.e. the entire pupil cohort). e.g. (not real data) NNC all pupils – 65% achieved NNC disadvantaged pupils – 45% achieved The gap would therefore be 20% between disadvantaged pupils and their peers.	It measures the corporate plan priority to "ensure every child has equal access to a high standard of education" by assessing the gap between disadvantaged children and all children.
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.	Given the significant investment, c.£1.4M, there is a need to monitor the organisation's performance against the targets and outcomes associated with the service being provided, includes, debt & housing advice, activities for young people, independent living, discrimination.
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	To monitor the level of investment into the local community, for 22/23 there is a budget of c.£150K.
CNC03	% of Deaths registered within 5 working days	Number of deaths registered within 5 days / total number of deaths registered x 100	This is a statutory obligation which we need to deliver. Performance has struggled in this area due to staffing issues and changes in process because of Covid, therefore it is important to keep an eye on this going forward. This is reported to the General Register Office on a monthly basis and reported publicly on the General Register Office website.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
CNC04	% of Births registered within 42 days	Number of births registered within 42 days / total number of births registered x 100	This is a statutory obligation which we need to deliver. Performance has struggled in this area due to staffing issues and changes in process because of Covid, therefore it is important to keep an eye on this going forward. This is reported to the General Register Office on a monthly basis and reported publicly on the General Register Office website.
GSE01	Number of E-Scooter trips	Number of e-scooter trips obtained from monthly data provided by Voi.	Contributes to net zero and climate change agenda
GSE02	Number of E-Scooter users	Number of e-scooter users obtained from monthly data provided by Voi.	Contributes to net zero and climate change agenda
GSE03	Co2 saving from E-Scooters	Co2 savings from e-scooter use obtained from monthly data provided by Voi.	Contributes to net zero and climate change agenda
GSE04	Number of electric vehicle charging points publicly available	Annual data collected by Department for Transport	This is a very high priority for the council as it is for all authorities across the country.
GSE05	Number of electric vehicles per charge point	Annual data collected by Department for Transport	This measures the usage of what electric charging facilities the council already has and will help to show the demand.
GSE06	Fly tipping: 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.	Statutory: data submitted to Waste Data Flow (Defra) This is a key indicator relating to protecting the natural environment and countryside.
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	This is a key indicator relating to protecting the natural environment and countryside. This indicator particularly reflects residents' interest in keeping their local area clean and attractive.
MPS01	% invoices paid within 30 days	This calculation is based on the invoices paid within the month (rather than invoices received in the month).	This indicator is to ensure that the Council is promptly paying suppliers. As part of the Public Contract Regulations 2015 local authorities are required to publish information to show achievement of making payments within 30 days where invoices are valid and undisputed. In addition, local authorities are required to annually publish detail of any interest paid to suppliers, or values of where interest would have been liable to be paid to suppliers due to late payment as part of the transparency code.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
MPS02	% of actual spend with local suppliers where economically justifiable.	<p>As stated within the Contract Procedure Rules, when undertaking procurement at certain thresholds, staff are required to obtain at least one (1) quotation from a local supplier and to obtain value for money.</p> <p>Sourcing a supplier who is local and who offers value for money would be seen as being economically justifiable. However, this is not possible in all instances of procurement.</p> <p>In addition, it is not possible to identify whether the spend was economically justifiable from looking at the raw spend data without further drilldown e.g. communication with budget holders etc.</p> <p>For the purpose of the calculation, a local supplier is defined as one with a Northamptonshire post code (prefix of "NN").</p>	Confirms to the public as to the total spend within a period and how much was spent with local suppliers. This indicator links in with the desire to spend more locally and help support local business.
MPS03	% count of local suppliers where economically justifiable.	<p>As stated within the Contract Procedure Rules, when undertaking procurement at certain thresholds, staff are required to obtain at least one (1) quotation from a local supplier and to obtain value for money.</p> <p>Sourcing a supplier who is local and who offers value for money would be seen as being economically justifiable. However, this is not possible in all instances of procurement.</p> <p>In addition, it is not possible to identify whether the use of the supplier was economically justifiable from looking at the raw spend data without further drilldown e.g. communication with budget holders etc.</p> <p>For the purpose of the calculation, a local supplier is defined as one with a Northamptonshire post code (prefix of "NN").</p>	Confirms to the public as to the total number of suppliers used within a period and how many were local. This indicator links in with the desire to spend more locally and help support local business.
MPS04	% of business rates collected in the year debit raised	Cumulative percentage of business rates collected each month throughout the financial year.	Business rates are a vital source of income to support the running of the council
MPS05	% of council tax collected in the year debit raised	Cumulative percentage of council tax collected each month throughout the financial year.	Council Tax is a vital source of income to support the running of the council
MPS06	Average number of working days lost per Full time Equivalent (FTE) employee (short term)	Number of days lost to short term sickness per Full Time Equivalent member of staff . Short Term = less than 21 days.	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS07	Average number of working days lost per Full time Equivalent (FTE) employee (long term)	Number of days lost to long term sickness per Full Time Equivalent member of staff. Long Term = more than 21 days	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
MPS08	Employee Headcount and Full time Equivalent (FTE) - total figures (Split to Assistant Directorate Level)	Total number of Employees and the FTE (Full Time Equivalent) Value of the Employees	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS09	Vacancy Levels – Number of vacant posts and Full time Equivalent (FTE) vacancies (Total numbers split to Assistant Directorate Level)	Number and budgeted FTE (Full Time Equivalent) of vacant posts	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS10	Number of Agency Staff within each Directorate	Number of Agency Staff within each Directorate	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS11	Amount of Spend on Agency Staff within each Directorate	Total spend on Agency staff (£)	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS12	% Freedom of Information (FOI) requests completed in 20 working days	The Freedom of Information Act 2000 (FOIA) provides access to recorded information held by local authorities. Local authorities are obliged to publish certain information about their activities and members of the public are entitled to request information from them. Where a request for information is made, the FOIA stipulates that public authorities should respond to these within 20 working days.	These request responses are statutory obligations from the ICO which we have to deliver against and so it is imperative that we keep track of these. Response timeframes to these enquiries are set in legislation. In addition the Information Commissioner's Office is able to carry out enforcement action which can potentially cause reputational harm.
MPS13	% Environmental Information Regulations (EIR) requests completed in 20 working days	The Environmental Information Regulations 2004 (EIR) provide public access to environmental information held by local authorities. Local authorities must make environmental information available proactively and members of the public are entitled to request information from them. Where a request for environmental information is made, the EIR stipulates that public authorities should respond to these within 20 working days.	These request responses are statutory obligations from the ICO which we have to deliver against and so it is imperative that we keep track of these. Response timeframes to these enquiries are set in legislation. In addition the Information Commissioner's Office is able to carry out enforcement action which can potentially cause reputational harm.
MPS14	% Individual Rights requests completed within statutory timescale (Data Protection (DP) Right to Access requests)	This was previously known as a subject access request. This now includes all individual rights request including rights of access, right to rectification, erasure, objection, restrict processing and data portability.	These request responses are statutory obligations from the ICO which we have to deliver against and so it is imperative that we keep track of these. Response timeframes to these enquiries are set in legislation. In addition the Information Commissioner's Office is able to carry out enforcement action which can potentially cause reputational harm.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
MPS15	Total number of data breaches (split by service eventually)	A personal data breach is a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data.	This helps us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.
MPS16	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Freedom of Information (FOI) requests following internal review).	The information Commissioner's Office (ICO) is the UK's independent body set up to uphold information rights. The ICO has a general duty to investigate complaints from members of the public who believe that an authority has failed to respond correctly to a request for information.	This helps us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.
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).	Upheld complaints are those in which the ICO has found in favour of the individual making the complaint. The ICO will make findings about delays and other aspects of the request handling. This is an opportunity for the authority to learn and improve, and perhaps avoid future complaints.	This helps us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.
MPS18	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Data Protection (DP) Individual Rights requests).	The ICO is the UK's independent body set up to uphold information rights. The ICO has a general duty to investigate complaints from members of the public who believe that an authority has failed to respond correctly to a request for information.	This helps us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.
MPS19	Number of complaints upheld by Information Commissioners Office (ICO) (with respect to handling of Data Protection (DP) Individual Rights requests)	Upheld complaints are those in which the ICO has found in favour of the individual making the complaint. The ICO will make findings about delays and other aspects of the request handling. This is an opportunity for the authority to learn and improve, and perhaps avoid future complaints.	This helps us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.
MPS20	Number of direct disclosure requests (ADR - Access to a Deceased Person's records) received	This is access to a deceased's persons records. This could be in relation to adult social care records or information required for probate etc. Requests can come from the deceased individuals relatives, legal representatives, or those individuals who have power of attorney (or equivalent).	This helps us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
MPS21	% Transparency publications completed on time.	The Local Government Transparency Code sets out the minimum requirements for local authorities to publish open data for re-use and in a timely way. This includes information relating to local authority land (building and asset register); council spend, contracts and procurement; parking charges and enforcement; grants to voluntary, community and social enterprise organisations; trade union facility time; senior salaries; pay multiple; fraud; organisation structure; and the Constitution.	This is a statutory requirement for all Local Authorities to publish Transparency Information on a quarterly and annual basis and we need to track that we are adhering to this. This places more power in residents hands, to increase democratic accountability, contribute to the local decision making process and help shape public services.
MPS22	Number of external Information Commissioners Office (ICO) complaints relating to data management of data/breaches	Number of complaints made to the ICO about data breaches from external individuals.	This helps us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.
MPS23	Number of reportable data breaches to Information Commissioners Office (ICO) (split by service area)	Local authorities have a duty under UK GDPR to report certain personal data breaches to the ICO within 72 hours of becoming aware of the breach, where feasible. Reportable breaches are those that have or are likely to result in a high risk to individuals' rights and freedoms.	These help us to keep track of workload and issues that could affect performance of the statutory requests obligations. The Information Commissioner monitors complaints it receives regarding the authority and carries out any necessary enforcement action (which can include financial penalties). Monitoring of performance in these areas will allow us to target and address issues proactively to avoid unnecessary intervention from the ICO and manage reputational issues.
MPS24	Rate of return on commercial stock (%)	Based on all asset valuations, the percentage return on all stock.	The portfolio is owned by the public, their money is invested in the portfolio so that the council can earn income to support service delivery. It is strategically important to measure this, if for instance the yields reduce then there may be an argument to sell capital and put the money in something else that may produce a better return and or a return with less risk.
MPS25	Total rental income from commercial estate (£)		This relates to the above, it shows what gross income we receive the money is used to support service delivery. This income is confirmed in the MTFP. Any reduction may impact the current levels of delivery and monitoring this allows strategic questions to be asked.
MPS26	% occupancy of Corby Enterprise Centre	This is calculated as follows: Number of units occupied divided by total units available x 100 to give a percentage Corby Enterprise Centre provides office/light industrial space and business support to both start up and established businesses.	Occupancy targets link to income as part of the commercial estate.
MPS27	% occupancy of Corby Innovation Hub	This is calculated as follows: Number of units occupied divided by total units available x 100 to give a percentage Corby Innovation Hub provides office/ industrial space and business support to both start up and established businesses.	Occupancy targets link to income as part of the commercial estate.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
MPS28	% occupancy of East Northamptonshire Enterprise Centre (# units)	This is calculated as follows: Number of units occupied divided by total units available x 100 to give a percentage Enterprise Centre East Northants provides office/light industrial space and business support to both start up and established businesses.	Occupancy targets relate to commercial stock income and targets should be monitored in relation to funding criteria.
MPS29	% occupancy of Chesham House Kettering (10 units)	This is calculated as follows: Number of units occupied divided by total units available x 100 to give a percentage Chesham House provides office space and business support to both start up and established businesses.	Occupancy targets link to commercial stock income.
MPS30	Total number of Stage 1 complaints received by NNC	This is the total number of stage 1 complaints received by NNC into the corporate complaints team. Stage 1 complaints are the first stage of the complaints process, where the customer wishes to make an initial formal complaint. Complaints received in relation to Children's Services are excluded as the process for managing these is slightly different. Complaints relating to Children's Services are therefore measured separately.	Helps to manage complaint levels and identify where improvements may be needed.
MPS31	Total number complaints received by NNC	This is the total number of both stage 1 and stage 2 complaints received by NNC in each month. Complaints in relation to Children's Services are excluded and dealt with by a different process and are therefore not included within this performance indicator.	Helps to manage complaint levels and identify where improvements may be needed.
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.
MPS33	% of complaints escalated to stage 2	This is calculated as follows: number of stage 2 complaints divided by the number of stage 1 complaints x 100 to give the percentage of complaints which have gone on to the second stage. 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.
MPS34	% of complaints answered within the Service Level Agreement (20 working days or agreed extension)	The service level agreement for answering complaints 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.
MPS35	% of complaints upheld	This is the number of complaints where the council is found to be at fault, divided by the total number of complaints received x 100 to give a percentage. (This will be calculated individually for stage 1 and stage 2 complaints). Complaints in relation to children's services are excluded and dealt with by a different process and are not included in this performance indicator.	Helps to manage complaint levels and identify where improvements may be needed.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
MPS36	% of all complaints investigated by the Ombudsman	Customers must exhaust both stages of the council's complaints process before complaining to the Ombudsman. This is therefore calculated as the number of complaints investigated by the Ombudsman divided by the total number of stage 2 complaints received x 100 to give a percentage. 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.
MPS37	Total number investigated by Ombudsman	Complaints are investigated by the Ombudsman if the complainant is not happy with the 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.
MPS38	% of cases where maladministration found by Ombudsman	This is calculated as the number of cases where the Ombudsman found that the council has mismanaged the complaint (maladministration or inefficient or dishonest administration), divided by the number of cases investigated by the Ombudsman x 100 to give a percentage. Complaints in relation to Children's Services are excluded and dealt with by a different process and are not included in these performance indicators.	Helps to manage complaint levels and identify where improvements may be needed.
MPS39	% 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.
MPS40	% Calls answered within 60 seconds in customer services	This is the number of calls answered within 60 seconds, divided by the total number of calls answered x 100 to give a percentage.	Important in order to manage volumes and ensure we are not keeping customers waiting too long.
MPS41	Number of customers helped by customer services	Number of customers helped by customer services. It is being considered to start collecting this from August using Customer Relationship Management systems, process is still to be confirmed.	Helps to understand and manage the volume of work
MPS42	Number of customer interactions to customer services - split by telephone/face-to-face, email and online form	Number of customers helped by customer services - split by telephone/face-to-face, email and online form. It is being considered to start collecting this from August using Customer Relationship Management systems, process is still to be confirmed.	Helps to understand and manage the volume of work
MPS43	% of Face-to-Face Customers with an appointment seen within 5 minutes (within customer services team)	This is calculated as follows: The number of face-to-face Customers with an appointment who are seen within 5 minutes within customer services team, divided by the number of face-to-face Customers who have an appointment x 100 to give a percentage.	Helps to understand and manage volumes and ensure we are not keeping customers waiting too long.
MPS44	Number of Posts and Full time Equivalent (FTE) Posts (Split to Assistant Directorate Level)	Total number and budgeted FTE (Full Time Equivalent) Posts	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
MPS45	Number of super-numerate Agency Posts (Split to Assistant Directorate Level)	Agency workers in addition to those covering vacant posts	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS46	Turnover % (split by Assistant Directorate Level). Monthly leavers figures. (This will be voluntary turnover)	This is the voluntary resignations and turnover (employees)	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS47	Top 3 reasons for sickness absence	This is the top 3 reasons for sickness absence for across NNC employees	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
MPS48	Number of new starters (Split to Assistant Directorate Level)	New starters to the organisation (employees)	This CPI is of interest to CLT and Committee and has been requested recently by Members. It helps to highlight any issues within the workforce which could be a cause for concern and ultimately impact on the performance of other Performance Indicators. Having this on a monthly basis helps to keep track of current staffing issues and where this impacts performance.
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.	This is the council's key support stream for start-up businesses and the self-employed. It is one of the KPIs on the Inter authority agreement, 31 businesses were launched this year and we would anticipate around the same number this year (though market trends can affect this). Would suggest a target of 28 for this year.
STP02	Number of satisfactory Anti-Social Behaviour resolutions by North Northamptonshire Council	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.	Tackling the root causes of ASB is a corporate plan objective. ASB blights people's lives and can end up with victims taking dramatic action to end the torment. Close monitoring of our ASB case management is critical.
STP03	Number of repeat incidents of reported domestic abuse incidents	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.	NNC is a responsible partner in the North Northants Community Safety Partnership (CSP). Much of the work to tackle DA and support victims is partnership based. As a community safety agency, we are a port of call for victims of domestic violence and although we refer victims to specialist agencies, it's important that we monitor the levels of complaints especially repeat victims.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
STP04	Total Active applicants on the Keyways Housing Register	This provides a snapshot of the total number of applicants active on the North Northamptonshire Keyways Housing Register as of 1st of each month.	This monitors the level of demand for social housing in the area. The housing register consists of people who have been assessed and qualify to bid for social housing in NN.
STP05	New Housing Applications Received	The number of new online applications submitted within the previous month.	This monitors the number of applications being received and required to be processed.
STP06	Number of affordable housing completions	This was previously NI155 and is a count of new additional affordable housing stock that has been completed / delivered across the area.	This is to monitor the increase in affordable housing supply across NN which is a priority for the Council to increase the amount of affordable housing options locally to help with the increasing homelessness demands.
STP07	Number of affordable housing starts (now under construction)	This measures the number of affordable housing properties that will be coming through. It is useful to monitor this alongside completions to give a true picture of affordable housing supply in the area.	To help monitor pipeline information for new affordable housing supply to highlight the number of affordable housing properties that will become available in the area once complete.
STP08	% of properties with a valid gas safety certificate	This is for NNC stock only and all properties are required to have a valid gas safety certificate undertaken on an annual basis.	To help monitor gas compliance of NNC Housing stock.
STP09	Total number of emergency repairs completed	<p>Emergency repairs are repairs that are necessary to prevent serious damage to the building, danger to the health, risk to safety or risk of serious loss or damage to the occupier's property.</p> <p>Emergency repairs are to be completed within 24 hours within both Corby and Kettering teams. (Examples include: Total loss of power, Unsafe electrical sockets or switches, A major leak or drain blockage, Total loss of heating during winter months, Insecure doors or ground floor windows, Temporary boarding of broken windows.</p>	<p>This is a measure that is reported to HouseMark (national housing benchmarking membership) monthly and during 2022/23 comparison information will become available for this.</p> <p>The number of emergency repairs completed will show the level of demand for the service.</p>
STP10	Total number of non-emergency repairs completed	<p>This is all other repairs that are not classed as an emergency.</p> <p>At present Kettering and Corby have different target timescales to complete these and work is being undertaken to align these timescales across NNC.</p>	<p>This is a measure that is reported to HouseMark (national housing benchmarking membership) on a monthly basis and during 2022/23 comparison information will become available for this.</p> <p>The number of non-emergency repairs completed will show the level of demand for the service.</p>
STP11	Number of council housing lets completed	This measures the number of tenancies that have commenced across NNC (so when the tenant has the keys to the property).	This monitors the level of new tenancies commencing and turnover of council housing stock.
STP12	Number of council houses vacant and available to let	This helps to monitor the number of properties that are available for tenants but have not yet been allocated.	The aim is to keep this number as low as possible, so if a property is ready, it is let in a timely manner to help reduce the amount of rent loss accrued.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
STP13	Number of Private Sector Disabled Facilities Grants cases on waiting list	<p>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.</p> <p>Examples include funding for:</p> <ul style="list-style-type: none"> •widening doors and installing ramps and handrails •improving access to rooms and facilities - e.g. stairlifts or a downstairs bathroom / level access shower 	To monitor the level of demand for this service.
STP14	Number of Private Sector Disabled Facilities Grants completions	<p>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.</p> <p>Examples include funding for:</p> <ul style="list-style-type: none"> •widening doors and installing ramps and handrails •improving access to rooms and facilities - e.g. stairlifts or a downstairs bathroom / level access shower 	To monitor the delivery of this service.
STP15	Percentage of major planning applications determined within 13 weeks (or within agreed extension of time)	<p>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. This is divided into Major, Minor and Other applications.</p> <p>Major developments for the purposes of this statistic are as defined in Article 2 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 (https://www.legislation.gov.uk/uksi/2015/595/article/2/made) and include applications relating to:</p> <ul style="list-style-type: none"> •Minerals and waste; •New development providing 10 or more dwellings; •Provision of 1000sqm or more of non-residential floor space; •Developments with a site area of 0.5 hectares or more for unspecified numbers of dwellings; or •Developments with a site area of 1 hectare or more for non-residential 	<p>Government assesses performance in terms of “speed of decision making” by adding together the statistics provided quarterly into a 2 year rolling figure. In turn this figure is used to assess whether LPAs are performing satisfactorily or need to be placed in special measures.</p> <p>As a means to assess the direction of travel of the Development Management Service, performance figures based on the Government criteria are provided monthly so that any adverse changes in performance can be identified at an early stage and action taken to improve.</p> <p>All Major applications are included within the ambit of “Major development” for the purposes of the 2 year rolling figure computation.</p>

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)	<p>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. This is divided into Major, Minor and Other applications.</p> <p>Minor applications are for developments at a smaller scale than the criteria for Major developments.</p>	<p>Government assesses performance in terms of "speed of decision making" by adding together the statistics provided quarterly into a 2 year rolling figure. In turn this figure is used to assess whether LPAs are performing satisfactorily or need to be placed in special measures.</p> <p>As a means to assess the direction of travel of the Development Management Service, performance figures based on the Government criteria are provided monthly so that any adverse changes in performance can be identified at an early stage and action taken to improve.</p> <p>All Minor applications are included within the ambit of "Non-Major development" for the purposes of the 2 year rolling figure computation.</p>
STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)	<p>Local Planning Authorities (LPAs) are re-quired to supply Government with quarterly returns relating to the speed of determining planning and allied applications together with their outcomes. This is divided into Major, Minor and Other applications</p> <p>Other applications include those relating to:</p> <ul style="list-style-type: none"> •Change of Use developments •Householder developments •Developments involving relevant demolition in a conservation area •Advertisement consent •Listed building consent 	<p>Government assesses performance in terms of "speed of decision making" by adding together the statistics provided quarterly into a 2 year rolling figure. In turn this figure is used to assess whether LPAs are performing satisfactorily or need to be placed in special measures.</p> <p>As a means to assess the direction of travel of the Development Management Service, performance figures based on the Government criteria are provided monthly so that any adverse changes in performance can be identified at an early stage and action taken to improve.</p> <p>Only those applications involving "development" are included within the ambit of "Non Major development" for the purposes of the 2 year rolling figure computation.</p>
STP18	Percentage of planning application appeals allowed as a proportion of planning decisions made	<p>The Local Planning Authority's (LPAs) decision on a planning application can be appealed through the Planning Inspectorate (PINS), either in respect of refusals or the imposition of conditions.</p> <p>When we talk about appeals being "allowed" this is where PINS agrees with the appellant's case and overturns the LPAs decision.</p> <p>In most cases the applicant has six months from the LPAs decision date to lodge an appeal and the appeal itself can take sometimes a year or so to be decided. For the purposes of this statistic, the selection criteria relates to LPA decisions made within the period of 21-9 months earlier than the CPI date.</p>	<p>The "quality of decision making" aspect of performance is assessed on the basis of the percentage of the total number of decisions subsequently overturned at appeal.</p> <p>PINS decides the outcome of appeals. They provide the appeals data, which is turned into a 2 year rolling figure for each LPA.</p> <p>As a means to reflect the direction of travel of the Development Management Service, it is only possible to give an indication of the current performance. This figure is reported annually.</p>
STP19	Total number of planning applications received	This is the total number of planning applications received by the Council each month	To track volume of work for resource and management purposes
STP20	Number of companies receiving support	This will include different measures reflecting a range of initiatives.	To measure support by NNC to boost business growth.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
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.	Approved by NCC Cabinet in Feb 2020, we had an ambitious target based on known telecoms plans, progress at that time (full fibre coverage 8.8% in Feb 2020), and market interventions at that time. Full fibre is the best technology available, supporting which supports the fastest and reliable broadband services, and is expected to be a key enabler of economic growth.
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.	Approved by NCC Cabinet in Feb 2020, we had an ambitious target based on known telecoms plans, progress at that time (gigabit capable coverage 8.8% in Feb 2020), and market interventions at that time. Gigabit connectivity Full fibre which supports fast and reliable broadband services is expected to be a key enabler of economic growth and includes different technologies.
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 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.	This is a statutory requirement. 95% of 'county matter' (i.e. minerals and waste) planning applications determined during the measurement period must have been determined in line with central government requirements (13 weeks or 16 weeks if EIA development or a longer timescale has been agreed with the applicant)
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 forms a part of the monitoring measures in relation to the effectiveness of the North Northamptonshire Joint Core Strategy. http://www.nnjpu.org.uk/publications/adopted-north-northamptonshire-joint-core-strategy-2011-2031/
STP25	Maintain 5 year housing land supply	This indicator is worked out as follows: The identified housing supply divided by the housing requirement (+ buffer) X 5 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.	This is a statutory duty, and a monitoring measure in relation to the effectiveness of policies contained within the Joint Core Strategy. It is also needed to support decision making on planning applications and at appeal.
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 (+ buffer) X 5 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)	This is a monitoring measure in relation to the effectiveness of policies contained within the Joint Core Strategy. It is also needed to support decision making on planning applications and at appeal.
STP27	Net additional homes provided	This is the number of new homes built minus demolitions.	This is a monitoring measure in relation to the effectiveness of policies contained within the Joint Core Strategy. It is also needed to support decision making on planning applications and at appeal.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
STP28	Net increase in jobs	This measures the Joint Core Strategy aims which identifies 31,100 net increase in jobs between 2011-2031.	This is a monitoring measure in relation to the effectiveness of policies contained within the Joint Core Strategy. It is also potentially needed to support decision making on planning applications and at appeal.
STP29	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	Not statutory but an important measure of workload and productivity impacted by the related financial and safety aspects
STP30	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	Not statutory but an important measure of workload and productivity impacted by the related financial and safety aspects
STP31	Percentage of defects responded to within the timeframes specified, 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	Not statutory but an important measure of workload and productivity impacted by the related financial and safety aspects
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)	This is an important measure of the safety of the food served in the area, impacting all members of society.
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).	This is a statutory duty with a government target turnaround time.
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)	This indicator measures how well the team are reaching the 1 working day target set out in the standard working arrangement. There is a possibility that in the future the service may be considered to become a 24 hour / out of hours service. This indicator may be of use during such considerations and then may change in the future if the service arrangement changes.

Detailed indicator definition alongside justification of their importance

Ref	Performance Indicator Name	Further detail if needed	Justification for CPI status
STP35	% of Rogue trading activities tackled (rogue traders subject to a Trading Standards intervention)	<p>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.</p> <p>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.</p> <p>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.</p>	<p>The main aim of the Trading Standards Service is, as far as possible within the allocated resources, to ensure a safe and fair-trading environment in North Northamptonshire. Tackling rogue trading is the Trading Standards overall priority because it can be committed in any trade sector and because in one way or another it affects every single resident and business in North Northamptonshire. Issues tackled include: Scams on vulnerable customers, Doorstep Crime cold calling, Home improvement work and used cars complaints, Illicit tobacco, Counterfeiting.</p>

Feedback from the Scrutiny Commission 29 March 2022

During discussion, the following key points were noted:

- i. Members welcomed the expansion of the indicator set with new indicators on activities such as homelessness, which would give the Scrutiny Commission more information to work with.
- ii. Re: The number of electric vehicle charging points publicly available (GSE04) – this indicator was welcomed.
- iii. It was noted that a number of HR indicators would be included which covered headcount and FTE, vacancy levels, agency staff and spend on agency staff.
- iv. It was noted that the Climate Change, Environment and Growth Executive Advisory Panel would be looking at the indicators around the environment and the Council's commitment to Carbon Zero.
- v. Net additional homes provided (STP27) – clarification was needed as to what period this indicator was over. In response, officers advised that they would look to possibly include a description or definition for the indicators.
- vi. It was noted that customers were being directed to the website where possible, so would it be possible to include an indicator around response times to website queries. In response, officers undertook to look into how reporting on website interactions with customers could be developed.
- vii. Customer services was a priority so how quickly the Council responded to customers was important. In response, officers confirmed that there were measures in place for certain forms of interaction, but they would look at how measuring this could be improved moving forwards.
- viii. Further clarity around what the new proposed leisure indicator AFL11: 'Net promoter score % - Leisure' is measuring is required as it is not clear from the indicator's description what it is measuring. The wording would benefit from being made clearer.
- ix. A general point was made around the need to provide a more thorough description of what the proposed new indicators mean was made. It was agreed that this would be provided.

Feedback from the Finance and Resources Scrutiny Committee 9 April 2022

- i. Members welcomed the expansion of the indicator set.
- ii. It was noted that a number of HR indicators would be included which covered headcount and FTE, vacancy levels, agency staff and spend on agency staff.
- iii. Members made the point that ways to increase the clarity and size of the fonts and information provided within the performance reports was needed as the detail is hard to see when printed out on paper.
- iv. A general point about the need to provide a more thorough description of what the proposed new indicators mean was made. It was agreed that this would be provided.

Agenda Item 7



EXECUTIVE 19th May 2022

Report Title	Homelessness Temporary Accommodation: Dynamic Purchasing System
Report Author	David Watts, Executive Director Adults, Communities and Wellbeing (Senior Responsible Officer) David.Watts@northnorthants.gov.uk
Lead Member	Councillor Andy Mercer - Executive Member for Housing and Community

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

List of Appendices

None

1. Purpose of Report

- 1.1. To seek Executive's approval to use a Dynamic Purchasing System (DPS) to ensure a compliant procurement process and regularise the Council's expenditure on private sector temporary accommodation suppliers for homeless households.
- 1.2. To seek the Executive's approval to continue to utilise S&H (the former Euro Hotel) as supported temporary accommodation for single homeless individuals on a spot-purchase basis in the short term.

2. Executive Summary

- 2.1. In North Northamptonshire, demand for homeless assistance and temporary accommodation has risen sharply and this trend looks set to continue. To meet

the growing demand for temporary accommodation, the Council has become increasingly reliant on private sector housing suppliers (third party nightly paid providers).

- 2.2. It is important that the Council regularises its expenditure on temporary accommodation with private sector housing suppliers to ensure its compliance with procurement regulations and legislation, and to ensure the provision of safe and high-quality housing standards for homeless households. It is proposed that this regularisation occurs via the launch of a Dynamic Purchasing System.
- 2.3. Through a temporary accommodation service improvement project, in the short term the Council remains focussed on four main aims related to temporary accommodation use:
 - (a) reducing the use of bed and breakfast / hotel accommodation
 - (b) reducing the number of temporary accommodation placements outside of North Northamptonshire
 - (c) improving the standards of nightly paid supplier managed temporary accommodation
 - (d) maximising income from both council-owned and nightly paid temporary accommodation
- 2.4. In the medium term, the Council is committed to reducing its reliance on third party nightly paid providers and ensuring an adequate supply and turnover of other forms of temporary accommodation that provide better value for money for the Council. The Council's wider strategic approach to Housing, and Homelessness and Rough Sleeping will be developed during 2022/23. In the meantime, nightly paid providers of temporary accommodation play an important role in helping to meet the demand from homeless households and in ensuring that the Council is able to adhere to its statutory duties in this regard.
- 2.5. A particular change in demand for temporary accommodation has been since the start of the Covid-19 pandemic in March 2020. The Council continues to exercise discretionary powers to provide rough sleepers with emergency 'off the street' accommodation which has exacerbated demand and changed the overall demographic of our customer base occupying temporary accommodation. The increased proportion of homeless individuals with multiple complex support needs has meant a need for the Council to adapt and change the type of temporary accommodation that is available to this cohort to ensure that they are safeguarded and given improved opportunities to rebuild their lives.
- 2.6. The use of S&H (the former Euro Hotel in Midland Road, Wellingborough) as supported temporary accommodation for rough sleepers and other vulnerable homeless individuals was approved by the Executive in December 2021 until the end of March 2022. There is an ongoing requirement to continue using this facility on a spot-purchase basis until arrangements can be sought to be formalised following the outcome of the Council's £2.3m Rough Sleeping Initiative 2022-25 bid which is expected imminently.

3. Recommendations

3.1. It is recommended that the Executive:

- (a) Approve the implementation of a Dynamic Purchasing System to manage and regularise the Council's use of private sector temporary accommodation suppliers
- (b) Note that the spot-purchasing of supported temporary accommodation at S&H will continue for an interim period pending the outcome of the Rough Sleeping Initiative 2022-2025 bid and the implementation of an alternative arrangement; and
- (c) Delegates authority to the Portfolio Holder for Housing and Communities, in liaison with the Executive Director for Adults, Communities and Wellbeing, to approve the detailed specification, terms and conditions and relative schedules for Nightly Purchased, Supplier Managed Temporary Accommodation.
- (d) Delegates authority to the Portfolio Holder for Housing and Communities, in liaison with the Executive Director for Adults, Communities and Wellbeing, to take any further decisions and actions required to implement the Dynamic Purchasing System and award contracts in relation to this.

3.2. Reasons for Recommendations:

- To ensure the Council's compliance with the Public Contracts Regulations 2015 which regulates the purchasing by public sector bodies of contracts for goods, works and services.
- To enable the Council to monitor the delivery of service and performance of private sector housing suppliers to ensure that good quality homes and related services are being provided to homeless households
- To reduce the use of unsuitable and more costly forms of temporary accommodation
- To ensure that S&H, a much-needed supported emergency accommodation resource to safeguard single homeless people in North Northamptonshire, is able to continue to operate in the short term. This would be pending activity to regularise its use via the Dynamic Purchasing System assuming a successful Rough Sleeping Initiative 2022-25 bid.

3.3. Alternative Options Considered:

- For the Council to continue solely with its current existing arrangement of spot purchasing nightly paid temporary accommodation from all third-party private providers; and /or
- For the Council to cease use of S&H pending the outcome of the Rough Sleeping Initiative 2022-25 bid

4. Report Background

Temporary Accommodation Duties and Powers

- 4.1. The Council owes statutory interim accommodation duties under Section 188 of the Housing Act 1996, as amended, to provide suitable temporary accommodation to some homeless households, specifically where the housing authority has a reason to believe that an applicant (and their household) may be homeless, eligible for assistance and have a priority need.
- 4.2. Temporary accommodation is provided during a 56-day 'Relief Duty' period whilst the Council tries to support the applicant to relieve their homelessness by finding somewhere more settled for the applicant to live for a period of no less than six months.
- 4.3. Where relief efforts are unsuccessful, or where the temporary accommodation is not brought to an end during the 56-day Relief period via another legally prescribed circumstance, the Council will continue to owe an accommodation duty under Section 193 of the Act to unintentionally homeless households found to be eligible and in priority need (owed the 'main housing duty') usually until such time as suitable settled accommodation can be secured.
- 4.4. There are further complexities and circumstances as to when the Council has a duty or power to provide temporary accommodation in addition to the above, for example, to provide applicants with 'reasonable time' to secure alternative accommodation or pending a review of a decision made by the Council in respect of an applicant's homelessness. Most notably, since the Covid-19 pandemic and in line with the 'Everyone In' initiative, the Council has also exercised discretionary powers available under various legislation to temporarily accommodate verified rough sleepers including non-UK nationals with no recourse to public funds.

Temporary Accommodation Use: Headline Data

- 4.5. Whilst applicants are actively encouraged and supported to make their own temporary accommodation arrangements, especially if they have friends and family who can help and support them, the Council is currently accommodating 237 households in temporary accommodation on 19th April 2022 (202 statutory duty placements and 35 discretionary powers placements), a slight increase from the position two weeks prior on 4th April when there were 232 households in temporary accommodation.
- 4.6. During the last year, the number of households approaching the Council for help with their homelessness has increased by 21% with 3863 households approaching for help in 2021/22. The same pressures are reflected in the number of households living in temporary accommodation.
- 4.7. Table 1 below demonstrates the type of temporary accommodation occupied by the 232 households who were accommodated on 4th April 2022. The two rows in bold show the number of households in nightly paid accommodation

provided by third party providers and demonstrates that almost two thirds of all households occupy this type of accommodation.

