

# Public Document Pack



**Meeting:** Scrutiny Commission  
**Date:** Tuesday 25th January 2022  
**Time:** 7.00 pm  
**Venue:** Council Chamber, Municipal Offices, Bowling Green Road, Kettering, NN15 7QX

## To members of the Scrutiny Commission

Councillors Wendy Brackenbury (Chair), Kevin Watt (Vice Chair), Matt Binley, Robin Carter, John Currall, Mark Dearing, Jim Hakewill, Philip Irwin, John McGhee, Gill Mercer, Simon Rielly, Geoff Shacklock and Lee Wilkes

### Substitutes:

Councillors Ken Harrington, Ian Jelley, Tom Partridge-Underwood, Lyn Buckingham, Peter McEwan and Sarah Tubbs

<b>Agenda</b>			
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07	Levelling up Communities Scrutiny Review Update	David Watts	To follow
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Adele Wylie, Monitoring Officer  
North Northamptonshire Council



**Proper Officer**  
**Monday 17 January 2022**

This agenda has been published by Democratic Services.

Committee Administrator: Louise Tyers - Democratic Services

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<b>ITEM</b>	<b>NARRATIVE</b>	<b>DEADLINE</b>
Members of the Public Agenda Statements	Requests to address the meeting must be received by 5pm two clear working days before the meeting. Statements must relate to matters detailed on the meeting agenda. You will have a maximum of three minutes in which to make your statement and you will make it at the start of the agenda item.	5pm Thursday 20 January 2022
Member Agenda Statements	Requests to address the meeting must be received by 5pm two clear working days before the meeting. Statements must relate to matters detailed on the meeting agenda. You will have a maximum of three minutes in which to make your statement and you will make it at the start of the agenda item.	5pm Thursday 20 January 2022

If you wish to register to speak, please contact the committee administrator, as detailed above.

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

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## **Scrutiny Commission**

At 7:00pm on Tuesday 23 November 2021  
Held in the Council Chamber, Cedar Drive, Thrapston

### **Present:**

#### Members

Councillor Wendy Brackenbury (Chair)	Councillor Kevin Watt (Vice Chair)
Councillor Matt Binley	Councillor Philip Irwin
Councillor Robin Carter	Councillor John McGhee
Councillor John Currall	Councillor Elliot Prentice
Councillor Mark Dearing	Councillor Kevin Watt
Councillor Jim Hakewill	Councillor Lee Wilkes

#### Officers

George Candler – Executive Director of Place & Economy  
Rob Harbour – Assistant Director of Growth & Regeneration  
David Watts – Executive Director of Adults, Communities & Wellbeing  
Adele Wylie – Director of Legal & Democratic  
Louise Tyers – Senior Democratic Services Officer

### **In attendance:**

Councillor David Brackenbury - Executive Member for Growth and Regeneration  
Councillor Zoe McGhee – Chair, Levelling Up Communities Scrutiny Review Group

## **15. APOLOGIES FOR NON-ATTENDANCE**

Apologies for non-attendance were received from Councillor Simon Rielly. Councillor Lyn Buckingham, who was due to be substitute for Councillor Rielly, also sent apologies.

## **16. MEMBERS' DECLARATIONS OF INTEREST**

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

No declarations were made.

## **17. NOTIFICATION OF REQUESTS TO ADDRESS THE MEETING**

There were no requests to address the meeting.

## **18. MINUTES OF THE MEETING HELD ON 24 AUGUST 2021**

### **RESOLVED:**

The minutes of the meeting held on 24 August 2021 were approved as a correct record.

## **19. REVIEW OF THE PLANNING SERVICE**

The Chair welcomed Councillor David Brackenbury, Executive Member for Growth & Regeneration to the meeting.

The Scrutiny Commission considered a report of the Assistant Director of Growth & Regeneration which provided an update on the work that had been and continued to be undertaken to review the planning service within North Northamptonshire. The report was marked as item 5 on the agenda.

Prior to 1 April 2021, a considerable amount of work had been undertaken by the North Northamptonshire Chief Planning Officers group to ensure that the planning function would be in a position to operate safely and legally when the transition to North Northamptonshire Council (NNC) occurred.

It is now evident that NNC had inherited significant disparities between the capacity available across each of the area planning teams and that the performance of the teams and their working practices varied. Further work was required to bring together the former planning teams to ensure that they operated in a consistent manner and could deliver similar levels of performance.

During discussion, the following principal points were noted:

- i. Whilst performance across the teams would mean that NNC was unlikely to be in the top quartile in the short-term, it would still be above average. In the first six months of the new Council, around 2000 planning decisions had been issued, which was more than in the history of the four sovereign councils.
- ii. It was a credit to staff that this level of service was being maintained whilst the integration of services was taking place. It was acknowledged that this would take time, investment and effort. However, some members expressed disappointment that with an extra year of the Shadow Authority we were not further forward in the transformation process and the expected conclusion date of 2024/25 was a long time away. The Executive Member pointed out that the final year of Future Northants in the lead-up to vesting day had taken place in the midst of a national pandemic and a number of lockdowns. He also advised that the Administration were aware of the remaining issues that needed to be addressed within the planning service and that work was ongoing to complete this and he would be happy to report back regularly to Scrutiny.
- iii. Staffing was an issue on a national basis as the market around planning professionals was currently difficult. The aim was to reduce the reliance

on contractors, but we needed to be clear on how the teams would be structured. Planning enforcement particularly had a weak jobs market and whilst it was accepted more staff were needed, this needed to be considered carefully. Future restructures had to be undertaken within a budget envelope and the aim was to deliver the best services within that envelope.

- iv. The proposal for a S106 Team was welcomed. There was great concern that if we did not spend these monies, developers could take them back as not being required. It was not possible at this time to provide details of every S106 agreement as they were stored in a number of different databases, monitored in different ways and the resources were not the same in each area. An internal audit report on S106 had been commissioned and was now awaiting a management response, which was expected in December. It was suggested that the Commission examine the report when it was available to understand the recommendations which would help to scope any future work.
- v. Officers acknowledged that Covid had had an impact on the amount of work which had been able to be undertaken so the focus had been changed to ensure that a safe and legal service was in place. A significant amount of business as usual work was still taking place including starting a review of the Joint Core Strategy and other planning policy work.
- vi. The digitalisation of the planning service along with the rationalisation of back-office IT systems was expected to achieve savings, but this would be a large project with the five existing systems needing to be transferred into a new system. There were a number of back-office systems available in the market that we would need to consider, as well as scoping how digitalisation of some of the planning processes could be achieved and the hardware and software necessary to deliver this. Purchasing an off the shelf product would not in itself deliver digitalisation but needed to be a part of the overall ICT solution for planning.
- vii. It was noted that the County Council's former CMIS website had now been switched off, so members and the public were unable to see previous planning applications. Officers advised that NNC were not able to host the previous website due to security issues, however discussions were being held with the Leader and Chief Executive about how to proceed.

The Commission identified a number of possible future areas of work including performance, redesign of services, enforcement and S106. Officers would come back with more definitive timelines.

**RESOLVED** to note the report and the areas the Scrutiny Commission would like to examine in the future.

## 20. Levelling Up Communities Scrutiny Review - Update Report

The Chair welcomed Councillor Zoe McGhee, Chair of the Levelling Up Communities Scrutiny Review Group to the meeting.

The Scrutiny Commission considered a report of the Executive Director for Adults, Communities and Wellbeing which provided an update on the progress to date with the Levelling Up Communities Scrutiny Review. The report was marked as item 6 on the agenda.

Kingswood in Corby, Avondale Grange in Kettering and Queensway in Wellingborough were among those neighbourhoods identified across the country as 'left behind'. The scrutiny review was seeking to:

- Review and understand the underlying data and report relating to areas highlighted as 'left behind'
- Engage with and explore the views of people within those neighbourhoods to understand the challenges and opportunities
- Engage with and explore the view of partner agencies and voluntary and charitable organisations to understand the challenges and opportunities
- Understand and learn from the Big Local programme in Kingswood, identifying both good practice and challenges that can help shape future proposals
- Make recommendations to Council around a potential plan

Councillor Zoe McGhee thanked members, officers and especially David Watts for all of the work undertaken to date. A number of community workshops would be held over the next three Saturdays and these were important as the community should be at the heart of this work. An interim report would be developed during December and would be brought to the Scrutiny Commission in the New Year.

During discussion, the following principal points were noted:

- i. The community sessions were welcomed. These sessions would be looking to explore quick wins which could improve a community quickly. The Review was looking to use existing resources and existing networks in local communities. Various pots of funding were also available, and we would look to help enable local communities to source funding for future projects.
- ii. It was noted that the Review Group's focus in December would be on anti-social behaviour and knife crime and members explained that they were struggling to get police engagement in this area as they seemed reluctant to deal with this type of crime. A big push needed to be had with the police to ensure a visible police presence which engaged with local communities.
- iii. Knife crime was a driver for the motion to Council as that was what the focus had been on at the time, so the Review Group wanted to look at this type of crime earlier in the process. The local police teams would be encouraged to be involved in the workshops.



**RESOLVED:**

- (i) That the progress of the Levelling Up Communities Review Group (SRWG) be noted.
- (ii) That the intention of the SRWG to compile an interim progress report be noted.

**21. Scrutiny Work Programme**

The Scrutiny Commission considered a report of the Director of Legal and Democratic which provided a draft workplan for consideration and agreement. The report was marked as item 7 on the agenda.

The workplan had been developed following a Scrutiny Conference held by Scrutiny members in October 2021 where they identified key areas that they wanted to scrutinise. Since the conference, members had developed more detailed proposals in relation to the identified areas and a draft workplan had been drafted as a result of those proposals.

During discussion, the following principal points were noted:

- i. The Corporate Plan and performance indicators would be a standing item on future agendas.
- ii. Different methods of scrutiny could be utilised including the use of Task and Finish Groups as well as informal scrutiny outside of formal meetings and these approaches were encouraged.
- iii. Members were reminded of the constitutional remit of the Finance and Resources Committee and that it was the role of this Commission to set up any scrutiny reviews or panels.
- iv. An Executive/Scrutiny protocol would be important in managing that relationship. It was suggested that this could be an area that the two scrutiny chairs could work with the Leader and Deputy Leader.

Other items suggested for the workplan included the development of community hubs, aged debt and the costs and quality of care and whether best value was being achieved. Members were reminded that if items were to be added to the workplan than consideration needed to be given to what would be taken out to accommodate it.

**RESOLVED:**

- (i) To note that the workplan had been drafted as a result of:
  - (a) Members identification of topics at the Scrutiny Conference
  - (b) Members prioritisation of topics at the Scrutiny Conference
  - (c) Members considering the long list of topics and providing further detail about what they wanted to scrutinise that would have an impact.

- (ii) To approve the workplan.
- (iii) To note that the workplan is a living document and shall be reviewed at each Scrutiny Commission meeting.

**22. Executive Forward Plan – October 2021 to January 2022**

The Scrutiny Commission received the Executive Forward Plan which showed the key and significant decisions the Executive would be making over the next few months.

**RESOLVED** to note the Executive Forward Plan.

**23. Close of Meeting**

The meeting closed at 9.50pm.

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Chair

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Date

## SCRUTINY COMMISSION 25 January 2022

<b>Report Title</b>	Scrutiny Review into Asset Rationalisation and Use
<b>Report Author</b>	Jonathan Waterworth Assistant Director Assets & Environment
<b>Executive Member</b>	Cllr Graham Lawman Executive Member for Highways, Travel & Assets

### List of Appendices

**Appendix A** – Scrutiny Review – Planning & Scoping Document

**Appendix B** – RICS Public Sector Property Asset Management Guidelines

### **1. Purpose of Report**

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- 1.1. To provide the Scrutiny Commission with an initial scoping document to set the terms of a scrutiny review into Asset Rationalisation and Use.

### **2. Executive Summary**

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- 2.1 This report introduces the scoping document and associated background reading to inform the scoping session for the Asset Rationalisation and Use Scrutiny Review
- 2.2 The content of the scoping document has been completed with reference to the current position the Council is at with developing its corporate priorities and service strategies, which will inform the Council's Asset Strategy and management plan.
- 2.3 The scoping document at Appendix A identifies a number of topic areas for the Scrutiny Commission to consider as part of this review.

### **3. Recommendations**

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- 3.1 It is recommended that the Scrutiny Commission:
- a) Considers the draft Asset Rationalisation and Use scoping paper and advises officers of proposed amendments and additions to the scope of the scrutiny review following discussion
  - b) Proposes a non-executive elected member to act as the political lead for this scrutiny review

- c) Approves that Jonathan Waterworth, Assistant Director Assets & Environment is appointed as the officer lead for this scrutiny review
- d) Identifies the range of techniques it would intend to use in order to undertake this review
- e) Considers the high-level timeline it intends to adhere to for completion of this review, noting the constraints within the report.
- f) Identifies any desired outcomes it would intend to deliver as part of this review
- g) Identifies any groups or individuals that it would want to be engaged or co-opted on to the review

3.2 The reasons for the recommendations are summarised as follows:

- a) To instigate the Scrutiny Commission's agreed workplan topic for Asset Rationalisation and Use.
- b) To inform and develop the scope of the scrutiny review, ensuring clear outcomes

#### **4. Report Background**

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4.1 The Scrutiny Commission Workplan identified several topic areas for the Commission to undertake in depth reviews. These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required, and other activities, such as visits and will be considered in a Panel/Task and Finish environment. A scoping exercise would be undertaken with scrutiny members prior to commencement of the review with clear objectives identified.

4.2 The Workplan identifies Asset Rationalisation and Use as such a topic for review, with the following notes:

- To understand the Council's assets and ensure they are being utilised appropriately.
- Develop methodologies around the use and cost of assets against the value those assets bring to the community.
- Understand how cost efficient the Council's buildings are.
- To provide recommendations on the commercial use of our assets and opportunities.
- To understand whether buildings should be rationalised.

#### **5. Issues and Choices**

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5.1 North Northamptonshire Council's estate has formed over many years and comprises each of the legacy council's asset ownership, now amalgamated to form one large portfolio. This new portfolio has brought together previously separate asset classes, such as schools and care homes, with those held by the former borough and district councils operational and investment portfolios.

5.2 The next steps are to develop the Council's Asset Strategy, to bring the data together and produce strategies, policies and processes to align the portfolio to the Corporate Plan.

5.3 The Royal Institution of Chartered Surveyors (RICS) define strategic asset management as:

*“Asset management is a key part of business planning which connects, at a strategic level, decisions about an organisation’s business needs, the deployment of its assets and its future investment needs.”*

5.4 Therefore, the alignment of the portfolio requires an understanding of the corporate priorities, the service plans and strategies, and an agreed governance framework to review assets against these priorities. The Council’s Corporate Plan has now been adopted, with directorate service plans being finalised. From this information the Council’s Asset Strategy and Management Plan will be developed. Further detail on the approach to Public Sector Asset Management can be found in Appendix B RICS Public Sector Property Asset Management Guidelines.

5.5 Since vesting day there has been much effort by the Asset & Environment service to consolidate a centralised property database to form the foundation of North Northants asset strategy.

5.6 The database categorises assets according to their existing use, which determines how the asset is valued, and guides decision makers on the different laws, policies and processes that must be followed if the Council considers a change of use and or a disposal. The database will also contain sub sections for each property, information to include condition, tenure, energy performance, and costs. A redacted version of the asset register is available on the Council’s website.

5.7 Based on the Scrutiny Workplan areas identified, the below list of topics has been compiled, reflecting the stage the council is at in developing its Asset Strategy and key challenges and opportunities. The depth and range of estate considerations is vast, however a selection of key topic areas that could be focussed on as part of a Task & Finish group include:

1. Develop knowledge of the composition of the Council's estate, why the property is held and the approach to developing future management approaches.
2. To develop knowledge of the routes to rationalising an estate – disposal, regeneration, refurbishment for internal use, or development for commercial use, divestment (Community Assets Transfer Policy), partner opportunities, Future ways of work Strategy.
3. To consider the priority of the Council's asset review process (e.g. operational estate) and factors to consider when making a suitability assessment.
4. To understand the Minimum Energy Efficiency Standards Regulations and how they apply to the council’s estate and the implications of future Energy efficiency targets, which will form the part of the Council’s Carbon Management Plan.

5. To raise awareness of key risks associated with the Council's commercial estate and provide reassurance on the management and monitoring thereof.
- 5.8 The Scrutiny Commission may wish to prioritise, vary or add to the above topics. Work continues to be undertaken to assess the extent and quality of condition data and Energy performance data held by the sovereign councils, along with development of the quality of the Asset Register data held. This will constrain the depth of any review into understanding future maintenance liability.
- 5.9 Preparatory work for undertaking the above topic areas, is considerable, and will need to be cognisant of the restructure of the management of the Asset Management, Facilities Management and Capital Project team, due to commence at the end of January and anticipated to be complete in May/June 2022.

## **6. Implications (including financial implications)**

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### **6.1 Resources and Financial**

- 6.1.1 It is anticipated that there will be resource implications from establishing the scrutiny review. Once the scope of the review has been finalised resource will be identified to support the review, which may include both Officer time and/or financial resource.
- 6.1.2 The outcome of the review may produce strategies and recommendations which have resource implications. The need for financial and/or other resources will be addressed in future reports as the review progresses.

