

# Public Document Pack



**Meeting:** Scrutiny Commission

**Date:** Tuesday 29th March, 2022

**Time:** 7.00 pm


**Venue:** Council Chamber, Swanspool House, Doddington Road, Wellingborough, NN8 1BP

## 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

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07	Performance Indicator Report 2021/22 (Period 10) <i>Members are requested, where possible, to identify those areas they wish to understand in further detail with the report author at least three working days prior to the meeting.</i>	Guy Holloway	27 - 58
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<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p><b>Proper Officer</b> <b>Monday 21 March 2022</b></p>			

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ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	Requests to address the meeting must be received by 5pm two clear working days before the meeting. Statements must relate to matters detailed on the meeting agenda. You will have a maximum of 3 minutes in which to make your statement and you will make it at the start of the agenda item.	5pm Thursday 24 March 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 3 minutes in which to make your statement and you will make it at the start of the agenda item.	5pm Thursday 24 March 2022

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# Agenda Item 4



## Scrutiny Commission

At 7:00pm on Tuesday 25 January 2022

Held in the Council Chamber, Municipal Offices, Bowling Green Road, Kettering

### 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 Gill Mercer
Councillor Jim Hakewill	Councillor Simon Rielly
Councillor Ken Harrington	

#### Officers

George Candler – Executive Director of Place & Economy  
David Watts – Executive Director of Adults, Communities & Wellbeing  
Adele Wylie – Director of Governance and HR  
Guy Holloway – Assistant Chief Executive  
Louise Tyers – Senior Democratic Services Officer

### In attendance:

Councillor Graham Lawman - Executive Member for Highways, Travel and Assets  
Councillor Zoe McGhee – Chair, Levelling Up Communities Scrutiny Review Group

## 24. APOLOGIES FOR NON-ATTENDANCE

Apologies for non-attendance were received from Councillors Mark Dearing, Geoff Shacklock and Lee Wilkes. Councillor Ken Harrington attended as a substitute member.

Apologies were also received from Jonathan Waterworth, Assistant Director for Assets and Environment.

## 25. MEMBERS' DECLARATIONS OF INTEREST

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

Councillors	Item	Nature of Interest	DPI	Other Interest
John McGhee	Item 7 – Levelling Up Communities	Was related to the Chair of the Scrutiny Review	Yes (left meeting when the	

	Scrutiny Review Update	Group for whom possible payment of an SRA was discussed	issue of a possible SRA was discussed)	
Zoe McGhee	Item 7 – Levelling Up Communities Scrutiny Review Update	Was Chair of the Scrutiny Review Group for whom possible payment of an SRA was discussed	Yes (left meeting when the issue of a possible SRA was discussed)	

**26. NOTIFICATION OF REQUESTS TO ADDRESS THE MEETING**

There were no requests to address the meeting.

**27. MINUTES OF THE MEETING HELD ON 23 NOVEMBER 2021**

**RESOLVED:**

The minutes of the meeting held on 23 November 2021 were approved as a correct record and signed.

With reference to the S106 Internal Audit Report, the Executive Director of Place and Economy advised that the report had now been concluded and would be reported to the Audit and Governance Committee on Monday and would include a number of recommendations. A follow up report was likely to follow in 12 months. An update would be provided to a future meeting on the new approach around S106 agreements.

With reference to the former County Council CMIS website, the Director of Governance and HR advised that the issue was still be examined but a temporary solution for members was being looked at very soon with a solution for the wider public in the longer term.

**28. SCRUTINY REVIEW INTO ASSET RATIONALISATION AND USE**

The Chair welcomed Councillor Graham Lawman, Executive Member for Highways, Travel and Assets to the meeting. The Assistant Director of Assets and Environment was unable to attend the meeting and the Executive Director of Place and Economy presented the report.

The Scrutiny Commission considered a report of the Assistant Director of Assets and Environment which provided an initial scoping document to set the terms of a possible scrutiny review into Asset Realisation and Use which had been identified as part of the Scrutiny Workplan. The report was marked as item 5 on the agenda.

The purpose of a scrutiny review was:

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

During discussion, the following principle points were noted:

- i. It was noted that the asset list was a vast document which only included general fund assets and not Housing Revenue Account assets. It only covered those assets NNC owned and those buildings that we had control over, such as through a lease with a third party.
- ii. With regard to our commercial buildings, it was explained that the carbon footprint fell to the tenant as they had responsibility for the fixture and fittings and utilities used. However, NNC had an aim to make those buildings as energy efficient as possible.
- iii. It was acknowledged that home working and the Future Ways of Working Strategy may have an impact on our future use of assets.
- iv. It was noted that NCALC was undertaking a project around asset mapping for town and parish councils through the government's Community Renewal Fund Programme and had been awarded a grant to take this work forward.
- v. The proposed review was welcomed by Members who believed that the outcome could be used in a positive way for the community. The review would need to factor in the community benefit of our assets, and this was an area Members would have a key role in with their local knowledge.
- vi. The Executive Member for Highways, Travel and Assets stated that he welcomed the proposed review, especially the opportunity to bring in social value and local knowledge. He explained that condition surveys of assets were underway and that the costs to bring them up to date may influence future views. There were also cost implications as some buildings did not hold EPC certificates. The asset mapping by NCALC would be beneficial as we would be able to see what assets were in an area that the town or parish council may wish to manage in the future. There was also a need to relocate some NNC staff out of One Angel Square by the end of the financial year. Policies for Assets of Community Value and Community Asset Transfer were currently being developed.
- vii. It was noted that a lot of work was already being undertaken by officers and the Scrutiny Commission would add more value with a Scrutiny Panel being established to meet as and when needed to support this

work. It was proposed that a Scrutiny Panel of five members, including a member from each of the four previous sovereign authority areas, should be established.

**RESOLVED:-**

- (i) To establish a Scrutiny Panel consisting of five elected members, from which there will be at least one member from each of the previous sovereign council areas.
- (ii) To note the draft Asset Realisation and Use scoping paper and that it will be reviewed by the Scrutiny Panel at its first meeting.
- (iii) That the Chair of the Scrutiny Panel be appointed at its first meeting.
- (iv) That the Assistant Director of Assets and Environment be appointed as the officer lead for the Scrutiny Panel.

**29. INTEGRATED CARE SYSTEM**

This item was deferred.

**30. 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 7 on the agenda.

Since the last meeting of the Commission, there had been three walks and community meetings in each of the three neighbourhoods identified as left behind, Avondale Grange (Kettering), Kingswood & Hazel Leys (Corby) and Queensway (Wellingborough). Themed meetings of the Scrutiny Review Group were also held on anti-social behaviour and knife crime; and exclusion from education, skills and employment, with possible future meetings themed around the built environment and access to services.

During discussion, the following principle points were noted:

- i. Councillor Zoe McGhee, Chair of the Scrutiny Review Group, wished to thank everyone who had helped to set up the workshops. These had been well attended and the outcomes from those had help to direct the topics now being looked at. One of the key outcomes was looking at how could we work together to deliver positive change and not just leaving it to the Council.
- ii. The need for groups and organisations being supported to access external funding was highlighted. This could be by helping help them to write up bids for funding, seeing if those processes could be simplified



and upskilling people who are already part of those groups to write bids themselves.

- iii. The built environment in which people lived was a key area because if an area was brought up, people would be more likely to want to stay there rather than move away.
- iv. It was essential that the lessons learnt from this review went across other areas of North Northamptonshire.
- v. It was noted that Scrutiny had a pot of money for its work and it was proposed that we looked at giving a special responsibility allowance to the Chair of the Scrutiny Review Group to acknowledge all of the work she had put into the review.

*At this point, Councillors John and Zoe McGhee, declared an interest and left the meeting.*

- vi. The Director of Governance and HR confirmed that a total allowance of £40,000 had been allocated to the Scrutiny function, however consideration needed to be given to how and when special responsibility allowances would be paid. It was also suggested that this issue could be fed into the Independent Remuneration Panel's review of Members' allowances.
- vii. It was noted that during the last round of levelling up funding bids, no bid had been submitted by the Council, however we were keen to make a bid this time around. Councillor Graham Lawman advised that a shortlist for funding bids was currently being developed for North Northamptonshire.

It was moved by Councillor Matt Binley and seconded by Councillor Jim Hakewill that the Director of Governance and HR bring a report back to the next meeting on a process to pay allowances to the Chairs of task and finish groups. On being put to the vote, the motion was carried.

#### **RESOLVED:**

- (i) That the Director of Governance and HR bring a report to the next meeting on how and when to pay allowances for the Chairs of task and finish groups, with any allowance for the Chair of the Levelling Up Communities Scrutiny Review Group being backdated to today's meeting.
- (ii) That the progress of the Levelling Up Communities Review Group (SRWG) be noted.

### **31. ADJOURNMENT OF MEETING**

The meeting adjourned at 9.20pm and reconvened at 9.25pm.

**Councillors John and Zoe McGhee returned to the meeting.  
Councillor Philip Irwin left the meeting and did not return.**

## 32. PERFORMANCE INDICATOR REPORT 2021/22 (PERIOD 7)

The Scrutiny Commission considered a report of the Assistant Chief Executive which provided an update on the Council's performance across a wide range of services, as measured by performance indicators. The report was marked as item 8 on the agenda.

The report provided a summary of the performance of Council services and further detail including trend lines and exception reports. Performance measures were being developed to better reflect the desired outcomes set out at a high level through the Council's recently adopted Corporate Plan.

During discussion, the following principle points were noted:

- i. There were some concerns that most of the indicators did not have any benchmark information included. Officers clarified that as a new authority, we had not yet been matched to comparative authorities, but we were looking to get benchmarking groups up and running as they would help to provide context to the information.
- ii. Performance reporting of partner organisations was being looked at including health. Members highlighted that performance information on the work of partner organisations, particularly health, was important to the work of the Council.
- iii. Members were aware that the number of home-educated children was an issue, particularly since the Covid-19 pandemic, and this was an area that Scrutiny may want to look at in the future. More information was also needed on the measures around permanent exclusions from school and the number of looked after children without a school place.
- iv. It was felt that including actual figures would also be helpful, so Members could understand the figures were a percentage of what.
- v. Comments on several specific indicators were made, including:
  - Primary Schools judged as good or outstanding – how far behind were Ofsted on inspections? Did this indicator just include LEA schools or also academies?
  - Waste composting – there should be more emphasis on home composting
  - Suicide rates – what were we doing to put mental health help in place?
  - Planning applications processed in 8 weeks – there were concerns about the shortage of staff as that could have an impact if we did not meet these targets

**RESOLVED** to note the performance of the Council and its services.

**33. EXECUTIVE FORWARD PLAN – JANUARY 2022 TO APRIL 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. The report was marked as item 9 on the agenda.

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

**34. SCRUTINY WORKPLAN AND FUTURE MEETINGS**

The Scrutiny Commission received the Scrutiny Workplan and future meetings. The report was marked as item 10 on the agenda.

The following changes were made:

- i. Levelling Up Communities Scrutiny Review – Final Report to be received in May 2022.
- ii. Property Annual Report – defer until next year, following the work of the Assets Rationalisation and Use Scrutiny Panel.
- iii. Integrated Care System – send report outside of the formal meeting.

**RESOLVED** to note the Scrutiny Workplan and future meetings.

**35. CLOSE OF MEETING**

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

The meeting closed at 10pm.

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Chair

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Date

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## SCRUTINY COMMISSION 29<sup>th</sup> March 2022

<b>Report Title</b>	<b>Draft Transformation Plan 2022 – 2025; Inspiring Improvement</b>
<b>Report Author</b>	Rochelle Mathieson, Head of Transformation Partnerships and Design Katie Jones, Head of Transformation Delivery
<b>Relevant Executive Member</b>	Cllr Lloyd Bunday, Executive Member for Finance and Transformation

### List of Appendices

**Appendix A** – Draft Transformation Plan 2022-25- Inspiring Improvement

**Appendix B** – Transformation Plan 22-25 Guidance

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

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- 1.1. To report on the development of the Draft Transformation Plan 22-25- inspiring improvement, linked back to the Council Corporate Plan.
- 1.2. To present the Draft Transformation Plan 22-25 inspiring improvement to the Commission.

### **2. Executive Summary**

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- 2.1 This report presents the Draft Transformation Plan 2022-25, cocreated with the service areas, to contribute to the ongoing transformation and financial sustainability of North Northamptonshire Council.
- 2.2 The Transformation Plan is a 'living' document and will be under constant review to ensure the organisation remains agile and responsive to meeting the service priorities and delivering fundamental improvement where most needed for our customers and the Council.
- 2.3 The Draft Transformation Plan identifies the projects where the Transformation Team will support and enable the service areas to deliver their priority projects. It is important to remember each service area also has its own Service Plan, linking back to the Corporate Plan delivering a range of Business as Usual as well as service improvement.

2.4 Transformation activity does not occur in isolation, this report looks to demonstrate the key strategic benefits and linkages across the Council.

### **3. Recommendations**

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3.1 It is recommended that the Scrutiny Commission:

- a) Note the Draft Transformation Plan 22-25 inspiring improvement
- b) Note the development of the plan and benefits it will deliver

Reason for recommendations

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

### **4. Report Background**

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4.1 On 23rd December 2021, the Transformation Project Proposal Plan 2022-25 was presented to and endorsed by Executive (see 7.1 Background Papers), along with the timetable for further consultation and engagement to refine and develop the Plan to present back to Executive – which this report seeks to conclude.

4.2 Since December, the Transformation Team have worked closely with service areas to review, define, and prioritise the projects in consideration with the Council-wide resources, disaggregation requirements and critical business need.

4.3 Following the prioritisation exercise with service areas and corporately; Member workshops were held on 9th and 10th March 2022 to review the draft Plan, focussing on the benefits not the project themselves. In addition, the Executive Advisory Panel - Service Delivery, Performance and Customers were also presented with the draft Plan for consideration on 21<sup>st</sup> March.

4.4 Project selection and prioritisation is crucial to the effectiveness of delivering transformation across the organisation. The approach and processes to develop this plan have had a clear focus, prioritising projects within four categories agreed with Corporate Leadership Team: In Budget Savings, Critical Business Need, Disaggregation and Political. It is not possible to include all projects in year 1 within limited resources and time. All areas of the Council are involved in supporting the delivery of transformation and therefore the plan needs to be manageable and remain flexible. We believe we have achieved this; however, it is for Members to note, each project scope is currently unknown, and changes made be required as we understand the scale and scope further.

- 4.5 The Transformation Plan also sits alongside the Service Plans which detail the business-as-usual activity and service improvement where Transformation resource is not required. It important we look holistically at what service areas are delivering across these plans.

## **5. Issues and Choices**

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- 5.1 Like the Scrutiny Workplan the Transformation Plan has gone through considerable consultation; working with service areas, members transformation board, leadership team and members sessions.
- 5.2 The Draft Plan presented, now includes 75 projects, of which 46 have been prioritised for year 1, these vary in scope and scale. 39 projects are due for delivery this 2022/23, with seven in discovery and design. This is broken into; 18 disaggregation, six service structures, seventeen service improvement/ redesign and five rationalisation/ income generation. Not all the projects requested by the Directorates can be delivered within the Transformation resources available in year 1.
- 5.3 Members workshops were held on 9th and 10th March, with 28 Members in attendance. They were given 26 prioritised projects; excluding disaggregation, service structures and inflight/ critical projects (non-negotiables), such as pay and grading and income management. Members were asked to consider the anticipated outcome / benefit of each project, as well as the aligned corporate key commitment and associated priority category, and then prioritise the top 10 and order them 1–10, with 1 being the highest priority. Whilst the purpose was not for them to decide on which projects should be aligned resource, it sought to gain an understanding of member view and support to influence a suggested further prioritisation of projects.
- 5.3.1 The six projects allocated a '1' (the highest priority) were: Customer Relationship Management (CRM), Community Hubs, Children's case management system, SEND (Special Education Needs and Disability) system wide review, Debt recovery and Transformation of Adults pathway. The conversation around Debt recovery was not regarding the actual project but around the collective approach we should be taking to debt recovery and reducing the risk to people getting into further debt recognising the current and future anticipated economic climate. The projects that got six votes- SEND system wide review. Projects that got 5 votes- CRM and Admissions avoidance. Projects that got 4 votes- Assets Rationalisation Strategy, Debt recovery and Telephony. Projects that got no votes- Deprivation of Liberty Safeguards (DoLS) and Learning, Independence, Volunteering and Employment (LIVE) service reviews and Car Parking
- 5.3.2 All the above have been included in year 1 (2022/23), except: Debt recovery: this was a wider discussion on the nationally increasing cost of living and impact of the external factors that may affect wellbeing of our residents. Community Hubs and Transformation of Adults pathway are reprofiled to year 2 (2023/24), if resources become available through the year 1, this can be considered and reprofiled to commence earlier. Assets rationalisation strategy implementation- is profiled for year 2 as in year 1 the service area will be focusing on the development of the strategy.