Type of temporary accommodation	No. statutory duty households on 4 th April 2022	No. discretionary rough sleeper households on 4 th April 2022	TOTAL households in temporary accommodation on 4 th April 2022
NNC council property	29	6	35
NNC General Fund acquisition property	33	4	37
Private Sector Leased (PSL)	1	2	3
Registered Provider (Greatwell Homes)	9	0	9
Supported shared accommodation managed by NNC	0	2	2
Nightly paid: third party self-contained	95	3	98
Nightly paid: Bed & Breakfast / Hotels	29	19	48
Total	196	36	232

Table 1: households in temporary accommodation by type on 4th April 2022

- 4.8. Nightly-paid self-contained temporary accommodation is partly furnished and is managed and maintained by the private housing supplier. For most families with children, it is significantly more suitable than bed and breakfast accommodation, or hotels.
- 4.9. Of the 232 households in temporary accommodation in table 1, 34 are placed outside of North Northamptonshire, all in self-contained nightly paid units. None of the 48 households in hotels are families – this cohort consists of 46 single people and two couples, one with a pregnancy who has been in this accommodation for less than the 6-week legal limit. Reducing the use of ‘out of area’ placements and ensuring families are not placed in hotels (particularly not for longer than 6 weeks) are key priorities for the Temporary Accommodation team.
- 4.10. Of the 48 households in bed and breakfast / hotel accommodation on 4th April 2022, 34 are occupying one of two establishments in Wellingborough specifically S&H (formerly the Euro Hotel) and Knox Road.
- 4.11. 97 of the 232 households, or 42% of those living in temporary accommodation on 4th April 2022 in table 1 are single people with vulnerabilities.

S&H (the former Euro Hotel, Wellingborough)

- 4.12. Further to Executive approval in December 2021, S&H managed by The Housing Network (THN) opened on 20th December 2021, initially to provide additional winter surge capacity. Although classified as bed and breakfast/hotel accommodation in table 1, S&H is a 17-bed supported temporary accommodation facility for single homeless individuals – both those owed statutory duties and those helped to leave the streets to prevent ongoing rough sleeping.
- 4.13. S&H is staffed by The Housing Network who provide support and security staff 24/7. Comprehensive management procedures and communication has ensured the project's success to date which has already helped to transform the lives of many single homeless people and rough sleepers. To date, S&H has provided safe shelter and support to over 41 vulnerable homeless people.
- 4.14. The Council has continued to develop services based on lessons learned, for example learning from the Safeguarding Adults Review into the death of Jonathan (SAR019), and it has taken action to develop its response to multiple exclusion homelessness and safeguarding.
- 4.15. S&H has proven to be a vital resource in North Northamptonshire and has safeguarded vulnerable homeless people and prevented harm on the streets during the winter. Robust management arrangements and effective joint working by The Housing Network and officers of the Council have enabled a number of serious incidents to be dealt with quickly and effectively. It is without doubt that regular welfare checking of all guests has also saved a number of lives through the early identification of medical emergencies, and the prevention of escalating risks.
- 4.16. With 42% of all households in temporary accommodation being vulnerable single people, there is a significant demand for emergency accommodation from this cohort. 35 of the 97 individuals in temporary accommodation on 4th April 2022 had experienced rough sleeping and many have multiple complex needs or are experiencing multiple exclusion homelessness. It is apparent that the Council's standard general needs temporary accommodation offer does not meet the needs of this cohort resulting in unmet support needs, exacerbated drug, alcohol and mental / physical health issues, antisocial behaviour, crime and placement failure.
- 4.17. There is an increased evidenced requirement for temporary accommodation with wraparound support for vulnerable homeless individuals. Funding arrangements in respect of S&H were identified and agreed by the Executive until 31st March 2022 but a delay in the timeline for the Rough Sleeping Initiative 2022-2025 (RSI5) programme means that there has been a need to continue to spot purchase rooms as temporary accommodation at S&H since this date.
- 4.18. Due to the wraparound support (from 9am to midnight, 7 days a week) and security (24/7), this type of temporary accommodation comes at an increased cost (see paragraph 7.1.5) however enables the Council to:

- Meet the emergency accommodation needs of this vulnerable single homeless cohort
 - Enable placement sustainment to prevent repeat homelessness and rough sleeping
 - Better meet the health and wellbeing needs of the single homeless cohort
 - Better safeguard individuals through twice daily welfare checks and the availability of on-site security and support
- 4.19. North Northamptonshire Council submitted a £2.3m bid to the Rough Sleeping Initiative 2022-25 (RSI5) programme in February 2022. This bid was co-produced with the Department for Levelling Up, Housing and Communities (DLUHC) and a wide range of statutory and voluntary sector partners via the North Northamptonshire Homeless Forum. At the time of this report, the outcome of that bid was pending and is planned to be the subject of a future report to the Executive.
- 4.20. The Council's RSI5 bid includes a request for funding to ensure the ongoing financial viability of a nightly paid supported temporary accommodation scheme based on the S&H model for an 18-month period to allow time to procure an alternative and more sustainable model in the medium term.

Knox Road

- 4.21. The sovereign Borough Council of Wellingborough held a low-cost 'block booking' arrangement with a private sector housing supplier in respect of an 18-bed large scale House in Multiple Occupation (HMO) with shared facilities at Knox Road in Wellingborough – it is classified as a B&B for the purposes of this report and temporary accommodation monitoring.
- 4.22. Following multiple complaints of antisocial behaviour related to the facility and its occupants, Council officers have worked with the provider to ensure that they have taken action to make significant improvements to the safety and security of the building including an increased staff presence, out of hours security staff and a series of physical improvements to the building.
- 4.23. This building currently provides temporary accommodation to 17 single vulnerable homeless people (one room is currently out of use) and is a much-needed resource in North Northamptonshire for this cohort. It is important that the Council is able to continue to procure it via the proposed DPS.

Dynamic Purchasing System

- 4.24. Table 1 demonstrates an overreliance on nightly paid temporary accommodation with 146 of the 232 total households in temporary accommodation on 4th April 2022 accommodated in this type. In its simplest terms, this reliance is caused by three internal factors:

- The number of households going into temporary accommodation (how successful the Council's homeless prevention efforts are)
- The length of stay experienced by those households (how quickly the Council is able to facilitate households through the statutory homeless process)
- The supply and availability of settled accommodation options (how quickly the Council is able to facilitate move on from temporary accommodation).

4.25 Of course, there are also a myriad of external factors at play impacting on the Council's use of temporary accommodation over which there are less control and factors that are likely to mean a further increase in demand in the short term at least. Whilst there is various activity being undertaken to try and reduce this reliance on nightly paid providers this is likely to take some time not least whilst the Council develops a Housing Strategy and Homelessness and Rough Sleeping Strategy during 2022/23 and whilst the Housing Strategy and Solutions team continues its transformation journey.

4.26 Of the 98 households in nightly paid self-contained supplier managed temporary accommodation on 4th April 2022, table 2 shows the usage by size of accommodation on the basis that nightly rates are dependent on the number of bedrooms provided:

Size of nightly paid supplier managed temporary accommodation	No. households on 4th April 2022	% total nightly paid self-contained placements
One bedroom	25	26%
Two bedrooms	48	49%
Three bedrooms	19	19%
Four bedrooms	6	6%
Total	98	100%

Table 2: households in nightly paid self-contained temporary accommodation by size on 4th April 2022

4.27 The Council proposes to implement a Dynamic Purchasing System (DPS) in respect of its use of nightly paid supplier managed temporary accommodation. This would replace the current approach of spot purchasing all nightly paid temporary accommodation. Regulation 34 of the Public Contract Regulations 2015 sets out the rules on Dynamic Purchasing Systems.

4.28 A DPS is a procedure available for contracts for works, services and goods commonly available on the market. As a procurement tool, it has some aspects that are similar to an electronic framework agreement, but where new suppliers can join at any time during its lifetime. It is run as a completely electronic process. It is a two-stage process whereby suppliers that meet the selection

criteria are admitted to the DPS, with individual contracts being awarded during the second stage after invitations to bid for the specific contract(s). The DPS approach can streamline procurement for both the Council and suppliers, provides improved accessibility for small to medium enterprises and also provides the flexibility required for this type of demand-led service provision.

- 4.29 In the context of temporary accommodation, this approach will ensure compliance with the Public Contract Regulations 2015 and enable the Council to ensure quality, value for money and an improved temporary accommodation service.
- 4.30 A DPS would provide opportunities for both existing and new providers throughout the lifetime of the contract and would also ensure that sufficient due diligence was carried out in respect of current and new providers.
- 4.31 To date nightly paid accommodation and hotels have been spot purchased. The sovereign councils of North Northamptonshire were using some form of nightly purchased supplier managed temporary accommodation but through a variety of suppliers, and at different nightly charges for different sized accommodation. Action was taken prior to vesting day to ensure that this was harmonised as an interim solution pending these proposed longer-term procurement arrangements and in order to achieve some improved value for money during 2021/22.
- 4.32 In March 2021 and having considered demand, supply and disparate pricing schedules, existing suppliers of nightly paid self-contained temporary accommodation were advised of maximum nightly rates that would be paid by North Northamptonshire Council from 1st April 2021 pending a decision to formalise procurement arrangements.
- 4.33 At this time, the Council also implemented interim terms and conditions and use of temporary accommodation booking and cancellation forms which have improved working relationships with existing suppliers and enabled a level of consistency and scrutiny of standards.
- 4.34 Further to recent consultation with the Council's main providers of nightly purchased supplier managed temporary accommodation and due to rising costs (including increasing rent levels, increasing staff costs, rising energy costs and more) private sector housing suppliers are unable to continue to deliver services at the maximum rates agreed prior to vesting day. Until the Council can significantly reduce its reliance on this form of temporary accommodation (by significantly reducing the overall number of households living in temporary accommodation and/or increasing the supply or turnover of existing alternative temporary accommodation), it has a continued requirement to spot purchase such accommodation at increased rates in order that it can meet its duties under homelessness legislation.
- 4.35 Considering the fair and reasonable concerns raised by private sector housing suppliers and the provision of justification and evidence, officers of the Council, under delegated powers have agreed a further interim arrangement whereby maximum rates have increased by an average of 7%.

- 4.36 A Dynamic Purchasing System will deliver a flexible contracting model that maximises opportunities for providers to work with the Council. Key benefits of this approach include reduced need for spot purchasing, increased oversight of commissioned providers and improved relationships with a wider market.
- 4.37 In terms of a Dynamic Purchasing System (DPS) and the specific proposal in relation to the procurement of nightly paid temporary accommodation:
- A DPS is an electronic tendering system for the selection of 'Potential Providers', who comply with minimum service requirements as set out in a specification to be produced by the Council.
 - A DPS must remain open throughout its duration for the admission of any Potential Provider that meets the minimum service specification. The Council is therefore able to add Potential Providers to the DPS throughout its duration, providing Potential Providers meet the minimum service specification and submit a compliant Indicative Tender.
 - The DPS will enable the Council to utilise Potential Providers, who meet the minimum service specification and the Council's Housing Standards for Temporary Accommodation (to be produced as an appendix to the specification) which will form part of the Indicative Tender documentation.
 - It is proposed that the DPS will begin from the notified commencement date and will last for an initial period of 3 years but may be reviewed and extended on an annual basis depending on the Council's ongoing need for this type of temporary accommodation.
 - There will be no obligation or guarantee given as to the quantity, value or regularity of services procured under the DPS. The Council will use only the accommodation that it has a requirement for at any given time.
 - Where a Potential Provider (a housing supplier) that is accepted onto the DPS demonstrates a failure to comply with the requirements of the minimum service specification, they will be removed from the DPS.
 - Housing suppliers will provide available units of accommodation knowing that it is for temporary use only, in accordance with the Council's duties under homeless legislation.
 - In addition to seeking Potential Providers to provide 'general needs' temporary accommodation via a DPS, the proposal is to also seek providers that can offer temporary accommodation with wraparound support for the reasons detailed in paragraphs 4.13 - 4.18. Such a resource enables the Council to safeguard, and better meet both the accommodation and related support needs, of single homeless individuals.
 - This will enable the Council to regularise its use of S&H and Knox Road in Wellingborough and also provide other potential suppliers the opportunity to offer similar 'enhanced' temporary accommodation services in other towns in North Northamptonshire should an evidenced need arise. In the event of

any further service needs the DPS will give the Council the opportunity to publish expressions of interest and / or mini competitions to meet this changing need.

- 4.38 In accordance with the existing procurement timeline, subject to Executive approval, it is anticipated that the DPS will 'go live' in July 2022, and contracts will commence in October 2022.
- 4.39 The specification, terms and conditions and relative schedules for Nightly Purchased, Supplier Managed Temporary Accommodation will set out the detail in relation to the Council's requirements – this is to be written and can be supplied to the Executive with relevant appendices to note at a later date if required.

5 Issues and Choices

- 5.1 The Executive therefore has the following choices on two distinct, but linked matters:
- (a) Approve the use of a Dynamic Purchasing System for the procurement of nightly purchased supplier managed temporary accommodation to ensure the Council's compliance with procurement regulations, noting that there are no other appropriate procurement options available for this purpose that provide the level of flexibility required for this demand led statutory service; **or**
 - (b) Do nothing and the Council continues solely with its existing arrangement of spot purchasing nightly paid temporary accommodation from third-party private providers.
- 5.2 The Executive has a further choice relating to the interim use of S&H pending the outcome of the Rough Sleeping Initiative bid to either:
- (c) Approve the continuation of the interim spot-purchasing of S&H pending the outcome of the Rough Sleeping Initiative 2022-25 bid; **or**
 - (d) For the Council to cease use of S&H pending the outcome of the Rough Sleeping Initiative 2022-25 bid noting that this will result in the Council having to identify alternative temporary accommodation for 17 vulnerable homeless individuals, with solutions likely to be less suitable, and potentially outside of North Northamptonshire with other nightly-paid providers.
- 5.3 It should be noted that the nuanced nature of demand for temporary accommodation means that there will likely remain a need to spot-purchase some temporary accommodation outside of any DPS albeit as a last resort. This is for reasons of flexibility which are required due to the nature of the demand for homeless assistance and the Council's statutory duties under Part 7 of the Housing Act 1996, as amended. The Council may be required to source temporary accommodation in ad hoc emergencies for example due to a large-

scale fire / flood. Fast changing external pressures can also significantly impact levels of demand for temporary accommodation and national hotel providers, and small local B&B's may not engage in any tender exercise.

6 Next Steps

- 6.1 Subject to approval from the Executive, the procurement will be delivered as per the key timelines below.

Executive Committee	19 th May 2022
Tender Published	1 st July 2022
Evaluation	15 th August 2022
Contract Award	19 th September 2022
Contract Start Date	3 rd October 2022

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 There are no implications for staffing resources or assets. An officer has been identified within the existing Housing Strategy and Solutions team to lead on this procurement exercise in conjunction with Procurement colleagues. The Council's existing software and e-procurement portal can be utilised.
- 7.1.2 Based on the snapshot of households in nightly paid temporary accommodation (B&B's and self-contained units) on 4th April 2022 at recently increased rates, the Council is estimated to be experiencing a gross expenditure from the General Fund revenue account of £6,100 per night on this type of accommodation. Some income is recouped via rents charged but, on the same modelling and allowing for some income loss due to arrears and no recourse to public funds cases, this income typically equates to approximately £1,700 each night. This equates to an estimated net expenditure on nightly paid temporary accommodation of £1.6m per annum based on current use.
- 7.1.3 The potential total value for the initial three-year contracts is therefore estimated to be £4.8m, although note as per paragraph 4.37 that the DPS can be reviewed on an annual basis depending on the Council's ongoing need for this type of temporary accommodation. Note that there will be no obligation or guarantee given as to the quantity, value or regularity of services procured.
- 7.1.4 External factors such as the rising cost of living, increasing rents and benefits caps are likely to result in an increased demand for homelessness services and may create pressure on the general fund revenue budget.

- 7.1.5 Interim spot purchase rates for S&H have been agreed if the Executive approves the recommendation to continue this arrangement pending formalisation of contracts upon notification of the Rough Sleeping Initiative 2022-25 bid. The agreed interim nightly rates for this supported temporary accommodation are 78% higher than B&B's of a similar standard without the security and support but the model provides value in other ways (explained in paragraph 4.18) and is necessary to safeguard and support our most vulnerable homeless customers.
- 7.1.6 In 2021/22, various government grants including the Homelessness Prevention Grant, Rough Sleeping Initiative grant and Protect and Vaccinate grant have assisted with temporary accommodation costs and it is envisaged that any increased requirement (such as that associated with S&H) will be funded from a combination of base budget and additional grants where applicable.
- 7.1.7 This decision has links to the wider ambition of transforming the Council's Housing Solutions service to ensure a greater focus on homelessness prevention and early intervention through co-located multi-disciplinary teams, to realise efficiency savings in the medium term and to provide an improved customer experience that links with the Council's staff values.

7.2 Legal and Governance

- 7.2.1 The proposal will aid the Council to meet its statutory duties to prevent and relieve homelessness and provide suitable temporary accommodation to certain homeless households as set out in Part 7 Housing Act 1996 (the primary homelessness legislation), as amended by the Homelessness Act 2002, the Homelessness Reduction Act 2017 and the Domestic Abuse Act 2021 (the Act).
- 7.2.2 The Council's duties in this regard are explored briefly in paragraph 4.1 - 4.4. The proposal to continue with the S&H model will enable the Council to meet its duties under Sections 195 and 189B to prevent and relieve homelessness for individuals experiencing rough sleeping. The DPS proposal aims to ensure that the Council is more effectively able to meet its interim accommodation duties under Section 188 of the Act and also its duties under Section 206 of the Act to ensure the suitability of any accommodation provided.
- 7.2.3 The proposals will ensure the Council's compliance with its own Temporary Accommodation Policy (provided as a background paper) in relation to the provision of suitable accommodation for homeless households in accordance with The Homelessness (Suitability of Accommodation) Order 1996 (S.I. 1996/3204), The Homelessness (Suitability of Accommodation) (England) Order 2003 (S.I. 2003/3326), and The Homelessness (Suitability of Accommodation) Order 2012 (S.I. 2012/2601) and relevant case law in particular the judgment relating to out of area placements, *Nzolameso v Westminster* (2015) in the Supreme Court.
- 7.2.4 The procurement will follow a compliant procurement process, under the Light Touch Regime as set out in Schedule 3 of the Public Contract Regulations 2015, and the Councils Contract Procedure Rules and Constitution.

7.3 Relevant Policies and Plans

- 7.3.1 The recommended proposals in this report link closely to the Council's key commitments in the Corporate Plan.
- 7.3.2 With regards to the corporate priority of 'Active, fulfilled lives', specifically in relation to S&H the proposal is consistent with the stated corporate aim of ensuring the right services are available at the right time and place, and that the root causes of complex issues such as homelessness are tackled. The S&H model not only allows for increased safeguarding opportunities through welfare checks but also that support needs are met through wraparound support during periods of homeless crisis.
- 7.3.3 The S&H model and the DPS proposal also meet the corporate priority of 'Safe and Thriving Places' through ensuring that housing supply meets demand, that housing standards are improved, and through tackling nuisance and anti-social behaviour through robust management of temporary accommodation premises accommodating high numbers of vulnerable homeless individuals.
- 7.3.4 The DPS proposal links to the 'Modern Public Services' priority through ensuring adherence to procurement regulations and seeking to provide a more efficient service that also ensures quality is not compromised.

7.4 Risk

- 7.4.1 If the Executive approve the recommendations, the Council will not be in breach of Procurement Regulations. The proposal enables a compliant procurement process having regard to the potential value of the contracts. It is therefore important that the Council formalises existing arrangements with existing private sector housing suppliers and provides others with the same opportunity in the interests of fairness, openness and transparency to support the Council to discharge its accommodation duties under homelessness legislation.
- 7.4.2 A further significant risk is that the Council may not be able to provide safe and suitable temporary accommodation to meet demand leaving the Council open to risk of legal challenge and judicial review, notwithstanding the Council's duties to safeguard homeless vulnerable adults and prevent harm caused by rough sleeping and unsuitable accommodation.

7.5 Consultation

- 7.5.1 A variety of statutory and voluntary sector partners with an interest in homelessness matters attended our inaugural North Northants Homeless Forum meeting in January 2022. At this meeting, all partners had the opportunity to contribute to the Council's self-assessment of existing rough sleeping services and help to shape the Rough Sleeping Initiative 2022-25 bid, through highlighting what works well, and where the gaps are. Partners recognised the value of S&H and the positive impact the model was having on

many homeless individuals and were keen to ensure that funding was requested to enable this to continue.

7.5.2 The Department for Levelling Up, Housing and Communities specialist Rough Sleeping and Homelessness Advisors have provided their support to the S&H aspect of this proposal and to the Council's Rough Sleeping Initiative funding bid highlighting the evidenced requirement in North Northamptonshire for supported emergency accommodation.

7.5.3 Existing private sector temporary housing suppliers have been advised of the Council's intended action in relation to procurement and to register to the Council's new e-procurement portal (Intend) ahead of our 'go live' date. Many existing providers are familiar with this approach to the procurement of nightly paid temporary accommodation. This will ensure the Council can lawfully continue with existing temporary accommodation placements as well as source future provision.

7.6 **Consideration by Executive Advisory Panel**

7.6.1 This paper may be considered by Executive Advisory Panel for Health, Wellbeing and Vulnerable People as part of the Councils governance process.

7.7 **Consideration by Scrutiny**

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

7.8 **Equality Implications**

7.8.1 In line with the Equality Act (2010) an Equality Screening Assessment will be undertaken and included as part of the report to the Procurement Gateway Group if considered applicable to ensure that the proposal will not adversely impact individuals with protected characteristics. It is not envisaged that this will be the case, instead the proposal is likely to advance the equality of opportunity for vulnerable homeless individuals who frequently share protected characteristics especially relating to disability due to providing a more certain supply of good quality temporary accommodation within North Northamptonshire that is suitable for their needs.

7.9 **Climate Impact**

7.9.1 The Council will work continuously with providers to ensure the service maximises the use of technology and exploits service innovations that support the Councils commitment for a greener environment.

7.10 Community Impact

- 7.10.1 The recommendations will ensure that homeless households are safeguarded in respect of the provision of safe and suitable nightly purchased supplier managed temporary accommodation.
- 7.10.2 There are wider community benefits associated with robust management arrangements of facilities such as S&H and Knox Road which the DPS would enable to be monitored more closely.

7.11 Crime and Disorder Impact

- 7.11.1 There are wider positive impacts associated with a reduction in rough sleeping which, whilst fundamentally and most visibly a housing issue, is also closely interlinked with begging and street drinking, as well as other antisocial behaviour and crime which impacts on local businesses and the local economy.

8 Background Papers

- 8.1 Executive Report approved by Executive in December 2021 following Emergency Powers decision
- 8.2 NNC Temporary Accommodation Policy

EXECUTIVE 19th May 2022

Report Title	Corby Town Centre to Station Link (Oakley Road) and Smart and Connected Corby combined Summary Business Case Document
Report Author	George Candler, Executive Director of Place and Economy
Lead Member	Cllr David Brackenbury, Executive Member for Growth and Regeneration

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

List of Appendices

None

1. Purpose of Report

- 1.1. To approve the submission of a Business Case Summary Document for the Corby Town Centre to Station Link (Oakley Road) and Smart & Connected Corby (combined projects), two of the four projects of the Corby Town Fund to the Department of Levelling Up, Communities and Housing (DLUHC). If approved by North Northamptonshire Council (NNC) and subsequently approved by DLUHC, the £8.9m of combined allocated funds for these projects will be available for drawdown and the commencement of these projects.

2. Executive Summary

- 2.1. Corby Borough Council applied for funding to the government's Towns Fund. This application was accepted by DLUHC and in June 2021, the Executive considered and agreed the Heads of Terms for the Corby Town Fund, which were then submitted to DLUHC.

- 2.2. The funding bid accepted in principle was to the value of £19.9m for four projects detailed within Corby's Town Investment Plan (TIP) allocated as below:

Project	Allocation (m)
Sixth Form College	£9.50
Corby Town to Station link road	£8.59
Multi-use building	£1.50
Smart and Connected Corby	£0.31

- 2.3. Acceptance of these projects by DLUHC means that NNC is now required to develop individual business cases for each of the four projects. Each of the business cases must follow the guidelines set by government through "The Green Book 2020"^[1].
- 2.4. The Corby Town Centre to Station Link (Oakley Road) and Smart & Connected Corby projects are being combined into one summary business case due to their similarities around active travel etc. This amalgamation has potentially saved time and money in relation to business case development.
- 2.5. These projects are being planned and developed as intended. They are scheduled to commence the next stage which is detailed design in September 2022. Acceptance of the Business Case Summary Document by DLUHC will unlock the £8.9m funds allocated for these projects.

^[1] The Green Book: appraisal and evaluation in central government - HM Treasury guidance on how to appraise and evaluate policies, projects, and programmes - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/938046/The_Green_Book_2020.pdf

3. Recommendations

- 3.1. It is recommended that the Executive:
- a) Delegate to the Executive Director of Finance, in consultation with the Executive Director of Place & Economy, and Executive Member for Growth & Regeneration authority to prepare and submit the Business Case Summary Document to DLUHC for;
 - Corby Town Centre to Station Link (Oakley Road); and
 - Smart & Connected Corby
 - b) Approve the drawdown of funding for these projects once released by the DLUHC.
- 3.2 Reasons for Recommendations –
- The submitted Business Case Summary Document, if approved by DLUHC will unlock the funding for these projects to the sum of £8.9m.

- Once funds are received, each project can commence. It is estimated these projects will commence their next stage in September 2022.
- 3.2. Alternative Options Considered - The only alternative option would be to not submit the Business Case Summary Document and therefore not to drawdown the remaining funding of £8.9m (less the 5%, approx. £445k already received from DLUHC). The consequences of this would mean that the Corby Town Centre to Station Link (Oakley Road) and Smart & Connected Corby projects could not be delivered. These projects are deliverable projects which benefits Corby and the surrounding area. The link road project proposes to provide improvements to this road from the train station, past Tresham College to the town centre encouraging active travel. The sensor network aims to provide valuable data to build a picture of pedestrian and cyclist use to develop future schemes in the area. This option is, therefore, not a viable alternative to consider.

4. Report Background

- 4.1. In September 2019, DLUHC (formally the Ministry for Housing Communities and Local Government (MHCLG)) announced 101 towns who were eligible to bid for up to £25m each through the Towns Fund. The objective of the Towns Fund is to drive the economic regeneration of towns for long-term economic and productivity growth. This was approved by Corby Borough Council's (CBC) One Corby Policy Committee in December 2019 (stage 1) and January 2021 (stage 2) to:
- 1) Establish a Town Investment Plan for Corby - by the formation of the Town Deal Board and to produce a Town Investment Plan (TIP).
 - 2) Use the TIP to bid for Town Deal funding – bid for £25m for the four projects selected by the Town Deal Board.
- 4.2. On 8th June 2021, government confirmed that the Corby Town Deal had been successful in securing £19.9m for the four projects detailed in the TIP.
- 4.3. On 22nd June 2021, the Executive agreed to delegate authority to the Leader and Portfolio Holder for Growth and Regeneration, in consultation with the Chief Executive and Executive Director of Place and Economy, to approve and sign Heads of Terms in connection with Corby's Town Fund from DLUHC. Following this, the Heads of Term were reviewed by the Leader and Portfolio holder for Growth and Regeneration and signed by the Chair of the Town Deal Board and North Northamptonshire Council's (NNC's) Section 151 Officer.
- 4.4. Following the submission of the signed Heads of Terms on 29th June 2021 to DLUHC an Options Appraisal paper was taken to the Town Deal Board on 6th August 2021 to approve the relocation, phasing and scaling back of the projects to bridge the £5.1m funding gap between the bid amount of £25m and the awarded fund amount of £19.9m.
- 4.5. DLUHC confirmed that it would automatically release a payment of 5% of the approved £19.9m funding, which is £995,000, to allow the development of the

business cases and the initial progression of these projects.

- 4.6. In November 2021, a paper was taken to Executive to approve the early release of this fund (£995,000) award to the Capital Programme to fund the design work, feasibility studies and business case development.
- 4.7. KierWSP was appointed by the Council to conduct initial design works and to formulate a combined business case for these two projects. KierWSP have completed their business case, and this has been reviewed by officers who are specialists in their fields. Therefore, it is proposed that the Business Case Summary Document is submitted within the set deadline of June 2022. This will, once approved by DLUHC, unlock the balance of the £8.9m funds allocated by DLUHC for these projects. The DLUHC approval processes will take approximately 2 months.
- 4.8. On 17th March 2022, a similar report was approved by Executive on the Corby Town Fund - Sixth Form College Summary Business Case Document (also part of this funding pot). This report delegated authority to prepare and submit the Business Case Summary Document to the Executive Director of Finance, in consultation with the Executive Director of Place and Economy. Approval was also given to submit this document to DLUHC and the subsequent drawdown of these funds.
- 4.9. The final project in this programme is the Multi-use Building. This project has been granted a six-month extension by DLUHC from June 2022 to the end of December 2022. Executive will be presented with a similar report for approval before this time.

5. Issues and Choices

- 5.1. Throughout the development of the Town Fund various options have been considered which have been in line with the governments 'Green Book' guidelines and NNC's Constitution. It is proposed to submit the Business Case Summary Document to DLUHC within the timeframe given. This business case delivers two of the schemes identified in the Corby Town Fund bid.
- 5.2. The only alternative option would be to not submit the Business Case Summary to DLUHC, the consequence of this would be that both the Corby Town Centre to Station Link (Oakley Road) and Smart & Connected Corby projects could not be delivered. These projects are deliverable projects and benefit the residents of Corby and the surrounding area. The link road project proposes to provide improvements to this road from the train station, past Tresham College to the town centre encouraging active travel. The sensor network aims to provide valuable data to build a picture of pedestrian and cyclist use to develop future schemes in the area. This option is, therefore, not a viable alternative to consider.

6. Next Steps

- 6.1. The next stage in the process is for the Council to submit the Business Case Summary document to DLUHC. This document is required to be signed by the Council's Section 151 Officer; therefore, it is proposed that authority to sign the submission be delegated to the Council's Section 151 Officer (that is the Executive Director of Finance) in consultation with the Executive Director for Place and Economy. The Summary Business Case document will also be submitted to the Town Deal Board's Chair for comment.
- 6.2. If Executive approval is granted for the Summary Business Case document to be submitted to DLUHC, it will be submitted on time in June 2022. This document will then be reviewed by DLUHC. Once the assessment is complete and the summary business case approved, the Council will be able to draw down the balance of the funds.
- 6.3. It is anticipated that the projects will move to the next stage in September 2022 shortly after DLUHC approval is given. This next stage will see the commencement of the detailed design work for these projects.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. This funding was awarded to the Council on 8th June 2021 by government. Corby TIP proposed a range of projects as part of its submission to government. This included the Corby Town Centre to Station Link (Oakley Road) and the Smart and Connected Corby projects, which were allocated a combined £8.9m. The Corby Town Centre to Station Link has a match funding of £0.8m from S106 monies.
- 7.1.2. The investment, if approved by DLUHC, into a new link road and smart sensor network would revitalise this area of Corby. It would be transformational in terms of supporting the active travel agenda set by government. It would see this busy 1950's designed road regenerated to meet the current needs for all road users. It would follow the governments guidelines (LTN 1/20) where possible to provide separate lanes for pedestrians, cyclists and motorists running safely alongside each other.
- 7.1.3. The sensor network aims to provide data which will give invaluable information on how these roads are being used, such as, which direction people are travelling into the town centre and by which mode of travel. This information can then be utilised to inform further initiatives.
- 7.1.4. These combined projects are due to go to Strategic Capital Board on 23rd May 2022 to seek approval for the setting up of the two budgets, one for each funding allocation.

7.2. Legal and Governance

7.2.1. A working group has been assembled within the Council which contains various subject matter experts to advise and review the Business Case and the Business Case Summary document to ensure all documents are robust and give assurances of the content contained within.

7.3. Relevant Policies and Plans

7.3.1. The Corby Town Fund projects and in particular, these combined projects will help to deliver our vision for North Northamptonshire “*We will help people live healthier, more active, independent, and fulfilled lives.*”

7.3.2. This scheme will contribute to 3 out of 6 of NNC’s key commitments:

1. *Active, fulfilled lives: We will help people live healthier, more active, independent, and fulfilled lives.* - Active travel is at the core of both of these projects.
2. *Safe and thriving places: We will enable a thriving and successful economy that shapes great places to live, learn, work and visit.* – These projects will help to drive the economic regeneration of the area which aligns with the criteria set out in the Town Fund guidance.
3. *Green, sustainable environment: We will take a lead on improving the green environment, making the area more sustainable for generations to come.* – Public realm improvements of this busy road are another aim of the link roads objectives, to make this a pleasant journey for both the residents and visitors to Corby. Both projects will encourage active travel which, over time, will potentially see a reduction in motorised use in these areas.

7.3.3. The Corby Town Fund projects also bring forward the principles identified in the North Northamptonshire Joint Core Strategy and Part 2 Corby Local Plan formally adopted at North Northamptonshire’s Full Council Meeting on 29th September 2021. Both plans are underpinned by extensive consultation and a robust evidence base, which has further helped to inform and shape the preparation of the TIP and the projects within.

7.4. Risks

7.4.1. The main significant risk associated with these projects are the initial costs. The link roads costs are higher than the allocated funds available. To mitigate this risk the scheme will be reduced and phased. An options paper was taken to the Town Deal Board to approve this planned action. Another risk for both projects is the risk of missing funding as a consequence of missing DLUHC timescales. This is alleviated by allowing significant time buffers to counter act any delays.

7.4.2. The risks regarding the delivery of these projects are considered as part of the project management process and are recorded and monitored in the Risk Register. These are regularly reviewed and discussed at the Corby Town Deal Working Group.

7.4.3. Further risks identified are the rising costs of materials impacting most projects due to the increased demand in the construction sector, combined with the impacts of the pandemic and logistic issues, which has resulted in unprecedented shortages, delays and ultimately, increased prices. This has been mitigated with a risk allowance of 30% and an inflation calculation of 3.7%. This will be monitored, and further work will be undertaken to assess the risk in more detail in the next stage, the detailed design works.

7.5. Consultation

7.5.1. The Town Fund involved a range of engagement with Corby residents through several platforms. Engagement has been ongoing with various stakeholders through the Town Deal Board Members and ongoing discussions with other partners.

7.5.2. Engagement will continue throughout this project with residents and businesses in the Corby area, such as, workshops, market research and online surveys.

7.5.3. Statutory consultation will be conducted in accordance with planning guidelines.

7.6. Consideration by Executive Advisory Panel

7.6.1. This scheme has been considered by the Executive Advisory Panel for Climate Change, Environment & Growth on 27th April 2022. Key points raised regarding the stair access to the train station and their accessibility, this will be looked at again in depth in the detailed design phase. Consultation will also be conducted with various stakeholders.

7.7. Consideration by Scrutiny

7.7.1. As the project and work progresses there will be opportunities for scrutiny to look at and scrutinise this important regeneration project for Corby.

7.8. Equality Implications

7.8.1. There are no specific equality implications relating to this business case. However, equality is something that has been considered to ensure both these projects are, once funding is secured, able to provide where feasible projects which are accessible to all.

7.9. Climate Impact

7.9.1 These projects will seek to minimise climate/environmental impact and will strive to encourage active travel which, over time will potentially see an improvement to the air quality in this area. A small number of sensors are being considered to be for the purpose of air quality monitoring, this will allow these areas to be monitored over time including the link road.

7.10 Community Impact

7.10.1 This intervention will potentially drive the sustainable economic regeneration of the area for long-term economic growth which meets local need, has local support, and aligns with the criteria set out in the Town Fund guidance.

7.11 Crime and Disorder Impact

7.11.1 There are no specific crime and disorder implications relating to this business case. The link road project will need a planning application which will include the consultation with statutory bodies including the police to ensure that any crime and disorder issues are addressed.