### **6.2 Legal**

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

### **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 Consideration for methods of engagement and consultation will be developed as part of the scoping session and will form part of the scrutiny review.

### **6.5 Consideration by Executive Advisory Panel**

- 6.5.1 Not applicable at this stage although outcomes of the review will be shared with the relevant Executive Advisory Panel(s).

### **6.6 Consideration by Scrutiny**

- 6.6.1 Not applicable

## **6.7 Climate Impact**

6.7.1 There is no direct climate impact of the scrutiny review. However, the Council's estate represents an opportunity to support the Council's Carbon reduction action plan to reduce the carbon footprint and it is anticipated that the outcomes of this scrutiny review will have a positive impact for this wider piece of work.

## **6.8 Community Impact**

6.8.1 Any community impact would be considered as part of the scrutiny review.

## **7. Background Papers**

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7.1 Land and Building Asset Register:  
<https://www.northnorthants.gov.uk/your-council/land-and-building-assets>

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### Scrutiny Review - Planning & Scoping Document Asset Rationalisation and Use

<p><b>What is the purpose of the Review?</b></p> <ul style="list-style-type: none"> <li>• <i>Specify exactly which outcome(s) the review is examining?</i></li> <li>• <i>Also being clear what the review is <u>not</u> looking at.</i></li> <li>• <i>What is the Scrutiny Review seeking to achieve?</i></li> <li>• <i>Where possible refer to value for money issues of service cost, service performance and/or customer satisfaction.</i></li> </ul>	<p>The Scrutiny Review is seeking to:</p> <ul style="list-style-type: none"> <li>• Understand the Council's assets and ensure they are being utilised appropriately.</li> <li>• Develop methodologies around the use and cost of assets against the value those assets bring to the community.</li> <li>• Understand how cost efficient the Council's buildings are.</li> <li>• To provide recommendations on the commercial use of our assets and opportunities.</li> <li>• To understand whether buildings should be rationalised.</li> </ul>
<p><b>What are the Criteria for Selection?</b></p> <ul style="list-style-type: none"> <li>• <i>Why has this topic been considered to be a priority issue for scrutiny?</i></li> <li>• <i>Which of the principle criteria promoted by the Centre for Governance and Scrutiny does it satisfy?</i></li> </ul>	<p>The scrutiny review is considered a priority for the following reasons:</p> <ol style="list-style-type: none"> <li>1. The Council's Corporate Plan identifies the following priority for Modern Public Services: <i>Use our assets, skills, knowledge and technology most effectively</i></li> <li>2. Any approach the council takes to rationalising and changing the use of its assets might impact on Partners/Stakeholders.</li> <li>3. A focussed scrutiny review will support the development of the Council's Asset Strategy and wider carbon reduction plan.</li> </ol>
<p><b>What are the Indicators of Success?</b></p> <p><i>What factors / outcomes will demonstrate that this</i></p>	<ul style="list-style-type: none"> <li>• Understanding and awareness of the Asset Management challenges and priorities for the council's estate.</li> <li>• Assurance over the current and developing management arrangements.</li> </ul>

<p><i>Scrutiny Review has been a success?</i></p>	<ul style="list-style-type: none"> <li>• Clear roadmap for next steps in developing the council's Asset Strategy.</li> <li>• Supporting the delivery of the council's carbon reduction plan.</li> </ul>
<p><b>What Methodology / Approach is to be followed?</b></p> <ul style="list-style-type: none"> <li>• <i>What types of enquiry will be used to gather evidence?</i></li> </ul> <p><i>Following a structured and proportionate review process, which is likely to involve the active consideration of evidence, direct representation(s), a review of financial, performance and risk data to arrive at an objective opinion against some Key Lines of Enquiry.</i></p>	<p>Key topic areas for consideration as task and finish group themes:</p> <ol style="list-style-type: none"> <li>1. Develop knowledge of the composition of the Council's estate, why the property is held and the approach to developing future management approaches.</li> <li>2. To develop knowledge of the routes to rationalising an estate – disposal, regeneration, refurbishment for internal use, or development for commercial use, divestment (Community Assets Transfer Policy), partner opportunities, Future ways of work Strategy.</li> <li>3. To consider the priority of the Council's asset review process (e.g. operational estate) and factors to consider when making a suitability assessment.</li> <li>4. To understand the Minimum Energy Efficiency Standards Regulations and how they apply to the council's estate and the implications of future Energy efficiency targets.</li> <li>5. To raise awareness of key risks associated with the council's commercial estate and provide reassurance on the management and monitoring thereof.</li> </ol> <p>Potential enquiry types:</p> <ul style="list-style-type: none"> <li>• Workshops on key topics</li> <li>• Professional guidance note review</li> <li>• Site visits</li> <li>• Liaison with key Partners over Asset Strategy</li> </ul>
<p><b>What specific resources &amp; budget requirements are there?</b></p> <p><i>What support is required for the review exercise?</i></p> <ul style="list-style-type: none"> <li>• <i>specialist staff</i></li> <li>• <i>any external support</i></li> <li>• <i>site visits</i></li> <li>• <i>consultation</i></li> <li>• <i>research</i></li> </ul>	<ul style="list-style-type: none"> <li>• Lead officers identified to support in coordinating activity including workshops and site visits.</li> <li>• Subject to the Topic areas selected, external consultancy may be required to undertake specific review work.</li> </ul>
<p><b>Are any Corporate Risks</b></p>	<ul style="list-style-type: none"> <li>• Insufficient resources to support the review appropriately</li> </ul>

<p><b>associated with this Review?</b> <i>Identify any weaknesses and barriers to success</i></p>	<ul style="list-style-type: none"> <li>• Scope creep</li> <li>• Value for money</li> </ul>
<p><b>Who will receive the review conclusions and any resultant recommendations?</b></p>	<ul style="list-style-type: none"> <li>• Executive Member for Highways, Travel and Assets</li> <li>• Scrutiny Commission</li> </ul>
<p><b>What is the Review Timescale?</b> <i>Identify key meeting dates and any deadlines for reports or decisions.</i></p>	<p>Timescale requires discussion and agreement by the Scrutiny Commission, noting the constraints highlighted in the covering report.</p>
<p><b>Who will lead the Review Exercise?</b></p> <ul style="list-style-type: none"> <li>• <i>Identify a nominated:</i> <ul style="list-style-type: none"> <li>- <i>Elected Member</i></li> <li>- <i>Lead Officer</i></li> </ul> </li> </ul>	<p>Nominated Leads:</p> <ul style="list-style-type: none"> <li>• A lead elected member that is not an Executive Member – TBC</li> <li>• Jonathan Waterworth, Assistant Director Assets &amp; Environment</li> </ul> <p>Other officers required to contribute:</p> <ul style="list-style-type: none"> <li>• Asset Management Lead</li> <li>• Finance – Strategic Business Partner</li> </ul>
<p><b>Media Interest / Publicity</b></p> <ul style="list-style-type: none"> <li>• <i>Communications Plan</i></li> <li>• <i>Do we need to publicise the review to encourage community involvement?</i></li> <li>• <i>What sort of media coverage do we want? (e.g. Fliers, leaflets, radio broadcast, press release, etc.)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Establish a proportionate communications plan (external and internal) to support the review process.</li> <li>• Will this review be subject to a press embargo? No</li> <li>• Who is the lead communications contact? TBC</li> <li>• Who is the designated spokesperson for the Scrutiny Review (Elected Member &amp; Officer)? Councillor Wendy Brackenbury, Jonathan Waterworth (officer)</li> </ul>
<p><b>Completed by:</b></p> <p>Date:</p>	<p>Jonathan Waterworth, Assistant Director Assets &amp; Environment</p> <p>13<sup>th</sup> January 2022</p>
<p><b>Approved by Scrutiny Commission</b></p> <p>Date:</p>	



# THE QUICK START GUIDE

to property asset management

Written for RICS by Alan D White and Keith Jones

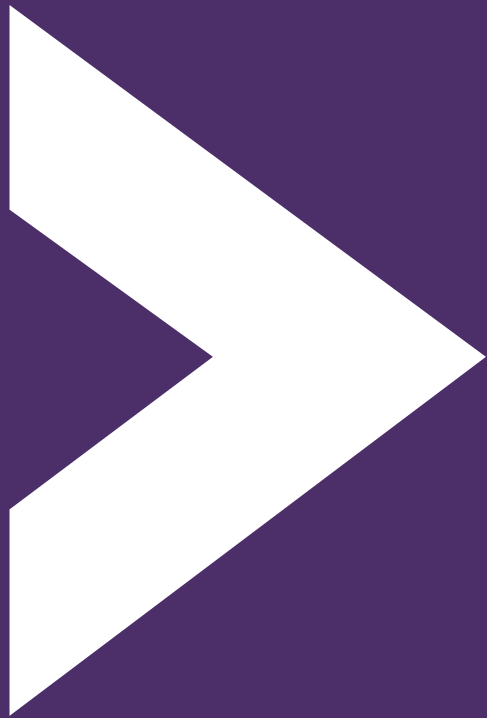


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# INTRODUCTION

Property asset management is high on the agendas of all government departments and public sector bodies given the pressure to reduce operating costs, raise cash and improve the efficiency of service delivery. The process is a critical piece in the 're-engineering jigsaw' of public service delivery improvement.

This Guide gives those involved with managing public sector resources an immediate insight into the property asset management process. It describes the steps to be followed in preparing and executing the property asset management plan and, thereafter, the process for measuring the performance of the remodelled property asset base and service delivery regime.

The 'full story' will be found in the principal work being the **RICS Public Sector Property Asset Management Guidelines**.

## MANAGING PROPERTY ASSETS – WHAT IT MEANS

“Asset management is a key part of business planning which connects, at a strategic level, decisions about an organisation’s business needs, the deployment of its assets and its future investment needs.”

This key statement by Sir Michael Lyons in 2004 highlights the strategic importance of asset management to efficient business operations. Sir Michael’s words support our definition of the term ‘strategic property asset management’ as:

**the process which aligns business and property strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives.**

The principal role of the property asset manager, therefore, is to ensure that the right accommodation is provided in line with business needs to satisfy customer delivery aspirations. This involves the alignment of property asset plans with business strategies, ensuring efficiency in space use and creating a portfolio of quality accommodation which is well maintained and affordable.

## THE IMPORTANCE OF PROPERTY ASSET MANAGEMENT

A strategic approach to property asset management results in the positive benefit of cost effective and productivity-enhancing accommodation, together with the coordinated management of all other operational resources.

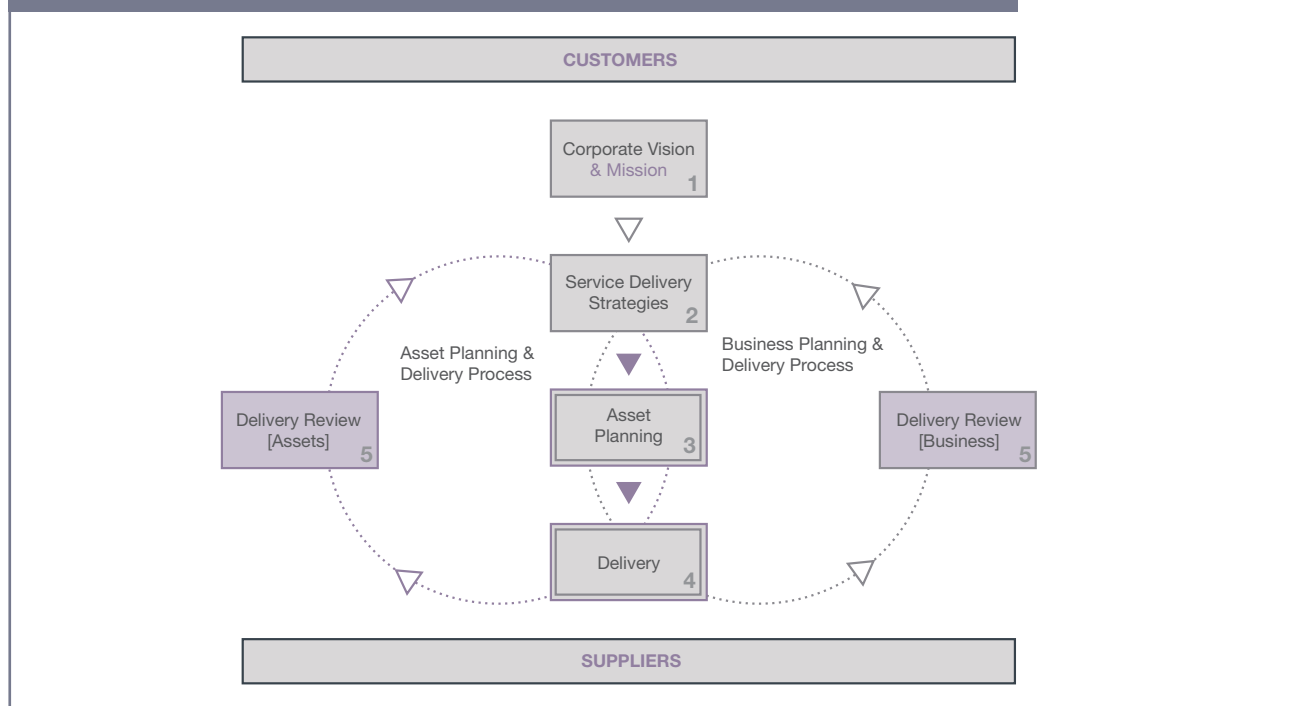
It is important to realise that a structured and programmed strategy requires the long-term management of property portfolios in order that the best accommodation solutions are provided. Short term, ‘on-off’ or constantly changing strategies will not produce an optimum solution and will result in the needless waste of resources and abortive expense.

## SO WHERE DO WE START?

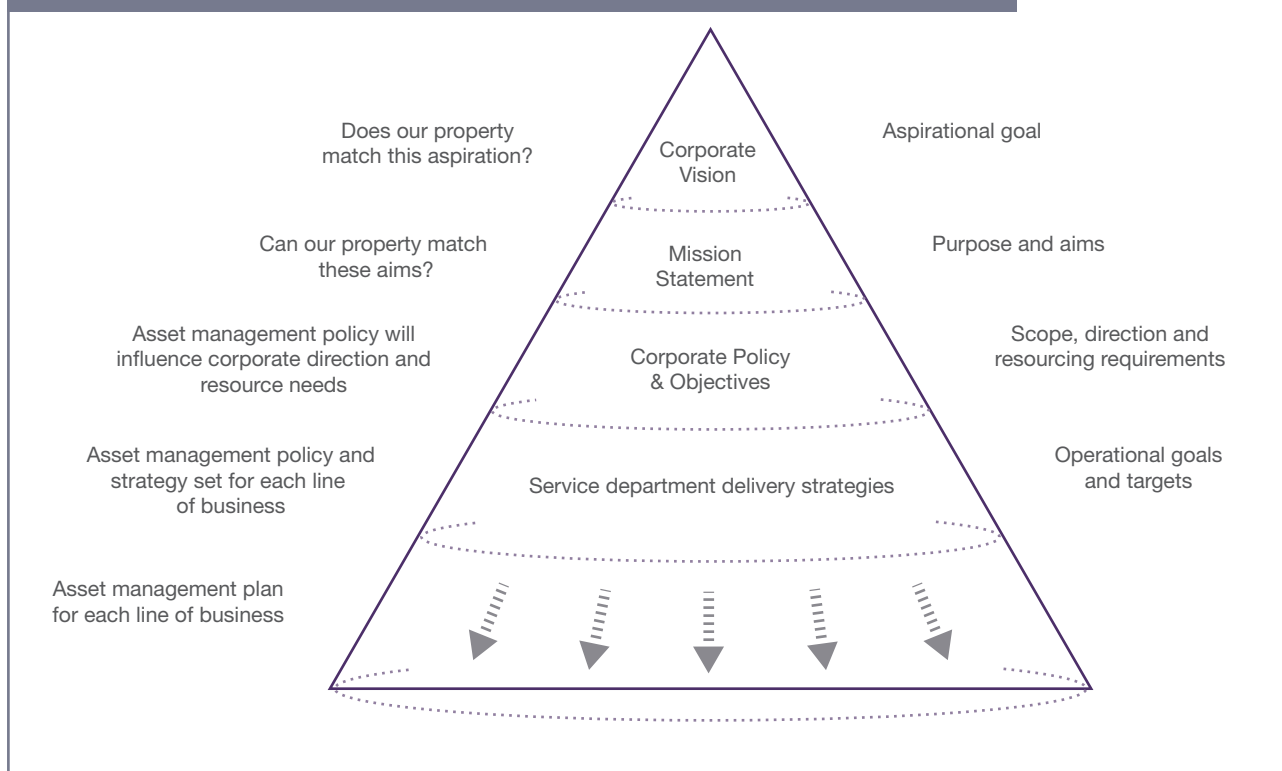
The basic business process for effective property asset management is shown diagrammatically in fig 1. The diagram emphasises the inter-relationship between business and property processes, the essential requirement to satisfy customers and a reliance on reliable and efficient suppliers.