- 5.3.3 It should be noted that at this stage we have not conducted a full review of wider enabler resource support allocation, however we will be socialising the draft plan with the Enabler Working Group and have discussed the draft plan with ICT. It is important to also note that we are not assessing resource against Service area capacity – of which all projects will require.
- 5.4 If at any time Transformation resource is deemed critical or requiring prioritisation, we will seek to reprofile / reassess allocation and approval of such will follow the agreed governance route as a Change Control. This will ensure we can remain agile to organisational need.
- 5.5 Image 1. below depicts some of the projects represented on the Draft Transformation Plan within 22/23, how they align to the relevant North Northamptonshire Key Commitments and the anticipated benefit to be realised for our residents. As projects progress and further detailed this can be expanded on to fully represent the overall Transformation Plan, it will also help to inform, monitor, and evaluate the non-cashable benefits realised in future.

Image 1: Transformation Benefits





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

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### **6.1 Resources, Financial and Transformation**

6.1.1 The implementation of the Transformation Plan will require multiple funding streams; however, it is not proposed at this stage to consider these in any detail (aspects have been identified through the budget setting process). All decisions on transformation projects resulting from the Plan will require robust business cases. These project business cases will detail the financial implications and follow the required corporate governance process. In addition, benefits identification, estimation, and realisation will also be captured, monitored, and reported against delivery.

6.1.2 The Transformation Team has an establishment resource of 36 FTE employees, all of whom are assigned to enable and support transformational activity across the Council. Therefore, in the main, transformation resource requirement for the proposed Transformation Plan will be met from within existing budgets. Where resource requirement exceeds the capacity of the service (be that in terms of skill set or resource capacity) the case for additional resource will be set out within the specific project business case. It is acknowledged that demand on the 'enabling support' services may go above 'business as usual' and this will be monitored in relation to capacity.

6.1.3 Due to capacity and resource constraints, there may be a requirement throughout the delivery of the Transformation Plan to consider suitable prioritisation and reprofiling, where this is to be considered it will be reported and approved via the required internal governance process.

### **6.2 Legal and Governance**

6.2.1 There are no direct legal implications arising from the proposals contained within this report. Legal implications for each transformation project will be considered as part of the business case alongside other 'enabling resource.'

### **6.3 Relevant Policies and Plans**

6.3.1 As set out in the Corporate Plan, which was agreed at Executive on 18th November 2021, the corporate vision; "*North Northamptonshire: A place where everyone has the best opportunities and quality of life*" and the Council's six Key Commitments; 1. Active, fulfilled lives, 2. Better, brighter futures, 3. Safe and thriving places, 4. Greener sustainable environment, 5. Connected communities and 6. Modern public services, have set the backdrop of our transformation aims and objectives.

6.3.2 The project proposals included within the Transformation Plan 2022–25 (Appendix A) have been developed in collaboration with service areas and aligns to the relevant service area plans and priorities.

- 6.3.3 As part of the business case development for individual projects there is a requirement to set out the alignment to corporate policies and plans which are relevant to the matter, as well as set out clearly the anticipated benefits, both cashable and non-cashable.
- 6.3.4 Having a clear and robust Transformation Plan will contribute to the Council's financial stability and ensure we provide high quality modern public services that are efficient and effective for our communities.

## 6.4 Risk

- 6.4.1 There is the risk the Transformation Plan is overambitious for the resources available. This will be monitored regularly through the Highlight Reports and reported to the Members Transformation Board and Shared Services Joint Committee (where relevant) if changes are required to reset / reprofile the programme. Where there is a budgetary impact, this will be reported to the Director of Transformation, associated Executive Director and the Section 151 Officer.
- 6.4.2 There is a risk that the Plan does not deliver the fundamental change and contribute to financial savings. The Transformation Plan has strong governance and will be monitored regularly through the Officers and Members Transformation Board. It is a live document and is agile, enabling it to be reprofiled and reviewed to ensure we deliver on the priorities which contribute to the financial sustainability of the Council.
- 6.4.3 Covid19 or other external influences such as Ukrainian Refugee support could pose a risk in delivering the Transformation Plan, in relation to the availability of resources, supplies, and services and other external influences. Regular monitoring, risk reporting and project governance is in place to manage this.

## 6.5 Consultation

- 6.5.1 As set out within this report, relevant consultation has taken place in the form of Service Area cocreation, Member workshops dated 9th and 10th March 2022 and endorsement of the Executive Advisory Panel - Service Delivery, Performance and Customers on 21st March 2022. The output of which has informed and shaped the proposed Transformation Plan 2022-25.

## 6.6 Equality Implications

- 6.6.1 None directly from this report. All transformation projects will consider the equality implications and the nine protected characteristics, to ensure the aims of the General Equality Duty is adhered to. Where required an equality impact assessment will be complete

## 6.7 Climate Impact

- 6.7.1 The environmental impact on any transformation activity will be highlighted through the business cases. Where there are opportunities to reduce our impact on the planet, we will pursue these, and they will be captured in the benefits realisation.

## 6.8 **Community Impact**

6.8.1 Impact analysis will be completed for each business case to identify the community impacts from the transformation activity.

## 6.9 **Crime and Disorder Impact**

6.9.1 None directly from this report. Projects will consider the crime and disorder implications arising from any recommendations that are proposed.

## **7. Background Papers**

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7.1 Transformation Plan and Progress Update [Item 7 – Agenda for Executive on Thursday 23rd December, 2021, 10.00 am – North Northamptonshire Council](#) (modern.gov.co.uk)

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Efficiency indicator Key

Corporate Plan Commitments

1. Active Fulfilled Lives – Helping people live healthier, more active, independent and fulfilled lives
2. Better Brighter Future - Caring for our young people, providing them with a high quality education and opportunities to help them flourish
3. Safe and Thriving Places - Support a thriving and successful economy and a great place to live, learn, work and visit
4. Green Sustainable Environment - Taking a lead on improving the green environment, making the area more sustainable for generations to come
5. Connected Communities - Engaging and empowering our communities so they are able to shape their lives and area where they live
6. Modern Public Services - Providing efficient, effective and affordable services that make a real difference to all our local communities

**Key**  
 no fill= no priority category  
 Deliver= Delivery within that year  
 Discovery / Design= looking at the 'as is' and developing the 'to be'

22/23 Savings noted in MTFP (we know these already and figures should be noted within your savings plans)  
 Cost increase (you would expect that if there is a cost increase there are significant customer benefits anticipated)  
 Cost neutral  
 Invest to save (investment could be £ or simply resources and the expectation would be these would feature in future MTFP reporting from 23/24 onwards)  
 Income Generation (anticipated to increase income into the council)

TBC where blank

Benefit Theme	Directorate	Reference	Project proposal / Project Grouping	Project Description	Corporate Plan Commitments	2022/23	2023/24	2024/25	Priority 22/23 (In budget saving, political, critical business need, disaggregation)	Efficiency indicator	Benefits
Disaggregation	Adults, Communities & Wellbeing	A19	Libraries Support Services	To enable service disaggregation successfully splitting hosted services	1, 2, 6	Deliver			Disaggregation		Localised support services focused on supporting delivery of a comprehensive and efficient library service and enabling a community hub focus
Disaggregation	Adults, Communities & Wellbeing	A20	Shared Lives	To enable service disaggregation successfully splitting hosted services	1, 2, 6	Deliver			Disaggregation		To make the service and processes more streamlined to reduce time taken to process.
Disaggregation	Adults, Communities & Wellbeing	A21	Visual Impairment Services	To enable service disaggregation successfully splitting hosted services	1, 6	Deliver			Disaggregation		Once disaggregated the service can review and improve processes for the customers
Disaggregation	Adults, Communities & Wellbeing	A22	Adults Personal Budget Service (PBSS)	To enable service disaggregation successfully splitting hosted services	1, 6	Deliver			Disaggregation		Providing a full locally based advice and support service to recipients of Direct Payments including adults, children and families. Compliance to statutory requirements.
Disaggregation	Adults, Communities & Wellbeing	A23	Approved Mental Health Practitioners(AMHP)	To enable service disaggregation successfully splitting hosted services	1,2,6	Deliver			Disaggregation		Localised service enabling tailoring to local demographic.
Disaggregation	Adults, Communities & Wellbeing	A24	Assistive Technology Service, occupational health and minor adaptations	To enable service disaggregation successfully splitting hosted services	1,2,6	Deliver			Disaggregation		Localised service enabling tailoring to local demographic.
Disaggregation	Adults, Communities & Wellbeing	A25	Public Health Management, Commissioning & Admin	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation		Localised service tailored to local demographics to ensure better life outcomes for customers
Disaggregation	Adults, Communities & Wellbeing	A26	Public Health Provider Services Wellbeing	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation		Localised service tailored to local demographics to ensure better life outcomes for customers
Disaggregation	Adults, Communities & Wellbeing	A27	School Swim Service	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation		Provision of a service to schools to allow them to provide statutory swimming and water safety elements of national curriculum
Service Improvement / Redesign	Adults, Communities & Wellbeing	A02	Adults services liberty protection safeguards- implementing new code of practice	Implementation of new code of practice and process changes	1,6	Deliver			Critical business need		Compliance with legislation and deliver improved outcomes by putting the rights and wishes of people who are, or who need to be, deprived of their liberty at the centre of all decision-making.
Service Improvement / Redesign	Adults, Communities & Wellbeing	A03	Emergency duty team review	To design and deliver the emergency duty team for adults, in response of pending service provider termination	1,2	Deliver			Critical business need		Enable closer working with partners and deliver a joined up, timely and person-appropriate service with one front door. We will have greater insight into the demand which will enable resource to be directed where it is of most benefit, providing improved outcomes to customers.
Service Improvement / Redesign	Adults, Communities & Wellbeing	A04	Admission Avoidance: Rapid Response	Providing support following falls in the home to reduce hospital admissions and likelihood of long term social care	6	Discovery/ Design	Deliver		in budget savings	Budget Saving 22/23 MTFP	Work with partners to deliver a single, joined up service to people so they receive seamless support to enable them to stay in their own homes.
Service Improvement / Redesign, Rationalisation	Adults, Communities & Wellbeing	A09	Housing Property Stores review - Merged supply chain for housing property services operatives	Merged supply chain for housing property services operatives	3, 6	Deliver			Critical business need		Improved service to tenants by reducing delays in receiving parts. Reduced costs in parts ordering, and economies of scale. Maximising operative time on site through efficient delivery/collection processes for parts and materials.
Service Improvement / Redesign	Adults, Communities & Wellbeing	A01	Deprivation of Liberty Safeguards (DoLS) service review	To make the service and processes more streamlined to reduce time taken to process	1, 2, 6		Deliver		Critical business need		Review workflow and implement changes to increase efficiency and improve service delivery
Service Improvement / Redesign	Adults, Communities & Wellbeing	A05	Transformation of Adults pathways and processes to ensure focus on client outcomes. (review of the target operating model/community hubs)	To review the target operating model / community hubs implemented for vesting day and evaluate opportunities to use best practice	1		Deliver		In budget savings	Budget Saving 22/23 MTFP	Implement best practice approaches to reduce delays and improve customer experience, support better decision making and reduce spend through a focus on prevention. Better use of Council assets, for a joined-up service.
Service Improvement / Redesign	Adults, Communities & Wellbeing	A06	Future operating model for therapy services (promoting independence)	Review the 'as is' and best practice to implement the best operating model for therapy services; include community equipment. dependency on front door, disabled adaptations.	1,6		Discovery/ Design	Deliver	Critical business need		Cost avoidance in reducing hospital demand and making better use of existing resources.
Service Improvement / Redesign	Adults, Communities & Wellbeing	A07	Specialist Support Younger Adults (Provider Services Team)	Review the 'as is' and best practice to implement the best operating model for Specialist Support Younger Adults	1,2		Discovery/ Design	Deliver	Critical business need		Best practice approaches reduce delays and give people a better experience. Better decision making, reduced spend
Service Improvement / Redesign	Adults, Communities & Wellbeing	A08	Future operating model for day services	Review the 'as is' and best practice to implement the best operating model for Day Services	1, 6		Discovery/ Design	Deliver	Critical business need		Best practice approaches support more people, increase independence, and give them a better experience. Better decision making, reduced spend
Service Improvement / Redesign	Adults, Communities & Wellbeing	A10	Learning, Independence, Volunteering and Employment (LIVE)- service review	Review the 'as is' and best practice to implement the best operating model for LIVE	1,6		Deliver		Critical business need		Workflow is improved and implemented changes to increase efficiency and improve service delivery