8 Background Papers

8.1 Towns Fund Prospectus

<https://www.gov.uk/government/publications/townsfund-prospectus>

8.2 Towns Fund Further Guidance

<https://www.gov.uk/government/publications/towns-fund-further-guidance>

8.3 Executive report – Corby Town Fund 22nd June 2021

<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=142&MId=537&Ver=4>

8.4 Executive Report – Corby Town Investment Plan Programme of projects 18 November 2021

<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=142&MId=326&Ver=4>

EXECUTIVE 19th May 2022

Report Title	Community Asset Transfer Policy
Report Author	George Candler, Executive Director, Place and Economy
Lead Member	Councillor Graham Lawman – Executive Member for Highways, Travel & Assets

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

List of Appendices

Appendix A – Community Asset Transfer Policy plus appendices

1. Purpose of Report

- 1.1. To introduce the Community Asset Transfer (CAT) policy and supporting processes for review and decision by the Executive.

2. Executive Summary

- 2.1 The proposed policy provides a framework for assessing transfer of council land and property to community organisations, including Town & Parish Councils, in a consistent and fair way across North Northamptonshire.
- 2.2 The proposed Policy is developed in consideration of the Corporate Plan and aims to provide direction to the community on the evaluation and determination process for asset transfers.
- 2.3 The Policy is supported with annexes to give the Executive further information on the way each request will be processed to ensure transparency and demonstrate that a consistent approach will be adopted.

3. Recommendations

3.1 It is recommended that the Executive approve the Community Asset Transfer Policy at **Appendix A**.

3.2 The reasons for the recommendation are:

- The policy supports good governance in relation to the councils' obligations to comply with the legislation that govern land transfers.
- The policy and process support the evaluation of community asset transfer enquires and provide a guide to community organisations.
- Adopting the policy provides for a consistent and transparent approach to be administered which reduces the risks associated with asset transfers.
- Adopting the policy supports the Councils Corporate Plan.

3.3 Alternative Options Considered:

- The Council could choose not to adopt the proposed policy and manage each request as it is received, however this could lead to inconsistencies in the approach to community asset transfers.
- The Council could adopt an approach to not support community asset transfers to avoid the risks detailed in the policy and retain direct control of assets, however this would limit the benefits that can be achieved from community delivery.

4. Report Background

4.1 The Council holds a public estate for a variety of purposes such as:

- Operational space to deliver a required service.
- Civic Meeting Rooms for the Council for fiduciary purposes where Councillors discharge their role.
- Property and land held for economic development, to assist in the regeneration of North Northamptonshire
- Commercial portfolio held to earn an income; the money used to support service delivery
- Community space, to support social wellbeing.

4.2 The recent and increasing government drivers to empower communities has resulted in a recognition that at times community land and property can be more effective in supporting the community if it is in the control of local organisations.

4.3 Community assets may become available for asset transfer in one of two ways. Either the council identifies one of its assets and then brings it forward as surplus supported with a recommendation, or the community may review the asset list and identify an asset which may be of interest to them, and they then approach the Council with an expression of interest. Either way it is for the authority to determine whether the asset is surplus.

- 4.4 Transferring community property and land into local control carries risks. The Council needs to assure itself that the social, wellbeing and community use is in line with the Corporate Plan, and that the organisation has the capacity and financial ability to maintain and invest in the asset.
- 4.5 It is important that the Council conducts a due diligence process to understand more about the organisations aims, how the transfer will support their business plan both now and in the future. The council should also satisfy itself that the safeguarding and health and safety arrangements of the community organisation are in place and operating in line with laws and best practice surrounding these matters.
- 4.6 The proposed policy and processes are designed to guide the Council and the organisation through each area of due diligence with the aim of mitigating the risks associated with a transfer.

5. Issues and Choices

- 5.1 Supporting communities' forms part of the Corporate Plan and the Localism Act 2011 which together with subsequent Regulations have created a series of empowerment rights such as right to challenge and rights to nominate local assets of community value.
- 5.2 However, the powers granted to Councils to transfer assets to the community at less than best value are found in the Local Government Act 1972 and the General Disposal Consent 2003.
- 5.3 The General Disposal Consent 2003 in this context provides for a Council to consider a transfer at less than best value where the authority considers the transfer is likely to contribute to the promotion or improvement of social wellbeing. There is a process to determine the undervalue and the Consent confirms that provided the undervalue is less than £2,000,000 the Council may authorise the transaction following a due diligence process.
- 5.4 As the Council holds its estate for the public, a process to consider requests and assess each stage to ensure the risks are mitigated and best value is achieved from any transfer is required. The proposed policy aims to satisfy this need by providing a framework for social value to be measured against the loss of the asset and risk from any transfer.
- 5.5 In order to comply with Best Value duties, any asset transfer will be at the market value, as determined by the proposed community use. In exceptional circumstances a transfer at less than market value, either at a reduced cost or rent free might be considered. The level of subsidy provided by the council will be determined by the social, economic, or environmental benefits generated by the transfer and demonstrated in a robust business case. Further detail on how the council will consider applications is found in section 4 of the policy document.
- 5.6 Any proposed asset transfer will be in accordance with the Council's constitution and prevailing disposal policy, following Executive Member consultation.

6. Next Steps

- 6.1 To formally adopt the policy and implement its use, including promoting its availability via the council's website and other communication channels.

7. Implications (including financial implications)

7.1 Resource, Financial and Transformation

- 7.1.1 Implementation of the policy has no direct financial implications, and the process will be administered within existing team resources.
- 7.1.2 The applications considered as part of the policy will have financial implications either from divestment of responsibility for assets, or potential opportunity cost from rent foregone. Such risks will be managed and evaluated as part of the application.

7.2 Legal and Governance

- 7.2.1 Any disposals will require Legal input in terms of exchanging and completing contracts of sale and ongoing input from Finance in terms of the review of business cases, impact on capital and revenue budgets together with the monitoring and management of capital receipts.
- 7.2.2 The Council has the discretionary power under the General Disposal Consent (England) 2003 and S123 of the Local Government Act to consider disposals of surplus assets at less than best consideration where such disposal is likely to contribute to the promotion or improvement of the economic, social or environmental wellbeing of the North Northamptonshire area and its residents provided that the value of the asset is less than £2m. Should the value of the asset be more than £2m and it is proposed to transfer or dispose of the asset at an undervalue the approval of the Secretary of State is required.
- 7.2.3 The Council will consider state aid implications in any transfer.

7.3 Relevant Policies and Plans

- 7.3.1 The adoption of this policy links with the Councils Corporate Plan 2021-25 priority of Connected Communities, by providing a clear process for communities to apply for community asset transfers.

7.4 Risk

- 7.4.1 The policy details the risk associated with community asset transfers at section 4.10. These might include a transferee's ability to manage the financial liabilities of the asset or an inadvertent impact on the community through a perception of loss of access.

7.4.2 The council should also be mindful of the risk of losing strategic oversight of services across North Northamptonshire when considering asset transfers, for example transferring open space may lead to inconsistencies in its management across the area.

7.4.3 The policy proposed provides an evaluation methodology to mitigate and consider such risks.

7.5 Consultation

7.5.1 The policy builds in consultation to the process as applications are received, including consultation with Ward Members and relevant community groups.

7.6 Consideration by Executive Advisory Panel

7.6.1 Any comments from the Executive Advisory Panels to be confirmed at the meeting.

7.7 Consideration by Scrutiny

7.7.1 This paper may be selected for consideration by Scrutiny Commission. The draft policy was presented to the Asset Rationalisation Scrutiny Panel.

7.8 Equality Implications

7.8.1 An Equality Screening Assessment has not identified any adverse impact on individuals with protected characteristics. Equality Implications are a factor considered as part of the evaluation matrix for individual applications.

7.9 Climate Impact

7.9.1 Environment is a factor for consideration within the evaluation matrix, which might include the benefit of investment by a transferee in improving the energy efficiency of a property or improving the natural benefits of a site through rewilding or tree planting. Such benefits need to be weighed against the council losing the ability to directly influence environmental impact on the asset if transferred.

7.10 Community Impact

7.10.1 Community impact is covered in detail within the report and the policy. It is noted that where carefully managed transferring assets to local stakeholders can have considerable benefits to the community.

7.11 Crime and Disorder Impact

7.11 There are no Crime and Disorder issues arising directly from this report.

8. Background Papers

8.1 The Policy document and appendices refer to external legislation and website available to support applicants.



Community Asset Transfer Policy

DRAFT

May 2022 V1

www.northnorthants.gov.uk

Document Version Control

Author: Assistant Director of Assets & Environment

Type of document: Policy

Version Number: 1

Document File Name:

Issue date:

Approval date and by who (CMT / committee):

Document held by (name/section):

For internal publication only or external: Internal & External

Document stored on Council website: Council Website and Intranet

Next review date: Annual

Change History

Issue	Date	Comments
1		

Consultees

Internal	External
Community, Legal, Finance	
Executive Member	

Distribution List

Internal	External
e.g. Individual(s) / Group / Section	e.g. Stakeholders / Partners / Organisation(s)

Links to other documents

Document	Link
Ministry of Housing Communities & Local Government	https://www.gov.uk/government/publications/youve-got-the-power-a-quick-and-simple-guide-to-community-rights/youve-got-the-power-a-quick-and-simple-guide-to-community-rights#were-helping-communities-to-take-control
My Community	https://MyCommunity.org.uk

Document	Link
Locality	https://locality.org.uk
Town and Village Greens	https://www.gov.uk/guidance/town-and-village-greens-how-to-register
North Northants Property and Land register	https://www.northnorthants.gov.uk/your-council/transparency-and-open-data
The Localism Act 2011	Localism Act 2011: overview - GOV.UK (www.gov.uk)
North Northamptonshire Constitution, Financial Procedure Rules	https://northnorthants.moderngov.co.uk/documents/s5575/09.%20Part%207%20-%20Financial%20Procedure%20Rules.pdf
The Quirk Review – Making Assets Work	https://libraries.communityknowledgehub.org.uk/sites/default/files/making_assets_work_-_the_quirk_review_of_community_management_and_ownership_of_public_assets.pdf

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1.0 Introduction / foreword

- 1.1 North Northamptonshire Council holds a significant public estate used to support delivery of its strategic objectives and vision to make North Northamptonshire a place where everyone has the best opportunities and quality of life.
- 1.2 This policy sets out how the Council proposes to work with local stakeholders to enhance and protect local community assets.

2.0 Scope

- 2.1 This policy provides information on the Council's approach to community asset transfers (CAT).

- 2.2 The Policy outlines key information on CAT and is supported by annexes giving further information including a guide to the application process. These annexes will be updated as the application process is refined.
- 2.3 This Policy and associated annexes are not intended to provide advice to individual organisations about their rights or capabilities for stewardship of Council property. Each organisation should seek their own professional advice when considering whether to make an application. There are some references to further information above under *Links to other documents* section.
- 2.4 The Policy is intended to apply to property and land transfer transactions only and does not include information on community funding or the transfer of Council services. An enquiry to transfer service delivery is regulated under the Localism Act 2011 and is a separate process. However, where the transfer of an asset may include service delivery then further information will be provided about this process on a case-by-case basis.

3.0 Policy outcomes

- 3.1 The Council's Corporate Plan confirms a key commitment to delivering 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.* The transfer of assets to local community focused organisations, including Town and Parish Councils, can support delivery of this commitment, bringing about wider benefits to the community, council and organisation taking ownership. However, there are risks associated with community asset transfers.
- 3.3 This policy sets out a framework for CAT applications to be considered in a consistent and transparent way, to balance the obligation on the Council to maximise the monetary value from disposal of assets against the added social value of transfer to a community organisation. The policy also outlines in a series of appendices the due diligence process that will be relevant to each transfer.
- 3.3 This policy principally focuses on one type of property transfer, the category of Council owned community assets. Assets not held for community purposes will only be considered under this policy if determined by the Council.
- 3.4 This policy contributes to the council's objectives by providing direction to interested organisations to support them in what is a complex subject and to signpost them to other information which may assist in their decision on whether to apply.

4.0 Community Asset Transfer Policy

- 4.1 A Community Asset Transfer is a transfer of an interest in council owned property and/or land to a community organisation, including Town & Parish Councils, in exchange for securing community benefits. The Council already has many partnerships and agreements with community organisations but will consider new applications where these will bring benefits to our communities and contribute towards the council's aims and objectives.

- 4.2 The Council holds a property portfolio for a variety of purpose including reasons such as:
- Operational Space – to deliver council services, such as care homes and schools, recycling centres, civic meeting rooms and car parks.
 - Regeneration and Economic Development – to provide buildings for job creation and economic growth.
 - Heritage and Cultural Environment – to support the environment and place shaping.
 - Commercial Investment – to provide revenue which is used to support service delivery.
 - Community Estates – to support communities and provide areas for meetings and social wellbeing.
 - Leisure Centres - to promote health and wellbeing, providing areas for sport and leisure activities.
- 4.3 The portfolio is divided into categories, such as the above, following financial policy and the Council has fiduciary duties to ensure these are regularly reviewed and valued according to their category. Property and land therefore have a value to the Council; the value measured according to the category which will be a monetary value and/or a social value, in some instances a mixture of both these things.
- 4.4 The Council is regulated to ensure that assets remain held in their category unless, following review, these are no longer required in the category, in which case there may be an alternative use for the Council and/or they may be determined surplus. Therefore, only certain assets are held by the Council for community purposes, and typically eligible for CAT. Such assets might include Parks and Open Spaces, Community Centres, Museums, Heritage property and Monuments and Allotments.
- 4.5 Local Authorities are increasingly looking at alternative models to provide services to the community. This recognises that communities are all different and can deliver meaningful local outcomes when local organisations take ownership of their environment.
- 4.6 As part of Local Government Reform in Northamptonshire, Town and Parish Councils are increasingly interested in developing their community role, including direct involvement in owning and managing community assets.
- 4.7 Therefore, the Council will support the transfer of local assets where carefully managed transfer of assets to the local community can bring benefits not only to the Council but also to its local statutory, voluntary and community partners.
- 4.8 Such transfers provide the potential to strengthen the role and future sustainability of local community organisations. The community and voluntary sector specialise in their subject and therefore have the expertise and ability to resource and deliver social, environmental, and economic benefits from CAT, including:
- Greater understanding of the needs of the service users and communities.
 - Ability to deliver outcomes that the public sector may not be able to deliver on its own.
 - Innovation in delivering solutions.
 - Ability to focus and contribute on the social wellbeing of the community.
 - Greater financial sustainability for the organisation with strengthened ability to raise external funds.
 - Ability to alter and modify a building (with consent) to better suit its needs.

- 4.9 Along with the above community benefits, CAT can also benefit the Council through:
- Reduced building management responsibility.
 - Restoration of local buildings.
 - Provide a source of income and/or reduce operating costs.
 - Support local regeneration/community plans.
- 4.10 These benefits must be weighed against potential risks of CAT, such as:
- Potential to disadvantage individuals or impact negatively on the local community or community cohesion.
 - Uncertainty around capacity of recipient to manage the asset.
 - Potential for the asset to become a financial liability for the recipient.
 - Capacity of the recipient to deliver promised community outcomes.
 - Transfer contravenes Subsidy Control and/or procurement rules.
 - Potential for ongoing Council liability.
 - Loss of control of assets and their consistent management across North Northants.
 - Lack of value for money.
 - Conflict with other funders.
 - Potential unfair advantage for one group over another.
 - Perception of a loss of the use of a Community facility by certain sectors of the Community.
- 4.11 The Government in response to a review of community management and ownership of public assets and community empowerment (The Quirk Review – Making Assets Work) detailed the three main conclusions from community ownership:
- Any sale or transfer of public assets to community ownership and management needs to realise social or community benefits without risking wider public interest concerns and without community purposes becoming overly burdened by operational considerations.
 - the benefits of community management and ownership of public assets can outweigh the risks and opportunity costs in appropriate circumstances.
 - that there are risks, but they can be minimised and managed.
- 4.12 In order that the above risks are suitably managed, each CAT will be determined on its on facts, with reference to a business case supplied by the applicant. Any proposed transfer must support the aims and priorities of the Council.
- 4.13 Applications will be evaluated with reference to the Social, Economic, Environmental benefits of the proposal, and appropriate due diligence considering the Governance arrangements, experience, and financial standing of the applicant, as detailed in the Evaluation Form at appendix D.
- 4.14 This would include a review of the community organisation to ensure that it has the resources to take stewardship of the property and or land, and any transfer agreement would be tailored to suit each organisation, as there is not one type of transfer that suits

all situations. For a new community group it is likely a short-term licence will be considered, but for an established organisation with experience of operating estates a longer term lease arrangement may be appropriate, particularly if the organisation's business model relies on external funding. Freehold transfer will only generally be considered appropriate where the asset is being transferred to a Town or Parish Council.

- 4.15 When determining an application, the Council will consider representative views of council service areas as required by the nature of the application and include consultation with local Ward Councillor's.
- 4.16 In order for the Council to comply with its Best Value duties, any asset transfer will be at the market value, as determined by the proposed community use. In exceptional circumstances a transfer at less than market value, either at a reduced cost or rent free might be considered. The level of subsidy provided by the council will be determined by the social, economic, or environmental benefits generated by the transfer and demonstrated in a robust business case.
- 4.17 Any transfer will restrict the use of the property to the proposed community use and where appropriate be linked to a Service Level Agreement. Restrictions on future sales or sub-leases will also be included to safeguard continued community use, including suitable clauses to ensure the return of the asset to the council if the terms of the service agreement are not met, breach of the lease covenants, or in the case of dissolution, insolvency or corruption.
- 4.18 Any proposed CAT will be in accordance with the Council's constitution and prevailing disposal policy, following Executive Member consultation.
- 4.19 Community organisations that are not for profit will be considered for CAT applications, including:
- Parish and Town Councils.
 - Community Interest Companies.
 - Community benefit Societies.
 - Company limited by guarantee with charitable status.
 - A Constituted Body.

The council will not transfer community assets under this policy to private businesses which distribute profit.

5.0 Community Asset Transfer Process

- 5.1 The Council may identify an asset as a community asset and/or the organisation may review the councils asset register to see whether there is a community asset that may meet their organisations objectives. The applications process provides an opportunity to express an interest in the asset.
- 5.2 Should an asset be confirmed as being available for community asset transfer, a due diligence process will ensure a transparent marketing opportunity, and the type of transfer will depend upon both the Councils and the Community outcomes.
- 5.3 The following process will be followed:

- a) Expression of Interest received as shown in appendix A, initiated by the applicant organisation or by the Council.
- b) Where the building being enquired about is declared surplus, the Council will consider both the merits of an open market sale/lease against the possible reuse of the building by a Community Organisation and may run a market disposal in parallel with determining interest from the community.
- c) Initial interest is referred to the Asset Management team to check eligibility of the property for transfer (e.g. if it is already leased or required for a separate council use).
- d) If the property is eligible for transfer, applicants are invited to complete the application form at appendix B, which sets out details of the applicant organisation, the property and plans for its use. The applicant may be provided with details of premises related costs, and any relevant title or property details to support their application.
- e) The application should be accompanied by a business case. Guidance on the content of the business case is provided in appendix C Community Asset Transfer FAQ.
- f) Once received the application will be considered against the Evaluation form at appendix D by the Asset Management team. This evaluation will include consultation with council service areas and Ward Councillors.
- g) Where the application is recommended, approval from the Executive Member will be sought.
- h) Where approved, Heads of terms will be negotiated with the transferee.
- i) Formal approval by the council sought, as determined by the councils constitution.
- j) Legal completion of the CAT including any service level agreement where applicable.

6.0 Glossary of terms

Term	Definition
Community Assets	Land and Buildings determined by the Council as being held primarily for Community Use
Community organisation/third sector organisations (TSO)	A formally constituted not for profit group
Community Asset Transfer	The transfer of an interest in property and or land from the Council to a community group to secure community benefits.
Interest in Land and or Property	A licence, lease and or freehold interest in land and or property
Transparency Report (Property and Land)	The council published list of property holdings

7.0 Appendices

Appendix A: Community Asset Transfer Expression of Interest Form.

Appendix B: Community Asset Transfer Application Form.

Appendix C: Community Asset Transfer FAQ.

Appendix D: Community Asset Transfer Evaluation Form.

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Community Asset Transfer

Expression of Interest in Community Property and/or Land

Section 1 – Your contact details

Please provide the name of your organisation below:

Please provide contact details for this application below:

Name:

Position in the organisation:

Address

Telephone:

Email:

Web site link:

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Section 2 – Brief information on your organisation

Please provide details of the type of organisation you represent, the charity and or companies house registration number, and a brief summary of the purpose of the organisation. Who does it serve and what the main activities and outputs.



Section 3 – The Council owned property and or land you are interested in

Please identify below the address of the property and or land you are interested in. If located from the council property and land transparency report please include the reference.

Please indicate what type of transfer you are interested in and where a licence or lease, can you indicate the approximate term you are looking for.



Can you provide a brief summary on why you are interested in this asset. What benefits will the transfer bring to your organisation and your customers?

Section 4 – Supporting Information

Please provide any further information below:

Undertaking

I confirm that I and the organisations group has read the Community Asset Transfer Policy and process, and understood the information contained in these documents.

I certify that the information supplied in this application form is accurate to the best of my knowledge and that I am authorised by the governing body of the organisation to submit this expression of interest on its behalf.

Signed _____



Print Name: _____

Position within the organisation _____

Date: _____

(For Council Use – Property Reference Number: _____)

DRAFT



Community Asset Transfer

Application Form

Section 1 – Your contact details

Please provide the name of your organisation below:

Please provide contact details for this application below:

Name:

Position in the organisation:

Address

Telephone:

Email:

Web site link:

DRAFT

Section 2 – Brief information on your organisation

Please provide details of the type of organisation you represent, the charity and or companies house registration number, and a brief summary of the purpose of the organisation. Who does it serve and what the main activities and outputs.



Section 3 – Council owned property and/or land

Please identify below the address of the property and or land you are interested in. If located from the council property and land transparency report please include the reference.

Please indicate what type of transfer you are interested in and where a licence or lease, can you indicate the approximate term you are looking for.



Section 4 – Supporting Information

Please provide with this application the following information (tick if attached)

Minute of the meeting authorising application	
A business case	
Articles of association or other relevant governance documentation	
Recent annual report	
Organisational Structure	
Three years audited accounts	
Current Insurance Policy	
Please list any other supporting information you are including with your application below:-	

For more information on what to include in the business case please see the Councils Frequently asked questions which can be found on the web site link or a copy obtained by emailing propertyservices@northnorthants.gov.uk

The Council can request further information or references to support the application.

Undertaking

I confirm that I and the organisations group has read the Community Asset Transfer Policy and guidance notes, and understood the information contained in these documents.

I certify that the information supplied in this application form and accompanying documentation is accurate to the best of my knowledge and that I am authorised by the governing body of the organisation submit this expression of interest on its behalf.

I understand it is a criminal offence to knowingly make a false statement, to give or offer any gift or consideration whatsoever as an inducement or reward to an Council Officer, Councillor, Partner or Representative, and that any such action will empower the council to cancel this application for the transfer of the asset.

Signed _____

Print Name: _____



Position within the organisation _____

Date: _____

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Community Asset Transfer

Frequently Asked Questions

1 Frequently asked questions

1.1 What Council owned property is available for community use?

Community property and land includes parks, open spaces, play areas, community halls, museums, heritage buildings, monuments and allotments. For a full list of community owned property and a guide to whether it is let please visit the property list found on the council web site link below:-

<https://northnorthants.gov.uk/your-council/transparency-and-open-data>

1.2 What advice is available to help me?

The Council cannot advise you on what is right for you, we would need to consider any application impartially as we hold community property in trust for the local area.

There are helpful web sites reference in the Council policy, the main ones listed below:-

[Understanding Community Asset Transfer guide - for community organisations - Power to Change](#)

[Community asset transfer - Locality](#)

[Understanding Community Asset Transfer - MyCommunity](#)

1.3 Can I apply to the Council to transfer other property on the property list?

Other property and land held by the Council is for various reasons such as operational sites (e.g. refuse sites, offices, civic halls, care homes and schools), regeneration (e.g. development sites) and investment purposes (e.g. shops, industrial units and business units). These are under regular review by the Council and should one become surplus and no longer required then they will follow a disposal process. Until these have determined as surplus they are unlikely to be available for community transfer.

1.4 Will we incur costs for the transfer of the asset to us?

As with all property purchases or lettings there will be a cost to the organisation for professional fees (surveyors, lawyers etc) which your organisation will have to bear as these services will be procured by you to give you advice. The Council will pay their own professional fees.

The transfer will be subject to a valuation and the organisation are expected to pay the market value for the property. However, the market value will be in part



determined by the use, and the Council would restrict the use to community use, and this will have a negative effect on the value. It is a complicated situation regulated by statute and each case will be determined independently but using regulated policy and processes, we would confirm this with you from the outset.

1.5 Will there be any limits on what we can do with the property?

Property and land are subject to planning and listed building controls and you will need to make your own enquiries to determine the Use Class and any listed building status. In terms of the operational use of the building the Council will impose a restriction that community use is retained for the main use of the property or land. Ancillary commercial use to support the main use may be considered.

1.6 I have been asked to submit a full application including a business plan. What should I include in the business plan?

It depends on how long the asset transfer is, the longer the term of a lease or if it is a freehold transfer, the more information you will need to provide. The property services team will advise you further on this. But typically a business plan will include some or all of the following:-

- A statement of the aims and objectives of the organisation and how the benefits to furthering these objectives that a Community Asset Transfer would provide.
- Social impact benefits – description of who the organisation serves, including the number of individuals/groups benefiting from the service, the degree of support and any information on number of people that use the service. Demonstrate how the organisation improves the quality of life of people living in North Northamptonshire.
- Economic impact benefits – include the management structure, number of employees, details of any expansion and jobs created as a result of the asset transfer. Give details of your volunteering policy and numbers of volunteers working for the organisation.
- Governance arrangements – confirm the legal entity that would be the transferee, provide a current written governing document (such as Memorandum and Articles of Association). Provide a governance policy and include your safeguarding policy and process.
- Equality and Diversity Policy
- Property and Land information – provide details of current ownership or leasehold interests, information on management arrangements and experience of property responsibilities. This should include the type and headline terms of the transfer requested, and why.
- Health & Safety Policy
- Insurance Policy for public liability and employer liability. We require £5,000,000 public liability insurance.
- Financial Accounts - a viable financial model showing the investment available to the organisation, evidence of the ability to attract funding, three years financial accounts and recent bank statement.



- Marketing – how you will reach out to new customers and how will the asset support this policy.
- Partnership – how will the transfer contribute to a productive partnership between the Council and the organisation
- Environmental Impacts – proposals for energy efficiency, recycling of waste and/or natural benefits such as increased biodiversity or carbon reduction.

The web sites referred to in number 1.2 above may provide further information on the business plan.

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Community Asset Transfer

Application Form Evaluation - Example

Name and Address of Organisation _____

Property and/or land address _____

Property Reference Number _____

Information supplied:-

Minute of the meeting authorising application	Yes/No
A business case	Yes/No
Articles of association or other relevant governance documentation	Yes/No
Recent annual report	Yes/No
Organisational Structure	Yes/No
Three years audited accounts	Yes/No
Current Insurance Policy	Yes/No

The following factors will be considered according to the outcome for the property for example if the main outcome is an environmental one, then this may be weighted more highly than economic or social impact.

The panel can request further information or references to support the application.

Item	Content	Comments
1.	Statement of aims and objectives of the organisation Evidence of a mission statement/vision for the organisation and a business plan	
2.	Strategic Impact Benefits Has the organisation demonstrated how their strategic benefits are being addressed by the transfer and that the use will continue to be enhanced by the transfer	
3.	Social Impact Benefits Evidence that the organisation understands their community and its current needs. Does it monitor the activities and services it delivers and can it produce this information showing an increase in use. Does it seek feedback about its services from its customers. Is there a community profile, consultation documents or other knowledge	



	<p>showing an understanding of the area that benefit from the service and the numbers that use the service? How does it improve the quality of life for people in North Northamptonshire.</p>	
4.	<p>Economic Impact Benefits</p> <p>Has the organisation demonstrated the measurement of economic impact. What additional impact will this transfer bring in terms of jobs both directly employed and indirectly. Is there an apprenticeship scheme.</p>	
5.	<p>Environmental Impact Benefits</p> <p>Environmental policy and procedures, recycling and energy conservation initiatives. EPC rating and ability to maintain and or improve the energy performance of the property. Are there natural benefits such as increased biodiversity or carbon reduction.</p>	
6.	<p>Governance Arrangements</p> <p>Is there a legal entity that will have responsibility for the property. Is there a written governing document (eg memorandum and articles of association) that is current, legal and matches the stated activities. If a charity is it registered with the Charity Commission and a search completed. If a Community Interest Company or other charitable company is it registered with companies house and a search completed. Has the organisation provided a management structure, written policy covering roles and responsibilities of Trustees/Directors Look for AGM document, completion of annual returns, annual report and accounts completed on time. Minutes of AGM. Conflict of interest and data protection policies. How long has the organisation been established.</p>	
7.	<p>Equality, Diversity, Safeguarding</p>	



	<p>Policies to demonstrate an inclusive environment, one that understands the importance of safeguarding and demonstrates active measures taken to protect its customers. Is there a code of conduct and procedure specifying standards of acceptable behaviour including proactive measure to prevent discrimination of all types.</p>	
8.	<p>Asset Management Experience</p> <p>Evidence of experience to manage the property, knowledge of property laws in terms of occupiers liability, duties owed to staff and visitors in terms of property compliance. Is there a property officer and a health and safety policy and practices relating to property. Has the organisation experience of being a tenant and or owner of property.</p>	
9.	<p>Health & Safety Policy</p> <p>Evidence of a health and safety policy and processes for staff and customers health, safety and welfare. Method statements and risk assessments.</p>	
10.	<p>Insurance Policy</p> <p>Current insurance policy for employers liability and public liability</p>	
11.	<p>Finance</p> <p>Is there a viable financial model showing the investment available to the organisation and evidence of the ability to attract funding. Are three years financial accounts and recent bank statement. Does the legal entity have the financial means to purchase and run the asset.</p>	
11.	<p>Marketing</p> <p>Is there a policy for promoting the activity, evidence of a growth strategy and sustainable strategy for increasing market share? Information on customer feedback?</p>	
12.	<p>Council Corporate Plan</p> <p>Does the information received meet the Council objectives in the Corporate Plan, if so which ones. Is this a partnership and or</p>	



	use that the Council supports because it delivers the Councils objectives.	
13.	Ward Councillor Feedback	

Decision Making Panel Names & Role in the Council

Panel Summary & Recommendation

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Date: _____

Recommendation Approved by:

[Empty box for Recommendation Approved by]

Date _____

Signed _____

EXECUTIVE 19th May 2022

Report Title	Community Right to Bid (Assets of Community Value) Policy
Report Author	George Candler, Executive Director, Place and Economy
Lead Member	Councillor Graham Lawman – Executive Member for Highways, Travel & Assets

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

List of Appendices

Appendix A – Community Right to Bid (Assets of Community Value) Policy with appendices

1. Purpose of Report

- 1.1. To introduce the Community Right to Bid (Assets of Community Value) policy for review and decision by the Executive.
- 1.2. The Policy is supported with annexes, to provide the Executive information on the operational process. The information contained within the operational process will be periodically updated in response to any minor administrative changes within the Council without being brought back to the Executive.
- 1.3. The Policy is subject to periodic review to incorporate changes required by statute and or best practice following which it will be returned to Executive for review.

2. Executive Summary

- 2.1 Prior to vesting day each District & Borough authority had its own Community Right to Bid policy and processes for assessing assets of community value. As

a Unitary Authority it now falls on North Northamptonshire Council to undertake this function.

- 2.2 The responsibilities under the Localism Act 2011 and the Assets of Community Value (England) Regulations 2012 require the council to determine whether property and/or land qualifies under the regime as an asset of community value, where an eligible nomination is received.
- 2.3 The policy at **Appendix A** has been developed to provide a consistent approach to how the council will consider such applications.
- 2.4 It is for the nominator to provide sufficient information for the council to determine the application although the council will verify and consult with local community groups and ward Members to verify the information supplied.
- 2.5 The policy and associated annexes have therefore been developed to guide both applicant and owner through the nomination and appeals processes. The Policy aims to strike the balance between keeping the information simple yet providing further links for technical advice to support all parties.

3. Recommendations

- 3.1 It is recommended that the Executive approves the Community Asset Transfer Policy
- 3.2 The reasons for the recommendation are:
 - The Council has a legal responsibility to process and maintain a list of assets of community value, the policy and processes support the council in discharging this obligation.
 - Adopting the policy provides for a consistent and transparent approach to be administered which reduces the risks associated with such decisions.
 - Adopting the policy supports the Councils Corporate Plan.
- 3.3 Alternative Options Considered: The council has a statutory duty to keep a record of assets that have been nominated as community assets and, for the successfully listed assets, provide regulatory oversight to ensure that a moratorium is provided for should the owner decide to sell the asset. Additionally, the considerations for determining if an asset of community value should be listed are defined by legislation. The Council therefore has limited alternative options to deviate from the proposed policy structure.

4. Report Background

- 4.1 The provisions relating to Assets of Community Value are set out in Part 5, Chapter 3 of the Localism Act 2011 and the Assets of Community Value Regulations 2012. This legislation requires North Northamptonshire Council to keep a record of assets that have been nominated as community assets and,

for the successfully listed assets, provide regulatory oversight to ensure that a moratorium is provided for should the owner decide to sell the asset.

- 4.2 The assets can be in public or private ownership, provided they fall within the authority's geographical boundary. The authority must administer the process of nominations, must publish the results, and provide information for appeals and compensation.
- 4.3 Assets that have been successfully listed as assets of community value, are subject to a moratorium process, to pause a sale and allow the community time to develop a bid to purchase the asset.
- 4.4 The legislation does not provide the community with a right to buy the asset, nor compel the owner to engage with a community group to sell the asset.

5. Issues and Choices

- 5.1 Supporting communities' forms part of the Corporate Plan and the Localism Act 2011 which together with subsequent Regulations have created a series of empowerment rights such as right to challenge and rights to nominate local assets of community value.
- 5.2 The council is required by statute to administer applications to nominate local assets of community value. The policy at **Appendix A** outlines a process for eligible organisations to nominate community assets, with a transparent method for evaluating such applications against the criteria laid out by statute and incorporating local stakeholders' views.
- 5.3 The policy also details the operation of an appeals process for removing a nominated asset, along with how the moratorium process works if the owner of a nominated asset notifies the Council of an intention to dispose of the asset.
- 5.4 As part of adopting the policy the Council will maintain a list of Assets of Community Value on its website, along with guidance on the policy and process.

6. Next Steps

- 6.1 To formally adopt the policy and implement its use, including promoting its availability via the council's website and other communication channels.

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 Implementation of the policy has no direct financial implications, and the process will be administered within existing team resources.
- 7.1.2 The legislation provides for compensation to be paid to an owner of the asset where they have incurred loss or expense in relation to the land which would be likely not to have been incurred if the land had not been listed as an Asset of

Community Value. This is a legislative liability and will be managed and mitigated as part of the administration process. There is currently no dedicated budget for such liabilities arising.

7.2 Legal and Governance

7.2.1 Legislative requirements are contained within the report. There is an increased risk of legal challenge if the Council does not have the correct procedures in place to handle requests for listing and reviews.

7.3 Relevant Policies and Plans

7.3.1 The adoption of this policy links with the Councils Corporate Plan 2021-25 priority of Connected Communities, by providing a clear process for communities to apply for protection of community assets.

7.4 Risk

7.4.1 The policy establishes a clear process for determining nominations to safeguard against the loss of community assets, within the confines of the legislation.

7.4.2 The main risks arising to the council are from administrative error arising from decisions made within the policy, which is mitigating by the appeal process and guidance, and the risk arising from a compensation claim from an owner. This is detailed within section 8 of the policy.

7.5 Consultation

7.5.1 The policy builds in consultation to the process as applications are received, including consultation with Ward Members and relevant community groups.