The corporate vision and mission [1] are set by the senior management. These are translated into ‘line of business/ service delivery strategies’ [2] by business managers with property asset and other resource managers working together to achieve an organisation-wide resourcing plan. The detailed property asset planning process [3] will then commence with asset managers analysing exact business needs in terms of accommodation requirements: location, size, facilities required and so on. This plan will also set out how the present portfolio of accommodation will be adapted to best suit the requirements of the customer-facing businesses.

Figure 1: The basic business process for effective property asset management



**Figure 2: The corporate policy cascade**



## CORPORATE POLICY CASCADE

The key strands of corporate policy and objectives cascade from the corporate vision and mission statements – see Fig 2.

These objectives will set out the context within which the organisation is to operate, defining the scope, direction and the way in which resources will be allocated to achieve the agreed targets. This will facilitate the design of short, medium and long-term strategies, taking account of capacity and capability, financial status and the alignment of policies, practice and resources to achieve the agreed aspirations.

It is at the strategic business level where the property asset strategy is developed so that operational delivery can be supported by and matched to organisation-wide resourcing strategies, whether this relates to the property, financial, IT or to people assets. The objective is to provide the right property asset, in the right location, at the right price and quality. Inevitably, some prioritisation of policies will be necessary and these will be set after wide customer consultation which, along with data about demographic trends and the available financial resources, will assist with the development of aligned corporate and property asset strategies.

The close relationship between corporate and property asset management policies will be an interlinking system of strategic and operational policies ‘overseen’ by performance reviews which will essentially make up the organisation’s planning framework. A representation of the framework appears below – fig 3.

## THE PROPERTY ASSET MANAGEMENT PLAN

The property asset planning process works through sets of operational criteria agreed at service delivery level, reflecting business policies and the property asset management policy. Property asset managers will use this output as a checklist for determining the suitability of existing property assets and the changes that may be required to bring the asset portfolio up to the desired standard for efficient and effective delivery. This is shown in diagrammatic form in fig 4. Here we see only four potential outcomes being considered at Level 1 – in fact, there may be many more or perhaps just one or two options.

As a result of discussion about the operational, financial and physical aspects of the property assets, an agreed plan is worked out at Level 2 (fig 4). This process is carried out across the service departments to provide a consolidated plan at Level 3 and across the organisation to produce the organisation-wide asset plan at Level 4. Departmental plans will come together to form the property asset management plan for the whole organisation.

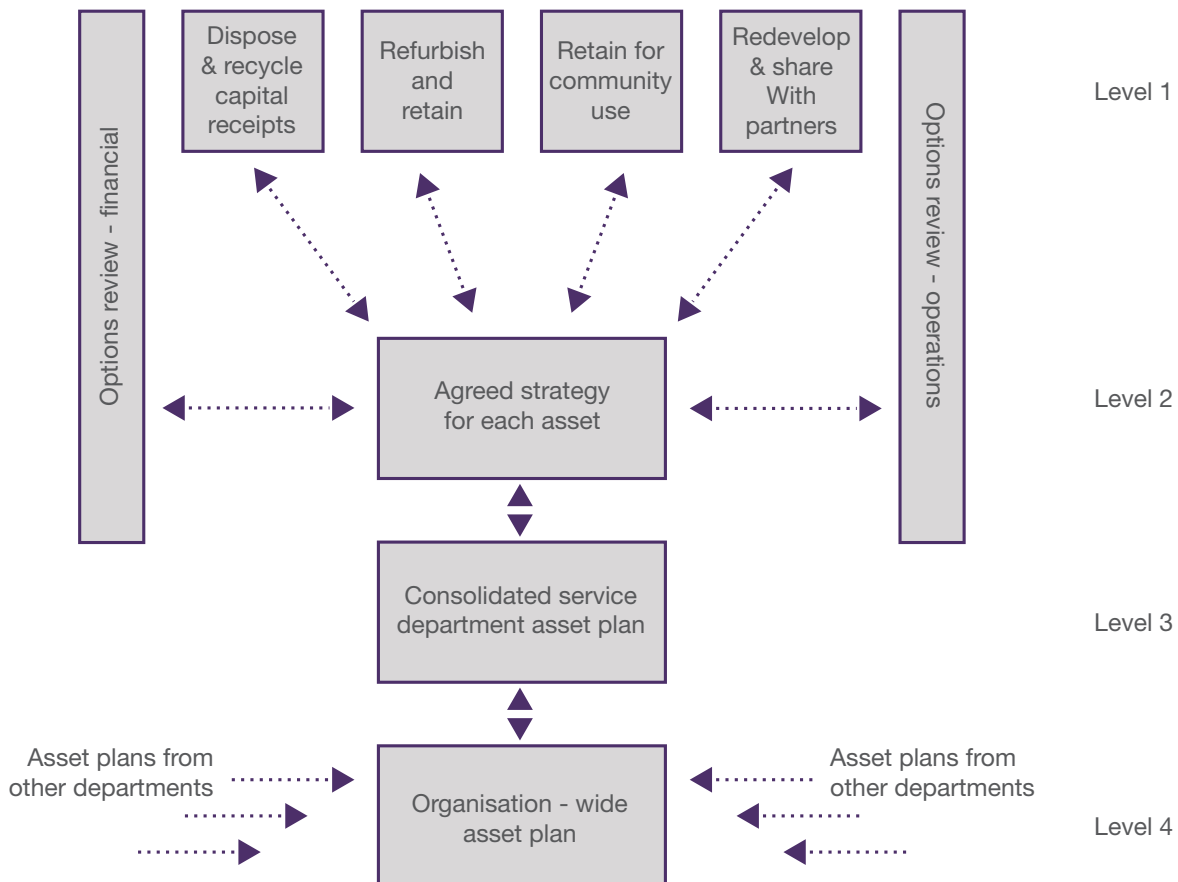
The plan will be checked financially as it is developed. The ‘whole business effect’ will be appraised, in particular, the demands on other corporate resources, principally staffing and support IT. The plan’s estimated capital requirement will be checked in the context of overall corporate calls on capital and receipts from asset disposals. The timing of receipts and expenditure will be considered along with



**Figure 3: Strategic and operational linkage and performance review process**



**Figure 4: Property asset planning process**



annual expenditure changes. These investigations are designed to test the practicality and affordability of the plan – or more likely aspects of the plan – and provide pointers for the property asset team to further refine their proposals.

The property asset manager will be expected to ‘challenge’ operational colleagues about their need for accommodation, the type, quality and amount of space as well as its location. Each property asset must justify its ‘position’ within the property asset plan and provide tangible benefits. The procurement options for potential strategies will be developed and tested financially and with operational managers, to ensure that delivery and affordability targets can be achieved both immediately and over time.

Measuring the effect on staffing levels and on systems is a vital step in developing the plan. There may, for example, be reductions in staffing levels if delivery facilities are merged and these will require careful management. Property asset managers must remember that staff are often the interface between the organisation and its customers, so the HR specialists are key players to ensure the right delivery staff are in place. In the same way, the Technology team must be involved with the strategy as it is developed: excellent property without appropriate support resources, will not enable the delivery of quality services.

The process of testing the overall resourcing plan is a vital step in the development of the property asset management plan and in gaining acceptance from the operational teams for what may be substantial changes in the way the organisation will deliver services.

## THE PLAN CONTENT

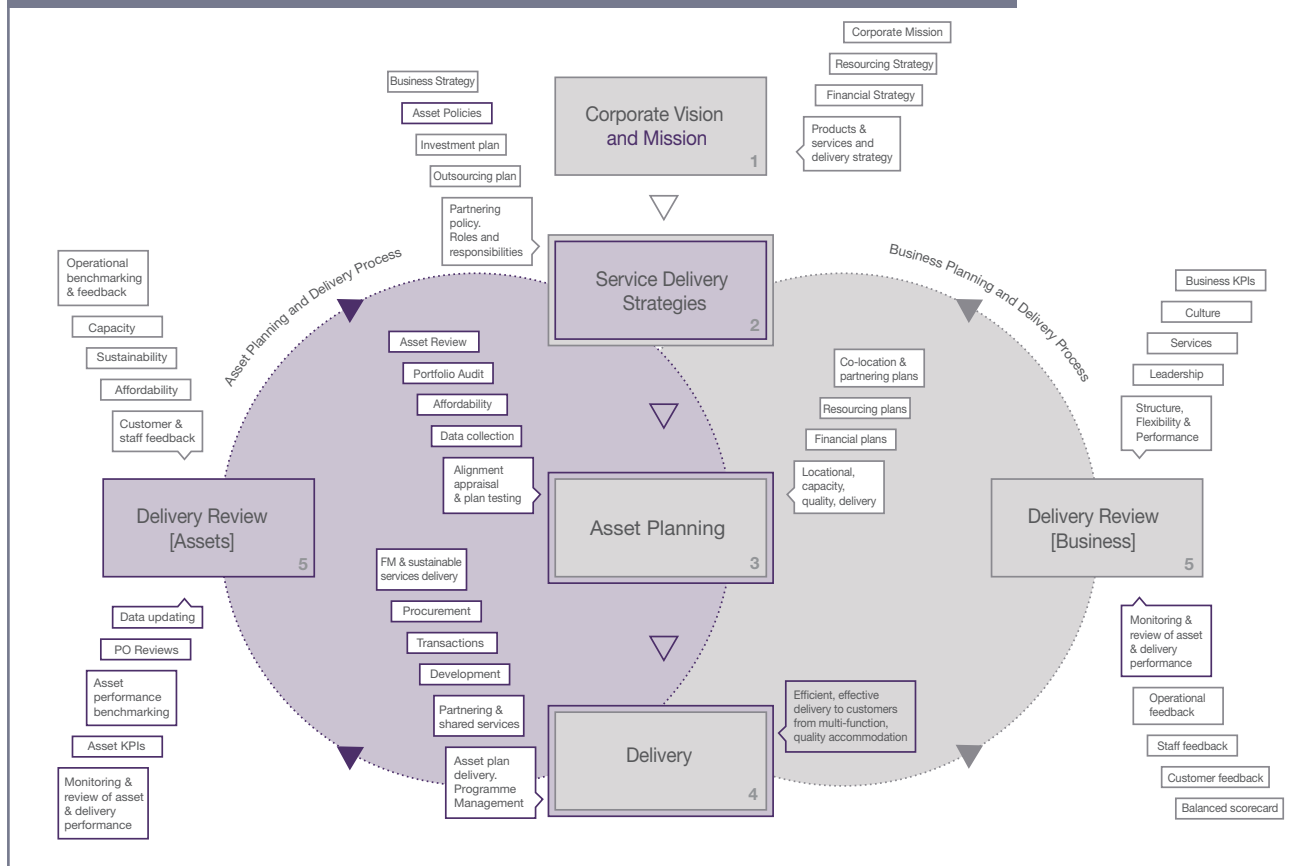
What does the formal property asset management plan contain? There are, of course, a number of recommended property asset plan templates and the content will vary to suit each organisation. A typical plan will include some or all of the topics outlined in Table 1.

The property asset plan lays the foundation for the efficient and effective use of all assets and provides a platform for structured and rigorous forward thinking and decision-making about operational and property asset strategies.

The plan enables management to be clear about the extent, value, condition and suitability of the property asset portfolio right across the organisation, segmented for each delivery department. This will form the basis for corporate and consultative strategy development and clear methodologies for measuring delivery performance.

<b>Table 1</b>	
<b>Property asset Plan Topics</b>	<b>What is included</b>
<b>Plan purpose and the benefits of property asset management</b>	<ul style="list-style-type: none"> <li>• The property asset management strategy and the benefits to the organisation.</li> <li>• How the strategy has been developed, the alignment with 'in-house' corporate strategies and policies as well as with regional and national strategies.</li> <li>• The plan timescale and phasing.</li> </ul>
<b>The corporate vision, mission and strategy</b>	<ul style="list-style-type: none"> <li>• A statement of the organisation's goals and objectives and the implication for property assets and other resourcing.</li> </ul>
<b>The financial context</b>	<ul style="list-style-type: none"> <li>• The overall corporate financial position and outlook.</li> <li>• An estimate of the budget available for property asset re-alignment.</li> <li>• An outline of potential financial solutions for plan delivery.</li> </ul>
<b>Property asset policy; statement of goals and objectives</b>	<ul style="list-style-type: none"> <li>• The property asset policy, goals and objectives for improved delivery.</li> <li>• The use of property assets, sharing, partnering &amp; use by the voluntary sector.</li> <li>• The vision of what the property asset base will 'look like' after the change programme and at the end of the plan period.</li> </ul>
<b>The property asset plan for each service delivery department</b>	<ul style="list-style-type: none"> <li>• A departmental analysis of the plan's effect on the total property asset base.</li> <li>• Transforming the property asset base to align with the delivery requirements.</li> <li>• In appendices, a property asset by asset breakdown will show the detail of each property asset and the changes proposed.</li> </ul>
<b>Property asset upgrade analysis</b>	<ul style="list-style-type: none"> <li>• The key property asset changes required to deliver the plan.</li> <li>• The strategy to eliminate deficiencies and delivery timescales.</li> <li>• An estimate of the likely cost of property asset upgrade.</li> </ul>
<b>Definition of service level to be expected</b>	<ul style="list-style-type: none"> <li>• The quality, capacity, reliability and responsiveness of the property assets is confirmed and priced.</li> </ul>
<b>Critical success factors</b>	<ul style="list-style-type: none"> <li>• Business based outcomes and timescales are noted.</li> <li>• This will form the basis for performance management.</li> </ul>
<b>Resource implications of the plan</b>	<ul style="list-style-type: none"> <li>• The effect on property assets as well as finance, IT and HR.</li> <li>• Annual expenditure changes will be estimated.</li> <li>• The broad investment and divestment plan will be outlined and the overall approach to sourcing, outsourcing and procurement.</li> </ul>
<b>Performance measurement</b>	<ul style="list-style-type: none"> <li>• The agreed performance metrics outlined and the agreed KPIs.</li> <li>• The performance measurement system defined.</li> <li>• Current performance as a base measure and the anticipated performance steps as property asset change takes place.</li> </ul>
<b>Organisational changes</b>	<ul style="list-style-type: none"> <li>• The 'property asset champion' is identified along with the property asset management structure, roles and responsibilities, resourcing allocations and capacity management. Governance and decision making arrangements.</li> <li>• Corporate process for property asset management.</li> <li>• The management of data.</li> </ul>
<b>Action milestones</b>	<ul style="list-style-type: none"> <li>• Immediate term actions and a timetable for organisational, property asset and delivery service changes over successive years.</li> </ul>
<b>Review</b>	<ul style="list-style-type: none"> <li>• The success of the property asset plan measured by the reaction of customers to service delivery and on the bottom line operating costs. Reviews against pre-agreed performance metrics will take place regularly and recommendations made about changes to enhance delivery.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• An assessment of the risks associated with the property assets, either immediately or longer term. A risk assessment of other resource inputs including, for example, financial/budgetary cutbacks and shortage of property asset management expertise and the management of such shortfalls.</li> </ul>
<b>Assumptions and provisos</b>	<ul style="list-style-type: none"> <li>• The plan will state the base assumptions and any provisos about data integrity, cost estimates, demand forecasts, property asset lifespan and other variables.</li> </ul>

Figure 5: Business, asset planning and service delivery sequence



## PROPERTY ASSET PROGRAMMES

Property asset change programmes will be developed to deliver the agreed plans, each of which will be subject to the financial sign-off of business cases. Following approval, programmes of building alteration, refurbishment, procurement and perhaps new-build will begin in a prioritised sequence and with project management oversight. Reviews of progress will accompany these programmes and post occupation reviews will assess the effects of the changes on customer's delivery experiences.

The effective project management of these change programmes provides for the efficient closure to the demanding delivery stage of property asset management activity. It is, of course, followed by the performance measurement of results and delivery reviews which will start the whole process again, ensuring, through this cyclical sequence, that the property asset base is steadily improved to meet customer needs.

## THE DETAILED PROPERTY ASSET MANAGEMENT PROCESS

Whilst the property asset management cycle has already been outlined above, here at Figure 5, we provide a detailed process diagram showing the sequence from corporate vision and mission development (1) to delivery reviews (5), including details of the inputs, outputs and activities associated with each principal process stage.

## REVIEW THE PERFORMANCE OF PROPERTY ASSETS

The performance of the property portfolio should be reviewed to benchmark against the performance of similar property assets in other organisations. Senior managers may wish to see metrics developed which, for example, track property costs per staff member and cost per sq metre, space usage and efficiency of use, vacancy and surplus space and sustainability measures relating to carbon emissions, waste and recycling.

This quantitative information is used to assist with the improvement of the efficiency of the property asset base. The challenge is to develop and operate a review process which adds value but is part of business as usual – the review process should not create a 'measurement industry' within the organisation.

## REVIEW OF CUSTOMER AND STAFF SATISFACTION

The measurement of customer and staff satisfaction is an essential part of performance measurement and the review process. This is achieved by asking customers to complete surveys, either directly or by the completion of survey forms. It will be possible, using a simple scoring system, to obtain an accurate indication of the how the property assets are performing. Operational staff and managers should also be asked to give their views. Once again an organisation-specific matrix will be used to record and score results.