Income Optimisation	Adults, Communities & Wellbeing	A11	Improved Debt recovery - Recovery of monies owed	Review the 'as is' and best practice to implement the most efficient process to increase the amount of monies owed collected	6		Deliver		In budget savings	Budget Saving 22/23 MTFP	Best practice approaches improve debt recovery, reducing pressure on budgets.
Service Improvement / Redesign, Rationalisation	Adults, Communities & Wellbeing	A12	Anti-social behaviour (ASB) review and restructure of Community Safety services (aggregation)	Review the 'as is' and best practice to implement the most efficient process to deliver community safety services	1, 2, 3, 5, 6		Discovery/ Design	Deliver			Clearer expectations of how ASB cases are managed, consistent best practice, right resources in right place at right time
Service Improvement / Redesign, Rationalisation	Adults, Communities & Wellbeing	A13	CCTV infrastructure and service delivery- various work packages	To review the CCTV provision 'as is' position across NNC and look at options and opportunities for redesign and service rationalisation and improvement	3, 5, 6		Discovery/ Design	Deliver			Improved perception of safety, improved service delivery through consistency, cameras being in the right place, effectively monitored by qualified and experienced staff
Service Improvement / Redesign	Adults, Communities & Wellbeing	A14	Disabled Adaptive Homes review	To review the way we deliver disabled adaptations across NNC. Look at options for service improvement and redesign	1, 3, 5, 6		Discovery/ Design	Deliver			Improved service delivery and reduction in time accessing support
Service Improvement / Redesign, Rationalisation, Income	Adults, Communities & Wellbeing	A15	Future delivery model for delivery of Leisure Services/ leisure and wellbeing services	To review the way we deliver leisure services and wellbeing services across NNC. Look at options for service improvement and redesign	1, 2, 3, 5, 6		Discovery/ Design	Deliver			Improved facilities and leisure offer, improved accessibility and health and wellbeing
Service Improvement / Redesign, Rationalisation	Adults, Communities & Wellbeing	A16	Housing Revenue Accounts aggregation	Bring together the two Housing Revenue Accounts in to one account	3, 6		Discovery/ Design	Deliver			Consistency of offer and service across the two HRA areas, improved and efficient use of resources
Service Improvement / Redesign, Rationalisation	Adults, Communities & Wellbeing	A17	Review and align Out of Hours services for Housing services (considering wider service areas)	To review the way we deliver out of hours services for housing and wider corporate opportunities across NNC. Look at options for service improvement and redesign	5, 6		Discovery/ Design	Deliver			Improved service delivery and reduction in time accessing support
Service Improvement / Redesign, Rationalisation, Income	Adults, Communities & Wellbeing	A18	Integrated IT - Housing services	Bring together the housing IT application and systems into one harmonised systems	3, 6		Discovery/ Design	Deliver			Consistency of offer and service across the two HRA areas, improved and efficient use of resources and management of information
Service Structure	Chief Executive's Office	CE01	Service realignment, harmonisation, streamlined structures across all service areas Phase 1 - Executive Support Phase 2 - Communications, Engagement, Website Phase 3 - Performance/Business intelligence	To restructure and redesign the service areas within Chief Executive office	6	Deliver			Critical business need	Budget Saving 22/23 MTFP	Single point of contact for all staff of North Northants regardless of former council area, more efficient processes and use of resources. Harmonisation of service areas, greater added value. Sustainability of teams
Disaggregation	Children's	C05	Special Education Needs and Disability Strategy (IASS)	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation		Strategy fit for purpose for NNC and special education needs
Disaggregation	Children's	C06	School Admissions	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation		Localised service to coordinate admission to primary, junior, and secondary schools, delivered in accordance with statutory national timescales within the School Admissions Code.
Disaggregation	Children's	C07	Childrens Education Safeguarding	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation		Localised and accountable coordination of services to ensure that children are kept safe and their welfare is promoted
Disaggregation	Children's	C08	Childrens Education Sensory impairment	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation		Localised provision of specialist support for children with hearing, visual or multi-sensory impairments
Rationalisation	Children's	C01	Review of Alternative Provision placements - phased approached	Review the 'as is' and best practice to implement and transform the way we provide alternative provision	2	Deliver	Deliver	Deliver	Critical business need		Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Improvement / Redesign	Children's	C02	Case Management System; Review & Management - social care	To review, design and implement suitable case management system for Social Care provided by the Trust	2, 6	Discovery/ Design	Deliver	Deliver	Critical business need		Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Improvement / Redesign	Children's	C03	Case Management System; Review & Management - education	To review, design and implement suitable case management system for Education services. Contract expires 2024	2, 6	Discovery/ Design	Deliver	Deliver	Critical business need		Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Improvement / Redesign	Children's	C04	Special Education Needs and Disability (SEND): System wide review early intervention & prevention- digital transformation customer account to view status (problem lack of communication education health and care planning)	System wide review early intervention & prevention- digital transformation	2, 6	Deliver	Deliver	Deliver	Critical business need		Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Structure	Corporate	COR01	Centre's of Excellence (Across Organisation) phased approach pilot PMO	To harmonise and coordinate single centres of excellence where knowledge and expertise in the same field come together	6	Deliver			In budget savings	Budget Saving 22/23 MTFP	Reduction in single point of failure, improve service accessibility
Service Improvement / Redesign	Corporate	COR03	Implementation of Future Ways of Working strategy	corporate approach to the way we work	4, 6	Deliver			Critical business need	invest to save	Consistent and clear 'one Front Door' to access Council service. Supports customers able to access services how they want, when they want.
Service Improvement / Redesign	Corporate	COR02	Community Hub (Across Organisation)	Design (by the customers and partners) and deliver with key stakeholders, the community hub approach corporately across all relevant service areas	1, 2, 3, 5, 6		Discovery/ Design	Deliver	Political		Accessible services where residents require them (physically or online)
Service Improvement / Redesign	Finance	F02	Revenues and Benefits (single IT system) and service redesign	Single point of contact for all residents of North Northants regardless of former council area	6	Deliver	Deliver		Critical business need	invest to save	Single point of contact for all residents of North Northants regardless of former council area. Economies of scale, single view of all customers, streamlined back-office process, reduction in errors, single system will enable a review of the structure, processes, and practices to be more efficient.
Service Structure	Finance	F03	Finance restructure	To restructure the finance team. Restructure has been designed and now ready for implementation	6	Deliver			Critical business need		more efficient processes and use of resources. Harmonisation of service areas, greater added value, more effective and sustainable team
Service Structure	Finance	F04	Audit restructure	To restructure and redesign the audit team.	6	Deliver			Critical business need		more efficient processes and use of resources. Harmonisation of service areas, greater added value
Disaggregation	Governance and HR	GH07	Learning and Development (includes apprenticeships and iLearn system)	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Cost Neutral	Greater efficiency in managing learning and development needs of public sector workers that in turn results in council wide improvement in competency and service delivery to customers
Service Structure	Governance and HR	GH01	Information Governance service structure	To restructure and design the information governance team	6	Deliver			In budget savings	Cost Neutral	more efficient processes and use of resources. Harmonisation of service areas, greater added value

Corporate Plan Priorities	Governance and HR	GH02	Pay and grading implementation	To implement a NNC wide pay and grading. Phased approach, working closely with the unions	All	Deliver	Deliver		Critical business need	Unknown	NNC has pay and grading terms and conditions for new employees to then over a phased period of time harmonise all pay and grading corporately
Income Optimisation	Governance and HR	GH03	Registrars - Service maximisation - ceremony booking online	To increase income maximisation of the registrars service by digitalising the whole process of booking, paying and notifications	6	Deliver			Critical business need	Cost Neutral	Service improvement and experience, improved customer experience and journey through completing the end-to-end administration process online. Ability to manage through self-serve, increasing efficiency and service performance.
Service Improvement / Redesign	Governance and HR	GH04	Information Governance Case Management System	To harmonise the case management system for information governance into a single system. To review processes and workflows	6	Deliver			Critical business need	Cost Neutral	Timely and efficient service response, more efficient processes and use of resources. Options to review automation and increasing self-serve and less manual processing.
Service Improvement / Redesign	Governance and HR	GH05	Legal (pathfinder) service review	To review legal provision options for delivery and implementation	6	Discovery/ Design	Deliver		Political		Options appraisal of legal service provision to meet the needs of the council
Rationalisation	Governance and HR	GH06	Print Room services harmonisation - aligns with MFD contract	Review Print Room requirements for NNC, interdependent on MFD contract review	4, 6		Discovery/ Design	Deliver			Internal customer improved service and experience
Disaggregation	Place & Economy	P18	Highways and Transport- All	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Cost increase	Robust management of high profile Highways services used by virtually all of the Council's customers and that support the local economy. (Additional costs agreed in 22/23 budget)
Disaggregation	Place & Economy	P19	Highways Services Contract Management	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Cost increase	Robust management of high profile Highways services used by virtually all of the Council's customers and that support the local economy. (Additional costs agreed in 22/23 budget)

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## Appendix B - Transformation Plan 22-25; Inspiring Improvement - Guidance

Please use the below guidance which defines the column titles set out within the Transformation Plan 2022 –25; Inspiring Improvement.

**Benefit Theme-** This details the benefit theme (endorsed at Executive 23<sup>rd</sup> December 2021) for the named project. The Themes, Definition and Examples below:

Benefit Theme	Definition	Example
<b>Income Optimisation</b>	Maximising opportunities to deliver new or increased income	<ul style="list-style-type: none"> <li>• Trading existing skills &amp; resources</li> <li>• Revising Fees &amp; Charges</li> </ul>
<b>Rationalisation</b>	Reducing and/removing multiple entities / processes	<ul style="list-style-type: none"> <li>• Corporate asset reduction</li> <li>• Streamline processes</li> </ul>
<b>Service Improvement / Design</b>	Innovating and reimagining service delivery for the benefit of the customer	<ul style="list-style-type: none"> <li>• Digitalisation of process</li> <li>• Community Hubs</li> </ul>
<b>Service Structures</b>	Ensuring the right resource, skill set, and tools are operating with the desired culture	<ul style="list-style-type: none"> <li>• Centres of excellence</li> <li>• Implementation of the ‘How we Work Strategy’</li> </ul>
<b>Disaggregation</b>	Splitting former county council services as per the task and finish timeline (see <i>Appendix C</i> )	<ul style="list-style-type: none"> <li>• IT, Digital &amp; Technology</li> <li>• Public Health</li> <li>• Highways &amp; Transport</li> </ul>

**Directorate-** The Directorate the associated project falls under/ overseeing the project as Senior responsible officer (SRO)

**Reference-** unique reference number for the project

**Project proposal / Project Grouping-** brief project title

**Project Description-** further information and detail on what the project is

**Corporate Plan Commitments-** links the project to the relevant wider council corporate Key Commitments as set out within the Councils Corporate Plan. Projects are indicated where they align to more than one Key Commitment. ([Key Commitments](#))

**2022/23, 2023/24, 2024/25**- the years in which activity / project will commence. There are two stages, not all projects have both stages broken down as they are anticipated to complete both stages within the same financial year

- *Discovery / Design*; provides time for the larger projects to complete robust discovery into options available and how the area can be redesigned.
- *Deliver*; is the year in which the project will be delivered. (There will still be discovery and design completed within the same year as delivery).

**Priority Category 22/23: (In Budget Saving, Political, Critical Business Need, Disaggregation)** - prioritises the many projects the service areas have identified within four operational categories;

- *In Budgets Savings*- Built into the MTFP (Medium Term Financial Plan) 2022/23 and requires the support of transformation resources
- *Critical Business Need*- Build the strong foundations and maintain services
- *Disaggregation*- Splitting of hosted (North and West Northamptonshire Council) services which have already have an approved plan to deliver
- *Political*- Recognised Member focus

**Efficiency Indicator**- to note the anticipated financial impact associated with the project

- *22/23 Savings noted in MTFP* (known and set out within budget plans)
- *Cost increase* (with significant customer benefits anticipated)
- *Cost neutral*
- *Invest to save* (investment could be financial or existing resources and the expectation would be these would feature in future MTFP reporting from 23/24 onwards)
- *Income Generation* (anticipated to increase income into the council)

**Benefits**- description of the high-level benefits, financial and non-financial, the project will deliver

**Colour coding**-

*Coloured per Directorate* = Transformation resources have been allocated within the 3 year plan according to the years. Coloured projects for future years will form the 'Transformation pipeline'.

*White/ no fill* = has not be assigned a priority category or Transformation resource, however is a recognised project which will form the 'Transformation pipeline'

## SCRUTINY COMMISSION 29 MARCH 2022

<b>Report Title</b>	<b>Performance Indicator Report 2021/22 (Period 10)</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 10 (January 2022)

**Appendix B** – Detailed Performance Indicator Report for Period 10 (January 2022)

#### **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 politely advised to flag areas they wish to understand in further detail at the committee 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 thorough answer is provided at the meeting.
- 2.4 The content and format of the Council's performance reports are in development. In particular, a revised set of performance measures have been developed to better reflect the desired outcomes set out at a high level through the Council's Corporate Plan.

- 2.5 The revised Corporate Plan Performance Indicator Set feature within a separate report being presented at this meeting. This revised set will be put in place and measured provisionally from April 2022, with a final set being agreed by the Executive following feedback from Scrutiny Members.

### **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 the 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 Council will continue to be developed. Development activities include:
- Working with service areas to ensure that they are aware of and using performance data to understand and improve services.
  - Developing and embedding the suite of indicators that are measured to ensure that they reflect the Council's vision, values, key commitments and priorities – those areas that matter the most to the Council.
  - Ensuring we have comparable benchmark data enabling the council to better understand and enhance its performance moving forward.
  - Utilise data to build up insights as to what is happening and also likely to happen in the future. Members may hear this approach being referred to as 'data intelligent'. The aim, in relevant cases, is to predict what may happen in the future and take pre-emptive action. There are clearly significant benefits to this approach, but it will naturally take time to develop.
  - The way performance data is presented will continue to be monitored to ensure information is reported in the most effective way.
- 4.4 The Performance reports included as Appendix A and B mirror those that are reported to the Council's Executive. The format of the reports 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 There are no issues or choices arising from this report.

## **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 is performing. The scarcity of resources inevitably means there is a trade-off between performance and affordability. The goal is to ensure that efficiency, economy and effectiveness are maximised within realistic parameters.

### **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 are considered healthy features 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 take 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 have been used to help guide the development of a revised set of Corporate Plan performance indicators for 2022/23.

### **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 [Performance Indicator Report Period 7 \(October\)](#) presented at the Scrutiny Commission meeting on the 25<sup>th</sup> January 2022.



**North Northamptonshire Council Performance Report - January 2022**

**Key to Performance Status Colours**

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

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

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

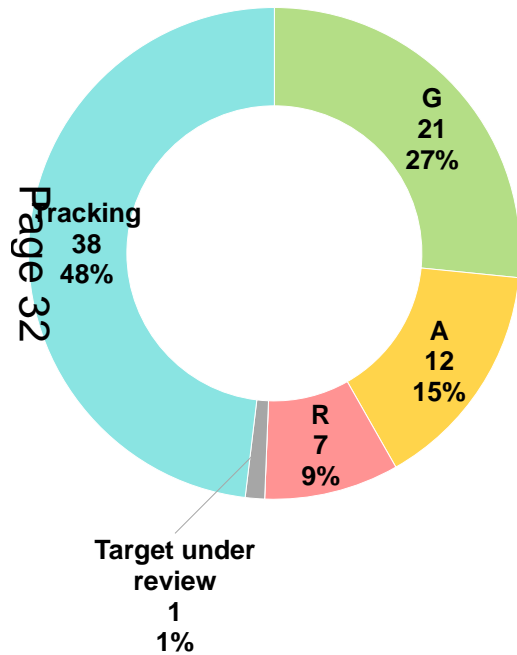
<b>Children's Trust Direction of Travel Key</b>	
↑G	Performance improved since last month
→	Performance the same as last month
↓A	Performance declined since last month

**Terminology key**

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

## North Northamptonshire Council Performance Report - January 2022

### January 2022 Performance Summary



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

Directorate	Underperforming Indicators	Variance from target
Legal & Democratic	T13 % Individual Rights Requests completed in 1 calendar month	-25.92%
Finance Services	% National Non Domestic Rates collected	-7.41%
Children's Services	T44 (LS3a) % of primary schools judged as good or outstanding by Ofsted	-13.98%
Children's Services	T37 (KPI 14) Stage 2 investigations as a % of stage 1 complaints received within the year to date	+70%
Adults, Communities & Wellbeing	T8 Number of rough sleepers (single night snapshot figure)	+11.11%
Adults, Communities & Wellbeing	T79 % of in-year eligible population offered an NHS Health Check	-87.74%
Adults, Communities & Wellbeing	T80 % of in-year eligible population who received an NHS Health Check	-85.2%

Directorate	Indicators where Direction of Travel has deteriorated (not including PIs still with Green RAG)	% change from last month
Legal & Democratic	T13 % Individual Rights Requests completed in 1 calendar month	-33.33%
Legal & Democratic	T20 Number of working days lost to sickness per employee (Long Term)	+23.68%
Place & Economy	T3 % other planning applications processed in 8 weeks	-6.56%
Place & Economy	T95 Household Waste Arisings which have been sent for Recycling	-5.10%
Place & Economy	T64a Fly tipping: number of fly tips reported	+10.76%
Children's Services	T48 (New 2) Number of looked after children without a school place / missing education	-28.57%
Adults, Communities & Wellbeing	T8 Number of rough sleepers (single night snapshot figure)	+150%
Adults, Communities & Wellbeing	T68 Number of unscheduled review requests	+25.3%
Adults, Communities & Wellbeing	T79 % of in-year eligible population offered an NHS Health Check	-27.46%



**Legal & Democratic**

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

**Finance Services**

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

**Transformation**

	Performance Indicator	January Progress Status	Direction of Travel (Dec-Jan)
Customer Services	T21a % calls answered	A	↓
	T21b Total number of calls received	TRACKING	↑
	T22 Stage 1 complaints received	TRACKING	↓G
	T23 Stage 2 complaints received	TRACKING	→

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

Place & Economy				
	Performance Indicator	January Progress Status	Direction of Travel (Dec-Jan)	
Waste	T59 KG of Waste per head of population	Q2 data (latest available) - TRACKING	⬇G	
	T93 Residual Household Waste per Household		⬇G	
	T94 % Household Waste sent for reuse, recycling or composting		⬆G	
	T95 Household Waste Arisings which have been sent for Recycling		⬇R	
	T96 Household Waste sent for composting or anaerobic digestion (Inc. food and garden waste)		⬆G	
	<b>Household kerbside collection: Tonnes of material collected through kerbside schemes:-</b>			
	T60a -Co-mingled recycling	TRACKING	⬆	
	T60b -Food waste	TRACKING	⬆	
	T60c -Garden waste	TRACKING	⬆	
	T62 Household kerbside collection: Tonnes of material collected through residual waste service	Q2 data (latest available) - TRACKING	⬇G	
	T64a Fly tipping: number of fly tips reported		⬆R	
	T64b Fly tipping: number of fly tips investigated		n/a	
	T65 Percentage of waste treated (residual kerbside waste, HWRC, wood)	TRACKING	⬇	
	T66 Percentage of waste re-used, recycled, composted from HWRC sites	TRACKING	⬇	