7.6 Consideration by Executive Advisory Panel

7.6.1 Any comments from the Executive Advisory Panel Climate Change are to be shared at the meeting.

7.7 Consideration by Scrutiny

7.7.1 This paper may be selected for consideration by Scrutiny.

7.8 Equality Implications

7.8.1 An Equality Screening Assessment has not identified any adverse impact on individuals with protected characteristics.

7.9 Climate Impact

7.9.1 There are no climate impact matters arising directly from this policy.

7.10 Community Impact

7.10.1 The policy seeks to provide a nomination process which safeguards community assets, within the parameters of the legislation.

7.11 Crime and Disorder Impact

7.11.1 There are no Crime and Disorder issues arising directly from this report.

8. Background Papers

8.1 The Policy document and appendices refer to external legislation and website available to support applicants.

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Community Right to Bid (Assets of Community Value) Policy

May 2022 V1

www.northnorthants.gov.uk

Document Version Control

****Complete this section, making sure to include the following information**:**

Author (Post holder title): Assistant Director of Assets & Environment

Type of document: Policy

Version Number: 1

Document File Name:

Issue date:

Approval date and by who (CMT / committee):

Document held by (name/section):

For internal publication only or external also: Internal & External

Document stored on Council website or Intranet: Council Website and Intranet

Next review date: Annual

Change History

Issue	Date	Comments
1		

Consultees

Internal	External
Legal, Finance	
Executive Member	

Distribution List

Internal	External
e.g. Individual(s) / Group / Section	e.g. Stakeholders / Partners / Organisation(s)

Links to other documents

Document	Link
Ministry of Housing Communities & Local Government	https://www.gov.uk/government/publications/youve-got-the-power-a-quick-and-simple-guide-to-community-rights/youve-got-the-power-a-quick-and-simple-guide-to-community-rights#were-helping-communities-to-take-control
House of Commons Library Briefing Paper, April 2021, Assets of Community Value by Mark Sandford	https://researchbriefings.files.parliament.uk/documents/SN06366/SN06366.pdf

Document	Link
Community Right to Bid Non Statutory Advice for Local Authorities, DCLG October 2021	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/14880/Community Right to Bid - Non-statutory advice note for local authorities.pdf
My Community	MyCommunity.org.uk
Locality	https://locality.org.uk
North Northants Property and Land register	https://www.northnorthants.gov.uk/your-council/transparency-and-open-data
The Localism Act 2011	Localism Act 2011: overview - GOV.UK (www.gov.uk)
The Assets of Community Value (England) Regulations 2021	https://www.legislation.gov.uk/ukdsi/2012/9780111525791/contents

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1.0 Introduction / foreword

- 1.1 The Localism Act 2011 and subsequent Assets of Community Value (England) Regulations 2012 provide for North Northamptonshire Council to keep a list of assets that have been nominated as assets of community value. The asset can be any land or property in North Northamptonshire (subject to specific exclusions e.g., residential property) that is nominated by local community groups or parish councils.
- 1.2 The published list contains assets that have been determined as assets of community value. A second list contains assets that were nominated but were not agreed to be assets of community value.
- 1.3 Should the owner of an asset of community value decide to sell the asset then a moratorium period follows, during which time the asset cannot be sold, and provide time to allow community groups to develop a bid for the asset.
- 1.4 As a unitary authority North Northamptonshire must administer the process for their geographical boundary and this policy outlines how this will be done.

2.0 Scope

- 2.1 This policy provides information on the Council's administrative function as part of the requirements under the Localism Act 2011 and the Asset of Community Value (England) Regulations 2012. The policy is supported by a series of guides and further information can be found referenced in the "Links to other information" section above.
- 2.3 This Policy and associated annexes are intended to provide advice to community organisations, parish councils and owners about the procedure North Northamptonshire Council follows in discharging its responsibilities under the act and the regulations.
- 2.4 This policy is not intended to provide professional advice to community organisations, parish councils and owners about their legal rights, each party may choose to appoint their own advisors.

3.0 Policy outcomes

- 3.1 The Council must discharge certain functions contained within the Localism Act 2011 and the Asset of Community Value (England) Regulations 2021. A structured and transparent approach supports the Council in relation to their responsibilities and this Policy is produced to guide all parties throughout the various stages.
- 3.2 This Policy contributes to the Corporate Plan and the vision for connected communities.

4.0 Community Right to Bid Policy

- 4.1 The Community Right to Bid was introduced to address concerns that properties currently used, or recently been used, for the benefit of the local community are being developed for other uses and lost to the community.
- 4.2 The legislation provides a procedure to allow for properties to be nominated and, if successful, these are recorded as an asset of community value (ACV). All nominations are published by the Council whether they are successful or not.
- 4.3 There are mechanisms for owners to appeal the listing, and to apply for compensation should they suffer financial loss, and this policy documents the processes for the owner in connection with both of these matters.
- 4.4 Should an owner decide to dispose of an ACV within five years of the listing date, the owner is required to follow a statutory process, essentially a two-stage moratorium period, to allow a time for a community group to arrange a bid for the property and this policy provides detailed information on this process.
- 4.4 It is important to note that the Council's role is assessing whether to nominate an asset as an ACV is based upon the information provided by the nominator, in consultation with the community, Ward Councillors and the owner. It is not for the council to seek new information on the asset, but the council will take reasonable steps to validate the information and use this to inform the decision.

5.0 Nomination

5.1 The first part of the community right to bid is the nomination process. Community groups and Parish Councils may nominate an asset to North Northamptonshire Council. Only certain community groups are eligible to nominate an asset, these are:

- (a) a parish council,
- (b) a voluntary or community body with a local connection.

Further details on nominee criteria can be found in the FAQ guide annexed to this policy.

5.2 North Northamptonshire Council has produced a nomination form to be completed by the nominator. The nominator does not have to use the Council form to submit a nomination, provided all the requirements identified in the Council form are submitted and it is made in writing.

5.3 The nomination must include the following information:

- A description of the land and buildings including the proposed boundary.
- Provide names and addresses of the freehold and leasehold owner and any other occupant information.
- Care should be taken to establish and clearly confirm the status of the nominator.
- Give reasons (with supporting evidence) why the Council should conclude that the asset does qualify as an asset of community value.
- The supporting evidence must be provided by the nominator and not the Council. The Council will use this evidence to consult with other parties.

5.4 Each nomination will be given a reference and this reference number used in all communication with the nominator, consultees, and the owner.

5.5 During the review process, the Council may request further information, may meet with the nominator and/or the owner. There is an eight-week period of review, starting from receipt of the nomination, during which time a decision will be made whether or not to list the asset. The council does not have to wait for the review period to end before deciding.

5.6 Upon receipt of the nomination the Council will notify the owner, the parish council, ward members, any relevant leaseholders and other occupiers to allow representations to be received within the eight-week period.

5.7 In line with the Councils constitution, applications to list ACV will be determined by the Assistant Director Assets & Environment, in consultation with the Executive Member for Highways, Travel & Assets.

5.7 Further information can be found in the FAQ guide and the “Links to other documents” section above.

6.0 Appeal Process

6.1 An owner whose asset has been included on the list of assets of community value has the right to appeal against the listing. There is a two-stage process, the first

stage is an internal review by a senior officer who was not involved in the listing decision.

- 6.2 The owner should write to the Council within eight weeks of receipt of the Council's notification that the asset is to be listed and the Council will confirm the review process to the owner. In some circumstances, by agreement the Council can extend the eight-week period.
- 6.3 The owner may appoint their own representative to act for them and may ask for documentation from the Council as part of the decision making process. The Council will ensure any information passed to the owner complies with the Freedom for Information Act 2000 and Data Protection Act 2018.
- 6.4 Upon receipt of a request from the owner the Council will confirm the procedure to be followed for the review.
- 6.5 If the decision is that the asset remains an asset of community value then the owner may appeal to the First-Tier Tribunal, there is a time limit of 28 days from the date that the notice of the review decision is sent out by the authority.
- 6.6 Further information of who to contact for the appeals process can be found on the Council's web site.

7.0 Moratorium

- 7.1 If an owner wishes to make a relevant disposal (sale) of an asset of community value they must notify the Council, the date of notification is called the "notification date". The Council will then update the published ACV list to confirm receipt of such notification.
- 7.2 A relevant disposal for the purposes of this Act is:
 - A disposal with vacant possession of the freehold estate.
 - A grant of a lease for a term of twenty-five years or more.
 - The assignment of a leasehold estate when the original term was for twenty-five years or more.
- 7.3 The notification will trigger a six-week moratorium on the disposal. The Council will publish the date of the moratorium on the ACV register, write to the nominator of the ACV and publish details in the local area to notify community interest groups. The published details will include the dates within which a community interest group may make a written request to be treated as a potential bidder.
- 7.4 A written request to be treated as a potential bidder must be submitted by a community interest group. However, it is important to note that an unincorporated body does not qualify as a potential bidder.
- 7.5 If the Council receives a written request from a community interest group it will notify the owner and the moratorium period is extended to be six months from the "notification date". Negotiations to acquire the asset take place between the interest group and the owner and the owner is under no compulsion to sell the asset to the interest group. The Council takes no part in the negotiation.

- 7.6 Once the six-month period has expired, if the owner has not agreed a sale to the community interest group, they are free to dispose of the interest in an unrestricted manner for a protected period of twelve months. If there is a relevant disposal in this period, the asset will be removed from the ACV list.
- 7.7 Further information on the moratorium period can be found on the FAQ guide and in the “Links to other documents” section above.

8.0 Compensation

8.1 The Asset of Community Value (England) Regime 2012 provides for the owner, or former owner, to be paid compensation by the Council of an amount that the Council determines subject to the circumstances that apply in 8.2 below.

8.2 Regulation 14 (2) confirms the circumstances to be

“that the person making the claim has at a time when the person was the owner of the land and the land was listed, incurred loss or expense in relation to the land which would be likely not to have been incurred if the land had not been listed.”

The claim for compensation must:

- Be made in writing to the Council.
 - To be received by the Council before the end of thirteen weeks after the loss or expense was incurred or finished being incurred.
 - State the amount of compensation being claimed for each part of the claim.
 - Be accompanied by supporting evidence.
- 8.3 The Council will review the request and confirm their decision, including reasons for that decision, in writing. Any appeal would be considered by a senior officer and following this, a further appeals process to the First Tier Tribunal.
- 8.4 Further information of who to contact for the appeals process can be found on the Councils web site.

9.0 Glossary of terms

Use this section to give definitions to any words that require explanation – especially if this is a public document. If you can’t avoid jargon or technical terms, this is the place to explain them.

Terms in Reference	Definition
Assets of Community Value	Property and or land that has been determined by the authority as a community asset
Nominator	A qualifying nominator as defined by the ACV Regulations (England) 2012
Moratorium Period	A period of six weeks from the owner's notification of intention to make a relevant disposal, this is extended should a qualifying community group express an interest to bid. In such circumstances the total moratorium being six months from the owner's notification.
Review	A provision for the owner to request a review of a decision made by the authority
Compensation	A provision for the owner to claim for compensation.

10.0 Appendices

Appendix A: Community Right to Bid Nomination Form.

Appendix B: Community Right to Bid Process Guide

Appendix C: Community Right to Bid FAQ – Nomination

Appendix D: Community Right to Bid FAQ - Moratorium

Appendix E: Community Right to Bid Evaluation form



**North
Northamptonshire
Council**

Nomination form for Assets of Community Value

PART A: ABOUT YOU

Title	
First name	
Surname	
Address	
Postcode	
Telephone number	
Fax number	
E-mail address	
Your relationship to the organisation	



North Northamptonshire

Date of nomination:



PART B: ABOUT YOUR ORGANISATION

Please provide details to help clarify your eligibility as an organisation to nominate the asset.

Please attach evidence of your organisation’s status such as Articles of Association or other where applicable.

If your organisation is an un-constituted community group, please attach a list of names and home addresses of a minimum of 21 eligible members registered to vote within the nomination area.

Organisation name	
<p>Organisation type</p> <p><i>Note 1 - For unincorporated bodies you will need to provide details including names and addresses of a minimum of 21 people who are eligible under the Localism Act to apply for nomination. Eligible people are those listed on the electoral roll for North Northamptonshire Council</i></p> <p><i>Note 2 - For these types of organisations you are required to include registration number</i></p>	<p>Select the following choices</p> <ul style="list-style-type: none"> <input type="checkbox"/> Parish Council <input type="checkbox"/> Neighbourhood Forum <input type="checkbox"/> An Unincorporated body (note 1) <input type="checkbox"/> A Registered Charity (note 2) <input type="checkbox"/> A Company Limited by Guarantee (note 2) <input type="checkbox"/> A Community Benefit Society (former Industrial and Provident Society) (note 2) <input type="checkbox"/> A Community Interest Company (note 2) <input type="checkbox"/> Other- Please provide details below



<p>Registration Number / reference <i>(where applicable)</i></p>	
<p>Local connection <i>Please describe the organisation's local connection to nominated asset.</i></p>	



Your Organisation

*Please provide a copy of the following
that is relevant to your organisation*

- Memorandum of Association

- Articles of Association

- Companies house return

- Trust Deed

- Constitution /Terms of Reference

- Standing orders

- Interest Statement for Community Interest
Company

- Any other relevant information - Please list below



Please provide information which helps to clarify the exact location and extent of the asset being nominated. This could include:

- Where the land is registered, the Land Registry Title Information document and map with boundaries clearly marked in red (less than one month old). Provision of Land Registry information is not essential but it may help us to reach a decision on the nomination more quickly.
- A written description with ordinance survey location, and explaining where the boundaries lie, the approximate size and location of any building/s on the land and details of any roads bordering the site.

If the boundary is not clearly defined you may be required to submit further evidence prior to your nomination application being accepted.

A drawing or sketch map with boundaries clearly marked in red will also help.

Useful tools - <http://www.landregistryservices.com> & <http://maps.google.co.uk>

Name of asset	
Address or location of the asset	



Description of the asset and its boundaries

(you may attach photos and/or a plan as supporting evidence)



Any information entered in Part D may be copied and passed onto the owner(s) of the asset you are nominating; the rest of your nomination will not be shared with the owner. #

Please provide information which helps to clarify the use. The definition limits assets that may be listed to those that enhance the social wellbeing and social interests of the community.

Current use basis

If the reason for nomination is based on current use please provide details and evidence that:

- a) The asset is currently being used for the social wellbeing and social interests of the community.
- b) It is realistic to think that there will continue to be a use that furthers the social wellbeing and social interests of the community.

Recent past basis

If the reason for listing is based on recent past use please provide details and evidence that:

- a) The asset has recently been used for the social wellbeing and social interests of the community, when it was so used and the date the use ceased.
- b) It is realistic to think that there will be community use within the next five years that furthers the social wellbeing and social interests of the community.

~~In either case the future use does not have to be exactly the same as present or past use~~



Reasons for nomination: why do you believe the asset is of community value?

(Please provide as much supporting information as you are able to. The council can only consider information received although may ask for more details if required)



<p>Please confirm basis for social interest / wellbeing test</p>	<p><i>Please select one of the following:</i></p> <p><input type="checkbox"/> Current Use and continuing use</p> <p><input type="checkbox"/> Recent Past and potential Future Use in next five years</p>
<p>Current Use of the asset</p> <p><i>See above notes. The use for social interests and/or wellbeing must not be ancillary to the main use.</i></p>	
<p>Recent Use</p> <p>If current use is not being used as the reason(s) for nomination please provide details and evidence of how it is being used</p>	



PART E: ABOUT THE OWNER / OWNERS OF THE ASSET

All owners who have an interest in the asset will be sent information provided in Part D.

Please provide information which helps to clarify the current ownership of the asset. It will be helpful to include details of both freehold owners and leasehold owners.

If there are also regular licence occupiers using the asset please also provide details of their names, addresses and use.

Names of the current occupants (if known)	
Freehold owner <i>include name and address and details where known</i>	
Leasehold owner(s) <i>include name and address and details where known</i> <i>If the asset is let on a lease and/or licence please include full details of all interested parties who occupy the asset (or any part thereof).#</i>	



Licence occupier(s) using the asset *include name and address and details where known*

If the asset is let on a lease and/or licence please include full details of all interested parties who occupy the asset (or any part thereof).



This part to be completed by NNC staff only

Reference no
.....

Date Nomination Form received
.....

Date of Acknowledgement of Nomination Form
.....

Date Owner of asset informed of Nomination
.....

Date Nomination accepted/rejected
.....

Date of entry on the List
.....

Date of Review (if applicable)
.....

Notes



Appendix B

Guidance notes for voluntary and community groups interested in nominating Assets of Community Value

The Community Right to Bid (Assets of Community Value) is part of **the Localism Act 2011**.

In neighbourhoods across the country there are buildings and amenities that are important to the communities that use them – a village shop, a post office, a pub, a community centre, a recreation ground or a library, for instance. The closure or sale of these places can create lasting damage to communities.

Under the Localism Act, voluntary and community organisations can nominate an asset to be included on a list of 'Assets of Community Value'. North Northamptonshire Council will manage the lists of successful and unsuccessful nominations for the Unitary. Both lists will be published on our website and available on request.

You may nominate assets by completing a nomination form; **this can be posted to you, downloaded from our website or completed electronically**. These guidance notes are designed to help you complete the form.

PART A: ABOUT YOU

In this section, you need to provide basic information about you as the contact person representing the applicant organisation. North Northamptonshire Council will use this information to contact you directly if there are any questions relating to your nomination and to give a decision on whether your nomination is accepted or rejected. Please confirm that you have been nominated to represent this organisation.

PART B: ABOUT YOUR ORGANISATION

North Northamptonshire Council will need to understand how your organisation is set up to see if your organisation is eligible to nominate. The criteria for eligibility have been set by the Government and are set out in the **Localism Act and the Regulations**.

Eligibility

Only **voluntary and community organisations** with a **local connection**, in addition to Parish Councils in England (and Community Councils in Wales) will have the right to make community nominations of assets to be included on the list.

A 'local voluntary and community body' is defined as a body, other than a public or local authority, which may be incorporated or unincorporated, must not be run primarily for profit, and must have a primary purpose concerned with the local authority area, or the neighbourhood in which the asset is situated where this is in more than one authority's area. In practical terms, this means your organisation must be one of the following:



North Northamptonshire Council

- a) A body designated as a neighbourhood forum pursuant to section 61F of the Town and Country Planning Act 1990;
- b) A Parish Council;
- c) An unincorporated body -



Whose members include at least 21 individuals, and

- Which does not distribute any surplus it makes to its members;
- d) A charity;
- e) A company limited by guarantee which does not distribute any surplus it makes to its members;
- f) An industrial and provident society which does not distribute any surplus it makes to its members (defined as a body registered or deemed to be registered under the Industrial and Provident Societies Act 1965 which meets one of the conditions in section 1 of that Act) ; or
- g) A Community Interest Company.

Local connection

Please provide evidence that your organisation has a connection to the local area. This means:

A body other than a Parish Council has a local connection with land in a local authority's area if –

(a) The body's activities are wholly or partly concerned –

- with the local authority's area or
- with a neighbouring authority's area;

(b) Any surplus it makes is wholly or partly applied –

- For the benefit of the local authority's area, or
- For the benefit of a neighbouring authority's area; and

c) A Parish Council has a local connection with land in another parish council's area if any part of the boundary of the first council's area is also part of the boundary of the other council's area. A Parish Council's area is within the local authority's area, but is not in any Parish Council's area if –

- the Council's area is within the local authority's area or;
- any part of the boundary of the council's area is also part of the boundary of the local authority's area.

You can include further evidence as part of your submission in the attachment section of the form.

North Northamptonshire Council would like to see documentary evidence of your organisation's status. This is particularly important for organisations that are un-constituted community groups, as only groups with 21 or more members are eligible to nominate.

Nominated assets may be owned by anybody, including the Council and the Crown. A building or other land should be considered an asset of community value if:

- Its actual current use furthers the social wellbeing and interests of the local community, or a use in the recent past has done so; and
- That use is not an ancillary one, i.e. of secondary purpose; and
- For land in current community use it is realistic to think that there will continue to be a use which furthers social wellbeing and interests, or for land in community use in the recent past it is realistic to think that there will be community use within the next 5 years (in either case, whether or not that use is exactly the same as the present or past); and
- It does not fall within one of the exemptions e.g. residential premises and land held with them.

What does social interest and social wellbeing mean?

Social interests include:

- (a) cultural interests
- (b) recreational interests
- (c) sporting interests.

Wellbeing is the things that people value in their life that contribute to them reaching their potential (economic, social or environmental).

Full details of the types of assets that are excluded from listing can be found in the **Localism Act and the Regulations**.

Please attach any information e.g. a photo or map which will help to identify the asset if it does not have a street address. Please also include details of the asset's proposed boundaries.

Please note: it is very important that you provide clear and unambiguous details of the asset's boundaries, so that North Northamptonshire Council can correctly identify the exact extent of the land or building that you wish



North Northamptonshire Council

to nominate. Uncertainty over the extent and boundaries of the asset may delay your nomination.

WHAT HAPPENS NEXT?

After receiving your application, we will make a decision on whether to accept your nomination within eight weeks, in accordance with the provisions set out in the Localism Act 2011.

North Northamptonshire Council will contact you if we have any questions or queries about your nomination.

We are required to inform the owner of the land, any freeholders or leaseholders and the current occupants of the land of your nomination. They have the right to appeal against the listing.

Community Right to Bid (Assets of Community Value) Process

A Quick Guide

1. Nomination Process

Stage.1 – NOMINATION

Nomination to list an asset is recommended using NNC nomination form, but it can be in other written format provided all the required information is submitted.
Refer to the Contact details on the web site.

Stage.2 – CONSIDERATION

Asset owners will be notified of asset nomination.
An initial checking process will be conducted by an Officer Panel based on criteria specified by the Council and representations will be sought from the Parish Council, ward members and the owner of the property.

Stage.3 – DECISION

The Council will write to the nominating organisation and owner of the asset outlining their decision. This is called a 'Decision Notification Letter'

**This process will be completed within
8 weeks of receipt of nominations**



2. Review and Appeals Process

Stage.1 – INTERNAL REVIEW

The asset (i.e. land or building) owner can send a request to lodge a review of the Council's listing decision within 8 weeks of the written notification of listing.

Refer to the Contact details on the web site

Upon receipt of the request for a review the owner will be sent further information on the process for the review.

The outcome of the review will be communicated in writing to the owner and include the reasons for the decision made.

If the Review finds in favour of the asset owner then the asset is removed from the list

If the Review finds in favour of the original listing decision then the Owner has the option to take their appeal to First Tier Tribunal

The Council will complete this review within 6 weeks of receipt of the review request, or a longer period by agreement of both parties



3. Relevant Disposal Process

Interim Moratorium Period

Owners of listed assets will need to contact propertyservices.cbc@northnorthants.gov.uk to advise if they intend to market a relevant disposal.

This triggers an Interim Moratorium Period of six weeks. The Council will contact the nominator and publish the owner's intention to dispose of the asset on its website so that relevant community interest groups can consider whether they would like to place a bid for the asset

Full Moratorium Period

If a relevant community interest group wants to place an offer, the moratorium period is extended to six months from the date of the owners notice, enable the group to develop offer to bid purchase offer.

Protected Period

Following the end of the Full Moratorium Period, the owner is free to dispose of their asset without further delay within 12 months. This is called the 'Protected Period'.

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Assets of Community Value - Nomination Frequently Asked Questions

1. Who can nominate an asset of community value?

Only certain groups are eligible to nominate an asset, these are:-

- 1 A Parish Council or
- 2 A voluntary or community body with a local connection

The voluntary or community body must have a local connection. The regulations conform a voluntary or community body means:

- (a) A designated neighbourhood forum
- (b) An unincorporated body with at least 21 individual local members which does not distribute any surplus to its members
- (c) A charity
- (d) A company limited by guarantee
- (e) A parish council but no other public or local authority
- (f) An industrial and provident society who meets conditions in section 1 of the 1965 Act and which does not distribute any surplus to its members

The Asset of Community Value (England) Regulations 2012 regulation 4 gives further information. Please note that if a nomination is made by an organisation that does not meet the required criteria then the nomination cannot proceed, there is no discretion available to the Council to waive these requirements.

2. Do I have to use the Councils nomination form?

No – but a nomination must be made in writing and should contain the information required by the Councils nomination form.

3. What supporting information should I include with my nomination form?

There is quite a lot of information required but the application form should guide you through each stage.

It is important to include details showing the nominator is qualified to make a community nomination. Include a proposed boundary plan of the property or land and information about current ownership, for instance is it leased out, are there any booking systems for hire.

The form will also ask for details that demonstrate that the nominated asset is or has in the recent past been used to further the social wellbeing or the social interests of the local community. This use must be the primary use of the asset.



Further details are required to demonstrate that it is realistic to think that such a use if current may continue, or if it was in the recent past, may occur at a time in the next five years.

4. What type of evidence should I submit to demonstrate a current main use or recent past main use?

Examples include:

- The type of activity and policies/approach of the organised activity.
- Number of people using the activity and proportion of local community making use of the property.
- Information on any community consultation in relation to the nomination
- Supporting evidence from any consultation including ward members, local stakeholders.
- Equalities impact, accessibility and inclusive information, how does the facility meet these needs
- Are any of the community services referred to in council policy such as the local plan, cultural and community policies, the local plan etc.
- What will the impact be on the local community if the asset closes?

5. What evidence should I submit to demonstrate that this use can continue?

- Tenancy information including leases and licences.
- Community organisations business plans that show the asset as being required as part of their business plan.
- Financial information showing the community use is viable and will continue to be viable with continued use of the asset.
- Future booking information.

6. Is the Council allowed to ask for further information if there is not enough evidence submitted?

Yes, the Council may ask for further information to be provided by the nominator, but it is not for the Council to gather supporting information directly.

7. Who will the Council notify following receipt of a qualifying nomination?

- a. The owner, leaseholder and or any other occupiers/interest in the property
- b. Local Ward Members
- c. Other users of the Property or Land, such as community groups that hire the property



d. Internal departments within the council.

8. Is the council allowed to engage with the nominator and the owner following a nomination being registered?

Yes, further information can be requested from both parties.

9. How does the council make the decision to list an asset?

The initial assessment will be made by a team of officers within the council, led by the Assistant Director of Assets and Environment. We have produced an evaluation guide which the panel will use to check each part of the nomination and a score is applied. A copy of the evaluation form can be found on the Councils web site.

10. If the nomination fails, can I renew the nomination?

Yes, provided there is additional information other than that already submitted to be considered. Repeated nominations where a listing has failed may be considered vexatious.

11. What does the Council do when a decision is reached?

We will notify the nominator, and the owner, and update the list published on the Councils web site.

We will also register a charge on the property with local land charges where the nomination is approved.

The owner will be provided with advice on the appeals process.

12. Can I appeal the decision?

The nominator has no right under the regulations to request a review or appeal of a refusal to list an asset.

The owner may challenge the decision to list an asset, there is a two-stage process, and is detailed on the council website.

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Assets of Community Value - Moratorium

Frequently Asked Questions

1. I have been notified that the owner has put the asset of community value up for sale - what happens next?

If the owner wants to sell the freehold of an asset of community value or grant a leasehold over 25 years or assigns a lease where the original terms was 25 years or more then these situations would be relevant disposals for the purposes of the Localism Act.

The owner must notify the Council if one of these situations occur and the notice will trigger a six-week moratorium on the disposal. The Council will update the asset of community register, notify the original nominator for the asset, and publish the details in the local area.

2. What are the next steps for a community interest groups?

The published information will confirm the six-week moratorium period during which a community organisation during which a community interest group may write to the Council and express an interest as a potential bidder.

Only certain community interest groups qualify to submit a written expression of interest. These are the local parish council or a body with a local connection incorporated as: a charity, a company limited by guarantee, an industrial and provident society or a community interest company. Expressions of interest cannot be accepted from an unincorporated body.

If an expression of interest to be treated as a potential bidder is received the moratorium period is extended to six months from the date of the notification notice. During this time the community organisation will be able to discuss the bid with the owner.

The council does not get involved in negotiations directly between the owner and the community organisation.

3. What are the next steps for the owner?

A moratorium of six weeks is put on the disposal, the six weeks commence from the date of notification. If a community interest group contacts the Council and expresses an interest in bidding for the asset, the moratorium is extended to a total of six months from the date of the notification during which time the asset cannot be sold.



4. Must the owner discuss the disposal with the community organisation?

No. The Council's only obligation is to operate the regime, and it cannot oblige an owner to negotiate with the interest group, nor require the owner to dispose of the asset to the community interest group.

5. What happens at the end of the six-month moratorium period?

The owner is free to dispose of the site and there is a twelve-month period preventing any interference with this disposal. Once the protected period has ended should the asset not have been sold then the asset is subject once more to the regime.

In practice sales can include contracts for sale, sales that are condition on a series of events and other mechanisms. It can be complicated but further information would be provided subject to individual circumstances.



Community Right to Bid

**Application to nominate an asset of community value
evaluation form**

Property and/or land address _____

ACV Reference Number _____

Item	Content	Comments
1.	<p>Is the nomination made by a qualifying nominator:-</p> <p>(1) A parish Council (2) A voluntary or community body with a local connection (a body designated as a neighbourhood forum or an unincorporated body with at least 21 individual local members which does not distribute any of its surplus to its members</p>	
2.	<p>Does the nomination include the required information about the asset?</p> <p>The full address of the property or land and a proposed boundary. Has the nominator provided ownership and leasehold information including names and last known addresses. Are there any other known occupiers? Is the nominated property or land outside one of the categories that cannot be listed as identified in the Act</p>	
3.	<p>Is there sufficient information provided to conclude that the asset's current or recent main use furthers social wellbeing and community interests, and this is primarily use of the facility</p> <p>Examples:</p> <p>Evidence or community use at the facility, including timetables, period of use, numbers attending.</p>	



	<p>Information on the social use such as particular . Lists of the type of activity and the approaches/policies of the community organisations. Inclusive and accessibility benefits for the community Equalities impact on different groups in the community Supporting evidence such as consultation and stakeholder support Information on the impact to the community should the facility close. Evidence that the facility supports Council policy such as the corporate plan, neighbourhood plans and the local plan</p>	
<p>4</p>	<p>Consultees</p> <p>Ward Councillors and other community consultees</p> <p>Do the responses support the evidence above or in other way contribute to number 3 above</p>	
<p>5</p>	<p>Is there sufficient information to determine whether it is realistic to think that the facility can continue to have community use as its main use that will further the social wellbeing and community interests?</p> <p>Is the current use restricted in any way and if so how will this be rectified by the community?</p> <p>For example, if the building is closed provide information about how this will be addressed. If there are any property condition issues can these be identified and how will these issues be rectified, is it possible for the community to address these issues if they are not in control of the property. Is there sufficient funding to pay for the work.</p>	



	<p>Are there other accessibility issues that can be addressed in a reasonable timeframe and with adequate funding? What are the plans to bring the facility back into use?</p> <p>Is the facility subject to any changes in planning policy for example has planning permission been granted for a change of use?</p>	
--	---	--

Notes:-

The above process to take no more than eight weeks time from receipt of the nomination to determine whether to not to list the asset.

Decision Making Panel Names & Role in the Council

Panel Summary & Recommendation

Date: _____

Recommendation Approved by:

Date: _____

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EXECUTIVE 19th May 2022

Report Title	Stanton Cross – Sale of Land Delegations
Report Author	George Candler, Executive Director, Place & Economy
Lead Member	Councillor Graham Lawman, Executive Member for Highways, Travel & Assets

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

List of Appendices

Appendix A – Sales Plan

1. Purpose of Report

- 1.1 The Stanton Cross development is a joint public and private partnership formed to bring forward approximately 339 hectares of land to deliver residential dwellings, a school, employment land, a Local Community Centre, and a transport interchange together with green space and infrastructure.
- 1.2 Northampton County Council formed part of the partnership, which is documented in a Landowners Agreement, and delegations were established to approve land sales. As successor to the legacy council, North Northamptonshire Council is required to consider delegations to comply with the approval process as documented in the legal contract between the Landowners.
- 1.3 This report asks the Executive to consider the grant of delegations be given to the Executive Member for Highways, Travel & Assets, in consultation with the Assistant Director of Assets & Environment, to authorise all future land sales that form part of this development.

2. Executive Summary

- 2.1 Since the completion of the 2004 Landowner Agreement and Promotion Agreement, (revised in 2015 & 2017) the Promoter, Stanton Cross Developments LLP, has been responsible for the promotion, funding, and preparation for sale of the whole Stanton Cross Development Area. **Appendix A** to this report shows an aerial view of the sales plan.
- 2.2 The Landowners Agreement is a legally binding contract which contains a clear protocol for how all land parcels will be marketed, offers received, considered and how approval is obtained.
- 2.3 The decision whether to approve a sale lies with the Landowners, subject to the completion of due diligence through reports prepared for the benefit of the landowner group, to confirm legal, marketing and best value.
- 2.4 If an offer for residential or commercial open market sales meets the criteria set out in the Landowner and Promotion Agreements, there is a clear obligation contained within the Landowner agreement for all landowners to approve the sale. It is only majority decision that is required to progress.
- 2.5 The Council is now required to confirm to the Landowners the parties that have delegated authority to approve the land sales.

3. Recommendations

- 3.1 It is recommended that Executive:
 - a. Note the ongoing legal obligations on the Council created by the Landowner agreement.
 - b. Delegate authority to the Executive Member for Highways, Travel & Assets, in consultation with the Assistant Director for Assets & Environment, to agree future land sales for the Stanton Cross development site that are covered by the existing Landowner Agreement.
- 3.2 The reasons for the recommendation are:
 - The Council has a legal responsibility to process land sale requests in a timely manner within the conditions of the landowner agreement.
 - The agreement seeks to ensure successful development of Stanton Cross, supporting the growth and prosperity of North Northamptonshire, whilst generating a land receipt for the Council.

3.3 Alternative Options Considered:

- To require each decision to go to the Executive for consideration. Given votes on land sales are majority led, it is likely a decision by the two other landowners will have been determined prior to any report being considered by the Executive.
- The terms of the Landowner agreement are binding, including any minimum land value receipts received, therefore cannot be renegotiated or renege on.

4. Report Background

- 4.1 In 2004, Northamptonshire County Council entered into a Landowners Agreement (subsequently varied in 2015 & 2017) created to work together with other landowners to deliver 3750 housing units with associated facilities and infrastructure. By controlling the whole site, the Landowners would be able to work collaboratively to bring sites forward for marketing thus benefiting from sharing the significant costs associated with this development and mitigating uncertainties associated with developments of this scale. There are currently three landowners, including the Council, British Steel Pension Fund and Stanton Cross Developments LLP.
- 4.2 The Landowner Agreement provides a framework for the land sales to be progressed in accordance with an agreed schedule (and mechanisms instilled in the agreement) to ensure the land is sold by way of securing the best consideration.
- 4.3 It is important to note that the Council is required to approve the sales as a 27% shareholder in the landowner agreement, so the land may not be owned by the Council, but the Landowners agreement requires all shareholders to approve the transactions.
- 4.4 Under the terms of the Landowner Agreement, Stanton Cross Developments LLP deliver the strategic infrastructure for the development and the cost of this is held in a “development account” to which interest is applied. Receipts from the profits of the land sales serve to bring down the infrastructure development account costs and reduce interest accruals on those. Once the infrastructure has been paid for, later land sales will result in a capital distribution to the landowners based on their percentage share.
- 4.5 Professional advisors including Gowling WLG, an international law firm and Bowden Consultants, land and development specialists, were appointed to represent the Landowners for legal, planning and valuation matters, with agents appointed to negotiate terms for land sales. The Landowners and their representatives have regular board meetings with representatives from the professional advisors making formal recommendations on which the Landowners vote.
-

- 4.6 Northamptonshire County Council also appointed their own professional agents Drake & Partners Property Consultants and legal advisors Pathfinder Legal, who are retained by North Northamptonshire Council. Their role is to ensure that due process is completed in line with the processes documented in the Landowners agreement and to ensure suitable oversight to confirm that public sector land sales comply with the Local Government Act 1972 S123.
- 4.7 The Council will therefore receive recommendations from the Landowners professional advisors, followed by further review and recommendations from their own retained advisors. A typical recommendation will include agents reports, marketing report including information on the tender process and the successful bidder, accompanying this report is a summary of the transactions, an independent valuation and a financial tracker showing the result the land sale will have on the development costs.
- 4.8 All Landowners are required to approve the recommendations, irrespective of whose land is being sold. The recommendation will primarily be for a land sale, but it may also include recommendations on associated transactions for example authorising the removal of restrictive covenants, agreement for infrastructure easements etc., transactions typically associated with major developments.
- 4.9 The Landowners approval process for land sales is contained within the Landowners Agreement. It provides for a 10-working day deadline for recommendations to be considered by advisors and for the landowners to confirm authorisation promptly. Therefore, it is not possible to take each request through the Executive process which is why delegations are being sought.
- 4.10 The Constitution delegates authority to Corporate Leadership Team to authorise disposals to the value of £250,000 (subject to due process and the requirement to achieve best consideration) however many of the land sales for Stanton Cross are more than this sum. As this is a continuing legal agreement the Executive are therefore requested to consider granting delegations to ensure that land sales can continue to be progressed promptly within the constraints of the contractual agreement to deliver the Stanton Cross development.