The analysis of these reviews should be carried out jointly by operational and property asset managers and the results assimilated into the service delivery strategy (2) and property asset planning (3) as shown in fig 5 above. This will enable changes in both delivery and accommodation plans to deal with any negative feedback. The use of such reviews over time will result in a continuum of improvements in delivery arrangements.

A successful performance review procedure will involve:

- the measurement of organisational performance
- analysis of results against pre-agreed key performance indicators (KPIs)
- measuring property asset performance and benchmarking
- acting on recommendations for improvement.

KPIs will be set to suit each organisation. The metrics must be relevant to the organisation and, as far as possible, cover all aspects of operations. Regular 'testing' of the experiences of users will provide trend lines of feedback to 'flag up' what further refinements are required.

## MEASUREMENT BY BALANCED SCORECARD

To measure organisational performance, a balanced scorecard approach to measurement is helpful. The structure of the Public Sector Scorecard as set out by Moullin in 2002, places performance against long term strategic objectives at the centre of measurement perspectives – see fig 6 below.

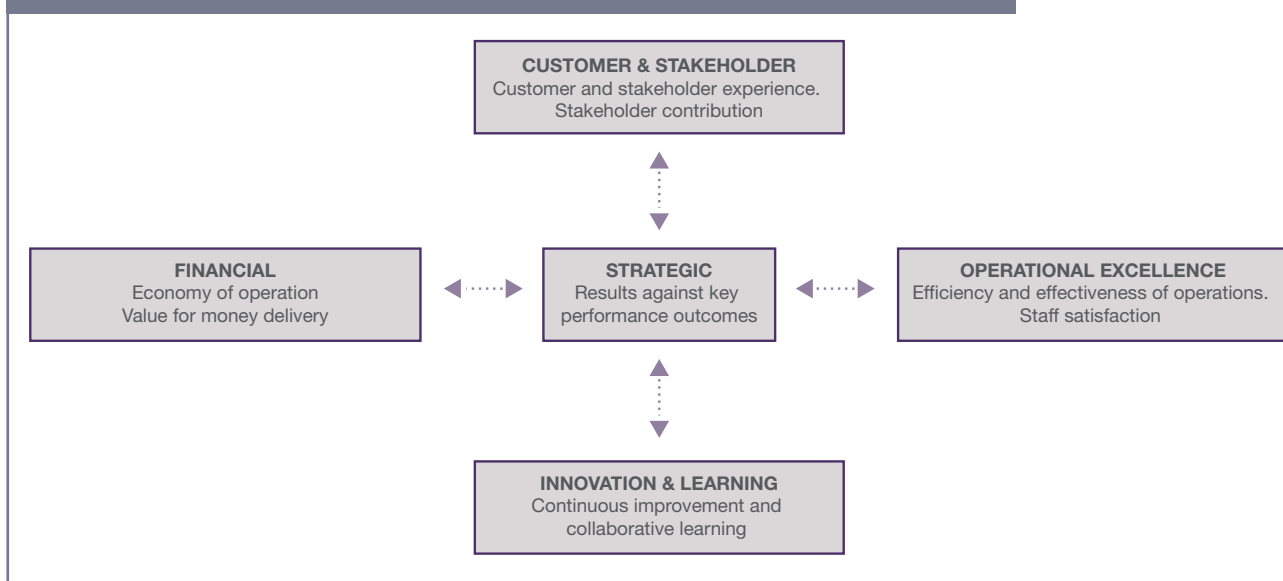
The surrounding performance 'beacons' include the broadly familiar input, output, operational and intellectual metrics. In the illustration of a generic property asset-focused scorecard – see table 2, the measurement entries are grounded on the organisation's strategic objectives with measurement metrics/methodologies designed to provide essential feedback to operational and property asset managers. The scorecard focuses on a relatively small number of metrics which the organisation identifies as key drivers towards improved service delivery to its customers.

The benefits to the organisation from the use of the scorecard are a better alignment of the property asset base with business objectives and customer demands and expectations.

## REPORTING AND IMPROVEMENT ACTION

The performance measures will be reported to senior managers and the final step is to feed the review results back into the process at the service delivery strategy stage; that is at stage 2 in fig 5 opposite. The continual plan (3), deliver (4) and review (5) sequence will result in improved economy, effectiveness and efficiency through the portfolio and a better operational delivery to customers.

Figure 6: The structure of the public sector scorecard



**Table 2: A Property Asset Performance Scorecard**

<b>Objectives</b>	<b>Operational measurement areas for property assets</b>	<b>Measurement methodology</b>
<b>STRATEGIC</b>		
Achieving/assisting in achieving, corporate objectives	Improving quality of accommodation; reducing space usage	Metrics associated with space reduction, space quality upgrade. Satisfaction with accommodation
<b>CUSTOMER &amp; STAKEHOLDER</b>		
Satisfied customers; contributing to satisfied stakeholders	Talking to customers, staff at all levels about the accommodation 'experience'	Survey of customers; stakeholder surveys; stakeholder interviews
<b>OPERATIONAL EXCELLENCE</b>		
Effective and efficient operations	Better space aids delivery staff; co-location of delivery streams helps customers and other stakeholders; flexible working; efficiency in space usage	Satisfaction with accommodation; location of and space quality assisting delivery; occupational levels; availability of flexible working 'tools'
<b>FINANCIAL</b>		
Value for money; budget adherence	Financial metrics	Operating costs; capital budget adherence
<b>INNOVATION &amp; LEARNING</b>		
Best practice captured and new ideas continually trialled	Performance compared to other organisations; research about new ways of working/delivery of services	Benchmarking performance and learning groups; measurement of performance in research trials
		<b>Following Moullin 2002</b>

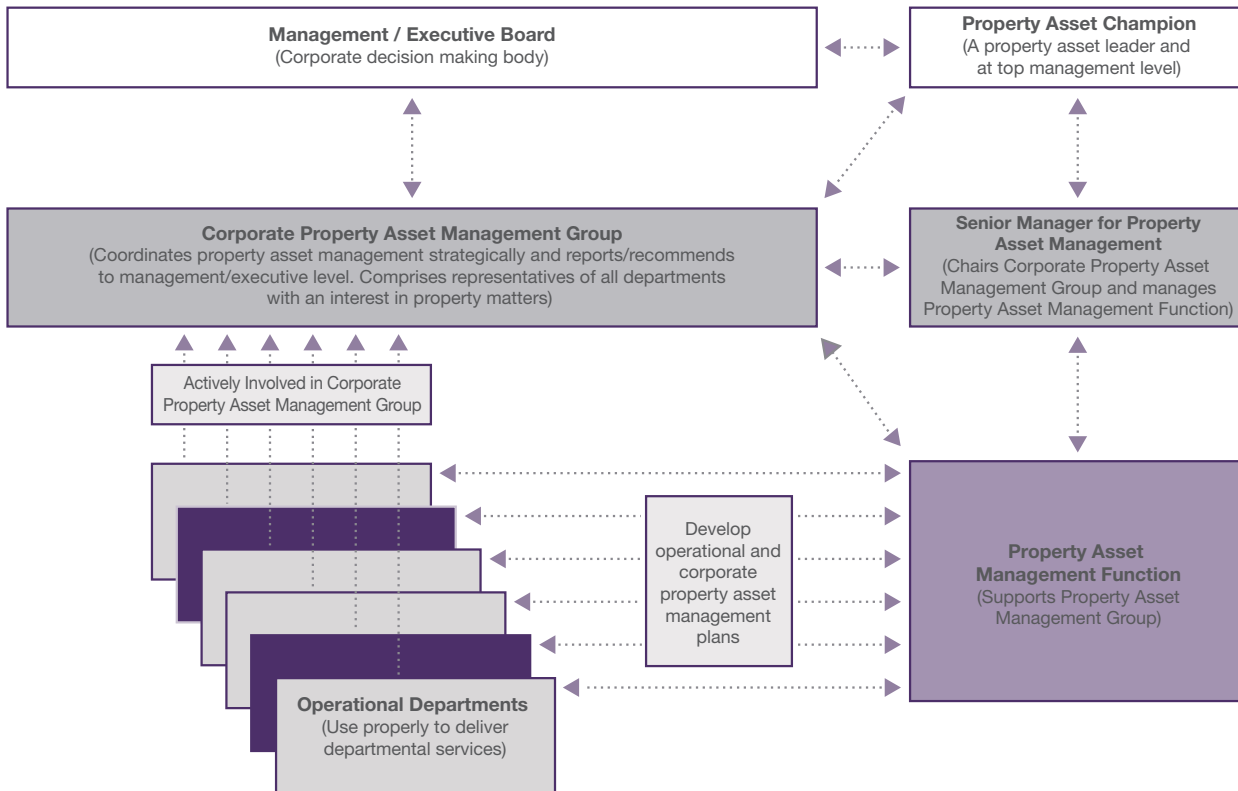
## **SUSTAINABILITY**

Sustainability must be a key feature of property asset management. Assets should be assessed, for example, for energy and water use efficiency and rain water recycling schemes. The location of facilities will have an important sustainability aspect relating to the travel plans of customers and staff. Travel and transport planning should feature in the property asset appraisal process and, where practical, fully flexible workstyle programmes should be offered to staff. The management of buildings has wide sustainability implications in meeting an organisation's sustainability strategies and targets. But remember: the principal way to secure carbon reductions across a portfolio is to use less space.

## **ORGANISATION AND RESOURCES**

Planning and delivery require the right number of adequately qualified/experienced staff to carry through effective property asset management plans. The corporate structure to enable the process to operate might resemble that shown in fig 7 opposite. A separate team will deal with property and facilities management issues on a day to day basis. The interconnection of roles and responsibilities across the organisation, between operational and asset managers and access to senior management provide vital links.

**Figure 7: Corporate roles for property asset management**



**LEADERSHIP AND COMMUNICATION**

A clear vision of the organisation’s strategy and approach to property assets should come from the chief executive’s office. The support of the whole senior management team is essential to the efficient delivery of the property asset plan with staff empowered and mandated to treat property corporately and strategically.

Communication should be open and informed with transparency of policy and decision-making on major property asset matters. There should be clear and explicit expectations of how the organisation deals with property asset issues.

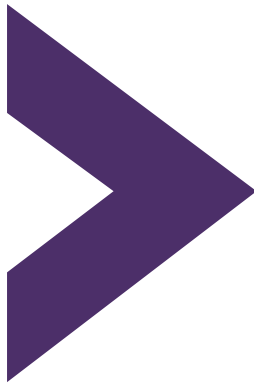
**CONCLUSION**

We hope this Guide provides an entry level exposition of property asset management. This is a multi-disciplinary process requiring good planning and programming, efficient and effective delivery, performance measurement and leadership, all within an organisational structure which is adequately resourced. A tall order? Well, no-one ever suggested property asset management is easy.

When you need more detail about these processes, take a look at the RICS Books website for the full version of the Property Asset Management Guidelines document, or at the following web address: [www.publicsectorassetmanagement.com](http://www.publicsectorassetmanagement.com).

Here you will find the full text of the RICS Public Sector Property Asset Management Guidelines 2012 and the document directed to non-property colleagues in organisations entitled, Senior Decision Maker’s Guide – an insight into property asset management.





## ASSOCIATED TITLES

The Quick Start Guide to Property Asset Management gives an immediate insight into the property asset management process.

RICS has also produced a principal work, **RICS Public Sector Property Asset Management Guidelines**, as well as the accompanying **Senior Decision Makers' Guide**.

All three titles are available for download **free of charge** from:

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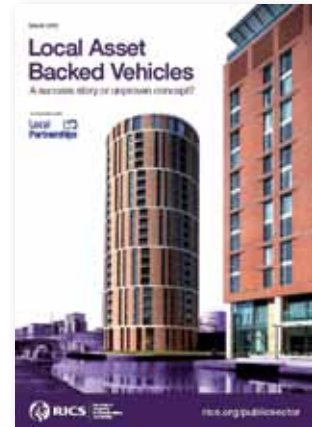


# FURTHER READING

RICS has produced the following papers for use by those working with public sector property,

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## SCRUTINY COMMISSION 25 January 2022

<b>Report Title</b>	<b>Performance Indicator Report 2021/22 (Period 7)</b>
<b>Report Author</b>	<b>Guy Holloway, Assistant Chief Executive Email: Guy.holloway@northnorthants.gov.uk</b>
<b>Executive Member</b>	<b>Cllr Jason Smithers Leader of the Council</b>

### List of Appendices

**Appendix A** – Summary Performance Indicator Report for Period 7 (October 2021)

**Appendix B** – Detailed Performance Indicator Report for Period 7 (October 2021)

### **1. Purpose of Report**

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

### **2. Executive Summary**

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- 2.1 The Scrutiny Commission identified the need for regular performance reports on the Council's services and key local outcomes at its Scrutiny Conference back in October 2021. Performance reporting has been built into the Scrutiny Work Programme as a routine and regular feature.
- 2.2 The performance information presented to the Scrutiny Commission via this report mirrors that which is considered at meetings of the Executive. This report includes two appendices: Appendix A provides a summary of the performance of Council services; Appendix B provides more detail, including trend lines and exception reports.
- 2.3 Members of the Scrutiny Commission are advised to flag up areas they wish to understand in further detail with the report author at least three working days prior to the meeting. This is by no means essential but given the broad range of information included within the appendices of this report, it will help ensure a more thorough answer is provided at the meeting.
- 2.4 The content and format of the Council's performance reports are in development. In particular, performance measures are being developed to better reflect the desired outcomes set out at a high level through the Council's recently adopted Corporate Plan. It is envisaged that a revised set of indicators

will be put in place and measured from April 2022. In reality, the revised dataset is likely to include many of the indicators set out within the appendices of this report. The majority of these already provide important information about the performance of the Council's services as well as other key outcomes for the local area.

### **3. Recommendations**

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

### **4. Report Background**

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- 4.1 The availability of accurate, timely and relevant information about the performance of services is good practice. It enables operational and policy decisions to be made, and it informs healthy debate and scrutiny of services.
- 4.2 The Council's approach to performance monitoring is developing. The first priority was to ensure that important performance data is collected across services, presented in a legible way, and reported routinely and regularly where it is needed.
- 4.3 Performance monitoring at North Northamptonshire 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 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.
  - 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 is presented will continue to be developed to make information easier to understand.
- 4.4 The Performance reports included as Appendix A and B mirror those that are reported to the Council's Executive. They have been developed following a review of the approaches of a number of councils, with the best bits from each being replicated.

### **5. Issues and Choices**

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- 5.1 Perhaps one of the choices for Members to consider is distinguishing between those indicators that relate to areas of performance that the Council is solely responsible for, and those that are impacted by the wider efforts of partner agencies. In some cases, national policy will be a factor. A varied approach could be adopted to the scrutiny of these different areas and this could help inform the future Scrutiny Work Programme.



## **6. Implications (including financial implications)**

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### **6.1 Resources and Financial**

6.1.1 There are no direct resource or financial implications arising from this report. However, the financial performance of the Council is an important metric when gauging how the Council performs. 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.

### **6.2 Legal**

6.2.1 There are no legal implications arising from this report.

### **6.3 Risk**

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

6.3.2 There are risks associated with not scrutinising the performance of the Council as measured by performance indicators. The indicators and associated reporting regime form an important part of the Council's corporate governance arrangements. A laissez-faire approach to the Council's performance would be counter-productive. Robust scrutiny and challenge is considered a healthy feature of any large, outcome-focused organisation.

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

### **6.4 Consultation**

6.4.1 The Council carried out a public consultation on its vision, values, key commitments and priorities during the Autumn of 2021. These will be used as a basis to help guide the development of a revised set of Corporate Plan performance indicators.

### **6.5 Climate Impact**

6.5.1 A Council that is performing well is likely to be more efficient and effective in what it does. This will inevitably yield a range of benefits, including reducing the negative impact on the environment. It is envisaged that this link will be strengthened moving forward as the Council develops indicators and targets for reducing its negative impact on climate change.