Children's Services

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

**Children's Services**

Performance Indicator	January Progress Status	Direction of Travel (Dec-Jan)
T24 (KPI 1) % of all referrals with a decision within 2 working days	G	➔
T25 (KPI 2) % of referrals with a previous referral within 12 months	A	⬆️G
T26 (KPI 3) % of single assessments authorised within 45 working days	G	➔
T27 (KPI 4) % of single assessments closing with no further action	A	⬇️A
T28 (KPI 5) % of initial child protection conferences held within 15 days of a strategy discussion being initiated	A	⬇️A
T29 (KPI 6) % of children that became the subject of a Child Protection Plan for the second or subsequent time	A	⬇️A
T30 (KPI 7) Children who've been in care 2.5 yrs or more, and of those, who've been in the same placement for 2+ years / placed for adoption (%)	G	⬆️G
T31 (KPI 8) % Children in care with three or more placements in the previous 12 months	A	⬇️A
T32 (KPI 9) % of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16	G	⬆️G
T33 (KPI 10) % of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16	G	⬆️G
T34 (KPI 11) % of qualified social workers with caseloads above target	A	⬇️A
T35 (KPI 12) % of children placed more than 20 miles from their homes, outside LA boundary	G	⬆️G
T36 (KPI 13) % of stage 1 complaints responded to within 10 working days	G	➔
T37 (KPI 14) Stage 2 investigations as a % of stage 1 complaints received within the year to date	R	⬆️G
T38 (KPI 16) % of social worker vacancies	G	⬆️G
T39 (KPI 17) % of social worker posts filled with agency staff	G	⬇️A

Children's Social Care

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

**Adults, Communities & Wellbeing**

Performance Indicator		Latest Progress Status	Direction of Travel (LATEST)
Public Health	T76 Smoking quit rate at 4 weeks	Jan 22 - G	↑G
	T77 % of infants due a new birth visit that received a new birth visit within 14 days of birth	Dec 21 - G	↓
	T79 % of in-year eligible population offered an NHS Health Check	Jan 22 - R	↓R
	T80 % of in-year eligible population who received an NHS Health Check	Jan 22 - R	↑G
	T93 Breastfeeding rate at 6-8 weeks	Dec 21 - A	↑G
	T94 % of children who received a 6-8 week review by the time they were 8 weeks	Dec 21 - G	↑G
	T95 % mothers known to be smokers at the time of delivery	Quarter 3 - A	↑
	T96 % substance misuse clients waiting more than 3 weeks for their first intervention	Quarter 2 - Grey	→



**North Northamptonshire Council Performance Report - January 2022**

**Key to Performance Status Colours**

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

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

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

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

**Terminology key**

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

Appendix B

Legal & Democratic																																														
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Target	Comments																																	
<b>Human Resources</b>																																														
TBC	T19	Number of working days lost to sickness per employee (Short Term)	<table border="1"> <caption>Days lost per FTE</caption> <thead> <tr> <th>Month</th> <th>Short Term</th> <th>Long Term</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>0.19</td><td>0.36</td></tr> <tr><td>May</td><td>0.16</td><td>0.36</td></tr> <tr><td>Jun</td><td>0.23</td><td>0.43</td></tr> <tr><td>Jul</td><td>0.3</td><td>0.46</td></tr> <tr><td>Aug</td><td>0.28</td><td>0.56</td></tr> <tr><td>Sep</td><td>0.27</td><td>0.54</td></tr> <tr><td>Oct</td><td>0.34</td><td>0.57</td></tr> <tr><td>Nov</td><td>0.60</td><td>0.40</td></tr> <tr><td>Dec</td><td>0.58</td><td>0.38</td></tr> <tr><td>Jan</td><td>0.49</td><td>0.47</td></tr> </tbody> </table>	Month	Short Term	Long Term	Apr	0.19	0.36	May	0.16	0.36	Jun	0.23	0.43	Jul	0.3	0.46	Aug	0.28	0.56	Sep	0.27	0.54	Oct	0.34	0.57	Nov	0.60	0.40	Dec	0.58	0.38	Jan	0.49	0.47	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	n/a	3.02 days lost	0.58 days lost	0.49 days lost	↓ G	*LG Benchmark (Apr-Jan) split: 3.16 days lost short term and 4.5 days lost long term	There has been a decrease in ST sickness from December to January. The YTD sickness shows that we are lower than the benchmark so far in 2021/22 for short term sickness and higher than the benchmark for long term sickness. (Note:- the YTD sickness may total up slightly differently to the monthly sickness rates reported as monthly sickness is recorded on the 1st of following month, each month and the YTD sickness is calculated at the end of the year to date period. So for January the YTD sickness is recorded on the 1st March. This can therefore lead to slight discrepancies as sickness days will have been added retrospectively throughout the year.)
	Month	Short Term		Long Term																																										
Apr	0.19	0.36																																												
May	0.16	0.36																																												
Jun	0.23	0.43																																												
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Nov	0.60	0.40																																												
Dec	0.58	0.38																																												
Jan	0.49	0.47																																												
T20	Number of working days lost to sickness per employee (Long Term)	n/a	n/a	n/a	5.21 days lost	0.38 days lost	0.47 days lost	↑ R																																						
<b>Information Governance</b>																																														
TBC	T11	% of Freedom of Information Requests completed in 20 working days		93%	82.62%	82.22%	85.87%	84.16%	91.30%	93.33%	↑ G	85%	9 active requests as at 22/02. Performance has continued to improve with volume being lower than previous months. This shows that the processes in place work provided there is sufficient resource to back it up.																																	
TBC	T12	% Environmental Information Regulation Requests completed in 20 working days		93%	98.82%	99.07%	98.71%	98.98%	99.32%	100.00%	↑ G	85%	11 active requests as at 22/02. The IG team need to remain vigilant on performance as they will soon be taking on full responsibility for the processing of EIR requests which is an increase to their already high workload.																																	
TBC	T13	% Individual Rights Requests completed in 1 calendar month		81%	74.42%	92.68%	100.00%	85.00%	100.00%	66.67%	↓ R	90%	3 active requests as at 22/02. Lack of resource across supporting directorates impacted results this month. The team will continue to analyse their performance to ensure improvements can be made where applicable. Staff members within IG continue to receive training in this area which should enhance performance moving forward.																																	



Finance Services														
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
TBC	T14	% of invoices paid within 30 days	<p>Legend: ● Actual --Target --Trend</p>	n/a	91.80%	91.98%	97.82%	94.23%	97.69%	95.1%	↓	Higher is better	95%	<p>This calculation is based on the invoices paid within the month (rather than invoices received in the month). April data was inaccurate as the dates invoices were received were not available.</p> <p>Invoices not being paid within deadline is due to service users not completing goods receipts or invoice approvals within the required timescales. We will reiterate the correct process to the service users.</p>
					6697 out of 7295	8709 out of 9468	9932 out of 10153	28261 out of 29991	3261 out of 3338	2,923 out of 3,075				

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Revenues and Benefits</b>														
TBC	T15	% of Council Tax collected		96.41%	29.05% (Apr - Jun) 103.8% achieved of the target	56.79% (Apr-Sep) 101.4% achieved of the target	84.11% (Apr-Dec) 100.13% achieved of the target	93.1% (YTD) 99.04% achieved of the target	84.11% (YTD) 100.13% achieved of the target	93.1% (YTD) 99.04% achieved of the target	↓	Higher is better	94%	Dec 21 comment - This is slightly above target and will continue to be monitored. The direction of travel is calculated based on the actual performance achieved as a proportion of the target each month.
					£63,069,552.08	£123,531,775.70	£183,281,458.52	£202,916,527.22	£183,281,458.52	£202,916,527.22				
TBC	T16	% National Non Domestic Rates collected		97.93%	27.97% 99.9% achieved of the target	48.72% (Apr-Sep) 88.6% achieved of target	78.06% (Apr-Dec) 95.2% achieved of the target	87.03% 92.59% achieved of the target	78.06% (YTD) 95.2% achieved of the target	87.03% 92.59% achieved of the target	↓	Higher is better	94%	Dec 21 comment - Collection remains below the target due to affects of extended retail relief and uncertainty within the business sector. The direction of travel is calculated based on the actual performance achieved as a proportion of the target each month.
					£31,646,562.22	£65,922,739.58	£104,818,314.03	£116,929,260.37	£104,818,314.03	£116,929,260.37				
TBC	T17	Average time taken to process benefits & Council Tax Support Claims (days)		18 days	22.74 days 2827 claims	20.53 days 2306 claims	19.71 days 2062 claims	21.12 days 7803 claims	18.72 days 685 claims	20.65 days 608 claims	↑R	Lower is better	21 days	Dec 21 comment - Performance in month is exceeding target and remains on track for year, fluctuation is 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	6.61 days 14748 changes	6.66 days 12358 changes	6.02 days 11894 changes	6.39 days 42647 changes	4.33 days 3115 changes	5.83 days 3647 changes	↑R	Lower is better	9 days	Dec 21 comment - This remains within target.

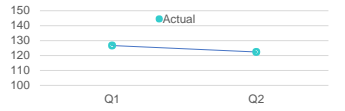
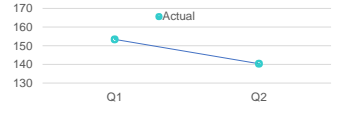
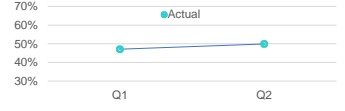
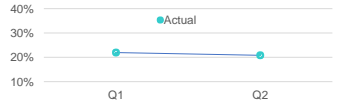

Transformation														
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Customer Services</b>														
TBC	T21a	% calls answered		93%	87.72%	80.70%	85.83%	77.75%	91.64%	87.53%	↓	Higher is better	90%	Performance was slightly under target for January however almost 6000 additional calls were answered in January compared to December. In addition some areas were short staffed at the beginning of the month due to vacancies and sickness.
					83637 out of 95345	88385 out of 109521	81298 out of 94717	283081 out of 364078	23850 out of 26026	29766 out of 34008				
TBC	T21b	Total number of calls received		n/a	118580	116773	94717	364078	26026	34008	↑	No polarity	No target - tracking indicator only	This row was added to show the total number of calls received by the council (as the above performance indicator excluded Corby Calls for April-July).
TBC	T22	Stage 1 complaints received		n/a	497	483	435	1528	116	113	↓G	Lower is better	No target - tracking indicator only	Complaint levels have remained consistent during the year so far with a wide variety of issues raised.
	T23	Stage 2 complaints received		n/a	28	18	30	84	8	8	→	Lower is better	No target - tracking indicator only	The number of cases reaching stage 2 remains low. This suggests that we are able to resolve issues effectively at stage 1.

**Place & Economy**

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Planning Services						Direction of Travel (December - January)	Polarity	Target	Comments
					Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22				
TBC	T1	% major planning applications processed in 13 weeks	<p>91% (Q1 2021/22 All English Authorities)</p>	95.0%	90.32%	96.0%	93.75%	100%	100%	➔	Higher is better	90%	Performance has returned to consistently excellent levels significantly above target.	
					19 out of 20	28 out of 31	24 out of 25	75 out of 80%	14 out of 14	4 out of 4				
TBC	T2	% minor planning applications processed in 8 weeks	<p>88% (Q1 2021/22 All English Authorities)</p>	87.76%	89.31%	80.95%	85.90%	88.10%	85.71%	⬇	Higher is better	85%	Staffing and recruitment of effective officers has been difficult resulting in performance dropping to match the target. This reflects national recruitment challenges across the profession.	
					86 out of 98	117 out of 131	102 out of 126	329 out of 383	37 out of 42	24 out of 28				
TBC	T3	% other planning applications processed in 8 weeks	<p>84% (Q1 2021/22 All English Authorities)</p>	93.27%	87.16%	89.74%	89.64%	91.28%	85.29%	⬇R	Higher is better	88%	Staffing and recruitment difficulties have resulted in performance dropping below the internal target. This remains a challenging target due to the volume of work and extreme variation in the scale of the proposals. We are exceeding the national benchmark.	
					388 out of 416	387 out of 444	341 out of 380	1203 out of 1342	136 out of 149	87 out of 102				

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Environmental Health</b>														
TBC	T4	% of food establishments in the area broadly compliant with food hygiene law		n/a	88.89% (Jun) 2841 out of 3196	91.76% (Sep) 2874 out of 3132	92.42% (Dec) 2888 out of 3125	93.01%	92.42%	93.01%	↑G	Higher is better	95%	This indicator is now improving towards the target as the food teams catch up with inspections in line with the Food Standards Agencies Covid 19 Recovery Roadmap.
TBC	T5	Number of establishments with Eat out Eat Well award		n/a	23 (Jun)	17 (Sep)	14 (Dec)	13	14	13	↓	No polarity	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 and eventually all of them will expire. The project needs a complete rebrand and restart now that we are North Northants. Funding is being secured in conjunction with colleagues in Public Health however, this is a significant undertaking so it will be next year before any progress can be made. YTD and Quarterly figures are latest position.
TBC	T6	Number of food & environmental samples taken		n/a	10	0	75	108	47	23	↓	No polarity	No target - tracking indicator only	Sampling has not been carried out during the pandemic but is now being resumed on a gradual basis. This is deemed a lower priority than statutory inspections and enforcement.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Highways</b>														
TBC	T54	Number of defects repaired in the network		n/a	5902	4312	5956	17674	1953	1504	↓	No Polarity	No target - tracking indicator only	
TBC	T55	Number of defects outstanding on the network		n/a	977 (June 2021)	881 (Sept 2021)	666 (Dec 2021)	n/a	666	622	↓	No Polarity	No target - tracking indicator only	
TBC	T56	Repairs made to the network that are either permanent or semi-permanent		n/a	99.20%	98.98%	99.32%	99.26%	100%	100%	→	Higher is better	95% to 97%	
<b>Place Directorate</b>														
TBC	T58	Out of work benefits claimants (Ex county Place directorate)		3.8% (Jan 2022)	4.8%	4.3%	3.7%	3.7%	3.7%	3.7%	→	Lower is better	No target - tracking indicator only	Snapshot volume each month. Benchmark is East Midlands.
					10240	9135	7835	7800	7835	7800				