5. Issues and Choices

- 5.1 The Landowners Agreement is a legally binding contract requiring the Council to authorise a series of transactions subject to the completion of due diligence through the professional advisers. The contractual agreement requires the Council to authorise transactions subject to certain criteria being met, and the timescales of the agreement do not allow each transaction to follow the Executive process for approval.
- 5.2 There is no opportunity in the legal agreement for North Northamptonshire to divest itself of its interest in the Landowners agreement, however the aims and ambitions of the development remain aligned to the Councils Corporate Plan

6. Next Steps

- 6.1 The Council will continue to work with the landowner group for the successful development of Stanton Cross, and ensure appropriate due diligence continues as the land sales progress.

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 The scheme provides for over £200m of infrastructure to be delivered including educational facilities, open spaces, improvements to Wellingborough rail station and new transport links.
- 7.1.2 Originally the Council had 202 acres of land within the Stanton Cross Development, approximately 75 acres have been sold leaving approximately 127 acres of land remaining in the Scheme. Should all of this be sold the Council will receive a minimum existing use land value of £10,000 per acre so there are estimated capital receipts of £1.27m to be received over the next several years.
- 7.1.3 In addition to this each Landowner is entitled to a share in the profits generated from land sales once the development costs including interest have been recovered. The accounts are monitored and audited by a chartered accountancy firm.
- 7.1.4 The professional fees associated with retaining advisors are monitored and may be recovered from the capital receipt subject to CIPFA accountancy rules.

7.2 Legal and Governance

- 7.2.1 The Transition Regulations ensured that by operation of law, North Northamptonshire Council took the place of Northamptonshire County Council and NNC is therefore “standing in the shoes” of NCC in relation to this matter. It is therefore bound by the Landowners Agreement and should comply with the Agreement as relevant.

7.3 Relevant Policies and Plan

- 7.3.1 The development of Stanton Cross links with the Councils Corporate Plan 2021-25, to provide Safe and Thriving Places with the delivery of improved standard of new homes and ensure housing supply meets demand

7.4 Risks

- 7.4.1 An agreement of this nature assumes a degree of risk, but the Council entered into the agreement following a consultation process and appointed professional advisors to ensure risks are mitigated.
- 7.4.2 Professional advisors continue to be retained to act for the Landowners and additionally separate advisors to support and provide advice to the Council. Each recommendation contains a suite of documents which are summarised in the delegated decision to aid transparency, provide governance and reduce risk.

7.5 Consultation

- 7.5.1 As the paper is providing an update on an existing contractual arrangement and confirming delegations the paper has not been subject to a consultation exercise.

7.6 Consideration by Executive Advisory Panel

- 7.6.1 As the paper is providing an update on an existing contractual arrangement and confirming delegations the paper has not been discussed by an Executive Advisory Panel.

7.7 Consideration by Scrutiny

- 7.7.1 This paper may be selected for consideration by Scrutiny.

7.8 Equality Implications

- 7.8.1 An Equality Screening Assessment has not identified any adverse impact on individuals with protected characteristics.

7.9 Climate Impact

- 7.9.1 The Stanton Cross development has outline planning consent and impact on the climate would have been considered as part of the planning process. The new development will result in energy efficient homes and Electric vehicle charging points within the scheme.

7.10 Community Impact

- 7.10.1 The development of Stanton Cross is considered to have a positive impact on the community, a community facility is incorporated within the scheme and the planning process supports the community interests.

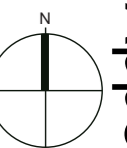
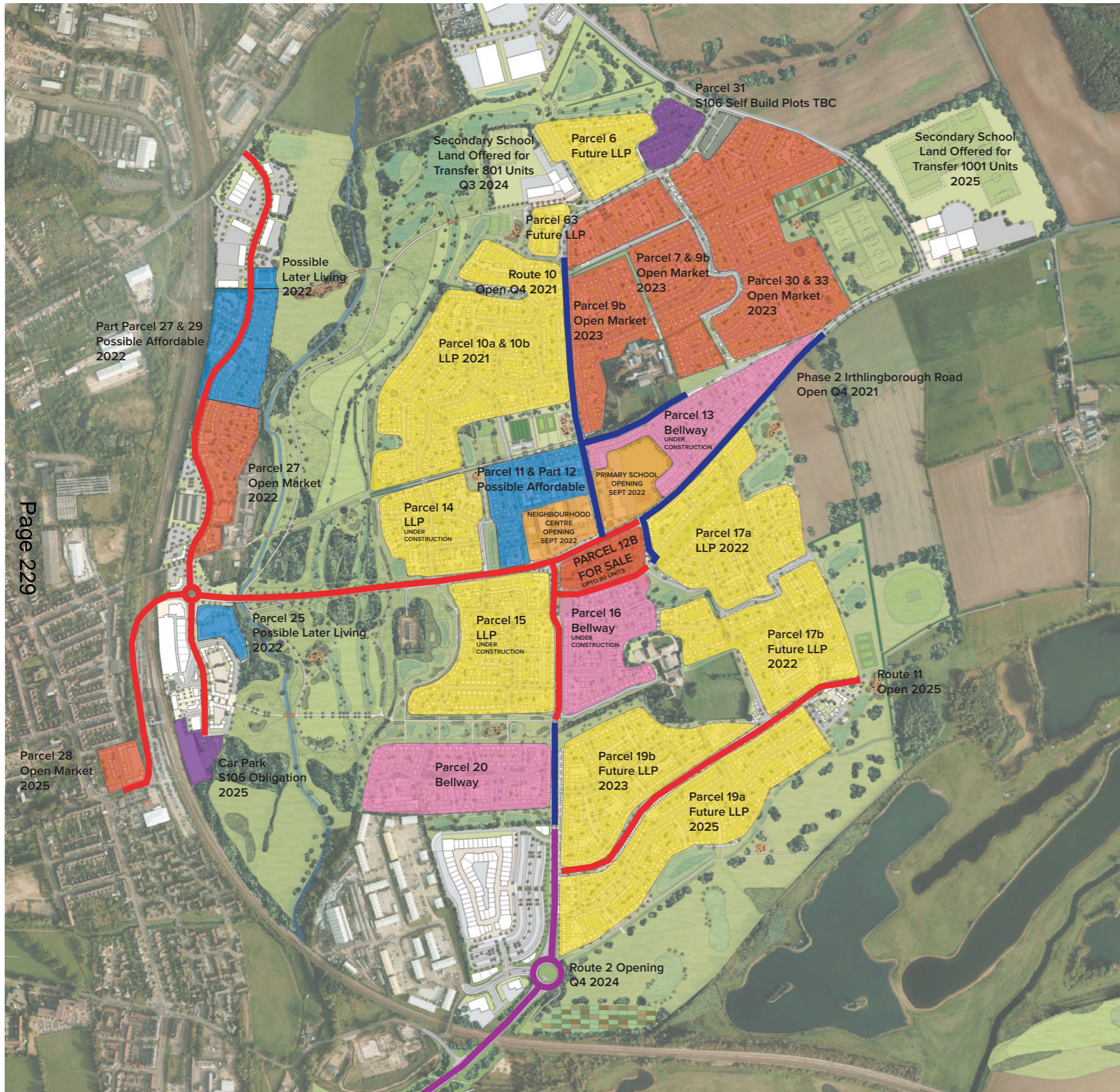
7.11 Crime and Disorder Impact

7.11.1 There are no Crime and Disorder issues arising directly from this report.

8. Background Papers

8.1 Further information can be found on the planning portal link:
[Wellingborough East \(Stanton Cross\) | Wider Growth | North
Northamptonshire Council - Wellingborough Area](#)

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Rev	Client
DE26_011	Stanton Cross Developments LLP
	Stanton Cross
	WIP/Sales Plan
NTS	

Drg No
Project
Title
Scale

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EXECUTIVE 19th May 2022

Report Title	Council Housing Policy Update
Report Author	David Watts, Executive Director of Adults, Communities & Wellbeing
Lead Member	Cllr Andy Mercer, Executive Member for Housing & Communities

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

List of Appendices

Appendix A – Tenancy and Estate Management Policy

Appendix B – Lettable Standard

Appendix C – Tenant Involvement Plan

1. Purpose of Report

- 1.1. To seek approval from the Executive for one harmonised policy, a new harmonised Lettable Standard, and a new North Northamptonshire Council Tenant Involvement Plan to be approved for adoption by North Northamptonshire Council.

2. Executive Summary

- 2.1. The purpose of this report is to seek approval from the Executive to adopt the harmonised council housing documents.
- 2.2. The current status quo is that Corby and Kettering housing teams have their own separate approaches in these areas.

- 2.3. The adoption of these key documents will assist in enabling consistency of the housing function within North Northamptonshire.

3. Recommendations

3.1. It is recommended that the Executive:

- a) Approve the Tenancy and Estate Management Policy at **Appendix A**
- b) Approve the Lettable Standard and Tenant Involvement Plan at **Appendix B**
- c) Approve the Tenant Involvement Plan at **Appendix C**
- d) Approves the creation of a Tenancy Advisory Panel as part of the Tenant Involvement Plan and delegates authority to the Executive Member for Housing and Communities in consultation with the Assistant Director of Housing and Communities to agree Terms of Reference.
- e) Delegates authority to the Executive Member for Housing and Communities, in liaison with the Executive Director, Adults, Communities and Wellbeing to take any further decisions and/or actions required to implement these policy documents. This will include changing some of the photographs within both the Lettable Standard and the Tenant Involvement Plan and making minor amendments.

By approving this recommendation, Council officers will be able to: -

- Offer one consistent approach to the tenancy and estate management part of the tenancy and landlord services.
- Comply with regulation that requires all social housing providers to incorporate tenant involvement into their service.
- Offer one consistent standard for letting council owned homes throughout the North Northamptonshire area.

3.3. Alternative Options Considered: -

- The only other option is to do nothing or to delay the harmonisation of working practices across the two teams.
- This is not an option that can continue to be maintained effectively over time. The best option is to harmonise working practices as soon as possible to ensure consistency of service, reduce the risk of challenge, and most importantly make improvements to the service.

4. Report Background

- 4.1. North Northamptonshire has council housing stock in the Kettering and Corby areas. As of 1st April 2021:
- Kettering 3625 homes of which 401 are sheltered
 - Corby 4615 homes of which 536 are sheltered
- 4.2. The Council also owns and manages 94 units of Temporary Accommodation.
- 4.3. Prior to the formation of North Northamptonshire Council, Kettering, and Corby had their own different documents, policies, procedures and working practices which were automatically transferred to the new authority upon Vesting Day.
- 4.4. These all require harmonisation to ensure that the service is operating in a consistent way across the whole area and there is improvement for tenants within the Council's housing stock.

Tenancy and Estate Management Policy

- 4.5. A North Northamptonshire Tenancy and Estate Management Policy follows on from the adoption of North Northamptonshire Councils Tenancy Agreement and Tenancy Policy and will help to underpin the service level offer in two of the authorities' key functions.
- 4.6. The Tenancy Management aspect of this policy provides clarity on how North Northants Council manages tenancies to meet current legislation and its statutory obligations as a landlord.
- 4.7. The Council is keen to adopt a successful tenancy management service that promotes security of tenure within council housing. The Policy supports this approach, setting out how the Council will deal with breaches of tenancy, whilst providing a framework for effective tenancy Management operating within legislation, regulation, and best practice.
- 4.8. The tenancy management aspect explains how the Council will support successful tenancies, confirms expectations from tenants and sets out how the authority will review tenancies.
- 4.9. The Estate Management aspect of this policy sets out the approach the Council will take to maintaining well managed neighbourhoods where people want to live.
- 4.10. The Policy provides clarity on where the Council will intervene in matters of Estate Management and sets out expectations for the estates that it looks after.
- 4.11. There is a synergy between these two key elements of housing management, and it therefore makes sense for the two elements to be combined within one policy.

Lettable Standard

- 4.12. The proposed new Lettable Standard clearly sets out an acceptable standard that will be applied to all council owned properties prior to letting.
- 4.13. The standard has been developed and designed in consultation with tenant representatives.
- 4.14. The focus of the standard is to provide safe, clean, and secure homes that are in good repair.
- 4.15. The Council has conducted a trial period of the proposed Lettable Standard with operational teams and have updated the standard as a result.
- 4.16. The proposed harmonised standard represents an enhanced quality for both Corby and Kettering homes.
- 4.17. An important element of the Lettable Standard is the photographs that are included in some of the sections that point out what is acceptable and what is unacceptable.
- 4.18. The photographs will help provide clarity to staff and tenants on what to expect from the standard.
- 4.19. The Council is collating improved photographs to include in the standard that better reflect what is acceptable and what is unacceptable.

Tenant Involvement Plan

- 4.20. Both the Corby and Kettering area teams have a strong history of successful tenant involvement spanning over 20 years. The proposed Tenant Involvement Plan sets out how the Council aims to continue this and meet regulatory responsibilities.
- 4.21. The current Tenant Involvement and Empowerment Standard states that housing providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in policies, decisions, and scrutiny of services.
- 4.22. The Councils proposed Tenant Involvement Plan has been developed with tenants from Corby and Kettering. The tenants have been working together for several years now and have combined to form a strong group following the formation of North Northamptonshire Council.
- 4.23. Tenants have helped in the past in areas such as in-depth scrutiny, decision making, monitoring standards and performance, setting up many new initiatives and overall service improvements. The Council is keen to continue this, and the involvement plan sets out a framework for doing this.
- 4.24. It is recommended that a Tenant Advisory Panel is formed as part of the new activities and initiatives, to act as a consultative group and sounding board for

the Council Housing service. It is recommended that the Executive Member, Assistant Director for Housing and Communities, and tenant representatives agree membership, confirm outputs and draft Terms of Reference.

- 4.25. The Tenant Involvement Plan will be underpinned by an action plan that will include all tenant involvement activity for the next three years. Work is ongoing within the housing teams and the tenant representatives.

5. Issues and Choices

- 5.1. The two teams in Corby and Kettering currently manage Council Housing functions in different ways. This presents obvious risks to the organisation. Furthermore, it presents issues of inconsistency for our customers.
- 5.2. The Council has a work plan to harmonise all our policies and procedures.
- 5.3. The Councils approach is to remodel existing procedures, taking the best from both, in line with best practice and legislation.
- 5.4. The Council has consulted with colleagues, including senior managers and our tenant representatives. All have favourable views towards the proposed documents and plans.
- 5.5. The Councils Lettable Standard has been tested by the teams in preparation for adoption. It meets best practice and we have compared it favourably to alternative providers.
- 5.6. The proposed Tenant Involvement Plan has been built on our own best practice, and also compares well against other providers. It meets our legal and regulatory responsibilities and presents ambitious activities for the service to develop over the next 3 years.
- 5.7. The Council is seeking to adopt these documents as part of ongoing plans to harmonise working practices. Leaving the current status quo is not the best option due to the risks that it creates of inconsistent management of tenancies, properties, and people.

6. Next Steps

- 6.1 Following the adoption and implementation of these three policies documents the Council will continue the harmonisation work towards a consistent service across our areas of operation.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1 The Council is currently resourcing its work through the two neighbourhood budgets within the overall HRA (Housing Revenue Account) budget. The new policies have been designed with current resources in mind.
- 7.1.2 Adoption of the policy documents will support a transition to a more consistent service where working practices are harmonised.

7.2. Legal and Governance

- 7.2.1. Legislative requirements are contained within the appendices. The recommended harmonisation of policies will help to offset some current legal risks of inconsistency of service delivery.

7.3. Relevant Policies and Plans

- 7.3.1 The proposals are priorities in the development of harmonising of Policies for the Council Housing Teams within North Northants Council.

7.4. Risk

- 7.4.1 There are risks in managing North Northamptonshire Council Housing in the current way. Inconsistency within service delivery can lead to potential challenges from complaints.
- 7.4.2 Having one harmonised Tenancy and Estate Management Policy is fundamental in moving towards a consistent approach for our tenants.

7.5 Consultation

- 7.5.1 Consultation has taken place with existing tenant groups in the Corby and Kettering areas.
- 7.5.2 The feedback from these groups were positive in supporting the Council to propose the approval of the recommended approach and these documents.

7.6 Consideration by Executive Advisory Panel

- 7.6.1 These policy documents have not yet been reviewed by the Executive Advisory Panel; therefore, no comments or recommendations have been received.

7.7 Consideration by Scrutiny

- These policy documents have not been reviewed by the Scrutiny Committee; therefore, no comments or recommendations have been received.

7.8 Equality Implications

7.8.1 The activities set out in the Tenant Involvement Plan demonstrate our aims to increase the ways that our tenants can get involved. One of the aims of the plan is to increase the diversity of our involved tenants.

7.9 Climate Impact

7.9.1 There are no short-term impacts upon climate, however our enhanced Lettable Standard in the medium and long term will provide a better energy efficiency rating in our homes.

7.10 Community Impact

7.10.1 Providing a consistent service to communities of North Northamptonshire Council will be a positive for residents.

7.10.2 Creating a consistent approach to the Councils tenant involvement offer will help to promote and develop tenant involvement for the authority.

7.11 Crime and Disorder Impact

7.11.1 The Council Housing Teams work in partnership with the local policing teams on matters of crime and anti-social behaviour. The Tenancy and Estate Management Policy includes an overview of our approach to these areas, but more detail will be within our Anti-Social behaviour Policy.

8 Background Papers

8.1 The following policies were considered:

- Corby Borough Council Quality Standard Voids
- Kettering Borough Council Lettable Standard
- Corby Borough Council Tenancy and Estate Management Procedures
- Kettering Borough Council Tenancy and Estate Management Procedures

8.2 North Northamptonshire Tenancy Agreement and Tenancy Policy

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Tenancy and Estate Management Policy

Add date or version no.

www.northnorthants.gov.uk

Document Version Control

****Complete this section, making sure to include the following information**:**

Author (Post holder title): Nick Woods (Policy Lead)

Type of document: Policy

Version Number: 02

Document File Name: Tenancy and Estate Management Policy

Issue date: TBC

Approval date and by who (CMT / committee): Executive

Document held by (name/section): Leona Mantle, Strategic Lead – Landlord and Tenancy Services

For internal publication only or external also?: Both

Document stored on Council website or Intranet?: Yes

Next review date: June 2024

Change History

Issue	Date	Comments
01	08.02.22	First Draft
02	21.02.22	Group Review

NB: Draft versions 0.1 - final published versions 1.0

Consultees

Internal	External
Housing Teams	Tenants Panel

Links to other documents

Document	Link
Tenancy Policy	
Tenancy Agreement	
Income Management Policy	
Anti-Social Behaviour Policy	
Aids & Adaptations Policy	

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1.0 Introduction

The Tenancy Management aspect of this policy provides clarity on how North Northants Council manages tenancies to meet current legislation and its statutory obligations as a landlord.

Estate management reflects the wider role that the council has in areas where there are clusters of council owned properties. In these areas the Council is more than just a landlord but is also responsible for neighbourhood sustainability and some aspects of the environmental quality in the local area.

The Estate Management aspect of this policy sets out the approach the Council will take to creating well-maintained neighbourhoods where people want to live.

2.0 Scope

The Tenancy Management Policy explains:

- How the Council will manage tenancies within their housing stock
- How the Council will deal with tenancy breaches and manage the responsibilities of tenants
- How Council tenancies can be ended either by the tenant or the authority

The Council will manage temporary accommodation on license agreements following the principles set out in this policy wherever practically possible.

The scope of the Estate Management Policy is focused to estates and land where NNC own and managed Council Housing Stock. For avoidance of doubt this means properties funded through the Housing Revenue Account (HRA) and temporary accommodation funded through the general fund which is managed as part of NNC Council Housing Stock.

The Estate Management Policy includes the Council's approach to:

- Estates
- Communal areas
- Blocks of flats
- Individual properties and boundaries

- Council owned land and open spaces
- Management of land and communal areas within the locality of all tenanted council houses

Housing teams within the Council will liaise with other internal departments to provide a consistent service across our estates wherever possible.

3.0 Policy Outcomes

The overarching aims of the Tenancy Management Policy are to:

- Set out clearly the rights and responsibilities of North Northants Council Housing tenants
- Support a successful tenancy management service that supports and promotes security of tenure
- Provide a framework for an effective tenancy management service that operates within legislation, regulation, and best practice.
- Set out how the Council will deal with breaches of tenancy (that are not detailed in other more specific policies)
- Ensure best use of Council resources, including the properties

The overarching aims of the Estate Management Policy are to:

- Ensure estates are safe, secure, and well managed
- Ensure estates are sustainable neighbourhoods where people want to live
- Provide clarity on where the Council will intervene in matters of Estate Management

4.0 Stock Profile

As of 1st April 2021, North Northamptonshire Council owned and managed 8,224 homes, including 965 in sheltered schemes. Accommodation comprises of a variety of houses, flats, bungalows, and maisonettes. In addition, NNC also owns and manages 94 units of Temporary Accommodation, which forms part of its overall housing stock.

The Council relets on average 600 properties which become vacant every year.

5.0 Legislation

There are a number of legislative requirements and acts that apply to us as a landlord carrying out our functions and we provide a list of these in Appendix A.

6.0 Tenancy Management

NNC's main HRA tenancy offer is to grant introductory one-year tenancies to new applicants. Where the Council's tenancy conditions have been met, the introductory tenancy will convert to a secure tenancy at the end of the 12-month period.

In order to sustain our tenancies, we provide intensive management where applicable to assist tenancies. This approach helps meet our aims to provide and manage sustainable housing neighbourhoods. Intensive management can include regular contact from officers, further visits and signposting to other support agencies.

6.1 Introductory Tenancies

An introductory tenant will be visited within the first two months of the tenancy. The purpose of the visit will be to check that the tenancy is being conducted satisfactorily and that there have been no issues with moving in. A tenancy review will be required at least 3 months prior to the end of the tenancy. At this review a decision will be made whether to end the tenancy, extend the tenancy or grant a new tenancy.

The Council will always make a tenant fully aware of the reasons for ending a tenancy. Where a tenant does not agree with our actions an appeals process is available.

6.2 Secure Tenancies

The Council will arrange an appointment to visit a secure tenant to conduct a periodic review once every 5 years. The review will include a check on the property condition, the tenancy and household numbers. Should any advice or support be required this will either be provided directly, or the tenant may be referred or signposted to another agency.

6.3 Fixed Term Tenancies

A tenancy review will be required at least 6-12 months prior to the end of the tenancy. At this review a decision will be made whether to end the tenancy, extend the tenancy or grant a new tenancy.

6.4 Ending a Tenancy

Four weeks' written notice is required to end a tenancy. For a Notice to Quit (NTQ) to be legally valid it must be in writing and provide at least a four-week notice period. North Northants Council's tenancies are usually weekly tenancies that start on a Monday and end on a Sunday.

Four weeks' notice is consistent for all NNC tenancies, including temporary accommodation.

Once a valid NTQ is served this is legal notice to end the tenancy. One party can end a joint tenancy via a valid NTQ.

For joint Fixed Term Tenancies, both parties must sign a NTQ in order for it to be valid.

6.5 Surrender

Where a tenant wishes to surrender their tenancy a valid NTQ will still be sought.

6.6 Withdrawal of Notice

A NTQ cannot be withdrawn, unless with the Council's consent, it is a legal notice to end the tenancy. Where a tenant has provided their intention to end the tenancy, without a valid NTQ, a decision can be made to extend the tenancy so long as all parties agree. An example of this could be where a tenant is waiting for a move to another property which is yet to become available.

6.7 Abandonment

Tenants are required to live in their home as their main principal home and to inform the Council if they are to be away for more than 28 days.

Where a property is suspected as being unoccupied, or where there are reports of a tenant abandoning a property, the Council will start investigations within 2 working days.

The Council will attempt to contact the tenant by any means available to establish the status of the tenancy.

Where, in all likelihood, the property is abandoned and there is sufficient evidence, we will take action to end the tenancy and repossess the property.

6.8 Abandoned Contents

When abandoned contents are found in a Council property, efforts will be made to identify and contact the owner or suspected owner of the items.

Where the owners of the items cannot be located, an assessment will be carried out of the commercial value of them. Those items considered to have a resale value would be stored for 31 days and then become the property of the Council. Normally the Council will dispose of any such items after the period, but in some cases may sell them, making sure a fair price is received, and offset any monies against rent owed. The Council will adhere to the responsibilities as set out in the Local Government (Miscellaneous Provisions) Act 1982 (Sect 41).

6.9 Property Condition

The Council expects its tenants to keep their homes must be kept clean and tidy and in a satisfactory condition.

The Council will use a range of tools to manage property condition and consider legal remedies.

Where a property condition is found to be hazardous, and a danger to health and/or safety the Council will clear and/or clean the property and the tenant will be liable for the costs.

6.10 Hoarding

Where a property is found to be cluttered of belongings the Council will provide advice and assistance.

Where appropriate, the Council may commence a Multi-Agency approach if it is identified that the tenant may benefit from support to resolve any of the issues.

Where a tenant fails to keep to the terms of an agreed plan, the hoarding may be considered a breach of tenancy and legal remedies considered.

6.11 Alterations

Secure Tenants have the right to make alterations to improve their homes, but only when they have the Council's agreement in writing. Permission will not be unreasonably declined.

Introductory Tenants and Temporary Accommodation Tenants do not have the right to alter their homes, however the Council may consider requests for alterations that do not alter the structure of the property.

6.12 Lodgers

Where a property is a suitable size and a secure tenant has a spare bedroom, an application can be made to take in a lodger. Written permission from the Council must be received prior to the lodger taking up residence. Introductory Tenants and Temporary Accommodation Tenants do not have the right to take in a lodger.

A lodger has no contractual relationship with the Council, and only has rights as an excluded occupier to the property. This means that the tenant is responsible for the actions of the lodger, any agreed rent and for them leaving the property at the end of any agreement.

Written permission will only be given once an assessment of tenure type, suitability, property size and a discussion about the potential impact the lodger may make in terms of benefit entitlement to the household.

6.13 Unlawful Occupiers

The Council will make all efforts to end the unlawful occupation, including using any legal remedies available.

When a former tenant, family member or occupant remains in the property after a tenancy has been terminated, the Council will claim payments from them for Use and Occupation, also known as Mesne Profit. The amount would equal the weekly payments due by the former tenant. Receiving these from an occupant will not infer a legal contract to remain.

6.14 Pets

Tenants in both houses and flats can keep up to 2 domestic pets, such as cats and dogs, once permission is given. Consideration will be given to the size of the property, the number of occupants, the available garden space, and any other relevant factors when deciding on permission for pets. The Council reserves the right to withdraw permission where ongoing nuisance is evidenced.

The Council does not allow tenants to keep pets in sheltered/supported housing where they do not have any private or individual space.

Small, caged animals, fish, reptiles, or insects usually kept indoors, or outdoors are acceptable providing they are not excessive in numbers, and do not cause damage to the property.

Pets are to be kept responsibly and under proper control, and gardens kept clear of fouling. If the Council receive complaints about a pet being a nuisance, then reports will be investigated in line with the Anti-Social Behaviour Policy. Any damage caused, including any cleaning, or required, will be recharged to the tenant.

Assistance animals that are required by tenants, are not classed as pets requiring any permission for the purpose of this policy.

Unacceptable breeds of dog as defined under the Dangerous Dogs Act 1991 (*amended 2014*) are not allowed.

6.15 Care Leavers

Tenancies would not normally be granted to applicants under the age of 18, however in exceptional circumstances, the Council will seek to grant or vest the tenancy with an appropriate adult or agency who will hold the tenancy in trust until the minor reaches the age of 18.

Applications will not normally be accepted from persons who are aged under 18. However, the following may be considered:

- The applicant is in the care of the Council, or is a care leaver
- The applicant has been defined as a child in need because of a S17 Children Act 1989 statutory assessment
- The applicant is owed a full statutory homeless duty following a S20 Children Act 1989 statutory assessment
- The applicant has an adult or adults who will act as a trustee(s) and hold a legal tenancy until the legal incapacity to hold a tenancy ends, and the Council accepts the adult as a suitable trustee

Where it is appropriate to do so we will work with the Northamptonshire Children's Trust on capacity related tenancy decisions and seek to involve other agencies that can offer support.

6.16 Running a Business

Tenants wishing to run a business from their home will require permission from the Council. While permission will not be unreasonably refused, an application may be rejected if it is deemed that the business is likely to cause an ongoing nuisance to neighbours or the local community.

If permission is granted to run a business, then the tenant must have the necessary insurance, legal permissions, and an appropriate level of public liability insurance.

6.17 Boats, Caravans, Trailers

Tenants are not permitted to park or store any boats, caravans, coaches, mini-buses, buses, farm machinery, motorhomes, trailers, or heavy goods vehicles within the boundaries of the property.

6.18 Anti-Social Behaviour

Nuisance and anti-social behaviour (ASB) disrupt the lives of many people within our communities, bringing distress and fear. Tackling ASB remains a high priority for the Council – it is critical for residents to feel safe in their homes and neighbourhoods.

We recognise that failure to tackle ASB effectively could substantially affect the lives of those individuals who are living with nuisance or ASB and hinder the development of sustainable communities.

Tenants of NNC are responsible for their behaviour and the behaviour of every person (including children) living in or visiting their home. They are responsible in their homes, on surrounding land, in communal areas and in the locality around their home through the Tenancy Agreement.

The Council will provide tenants, and anyone living with them, help, advice and assistance when any anti-social behaviour, harassment or victimisation is reported to us. The Anti-Social Behaviour Policy sets out how the Council will investigate complaints, keep tenants informed and take appropriate action.

(Further details are in the Anti-Social Behaviour Policy)

6.19 Decant

In some circumstances we may need to move you from your property whilst we make alterations, carry out repairs or regeneration work. In such cases the Council will find suitable temporary or permanent accommodation whilst the work is being carried out. When this situation arises, each case will be assessed on its individual merit, but will include factors such as location of employment, schools, and support network.

7.0 Estate Management

7.1 Garage Sites

The Council will inspect garage sites regularly to ensure that they are being used for the correct purpose and are clear of rubbish, abandoned cars, and safe and secure.

Conditions of renting a garage are covered in the garage tenancy agreement.

7.2 Abandoned Vehicles

The Council will investigate any vehicles that appear to be abandoned and will attempt to contact the owner to make necessary checks. We will take appropriate action taking into account NNC's wider reaching abandoned vehicle policy.

7.3 Vehicle Repairs

The Council does not consider it appropriate for tenants to undertake major and/or consistent vehicle repairs within the property boundary or on the land around their home or on the road leading to their property, including any communal land or garage sites. Any reports of persistent vehicle repairs causing a nuisance will be investigated and appropriate action taken.

7.4 Boats, Trailers, Caravans and Motorhomes

Parking of the above is prohibited in any council owned residential parking areas or land and within the boundaries of the tenant's property unless prior written permission is obtained.

7.5 Electric Charging Points

At present North Northants Council do not have plans to install electric charging points on any of our housing stock.

The Council will not unreasonably withhold permission for tenants who wish to apply to install their own electric charging points, so long as this falls within the boundary of their property. Requests will be considered in line with 'permissions for alterations at the property' and permission in writing must be provided by the Council prior to any works starting.

7.6 Parking of Vehicles

We expect our customers, and people living with or visiting the household who are vehicle owners to adhere to the tenancy agreement to ensure there is considerate parking in neighbourhoods.

Vehicles must be taxed and roadworthy and parked legally and sensibly so as not to obstruct vehicle and pedestrian access. Should a vehicle be SORN (Statutory Off-Road Notification) it must also be roadworthy to be parked on our land.

Vehicles must not be parked within the boundaries of the property unless there is a garage and/or a hard standing. Where applicable there must also be a driveway intended for parking leading from a properly constructed and approved dropped kerb and vehicle crossover, in line with planning requirements.

Communal parking including disabled parking where provided, unless identified otherwise is not usually allocated for individual tenants but provided generally and on a first come first served basis.

The Council have no responsibility to install parking spaces where requested.

7.7 Anti-Social Behaviour

Tackling ASB remains a high priority for the Council – it is critical for residents to feel safe in their homes and neighbourhoods.

We recognise that failure to tackle ASB effectively could substantially affect the lives of those individuals who are living with nuisance or ASB and hinder the development of sustainable communities.

Tenants of NNC are responsible for their behaviour and the behaviour of every person (including children) living in or visiting their home. They are responsible in their homes, on surrounding land, in communal areas and in the locality around their home through the Tenancy Agreement.

The Council will provide tenants, and anyone living with them, help, advice and assistance when any anti-social behaviour, harassment or victimisation is reported to us. The Anti-Social Behaviour Policy sets out how the Council will investigate complaints, keep tenants informed and take appropriate action.

(Further details are in the Anti-Social Behaviour Policy)

7.8 Environmental Nuisance

We may consider legal action against anyone found to be committing environmental nuisance on our land, or property. We will work with the Police and Environmental Protection in our areas of operation to ensure environmental nuisance is tackled through the Anti-Social Behaviour Policy, the Environmental Protection Act 1990, and Clean Neighbourhoods & Environment Act 2005.

The Council consider the following as examples of environmental nuisance

- Fly tipping
- Graffiti
- Mismanagement / accumulation of rubbish
- Noise nuisance
- Dog fouling / fouling
- Air pollution

The Council will remove any nuisance within a reasonable timescale. Offensive graffiti will be removed within 24 hours of it being reported.

The Council will consider legal action where it is evidenced that environmental nuisance has been committed and may also consider recharging for any clear up work where appropriate.

7.9 Pets and Stray Animals

The Council will consider requests for tenants to keep pets in their homes in line with the Tenancy Agreement and Tenancy Management Policy.

Pets must be kept responsibly and under proper control. If the Council receive complaints about any pet related nuisance, then reports will be investigated in line with the Anti-Social Behaviour Policy

and the appropriate action taken. Any costs to repair damage caused, or cleaning required will be recharged to the owner responsible for the pet.

The Council will work with other agencies, including internal departments, to solve any stray animal issues on estates.

7.10 Pathways, Pavements and Roads

Any pathways and pavements that are owned through the HRA will be maintained as and when required, and any trip hazards will be reported and repaired. Replacement of any surfaces will be through the Asset Management Strategy and appropriate programmes of works.

7.11 Grounds Maintenance

The Council will supply a programme of grounds maintenance services to our schemes and estates.

The Council are not responsible for clearing slippery paths.

7.12 Trees

The Council has a programme of tree maintenance which covers all council owned communal land and open spaces. The Tenancy Agreement and Tenancy Management Policy covers trees in individual tenants' gardens.

7.13 Bin Storage Areas

Where shared bin storage facilities are provided by the Council, they will be kept clear of any built-up rubbish. Tenants and residents have a duty to ensure rubbish is managed responsibly and the Council will support recycling wherever possible.

Mismanagement of rubbish can be a breach of tenancy, recharges and/or legal routes may be explored.

7.14 Vermin

Tenants must ensure that their property is kept free from pests and vermin and must not do anything which will encourage their presence. Tenants may be recharged if an infestation arises from the tenant's own actions.