## 6.6 **Community Impact**

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

## **7. Background Papers**

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- 7.1 None



## North Northamptonshire Council Performance Report - October 2021

### Key to Performance Status Colours

Progress Status Key:
Green - On target or over-performing target
Amber - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance)
Red - Under-performing against target by more than 5% (or other agreed tolerance)
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	
	Performance has improved from the last period – Higher is better
	Performance has improved from the last period – Lower is better
	Performance has declined but is still within an acceptable range of 5% of the last period – Lower is better
	Performance has stayed the same since last period
	Performance has declined but is still within an acceptable range of 5% of the last period – Higher is better
	Performance has declined from the last period – Lower is better
	Performance has declined from the last period – Higher is better
	Actual increased - 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 - in tolerance
Red - Below target - outside tolerance
Grey - No RAG

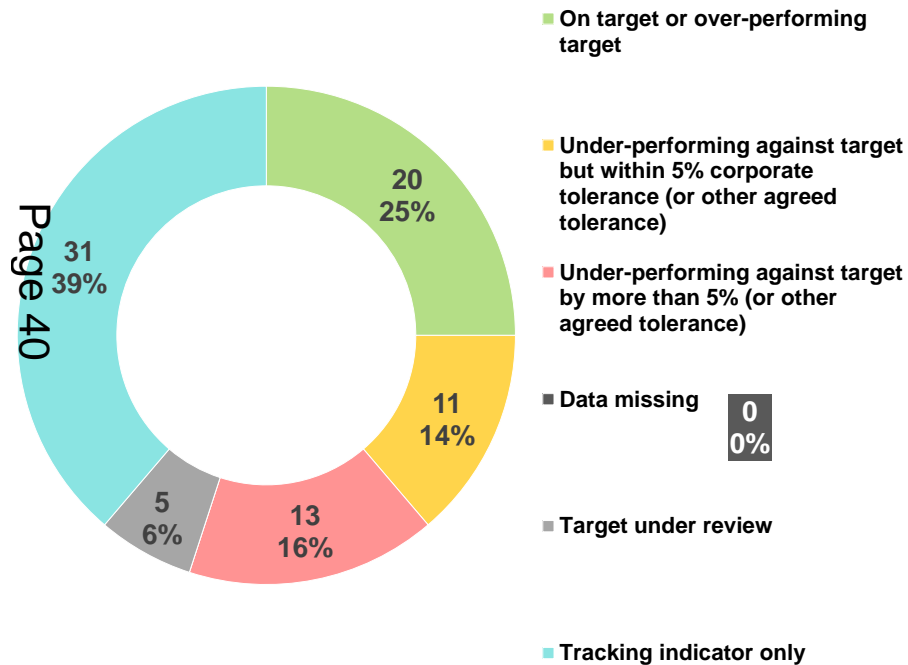
Children's Trust Direction of Travel Key	
	Performance improved since last month
	Performance the same as last month
	Performance declined since last month

### Terminology key

TBC: To be confirmed	Actual: The actual data (number/percentage) achieved during the reporting period
TBD: To be determined	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.
n/a: Not applicable	

## North Northamptonshire Council Performance Report - October 2021

### October 2021 Performance Summary



Directorate	Underperforming Indicators	Variance from target
Finance	% National Non Domestic Rates collected	-11.26%
Finance	Average time taken to process benefits & Council Tax Support Claims (days)	+13.48% (+2.83 days)
Transformation	% calls answered	-11.49%
Children's Services	% of primary schools judged as good or outstanding by Ofsted	-16.36%
Adults, Communities & Wellbeing	Number of rough sleepers (single night snapshot figure)	+11.11% (+1 person)
Adults, Communities & Wellbeing	Healthy Child Programme - Proportion of children receiving a 12 month review	-11.08%
Adults, Communities & Wellbeing	NHS Health Check programme - Proportion of in-year eligible population offered a Health Check	-80.79%
Adults, Communities & Wellbeing	NHS Health Check programme - Proportion of in-year eligible population who completed a Health Check	-94.00%
Adults, Communities & Wellbeing	Obesity - Child excess weight - aged 4-5	+25.79%
Adults, Communities & Wellbeing	Obesity - Child excess weight - aged 10-11	+14.67%
Adults, Communities & Wellbeing	Flu vaccinations coverage 65+	-6.53%
Adults, Communities & Wellbeing	MMR vaccination - 5 year olds for two doses	-5.89%
Adults, Communities & Wellbeing	Suicide rate	+35%



**Legal & democratic**

	Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
Human Resources	Number of working days lost to sickness per employee (short-term)	NO RAG - target under review	
	Number of working days lost to sickness per employee (long-term)	NO RAG - target under review	
Information Governance	% of Freedom of Information Requests completed in 20 working days	G	
	% Environmental Information Regulation Requests completed in 20 working days	G	
	% Individual Rights Requests completed in 1 calendar month	G	

**Finance Services**

	Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
Finance	% of invoices paid within 30 days	G	
Revenues & Benefits	% of Council Tax collected	A	
	% National Non Domestic Rates collected	R	
	Average time taken to process benefits & Council Tax Support Claims (days)	R	
	Average time to process benefits & Council Tax Support Changes of circumstances (days)	G	

**Transformation**

	Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
Customer Services	% calls answered	R	
	Total number of calls received	TRACKING	
	Stage 1 complaints received	TRACKING	
	Stage 2 complaints received	TRACKING	

Place & Economy			
	Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
Planning Development	Planning major applications processed in 13 weeks	G	➡
	Planning minor applications processed in 8 weeks	A	↔R
	Planning other applications processed in 8 weeks	A	⬇
Environmental Protection	% of food establishments in the area broadly compliant with food hygiene law	A	⬆G
	Number of establishments with Eat out eat well award	TRACKING	⬇
	Number of food & environmental samples taken	TRACKING	⬆
Highways	Number of defects repaired in the network	TRACKING	⬆G
	Number of defects outstanding on the network	TRACKING	⬇G
	Repairs made to the road network that are either permanent or semi permanent	G	⬇
Place Directorate	Corporate: Out of work benefits claimants (Ex county Place directorate)	TRACKING	⬆G

Place & Economy			
	Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
Waste	<b>Household kerbside collection: Tonnes of material collected through kerbside schemes:-</b>		
	-Co-mingled recycling	TRACKING	⬇
	-Food waste	TRACKING	⬇
	-Garden waste	TRACKING	⬇
	Percentage of waste treated (residual kerbside waste, HWRC, wood)	TRACKING	➡
	Percentage of waste re-used, recycled, composted from HWRC sites	TRACKING	↔R













**Children's Services**










Children's Services		
Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
<b>Learning, Skills &amp; Education</b>	% of primary schools judged as good or outstanding by Ofsted	<b>R</b>
	% of secondary schools judged as good or outstanding by Ofsted	<b>G</b>
	Current number of home educated children	<b>TRACKING</b>
	Number of permanent exclusions from school - Total	<b>TRACKING</b>
	Number of looked after children without a school place / missing education	<b>TRACKING</b>

**Children's Services**

Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
% of all referrals with a decision within 2 working days	G	
% of referrals with a previous referral within 12 months	A	
% of single assessments authorised within 45 working days	G	
% of single assessments closing with no further action	G	
% of initial child protection conferences held within 15 days of a strategy discussion being initiated	A	
% of children that became the subject of a Child Protection Plan for the second or subsequent time	G	
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	
% Children in care with three or more placements in the previous 12 months	A	
% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16	G	
% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16	G	
% of qualified social workers with caseloads above target	A	
% of children placed more than 20 miles from their homes, outside LA boundary	A	
% of stage 1 complaints responded to within 10 working days	G	
Stage 2 investigations as a % of stage 1 complaints received within the year	A	
% of social worker vacancies	A	
% of social worker posts filled with agency staff	G	

Children's Social Care

Adults, Communities & Wellbeing			
	Performance Indicator	October Progress Status	Direction of Travel (Sep - Oct)
Housing	Number of households whose homelessness was prevented	TRACKING	
	Number of households whose homelessness was relieved	TRACKING	
	Number of rough sleepers (single night snapshot figure)	R	
Communities	Number of Anti Social Behaviour reported per quarter	TRACKING	
Adult Social Care	Total number of people allocated to each team	TRACKING	
	Number of unscheduled review requests	TRACKING	
	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)	TRACKING	
	Number of new concerns received	TRACKING	
	New concerns determined to be enquiries (both s42 and other)	TRACKING	
	Open cases (No date restriction)	TRACKING	
	Therapy Service-Total Cases of Waiting for Booking & Assessment	TRACKING	
	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people)	TRACKING	n/a
	Delaying and reducing the need for care and support	TRACKING	

Adults, Communities & Wellbeing		
Performance Indicator	Latest Progress Status	Direction of Travel (latest)
Smoking quit rate at 4 weeks	G	
Healthy Child Programme: Proportion New Birth Visits completed within 14 days	G	
Healthy Child Programme - Proportion of children receiving a 12 month review	R	
NHS Health Check programme - Proportion of in-year eligible population offered a Health Check	R	
NHS Health Check programme - Proportion of in-year eligible population who completed a Health Check	R	
Successful completion of drug treatment - opiate users	TRACKING	
Successful completion of drug treatment - non-opiate users	TRACKING	
Successful completion of alcohol treatment	TRACKING	
Smoking status at the time of delivery	G	
Obesity - Child excess weight - aged 4-5	R	n/a
Obesity - Child excess weight - aged 10-11	R	n/a
Obesity - Adults classified as overweight or obese (Based on Active Lives survey, Sport England)	NO RAG - target under review	n/a
% Adults physically inactive – doing less than 30 minutes of moderate intensity exercise per week, in bouts of 10 minutes or more.	NO RAG - target under review	n/a
Flu vaccinations coverage 65+	R	n/a
MMR vaccination - 5 year olds for two doses	R	n/a
Smoking prevalence in adults	NO RAG - target under review	n/a
Suicide rate	R	n/a

Public Health



## North Northamptonshire Council Performance Report - October 2021

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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)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Human Resources</b>											
TBC	T19	Number of working days lost to sickness per employee Short Term	 <p>Days lost per FTE</p> <p>■ Short Term ■ Long Term</p>	Local Government 'single tier' national average - 9.2 days lost per employee over 12 months (0.77 days lost per month)	n/a	n/a	1.75	0.34	↑ R	TBD	Quarterly figures have not been included as the time lapse is likely to mean they are no longer accurate and/or reflective of the absence for the period.
	T20	Number of working days lost to sickness per employee Long Term		n/a	n/a	3.45	0.57				
<b>Information Governance</b>											
TBC	T11	% of Freedom of Information Requests completed in 20 working days	 <p>● % completed on time -- Target</p>	93%	82.62%	82.22%	82.79%	85.29%	↑ G	85%	Data reflects October performance up until the 23rd November. Current and historic figures now show an improved position due to a focused effort by the team to carrying out a caseload review and update monitoring records accordingly. This will provide an accurate base from which future reporting can be measured.
TBC	T12	% Environmental Information Regulation Requests completed in 20 working days	 <p>● % completed on time -- Target -- Trend</p>	93%	98.82%	99.07%	99.09%	100%	↑ G	85%	
TBC	T13	% Individual Rights Requests completed in 1 calendar month	 <p>● Actual -- Target ■ % completed on time -- Trend</p>	81%	74.42%	92.68%	84.62%	100%	↑ G	90%	Current and historic figures now show an improved position due to a focused effort by the team to carrying out a caseload review and update monitoring records accordingly. This will provide an accurate base from which future reporting can be measured.



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)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
Finance Strategy & Accountancy											
TBC	T14	% of invoices paid within 30 days	<p>Apr May Jun Jul Aug Sep Oct</p> <p>● Actual -- Target --- Trend</p>	n/a	91.80%	91.42%	93.05%	98.50%		95%	<p>This calculation is based on the invoices paid within the month (rather than invoices received in the month). April data was unavailable as the dates invoices were received were not available. Invoices were all scanned in and entered into the system as being received on 1st April but it's likely that they were received in Feb / March, so even though the system says it's 100%, it is not. For June, the delay in the CIS registration has impacted payment to CIS suppliers. Payment terms differ depending upon the invoice. The paid in 30 days covers both AP and Service performance as most invoices paid outside of this time are due to invoices not being received in a timely manner by the service on the system.</p> <p>Septembers figure has been amended as this was incorrect.</p>
					6697 out of 7295	7778 out of 8508	18905 out of 20317	3499 out of 3554			

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Revenues and Benefits</b>											
TBC	T15	% of Council Tax collected		96.41%	<b>29.05%</b> <b>103.8% achieved of the target</b> £63,069,552.08	<b>56.79%</b> <b>101.4% achieved of the target</b> £123,531,775.70	<b>65.88% (YTD)</b> <b>99.82% achieved of the target</b> £143,388,909.70	<b>65.88% (YTD)</b> <b>99.82% achieved of the target</b> £19,857,134.00		66%	Slightly below target but within tolerances, will continue to monitor. Direction of travel is calculated based on the actual performance achieved as a proportion of the target each month.
TBC	T16	% National Non Domestic Rates collected		97.93%	<b>27.97%</b> <b>99.9% achieved of the target</b> £31,646,562.22	<b>48.72%</b> <b>88.6% achieved of target</b> £65,922,739.58	<b>58.57% (YTD)</b> <b>88.74% achieved of the target</b> £79,089,785.73	<b>58.57% (YTD)</b> <b>88.74% achieved of the target</b> £13,167,046.15		66%	Collection remains below target due to affects of extended retail relief and uncertainty within the business sector. Direction of travel is calculated based on the actual performance achieved as a proportion of the target each month.
TBC	T17	Average time taken to process benefits & Council Tax Support Claims (days)		18 days	<b>22.74 days</b> 2827 claims	<b>20.53 days</b> 2306 claims	<b>21.95 days</b> 5701 claims	<b>23.83 days</b> 568 claims		21 days	Performance remains close to target, fluctuation expected throughout year as Furlough ends and potential increases in Council tax claims.
TBC	T18	Average time taken to process benefits & Council Tax Support Changes of circumstances (days)		5 days	<b>6.61 days</b> 14748 claims	<b>6.66 days</b> 12358 claims	<b>6.65 days</b> 31318 claims	<b>6.72 days</b> 4212 claims		9 days	Remains 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)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments																								
<b>Customer Services</b>																																			
TBC	T21a	% calls answered	<table border="1"> <caption>% calls answered</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>87.72%</td><td>93%</td></tr> <tr><td>May</td><td>88.7%</td><td>93%</td></tr> <tr><td>Jun</td><td>87.5%</td><td>93%</td></tr> <tr><td>Jul</td><td>84.5%</td><td>93%</td></tr> <tr><td>Aug</td><td>75.5%</td><td>93%</td></tr> <tr><td>Sep</td><td>82.5%</td><td>93%</td></tr> <tr><td>Oct</td><td>79.66%</td><td>93%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	87.72%	93%	May	88.7%	93%	Jun	87.5%	93%	Jul	84.5%	93%	Aug	75.5%	93%	Sep	82.5%	93%	Oct	79.66%	93%	93%	87.72%	80.70%	83.35%	79.66%		90%	Performance in October was lower than anticipated as a result of calls from a batch of Council Tax summonses sent in error, as well as a spike in sickness resulting from covid. However sickness has reduced in November.
Month	Actual	Target																																	
Apr	87.72%	93%																																	
May	88.7%	93%																																	
Jun	87.5%	93%																																	
Jul	84.5%	93%																																	
Aug	75.5%	93%																																	
Sep	82.5%	93%																																	
Oct	79.66%	93%																																	
					83637 out of 95345	88385 out of 109521	199525 out of 239392	27503 out of 34526																											
TBC	T21b	Total number of calls received	<table border="1"> <caption>Total number of calls received</caption> <thead> <tr> <th>Month</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>37956</td></tr> <tr><td>May</td><td>40000</td></tr> <tr><td>Jun</td><td>45000</td></tr> <tr><td>Jul</td><td>40000</td></tr> <tr><td>Aug</td><td>38000</td></tr> <tr><td>Sep</td><td>37956</td></tr> <tr><td>Oct</td><td>34526</td></tr> </tbody> </table>	Month	Actual	Apr	37956	May	40000	Jun	45000	Jul	40000	Aug	38000	Sep	37956	Oct	34526	n/a	118580	116773	269879	34526		No target - tracking indicator only	Added to show the total number of calls received by the council (as the above performance indicator excluded Corby Calls for April-July). Total calls received in September was 37956.								
Month	Actual																																		
Apr	37956																																		
May	40000																																		
Jun	45000																																		
Jul	40000																																		
Aug	38000																																		
Sep	37956																																		
Oct	34526																																		
TBC	T22	Stage 1 complaints received	<table border="1"> <caption>Stage 1 complaints received</caption> <thead> <tr> <th>Month</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>150</td></tr> <tr><td>May</td><td>170</td></tr> <tr><td>Jun</td><td>165</td></tr> <tr><td>Jul</td><td>140</td></tr> <tr><td>Aug</td><td>135</td></tr> <tr><td>Sep</td><td>200</td></tr> <tr><td>Oct</td><td>175</td></tr> </tbody> </table>	Month	Actual	Apr	150	May	170	Jun	165	Jul	140	Aug	135	Sep	200	Oct	175	n/a	497	483	1157	177		No target - tracking indicator only	Complaints volumes are consistent. Complaints allow us to learn from our mistakes and improve services for customers.								
Month	Actual																																		
Apr	150																																		
May	170																																		
Jun	165																																		
Jul	140																																		
Aug	135																																		
Sep	200																																		
Oct	175																																		
	T23	Stage 2 complaints received	<table border="1"> <caption>Stage 2 complaints received</caption> <thead> <tr> <th>Month</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>10</td></tr> <tr><td>May</td><td>15</td></tr> <tr><td>Jun</td><td>10</td></tr> <tr><td>Jul</td><td>10</td></tr> <tr><td>Aug</td><td>5</td></tr> <tr><td>Sep</td><td>5</td></tr> <tr><td>Oct</td><td>13</td></tr> </tbody> </table>	Month	Actual	Apr	10	May	15	Jun	10	Jul	10	Aug	5	Sep	5	Oct	13	n/a	28	18	59	13		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.								
Month	Actual																																		
Apr	10																																		
May	15																																		
Jun	10																																		
Jul	10																																		
Aug	5																																		
Sep	5																																		
Oct	13																																		