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress	Quarter 2 Progress	Quarter 3 Progress	Year to Date	December 2021/22	January 2021/22	Direction of Travel (Q1 - Q2)	Polarity	Target	Comments
<b>Waste Services</b>														
TBC	T59	KG of Waste per head of population		n/a	126.7 kg	122.4 kg	TBD	249.06 kg (up to Q2)	n/a (reported quarterly)	n/a (reported quarterly)	↓G	Lower is better	n/a	Data verified to National Level 1 for Q1 on 19/11/21 & Q2 on 31/01/21. This indicator has stayed stable through the first six months of the year.
TBC	T93	Residual Household Waste per Household		n/a	153.41 kg	140.37 kg	TBD	293.78 kg (up to Q2)	n/a (reported quarterly)	n/a (reported quarterly)	↓G	Lower is better	n/a	Data verified to National Level 1 for Q1 on 19/11/21 & Q2 on 31/01/21. A very small reduction which is often seen over summer period due to more people being away in summer months.
TBC	T94	% Household Waste sent for reuse, recycling or composting		n/a	47.10%	49.90%	TBD	49.90%	n/a (reported quarterly)	n/a (reported quarterly)	↑G	Higher is better	n/a	Data verified to National Level 1 for Q1 on 19/11/21 & Q2 on 31/01/21. This indicator will be higher in the summer months due to seasonal variations in garden waste.
TBC	T95	Household Waste Arisings which have been sent for Recycling		n/a	21.95%	20.83%	TBD	21.34% (up to Q2)	n/a (reported quarterly)	n/a (reported quarterly)	↓R	Higher is better	n/a	Data verified to National Level 1 for Q1 on 19/11/21 & Q2 on 31/01/21. This indicator has stayed stable through the first six months of the year.
TBC	T96	Household Waste sent for composting or anaerobic digestion (Inc. food and garden waste)		n/a	24.78%	28.66%	TBD	27.61% (up to Q2)	n/a (reported quarterly)	n/a (reported quarterly)	↑G	Higher is better	n/a	Data verified to National Level 1 for Q1 on 19/11/21 & Q2 on 31/01/21. Seasonal garden waste tonnages will affect this indicator.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	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	8747.31	8616.33	29872.02	3125.14	3295.72	↑	No polarity	No target - tracking indicator only	January tonnages are always higher due to increased recyclable material over the Christmas period. Q2 data is now verified. This is a relatively stable waste stream, however performance is impacted by the level of contamination created by residents who put the wrong waste in the recycling bin. The Council continues to raise awareness and engage with residents to ensure that co-mingled recycling is clean and not contaminated by wet or dirty materials which affect the performance and presents significant financial risk to the Council when dealing with rejected loads of recyclable material.
TBC	T60b	Household kerbside collection: Tonnes of material collected through kerbside schemes - Food waste		n/a	990.28	986.16	975.96	3284.4	339.26	332	↓	No polarity	No target - tracking indicator only	Q2 data is now verified. Food waste is currently collected in East Northants and Corby. Factors that affect food waste performance include the level of multiple deprivation, and the availability of alternate capacity such as residual containers. The waste team intend to carry out awareness raising activity during 22/23 to increase participation in food waste collection. Removal of food waste from other waste streams, such as residual waste, is a key activity for effective waste collection systems, and requirements of The Environment Bill 2021 mean that food waste collections should be extended to all households from 2025.
TBC	T60c	Household kerbside collection: Tonnes of material collected through kerbside schemes - Garden waste		n/a	8387.75	8532.85	3789.60	21207.08	424.92	496.88	↑	No polarity	No target - tracking indicator only	Garden waste tonnages are affected by the greatest amount of seasonal variance and is not collected in Wellingborough during the period November to March. Yields for this material increase during Q1 and Q2 and drop off in the winter by approximately 60%. Arisings for garden waste are also affected by weather conditions, in dry years, the overall yield will be reduced.
TBC	T62	Household kerbside collection: Tonnes of material collected through residual waste service		n/a	17100.14	16532.04	Available approx. April	16532.04 (Q2 latest available)	16532.04 (Q2 latest available)	16532.04 (Q2 latest available)	↓G	Lower is better	No target tracking purposes only	Q3 data will be available approximately April 2022.
TBC	T64a	Fly tipping: number of fly tips reported		n/a	1022	1132	Available approx. April	1132 (Q2 latest available)	1132 (Q2 latest available)	1132 (Q2 latest available)	↑R	Lower is better	No target tracking purposes only	Q3 data will be available approximately April 2022.
TBC	T64b	Fly tipping: number of fly tips investigated		n/a	465	367	Available approx. April	367 (Q2 latest available)	367 (Q2 latest available)	367 (Q2 latest available)	n/a	No polarity	No target tracking purposes only	Q3 data will be available approximately April 2022. No of investigations is dependant on evidence being found in the waste and an alleged offender being identified
TBC	T65	Percentage of waste treated (residual kerbside waste, HWRC, wood)		n/a	90.95%	91.48%	93.12%	91.90%	93.60%	92.60%	↓	No polarity	No target tracking purposes only	While the quantity of waste can fluctuate, the percentage of waste treated is relatively stable, being managed through contract requirements.
TBC	T66	Percentage of waste re-used, recycled, composted from HWRC sites		43.2%	40.01%	42.49%	39.34%	40.18%	35.36%	34.30%	↓	Higher is better	No target tracking purposes only	Quality and quantity of waste that can be reused, recycled or composted is subject to variation throughout the year. Lower visitor numbers in winter months means a reduction in total waste and therefore reduction of percentage waste reused, recycled or composted. There is also no guarantee that the quality of waste being brought to the Household Recycling Centres (HWRC) is fit for reuse or recycling, therefore these can see monthly variations. Compost tonnages is the area most affected by seasonal variance so yields for this material drop off in the winter.



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)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Learning, Skills &amp; Education</b>														
TBC	T44 (LS3a)	% of primary schools judged as good or outstanding by Ofsted		85%	73% (Jun)	73% (Sep)	74.8% (Dec)	75.7%	74.8%	75.7%	↑G	Higher is better	88%	There is a minor change in the proportion of primary schools that are judged as good or outstanding by Ofsted this month, up to 75.7% from 74.8% as at the end of December, this is an increase of 1 primary school. Of the 111 primary schools in the authority area, 84 are rated either good or outstanding in their latest inspection (as of 31st January 2022)
TBC	T45 (LS4a)	% of secondary schools judged as good or outstanding by Ofsted		71%	70% (Jun)	70% (Sep)	80% (Dec)	80%	80%	80%	→	Higher is better	65%	There is no change in the proportion of secondary schools that are judged as good or outstanding by Ofsted this month. Of the 20 secondary schools in the authority area, 16 are rated either good or outstanding in their latest inspection (as of 31st January 2022)
TBC	T46 (LS11f)	Current number of home educated children		n/a	607 (Jun)	600 (Sep)	631 (Dec)	661	631	661	↑	No polarity	No target - tracking indicator only	The number of children who are electively home educated at the end of January was 661, this is an increase of 30 children from the position at the end of December and an increase from the 604 recorded at the start of the academic year.
TBC	T47 (NI 114)	Number of permanent exclusions from school - Total		35	15	7	27	36	7	6	↓	Lower is better	No target - tracking indicator only	YTD = Academic Year to Date (i.e. September to July). The number of permanent exclusions was 6 in January, a reduction from the 7 in December and 18 recorded in November. Exclusions are impacted by a range of factors within schools and the local authority, as well as seasonal trends which result in higher levels of exclusions at certain times of the year. Covid restrictions also have an impact on schools and pupils.
TBC	T48 (New2)	Number of looked after children without a school place / missing education		n/a	21 (Jun)	7 (Sep)	7 (Dec)	9	7	9	↑R	Lower is better	No target - tracking indicator only	There are currently 9 children in care without a school place or missing from education as of 31st January. This is an increase of 2 from the position on 21st December.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Quarter 3 Progress (Apr - Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	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		n/a	88% (Jun)	84% (Sep)	98% (Dec)	n/a	98% (1145)	98% (543)	➔	Higher is better	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.
TBC	T25 (KPI 2)	% of referrals with a previous referral within 12 months		n/a	34%	34%	35%	36%	36% (984)	35% (580)	⬆️G	Lower is better	29% (Tolerance 25% - 40%)	
TBC	T26 (KPI 3)	% of single assessments authorised within 45 working days		n/a	98%	98%	98%	98%	97% (581)	97% (770)	➔	Higher is better	85% (Tolerance 85% - 95%)	
TBC	T27 (KPI 4)	% of single assessments closing with no further action		n/a	35%	40%	40%	40%	37% (581)	39% (770)	⬇️A	Lower is better	35% (Tolerance 30% - 50%)	
TBC	T28 (KPI 5)	% of initial child protection conferences held within 15 days of a strategy discussion being initiated		79.8%	77%	81%	81%	81%	95% (63)	73% (62)	⬇️A	Higher is better	81% (Tolerance 66% - 86%)	

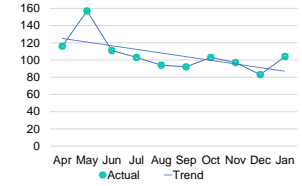
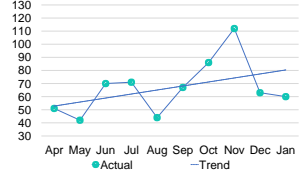
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Quarter 3 Progress (Apr - Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments																																	
<b>Children's Trust - continued (Please note that this data is for the whole of Northamptonshire and not just the North)</b>																																															
TBC	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>15%</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>48%</td><td>20%</td></tr> <tr><td>Sep</td><td>35%</td><td>20%</td></tr> <tr><td>Oct</td><td>15%</td><td>20%</td></tr> <tr><td>Nov</td><td>22%</td><td>20%</td></tr> <tr><td>Dec</td><td>15%</td><td>20%</td></tr> <tr><td>Jan</td><td>32%</td><td>20%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	15%	20%	May	20%	20%	Jun	35%	20%	Jul	32%	20%	Aug	48%	20%	Sep	35%	20%	Oct	15%	20%	Nov	22%	20%	Dec	15%	20%	Jan	32%	20%	18%	22%	29%	26%	26%	15% (53)	33% (49)	↓ A	Lower is better	20% (Tolerance 15% - 35%)	This has been variable and on occasions too high. 16 of the 49 plans starting in January are children who had been on a plan before (9 families). 3 families ended plans within the last year, 2 within 2 years, and 4 ended 3+ years ago. Whilst a review of individual 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	15%	20%																																													
May	20%	20%																																													
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Dec	15%	20%																																													
Jan	32%	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> <tr><td>Nov</td><td>71%</td><td>66%</td></tr> <tr><td>Dec</td><td>72%</td><td>66%</td></tr> <tr><td>Jan</td><td>73%</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%	Nov	71%	66%	Dec	72%	66%	Jan	73%	66%	67%	65% (Jun)	68% (Sep)	72% (Dec)	72%	72% (439)	73% (443)	↑ G	Higher is better	66% (Tolerance 56% - 70%)	
Month	Actual	Target																																													
Apr	63%	66%																																													
May	65%	66%																																													
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Dec	72%	66%																																													
Jan	73%	66%																																													
TBC	T31 (KPI 8)	% Children in care with three of more placements in the previous 12 months	<table border="1"> <caption>Data for KPI 8</caption> <thead> <tr><th>Month</th><th>Actual</th><th>Target</th></tr> </thead> <tbody> <tr><td>Apr</td><td>9.2%</td><td>10%</td></tr> <tr><td>May</td><td>9.2%</td><td>10%</td></tr> <tr><td>Jun</td><td>9.5%</td><td>10%</td></tr> <tr><td>Jul</td><td>9.5%</td><td>10%</td></tr> <tr><td>Aug</td><td>9.8%</td><td>10%</td></tr> <tr><td>Sep</td><td>9.8%</td><td>10%</td></tr> <tr><td>Oct</td><td>11.2%</td><td>10%</td></tr> <tr><td>Nov</td><td>11.2%</td><td>10%</td></tr> <tr><td>Dec</td><td>11.8%</td><td>10%</td></tr> <tr><td>Jan</td><td>12.7%</td><td>10%</td></tr> </tbody> </table>	Month	Actual	Target	Apr	9.2%	10%	May	9.2%	10%	Jun	9.5%	10%	Jul	9.5%	10%	Aug	9.8%	10%	Sep	9.8%	10%	Oct	11.2%	10%	Nov	11.2%	10%	Dec	11.8%	10%	Jan	12.7%	10%	11%	9% (Jun)	10% (Sep)	12% (Dec)	13%	11.8% (1,179)	12.7% (1,174)	↓ A	Lower is better	10% (Tolerance 5% - 15%)	
Month	Actual	Target																																													
Apr	9.2%	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)	Quarter 3 Progress (Apr - Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	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%	61%	62%	68% (66)	73% (83)	↑G	Higher is better	55% (Tolerance 50% - 60%)	
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%	91% (66)	92%	91% (66)	95% (83)	↑G	Higher is better	90% (Tolerance 85% - 95%)	
TBC	T34 (KPI 11)	% of qualified social workers with caseloads above target		n/a	14.4% (Jun)	11.5% (Sep)	15.3% (Dec)	16%	15.3%	15.8%	↓A	Lower is better	12% (Tolerance 10% - 20%)	
TBC	T35 (KPI 12)	% of children placed more than 20 miles from their homes, outside LA boundary		21%	19%	19%	19%	18%	19% (1,179)	18% (1,174)	↑G	Lower is better	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)	Quarter 3 Progress (Apr - Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	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	78% (Jun)	57% (Sep)	50% (Dec)	n/a	50%	50%	➔	Higher is better	50% (Tolerance 30% - 60%)	
TBC	T37 (KPI 14)	Stage 2 investigations as a % of stage 1 complaints received within the year to date		n/a	69% (Jun)	40% (Sep)	51% (Dec)	n/a	51%	51%	↑G	Lower is better	30% (Tolerance 15% - 45%)	Based on 23 stage 2 received and pursued in year (April to Dec) & 45 pursued statutory complaints. There were no new statutory complaints escalated in Jan 22. This is an indicator that needs further consideration. Some of the stage 2 investigations refer to concerns that had been raised some time in the past and are going through the complaints stages.
TBC	T38 (KPI 16)	% of social worker vacancies		n/a	18% (Jun)	21.9% (Sep)	22.5% (Dec)	19.7%	22.5%	19.7%	↑G	Lower is better	20% (Tolerance 16% - 26%)	The number of social work vacancies has decreased by 2.8% since last month.
TBC	T39 (KPI 17)	% of social worker posts filled with agency staff		n/a	18.5% (Jun)	15.4% (Sep)	16.6% (Dec)	17.9%	16.6%	17.9%	↓A	Lower is better	18% (Tolerance 16% - 26%)	

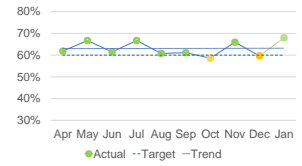
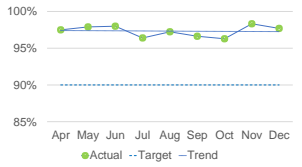
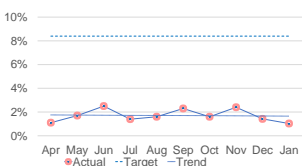
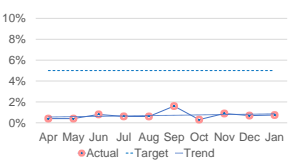
**Adults, Communities & Wellbeing**

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Housing</b>														
TBC	T7a	Number of households whose homelessness was prevented		n/a	68	61	57	198	23	12	↓	No polarity	No target - tracking indicator only	Performance has fluctuated between months when looking at year to date figures. This reflects the difficulties the Housing Options team are having trying to secure accommodation solutions, particularly in the private sector.
TBC	T7b	Number of households whose homelessness was relieved		n/a	85	72	83	262	34	22	↓	No polarity	No target - tracking indicator only	
TBC	T8	Number of rough sleepers (single night snapshot figure)		12	18 (Jun 2021)	25 (Sep 2021)	4 (Dec 2021)	10 (Jan 2022)	4	10	↑R	Lower is better	9	This data is the latest single night snapshot figure taken each month. January has seen a rise in the number of rough sleepers with a high percentage being new to rough sleeping. The team have worked hard to ensure there is a clear plan of action for each case and are being supported to move on or have already been accommodated.
<b>Communities</b>														
TBC	T10	Number of Anti Social Behaviour incidents reported per quarter		n/a	102	493	253	946	91	98	↑	No polarity	No target - tracking indicator only	See split by area: Corby - 21 East Northamptonshire - 23 Kettering - 17 Wellingborough - 37

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Adult Social Care - Assessment Teams</b>														
TBC	T67	Total number of people allocated to each team		n/a	5584 (Jun)	5248 (Sep)	5488 (Dec)	5531	5488	5531	↑	Lower is better	No target - tracking indicator only	Year to date method is latest snapshot.
TBC	T68	Number of unscheduled review requests		n/a	384	289	283	1060	83	104	↑R	Lower is better	No target - tracking indicator only	The figures for Q1 and Q2 have changed slightly as these were reported incorrectly last month. While this is an increase since Decembers figure, January remains below the monthly average of 106.
<b>Adult Social Care - Short and Long Term (SALT) Services - Hospital</b>														
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr - Jun)	Quarter 2 Progress (Apr - Sep)	Quarter 3 Progress (Apr - Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
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 (short term support to maximise independence) (i.e. reablement)		n/a	37%	41%	39%	39%	39%	39%	→	Higher is better	No target - tracking indicator only	Monthly figures are latest year to date The lag in data from the demand in hospitals "in Month" will reflect in the transfer to long term services after an assessment outside of hospital. The average time from discharged to Permanent service is 60 days, therefore the December / January surge will not reflect until March / April / May. Volume related to requests for services where route of access was discharge from hospital.
					146	290	379	418	379	418				
<b>Adult Social Care - Safeguarding</b>														
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
TBC	T70	Number of new concerns received		n/a	607	702	804	2336	243	223	↓G	Lower is better	No target - tracking indicator only	Please note historical figures often retrospectively increase slightly due to input delay.
TBC	T71	New concerns determined to be enquiries (both s42 and other) *(A S42 enquiry must take place if there is reason to believe that abuse or neglect is taking place)		n/a	163	182	261	666	63	60	↓	No polarity	No target - tracking indicator only	This is not a productivity measure as such it just shows the volume of potential enquiries. If a concern is determined to be an enquiry then that means there will be more work as a result. 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. Please note that historical figures often retrospectively increase slightly due to input delay.