The Council will deal with all infestations arising in communal areas within its stock.

7.15 Scooter Storage

Tenants planning on acquiring a mobility scooter must first obtain written permission from the Council. Permission will detail where the scooter is allowed to be used, stored, and charged.

Storage of mobility scooters within the communal areas of buildings is not permitted. Should there be a designated area specifically provided for this purpose then permission may be granted subject to availability.

7.16 Fire Risk Assessments

Fire risk assessments will be carried out regularly in accordance with fire safety legislation.

7.17 Storage in Communal Areas

Dependent on the fire risk assessment (FRA) for each building the Council will either take a sterile block approach or a managed approach. Whilst a sterile block approach will be taken in most cases, the design of some schemes may allow for a managed approach.

A sterile block approach is where no items are allowed in the communal areas of blocks of flats at all, apart from a few exclusions such as fireproof notice boards that have been installed by the Council.

A managed approach will allow some other items to be kept within the communal areas, at housing team members discretion, so long as this meets the requirements of the FRA.

Where items that are not permitted are left in communal areas, despite requests to move, the Council will remove them adhering to the provisions set out in the Local Government (Miscellaneous Provisions) Act 1982 (Sect 41). Valuable items will be stored for 28 days.

7.18 Additional Communal Areas

All communal areas such as lounges, and laundries will be inspected and maintained on a regular basis.

7.19 Communal Cleaning

There are 4 categories of communal block cleaning

- Tenants are responsible for the cleaning of communal areas within blocks.

The Council do not provide a communal cleaning service for some blocks of flats. In these circumstances tenants have a responsibility to keep the communal areas clean, clear, and tidy. Tenants are made aware of their responsibilities through the sign-up process.

- A scheduled cleaning service is provided

The Council provides a regular communal cleaning service to some blocks of flats. The frequency and specification are agreed and monitored.

- Caretakers provide communal cleaning

Where the Council employs caretakers for a particular area, the roles include the communal cleaning of blocks. The frequency and specification are agreed and monitored.

- Sheltered schemes will benefit from more frequent cleaning which will be as and when required to maintain standards

The Council provides an enhanced cleaning service to sheltered schemes due to the roles and responsibilities of staff.

7.20 Block Inspections

Block inspections will be carried out periodically. Where repairs are identified they will be carried out to our repair timescales. Health and safety concerns will be prioritised and resolved urgently. Other issues will be resolved in suitable timescale.

Where it is found that tenants have caused damage or communal areas need clearing or cleaning due to misuse then the Council may consider recharges and/or legal routes to tackle tenancy breaches.

8.0 Complaints

Complaints will be investigated and responded to in line with our corporate Complaints Policy.

All comments, complaints and concerns regarding this policy will be logged by the Lead Officer and monitored against the Complaints Policy.

9.0 Plain Language

We will ensure that any written documentation, including the tenancy agreement, is expressed in plain, understandable language, having regard to the Office of Fair Trading's 'Guidance on unfair Tenancy Terms'. If legal terms are required, an explanation of the terms will be provided.

Where English is not the first language for tenants, information relating to the tenancy will be provided in the tenants first language.

10.0 Equalities Statement

The Council recognises the needs of a diverse population and always acts within the scope of its own policies, the Human Rights Act 1998, and the Equalities Act 2010.

Appendix A – Legislation

Housing Act 1985

One of the main functions of the Act was to create secure lifetime tenancies, alongside this the right for a family member to succeed or take over a tenancy following the death of the main tenant.

Housing Act 1996

The Housing Act 1996 gave Local Authorities the power to operate an introductory tenancy regime.

The Antisocial Behaviour Act 2003

The 2003 act allows landlords to apply to court to demote a Secure Tenancy where antisocial behaviour is an ongoing problem.

The Housing and Regeneration Act 2008

This act allows landlords to offer tenants, with a history of antisocial behaviour, a Family Intervention Tenancy.

Localism Act 2011

The Localism Act 2011 introduced a new power for local authorities to offer flexible fixed term tenancies to new social tenants after 1 April 2012. The Act also limited statutory succession for tenancies created post April 2012, whilst enabling authorities to make local decisions about extending contractual succession to other family members.

Housing and Planning Act 2016

The Housing and Planning Act 2016 included the provisions needed to compel local authorities to grant fixed-term secure tenancies subject to a few exceptions. These regulations did not come into force.

Domestic Abuse Bill 2020

The Domestic Abuse Bill 2020 require local authorities, when re-housing an existing lifetime social tenant, or offering them a new sole tenancy in their own home, to grant a new lifetime tenancy if the local authority is satisfied that the tenant or a member of their household has been a victim of domestic abuse and the new tenancy is granted in connection with that abuse.

The Anti-Social Behaviour, Crime and Policing Act 2014 is

The law that guides agencies in what they can do about anti-social behaviour, setting out a range of effective tools that can be used, including legal remedies.

Local Government (Miscellaneous Provisions) Act 1982 (Sect 41)

This section of the act informs Local Authorities of their responsibilities for lost or uncollected property.

Environmental Protection Act 1990

Sets out and defines statutory environmental nuisance. Authorised council officers have the power to serve a notice on a business or person who is found to be causing a nuisance in terms of section 80 of the Environmental Protection Act 1990.

Clean Neighbourhoods & Environment Act 2005

The Act provides local authorities with more effective powers to tackle poor environmental quality and anti-social behaviour. The Act includes sections on nuisance and abandoned vehicles, litter, graffiti, waste, noise, and dogs.

Dangerous Dogs Act 1991 (as amended by Section 106 of the Anti-Social Behaviour, Crime & Policing Act 2014)

Details the breeds of dangerous dogs that the Council will not give permission for tenants to keep.

Control of Dogs Order 1992

This order requires every dog in public to wear a collar bearing the name and address of its owner inscribed on it.

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Lettable Standard

January 2022

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Appendix B



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Introduction

North Northamptonshire Council (NNC) is committed to providing high quality homes.

The NNC Lettable Standard is designed as a standard that will be applied to all council owned properties before they are let. Our standard has been designed in consultation with tenants and has been tested with our teams to ensure it is fit for purpose.

The focus of the standard is to provide safe, clean, and secure homes that are in good repair when we let them to new tenants.

Sometimes repairs and external works that do not prevent a tenant from moving in and enjoying their home may be done after the property is let to the tenant. An example of this would be re-glazing a window that has been made safe where the glass is on order. We aim to complete any such repairs within 28 days of the new tenant moving in.

The Lettable Standard sets out the expected condition of homes when we let them. How we manage the condition of the property during tenancies is set out further within our Tenants Handbook and Repairs Handbook.

Safe and Compliant

NNC will only let homes that have passed the required tests and safety checks. This section sets out the different legal requirements

A Gas Safety Check will be completed & a Landlords Gas Safety Record left at property

An Electrical Safety Check will be completed

An Energy Performance Certificate will be completed and provided at sign up to inform both the Council and the tenant how energy efficient the property is

Best practice on water hygiene will be followed when our properties are empty to ensure water is safe and hygienic. This will include running all taps, flushing all systems and draining down any longer term voids.

Asbestos will be managed as part of the void process. Where we do not have up-to-date certificates, we will carry out an asbestos test where applicable.

Smoke and heat detectors will be clean and fully operational with a hard-wired smoke detector fitted on each floor of the building and one heat sensor in the kitchen

Any fire hazards found will be removed

A housing health and safety rating system (HHSRS) assessment will be completed, and any Category 1 hazards removed.



Security



Homes will always be safe and secure prior to letting.

- All external locks will be changed including outhouses and stores
- Minimum 2 sets of keys will be supplied at sign up
- External doors will be secure, watertight, and fully operational
- Doors and windows will be secure
- Windows will open freely
- All handles and restrictors will be operational
- Window keys will be present
- Broken glazed units will be replaced
- Security lights will be supplied and fitted where appropriate for sheltered accommodation

Kitchen

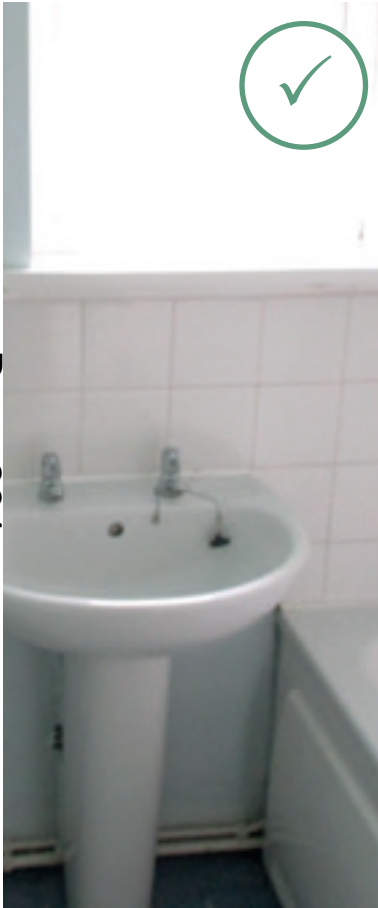
Kitchens will be in good workable condition and hygienically clean prior to letting.

- There will be a suitable amount of worktop space and units, appropriate for the number of bedrooms in the property and suitable to the size and layout of the kitchen
- All door and drawer units will be adjusted to open and close freely
- All internal shelves to units will be present and secure
- The plumbing and stop cock will be effective and accessible
- Suitable floor covering will be fitted and in good condition
- Worktops will be clean and hygienic and free from major damage
- The sink will be clean and free from rust and stains
- Scratching in stainless steel sinks is acceptable, small dents are passable but unsightly large dents are not
- Plug and chain will be fitted to sink
- Taps will operate easily and be labelled hot and cold
- Where space allows there will be provision to site a fridge, washing machine and cooker
- Appropriate splashbacks (tiles, aqua boards, etc) will be provided behind sink and cooking area
- A cold feed and waste pipe will be supplied for a washing machine
- A gas or electric point will be supplied for a cooker



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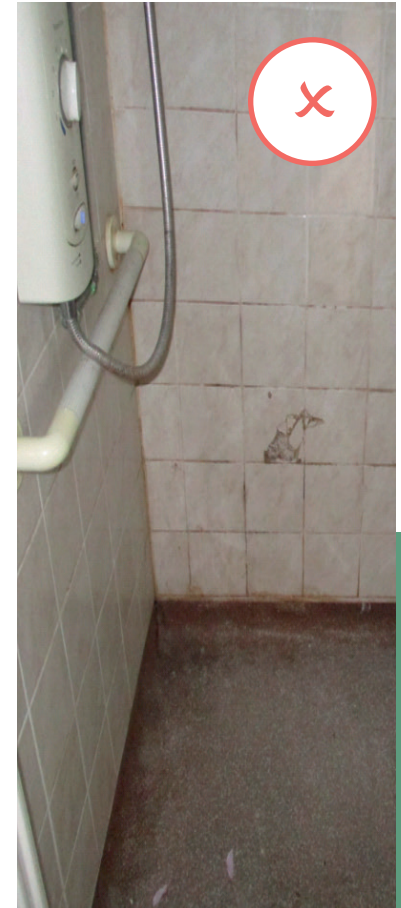


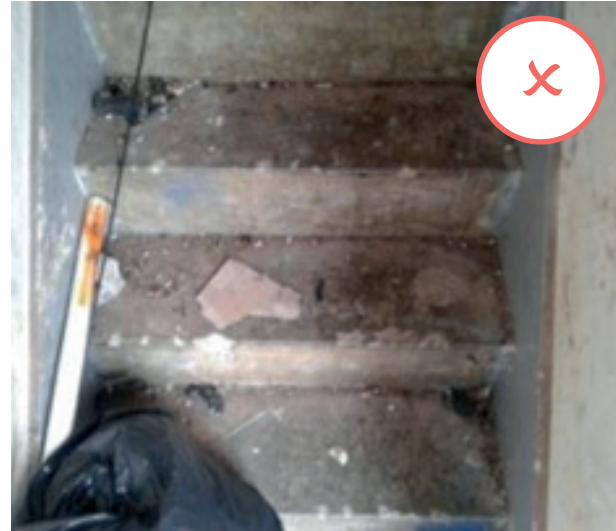
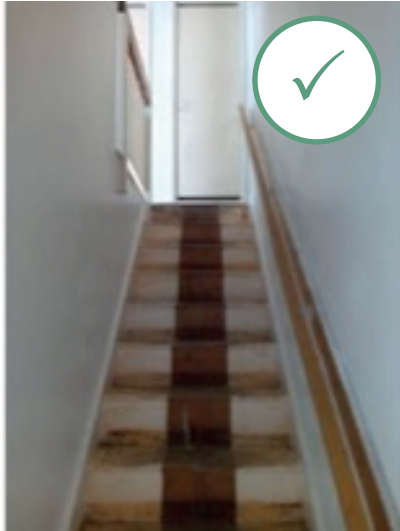


Bathroom

Bathrooms will be in good workable condition and hygienically clean prior to letting.

- The plumbing will be effective and accessible
- All toilets will work properly, easy to flush, no cracks, and securely fixed
- The toilet seat will be renewed, unless already in very good condition
- Any damaged silicone seals will be renewed
- Plug and chain will be fitted to sink
- Appropriate tiling or alternative splashback will be fitted to the rear of the basin and bath area
- Suitable floor covering will be fitted and in good condition
- A hot and cold-water supply will be provided to the wash hand basin, bath, and shower where fitted
- Taps will operate easily and labelled hot and cold
- Where a shower is left in situ appropriate tiling or alternative splashback will be in place

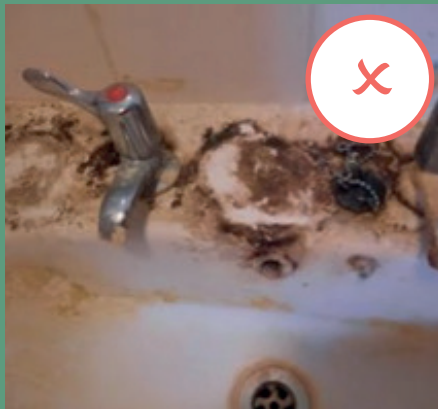




General

Homes will be in a good condition of general repair prior to letting.

- Walls will be de-nailed, and any holes filled
- Stair treads will be free of nails, etc
- Loose floorboards, stair treads, balustrades and risers, handrails will be secured
- Skirting boards, architrave, internal doors, and windowsills will be replaced or repaired
- Any wires and cables will be tied back and secure
- A television aerial point will be available in sheltered schemes and flats, but not in houses



Cleanliness

Homes will be clear and cleaned to a reasonable standard prior to letting, with the kitchen and bathroom having had a full hygienic clean.

- Clear of all goods, possessions, debris, and rubbish
- Free from vermin and insect infestation
- Fully cleaned prior to letting, all surfaces wiped down and hygienic
- Any areas of mould will be removed and treated
- Deep hygienic clean to kitchen and bathroom, particularly sanitary units

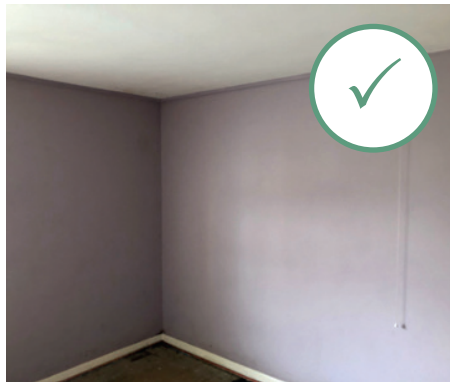


External Areas

External areas will be clear of debris and in a manageable condition for the new tenant prior to letting.

- Sheds / outbuildings in an unsafe condition will be removed, where in useable condition a shed may be gifted to the new tenant with their consent (not the Council's ongoing responsibility)
- Where necessary and possible hedges and trees will be cut back to a manageable level and all debris cleared away. Grass areas will be strimmed back.
- Dangerous, dead, or diseased trees will be removed
- External boundaries, fencing and walls adjacent to the public area (pavement/alleyway) will be installed or replaced where required
- Where the Council are responsible, internal boundaries will be denoted and a suitable boundary will be provided where applicable.
- Footpaths (within the boundary) providing essential access and egress to the property will be re-paired





Decoration

Homes will be prepared ready for decoration for the new tenant prior to letting.

- The property will be prepared for decoration for the incoming tenant
- All walls and ceilings will be free from cracks, holes, mould and defects and prepared ready for decoration
- Where dark paint has been left or there is new plaster, walls will be given a mist coat to help pre-prepare the surface for decorating.
- Windows, UPVC frames, sockets and switches will be free from paint.
- Where applicable wallpaper and textured surfaces will be assessed, if heavily damaged remedial work will be undertaken.



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North Northamptonshire Council Tenant Involvement Plan 2022 – 2024

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*Working together to
deliver quality services*



North Northamptonshire Council Introduction

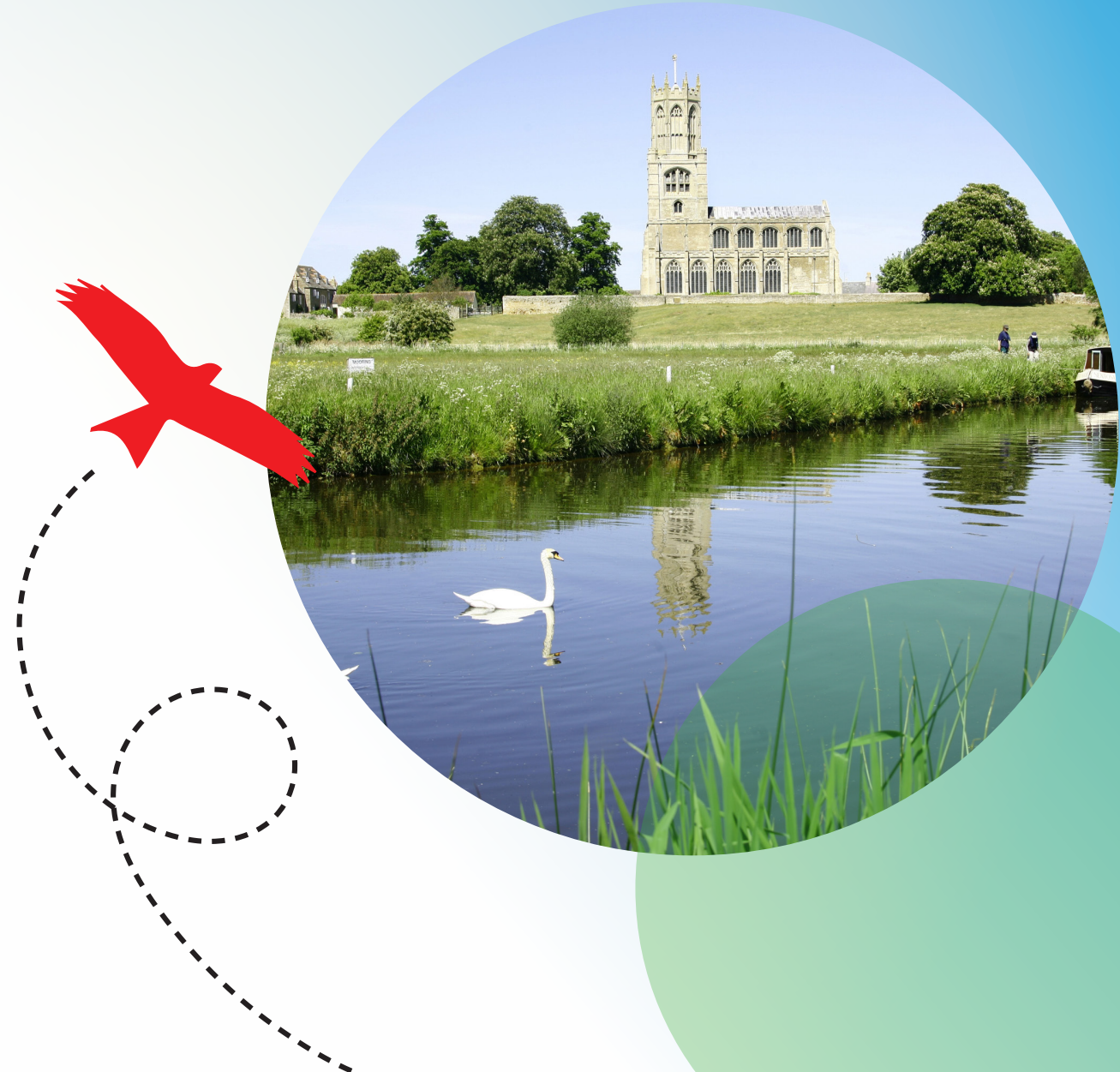
North Northamptonshire Council was created in April 2021.

The council is united in its desire to improve public services and this plan helps set out the priorities for tenant involvement.

The council housing teams have been working hard to transform and harmonise the service across North Northamptonshire.

This Tenant Involvement Plan has been designed with tenants and staff. It not only demonstrates how we will meet our legal and regulatory requirements, but also sets out ambitious priorities for the three years ahead. Whilst building upon the legacies from Corby and Kettering, it strengthens the opportunities for tenants to get involved.

This plan will be achieved through a dynamic action plan that will be developed, tracked and monitored through our Tenant Advisory Panel. We look forward to sharing our successes along the way.



A Brief History of Tenant Involvement in North Northamptonshire

Tenants in our area have played a key role in shaping housing services for over 20 years.

Looking back, we are proud of our past tenant involvement activities and the many outcomes they achieved. Tenants have helped in areas such as in-depth scrutiny, decision making, monitoring standards and performance, setting up many new initiatives and overall service improvements.

Involvement opportunities over the years have included the following:



Tenants Forum



Tenant Overview & Scrutiny Panel



Tenants Voice Scrutiny Group



Supported Housing Service Improvement Group



Annual Events



Neighbourhood Association Chair's Group



Quarterly Estate Walkabouts



Housing Tours



Why I Got Involved



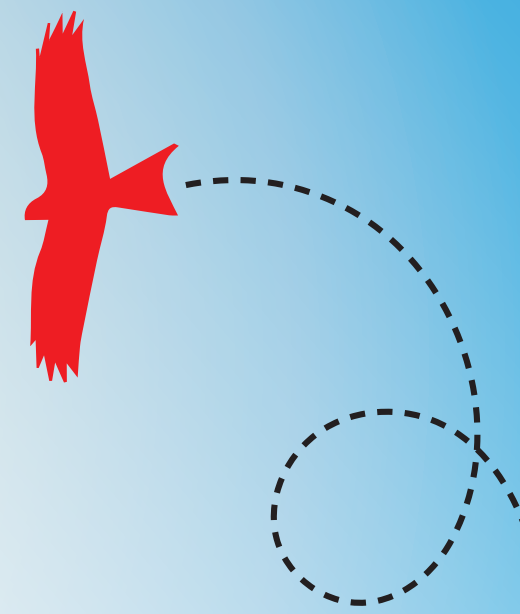
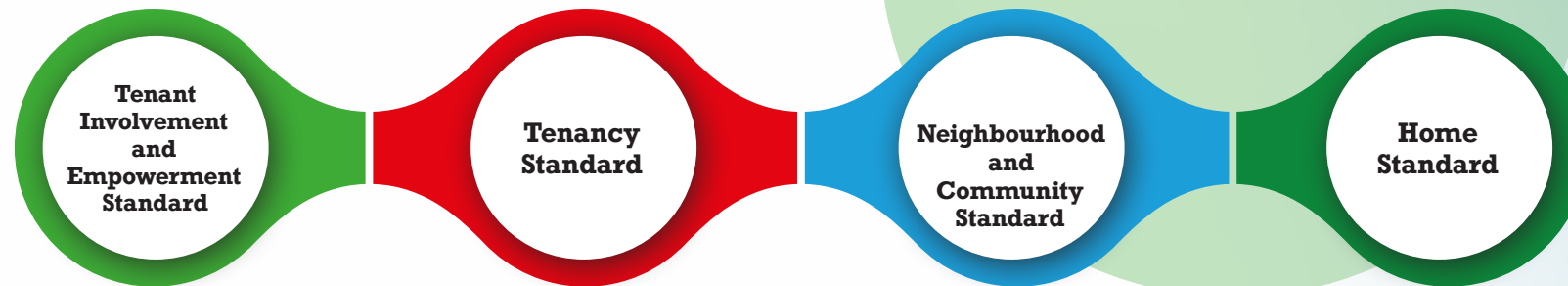
Why Involve Tenants?

Tenants are acknowledged to be independent experts on the services delivered to them, their homes and the area that they live in. It is important that we are transparent and accountable in how our involvement service operates. We therefore need to obtain tenants' opinions, suggestions and views on housing and estate issues that matter to them. Tenants hold a wealth of knowledge that the council can tap into about community issues and what their area needs to thrive.

Legal Duties



Regulatory Requirements



Future Housing Regulation

In the future, key aspects of social housing regulation are to be redesigned via the White Paper 'The Charter for Social Housing Residents'. There will be a focus on establishing a stronger relationship between landlords and tenants, strengthening consumer standards, setting new tenant satisfaction measures and improving how landlords deal with complaints.

Using Tenant Feedback/Complaints To Improve Performance

As a registered provider of social housing, the council is a member of the Housing Ombudsman Complaints Service. As such, it has a corporate customer 'comments, complaints and compliments' process that is simple, accessible and that ensures complaints are resolved promptly, politely and fairly. It also offers a range of ways for tenants to express a complaint, sets out clear service standards for responding and gives tenants information on what to do if they are unhappy with the outcome.

Ways To Get Involved

In December 2021, we asked our involved tenants about the opportunities that they would like the council to develop.

The menu of options below shows some of the ways tenants told us they would like to take part in delivering a housing service in the future

It is important that tenants can get involved in a way that suits them. Tenant involvement can mean different things to different people and can cover a wide range of activities. Some of these might be very informal like giving some feedback or a quick suggestion and some might be more formal like attending a special panel meeting to give your views.

We want there to be lots of ways to get involved, so that everyone has an opportunity for their voice to be heard. Tenants can help improve services in lots of ways, from taking part in short surveys and estate walkabouts to examining the way we do things, making suggestions and helping us to develop plans, policies and strategies.





Armchair Involvement from Home
Flexible. Can be done anytime.
No ongoing commitment required.

- Surveys
- Online Zoom meetings
- Mystery Shopping exercises by e-mail, telephone or letter
- Helping to edit information that we publish



Active Involvement
Requires regular commitment.

- Inspecting empty homes
- Attending conferences and networking events
- Attending meetings or focus groups
- Representing tenants locally, regionally or nationally



Influencing and Shaping Services
How well are we doing?
Requires commitment to attend formal monthly meetings and training sessions.

- Membership of Scrutiny Group – this involves making recommendations to improve service standards and carrying out scrutiny of our performance
- Membership of Complaints Group-helping us review how complaints are handled
- Membership of Tenant Advisory Panel- influencing our future housing plans, policies, strategies and the ways we spend your rent money



Improving Your Area
Help us improve your area with community events and activities, along with our partners.

- Supporting neighbourhood associations that meet monthly or every other month
- Attending resident led quarterly estate/village walkabouts for a couple of hours
- One off community clean up days, litter picks, fun days and well-being, community or information events



How We Will Support You to Get Involved

We want to help you to get involved in a way that suits you and to support you to achieve and develop in your role.

We also want to remove any barriers, real or perceived, that might prevent you from getting involved. We want getting involved to be a positive experience that you will really enjoy and will provide you with the tools you need to fulfil your role effectively. The benefits available to you as an involved tenant might include:

- Laptop/tablet/smart mobile phone (where applicable).
- Reimbursement of travel, parking or childcare expenses so you are not out of pocket
- Access to training and support in your role
- Opportunities to develop new skills, confidence, and work experience that you can use on your CV in future
- A chance to meet and network with new people
- Incentives to reward you for your commitment



Service Commitments

We will:

- Create an action plan with clear implementation timelines to develop an involvement structure for formal and informal opportunities to get involved
- Work with the Executive Member and Assistant Director for Housing and Communities to form a Tenant Advisory Panel that acts as a consultative group and a sounding board for the council housing service
- Implement positive ideas to continuously improve the services we provide to ensure that we meet present and future housing regulatory requirements
- Measure the results of tenant involvement to celebrate successes and value that it brings to projects
- Embed a culture of involvement in housing services by linking it directly to the council's governance structure, housing business improvement plans and our service commitments
- Allocate sufficient resources for tenant involvement to take place and assess its successes and failures
- Provide information to tenants in their preferred formats
- Ensure that tenants and the wider community can influence services when planning future housing redevelopment or neighbourhood projects



Links

This plan links to the following strategies and services;



We will also work with our partners in the public, voluntary and community sectors as well as other relevant council departments including Community Safety, Grounds Maintenance and Community Services.



Equality Statement

North Northamptonshire Council is committed to treating people fairly and in line with the general equality duty as set out in the Equality Act 2010.

We want to make sure that we promote equality, diversity and inclusion in all of our Tenant Involvement activities.

We will:

- organise, promote and carry out our Tenant Involvement activities in ways that make them accessible to all
- aim to ensure that our involved tenants reflect the diversity of the communities in which we operate
- recognise the challenges and needs of our neighbourhoods and help support individuals and communities to reach their potential
- ensure that any standard documents we produce can be provided in accessible formats





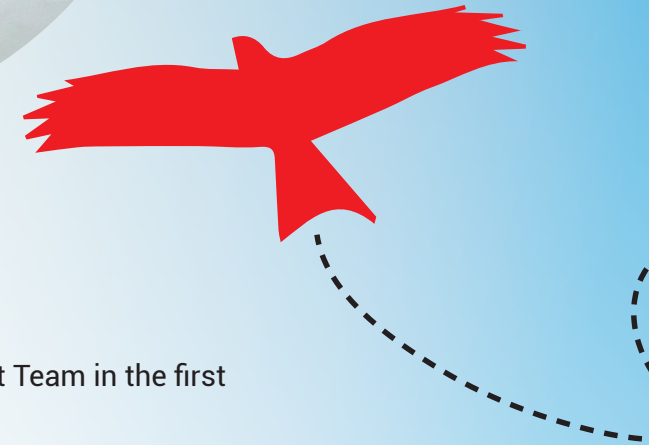
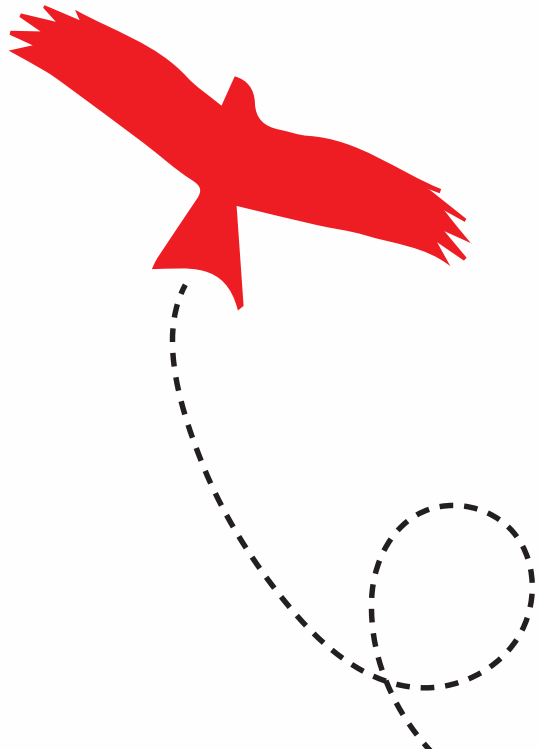
Next Steps

We intend to work with our tenants, leaseholders and the wider community to prepare actions with timescales in this flexible plan to implement our service commitments and future regulatory change.

Contact Us

Get in touch with our Tenant Involvement Team in the first instance to discuss getting involved.

Telephone **0300 126 3000** or e-mail tenant.involvement@northnorthants.gov.uk



EXECUTIVE 19th May 2022

Report Title	Enterprise Telephony including IT Infrastructure, Architecture and Contact Centre
Report Author	Lisa Hyde, Director of Transformation
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

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

List of Appendices

Appendix A: Glossary of Terms

1. Purpose of Report

- 1.1. The purpose of this report is to seek the approval of the Executive to start a procurement process for a new unified telephony system taking into account the infrastructure, architecture and user areas such as contact centres for the Council.

2. Executive Summary

- 2.1. This report outlines the current position with regards to telephony platforms across North Northamptonshire Council and the rationale to procure and implement a new cloud-based telephony system (Software as a Service) to upgrade and unify the Council's telephony estate in order deliver a single system to staff and customers interacting with the Council through Customer Services and to complete roll out by December 2023.

3. Recommendations

3.1. It is recommended that the Executive:

- a) Approve the commencement of the procurement process to purchase and implement a new cloud-based telephony system (Software as a Service) for North Northamptonshire.
- b) Delegate authority to the Executive Member for Finance and Transformation in consultation with the Director of Transformation, to take any further decisions and /or actions required to conclude the procurement and implementation of the new system.

3.2. Reason for Recommendations:

- a) Replace the analogue lines and end of life telephony infrastructure, which in a number of areas, will cease to work as BT Openreach will decommission in 2024, with a digital network.
- b) Scalability: A cloud system does away with having to purchase expensive hardware or dedicated lines as the Council grows, which is key whilst disaggregation of services takes place from West to North.
- c) The Council will gain efficiencies from a unified telephony platform. It will enable services to make savings as a result of restructuring and harmonising their processes such as Customer Services team, Future ways of working
- d) Enable standardisation of telephony systems across NNC which makes it easy to adapt to changes in business operations.
- e) To align with the green agenda – the organisation will be greener because of this when the Council moves off the old infrastructure to a newer infrastructure that is more climate friendly i.e., energy efficiency

3.3. Alternative Options Considered – All the current telephony platforms across North Northants are separate, with a number of different suppliers and this causes a number of issues with services being able to create efficient processes and a good experience for residents. The current telephony infrastructure is also end of life and unscalable in majority of the Council's legacy areas. BT Openreach will also switch off the analogue public telephone services; Public Switched Telephone Network (PSTN) and Integrated Services Digital Network (ISDN), which most sites utilise in 2024, moving to a digital Internet Protocol (IP) network ready for the future. Doing nothing is therefore not a viable option. Of the options for the new telephony platform, a new cloud-based telephony system (Software as a Service) to replace existing telephony systems is the preferred option as set out in this report.

4. Report Background

- 4.1. Telephony refers to the telephone infrastructure and platforms utilised by North Northamptonshire. This includes the traditional copper phone lines and the devices used to answer phone calls such as phones which can be desk or soft phones which are able to utilise Voice Over Internet Protocol (VOIP) technology.
- 4.2. The telephony systems utilised across the unitary council in North Northamptonshire are hosted on different platforms; East Northants, Wellingborough and Kettering sites are on the Mitel platform whilst Corby is on Alcatel. In addition, former Northamptonshire County Council staff working from One Angel Square and other sites are being supported by West Northamptonshire Council infrastructure, Avaya communication Server 1000 (CS1000) and as a result, any change request is reliant on the West ICT to implement.
- 4.3. Telephones are still a key communication channel between the Council and its residents and businesses. The Council's telephony system is a front door to its residents as it receives approximately 1600 calls per day across the five contact centres. Almost 50% of these calls are related to Revenues and Benefits. This volume does not include the automated payment lines, which enable customers to pay the Council for a variety of services using their handset.
- 4.4. In addition to the 1600 calls received directly into the contact centres, there are approximately 2500 calls daily split between individuals with their own extensions, and departmental lines which can be answered by any individual within that team, either by utilising a hunt group, duty officer or a more informal arrangement. Many of these calls are internal transfers between the various contact centres and individuals/teams in the back offices. The Council does not have the technology at present across all sites to differentiate the exact number of calls received direct from customers, and those transferred from contact centres to back offices.
- 4.5. The existing telephony infrastructure across the Council is still in the state as per pre vesting day, and the operational constraints of disparate customer service and back-office teams have led to a compromised position which negatively affects the customer journey. Where services are not aggregated and operate on different systems, processes and procedures, the customer still needs to be directed to the service hub in the area they live. As a result of the area choices (aligned to the four former districts) customers are given for many services, and the mix of former countywide services, customers contacting the Council via the main 0300 telephone line experience a complex journey which relies on their knowledge of who provides what services and leads to customer service agents being limited in their ability to resolve queries without additional transfers.
- 4.6. These constraints hamper more effective customer service as well as the financial and process efficiencies that one single integrated Customer Services

team could offer. They prevent the five separate teams joining together as one team.