**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)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Planning Services</b>											
TBC	T1	Planning major applications processed in 13 weeks		91% <i>(Q1 2021/22 All English Authorities)</i>	95.0%	90.32%	92.73%	100%	➔	90%	Strong progress is being made on the strategic urban extensions/garden communities and major sites with planning decisions being made for projects such as Priors Hall, Stanton Cross and Wakerley Quarry. The Five Well's Prison, Wellingborough was completed in November 2021.
					19 out of 20	28 out of 31	51 out of 55	4 out of 4			
TBC	T2	Planning minor applications processed in 8 weeks		88% <i>(Q1 2021/22 All English Authorities)</i>	87.76%	89.31%	86.13%	73.33%	⬇️ R	85%	There has been an industry issue with securing staff – which is being addressed – that has impacted on performance in one area team resulting in a dip in performance in October although the annual target is on track. There has been good corporate progress on reviewing the function to date of planning committees which has resulted in a report being produced for full Council covering a planning protocol and site visit procedure.
					86 out of 98	117 out of 131	236 out of 274	33 out of 45			
TBC	T3	Planning other applications processed in 8 weeks		84% <i>(Q1 2021/22 All English Authorities)</i>	93.27%	87.16%	89.81%	86.96%	⬇️	88%	Most planning applications fall into this category although the numbers reported are aligned with the national reporting framework – this means many types of planning applications are not included. This explains why in excess of 2,300 decisions have been issued by NNC to date.
					388 out of 416	387 out of 444	855 out of 952	80 out of 92			

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments																								
Environmental Health																																			
TBC	T4	% of food establishments in the area broadly compliant with food hygiene law	<table border="1"> <caption>Compliance with food hygiene law</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>87.86</td><td>95</td></tr> <tr><td>May</td><td>87.86</td><td>95</td></tr> <tr><td>Jun</td><td>89.51</td><td>95</td></tr> <tr><td>Jul</td><td>89.51</td><td>95</td></tr> <tr><td>Aug</td><td>90.51</td><td>95</td></tr> <tr><td>Sep</td><td>92.00</td><td>95</td></tr> <tr><td>Oct</td><td>92.00</td><td>95</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Apr	87.86	95	May	87.86	95	Jun	89.51	95	Jul	89.51	95	Aug	90.51	95	Sep	92.00	95	Oct	92.00	95	n/a	87.86%	90.51%	92.00%	92.00%	↑	95%	The figure is reduced due to teams being behind on inspections as a result of the Covid-19 pandemic so in that respect is not representative of the levels of compliance. Officers are addressing the backlog in accordance with the Food Standards Agencies Recovery Roadmap. Year to Date is latest position.
Month	Actual (%)	Target (%)																																	
Apr	87.86	95																																	
May	87.86	95																																	
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Sep	92.00	95																																	
Oct	92.00	95																																	
TBC	T5	Number of establishments with Eat out eat well award	<table border="1"> <caption>Number of establishments with Eat out eat well award</caption> <thead> <tr> <th>Month</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>23</td></tr> <tr><td>May</td><td>17</td></tr> <tr><td>Jun</td><td>16</td></tr> <tr><td>Jul</td><td>16</td></tr> <tr><td>Aug</td><td>16</td></tr> <tr><td>Sep</td><td>16</td></tr> <tr><td>Oct</td><td>16</td></tr> </tbody> </table>	Month	Actual	Apr	23	May	17	Jun	16	Jul	16	Aug	16	Sep	16	Oct	16	n/a	23	17	16	16	↓	No target - tracking indicator only	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 resulting in a big reduction in those businesses having awards. Officers from the North and West are meeting to start plans to re-establish the scheme. This will take significant time and resource to build the scheme back up to where we were pre pandemic.								
Month	Actual																																		
Apr	23																																		
May	17																																		
Jun	16																																		
Jul	16																																		
Aug	16																																		
Sep	16																																		
Oct	16																																		
TBC	T6	Number of food & environmental samples taken	<table border="1"> <caption>Number of food &amp; environmental samples taken</caption> <thead> <tr> <th>Month</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>10</td></tr> <tr><td>May</td><td>0</td></tr> <tr><td>Jun</td><td>17</td></tr> <tr><td>Jul</td><td>7</td></tr> <tr><td>Aug</td><td>7</td></tr> <tr><td>Sep</td><td>7</td></tr> <tr><td>Oct</td><td>7</td></tr> </tbody> </table>	Month	Actual	Apr	10	May	0	Jun	17	Jul	7	Aug	7	Sep	7	Oct	7	n/a	10	0	17	7	↑	No target - tracking indicator only	Sampling has not been carried out during the pandemic and will be resumed on a gradual basis as it is a lower priority than statutory inspections and enforcement.								
Month	Actual																																		
Apr	10																																		
May	0																																		
Jun	17																																		
Jul	7																																		
Aug	7																																		
Sep	7																																		
Oct	7																																		

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Highways</b>											
TBC	T54	Number of defects repaired in the network		n/a	5902	4312	12473	2259	↑G	No target - tracking indicator only	Nearly double the number of repairs undertaken on the network compared to the previous month
TBC	T55	Number of defects outstanding on the network		n/a	977 (June 2021)	881 (Sept 2021)	785	785	↓G	No target - tracking indicator only	Number of repairs outstanding on the network has reduced by 11%
TBC	T56	Repairs made to the network that are either permanent or semi-permanent		n/a	99.20%	98.98%	98.99%	98.43%	↓	95% to 97%	The volume relates to those repairs that are permanent or semi-permanent. (Permanent and semi permanent repairs were reported incorrectly for September 2021, the actual figures were 99.71% and 1136 repairs)  98.43% of repairs undertaken in month were either permanent or semi- permanent
<b>Place Directorate</b>											
TBC	T58	Corporate: Out of work benefits claimants (Ex county Place directorate)		4.2%	4.80%	4.30%	4.10%	4.10%	↓G	No target - tracking indicator only	Snapshot volume each month. Sept information has been updated with refreshed information from Nomis which resulted in a positive change from 4.6% to 4.3%) 2020-21 is March position for North Northants  Benchmark is East Midlands and updated for Oct 2021

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Waste Services</b>											
TBC	T60a	Household kerbside collection: Tonnes of material collected through kerbside schemes - Co-mingled recycling		n/a	9212.66	8743.78	20717.42	2760.98	↓	No target - tracking indicator only	Q2 data is unverified until approx Feb 22. 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	986.34	2283.82	307.20	↓	No target - tracking indicator only	Q2 data is unverified until approx Feb 22. 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 by 2023.
TBC	T60c	Household kerbside collection: Tonnes of material collected through kerbside schemes - Garden waste		n/a	8387.75	8570.16	18850.17	1892.26	↓	No target - tracking indicator only	Garden waste tonnages are affected by the greatest amount of seasonal variance. 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.
TBC	T65	Percentage of waste treated (residual kerbside waste, HWRC, wood)		n/a	90.95%	91.48%	91.38%	92.60%	→	n/a	T65: While the quantity of waste can fluctuate, the percentage of waste treated is relatively stable, being managed through contract requirements.
TBC	T66	Percentage of waste reused, recycled, composted from HWRC sites		43.2%	40.01%	42.49%	41.08%	40.20%	↓	n/a	T66: 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 a reduction of the percentage of 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.

**Children's Services**

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments																								
<b>Learning, Skills &amp; Education</b>																																			
TBC	T44	% of primary schools judged as good or outstanding by Ofsted	<table border="1"> <caption>% of primary schools judged as good or outstanding by Ofsted</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>73.0%</td><td>85.0%</td></tr> <tr><td>May</td><td>73.0%</td><td>85.0%</td></tr> <tr><td>Jun</td><td>73.0%</td><td>85.0%</td></tr> <tr><td>Jul</td><td>73.0%</td><td>85.0%</td></tr> <tr><td>Aug</td><td>73.0%</td><td>85.0%</td></tr> <tr><td>Sep</td><td>73.0%</td><td>85.0%</td></tr> <tr><td>Oct</td><td>73.6%</td><td>85.0%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	73.0%	85.0%	May	73.0%	85.0%	Jun	73.0%	85.0%	Jul	73.0%	85.0%	Aug	73.0%	85.0%	Sep	73.0%	85.0%	Oct	73.6%	85.0%	85%	73%	73%	73.6%	73.6%	↑ G	88%	A minor improvement in overall ratings this month, to 73.6%, up from 73.0% in September
Month	Actual	Target																																	
Apr	73.0%	85.0%																																	
May	73.0%	85.0%																																	
Jun	73.0%	85.0%																																	
Jul	73.0%	85.0%																																	
Aug	73.0%	85.0%																																	
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Oct	73.6%	85.0%																																	
TBC	T45	% of secondary schools judged as good or outstanding by Ofsted	<table border="1"> <caption>% of secondary schools judged as good or outstanding by Ofsted</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>70.0%</td><td>71.0%</td></tr> <tr><td>May</td><td>70.0%</td><td>71.0%</td></tr> <tr><td>Jun</td><td>70.0%</td><td>71.0%</td></tr> <tr><td>Jul</td><td>70.0%</td><td>71.0%</td></tr> <tr><td>Aug</td><td>70.0%</td><td>71.0%</td></tr> <tr><td>Sep</td><td>70.0%</td><td>71.0%</td></tr> <tr><td>Oct</td><td>78.9%</td><td>71.0%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	70.0%	71.0%	May	70.0%	71.0%	Jun	70.0%	71.0%	Jul	70.0%	71.0%	Aug	70.0%	71.0%	Sep	70.0%	71.0%	Oct	78.9%	71.0%	71%	70%	70%	78.9%	78.9%	↑ G	65%	An increase in performance this month, to 78.9% of secondary schools judged as good or outstanding by Ofsted in their latest inspections
Month	Actual	Target																																	
Apr	70.0%	71.0%																																	
May	70.0%	71.0%																																	
Jun	70.0%	71.0%																																	
Jul	70.0%	71.0%																																	
Aug	70.0%	71.0%																																	
Sep	70.0%	71.0%																																	
Oct	78.9%	71.0%																																	
TBC	T46	Current number of home educated children	<table border="1"> <caption>Current number of home educated children</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>607</td><td>675</td></tr> <tr><td>May</td><td>600</td><td>650</td></tr> <tr><td>Jun</td><td>616</td><td>625</td></tr> <tr><td>Jul</td><td>616</td><td>600</td></tr> <tr><td>Aug</td><td>616</td><td>600</td></tr> <tr><td>Sep</td><td>616</td><td>600</td></tr> <tr><td>Oct</td><td>616</td><td>600</td></tr> </tbody> </table>	Month	Actual	Trend	Apr	607	675	May	600	650	Jun	616	625	Jul	616	600	Aug	616	600	Sep	616	600	Oct	616	600	n/a	607	600	616	616	↑ R	No target - tracking indicator only	
Month	Actual	Trend																																	
Apr	607	675																																	
May	600	650																																	
Jun	616	625																																	
Jul	616	600																																	
Aug	616	600																																	
Sep	616	600																																	
Oct	616	600																																	
TBC	T47	Number of permanent exclusions from school - Total	<table border="1"> <caption>Number of permanent exclusions from school - Total</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Trend</th></tr> </thead> <tbody> <tr><td>Apr</td><td>7</td><td>6</td></tr> <tr><td>May</td><td>4</td><td>5</td></tr> <tr><td>Jun</td><td>4</td><td>4</td></tr> <tr><td>Jul</td><td>4</td><td>3</td></tr> <tr><td>Aug</td><td>0</td><td>2</td></tr> <tr><td>Sep</td><td>3</td><td>2</td></tr> <tr><td>Oct</td><td>2</td><td>2</td></tr> </tbody> </table>	Month	Actual	Trend	Apr	7	6	May	4	5	Jun	4	4	Jul	4	3	Aug	0	2	Sep	3	2	Oct	2	2	35	15	6	5	2	↓ G	No target - tracking indicator only	YTD = Academic Year to Date. The number has reduced from the last reporting period, which is July as schools are closed in August. The number of permanent exclusions in October is 2, with the September figure being updated from the previously reported figure of 2.
Month	Actual	Trend																																	
Apr	7	6																																	
May	4	5																																	
Jun	4	4																																	
Jul	4	3																																	
Aug	0	2																																	
Sep	3	2																																	
Oct	2	2																																	



Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments																								
<b>Learning, Skills &amp; Education (continued)</b>																																			
TBC	T48	Number of looked after children without a school place / missing education	<table border="1"> <caption>Actual vs Trend Data for LAC without school place</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Trend</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>15</td><td>18</td></tr> <tr><td>May</td><td>17</td><td>16</td></tr> <tr><td>Jun</td><td>21</td><td>14</td></tr> <tr><td>Jul</td><td>7</td><td>12</td></tr> <tr><td>Aug</td><td>8</td><td>10</td></tr> <tr><td>Sep</td><td>7</td><td>8</td></tr> <tr><td>Oct</td><td>0</td><td>6</td></tr> </tbody> </table>	Month	Actual	Trend	Apr	15	18	May	17	16	Jun	21	14	Jul	7	12	Aug	8	10	Sep	7	8	Oct	0	6	n/a	21	7	7	0	↓G	No target - tracking indicator only	There are currently no Looked after Children without a school place/ missing education (as of 31st October)
Month	Actual	Trend																																	
Apr	15	18																																	
May	17	16																																	
Jun	21	14																																	
Jul	7	12																																	
Aug	8	10																																	
Sep	7	8																																	
Oct	0	6																																	