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Adult Social Care - Deprivation of Liberty Safeguards (DoLS)</b>														
TBC	T72	Open cases (No date restriction)		n/a	2023 (Jun)	1970 (Sep)	1831 (Dec)	1879	1831	1879	↑	Lower is better	No target - tracking indicator only	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 (Jun)	638 (Sep)	400 (Dec)	396	400	396	↓G	Lower is better	No target - tracking indicator only	There continues to be reduction in the number of open cases throughout therapy services. We are maintaining a 12 week waiting list despite sickness absence within the team. 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	489.28	527.38	489.28	527.38	↑	No polarity	No target - tracking indicator only	This is a cumulative total. Whilst we always want to avoid admissions to care homes this will always increase since care home admission is the right move for some people.
TBC	T75	Delaying and reducing the need for care and support		84.60%	59.9%	59.8%	60.1%	59.2%	60.1%	59.2%	↓	Higher is better	No target - tracking indicator only	This is a cumulative total and reflects the proportion of people going into short term services, rather than into long term care.



Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Public Health</b>														
TBC	T76	Smoking quit rate at 4 weeks		n/a	61.5% (Jun 2021)	61.1% (Sep 2021)	59.7% (Dec 2021)	33.7% (Jan 2022)	59.7% (Dec 2021)	68% (Jan 2022)	↑G	Higher is better	60%	Q3 figure is still above the target. (Reported monthly only so latest value is reported at each quarter and YTD)
TBC	T77	% of infants due a new birth visit that received a new birth visit within 14 days of birth		86.8%	97.8%	96.8%	97.50%	97.3% (YTD to Dec 21)	97.70%	TBD	↓ (Nov 21 to Dec 21)	Higher is better	90%	This indicator represents the whole of Northamptonshire, 2021-22 data not available at a North Unitary level. January 2022 data will be available in March's report.
TBC	T79	% of in-year eligible population offered an NHS Health Check		1.5%	2.5% (Jun 2021)	2.3% (Sep 2021)	1.42% (Dec 2021)	1.03% (Jan 2022)	1.42% (Dec 2021)	1.03% (Jan 2022)	↓R	Higher is better	8.4% (100% annual target)	Health check activities are calculated based on the location of the GP surgery that the patient is registered with, rather than the residence of this patient. Some patients may be residents of West Northants but registered to a GP in North Northants. These patients are included in the North rather than West.
TBC	T80	% of in-year eligible population who received an NHS Health Check		0.6%	0.8% (Jun 2021)	1.6% (Sep 2021)	0.69% (Dec 2021)	0.74% (Jan 2022)	0.69% (Dec 2021)	0.74% (Jan 2022)	↑G	Higher is better	5% (60% annual target)	GPs are still very much recovering and capacity to deliver NHS Health Checks in practices is still limited, considering the winter pressures and the backlog from the 1st and 2nd wave that GPs have to focus on. Compared with national figures, we are much in line with national performance. Benchmark is England Q1 2021/22. (Reported monthly only so latest value is reported at each quarter and YTD)

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 Progress (Apr, May, Jun)	Quarter 2 Progress (Jul, Aug, Sep)	Quarter 3 Progress (Oct, Nov, Dec)	Year to Date	December 2021/22	January 2021/22	Direction of Travel (December - January)	Polarity	Target	Comments
<b>Public Health (continued)</b>														
TBC	T93	Breastfeeding rate at 6-8 weeks			53.2%	54.7%	55.3%	54.4%	54.6%	TBD	G (Nov 2021 to Dec 2021)	Higher is better	55%	This indicator represents the whole of Northamptonshire, 2021-22 data not available at a North Unitary level. January 2022 data will be available in March's report.
TBC	T94	% of children who received a 6-8 week view by the time they were 8 weeks			98.1%	98.0%	98.65%	98.2%	98.6%	TBD	G (Nov 2021 to Dec 2021)	Higher is better	90%	This indicator represents the whole of Northamptonshire, 2021-22 data not available at a North Unitary level. January 2022 data will be available in March's report.
TBC	T95	% mothers known to be smokers at the time of delivery			11.9%	11.0%	11.2%	11.8%	n/a	n/a	(Q2 to Q3)	Lower is better	11%	This indicator represents the whole of Northamptonshire. Q4 figure will be available in April's report.
TBC	T96	% substance misuse clients waiting more than 3 weeks for their first intervention			0%	0%	TBD	TBD	n/a	n/a	(Q1 to Q2)	Lower is better	TBD	This indicator represents the whole of Northamptonshire. National target will be set up in April 2024. Q3 data is still not available from NDTMS.

## SCRUTINY COMMISSION 29 MARCH 2022

<b>Report Title</b>	<b>Proposed Corporate Plan Performance Indicator Set 2022/23</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** – Proposed Corporate Plan Performance Indicator Set 2022/23

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

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

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- 1.1. To provide members of the Scrutiny Commission with the opportunity to review and provide feedback to the Executive on the proposed Corporate Plan Performance Indicator Set for 2022/23.

#### **2. Executive Summary**

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- 2.1 It is considered good practice for local authorities to have a set of publicly reported performance indicators that show how they are performing against key areas.
- 2.2 The performance indicators that North Northamptonshire Council has measured and reported on during 2021/22 represent an amalgamation of the common indicators that were measured by the local councils prior to the creation of the new unitary council.
- 2.3 It is important that the performance indicators the Council routinely publishes in public are relevant, timely and accurate. It is quite normal for a council to have a public set of data that it reports to show progress against its priorities, supported by an internal set of data that it uses for management purposes.
- 2.4 Following the adoption of the Council's Corporate Plan, service areas have been working to identify performance indicators that will help measure how the Council is performing against its key commitments outlined within the adopted Corporate Plan.

- 2.5 As part of this piece of work, the existing set of performance indicators has been reviewed against the key commitments outlined within the Corporate Plan to identify:
- a. Indicators that are considered relevant and to be retained in the future Corporate Plan Indicator Set.
  - b. Indicators that are no longer relevant and, therefore, not proposed for retention.
  - c. The need for new indicators to help better measure the delivery of the Corporate Plan, especially where there are perceived gaps.
- 2.6 Based on the above piece of work, it is proposed that many of the performance indicators that have been measured and reported during 2021/22 will remain within the Corporate Plan Indicator Set for 2022/23 as they are still considered relevant.
- 2.7 Where gaps have been identified, or where there has been a clear business need, new indicators have been proposed. These existing and new indicators proposed for inclusion within the Corporate Plan Indicator Set have been provided as **Appendix A** to this report.
- 2.8 Some of the indicators that have been reported on over the last year do not directly measure the performance of the Council's key commitments. Some have been superseded by proposed new indicators. Where these factors are the case, the measures have not been included within the proposed Corporate Plan Indicator Set for 2022/23. Many of these, however, will be retained as internal performance indicators and will continue to be measured by the Council, particularly where they provide useful management information.
- 2.9 The indicators that have been reported during 2021/22 that are not proposed for inclusion within the Corporate Plan Indicator Set are provided as **Appendix B**. An explanation of why they are not proposed for inclusion has been provided.
- 2.10 Members should be mindful that performance indicators are just one of the tools the Council can use to measure and understand achievement of its Corporate Plan key commitments. Information such as financial performance, project delivery outcomes, customer feedback, committee reports, audit reports, external assessment, along with Members' own experience of the reality of services, all play a vital role in forming this judgement.
- 2.11 The Scrutiny Commission is invited to provide feedback to the Executive on the proposed Corporate Plan Performance Indicator Set for 2022/23.

### **3. Recommendations**

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- 3.1 It is recommended that the Scrutiny Commission notes the proposed Corporate Plan Indicator Set for 2022/23 and provides feedback to the Executive, as appropriate.

## 4. Report Background

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- 4.1 There are a number of factors that should be considered when developing performance indicators. They should be relevant, specific, measurable and be collectable in a timely fashion. It is inevitable that not all activities will lend themselves to being measured by performance indicators. They should also be seen as just one of the tools that can be used to help form a judgement about the performance of the Council and its services.
- 4.2 This report sets out a new proposed set of indicators for the Council that aims to improve the measurement of the delivery of the Corporate Plan against its key commitments. A range of additional information is available to help Members understand the progress that is being made in this area.
- 4.3 **Appendix A** outlines the proposed Corporate Plan Indicator Set for 2022/23. It includes both the existing indicators to be retained and the new measures to be added. For ease, information about whether the indicator is new or existing has been included within the table. The name of the indicator, the key commitment it supports, the service owner and target information have also been provided along with a provisional reference number to aid reference during the debate.
- 4.4 **Appendix B** outlines the existing performance indicators that are not proposed for inclusion within the Corporate Plan Indicator Set moving forward. The name of the indicator alongside a justification of why it no longer features has been provided. Members may wish to note that many of the indicators that will not be included within the Corporate Plan Indicator Set will be maintained as internal indicators which can be used for management purposes.
- 4.5 It is important that the public facing Corporate Plan indicators only include those that are most proximate to measuring the Corporate Plan key commitments. There is a danger that if this distinction is not made, then the suite of data reported in public becomes unwieldy and difficult to manage.
- 4.6 Members should be mindful that there will still be areas that require further development. Indicators that show the Council's progress around 'Green, sustainable communities' and 'Connected communities' are two areas that will lend themselves well to further development work.
- 4.7 The availability of accurate, timely and relevant information about the performance of services is good practice. It enables operational and policy decisions to be made, and it informs healthy debate and scrutiny of services.
- 4.8 Performance monitoring at North Northamptonshire Council will continue to be developed. Development activities include:
- Working with service areas to ensure that they are aware of, and using, performance data to understand and improve services.
  - Developing and embedding the suite of indicators that are measured to ensure that they reflect the Council's vision, values, key commitments and priorities – those areas that matter the most to the Council.
  - Ensuring we have comparable benchmark data enabling the Council to better understand and enhance its performance moving forward.

- Utilise data to build up insights as to what is happening and also likely to happen in the future. Members may hear this approach being referred to as 'data intelligent'. The aim, in relevant cases, is to predict what may happen in the future and take pre-emptive action. There are clearly significant benefits to this approach.
- The way performance data are presented will continue to be monitored to ensure information is reported in the most effective way.

4.9 Members of the Scrutiny Commission have already made some valuable comments about the performance indicators. For example, the need to improve the key that explains how to interpret performance data. Officers are working to take on board this feedback and the performance reports should be considered as work in progress at this stage.

4.10 Executive Members have been consulted with on the proposed Corporate Plan Indicators Set for 2022/23 and, in many cases, have contributed to its content.

4.11 Feedback from Scrutiny Members forms a valuable and important part of the process of shaping the Council's future approach. Feedback provided by members of the Scrutiny Commission will be included within a report to Executive that proposes the new Corporate Plan Indicator Set for 2022/23.

## **5. Issues and Choices**

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5.1 Choices have had to be made about which indicators to retain in the proposed new indicator set, and which ones to remove. The justification for the choices made have been set out in the appendices.

5.2 The Council could choose not to measure performance indicators. Some councils do very little routine performance measurement. North Northamptonshire Council has set out, in its Corporate Plan, a priority for developing best practice approaches for performance management. The Council is keen to do all it can to make accurate performance data routinely available to support both policy and operational decision-making.

## **6. 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 is performing. The scarcity of resources inevitably means there is a trade-off between performance and affordability. The goal is to ensure that efficiency, economy and effectiveness are maximised within realistic parameters.

### **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 counterproductive. Robust scrutiny and challenge are considered to be healthy features 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 were used to help guide the development of the revised set of Corporate Plan performance indicators for 2022/23.

### **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. The Council is working hard to develop further indicators and targets for reducing its negative impact on climate change and welcomes any feedback from Members on this area.

### **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 [Corporate Plan](#) adopted by Full Council at their meeting on the 9<sup>th</sup> December 2021.

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**New Corporate Performance Indicators Proposal - For Reporting in 2022/23**

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or Existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Adults, Communities & Wellbeing	Adult Social Care	AFL01	Total number of people allocated to each team	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Adult Social Care	AFL02	Number of unscheduled review requests	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Adult Social Care	AFL03	Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, that had a sequel of ST-MAX (i.e. reablement)	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Adult Social Care	AFL04	Number of new concerns received	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Adult Social Care	AFL05	New concerns determined to be enquiries (both s42 and other)	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Adult Social Care	AFL06	Open cases (No date restriction)	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Adult Social Care	AFL07	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people)	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Adult Social Care	AFL08	Delaying and reducing the need for care and support	Active, fulfilled lives	Existing	2021-22 will be used as a baseline to set benchmarks for 2022-23
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	AFL09	Number of physical and virtual visits to libraries	Active, fulfilled lives	New	226,000
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	AFL10	Number of participants in the Summer Reading Challenge	Active, fulfilled lives	New	3,150
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	AFL11	Net promoter score % - Leisure	Active, fulfilled lives	New	To be determined
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL12	Number of people sleeping rough on a single night	Active, fulfilled lives	Existing	9
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL13	Number of households whose homelessness was prevented	Active, fulfilled lives	Existing	320
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL14	Number of households whose homelessness was relieved	Active, fulfilled lives	Existing	310
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL15	Total number of homeless approaches	Active, fulfilled lives	New	N/A - monitoring levels of demand only
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL16	Number of households accepted as owed the main housing duty	Active, fulfilled lives	New	N/A - monitoring levels only
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL17	Total number of households living in temporary accommodation	Active, fulfilled lives	New	200
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL18	Number of households with family commitments* living in bed and breakfast accommodation	Active, fulfilled lives	New	0
Adults, Communities & Wellbeing	Housing & Communities - Housing Options	AFL19	Number of rough sleepers rehoused into accommodation for 6 months or more	Active, fulfilled lives	New	60
Adults, Communities & Wellbeing	Public Health	AFL20	% of in-year eligible population offered an NHS Health Check	Active, fulfilled lives	Existing	100%
Adults, Communities & Wellbeing	Public Health	AFL21	% of in-year eligible population who received an NHS Health Check	Active, fulfilled lives	Existing	60%
Adults, Communities & Wellbeing	Public Health	AFL22	% Smoking quit rate at 4 weeks	Active, fulfilled lives	Existing	to be set up by consultant and service lead
Adults, Communities & Wellbeing	Public Health	AFL23	% substance misuse clients waiting more than 3 weeks for their first intervention	Active, fulfilled lives	Existing	national target will be available in April 2024