- 4.7. Implementation of a new cloud-based telephony system (Software as a Service) allows the Council to move forward and deliver service and efficiency improvements. It also supports the delivery of efficiency savings in Customer Services, which are £264,000 in 2022-23 and a further £106,000 in 2023-24. It is expected that in 2024-25 additional savings will also be possible after other services restructure as the number of licenses will reduce by an estimated 10% in year 23/24 and a further 5% for subsequent years as the Council transforms and phone use requirement reduces.
- 4.8. A new cloud-based telephony system will allow the Council to provide better customer service and improved business intelligence, enabling more effective customer services, self-service and a greater understanding of customer needs.
- 4.9. The Council will also benefit from an improved picture of customers regardless of their access channel as it will extend more widely across Council services to enable a more holistic picture of customer needs where customer information is not currently shared. This will improve customer journeys and secure better outcomes.
- 4.10. The new telephony system will allow better integration with Council systems, such as payments/income management and also allow for the organisation to scale and respond to future needs.
- 4.11. The proposed contract duration is up to five (5) years.
- 4.12. The service will work closely with colleagues from Legal services, procurement and IT to support the delivery of a new telephony system.

5. Issues and Choices

- 5.1. All the current telephony platforms across North Northants are separate, with a number of different suppliers and this causes a number of issues with supporting service areas to able to create efficient processes and a good experience for residents.
- 5.2. Call routing to the back offices via the 0300 Interactive voice response (IVR) is so complex it has led to complaints from residents and Members.
- 5.3. The current telephony infrastructure is also end of life and unscalable in the majority of Council legacy areas.
- 5.4. The current capacity issues and limitations on the size of the phone system at Corby makes it difficult for customers to get through at busy times.

- 5.5. The existing traditional telephone systems need to be replaced because of obsolescence. The current telephony infrastructure is coming to its end of life, BT Openreach will switch off analogue public telephone services (PSTN and ISDN) in 2024, moving to a digital (IP) network ready for the future. If North Northamptonshire do not move to a digital network by then, no telephone calls using PSTN/ISDN can be made.
- 5.6. There has been little investment in the telephony infrastructure of some of the legacy councils.
- 5.7. Supporting the different legacy platforms and managing contracts is inefficient for ICT.
- 5.8. Lack of dedicated telephony skills around support leading to a heavy reliance on suppliers to resolve issues and incidents.
- 5.9. The end-of-life infrastructure and lack of resilience has resulted in customers not being able to contact the Council when they need to and in turn increased the complaints North Northants receives. The separate infrastructure also means that the Council currently spends four times the amount of time needed to support these infrastructures.
- 5.10. Service disruption due to downtime of the service being unavailable, loss of revenue to the council, compatibility for the new CRM (Customer Relationship Management) system for Customer services to increase efficiency and saving and inability to scale to meet the needs of the new unitary.
- 5.11. The telephony systems are overly complex due to existing different configuration arrangements of all the legacy councils.
- 5.12. There are three options for the way forward, these are evaluated in detail below.
- 5.13. The first option is to “**Do nothing.**” There is an option to continue with existing systems. However, this is not considered feasible. The current telephony infrastructure is at the end of its life, disparate, unscalable in some areas and BT Openreach will switch off analogue public telephone services (PSTN and ISDN) in 2024, moving to a digital (IP) network ready for the future. If North Northamptonshire do not move to a digital network by then, no telephone calls using PSTN/ISDN can be made.
- 5.14. **Procure a new cloud-based telephony system (Software as a Service) to replace existing telephony systems.** A new unified system with hardware, software, and all application support to be housed in the cloud, meaning no local installation, with the required elements housed offsite and responsibility for monitoring and maintenance held with the telephony supplier. It also gives the Council more in terms of greater resilience, flexibility, and the ability to meet this need and longer-term strategic aims. This option is beneficial to the environment and in line with the Green Agenda to reduce the Council’s carbon footprint by reducing the number of separate infrastructures needing to be run,

to support telephony arrangements. All cloud providers have published their net zero carbon strategy.

- 5.15. **Procure a new on-premise telephony system to replace existing on-premise arrangements.** This option is technically viable but fails to offer the same opportunity for additional efficiencies and will be more resource intensive to implement and support. It is non cloud based and therefore misaligns with ICT strategy for ensuring the Council uses cloud where appropriate, especially with its highest priority applications. The indicative cost is estimated to be between £1,300,000 - £1,800,000 (excludes call and line rental charges). The figures must be viewed with caution, as the rigorous discovery work to fully understand Council infrastructure and data centre requirements has not been undertaken by any third party. More reliable costs would only be available during full procurement when providers have had chance to respond to the Council's full technological and user requirements.
- 5.16. The **recommended option** is that set out in section 5.10 above, to procure a cloud-based telephony system (Software as a Service).
- 5.17. Cloud-based telephony system (Software as a Service) enables NNC to move forward with Future Ways of Working, giving greater resilience to individuals and services by offering increased flexibility and utilising the 24/7/365 support provided by a supplier. There are benefits associated with reducing the Council's carbon footprint in line with the Green Agenda, and avoidance of costs associated with hiring dedicated support staff within ICT as well as infrastructure related costs, as total cost of ownership sits with the provider.
- 5.18. Cloud-based telephony system (Software as a Service) resolves the issue of end-of-life unsupported telephony from 2024. Scaling the system up or down is quicker and easier and any updates will not affect operational uptime.
- 5.19. Cloud technology offers new features such as intelligent reporting and applications that can increase staff productivity. The Council will be able to support peoples' way of working after the pandemic i.e., harmonising processes and supporting team restructure.
- 5.20. All customer service centres will be able to answer any call that comes into the Council at the first point of contact i.e., if a customer rings a designated number, Customer Services will have the ability to route that call to anywhere thereby enabling the service to work as one team and improving the customer journey

6. Next Steps

- 6.1. Subject to approval of the way forward by Executive, these are the key milestones to deliver a cloud-based telephony system by December 2023: -

Milestone	Date
Business case approved by Executive	19 th May 2022
Procurement Gateway Group (PGG) Form approved	June 2022
Procurement to be completed and contract signed	December 2022 (dependent on call in period post Executive decision)
Implementation and Deployment	Discussion with potential Supplier to define timelines, currently estimated as December 2023
Supplier Onboarding completed	30 th April 2023
Proposed roll out completion	1 st December 2023
Decommission legacy telephony systems completed	31 st March 2024

7. Implications (including financial implications)

7.1. Resources and Financial

7.1.1. There will be financial implications with regards to implementing a cloud-based telephony system. It is proposed that to cover the project resource cost, including one-off implementation and 10% contingency for unknown cost of internal ICT costs for 2022/23 and 2023/24 Financial Years, currently estimated at £345,708, will be met from the Business Rates Retention (BRR) budget. This amount has been allocated to the Council to deliver customer service improvements using technology.

7.1.2. In addition, it expected that in 2023/24 the existing annual cost (including support and maintenance, line rental & call charges, former NCC telephony contracts) of £413,158 will run concurrently with the new cost. It is anticipated the existing cost will reduce as part of the new solution is delivered.

7.1.3. The new cloud-based telephony system will allow integration with applications such as CRM and Income Management System to improve customer and user experience

7.2. Legal and Governance

- 7.2.1. Failing to procure a new telephony platform by December 2023 will result in the Council operating existing telephony systems that will fall out of support. This could result in licences to use them being withdrawn by the supplier(s) concerned. It is also not possible to extend the scope of existing systems without a procurement process. In addition, the current telephony infrastructure is coming to its end of life, BT Openreach will switch off analogue public telephone services (PSTN and ISDN) in 2024, moving to a digital (IP) network ready for the future. If North Northamptonshire do not move to a digital network by then, no telephone calls using PSTN/ISDN can be made.
- 7.2.2. Procurement advice has been sought and it is proposed that it is appropriate to use a procurement framework as the route to market.

7.3. Relevant Policies and Plans

- 7.3.1. This project will meet all corporate priorities. It meets the corporate objective of modern public services by ensuring robust financial management of IT systems, improving the efficiency and effectiveness of services and using skills and technology most effectively. The recommended option aligns with the Council's Technical, Digital and Data draft strategy.

7.4. Risk

- 7.4.1. The implementation of a cloud-based telephony system carries risks to the Council. Incompatibility of older computers with modern voice/video capability. ICT will need to ensure that new technology can service the need of service areas that will be impacted by the change.
- 7.4.2. Staff resistance to removal of traditional phone handsets from desks. ICT is already engaging with services to champion the benefits of the new system. Proactive communications will be undertaken to articulate the issues with remaining with current telephony system
- 7.4.3. The current issue with the back-office services will not be resolved until those services are aggregated. The service areas will need to understand how they will deliver geographical services until such a time when they are aggregated.

7.5 Consultation

- 7.5.1 Consultation will take place with internal stakeholders as part of the procurement process

7.6 Consideration by Executive Advisory Panel

- 7.6.1 Officers will consult with the Executive Advisory Panel for Service Delivery, Performance and Customers at the appropriate points during this project.

7.7 Consideration by Scrutiny

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

7.8 Equality Implications

- 7.8.1 The Council is committed to treating people fairly. Implementation of a new cloud-based telephony system that encompasses all services including translation services, will allow the Council to deliver the highest quality services to all customer groups so that they receive fair treatment in accordance with the Council's responsibilities under the Equality Act.

7.9 Climate Impact

- 7.9.1 The Council, having declared a climate change emergency in June 2021, is committed to reducing its climate impact both within its own Council buildings and in working with businesses and the wider community to achieve net zero energy emissions. A unified cloud-based telephony system will allow the organisation to be greener because of this when the Council moves off the old infrastructure to a newer infrastructure that is more climate friendly i.e., energy efficiency. It will also reduce the carbon footprint by reducing the number of separate infrastructures needing to be run, to support telephony arrangements

7.10 Community Impact

- 7.10.1 The customer journey will improve as residents can call any customer contact centre. This will also reduce the travel across the county by residents to visit the council and for staff reduction in time taken around activities that can be conducted over a more reliable phone/video facility.
- 7.10.2 Although, current issues like complaints from residents and Members due to call routing to the back offices via the 0300 IVR will persist unless those services are aggregated.

7.11 Crime and Disorder Impact

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

8 Background Papers

8.1 None.

Appendix A: Glossary of Terms

Terms	Definition
IP	<p>Internet Protocol</p> <p>A set of rules governing the format of data sent via the internet or local network</p>
PCI DSS	<p>Payment Card Industry Data Security Standard</p> <p>Credit and Debit Card security scheme for customer present, customer not present and e-commerce payments. It is the Council's obligation under the scheme to take card payments securely over the phone.</p>
ISDN	<p>Integrated Services Digital Network</p> <p>Analogous public telephone services which will also be replaced by BT in 2024</p>
PSTN	<p>Public Switched Telephone Network</p> <p>Are analogous lines also known as "traditional telephony" that BT are set to replace as part of a huge digital changeover in 2024</p>
VOIP	<p>Voice over Internet Protocol</p> <p>Is a method and group of technologies for the delivery of voice communications and multimedia sessions over Internet Protocol networks, such as the Internet.</p>

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EXECUTIVE 19th May 2022

Report Title	Highways Procurement
Report Authors	George Candler, Executive Director, Place and Economy
Lead Member	Cllr Graham Lawman, Executive Member for Highways, Travel and Assets

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

List of Appendices

Appendix A - Key milestones in the procurement project

Appendix B - Governance Arrangements for the Highways Procurement Project

1. Purpose of Report

- 1.1. To update the Executive on the project to procure a new highways contract for North Northamptonshire Council (NNC).
- 1.2. To delegate authority to award the contract to the successful bidder, determined by reference to the published rules, cost and quality criteria, to the Executive Member for Highways, Travel and Assets, in consultation with the Executive Member for Finance and the Executive Director for Place and Economy, the Executive Director for Finance and the Monitoring Officer.

2. Executive Summary

- 2.1 The Highways and Transport services and associated contract have continued as a hosted arrangement since Vesting Day (1st April 2021), provided by West Northamptonshire Council (WNC) to North Northamptonshire Council (NNC) until the conclusion of the re-procurement of new contractual arrangements.

- 2.2 The majority of the Council's highways services are currently provided through a contract with KierWSP, which is managed by WNC and is due to end in September 2022.
- 2.3 The procurement of new arrangements for these services commenced pre-Vesting Day with approval from Northamptonshire County Council (NCC) as the Highways Authority responsible for the contract. The decision to start a procurement exercise was taken by the former NCC Cabinet on 12th November 2019 following discussion with all predecessor authorities via governance arrangements in place prior to Vesting Day.
- 2.4 Delegated authority to make decisions related to the procurement were previously given to representatives of NCC. The commitment to procure a new highways contract was reconfirmed at a meeting of the NNC Executive on 15th July 2021 when the Executive agreed to delegate authority to the Executive Member for Highways, Travel and Assets in consultation with the Executive Member for Finance and the Executive Director for Place and Economy and the Monitoring Officer to take decisions related to the procurement process in order to enable progress as outlined in that report.
- 2.5 The procurement process is being managed jointly by NNC and WNC and will result in two contracts being awarded, one for each authority.
- 2.6 The contract resulting from this procurement will be one of the most significant that the Council awards due to its high value and because it provides essential services for all residents. Bidders have been asked to address a number of key Council outcomes as part of their submissions, ranging from the delivery of safe, legal, customer-focused and value for money services through to making tangible contributions to the Council's commitment to social value and its response to climate change and protecting the environment.
- 2.7 The procurement process is governed and managed through a robust and systematic programme approach. The procurement has progressed positively through the informal market engagement discussions, followed by the formal selection questionnaire, Invitation to Submit Outline Solution (ISOS), Invitation to Submit Detailed Solutions (ISDS), ISDS Extension¹, Invitation to Participate in Final Dialogue (IPFD), and Invitation to Submit Final Tender (ISFT) stages. Three bidders have submitted Final Tenders, and the Council is in a good position to award a contract at the end of the process.
- 2.8 The current procurement timetable indicates that the contract award will be made in June 2022, in time for the services to commence under the new contract from 12th September 2022.

3. Recommendations

- 3.1 It is recommended that the Executive:

¹ Where bidders were asked to consider the costs and quality benefits to West Northamptonshire Council and North Northamptonshire Council should they be successful in both Lots.

- i) Notes the continued progress to procure new arrangements for highways and transport services and the readiness to make an award post Final Tender submission and evaluation;
- ii) Agrees to delegate authority to the Executive Member for Highways, Travel and Assets in consultation with the Executive Member for Finance and the Executive Director for Place and Economy, Executive Director for Finance and the Monitoring Officer to award the contract and to take any further decisions and /or actions required to conclude the procurement.

3.2 Reason for Recommendations:

- i) The Council has a statutory duty to provide highways services as set out in the Highways Act 1980, which are currently met by the hosting arrangement with WNC;
- ii) The Council must provide these services and the Council is procuring a new contract in order to do so in the future;
- iii) Failure to make an award will have a number of implications for the Council, not least the need to establish and mobilise alternative delivery arrangements from the end of the KierWSP contract in September 2022 and the cost and risk associated with commissioning and /or delivering an alternative solution in the medium to long term;
- iv) The delegations requested will enable the procurement process to proceed with appropriate governance through to its conclusion within the required timeframes.

3.3 Alternative Options Considered – The Executive could decide not to delegate authority to the Executive Member for Highways, Travel and Assets. This would require the Executive to make a decision relating to the award of the contract at a future meeting. Given the timeframes involved in completing the procurement process, awarding the contract and mobilising the new contract, this would require the timeframes to be adjusted and more time created to complete all these steps. This may require an extension of the current contract with KierWSP and the hosting arrangements with WNC.

4. Report Background

- 4.1 Procuring a highways services contract of this size and nature is ordinarily a complex project which requires significant time, resources and expertise. Procuring two separate highways services contracts whilst also implementing Local Government Reform which resulted in the creation of two new authorities part way through the procurement exercise makes the project significantly more complex and unusual, if not unique.
- 4.2 Throughout this complex exercise, the authorities have benefitted from the expertise of skilled and experienced programme managers and been advised by external qualified legal, commercial and financial advisors.

- 4.3 The table in **Appendix A** outlines the key milestones of the procurement exercise.
- 4.4 The procurement of new arrangements for these services commenced pre-Vesting Day with approval from NCC as the Highways Authority responsible for the contract. The decision to start a procurement exercise was taken by the former NCC Cabinet on 12th November 2019 following discussion with all predecessor authorities via governance arrangements in place prior to Vesting Day (1st April 2021).
- 4.5 The procurement is being conducted via a competitive dialogue process, which has a minimum number of stages which have been tailored to meet the needs of the Council and ensure the best outcome. The focus throughout the process has been to seek best value for the authorities.
- 4.6 Two contracts will be awarded as a result of this single procurement process: one for NNC and one for WNC. Each contract was offered to the market in separate Lots. The bidders had the choice whether they bid for both Lots or only one.
- 4.7 The resulting contract for NNC will be one of the highest value contracts awarded by the Council (approx. £30m pa) and it provides high profile services which are used by virtually all of the Council's residents and supports the economy. It is therefore very important that the Council conducts a rigorous process to select the best organisation to act as its contractor.
- 4.8 Consideration of residents' needs have been placed at the heart of the procurement process, whilst also balancing the desire for high quality, safe and legally compliant services and the cost of providing the service.
- 4.9 The evaluation of the tenders is based on an equal weighting (50:50) on price and quality representing the Council's commitment to ensuring value for money whilst maintaining a high-quality service for its residents.
- 4.10 The contract allows for a 7-year core contract period, with potential for extensions to a total length of 10-14 years. Extensions comprise up to three years in the first 7-year core period based on performance, and an additional 4-year option at the discretion of NNC.
- 4.11 Prior to the formal procurement process, two 'market engagement' events were held with potential suppliers to signal its intention to procure this contract. These sessions enabled prospective bidders to be reassured about the formation of the two new unitary authorities that would result in a change in the procuring organisation part way through the process, which is highly unusual.
- 4.12 The initial stage of the formal procurement process was for prospective organisations to complete a 'Selection Questionnaire'. This step was completed in February 2021. Four bidders progressed to the following stage, which was an Invitation to Submit an Outline Solution (ISOS). ISOS enabled the first opportunity for dialogue sessions with the bidders so the Council could find out more about their potential tender and possible added value.

- 4.13 The ISOS stage was completed on schedule, with bidders' responses received in April and evaluated by the end of May 2021. This timing coincided with the elections. The procurement process was consequently paused to enable confirmation of the Leader and Executive Members, who have a key role to play in the governance of the procurement.
- 4.14 There was no 'down selection' (or elimination) of bidders at the end of the ISOS stage, and following further rounds of dialogue, all four bidders submitted detailed costs and quality solutions in September 2021 as part of an Invitation to Submit Detailed Solutions (ISDS). They also submitted a Variant A price setting out potential 'bulk discount' efficiencies were they to be successful in both Lots. Variant A permits the bidders to include a price reduction within their bids in the event that they win both Lots. This price reduction would reflect the cost reductions that the winning contractor may expect to benefit from as a result of delivering services across a wider area through economies of scale.
- 4.15 Both Councils also considered wider options to permit the bidders to share some elements of the service delivery across the two authority areas in order to reduce the overall cost of the contracts for each Council. Given the combined value of the individual contracts is expected to be higher than the current single contracts, these financial benefits may result in cost avoidance, rather than cashable savings for each Council.
- 4.16 In order to secure these financial benefits through collaboration, the Councils introduced a focused 'ISDS Extension' phase, where bidders were given a six-week window to design and submit an additional integrated solution (a 'Variant B') submission for consideration. A prerequisite of the same bidder being successful in both Lots was implicit to the approach. If that occurred, then a threshold value of a 5% cost avoidance for both Councils (between the otherwise winning bids and the integrated solution submissions was required to 'trigger' Variant B). In the event, neither criterion were met at the ISDS Extension phase and therefore the Variant B bids were not considered.
- 4.17 The bidder scoring fewest marks in the ISDS/ISDS Extension phase was de-selected in January 2022. The remaining three bidders were invited to Participate in Final Dialogue (IPFD), and an Invitation to Submit Final Tender (ISFT) issued in early April 2022. Lot 1, Lot 2 and Variant solution options (A and B) remain on the table at Final Tender stage, with the same thresholds/rules applied as at ISDS Extension. Final Tenders were received on 26th April 2022 and evaluation and moderation are scheduled to be completed in May 2022.
- 4.18 Award recommendations will be made at conclusion of the evaluation and moderation exercise, and it is proposed that the decision to award a contract for NNC will be made using the delegated authorities which form part of the recommendations within this paper.

5. Project Update

Governance

- 5.1 Two contracts will be awarded as a result of this single procurement process: one for WNC (Lot 1) and one for NNC (Lot 2). Member and officer

representatives of both Councils are involved in the governance of the procurement.

- 5.2 A Highways Contract Procurement Steering Group which includes procurement, technical, financial, and legal specialists lead the project on a day-to-day basis. The work of the Steering Group is overseen by a Steering Board, which includes the Executive Directors of Place and the relevant Executive/Cabinet Members for both Councils. The respective Executive/Cabinet in each Council make decisions related to the procurement. Finally, since highways are a hosted service any changes to the hosting arrangements are subject to a decision by the Shared Services Joint Committee. The governance arrangements are set out in a chart within **Appendix B**.
- 5.3 It is proposed that delegated authority is given to the Executive Member for Highways, Travel and Assets in consultation with the Executive Member for Finance and the Executive Director for Place and Economy, Executive Director for Finance, and the Monitoring Officer to take decisions related to the award of the contract. This delegation would include agreeing the service areas which the Council permits the contractor to share across both authorities should they win both contracts, as well as any limits to those sharing arrangements.

Potential for collaboration between the two contracts

- 5.4 Throughout the procurement, bidders have been keen to emphasise that there are opportunities for cost reductions to both Councils in the event that the same bidder is successful in winning both contracts. This is because of duplication across the two contracts which could be avoided if bidders were permitted to share certain resources across both areas.
- 5.5 Following the formal appointment of Executive/ Cabinet Members to both Councils, the Councils, via their Steering Board members, have been considering to what extent, if any, they would be prepared to collaborate or share between the individual contracts to reduce duplication and gain financial benefits for both Councils in the event that a single bidder were to be successful in the procurement process. The degree of collaboration would be limited to aspects of the contract which do not reduce the experience or quality of the service experienced by residents but would deliver financial benefits for the Council and its residents. This would enable more funding to be available to spend on the front-line services delivered by the contract which residents do experience and benefit from directly.
- 5.6 As examples, the aspects of the contract which may benefit from collaboration include sharing of the contractor's management teams, depots, back-office systems, fleet and plant (although branded vehicles would be limited to their respective Council geographies). Discussions between Councils indicated that there was a preference for direct and separate control by each Council of customer and Member-facing communication and engagement, separate key performance indicators tailored for each contract and that each Council should be able to take decisions regarding the extension of their contract independently.

5.7 In order to ascertain the extent of potential cost avoidance available due to this co-operation it was necessary for bidders to submit a 'Variant B²' bid. Initial indications were that these avoided costs may be around 7% per annum, which for a contract of this size (circa £30m pa) may result in considerable monetary value. A 5% minimum threshold was agreed in consultation with Executive Members, which will be a minimum cost reduction that bidders must achieve for both Councils for their variant bid to be evaluated by the procurement team. This will ensure that the Councils are receiving an acceptable level of cost reduction in return for giving the bidders the flexibility to share certain elements of the service across the two contract areas.

Concluding the Procurement Process

5.8 Final Tender submissions were submitted in April 2022. Bidders produced a bid, including tender prices, for stand-alone contracts for NNC and WNC, which will not include any sharing of resources across the two areas. They also produced a Variant A price and a Variant B price *and* quality submission.

5.9 Evaluation of the tendered solutions was in accordance with pre-determined criteria which include awarding 50% of the marks based on price and 50% of the marks based on the quality of the submitted tender.

5.10 It is important to note that even if the award of a variant bid were to be the outcome of the procurement process, two separate contracts will be awarded, one for NNC and one for WNC. In either case, the successful contractor(s) will be required to agree programmes of work and work priorities with each Council and ring-fence accounting for the use of resources (even if these are shared) so that each Council is correctly invoiced for work carried out. None of the options for co-operation will affect these aspects which are considered crucial for each Councils autonomy.

Timescales

5.11 The desire to consider the opportunities presented by collaboration added time to the planned procurement timescales. This, alongside some delays resulting from the parallel processes for the two separate authorities for decision making and the elections, means that the procurement team have updated the programme timetable.

5.12 The proposed timetable for the remainder of the procurement is set out in the table below. Following award, the successful contractor will be given a 3-month mobilisation period prior to service commencement on 12th September 2022. This aims to ensure the seamless transition of the outgoing contractor to the new contractor.

Procurement Stage	Date
Contract Award	June 2022
Mobilisation	June to September 2022
Service Commencement	12 th September 2022

² A 'Variant A' equivalent has been included in the pricing model since ISDS stage to allow bidders to highlight bulk discount savings were they successful in both Lots. Variant B focus on wider integration cost avoidance opportunities.

Management of the New Contract

- 5.13 The new contract will be managed by an enlarged contract management team which will be led by the Service Manager who will be appointed over the summer and will have experience of managing similar NEC4 Term Maintenance Contracts.
- 5.14 The contract contains a tiered approach to performance management including Strategic Indicators which will be used largely to decide if extensions are earned, Tactical Indicators which will be used to manage any deductions to be applied due to poor performance and Operational Indicators which will be used to manage day to day performance.
- 5.15 There is an expectation which has been shared with the bidders that there should be a significant improvement in communication with Members, stakeholders and residents to increase transparency and to ensure that the outcomes of the Service are fit for purpose. The Scope and Specification and accompanying performance regime has been drafted to ensure that this comes forward.

6. Issues and Choices

- 6.1 Statutory duties must be fulfilled through these contractual and hosting arrangements. There is therefore not an option whereby the Council can allow the existing arrangement to expire prior to the new contract commencing.
- 6.2 The Council has formally committed to procure highways services from the market, and the bidders have committed significant resources to the procurement exercise. Withdrawing from the procurement may result in legal challenge from bidders who will seek to recover their costs. Given prior decisions by both NCC and NNC and the procurement exercise already undertaken, terminating the current procurement exercise and taking a different approach to providing highways services at the end of the current arrangements is not recommended.

7. Next Steps

- 7.1 The contract is expected to be awarded in June 2022 with the new contract to commence on 12th September 2022. During the interim period, the existing contractor will demobilise whilst the mobilisation period for the new contractor will commence.

8. Implications (including financial implications)

8.1 Resources, Financial and Transformation

8.1.1 The overall procurement project budget is approximately £1.2m split between NCC (up until March 2021) and for 2021/22 the unspent balance of £650k equally split between WNC and NNC.

8.1.2 If the outcome of the procurement is to award contracts which enable some collaboration, then the Councils are likely to need to enter into a legal agreement with each other, and this work has not been budgeted for.

8.1.3 The current highways contract was procured 14 years ago, and although the costs have been subject to inflationary increases, it is reasonable to expect that the costs of the new contracts procured will be higher, partly due to the fact that two contracts (one for each Council) are likely to be more expensive than one. There may be economies of scale if Variant A or Variant B is awarded which will partially reduce these anticipated increased costs. To acknowledge the expected increased costs, whilst setting the budget for 2022/23, the Council committed an additional £455k/year to fund the delivery of the highways service.

8.2 Staffing Implications

8.2.1 Planning for disaggregation and transfer of officers from the hosted WNC arrangements to NNC has commenced in good time to allow consultation with staff and a smooth transfer to take place. This has been subject to recent consideration by the Joint Committee Shared Services at their meeting on 23rd March 2022:

<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=152&MId=501&Ver=4>

8.2.2 Arrangements are also being finalised to ensure a seamless transfer of operational managers and staff from KierWSP to the new provider(s) on 12th September 2022.

8.3 Legal and Governance

8.3.1 WNC will continue with the arrangements to retain the current highways services contractor until a new contract is in place for WNC and for NNC.

8.3.2 As noted earlier, if a variant bid which allows for collaboration is the preferred option at the conclusion of the procurement process, then the Councils are likely to need to enter into a legal agreement with each other.

8.4 Relevant Policies and Plans

8.4.1 The delivery of highways services aligns with NNC's Corporate Plan and particularly supports NNC's priorities to create: safe and thriving places; a

green, sustainable environment; connected communities; and modern public services.

- 8.4.2 The Highways services are delivered in accordance with the Council's Local Transport Plan (which was developed by NCC and inherited by NNC on Vesting Day) and the Council's Network Management Plan and Asset Management Policy and Strategy. These documents will be reviewed in the coming months and years to reflect the ambitions of NNC. The new contractor will be required to work in accordance with these documents, or their successor documents. Current versions can be found at this link:

<https://www.northamptonshire.gov.uk/councilservices/northamptonshire-highways/transport-plans-and-policies/Pages/default.aspx>

8.5 Risk

- 8.5.1 As with any procurement exercise, there is a risk of challenge associated with the award from unsuccessful bidders. The risk of challenge is not the same as the risk of a successful challenge. A robust programme governance and management approach has been applied throughout the procurement, with significant transparency in the process from its inception. In addition, legal advice has been received at each key decision point from Anthony Collins Solicitors in liaison with the Councils' Monitoring Officer. These measures seek to ensure the procurement exercise is legally compliant throughout and bidders do not consider the need for challenge and if they do, their likelihood of success is reduced.

- 8.5.2 There are risks associated with the procurement programme and these are managed by the Steering Group of Officers who take appropriate mitigating action. Until conclusion of the procurement exercise, the key risks associated with the programme remain:

- Pensions & TUPE liability - relevant officers are supporting the identification and mitigation opportunities.
- Procurement cost/budget - mitigated by regular steering group discussions & management of costs with NNC finance colleagues.
- Maintaining competition amongst bidders. Mitigated by a clear process, regular engagement with bidders etc.
- Depot availability.

8.6 Consultation

- 8.6.1 Elected Members have been briefed on and taken key decisions regarding the procurement of the new contract since the project was initiated by NCC and then continued by NNC. All Elected Members have been updated via updates, newsletters, workshops and briefings throughout the procurement exercise.

- 8.6.2 Since the formation of the new authorities, relevant Executive Members have been briefed on the procurement and have been involved in the discussions related to the degree of collaboration between the two contracts, which led to the proposed option for bidders to submit a variant, which may enable cost

avoidance. These discussions will be enshrined in the Highways Co-operation Agreement between the Councils. Executive Members also informed the set of key performance indicators within the future contract, and the required commitments towards climate change.

- 8.6.3 It would not be appropriate to consult widely regarding this procurement due to the commercially sensitive nature of any procurement process.

8.7 Consideration by Executive Advisory Panel

- 8.7.1 Given the nature of a procurement exercise such as this, there has not been the opportunity for the Executive Advisory Panel (EAP) to engage in the procurement process. Once the new contractor is confirmed, the EAP are able to invite the contractor to their meeting to explain how they are going to deliver the service for North Northamptonshire and future contract performance reports can be provided as requested by the EAP.

8.8 Consideration by Scrutiny

- 8.8.1 Prior to commencing the procurement exercise, the scrutiny process at NCC had the opportunity to consider future options for the delivery of the highways service. Once the new contractor is in place, there will be an opportunity for the Scrutiny Commission to invite the contractor to their meeting to explain how they are going to deliver the service for North Northamptonshire and future contract performance reports can be provided as requested by the Commission.

8.9 Equality Implications

- 8.9.1 The recommendations in this report do not have any direct implications for matters relating to equality. The procurement exercise itself has carefully considered equality implications and the bidders are required to consider and comply with the Equalities Act (2010) within their proposals for operating the contract. The evaluation criteria include consideration of the social value that the contractor will deliver to North Northamptonshire.

- 8.9.2 The evaluation criteria includes consideration of particular social value proposals that the contractor will bring as part of their delivery approach in North Northamptonshire. This will include an emphasis on investment in work and training opportunities for young people and hard-to-reach groups; supporting Small and Medium Sized Enterprises (SMEs) within the local economy; working with communities and volunteer groups; and proposals in support of COVID recovery.

8.10 Climate Impact

- 8.10.1 There is no direct climate/environmental impact from the recommendations in this report. As part of their tenders, the bidders are required to provide a Climate Change and Environment Action Plan that sets out their approaches to reducing the impact of climate change and improving the local environment over the life

of the contract in accordance with the Council's ambitions to become carbon neutral by 2030. Each of the bids will be evaluated on their contributions towards social value, including climate change and environmental considerations. Together these equate to 15% of the quality scores in the award process.

8.11 Community Impact

8.11.1 The recommendations in this report provide a basis for collaboration which will result in cost avoidance within the contract which can be directed towards frontline highways services, which benefit communities. Community-facing activities themselves are predominantly outside the scope of the proposed variant submissions and will be specific to the individual authorities. Social value, including engaging the local supply chain, is an evaluated element of the procurement process.

8.12 Crime and Disorder Impact

8.12.1 There are no specific implications for crime and disorder arising from this decision. The future highways contractor, and service, will work in conjunction with other enforcement authorities to address issues of criminal behaviour and disorder relating to the use of the highways network.