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments																								
<b>Children's Trust (Please note that this data is for the whole of Northamptonshire and not just the North)</b>																																			
TBC	T24 (KPI 1)	% of all referrals with a decision within 2 working days	<table border="1"> <caption>Data for KPI 1</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>98%</td><td>85%</td></tr> <tr><td>May</td><td>95%</td><td>85%</td></tr> <tr><td>Jun</td><td>88%</td><td>85%</td></tr> <tr><td>Jul</td><td>95%</td><td>85%</td></tr> <tr><td>Aug</td><td>93%</td><td>85%</td></tr> <tr><td>Sep</td><td>84%</td><td>85%</td></tr> <tr><td>Oct</td><td>95%</td><td>85%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	98%	85%	May	95%	85%	Jun	88%	85%	Jul	95%	85%	Aug	93%	85%	Sep	84%	85%	Oct	95%	85%	n/a	88%	84%	n/a	95%	↑ G	85% (Tolerance 75% - 95%)	Data is for Northamptonshire Children's Trust (NCT) as a whole and therefore covers both West and North Northamptonshire. The RAG position are based upon the tolerances agreed in the contract KPIs between NCT and the Unitary councils.
Month	Actual	Target																																	
Apr	98%	85%																																	
May	95%	85%																																	
Jun	88%	85%																																	
Jul	95%	85%																																	
Aug	93%	85%																																	
Sep	84%	85%																																	
Oct	95%	85%																																	
TBC	T25 (KPI 2)	% of referrals with a previous referral within 12 months	<table border="1"> <caption>Data for KPI 2</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>34%</td><td>30%</td></tr> <tr><td>May</td><td>38%</td><td>30%</td></tr> <tr><td>Jun</td><td>31%</td><td>30%</td></tr> <tr><td>Jul</td><td>35%</td><td>30%</td></tr> <tr><td>Aug</td><td>35%</td><td>30%</td></tr> <tr><td>Sep</td><td>35%</td><td>30%</td></tr> <tr><td>Oct</td><td>36%</td><td>30%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	34%	30%	May	38%	30%	Jun	31%	30%	Jul	35%	30%	Aug	35%	30%	Sep	35%	30%	Oct	36%	30%	n/a	34%	34%	34%	36%	↓ A	29% (Tolerance 25% - 40%)	
Month	Actual	Target																																	
Apr	34%	30%																																	
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Jul	35%	30%																																	
Aug	35%	30%																																	
Sep	35%	30%																																	
Oct	36%	30%																																	
TBC	T26 (KPI 3)	% of single assessments authorised within 45 working days	<table border="1"> <caption>Data for KPI 3</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>98%</td><td>85%</td></tr> <tr><td>May</td><td>98%</td><td>85%</td></tr> <tr><td>Jun</td><td>97%</td><td>85%</td></tr> <tr><td>Jul</td><td>98%</td><td>85%</td></tr> <tr><td>Aug</td><td>97%</td><td>85%</td></tr> <tr><td>Sep</td><td>98%</td><td>85%</td></tr> <tr><td>Oct</td><td>97%</td><td>85%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	98%	85%	May	98%	85%	Jun	97%	85%	Jul	98%	85%	Aug	97%	85%	Sep	98%	85%	Oct	97%	85%	n/a	98%	98%	98%	98%	↓ A	85% (Tolerance 85% - 95%)	
Month	Actual	Target																																	
Apr	98%	85%																																	
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Jul	98%	85%																																	
Aug	97%	85%																																	
Sep	98%	85%																																	
Oct	97%	85%																																	
TBC	T27 (KPI 4)	% of single assessments closing with no further action	<table border="1"> <caption>Data for KPI 4</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>35%</td><td>35%</td></tr> <tr><td>May</td><td>32%</td><td>35%</td></tr> <tr><td>Jun</td><td>38%</td><td>35%</td></tr> <tr><td>Jul</td><td>45%</td><td>35%</td></tr> <tr><td>Aug</td><td>48%</td><td>35%</td></tr> <tr><td>Sep</td><td>38%</td><td>35%</td></tr> <tr><td>Oct</td><td>42%</td><td>35%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	35%	35%	May	32%	35%	Jun	38%	35%	Jul	45%	35%	Aug	48%	35%	Sep	38%	35%	Oct	42%	35%	n/a	35%	40%	40%	42%	↓ A	35% (Tolerance 30% - 50%)	
Month	Actual	Target																																	
Apr	35%	35%																																	
May	32%	35%																																	
Jun	38%	35%																																	
Jul	45%	35%																																	
Aug	48%	35%																																	
Sep	38%	35%																																	
Oct	42%	35%																																	
TBC	T28 (KPI 5)	% of initial child protection conferences held within 15 days of a strategy discussion being initiated	<table border="1"> <caption>Data for KPI 5</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>75%</td><td>80%</td></tr> <tr><td>May</td><td>78%</td><td>80%</td></tr> <tr><td>Jun</td><td>78%</td><td>80%</td></tr> <tr><td>Jul</td><td>80%</td><td>80%</td></tr> <tr><td>Aug</td><td>85%</td><td>80%</td></tr> <tr><td>Sep</td><td>90%</td><td>80%</td></tr> <tr><td>Oct</td><td>70%</td><td>80%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	75%	80%	May	78%	80%	Jun	78%	80%	Jul	80%	80%	Aug	85%	80%	Sep	90%	80%	Oct	70%	80%	79.8%	77%	81%	80%	68%	↓ A	81% (Tolerance 66% - 86%)	
Month	Actual	Target																																	
Apr	75%	80%																																	
May	78%	80%																																	
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<b>Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)</b>																																			
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> </tr> </thead> <tbody> <tr><td>Apr</td><td>13%</td><td>20%</td></tr> <tr><td>May</td><td>20%</td><td>20%</td></tr> <tr><td>Jun</td><td>35%</td><td>20%</td></tr> <tr><td>Jul</td><td>32%</td><td>20%</td></tr> <tr><td>Aug</td><td>50%</td><td>20%</td></tr> <tr><td>Sep</td><td>38%</td><td>20%</td></tr> <tr><td>Oct</td><td>13%</td><td>20%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	13%	20%	May	20%	20%	Jun	35%	20%	Jul	32%	20%	Aug	50%	20%	Sep	38%	20%	Oct	13%	20%	18%	22%	29%	27%	13%	↑ G	20% (Tolerance 15% - 35%)	The Percentage of children that became the subject of a Child Protection Plan for the second or subsequent time is also outside tolerance, although has improved this month. This has been variable and on occasions too high. 30 of the 83 plans starting in September are children who had been on a plan before (13 families). None of these plans ended in the last six months, 2 ended less than 1 year ago (7%), 6 ended 1-2 years ago (20%), 14 ended 2-4 years ago (47%), 8 ended 4+ years ago (27%). Emotional abuse is featuring highly (for 24 out of the 30 children). Whilst a review of these cases is due to be completed, there is an initial indication that the impact of the pandemic may have contributed to increase in stress and pressure for families and consequently escalation of needs.
Month	Actual	Target																																	
Apr	13%	20%																																	
May	20%	20%																																	
Jun	35%	20%																																	
Jul	32%	20%																																	
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Sep	38%	20%																																	
Oct	13%	20%																																	
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> </tr> </thead> <tbody> <tr><td>Apr</td><td>63%</td><td>66%</td></tr> <tr><td>May</td><td>65%</td><td>66%</td></tr> <tr><td>Jun</td><td>65%</td><td>66%</td></tr> <tr><td>Jul</td><td>65%</td><td>66%</td></tr> <tr><td>Aug</td><td>68%</td><td>66%</td></tr> <tr><td>Sep</td><td>68%</td><td>66%</td></tr> <tr><td>Oct</td><td>71%</td><td>66%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	63%	66%	May	65%	66%	Jun	65%	66%	Jul	65%	66%	Aug	68%	66%	Sep	68%	66%	Oct	71%	66%	67%	65%	68%	71%	71%	↑ G	66% (Tolerance 56% - 70%)	
Month	Actual	Target																																	
Apr	63%	66%																																	
May	65%	66%																																	
Jun	65%	66%																																	
Jul	65%	66%																																	
Aug	68%	66%																																	
Sep	68%	66%																																	
Oct	71%	66%																																	
TBC	T31 (KPI 8)	% Children in care with three or 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> </tr> </thead> <tbody> <tr><td>Apr</td><td>9.5%</td><td>10%</td></tr> <tr><td>May</td><td>9.5%</td><td>10%</td></tr> <tr><td>Jun</td><td>9.5%</td><td>10%</td></tr> <tr><td>Jul</td><td>10%</td><td>10%</td></tr> <tr><td>Aug</td><td>10.5%</td><td>10%</td></tr> <tr><td>Sep</td><td>10.5%</td><td>10%</td></tr> <tr><td>Oct</td><td>11.3%</td><td>10%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	9.5%	10%	May	9.5%	10%	Jun	9.5%	10%	Jul	10%	10%	Aug	10.5%	10%	Sep	10.5%	10%	Oct	11.3%	10%	11%	9%	10%	11%	11.3%	↓ A	10% (Tolerance 5% - 15%)	
Month	Actual	Target																																	
Apr	9.5%	10%																																	
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Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)</b>											
TBC	T32 (KPI 9)	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16		n/a	62%	60%	60%	55%	⬇️ A	55% (Tolerance 50% - 60%)	Updated position provided for Sept - adjusted from 69% to 71%
TBC	T33 (KPI 10)	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16		n/a	93%	91%	92%	94%	⬆️ G	90% (Tolerance 85% - 95%)	Updated position provided for Sept - adjusted from 90% to 92%
TBC	T34 (KPI 11)	% of qualified social workers with caseloads above target		n/a	14%	12%	13%	13.1%	⬇️ A	12% (Tolerance 10% - 20%)	Percentage is rounded.
TBC	T35 (KPI 12)	% of children placed more than 20 miles from their homes, outside LA boundary		21%	19%	19%	19%	19%	➡️	18% (Tolerance 17% - 27%)	

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)</b>											
TBC	T36 (KPI 13)	% of stage 1 complaints responded to within 10 working days		n/a	n/a	n/a	n/a	80%	↑ G	50% (Tolerance 30% - 60%)	
TBC	T37 (KPI 14)	Stage 2 investigations as a % of stage 1 complaints received within the year		n/a	n/a	n/a	n/a	43%	↓ A	30% (Tolerance 15% - 45%)	
TBC	T38 (KPI 16)	% of social worker vacancies		n/a	18%	21.9%	22.7%	22.7%	↓ A	20% (Tolerance 16% - 26%)	
TBC	T39 (KPI 17)	% of social worker posts filled with agency staff		n/a	18.5%	15.4%	14.8%	14.8%	↑ G	18% (Tolerance 16% - 26%)	

**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)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Housing</b>											
TBC	T7a	Number of households whose homelessness was prevented		n/a	68	61	143	14	↓	No target - tracking indicator only	Performance has remained at similar levels over the past few months reflecting the difficulties the Housing Options team are having trying to secure accommodation solutions particularly in the private sector. (This data was combined initially for April and May 2021 but has now been split out correctly which has led to these figures changing from the previous report so this is now an accurate reflection of performance.)
TBC	T7b	Number of households whose homelessness was relieved		n/a	85	72	184	27	↑	No target - tracking indicator only	
TBC	T8	Number of rough sleepers (single night snapshot figure)		12	18 (June 2021)	25 (Sept 2021)	10 (Oct 2021)	10	↓	9	This data is always a latest snapshot each month. Significant reduction in snapshot figures after a spike during August and September. The Rough Sleeping Team have been working exceptionally hard to achieve this.
<b>Communities</b>											
TBC	T10	Number of Anti Social Behaviour reported per quarter		n/a	102	493	689	94	↓	No target - tracking indicator only	



Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Adult Social Care - Assessment Teams</b>											
TBC	T67	Total number of people allocated to each team		n/a	5584	5248	5584	5584	↑	No target - tracking indicator only	Year to date method is latest snapshot.
TBC	T68	Number of unscheduled review requests		n/a	376	290	776	103	↑	No target - tracking indicator only	
<b>Adult Social Care - Short and Long Term (SALT) Services - Hospital</b>											
TBC	T69	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)		n/a	37%	41%	40%	40%	↓	No target - tracking indicator only	Monthly figures are latest year to date
<b>Adult Social Care - Safeguarding</b>											
TBC	T70	Number of new concerns received		n/a	605	661	1515	223	↑	No target - tracking indicator only	We're currently undertaking a campaign to increase awareness of the Safeguarding process among the public. We'd expect its success to result in a greater number of referrals.
TBC	T71	New concerns determined to be enquiries (both s42 and other)		n/a	160	158	400	65	↑	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. However, an LA can't control if something is S42. However 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.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (September - October)	Target	Comments
<b>Adult Social Care - Deprivation of Liberty Safeguards (DoLS)</b>											
TBC	T72	Open cases (No date restriction)		n/a	2023	1970	1923	1923	↓	No target - tracking indicator only	The DOLS backlog is being examined to understand where demand comes from and how best to address it. This information will be fed into the DOLS disaggregation project with the goal of reducing the backlog. Data is latest snapshot.
<b>Adult Social Care - In-House Provision</b>											
TBC	T73	Therapy Service-Total Cases of Waiting for Booking & Assessment		n/a	635	638	530	530	↓	No target - tracking indicator only	Data is latest snapshot.
<b>Adult Social Care - Domain Two: Delaying and Reducing the Need for Care and Support</b>											
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	388.68	388.68	n/a	No target - tracking indicator only	This is a cumulative total. Whilst we always want to avoid admissions to care homes this will be red every month of the year as it will always increase since care home admission is the right move for some people.
TBC	T75	Delaying and reducing the need for care and support		84.60%	59.90%	59.80%	59.40%	59.40%	↓	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.



Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (previous to latest period)	Target	Comments
<b>Public Health</b>											
TBC	T76	Smoking quit rate at 4 weeks		n/a	66.7% (May 2021)	66.7% (Jul 2021)	60.8% (Aug 2021)	60.8% (Aug 2021)	↘	60%	Latest Data available - August 2021. The slight drop in success rates observed in August may have occurred due to the end of COVID restrictions (July 21). Clients who were not 100% set on quitting may have found it especially difficult to resist temptation when the ability to socialise become available again.
TBC	T77	Healthy Child Programme: Proportion New Birth Visits completed within 14 days		86.8%	98% (Jun 2021)	97.24% (to Aug 2021)	96.63% (Sep 2021)	96.63% (Sep 2021)	⬇	>90%	2021-22 data not available at a North Unitary level; Oct data will arrive by 1st December 2021.
TBC	T78	Healthy Child Programme - Proportion of children receiving a 12 month review			79% (June 2021)	82.97% (to Aug 2021)	80.03% (Sep 2021)	80.03% (Sep 2021)	⬇	>90%	2021-22 data not available at a North Unitary level; Oct data will arrive by 1st December 2021.
TBC	T79	NHS Health Check programme - Proportion of in-year eligible population offered a Health Check		1.5%	2.5% (Jun 2021)	2.3% (Sep 2021)	1.6% (Oct 2021)	1.6% (Oct 2021)	↘	8.33% (100% annual target)	Health check activities are calculated based on the location of 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. These patients are included in the North rather than West.
TBC	T80	NHS Health Check programme - Proportion of in-year eligible population who completed a Health Check		0.6%	0.8% (Jun 2021)	1.6% (Sep 2021)	0.3% (Oct 2021)	0.3% (Oct 2021)	↘	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.
TBC	T81	Successful completion of drug treatment - opiate users		5.7%	3.98% (Jun 2021)	3.69% (to Aug 2021)	3.3% (Oct 2021)	3.3% (Oct 2021)	↘	No target - tracking indicator only	2021-22 data not available at a North Unitary level

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (previous to latest period)	Target	Comments
<b>Public Health (continued)</b>											
TBC	T82	Successful completion of drug treatment - non-opiate users		34.4%	30.93% (Jun 2021)	29.15% (to Aug 2021)	29% (Sep 2021)	29% (Sep 2021)	↓	No target - tracking indicator only	2021-22 data not available at a North Unitary level
TBC	T83	Successful completion of alcohol treatment		37.9%	28.32% (Jun 2021)	28.44% (to Aug 2021)	29.45% (Sep 2021)	29.45% (Sep 2021)	↑	No target - tracking indicator only	2021-22 data not available at a North Unitary level
TBC	T84	Smoking status at the time of delivery		10.4%	11.9% (Q1 2021/22)	11.0% (Q2 2021/22)	11.0% (Q2 2021/22)	11.0% (Q2 2021/22)	↓	11%	Annual measure published in Q3, external data. Benchmark is % smoking at delivery. Data is for Northamptonshire STP/NHS Northamptonshire CCG. Benchmarks are England and East Midlands 2019-20.
TBC	T85	Obesity - Child excess weight - aged 4-5	 Child excess weight aged 4-5 (2019/20) = 23.9%	23.0%	n/a	n/a	n/a	23.9% (2019/20)	n/a	19%	Annual Measure - Published in Q3, External Data Latest Data Published is 2019-20
TBC	T86	Obesity - Child excess weight - aged 10-11	 Child excess weight aged 10-11 (2019/20) = 34.4%	35.2%	n/a	n/a	n/a	34.4% (2019/20)	n/a	30%	Annual Measure - Published in Q3, External Data Latest Data Published is 2019-20
TBC	T87	Obesity - Adults classified as overweight or obese (Based on Active Lives survey, Sport England)	 Adults overweight or obese (2019/20) = 68.4%	62.8%	n/a	n/a	n/a	68.4% (2019/20)	n/a	n/a	Annual Measure - Published in Q3, External Data Latest Data Published is 2019-20
TBC	T88	% Adults physically inactive – doing less than 30 minutes of moderate intensity exercise per week, in bouts of 10 minutes or more.	 Adults physically inactive (2019/20) = 24.5%	22.9%	n/a	n/a	n/a	24.5% (2019/20)	n/a	n/a	Annual Measure - Published in Q3, External Data Latest Data Published is 2019-20
TBC	T89	Flu vaccinations coverage 65+	 Flu vaccinations (week 45 2020/21) = 70.1%	80.9%	n/a	n/a	70.1% (week 45 2021/22, to 14 Nov)	70.1% (week 45 2021/22, to 14 Nov)	n/a	75%	Data is not validated or published. For NHS Northamptonshire CCG 2021/22 seasonal flu vaccination programme, programme starts in week 36 2021 and continues to week 04 in 2022. Benchmarks are England and East Midlands 2020-21.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Year to Date	October 2021/22	Direction of Travel (previous to latest period)	Target	Comments
Public Health (continued)											
TBC	T90	MMR vaccination - 5 year olds for two doses	 MMR vaccinations (2020/21) = 89.4%	86.8%	n/a	n/a	n/a	89.4% (2020/21)	n/a	95%	Annual Measure - Published in Q3, External Data. Latest 2020-21 data presented is unvalidated and unpublished and for whole of NHS Northamptonshire. 2019/20 data not available at a North Unitary level
TBC	T91	Smoking prevalence in adults	 Smoking prevalence in adults (2019) = 17.7%	13.9%	n/a	n/a	n/a	17.7% (2019)	n/a	n/a	Annual Measure - Published in Q2, External Data Latest Data Published is 2019, North Northamptonshire figure calculated from district level data
TBC	T92	Suicide Rate	Suicide Rate (2018-20) = 10.8 per 100,000	10.4 per 100,000	n/a	n/a	n/a	10.8 per 100,000 (2018-20)	n/a	8 per 100,000	Annual Measure - Published in Q3, External Data Latest Data Published is 2018-20 and is for North Northants Council. England benchmark is for 2018-20.

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North  
Northamptonshire  
Council

# **North Northamptonshire Council**

**1 JANUARY 2022 TO 30 APRIL 2022**

**Published by: Democratic Services**

**Leader of North Northamptonshire Council: Councillor Jason Smithers**

## INTRODUCTION

This is the North Northamptonshire Council's Forward Plan. It is published pursuant to The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Its purpose is to provide the required 28 days notice of the Council's intention to take 'key decisions' and to hold meetings or parts of meetings in private. It gives advance notice of all the "key decisions" and "exempt decisions" which the Executive or another body or officer so authorised are likely to take over a four month period. The Plan is updated on a rolling monthly basis.