## New Corporate Performance Indicators Proposal - For Reporting in 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or Existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Adults, Communities & Wellbeing	Public Health	BBF01	Breastfeeding rate at 6-8 weeks	Better, brighter futures	Existing	55%
Adults, Communities & Wellbeing	Public Health	BBF02	% of infants due a new birth visit that received a new birth visit within 14 days of birth	Better, brighter futures	Existing	Not yet set. (2021-22 target: 90%)
Adults, Communities & Wellbeing	Public Health	BBF03	% of children who received a 6-8 week review by the time they were 8 weeks	Better, brighter futures	Existing	Not yet set. (2021-22 target: 90%)
Adults, Communities & Wellbeing	Public Health	BBF04	% mothers known to be smokers at the time of delivery	Better, brighter futures	Existing	11%
Children's Services	Children's Services	BBF05	% of referrals with a previous referral within 12 months	Better, brighter futures	Existing	target as 2021-22 (29%) until reviewed as part of the contract review process
Children's Services	Children's Services	BBF06	% of single assessments authorised within 45 working days	Better, brighter futures	Existing	target as 2021-22 (85%) until reviewed as part of the contract review process
Children's Services	Children's Services	BBF07	% Children in care with three or more placements in the previous 12 months	Better, brighter futures	Existing	target as 2021-22 (10%) until reviewed as part of the contract review process
Children's Services	Children's Services	BBF08	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16	Better, brighter futures	Existing	target as 2021-22 (55%) until reviewed as part of the contract review process
Children's Services	Children's Services	BBF09	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16	Better, brighter futures	Existing	target as 2021-22 (90%) until reviewed as part of the contract review process
Children's Services	Children's Services	BBF10	% of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted	Better, brighter futures	Existing	target as 2021-22 (72%) until reviewed as part of the contract review process
Children's Services	Education	BBF11	Percentage of all Early Years Settings judged as Good or Outstanding by Ofsted	Better, brighter futures	Existing	No target set
Children's Services	Education	BBF12	Percentage of primary schools judged as good or outstanding by Ofsted	Better, brighter futures	Existing	Existing target (2021-22): 88%
Children's Services	Education	BBF13	Percentage of secondary schools judged as good or outstanding by Ofsted	Better, brighter futures	Existing	Existing target (2021-22): 65%
Children's Services	Education	BBF14	Number of schools rated inadequate by Ofsted	Better, brighter futures	Existing	No target set
Children's Services	Education	BBF15	Rate of suspensions in primary aged pupils	Better, brighter futures	Existing	Existing target (2021-22): 0%
Children's Services	Education	BBF16	Rate of suspensions in secondary aged pupils	Better, brighter futures	Existing	Existing target (2021-22): 0%
Children's Services	Education	BBF17	Rate of Permanent exclusions from school - Total	Better, brighter futures	Existing	Existing target (2021-22): 0%
Children's Services	Education	BBF18	% of EHC plans issued within 20 weeks (excluding exceptions)	Better, brighter futures	Existing	Existing target (2021-22): 95%
Children's Services	Education	BBF19	Percentage of school age CiC who had a PEP in the previous academic term.	Better, brighter futures	Existing	Existing target (2021-22): 95%
Children's Services	Education	BBF20	State Schools Admissions - percentage of young people getting 1st, 2nd or 3rd preference for primary applications	Better, brighter futures	Existing	Existing target (2021-22): 97%
Children's Services	Education	BBF21	State Schools Admissions - percentage of young people getting 1st, 2nd or 3rd preference for secondary applications	Better, brighter futures	Existing	Existing target (2021-22): 97%
Children's Services	Education	BBF22	Number of children without a school place	Better, brighter futures	Existing	Existing target (2021-22): 97%
Children's Services	Education	BBF23	Percentage of children achieving a good level of Development in the Early Years Foundation Stage Profile	Better, brighter futures	Existing	Existing target (2021-22): 72%
Children's Services	Education	BBF24	Percentage of children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2	Better, brighter futures	Existing	Existing target (2021-22): 62%
Children's Services	Education	BBF25	Percentage of children achieving grade 9-4 in English & maths (previously A*-C)	Better, brighter futures	Existing	Existing target (2021-22): 64%
Children's Services	Education	BBF26	Percentage attainment gap for disadvantaged children**	Better, brighter futures	Existing	No target set
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	CNC01	Number of Strategic Grant Agreements targets delivered	Connected communities	New	22-23 is a baseline year to set future targets.
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	CNC02	Total amount of funding released via small discretionary grants into organisations	Connected communities	New	100%
Legal & Democratic	Registrations and Coroners	CNC03	Deaths registered within 5 working days	Connected communities	New	80%
Legal & Democratic	Registrations and Coroners	CNC04	Births registered within 42 days	Connected communities	New	90%

## New Corporate Performance Indicators Proposal - For Reporting in 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or Existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Place & Economy	Growth & Regeneration - Economic Development	GSE01	Number of E-Scooter trips	Greener, sustainable environment	New	Dependent on outcome of end of trial period in March 2022.
Place & Economy	Growth & Regeneration - Economic Development	GSE02	Number of E-Scooter users	Greener, sustainable environment	New	Dependent on outcome of end of trial period in March 2022.
Place & Economy	Growth & Regeneration - Economic Development	GSE03	Co2 saving from E-Scooters	Greener, sustainable environment	New	Dependent on outcome of end of trial period in March 2022.
Place & Economy	Growth & Regeneration - Economic Development	GSE04	Number of electric vehicle charging points publically available	Greener, sustainable environment	New	Increase in numbers
Place & Economy	Growth & Regeneration - Economic Development	GSE05	Number of electric vehicles per charge point	Greener, sustainable environment	New	Increase in numbers
Place & Economy	Highways & Waste	GSE06	Flytipping: number of fly tips reported	Greener, sustainable environment	Existing	No target - Fly tipping is a criminal offence and not appropriate for a target based approach.
Place & Economy	Highways & Waste	GSE07	Percentage of waste diverted from landfill	Greener, sustainable environment	Existing	87%
Finance Services	Finance Strategy & Accountancy	MPS01	% invoices paid within 30 days	Modern public services	Existing	95% (subject to change following SLA review, but unlikely)
Finance Services	Procurement	MPS02	% of actual spend with local suppliers where economically justifiable.	Modern public services	New	For information only - the procurement team cannot influence which suppliers staff choose to use.
Finance Services	Procurement	MPS03	% count of local suppliers where economically justifiable.	Modern public services	New	For information only - the procurement team cannot influence which suppliers staff choose to use.
Finance Services	Revenues & Benefits	MPS04	% of business rates collected in the year debit raised	Modern public services	Existing	Annual target of 98.5%, monthly breakdowns given
Finance Services	Revenues & Benefits	MPS05	% of council tax collected in the year debit raised	Modern public services	Existing	Annual target of 98.5%, monthly breakdowns given
Legal & Democratic	Human Resources	MPS06	Average number of working days lost per FTE employee (short term)	Modern public services	Existing	3.8 days lost (LG single tier national average)
Legal & Democratic	Human Resources	MPS07	Average number of working days lost per FTE employee (long term)	Modern public services	Existing	5.4 days lost (LG single tier national average)
Legal & Democratic	Human Resources	MPS08	HEADCOUNT AND FTE (total figures split by directorate)	Modern public services	New	N/A
Legal & Democratic	Human Resources	MPS09	VACANCY LEVELS (Total number of vacancies split by directorate)	Modern public services	New	N/A
Legal & Democratic	Human Resources	MPS10	Number of Agency Staff within each directorate	Modern public services	New	No target
Legal & Democratic	Human Resources	MPS11	Amount of Spend on Agency Staff within each directorate	Modern public services	New	No target
Legal & Democratic	Information Governance	MPS12	% FOI requests completed in 20 working days	Modern public services	Existing	95%
Legal & Democratic	Information Governance	MPS13	% EIR requests completed in 20 working days	Modern public services	Existing	95%
Legal & Democratic	Information Governance	MPS14	% Data Subject Rights requests completed within statutory timescale	Modern public services	Existing	90%
Legal & Democratic	Information Governance	MPS15	Total number of breaches (split by service eventually)	Modern public services	New	Track for info
Legal & Democratic	Information Governance	MPS16	Number of complaints to ICO (with respect to handling of FOI requests following internal review).	Modern public services	New	1 per month
Legal & Democratic	Information Governance	MPS17	Number of complaints to ICO upheld by ICO (with respect to handling of FOI requests following internal review).	Modern public services	New	0 per month
Legal & Democratic	Information Governance	MPS18	Number of complaints to ICO (with respect to handling of DP Right to Access requests).	Modern public services	New	1 per month
Legal & Democratic	Information Governance	MPS19	Number of complaints upheld by ICO (with respect to handling of DP Right to Access requests)	Modern public services	New	0 per month
Legal & Democratic	Information Governance	MPS20	Number of direct disclosure requests (ADR) received	Modern public services	New	Track for info
Legal & Democratic	Information Governance	MPS21	% Transparency publications completed on time.	Modern public services	New	100%
Legal & Democratic	Information Governance	MPS22	Number of external ICO complaints relating data management of data/breaches	Modern public services	New	Track for info
Legal & Democratic	Information Governance	MPS23	Number of reportable breaches to ICO (split by service area)	Modern public services	New	1 per month

## New Corporate Performance Indicators Proposal - For Reporting in 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or Existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Place & Economy	Assets & Environment	MPS24	Rate of return on commercial stock (%)	Modern public services	New	5.41%
Place & Economy	Assets & Environment	MPS25	Total income from commercial estate (£)	Modern public services	New	£12,695,000
Place & Economy	Assets & Environment	MPS26	% occupancy of Corby Enterprise Centre	Modern public services	New	95%
Place & Economy	Assets & Environment	MPS27	% occupancy of Corby Innovation Hub	Modern public services	New	95%
Place & Economy	Assets & Environment	MPS28	% occupancy of East Northamptonshire Enterprise Centre (# units)	Modern public services	New	•Year 1 occupancy target 48% •year 2 occupancy target 76% •Yrs 3-5 target is 90%. So 76% target for Q1 then for the rest of the year 90% target as we enter year 3 in July 2022.
Place & Economy	Assets & Environment	MPS29	% occupancy of Chesham House Kettering (10 units)	Modern public services	New	70%
Transformation	Complaints	MPS30	Total number of Stage 1 complaints received by NNC	Modern public services	Existing	No target as this is for tracking purpose only
Transformation	Complaints	MPS31	Total number complaints received by NNC	Modern public services	New	No target as this is for tracking purpose only
Transformation	Complaints	MPS32	Total number of complaints escalated to stage 2	Modern public services	Existing	No target as this is for tracking purpose only
Transformation	Complaints	MPS33	% of complaints escalated to stage 2	Modern public services	New	20%
Transformation	Complaints	MPS34	% of complaints answered within the Service Level Agreement (20 Wdays or agreed extension)	Modern public services	New	90%
Transformation	Complaints	MPS35	% of complaints upheld	Modern public services	New	20%
Transformation	Complaints	MPS36	% of all complaints investigated by the Ombudsman	Modern public services	New	10%
Transformation	Complaints	MPS37	Total number investigated by Ombudsman	Modern public services	New	No target as this is for tracking purpose only
Transformation	Complaints	MPS38	% of cases where maladministration found by Ombudsman	Modern public services	New	1%
Transformation	Customer Services	MPS39	% of calls answered out of total calls received in customer services	Modern public services	Existing	90%
Transformation	Customer Services	MPS40	% Calls answered within 60 seconds in customer services	Modern public services	New	80%
Transformation	Customer Services	MPS41	Number of customers helped by customer services	Modern public services	New	No target as this is for tracking purpose only
Transformation	Customer Services	MPS42	Number of customer interactions to customer services - split by telephone/face-to-face, email and online form	Modern public services	New	No target as this is for tracking purpose only
Transformation	Customer Services	MPS43	% of Face-to-Face Customers with an appointment seen within 5 minutes (within customer services team)	Modern public services	New	95%
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	STP01	Number of new business started with support from the BIPC Northamptonshire	Safe and thriving places	New	25
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	STP02	Number of satisfactory ASB resolutions by NNC	Safe and thriving places	New	22-23 is a baseline year to set future targets.
Adults, Communities & Wellbeing	Housing & Communities - Communities & Libraries	STP03	Number of repeat incidents of reported domestic abuse incidents	Safe and thriving places	New	22-23 is a baseline year to set future targets.
Adults, Communities & Wellbeing	Housing & Communities - Housing Allocation	STP04	Total Active applicants on the Keyways Housing Register	Safe and thriving places	New	N/A - monitoring levels of demand
Adults, Communities & Wellbeing	Housing & Communities - Housing Allocation	STP05	New Housing Applications Received	Safe and thriving places	New	N/A - monitoring levels of demand
Adults, Communities & Wellbeing	Housing & Communities - NN Housing Strat & Development	STP06	Number of affordable housing completions	Safe and thriving places	Existing	TBC - 2021/22 to be used as baseline data
Adults, Communities & Wellbeing	Housing & Communities - NN Housing Strat & Development	STP07	Number of affordable housing starts	Safe and thriving places	New	TBC - 2021/22 to be used as baseline data
Adults, Communities & Wellbeing	Housing & Communities - NN Property Services	STP08	% of properties with a valid gas safety certificate	Safe and thriving places	New	100%
Adults, Communities & Wellbeing	Housing & Communities - NN Property Services	STP09	Total number of emergency repairs completed	Safe and thriving places	New	N/A - 2021/22 baseline year and target to be confirmed
Adults, Communities & Wellbeing	Housing & Communities - NN Property Services	STP10	Total number of non-emergency repairs completed	Safe and thriving places	New	N/A - 2021/22 baseline year and target to be confirmed
Adults, Communities & Wellbeing	Housing & Communities - NN Tenancy Services	STP11	Number of council housing lets completed	Safe and thriving places	New	N/A - 2021/22 baseline data for NN & target to be set
Adults, Communities & Wellbeing	Housing & Communities - NN Tenancy Services	STP12	Number of council houses vacant and available to let	Safe and thriving places	New	N/A - 2021/22 baseline data for NN & target to be set
Adults, Communities & Wellbeing	Housing & Communities - Private Sector Housing	STP13	Number of Private Sector DFG cases on waiting list	Safe and thriving places	New	N/A - unable to set target and to be reviewed services aligned
Adults, Communities & Wellbeing	Housing & Communities - Private Sector Housing	STP14	Number of Private Sector DFG completions	Safe and thriving places	New	N/A - unable to set target and to be reviewed services aligned

## New Corporate Performance Indicators Proposal - For Reporting in 2022/23

Directorate	Team	Ref	Performance Indicator Name	Corporate Plan Key Commitment	New (not currently reported to CLT) or Existing (reported to CLT currently)	Provisional Target for 2022-23 (or explanation if not possible to set target)
Place & Economy	Growth & Regeneration - Development Management	STP15	Percentage of major planning applications determined within 13 weeks (or within agreed extension of time)	Safe and thriving places	Existing	90%
Place & Economy	Growth & Regeneration - Development Management	STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)	Safe and thriving places	Existing	85%
Place & Economy	Growth & Regeneration - Development Management	STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)	Safe and thriving places	Existing	88%
Place & Economy	Growth & Regeneration - Development Management	STP18	% of planning application appeals allowed as a proportion of planning decisions made	Safe and thriving places	New	9%
Place & Economy	Growth & Regeneration - Development Management	STP19	Total number of planning applications received	Safe and thriving places	New	Tracking
Place & Economy	Growth & Regeneration - Economic Development	STP20	Number of companies receiving support	Safe and thriving places	New	No target - support will drop off with the end of ARG E. Need time to establish post ARG provision
Place & Economy	Growth & Regeneration - Economic Development	STP21	% of Full fibre coverage	Safe and thriving places	New	40% of Premises countywide (Dec 2023)
Place & Economy	Growth & Regeneration - Economic Development	STP22	% of gigabit coverage	Safe and thriving places	New	75% of premises gigabit capable (Dec 2023)
Place & Economy	Growth & Regeneration - Minerals & Waste	STP23	NNC County Matter planning decisions made within the required timescale	Safe and thriving places	New	95%
Place & Economy	Growth & Regeneration - Planning Policy	STP24	% Gross affordable housing delivered - Growth Towns, Market Towns (not including Oundle) on sites of 15+ dwellings and Villages and rural areas (including Oundle) on sites of 5+ dwellings	Safe and thriving places	Existing	20% overall (30% - Growth Towns 30% - Market Towns 40% - Villages/Rural)
Place & Economy	Growth & Regeneration - Planning Policy	STP25	Maintain 5 year housing land supply	Safe and thriving places	New	6.0 years
Place & Economy	Growth & Regeneration - Planning Policy	STP26	5 year supply of Gypsy and Traveller sites	Safe and thriving places	New	6.0 years
Place & Economy	Growth & Regeneration - Planning Policy	STP27	Net additional homes provided	Safe and thriving places	New	1784
Place & Economy	Growth & Regeneration - Planning Policy	STP28	Net increase in jobs	Safe and thriving places	New	810
Place & Economy	Highways & Waste	STP29	Number of Defects Outstanding (at end of period), split by category	Safe and thriving places	Existing	No target
Place & Economy	Highways & Waste	STP30	Number of Defects Repaired in period, split by category	Safe and thriving places	Existing	No target
Place & Economy	Highways & Waste	STP31	Percentage of defects responded to within the timeframes specified, split by category	Safe and thriving places	New	P1 and P2 97.5% - 98.5% P3 and P4 97%-100%
Place & Economy	Regulatory Services - Food Safety	STP32	% of food establishments in the area which are broadly compliant with food hygiene law	Safe and thriving places	Existing	95%
Place & Economy	Regulatory Services - Local Land Charges	STP33	Local Land Charges - searches processed within 10 working days	Safe and thriving places	New	95%
Place & Economy	Regulatory Services - NTU	STP34	% of New encampment to be visited within 1 working day of notification; unless operational difficulties prevent this	Safe and thriving places	New	95%
Place & Economy	Regulatory Services - Trading Standards	STP35	Rogue trading activities are tackled, (rogue traders subject to a TS intervention)	Safe and thriving places	New	100%

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

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

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Appendix B

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

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



## SCRUTINY COMMISSION 29 March 2022

<b>Report Title</b>	<b>Scrutiny Annual Report 2021/22</b>
<b>Report Author</b>	<b>Louise Tyers, Senior Democratic Services Officer</b> <b><u><a href="mailto:louise.tyers@northnorthants.gov.uk">louise.tyers@northnorthants.gov.uk</a></u></b>

### List of Appendices

Appendix 1 – Draft Scrutiny Annual Report 2021/22

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

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- 1.1. To enable the Scrutiny Commission to contribute and comment on the Scrutiny Annual Report for 2021/22, prior to it being referred to full Council, in line with the Statutory Guidance on Overview and Scrutiny.