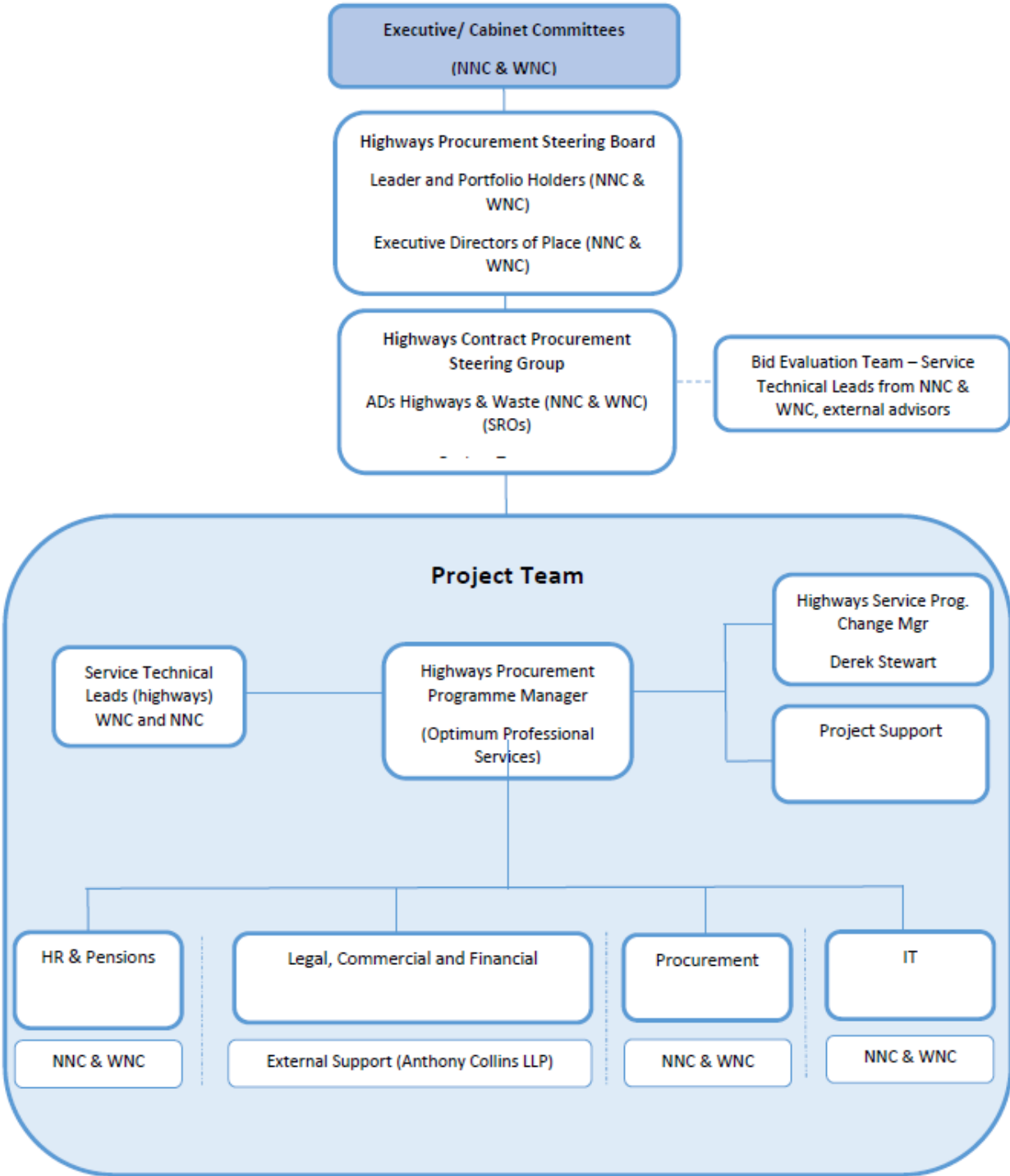
9. Background Papers

- 9.1 Northamptonshire County Council Cabinet Paper – Highways Contract Update – 12th November 2019
- 9.2 Northamptonshire County Council Cabinet Paper – Highways Contract Update – 14th July 2020
- 9.3 Northamptonshire County Council Cabinet Paper – Highways Contract Update – February 2021
- 9.4 North Northamptonshire Council Executive Paper – Highways Contract Update – 15th July 2021:
<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=142&MId=335&Ver=4>
- 9.5 Joint Committee Shared Services (NNC and WNC) – Highways and Transport Disaggregation update - 23rd March 2022:
<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=152&MId=501&Ver=4>

Appendix A: Key milestones in the procurement project

Project Milestone	Timeframes
Decision by the former NCC Cabinet to start a procurement exercise	12 th November 2019
Prior Indicative Notice (PIN) published	18 th February 2020
Update report to NCC Cabinet and decision to appoint legal, commercial and financial (LCF) advisors (delegated to Executive Director) and confirms funding of the project	14 th July 2020
Industry Day	December 2021
Update report to NCC Cabinet and confirms appointment of LCF advisors	February 2021
'Selection Questionnaire' requested and received from interested bidders	February 2021
Vesting Day: new unitary authorities created	1 st April 2021
Invitation to Submit an Outline Solution (ISOS)	April – May 2021
NNC Executive confirms commitment to continue with the procurement exercise and delegates decisions to Executive Member	15 th July 2021
Invitation to Submit Detailed Solutions (ISDS)	September - October 2021
'ISDS Extension' phase	October – November 2021
Evaluation of ISDS	December 2021 – January 2022
Bidder scoring fewest marks in the ISDS/ISDS Extension phase de-selected	January 2022
Invitation to Participate in Final Dialogue (IPFD), and an Invitation to Submit Final Tender (ISFT)	April 2022
Final Tenders received	April 2022
Final Tenders Evaluated	May 2022
Award of contract	June 2022
Contract commencement	12 th September 2022

Appendix B: Governance Arrangements for the Highways Procurement Project



EXECUTIVE 19th May 2022

Report Title	Income Management Solution
Report Author	Lisa Hyde, Director of Transformation
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

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

List of Appendices

None

1. Purpose of Report

- 1.1. The purpose of this report is to support the proposal to procure and award a contract for the provision of a new Income Management Solution (IMS) for North Northamptonshire Council (NNC) and its partners Cambridgeshire County Council (CCC), Milton Keynes Council (MKC) and West Northamptonshire Council (WNC).
- 1.2. This report seeks delegated authority to the Member for Finance and Transformation in consultation with the Director of Transformation to conclude the procurement, award the contract and implement the new system.

2. Executive Summary

- 2.1. Contracts for the incumbent Income Management Solutions inherited by NNC, as well as the contracts in place for the other authorities listed in this proposal, are nearing expiry and need to be replaced by 1st April 2023.

- 2.2. A shared service currently operates between. West Northamptonshire (WNC), Cambridgeshire County Council (CCC), Milton Keynes Council (MKC) and North Northamptonshire (NNC) for sundry debt collection. WNC is proposing to undertake the Lead Authority role for the procurement and contract on behalf of CCC, MKC, NNC and WNC. This approach has been endorsed by the Business Systems Board which includes the Deputy Section 151 Officers and CIOs of the four Councils.
- 2.3. The proposed contract duration is up to four (4) years on a two year, plus one, plus one basis, allowing for the consideration of alternative options to be in place after 2 years, if required. The total contract value is £4.25M over the lifetime of the contract, with share of costs that can be attributed to NNC, including development, licensing, and necessary continuation of business-as-usual arrangements, estimated at £1.43M.
- 2.4. The Project Team's focus in all instances will be to ensure continuity of NNC and other partners to effectively collect and manage their income past the go live date of the system, seek efficiencies and ensure there is no detrimental impact on the delivery of the service.
- 2.5. A benefit of implementing a new income management system is that it will allow streamlining of the customer journey and provide a better user experience.
- 2.6. Successful implementation of the proposed solution will enable the councils to benefit from Robotic Process Automation (RPA) greatly reducing the burden of maintaining regulatory compliance and ensuring that relevant public and staff facing documents and interfaces adhere to the latest accessibility guidance.
- 2.7. Furthermore, due to its flexible and scalable nature, the new Income Management Solution will enable further work on harmonisation and optimisation of processes.

3. Recommendations

- 3.1 It is recommended that the Executive:
 - a) Approve the procurement of a new, modern Income Management Solution and
 - b) Delegate authority to the Member for Finance and Transformation in consultation with the Director of Transformation to conclude the procurement, award the contract and implement the new system

3.2 Reasons for recommendation are:

- Expiry of the incumbent contracts – the current system contracts expire in April 2023, and a waiver has been submitted to allow time to ensure a safe transition to the new system. A competitive process needs to be followed to ensure continuity of the functionality required of income management systems, whilst creating an opportunity to harmonise and modernise the income management systems inherited by NNC.
- Economies of scale – by choosing to implement the IMS with partners, implementation and support costs can be shared, providing better value for money for the taxpayer. Furthermore, expertise and experience gained from partner organisations can be used to benefit citizens of NNC.

3.3 Alternative options considered: The recommendation is based on the alternative options not being viable.

- The 'do nothing' option is not recommended due to the incumbent systems contracts expiring.
- The option for NNC to procure a replacement income management system and carry out the implementation would also not be recommended.

Further information regarding the alternative options is detailed in section 5 in the report.

4. Report Background

- 4.1. Income Management Solution software plays a pivotal role in the successful operation of any Local Authority. It is a business-critical application used to collect, allocate, manage, and reconcile payments collected via telephone, over the internet or using a Chip & Pin device, as well as any cheques and cash received or paid directly into the Council bank accounts.
- 4.2. It is also one of the main touch points for service users to access, procure or pay for council services and is used to support payments for Council Tax, National Non-Domestic Rates (NNDR), Registrars, Libraries and Adults Social Care to name a few.
- 4.3. On Vesting Day, North Northamptonshire Council inherited four Income Management Systems currently used to independently deliver Income Management functions from the predecessor Councils, creating complexities and overheads to the authority. Some of the contracts for these inherited systems are due to expire between March and July 2023.
- 4.4. The following solutions are currently in place:
 - Former NCC services use CivicaPay based systems provided by Civica Ltd.
 - Former ENC, BCW and-KBC services use Pay360 (AIM) based systems provided by Capita plc.

- Former CBC services use Adelante based systems provided for by Adelante Software Ltd.
- 4.5. User experience offered by the Council to its residents is therefore fragmented and does not always provide the best service, making it difficult for customers to interact with the authority. The new system will be a consolidated solution ensuring a consistent, modern user journey.
 - 4.6. In September 2021, an outline Business Case was approved by the Business Systems Board and all four Partner Authorities supported the notion to participate in the shared services model, allowing the project to move into the planning phase.
 - 4.7. G-Cloud 12 framework has been identified as a procurement vehicle that would best fit with the ambitious time frames the project has to work with. This procurement framework is established by the UK Government's Crown Commercial Services organisation and enables public bodies to contract with suppliers for services which have been through nationally run competitive processes, without the need to go through their own full tender exercise. This means that the councils are able save time and cost whilst still ensuring that they are contracting for the best solution and optimising value for money.
 - 4.8. On 18th January 2022, the Full Business Case, identifying a single best-fit supplier, was presented to the Business Systems Board (includes S151 Officers and CIOs from all four Authorities) and was subsequently endorsed. This allows the project to progress with the preparations for procurement and delivery. The following recommendations were endorsed:
 - Award the contract to the best fit supplier using a G-Cloud 12 framework
 - Procurement of the Income Management Solution with WNC as the lead contracting authority as it will be responsible for the delivery of the project and ongoing support and maintenance of the system under the Shared Service Partnership arrangements with CCC, MKC and NNC.
 - 4.9. The proposed solution also allows the business to address the need to replace another inherited shared service system which is out of support and end of life known as BizTalk. Currently used to manage data exchanges between business-critical finance systems (e.g., adult social care and ERP systems to make payments and raise invoices). The IMS specification offers a well-developed functionality which will enable us to abandon use of the BizTalk software, whilst providing significant advantages including cloud hosting, full disaster recovery (DR) and removing reliance on external support for development. It is estimated that this approach will enable cost avoidance of £20,000 per authority per year for the duration of the contract, in licensing fees.

5. Issues and Choices

- 5.1. The purpose of this project is to identify, procure and implement a modern, fit for purpose IMS for the partner authorities. The solution is expected to

streamline the end user journey and bring it in line with user's expectations of user facing system by adoption of modern technologies to provide refreshed user experience, heightened security, leverage economies of scale and scope, and remove waste from relevant processes.

5.2. In order to address the key issue faced by the Partners of being able to effectively collect, manage and allocate income, an Options Appraisal has been conducted, results of which are summarised for you below:

5.3. **Option 1 – Shared Income Management Solution**

5.3.1 This option would see NNC pooling their resources with Partner Authorities to procure, develop and implement an Income Management Solution benefitting from economies of scale and scope, and accumulated expertise and knowledge across all organisations.

5.3.2 This option was recommended having scored the highest in the Options Appraisal.

5.4. **Option 2 – Individual Income Management Solution**

5.4.1. This option would see NNC independently procure, develop, and implement an Income Management Solution for sole use of the authority. Technically, this is equally as viable as Option 1, however, it does not offer the opportunity for additional efficiencies. NNC would be fully responsible for the procurement, development, implementation, and ongoing support of the solution.

5.4.2. This option did not allow the same opportunity for long-term cost savings and increases the resource requirements of NNC to implement and provide ongoing support.

5.5 **Option 3 – Extend Existing Contracts**

5.5.1 NNC to extend the contracts with the incumbent suppliers.

5.5.2. This option was deemed not viable as NNC will be in breach of Public Contract Regulation 2015 opening them to litigation from suppliers denied opportunity to bid for the business.

5.6 **Option 4 – Do Nothing**

5.6.1 This option was deemed not viable as after the current contracts expire in April 2023, NNC would lose the ability to effectively receive, manage and allocate monies from their service users.

5.7 Options Analysis

5.7.1. Summary of Options Appraisal Results

Option	Score
Option 1 – Shared Solution	70
Option 2 – Individual Solutions	65
Option 3 – Extend Contracts	20
Option 4 – Do Nothing	20

5.7.2. The criteria for the appraisal undertaken are:

1. Adherence to legal requirements (PCR 2015)
2. Continuity of service for Income Management
3. Project resource available to undertake the work
4. Business resource available to deliver the project
5. Influence over the direction of Income Management System
6. Best value for money
7. Modern Disaster Recovery and Security
8. Tailored to modern needs

5.7.3. The criterion has been scored using the point system below (no additional weighting applied):

- 10 – option fully meets the criterion
- 5 – option partially meets the criterion
- 0 – option does not meet the criterion

5.7.4. Option 3 – Extend Existing Contracts and Option 4 – Do Nothing has been ruled out due to not fulfilling the legal requirements and negative impact on the organisations, respectively. Out of the remaining two options, Option 1 – Shared Income Management Solution gained endorsement from the Business Systems Board.

5.7.5. The Project team have validated, and prioritised business requirements identified with Partners' subject matter experts and used those to identify a best-fit supplier using the G-Cloud 12 framework. This approach was presented to and endorsed by the Business Systems Board as a part of a Procurement Brief and resulted in identification of a single best-fit supplier that meets the business requirements set.

6. Next Steps

6.1. On receipt of approval of the recommendations of this report, the project will look to award the contract to the preferred supplier and proceed with delivery of the Income Management system.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1 There is funding available from the Business Rates Retention (BRR) scheme. This was made available to the Council before Vesting Day (1 April 2021) and an amount has been allocated to deliver customer service improvements using technology and to help develop and implement the income management system.

7.1.2 Resources from the NNC Transformation Directorate and stakeholders will support the implementation of the income management system.

7.1.3 NNC Income Management Solution Cost Profile (£000):

NNC IMS Cost Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)
Project Costs						
System - Environment Setup	-	87,500	-	-	-	-
System - Build	-	25,350	-	-	-	-
System - Telephony	-	11,458	-	-	-	-
3rd party integrations (10 @ 5k)	-	50,000	-	-	-	-
Project Resources	51,179	288,868	91,488	-	-	-
Subtotal:	51,179	463,177	91,488	-	-	-
Contingency @ 20%:	-	75,135	18,298	-	-	-
Backfill	3,383	172,456	26,486			
Operational Costs						
Current System Costs	-	-	(57,401)	(57,401)	(57,401)	(57,401)
Current Telephony	-	-	-	-	-	-
New System Costs	-	-	87,500	87,500	87,500	87,500
New Telephony Costs	-	-	61,902	67,529	67,529	67,529
Business Systems Support	-	-	9,760	9,760	9,760	9,760
Subtotal:	-	-	101,760	107,388	107,388	107,388
Contingency	-	-	100,000	-	-	-
Net Budget Impact	<u>54,562</u>	<u>710,768</u>	<u>338,032</u>	<u>107,388</u>	<u>107,388</u>	<u>107,388</u>
Unbudgeted (Cost Avoidance)						
Integration Solution	-	-	(20,000)	(20,000)	(20,000)	(20,000)

7.1.4 Additional efficiencies, both cashable and non-cashable, are likely to be identified and quantified throughout the course of the implementation providing added benefits to NNC on top of the continuity of the service.

7.1.5 Due to the Cloud hosted nature of the product and consolidation of the incumbent software, the current data centre footprint and future requirements will be reduced. This has a knock-on effect on the in-house effort required to maintain and support the IT estate, however, due to the low technical profile of these systems would not constitute a cashable saving.

7.1.6 The costs of £44k 2021/22 and £123k 2022/23 are already included within the base budget for the Business Support shared service. Therefore, additional

costs of £10.5k for 2021/22, £587k for 2022/23 and £236k for 2023/24 will need to be funded from the Business Rates Retention Pilot funding. Future costs of £102k for 2023/24 and £107k for 24/25 onwards will then be incorporated into the budget, together with additional efficiencies, not included within the figures shown in the table. Contingency for operational costs in 2023/24 has been included due to a risk of incumbent and new system contracts to overlap.

7.2 Legal and Governance

7.2.1 The Legal Services team have been engaged, to ensure a robust and appropriate contract is prepared for this vitally important ICT system. The council has a statutory duty for the collection of council tax and business rates as well as other income management functions. It must therefore ensure that it has in place a robust system which enables it to efficiently manage sensitive information in relation to residents and businesses in its area as well ensuring PCR compliance.

7.3 Relevant Policies and Plans

7.3.1 This proposal meets the corporate objective of modern public services by ensuring robust financial management of IT systems, improving the efficiency and effectiveness of services, and using skills and technology most effectively.

7.4 Risk

7.4.1 Risk(s) associated with the proposal:

Risk	Mitigation	Residual Risk
Legacy Complexities Income management is fundamental to successful operation of any Local Authority with its reach touching directly or indirectly on nearly every service and their customers.	Dedicated resources are brought with a task to appreciate and rationalise the systems and processes.	Amber
Inherited systems and processes are complex with many areas undergoing transformation both on the system and organisational level.	Lessons from other organisations are used to shape the delivery and pre-empt risks.	
There is a risk that workstreams need to be	Dependencies within projects are being managed as part of a	

aligned to other systems changes taking place.

programme to allow management of timeline and risks.

Public
There is a change in the established processes (e.g., new payment channels) for the members of public and supporting staff which could trigger a spike in negative feedback or publicity due to volume and perceived quality of change experience since the vesting date.

Appropriate communication and engagement strategies will need to be drafted and enacted to help guide affected parties through the process and take them on the journey with us.

Green

7.4.2 Risk(s) associated with not undertaking the proposal

Risk

Risk Rating

Disruptions to Income Flow
Services and service users reliant on the Income Management Software are likely to experience severe disruptions surrounding ability to take card payments resulting in a loss of income as well as timely allocation of received income potentially resulting in actions being taken against service users.

Red

7.3 Consultation

7.3.1 There is no need for consultation arising from the proposal.

7.4 Consideration by Executive Advisory Panel

7.4.1 Officers will consult with the Executive Advisory Panel (EAP) for Service Delivery, Performance and Customers at the appropriate points during this project.

7.5 Consideration by Scrutiny

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

7.6 Equality Implications

- 7.6.1 An Equality Screening Assessment has been completed by the project. The ESA has been approved by NNC Equalities.
- 7.6.2 The new IMS solution will have a positive impact as it will be optimised for mobile use and as a minimum will adhere to Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 and where possible align with Web Content Accessibility Guidelines 2.1.
- 7.6.3 No negative implications identified during the Equality Screening Assessment which is attached to this report.

7.7 Climate Impact

- 7.7.1 In common with most IT systems, the key climate impact is from the data centre where the system is hosted. The proposed IMS supplier hosts the system in Microsoft's UK data centres.
- 7.7.2 Microsoft has been carbon neutral since 2012 and is committed to being carbon negative by 2030, with the commitment by 2050 to remove all the carbon it is directly emitted since its founding in 1975.
- 7.7.3 We will continue to engage with the supplier during the life of the contract to ensure that the climate impact is seen as a key consideration for the Council and its partners.

7.8 Community Impact

- 7.8.1 Residents of North Northamptonshire will be presented with a uniform, modern channel allowing them consume services offered by council, which will be replacing current fragmented approach realised using four separate legacy channels.
- 7.8.2 User experience will be updated to provide a first-class experience for service users accessing our services through variety of the mediums like mobile phones, tablets, and personal computers.
- 7.8.3 Security practices employed to safeguard the card payment details will be reviewed and upgraded to follow best practice providing additional assurance to residents.
- 7.8.4 There are no further community impacts other than those discussed elsewhere in this report.

7.9 Crime and Disorder Impact

- 7.9.1 There is no Impact to Crime and Disorder arising from this proposal.

8. Background Papers

8.1 Equality Impact Assessment

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EXECUTIVE 19th May 2022

Report Title	Loan Disaggregation
Report Authors	Janice Gotts, Executive Director of Finance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

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

List of Appendices

Appendix A – Equalisation methodology

1. Purpose of Report

- 1.1 The purpose of this report is to request approval for the proposed final allocation of the loans previously held by the former Northamptonshire County Council which are to be disaggregated between North Northamptonshire Council and West Northamptonshire Council based on disaggregation principles that were agreed prior to vesting day on 1st April 2021.

2. Executive Summary

- 2.1 This report contains details of the proposed allocation of the loan portfolio for the former Northamptonshire County Council between North Northamptonshire Council and West Northamptonshire Council following Local Government Reorganisation.
- 2.2 The overall loan portfolio to be disaggregated totals £532.23m based on the value of the loans as at 31st March 2021 as this was the date that the

disaggregation would be effective from. The disaggregation methodology agreed between the two Councils, following independent work undertaken by LINK Asset Group on behalf of the two Councils, was to distribute the loans pro rata to the Council Tax Base 2020/21 for each of the successor Unitary Councils. The use of Council Tax base as a suitable methodology for disaggregation follows consideration of the approach used by Councils in other areas that have undergone Local Government Reorganisation. Using Council Tax Base resulted in a proposed distribution of 44.64% to North Northamptonshire Council and 55.36% to West Northamptonshire Council.

- 2.3 However, whilst a proportionate split of the total loan book has been agreed, each individual loan agreement must transfer in its entirety to one Council or the other. Therefore, the portfolio of the loans held by the former County Council must be distributed in a way which, overall, replicates the proportionate split as closely as possible and also distributes the loans fairly in terms of repayment periods and interest applying.
- 2.4 Ultimately, however, there will inevitably be a comparatively small imbalance between the two Councils due to the vagaries of the former County Council's loan portfolio. Therefore, a payment will be required from one Council to the other to equalise the split and ensure that no Council is disadvantaged overall as a result of the allocation of the loan book. Applying the proposed split and a discount rate of 3.5% based on the Green Book¹ would require an equalisation payment from North Northamptonshire Council to West Northamptonshire Council of £193k.
- 2.5 Once the recommendations in this paper are approved the loans will be novated to each of the respective Councils.

3. Recommendations

- 3.1 It is recommended that Executive:
 - a. Note the disaggregation of the former County Council loan book based on the agreed methodology of Council Tax base 2020/21 and the novation of individual loans to reflect this split as closely as possible, including the consideration of the repayment requirements.
 - b. Approve an equalisation payment of £193k to West Northamptonshire Council based on the proposed split of the loan book.
 - c. Delegate authority to the Executive Member for Finance and Transformation in consultation with the Executive Director of Finance and the Monitoring Officer to finalise the novation of the loans to North Northamptonshire Council.

¹ The Green Book: appraisal and evaluation in central government - HM Treasury guidance on how to appraise and evaluate policies, projects, and programmes (pg. 116) - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/938046/The_Green_Book_2020.pdf

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

- To note proposed split of the loan book of the former County Council to North Northamptonshire Council and West Northamptonshire Council and based on the detailed review in section 5, recommend the equalisation payment to West Northamptonshire of £193k.

3.3 Alternative Options Considered:

- The proposed distribution of the former County Council loans was made to closely reflect the agreed proportionate split of 44.64% and 55.36% between North Northamptonshire Council and West Northamptonshire Council respectively. The value of each loan, repayment timeline and interest rates were considered in order that each Authority had a comparable and fair distribution. Alternative options would be to alter the individual loans allocated to each Local Authority which would affect the profiling and any settlement payment. The allocation of the loans, that form the basis for this report, has been agreed with West Northamptonshire Council (S151 Officer). There is, therefore, no alternative option proposed.

4. Report Background

4.1 The principles of disaggregation had been established for the vast majority of the County Council balance sheet items through the work of the Task and Finish Group established under the Shadow Authority arrangements. As part of this exercise and to ensure that the loans were distributed on a fair and equitable basis, independent external advice was sought to consider the options.

4.2 Link Asset Group were engaged to provide the two shadow unitary authorities with options on which to base the disaggregation of the County Council loan debt which totalled £532.23m as at March 2021. This included consideration of the methodology applied in previous instances where Councils had been re-organised.

4.3 Based on the options put forward and discussion between representatives of the two Shadow Authorities, it was agreed that the distribution of the loan debt should reflect the Council Tax Base as at 2020/21 for each of the new Unitary Authorities. This resulted in a proposed allocation of the loan debt as shown in the table below:

Council	Allocation %	Loan Debt £m
North Northamptonshire	44.64	237.60
West Northamptonshire	55.36	294.63
TOTAL	100.00	532.23

4.4 Whilst the overall allocation had been agreed, work was then required to assign each of the individual loans to either North Northamptonshire Council or West

Northamptonshire Council to reflect the proportionate allocation as the loans themselves cannot be split.

- 4.5 The majority of the loan portfolio is provided through the Public Works Loan Board (PWLB), with the remainder being market debt attributable to banks, LOBO arrangements and other Local Authorities. The distribution is shown below:

Lender	Loan Debt Amount £m	%
PWLB	412.23	77.45
Market Debt (Banks, Other LAs)	25.00	4.70
LOBOs	95.00	17.85
TOTAL	532.23	

- 4.6 The financial institutions providing the loans are aware that they will need to be novated to either North Northamptonshire Council or West Northamptonshire Council once the individual allocation has been determined. Currently all the ex-County Council loans are held by West Northamptonshire Council on an interim basis following the cessation of the former County Council.

5. Issues and Choices

- 5.1 The allocation of the loans results in North Northamptonshire Council being allocated £237.6m (44.6%) of the total debt.
- 5.2 As individual loans cannot be divided up between the two Councils, it is not possible to allocate the legacy County Council loans in a way that allows each authority's allocation to match exactly back to the agreed proportional split of 44.64% to NNC and 55.36% to West Northamptonshire Council. Aside from the variation in principal value, there are disparities between the average interest rate and duration of loans in the allocations. The restriction on splitting of individual loans also means that it is not possible to get the weighted average interest rate and weighted average life of allocations to match exactly back to the portfolio averages.
- 5.3 The table below highlights the discrepancies described above. It shows that the average interest rate and average life of the loans between the two authorities based on the revised allocations do not match each other exactly. The averages for each Council do not match the weighted average interest rate and weighted average life of the portfolio at 3.474% and 35.848 years respectively. Given these disparities and the fact that each element of value, interest rate and duration impact on overall liability, a form of equalisation payment is required to ensure that the total cost (liability) of servicing and repaying each authority's allocation is in line with the agreed proportional split of 44.64% to North Northamptonshire Council and 55.36% to West Northamptonshire Council.

	Council Tax Percentage Split (%)	Share of NCC Loans	Percentage Share of Loans	Weighted Avg Rate	Weighted Avg Life (Yrs)
NCC Portfolio	100.00%	532,230	100.00%	3.474%	35.848
North	44.64%	237,500	44.62%	3.467%	35.784
West	55.36%	294,730	55.38%	3.480%	35.901

5.4 To achieve this an equalisation methodology needs to be adopted, which is outlined in **Appendix A**.

5.5 This looks at applying a net present value (NPV) calculation to the loan portfolio, considering the future cash payments over the loan duration and interest payments of each loan. A discount rate of 3.5% which is the rate recommended in the Green Book for measuring the time value of money over a long period is used in the NPV calculations.

5.6 A summary of the NPV calculations is shown in the table below:

Organisation	NPV of Interest & Principal (£'000)	NPV on Council Tax Basis (£'000)	Adjustment to be applied (£'000)
North	238,315	238,507	193
PWLB	178,528		
Market Debt	10,884		
LOBO's	48,903		
West	295,976	295,783	-193
PWLB	217,508		
Market Debt	15,843		
LOBO's	62,624		
Grand Total	534,291	534,291	

5.7 As shown in the table above, in order to ensure equity and that each authority's loans allocation is commensurate with their liability under the agreed proportional split (i.e. 44.64% to NNC and 55.36% to WNC), WNC should receive a payment equivalent to the difference between the NPV of WNC's share of the revised allocations and what its share should have been based on the agreed proportional split of the NPV of total cashflows which, using the methodology and discount rate set out in this report, equates to £193k.

6. Implications (including financial implications)

6.1 Finance and Transformation

6.1.1 Disaggregating the loan debt on the basis of Council Tax 2020/21 and applying the equalisation methodology to ensure that the split of the individual loans reflects that proportion results in a non-recurring financial payment from North Northamptonshire Council to West Northamptonshire Council of £193k.

6.2 Legal

6.2.1 As part of the transfer of the assets from Northamptonshire County Council, there is a legal obligation to transfer across loans into the name of North Northamptonshire Council.

6.3 Risk

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

6.4 Consultation

6.4.1 None specific to this report.

6.5 Climate Impact

6.5.1 None specific to this report.

6.6 Community Impact

6.6.1 None specific to this report.

6.7 Crime and Disorder Impact

6.7.1 None specific to this report.

7. Background Documents

7.1 Review and options analysis report by Link Asset Group

Equalisation Methodology

1. Equalisation Method

- 1.1. In the circumstances, a Net Present Value (NPV) calculation of all cash outflows using the interest rate and duration applicable to each loan is the appropriate method to use to determine the current value of all future liabilities arising from the transfer of these loans. This is because NPV calculations consider the value to be repaid, the interest rate and duration of each loan to arrive at an overall liability.
- 1.2. To arrive at each authority's liability, the NPV of Northamptonshire County Council's (NCC) loan portfolio can be shared based on the agreed proportional split. A separate calculation of the NPV of the revised allocations is undertaken. The resulting proportional share of the overall NPV for each authority, which accurately represents what each authority's actual liability should be can then be compared to the NPV of the revised allocations. The difference between the two (i.e. NPV allocation under CT basis and NPV of revised allocations) would be the assessed equalisation payment that is due from one of the authorities to the other.

2. Results of NPV Calculations

- 2.1. A summary of the outcome of the NPV calculations of all cash outflows is presented in Table 1 below. A discount rate of 3.5% which is the rate recommended in the Green Book for measuring the time value of money over a long period is used in the NPV calculations.

Table 1

Organisation	NPV of Interest & Principal (£'000)	NPV on Council Tax Basis (£'000)	Adjustment to be applied (£'000)
North	238,315	238,507	193
PWLB	178,528		
Market Debt	10,884		
LOBO's	48,903		
West	295,976	295,783	-193
PWLB	217,508		
Market Debt	15,843		
LOBO's	62,624		
Grand Total	534,291	534,291	

3. Review of Results

- 3.1. The result of the analysis, per above table, shows that NNC should pay £193k to WNC.
- 3.2. Table 2 compares the revised allocations for each authority against the true liability over the life of the loans based on the NPV of cashflows based on each authority's revised allocations. It shows the NPV of cashflow for each authority based on the revised allocation. The table shows that NNC's allocation is slightly below the agreed council tax split and conversely WNC shows a slightly higher level by the same percentage. This analysis supports the conclusion that an equalisation payment (£193k) should be paid by NNC to WNC.

Table 2

	Principal Outstanding (£'000)	NPV (Cashflows) of Revised Allocations (£'000)	NPV (Cashflows) Loan Split (%)	Council Tax Split (%)	NPV of Actual Cashflow vs Agreed (%)
North	237,500	238,315	44.60%	44.64%	0.04%
West	294,730	295,976	55.40%	55.36%	-0.04%
Grand Total	532,230	534,291	100.00%	100.00%	0.00%

- 3.3. The principal amount, interest rate and duration are accounted for in the total cash outflows which are then adjusted for the time value of money by discounting using the discount rate (3.5%) recommended in the Green Book.

EXECUTIVE 19th May 2022

Report Title	Capital Programme Update
Report Authors	Janice Gotts, Executive Director of Finance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

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

List of Appendices

None

1. Purpose of Report

- 1.1 The purpose of this report is to request approval for a capital scheme that has come forward for inclusion in the Council's Capital Programme. Approval of the scheme and associated funding will allow the schemes to move forward to procurement and delivery.

2. Executive Summary

- 2.1 This report contains details of a project which has been submitted by officers to the Council's Strategic Capital Board as part of the Council's Capital Approval Process. Each scheme must complete a business case setting out the changes requested to the Capital Programme, including the purpose of the spend, the expected outcomes and the financial implications together with funding routes.

3. Recommendations

- 3.1 It is recommended that Executive approve the following changes to the capital programme:
- a. Hazelwood Neighbourhood Centre Development Plan – increase capital programme for 2022/23 by £81,820, which is to be funded £71,820 from FCC Community Foundation Funding and £10,000 from KHL Big Local.
- 3.2 Reasons for Recommendation are set out in greater detail within section 5 of the report, but can be summarised as:
- To work in partnership with community funding initiatives to help modernise the youth club room at the Hazelwood Neighbourhood Centre into a multipurpose/multiuse community room.
- 3.3 Alternative Options Considered:
- Use of the funding is in line with the agreement, there is no alternative option proposed.
 - By not approving these recommendations there would be an adverse impact on service provision in North Northamptonshire.

4. Report Background

- 4.1 The Capital Programme is the Council's plan for investing in assets to efficiently deliver its statutory services, and to improve the local infrastructure of North Northamptonshire, with the benefits lasting over a number of years. The Council is required to set a balanced revenue budget and therefore must ensure that where borrowing is proposed to fund the cost of capital that the cost of servicing the debt is affordable within the Council's revenue budget.
- 4.2 Resources come from a number of sources including Government grants, capital receipts from surplus land and buildings, revenue contributions, other external contributions and borrowing. The Council captures its projected capital expenditure within the Capital Programme to monitor the same, help to control costs and ensure transparency. Given that the Capital Programme is approved by Executive, changes to it are also approved by Executive unless authority has been delegated in accordance with the Council's constitution.
- 4.3 This report provides an update to the Capital Programme 2022/23 as adopted by the Council in February 2022 and requests that the proposed changes are approved and reflected within the programme.

5. Issues and Choices – Further Detail on the Recommendations and Updates to the Capital Programme

- 5.1 **Hazelwood Neighbourhood Centre – budget approval for £81,820.** Working in partnership with KHL Big Local the Council has applied for FCC Community Foundation funding and has been successful in achieving a grant of £71,820. The funding will enable the modernisation of the youth club room at Hazelwood Neighbourhood Centre to develop a multi-purpose/multi-use community room. The community room refurbishment will include the removal of existing fixtures and fittings to enable replacement flooring, kitchen units and worktop, creating, and installing seating/storage in a combined design, cladding brickwork and complete redecoration.
- 5.2 Whilst income is currently taken for the youth room it is hoped that by refurbishing and rebranding into a multi-purpose community room that new groups will be attracted to use the facility. In addition, it is hoped that once the refurbishment is complete, as well as community use through groups/gatherings it could also be better utilised for training courses and meetings.
- 5.3 Furthermore, the capital expenditure will enable the design and installation of a mini pump track in an outdoor area which is approximately 35m x 15m. The BMX track currently on site has seen declining use over several years and this investment, to improve the facilities, should encourage greater use.
- 5.4 The remaining funding of £10,000 will be met through a contribution from KHL Big Local.

6. Implications (including financial implications)

6.1 Finance and Transformation

- 6.1.1 The additional budget requirements are funded from external grant and contributions. There is no requirement for the Council to undertake borrowing against the general fund to support this scheme. The detail of the funding arrangement is set out in the main body of the report.
- 6.1.2 The investment will help to improve and transform the Centre and its facilities supporting an improved customer experience and encouraging greater participation.

6.2 Legal

- 6.2.1 The council must utilise funding and deliver schemes in line with the restrictions and requirements as set out in the agreements linked to that funding and the requirements as set out in the Council's Constitution, in particular the budget setting and policy framework and the financial regulations.

6.3 Risk

- 6.3.1 The deliverability of the 2022/23 Capital Programme is monitored by each accountable project manager and senior officer. There is further review throughout the financial year reported through the Executive.
- 6.3.2 If any overspends or emerging pressures are identified during the year then mitigating actions will be sought and management interventions undertaken.
- 6.3.3 With most capital projects there is a risk that delays and cost increases may arise as a result of general inflation impact. 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.
- 6.3.4 There is a risk in relation to funding, particularly where it is from third parties including grants, and appropriate agreements must be entered into to ensure that the funding is secured and spend is in accordance with any criteria stipulated by the funder, both the nature of the spend and the timing (where a deadline applies).

6.4 Consultation

- 6.4.1 The 2022/23 Capital Strategy and Capital Programme were subject to consultation prior to approval by the North Northamptonshire Authority in February 2022. The programme was approved by Council at its meeting on 24th February 2022 and was subject to consultation from 23rd December 2021 to 28th January 2022. This scheme is in addition to the approved programme.

6.5 Climate Impact

- 6.5.1 The climate impact of each capital project will be considered and managed within the relevant scheme.

6.6 Community Impact

- 6.6.1 These proposals can be considered to have a positive impact on the community as the Capital Programme delivers the infrastructure to support and connect communities.
- 6.6.3 The Hazelwood Neighbourhood Centre is located in one of the most deprived areas of Corby and will help provide diversionary and interactive activities to those who are the most vulnerable in our community and where there is a higher-than-average rate of antisocial behaviour.

7. Background Documents

7.1 The following background papers can be considered in relation to this report.

Capital Programme Budget 2022/23, North Northamptonshire Council, 24 February 2022.

https://northnorthants.moderngov.co.uk/documents/s5799/Capital_cover_report.pdf

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