<b>The Members of the Executive are:</b>	
Councillor Jason Smithers	Leader of North Northamptonshire Council
Councillor Helen Howell	Deputy Leader of North Northamptonshire Council Sport, Leisure, Culture and Tourism
Councillor Helen Harrison	Adults, Health and Wellbeing
Councillor Scott Edwards	Children, Families, Education and Skills
Councillor Harriet Pentland	Climate and Green Environment
Councillor Lloyd Bunday	Finance and Transformation
Councillor David Brackenbury	Growth and Regeneration
Councillor Graham Lawman	Highways, Travel and Assets
Councillor Andy Mercer	Housing and Community
Councillor David Howes	Rural Communities and Localism

The concept of a "key decision" is intended to capture the most important or significant decisions. "Key decisions" will normally be made at meetings open to the press and public. The press and public will only be excluded from such meetings as and when the Council's Monitoring Officer considers that this is necessary in order to avoid the public disclosure of confidential or exempt information.

The authority has decided that a Key Decision is one which is likely:-

- (a) to result in the authority incurring expenditure of which is, or the making of savings which are, significant; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral wards in the area of the authority."

The Council has decided that significant expenditure or savings are those amounting to above £500,000.

In determining the meaning of "*significant*" for these purposes North Northamptonshire Council will also have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000.

At times it may be necessary for the North Northamptonshire Council to give consideration to items where the public may be excluded from the meeting. Members of the public are excluded from meetings whenever it is likely that, in the view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. This includes exclusion from access to any pertinent documents. Details of the exemption categories can be found in the 'Access to Information Procedure Rules' section in the Council's [Constitution](#). This plan provides advance notice of any items which may be held in private.

Paragraph 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 provides for members of the public to make representations to the Council on why an exempt item should be considered in public, rather than in private. Persons wishing to make such representations and/or obtain further details in respect of any issues referred to in the Plan should contact the undermentioned officer.

The Monitoring Officer may also include in the Forward Plan references to such other decisions, which are to be taken by the Council or any of its Committees or Sub-Committee or officers as they consider appropriate. These will be those decisions that are considered to be significant or sufficiently important and/or sensitive so that it is reasonable for a member of the public to expect it to be recorded and published.

All general questions or queries about the contents of this Forward Plan or about the arrangements for taking key decisions should be raised with David Pope, Democratic Services.

Please email: [democraticservices@northnorthants.gov.uk](mailto:democraticservices@northnorthants.gov.uk)

## January 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Budget Forecast Update 2021/22	Executive	Yes	No		13 Jan 2022	Executive Director of Finance	
Capital Programme Update 2021/22	Executive	Yes	No		13 Jan 2022	Executive Director of Finance	
Afghan Refugee Resettlement	Executive	Yes	No		13 Jan 2022	Executive Director - Adults, Communities and Wellbeing	
Community Programme to Support Growing, Cooking and Eating of Healthy Foods	Executive	Yes	No		13 Jan 2022	Director of Public Health	
Procurement of Short-Term Home Care Service for North Northamptonshire	Executive	Yes	No		13 Jan 2022	Executive Director - Adults, Communities and Wellbeing	
Domestic Abuse Strategy	Executive	Yes	No		13 Jan 2022	Executive Director - Adults, Communities and Wellbeing	
Re-procurement through Open Tender of the Countywide Carers Support Service	Executive	Yes	No		13 Jan 2022	Executive Director - Adults, Communities and Wellbeing	



## February 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Budget Forecast Update 2021/22	Executive	Yes	No		10 Feb 2022	Executive Director of Finance	
Capital Programme Update 2021/22	Executive	Yes	No		10 Feb 2022	Executive Director of Finance	
HR Final Budget 2022-23 and Medium Term Financial Plan	Executive	Yes	No		10 Feb 2022	Executive Director of Finance	
General Fund Final Budget 2022-23 and Medium Term Financial Plan	Executive	Yes	No		10 Feb 2022	Executive Director of Finance	
Capital Programme 2022-26	Executive	Yes	No		10 Feb 2022	Executive Director of Finance	
Agreement to Implement a Dynamic Purchasing System for the Provision of Care Home Services for Older People in North Northamptonshire	Executive	Yes	No		22 Feb 2022	Executive Director - Adults, Communities and Wellbeing	
Housing Development - Former Grange Methodist Church Site, Kettering	Executive	Yes	No Part exempt		22 Feb 2022	Executive Director - Adults, Communities and Wellbeing	

P 2021/22  
2021/22  
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Voluntary Sector Grant Agreements for 2022/23 and 2023/24	Executive	Yes	No		22 Feb 2022	Executive Director - Adults, Communities and Wellbeing	
Gallery, Museum and Library (GLaM) Site Business Plan	Executive	Yes	No		22 Feb 2022	Executive Director - Adults, Communities and Wellbeing	
Proposed amalgamation of Tennyson Road Infant and Alfred Street Junior Schools	Executive	Yes	No	Yes – all relevant stakeholders	22 Feb 2022	Director for Children's Services	
Determination of Admission Arrangements for Local Authority Maintained Schools for the 2023 Intakes	Executive	Yes	No		22 Feb 2022	Director for Children's Services	
Priors Hall Golf Course	Executive	Yes	No		22 Feb 2022	Executive Director - Adults, Communities and Wellbeing	

## March 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Budget Forecast Update 2021/22	Executive	Yes	No		17 Mar 2022	Executive Director of Finance	
Capital Programme Update 2021/22	Executive	Yes	No		17 Mar 2022	Executive Director of Finance	
Asset of Community Value Policy	Executive	Yes	No		17 Mar 2022	Executive Director – Place & Economy	
Community Asset Transfer Policy	Executive	Yes	No		17 Mar 2022	Executive Director – Place & Economy	
Annual Inflationary Uplift – Adult Care and Support	Executive	Yes	No		17 Mar 2022	Executive Director - Adults, Communities and Wellbeing	
Tree Strategy and Policy	Executive	Yes	No		17 Mar 2022	Executive Director – Place & Economy	
Pollinator Strategy	Executive	Yes	No		17 Mar 2022	Executive Director – Place & Economy	
Stanton Cross Development of Governance Arrangements	Executive	Yes	No		17 Mar 2022	Executive Director – Place & Economy	

## April 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Council Housing Development - Former Grange Methodist Church Site, Kettering	Executive	Yes	No Part exempt		14 Apr 2022	Executive Director - Adults, Communities and Wellbeing	

## **Scrutiny Work Programme 2021/2023 (Updated 17 January 2022)**

The Scrutiny Work Programme outlines the areas of work which are expected to be scrutinised over the coming months/year by or on behalf of the Council's Scrutiny function and any Panels/Task and Finish Groups convened for review work.

Topics added to the work programme will have expected outcomes to add value to the services delivered by the Council and its partners and/or improve the quality of lives of North Northamptonshire residents. It is recognised that there is a need for flexibility in the work programme so as to allow relevant issues to be dealt with as and when they arise.

Numerous sources of information can help to inform topic selection, including:

- Concerns that have been raised by the public/stakeholders (whether they are Council service specific or wider national/local issues)
- Issues relating to Councils outcomes, objectives and priorities
- Consultations and interviews
- Underperformance
- Executive recommendations about the pertinent issues that are emerging and any opportunities or threats on the horizon
- Central government priority changes
- Forward Plan
- Budgetary analysis

Scrutiny should always link back to the Council Corporate Plan so that it is scrutinising whether the Council is meeting its strategic aims.

Scrutiny should use effective processes to select topics that will contribute towards the best possible work programme for Scrutiny. This means looking at the sources of information that may help and using them to choose the right topics. A Scrutiny Conference was attended by Scrutiny members to develop this workplan where they reviewed information to inform the workplan and then prioritised the topics.

Successful Scrutiny is about looking at the right topic in the right way and Members will need to be selective whilst also being able to demonstrate clear arguments in favour of including or excluding topics. A common pitfall for Scrutiny can be the inclusion of topics on the work plan that are unmanageable, of limited interest to the community, purely for informational purposes, have few outcomes and fail to 'add value' to the work of the Council or the wellbeing of the community. As such the selection and prioritisation of topics is critical to the effectiveness of Scrutiny as such processes can ensure clearer focus, particularly in poor or weak areas of performance or major issues of concern to the wider community. It is not possible to include every topic suggested as Scrutiny has limited time and resources and therefore workplans need to be manageable.

## SCRUTINY REVIEWS

These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits.

There should be a limited number of reviews considered annually and review topics may be changed throughout the year as topical issues arise. Once considered, these issues will be subject to further development and scoping. Should there not be sufficient capacity to cover items which are brought to the attention of Scrutiny they could instead be addressed through a “one-off” item at a scheduled meeting of the Committee.

Suggested Topics	Officer and Member and Chair	Date Commenced	Date to be Completed	Notes	Date added to the Workplan
Levelling Up	David Watts Cllr Zoe McGhee	August 2021			
Outside Bodies	Adele Wylie		CLOSED		
Knife Crime				<ul style="list-style-type: none"> <li>Examine knife crime and the associated risks factors present before serious knife crime takes place.</li> </ul>	
Section 106 Monitoring	George Candler Rob Harbour Cllr David Brackenbury	Suggest the work to scope out the review starts once the internal review/audit of S.106 has concluded (likely to be December 2021)		<ul style="list-style-type: none"> <li>Determine whether S106 monies are being fully utilised</li> <li>Whether members have access to S106 information for their wards.</li> <li>Identify where S106 money was not effectively used.</li> <li>Review how effective the S106 policies have been in each area</li> <li>Understand where and why there have been slippages against the programme and</li> </ul>	

				<ul style="list-style-type: none"> <li>• Develop a consistent and combined S106 methodology looking at new legislative requirements of the Council, i.e. biodiversity, carbon offsetting, building in green initiatives.</li> <li>• To provide recommendations on procedures to ensure that S106 money is always put to good use in time, before entitlement lapses.</li> <li>• To provide recommendations on recording of S106 spend that is transparent and accessible</li> </ul>	
<p>Asset Rationalisation and Use</p> <p>Page 79</p>	<p>George Candler Jonathan Waterworth Cllr Graham Lawman</p>	<p>January 2022</p>		<ul style="list-style-type: none"> <li>• Understand the Council's assets and ensure they are being utilised appropriately.</li> <li>• Develop methodologies around the use and cost of assets against the value those assets bring to the community.</li> <li>• Understand how cost efficient the council's buildings are</li> <li>• To provide recommendations on the commercial use of our assets and opportunities</li> <li>• To understand whether buildings should be rationalised</li> </ul>	

### ONE OFF ITEMS/ ANNUAL ITEMS/RECURRING ITEMS

These are dealt with at scheduled meetings of the Committee. The following are suggestions for when particular items may be scheduled.

There will be some items that will be recurring at each meeting or annually. There will also be some items that will be one off items on a topic that members are particularly interested in scrutinising but they do not warrant a full review.

Suggested Topics	Committee/ Commission	Format	Meeting Date	Notes	Date added to the Workplan	Recurring Item
Annual Budget Process	Finance and Resources	Report followed by T&F Groups	2 <sup>nd</sup> November 2021  Budget sessions to take place during January and feedback provided to the Executive for their meeting on 10 <sup>th</sup> February 2022.	To approve the annual budget process and agree to T&F Groups to scrutinise budget proposals.		Annual
Scrutiny Annual Report	Scrutiny Commission  Finance and Resources	Report	29 March 2022 for Commission and 5 April 2022 (to be reported to April Council) Chairs to sign off.	Report detailing the work of the Scrutiny Committees over the previous 12 months		Annual
Crime and Disorder	Scrutiny Commission	Report and Presentation	TBC (Looked at by Levelling Up Scrutiny Review Group – consider once report received)	<u>Crime and Anti-social behaviour, including knife crime and county lines</u>  • To gain a better understanding of the issues and how they are being addressed, including reducing knife crime and associated violence and drug related crime and safeguarding		Annual



				<p>vulnerable children and young people.</p> <ul style="list-style-type: none"> <li>• Provide crime figures to councillors per ward, split the current figures that are combined for violent crime and sexual offences.</li> <li>• Map out how many police officers are actually on duty at any time and check whether it is enough for the workload.</li> <li>• Determine if a quarterly, time limited (Zoom or in person) meeting with police teams to ask questions could be delivered.</li> <li>• Understand if a multi-agency approach to youth provision could work building and enhancing on the good work of the community sector, using asset-based community modelling.</li> <li>• Understand the impact of austerity on prevention and diversion activity, amplified more recently by growing concerns over local youth anti-social behaviour.</li> </ul>		
Children's Trust	Scrutiny Commission (all scrutiny members invited)	Presentation	25 November 2021	<p><b>Introductory Presentation</b></p> <ul style="list-style-type: none"> <li>• the relationship between the Trust and Council</li> <li>• the governance, improvement plan.</li> <li>• How is the funding for the Trust decided and divided?</li> </ul>		Recurring invitation three times per year

Children's Trust Finance Scrutiny- Mid Year Review	Finance and Resources	Report/Presentation	August 2022	Detailed review of finance of Children's Trust (additional to usual budget monitoring)		Annual Recurring invitation three times per year
Children's Trust	Scrutiny Commission	Report/presentation	May 2022	Performance and inspection readiness		Recurring invitation three times per year
Levelling Up Review Interim Report (Part One)	Scrutiny Commission	Report	January 2022	<ul style="list-style-type: none"> <li>• Recommendation to Executive/Council</li> <li>• To provide initial recommendations to feed into the budget review process.</li> </ul>		One Off
Budget Monitoring	Finance and Resources	Report	Each Meeting	To undertake budget monitoring		Each meeting
Outside Bodies Closure Report	Scrutiny Commission	Report	November 2021			One Off
Performance Reports	Scrutiny Commission/ Finance and Resources (corporate services)	Report	Each Meeting	To scrutinise performance of services using performance data		Each Meeting
Review of Executive Forward Plan	Scrutiny Commission/ Finance and Resources	Document	Each Meeting	To review upcoming matters and determine if there are any matters which require scrutiny input		Each meeting
Property Annual Report	Scrutiny Commission	Document	March 2022	To annually review property (note to review Manchester Scrutiny report)		Annual

Climate Change	Scrutiny Commission	Document	Place to confirm	Scrutinising the implementation of the Climate Action Plan and whether it is progressing adequately		One off
Health Scrutiny (ICS)	Scrutiny Commission	Report/Presentation	January 2022	<ul style="list-style-type: none"> <li>• Intergrated Care System. What is it and how will it impact upon North Northamptonshire.</li> <li>• Understanding Scrutiny's role in the future.</li> </ul>		Annual
Homelessness, including Registered Social Landlords	Scrutiny Commission	Report/Presentation		<ul style="list-style-type: none"> <li>• To understand how NNC are supporting homeless people.</li> <li>• To review the Council's knowledge of hidden demand including sofa surfing, domestic violence, marital breakdown, mental health</li> <li>• To understand if a collaborative approach with partners is being utilised and if so if it provides ideas for solutions to help families needing temporary accommodation.</li> <li>• Find ways to expand Supporting Tenancies to help tenants who face crisis.</li> <li>• Review the rough sleeper's initiative after it has had the opportunity to embed and show results.</li> </ul>		One off
Public Transport, including bus services & strategy and rail services				<ul style="list-style-type: none"> <li>• Review of progress against the Bus Service Improvement Plan.</li> <li>• Understand about how the Council is working towards an integrated transport solution.</li> <li>• Understand how rural isolation and accessibility to work and education</li> </ul>		One-off

				is being addressed to enable travel to work and education.		
Highways and Transport	Scrutiny Commission		March 2022	Scrutiny session on major highway capital works and how they are prioritised for implementation within existing budgets.		Recurring
Highways and Transport	Scrutiny Commission		September 2022	Review of the delivery of the Bus Services Improvement Plan and outcomes of the Enhanced Partnership.		Recurring
Highways and Transport	Scrutiny Commission		September 2023	Review of performance of the new highways contract providers following the first year of service.		Recurring
Performance of Special Educational Needs "SEND"				Review of performance of Special Educational Needs (SEND).		One-off

**PENDING ITEMS**

These items are awaiting further discussion or additional research before being added to the work programme

Suggested Topics	Committee/Commission	Suggested by	Notes

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**Scrutiny Commission  
2021/22 Future Meetings**

<b>Date</b>	<b>Item</b>	<b>Purpose</b>	<b>Comments</b>
29 March 2022	Scrutiny Annual Report	To consider report of the work of the Scrutiny Committees over the previous 12 months.	To Council on 26 May 2022
	Levelling Up Communities Scrutiny Review Update	To receive update on the Levelling Up Communities Scrutiny Review.	Update each meeting until concluded
	Major Highways Capital Works	Scrutiny of how major highways capital works are prioritised for implementation within existing budgets.	
	Property Annual Report	To annually review property (note to review Manchester Scrutiny report)	Annual Item
	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item
	Executive Forward Plan	To review upcoming matters and determine if there are any matters which require Scrutiny input.	Standing Item
17 May 2022	Children's Trust	To consider performance and inspection readiness.	
	Levelling Up Communities Scrutiny Review Update	To receive update on the Levelling Up Communities Scrutiny Review.	Update each meeting until concluded
	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item
	Executive Forward Plan	To review upcoming matters and determine if there are any matters which require Scrutiny input.	Standing Item