#### **2. Executive Summary**

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- 2.1 The Scrutiny Annual Report summarises the first year of work for the Scrutiny Commission and Finance and Resources Scrutiny Committee. The impact of the work of Scrutiny will be evidenced over time by the implementation and impact of its recommendations. The Scrutiny Annual Report will ensure that full Council is informed on the work of Scrutiny, in accordance with statutory guidance.

#### **3. Recommendations**

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- 3.1 It is recommended that the Scrutiny Commission:
- a) Contribute and comment on the contents of the draft Scrutiny Annual Report.
  - b) Delegates the final wording of the Annual Report to the Chairs of the Scrutiny Commission and Finance and Resources Scrutiny Committee, prior to its submission to full Council.

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

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- 4.1 The Scrutiny function forms an integral part of the Council's decision-making process. Each year, the Scrutiny Annual Report will provide a summary of the work and impact of the Council's Scrutiny function.

- 4.2 At the Annual Meeting in May 2021, the Council established two scrutiny committees, namely the Scrutiny Commission and Finance and Resources Scrutiny Committee, as part of a hybrid model of governance.
- 4.3 The Statutory Guidance on Overview and Scrutiny<sup>1</sup> states “*part of communicating scrutiny’s role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council’s work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.*”

## **5. Issues and Choices**

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- 5.1 The Scrutiny Annual Report is an opportunity for all those involved in the new committees to reflect on the first year, to consider what has worked well and where further improvements to the process could be made. It provides an opportunity to highlight the important scrutiny work that has taken place during this municipal year.
- 5.2 The draft report is attached at Appendix 1.
- 5.3 The Scrutiny Commission is now asked to comment and contribute on the contents of the Scrutiny Annual Report.

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

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### **6.1 Resources and Financial**

- 6.1.1 There are no resources or financial implications arising from the report.

### **6.2 Legal and Governance**

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

### **6.3 Relevant Policies and Plans**

- 6.3.1 Include which of the Corporate Plan priorities the report supports.

### **6.4 Risk**

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

### **6.5 Consultation**

- 6.5.1 Consultation on the contents of the Scrutiny Annual Report will be undertaken with the Finance and Resources Scrutiny Committee.

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<sup>1</sup> [Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities](#)

## **6.6 Equality Implications**

6.6.1 There are no equality implications arising from the report.

## **6.7 Climate Impact**

6.7.1 There are no climate impacts arising from the report.

## **6.8 Community Impact**

6.8.1 There is no community impact arising from the report.

## **6.9 Crime and Disorder Impact**

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

## **7. Background Papers**

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7.1 Agendas and minutes of the Scrutiny Commission and Finance and Resources Scrutiny Committee during 2021/22  
[Scrutiny Commission](#)  
[Finance and Resources Scrutiny Committee](#)

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## SCRUTINY ANNUAL REPORT 2021/22

### Introduction

*To be supplied by the Chairs of the Scrutiny Commission and Finance and Resources Scrutiny Committee.*

### Scrutiny in North Northamptonshire

Scrutiny is a key part of the democratic process of North Northamptonshire Council (NNC) and enables those members who are not part of the Executive to engage with and influence the decision-making of the Council. The North Northamptonshire model of governance is a hybrid model where the Executive has established Executive Advisory Panels, which support and encourage cross party involvement in developing policy. In a traditional scrutiny model, this would be considered to be “pre-decision scrutiny” but this new NNC hybrid model does not diminish from the important role that scrutiny has in keeping key policies under review, monitoring performance and reviewing the Forward Plan to identify those items that it feels it needs to look further into.

The model of scrutiny adopted by the Council is of two committees:

- An overarching **Scrutiny Commission** who can establish task and finish groups to complete work on the agreed work plan. This means that not only does the Commission take on its own substantive work, it also provides co-ordination of several task and finish groups for matters that have been identified as important within the organisation.
- A **Finance and Resources Scrutiny Committee** to specifically scrutinise and monitor the finances of the Council.

The terms of reference of both committees are set out in the Scrutiny Procedure Rules in the Council’s Constitution<sup>1</sup>.

This model of fewer committees and more task and finish groups, focussing on specific pieces of work, is intended to reflect a modern and flexible approach to scrutiny.

### Scrutiny Work Plan

For Scrutiny members to be at their most effective, to have an impact and to make a tangible difference to the work of the Council, a work plan has been agreed which outlines the areas of work which is expected to be scrutinised over the coming months/year by or on behalf of the Scrutiny function and any Panels/Task and Finish Groups convened for review work. This work plan is a live document which allows the flexibility to accommodate any short-term issues which may arise during the year.

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<sup>1</sup> [Scrutiny Procedure Rules](#)

## Scrutiny Conference

To develop the work plan, members of both Scrutiny committees agreed that a North Northamptonshire Scrutiny Conference be organised to facilitate the drafting of the work plan. The Conference was facilitated by the Centre for Governance and Scrutiny and members welcomed the Leader of the Council and Chief Executive who showed their support for an effective and impactful scrutiny function.

Prior to the Conference, a survey was opened to understand the important issues that North Northamptonshire wanted Scrutiny to include in its work plan. It was sent to various contacts including stakeholders, partners and staff and was also regularly pushed out on the website and social media. The survey was also sent by the Scrutiny Chairs to all NNC members to ensure that there was engagement with a wide range of elected members, including the Executive.

The results of the survey were presented at the Conference to assist members in identifying key topics to include in the work plan. Most responses received were from those people working or living in North Northamptonshire. It was also noted that around 50% of respondents were either “not aware” or did not provide a substantive response to if they were aware of what the scrutiny function was. The Scrutiny Chairs are keen therefore that greater promotion of Scrutiny is undertaken, particularly considering that Scrutiny should be a public facing function.

Members identified the key issues that they considered were important to include on the work plan and a simple scoring methodology was used to prioritise the topics into a long list of topics. Following the conclusion of the Conference, this list of topics was sent to all Scrutiny members to identify specific outcomes. As many of the topics identified were generic and wide ranging, it was important to narrow them down and understand what outcomes members wanted to get from scrutinising them.

Any topics added to the work plan will be expected to have outcomes which add value to the services delivered by the Council and its partners and/or improve the quality of lives of North Northamptonshire residents.

<b>Report of the Scrutiny Commission</b>
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The membership of the Scrutiny Commission during 2021/22 was:

Councillor Wendy Brackenbury (Chair)  
Councillor Kevin Watt (Vice Chair)  
Councillor Matt Binley  
Councillor Robin Carter  
Councillor John Currall  
Councillor Mark Dearing  
Councillor Jim Hakewill  
Councillor Philip Irwin  
Councillor John McGhee  
Councillor Gill Mercer (from January 2022)

Councillor Elliot Prentice (until January 2022)  
Councillor Simon Rielly  
Councillor Geoff Shacklock  
Councillor Lee Wilkes  
Councillor Ken Harrington (Sub)  
Councillor Ian Jelley (Sub)  
Councillor Tom Partridge-Underwood (Sub)  
Councillor Lyn Buckingham (Sub)  
Councillor Peter McEwan (Sub)  
Councillor Sarah Tubbs (Sub)

The Scrutiny Commission has met six times during the year and full details of the reports and minutes of those meetings can be found [here](#).

The specific items which have been considered at meetings of the Commission include:

- Scrutiny Work Planning
- Review of the Planning Service
- Levelling Up Communities Scrutiny Review
- Performance Indicators 2021/22
- Corporate Plan Indicators 2022/23
- Forward Plan
- Assets Rationalisation and Use Scrutiny Panel
- Draft Transformation Plan 2022-2025
- Major Highways Capital Works
- Scrutiny Annual Report 2021/22

## **Scrutiny Reviews**

Several more detailed scrutiny reviews, which are undertaken outside of the formal meeting structure, have been established during the year.

### Outside Bodies Scrutiny Panel

The purpose of this review was to ensure that appointments to Outside Bodies on behalf of the Council are regularly reviewed and add value to the organisation and to ensure that proper governance is adopted in relation to appointments.

Membership:

Councillor Jim Hakewill  
Councillor Ian Jelley  
Councillor David Jenney  
Councillor Simon Rielly  
Councillor Geoff Shacklock

The Panel met once and considered whether the Council should make appointments to the organisations on the Outside Bodies list. The Outside Bodies were also categorised into Key Strategic Partnerships and Community Partnerships. Those identified as Key Strategic Partnerships are appointed by the Leader of the Council and Community Partnerships appointed by Council.

A review of Outside Bodies will be undertaken each year by a Scrutiny Panel. Those Members appointed to Outside Bodies will also be asked to complete an annual review submission to assist the Scrutiny Panel in their review.

### Levelling Up Communities Scrutiny Review

The following motion was agreed at Full Council in July 2021:

“North Northamptonshire Council notes that Kingswood in Corby, Avondale Grange in Kettering, and Queensway in Wellingborough are among the neighbourhoods identified across the country by an All-Party Parliamentary Group as ‘left behind’. This motion calls for the Scrutiny Commission to review the underlying data and associated report relating to areas highlighted as “left behind”. Working with our communities and partners to propose an approach on the way forward, including learning from the Big Local Programme in Kingswood, in order to develop a plan on how we can level up - as per the government’s levelling up agenda - those left behind neighbourhoods here in North Northamptonshire in an appropriate and agreed timeframe. This may involve specifically targeting health inequalities, youth unemployment and new skills, and improving housing in these areas.”

In response, the Scrutiny Commission established a Scrutiny Review Group, from which there was at least one member from each of the wards which covered the neighbourhoods mentioned in the motion.

Membership:

Councillor Zoe McGhee (Chair)  
Councillor Valerie Anslow  
Councillor Robin Carter  
Councillor King Lawall  
Councillor Anne Lee  
Councillor Paul Marks  
Councillor Kevin Watt

The Scrutiny Review Group has met on four occasions and has also held walks and community meetings in each of the three neighbourhoods.

Agreed recommendations:

*To be added following Scrutiny Commission meeting on 17 May 2022.*



## Asset Rationalisation and Use

As part of the Scrutiny Work Plan, in January 2022 the Scrutiny Commission established a Scrutiny Panel to consider the Council's assets and ensure that they were being utilised appropriately.

Membership:

Councillor Wendy Brackenbury  
Councillor Robin Carter  
Councillor Gill Mercer  
Councillor Simon Rielly

The Scrutiny Panel has met once, to review its scoping document and to consider how to take this work forward.

## **Report of the Finance and Resources Scrutiny Committee**

The membership of the Scrutiny Commission during 2021/22 was:

Councillor Mark Pengelly (Chair)  
Councillor Richard Levell (Vice Chair)  
Councillor Valerie Anslow  
Councillor David Brackenbury (until September 2021)  
Councillor Scott Brown  
Councillor Jim Hakewill  
Councillor Ken Harrington  
Councillor Larry Henson  
Councillor Ian Jelley  
Councillor David Jenney (until November 2021)  
Councillor King Lawal  
Councillor Steven North (from September 2021)  
Councillor Malcolm Ward  
Councillor Matt Binley (Sub)  
Councillor William Colquhoun (Sub)  
Councillor Emily Fedorowycz (Sub)  
Councillor Clive Hallam (Sub)  
Councillor Anne Lee (Sub)  
Councillor Jan O'Hara (Sub)  
Councillor David Sims (Sub)

The Finance and Resources Scrutiny Committee has met seven times during the year and full details of the reports and minutes of those meetings can be found [here](#).

The specific items which have been considered at ordinary meetings of the Committee include:

- Capital Approval Process
- Scrutiny Work Planning
- Budget Monitoring 2021/22
- Capital Monitoring 2021/22
- Budget Strategy Process 2022/23
- Revenue and Benefits Performance
- Local Council Tax Support Scheme 2022/23
- Performance Indicators 2021/22
- Northamptonshire Children's Trust Budget Monitoring
- Budget 2022/23

### **Budget Consultation**

At its meeting on 2 November 2021, the Committee agreed the Scrutiny arrangements for the budget setting process for 2022/23. The process was to meet with the Executive members and officers of each directorate in eight task and finish groups (two per directorate) in January 2022. The initial four meetings included summary presentations which set out the activities each directorate undertook, and which went on to explain the budget numbers which were included in the draft budget report which was presented to the Executive on 23 December 2021. The Committee were able to ask questions and request additional information to be supplied at the four follow-up meetings.

A detailed submission on the budget was submitted to the Executive on 10 February 2022 which referenced several aspects of the draft budget and made a number of recommendations. The detailed submission can be found [here](#).

Response from the Executive:

The Executive will provide a full written response on each aspect of the recommendations.

### **Call-in**

The Scrutiny Committees have a key power to review decisions of the Executive which have been made but not yet implemented. Any key decision and/or a decision which has been entered onto the Forward Plan is subject to call-in.

There have been no call-in of Executive decisions during the year.

### **What has Worked Well?**

*To be supplied by the Scrutiny Commission and Finance and Resources Scrutiny Committee.*

**Challenges for Scrutiny in 2022/23**

*To be supplied by the Scrutiny Commission and Finance and Resources Scrutiny Committee.*

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North  
Northamptonshire  
Council

# **North Northamptonshire Council**

**1 APRIL 2022 TO 31 JULY 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)

## 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)
Budget Forecast Update 2021/22	Executive	Yes	No		14 Apr 2022	Executive Director of Finance	
Capital Programme Update 2021/22	Executive	Yes	No		14 Apr 2022	Executive Director of Finance	
Adoption of the Cottingham Neighbourhood Plan	Executive	Yes	No		14 Apr 2022	Executive Director – Place & Economy	
Procurement of a CRM on a Low Code Platform	Executive	Yes	No		14 Apr 2022	Executive Director - Adults, Communities and Wellbeing	
Buses – Enhanced Partnership and Update on Funding	Executive	Yes	No	Yes	14 Apr 2022	Executive Director – Place & Economy	
Adoption of the North Northamptonshire Statement of Community Involvement (SCI)	Executive	Yes	No	Yes	14 Apr 2022	Executive Director – Place & Economy	



## May 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)
Capital Programme Update 2021/22	Executive	Yes	No		19 May 2022	Executive Director of Finance	
Budget Forecast Update 2021/22	Executive	Yes	No		19 May 2022	Executive Director of Finance	
Housing Development - Former Grange Methodist Church Site, Kettering	Executive	Yes	No Part exempt Paragraph 3	Yes	19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Priors Hall Golf Course	Executive	Yes	No		19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Towns Fund – Train Station to Town Centre Link Road & Smart and Connected Corby Combined Projects	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Towns Fund – Multi-use Building	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Rough Sleeping Initiative 2022-2025	Executive	Yes	No	Yes	19 May 2022	Executive Director - Adults, Communities and Wellbeing	

Community Asset Transfer Policy	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Asset of Community Value Policy	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Stanton Cross Development of Governance Arrangements	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	

## June 2022

Page 90	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)
	Capital Programme Update 2021/22	Executive	Yes	No		16 Jun 2022	Executive Director of Finance	
	Budget Forecast Update 2021/22	Executive	Yes	No		16 Jun 2022	Executive Director of Finance	
	Tree Strategy and Policy	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	
	Pollinator Strategy	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	

## July 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)
Capital Programme Update 2021/22	Executive	Yes	No		14 Jul 2022	Executive Director of Finance	
Budget Forecast Update 2021/22	Executive	Yes	No		14 Jul 2022	Executive Director of Finance	
Garden Waste: Future Service Provision	Executive	Yes	No		14 Jul 2022	Executive Director – Place & Economy	

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## **Scrutiny Work Programme 2021/2023 (Updated 18 March 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	Annual			
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 95</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	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> </ul>		
Children's Trust	Scrutiny Commission (all 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 Final Report	Scrutiny Commission	Report	May 2022	<ul style="list-style-type: none"> <li>• Recommendations 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 2023	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	May 2022	<ul style="list-style-type: none"> <li>• Integrated 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 is being addressed to enable travel to work and education.</li> </ul>		One-off
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		Recurring

				outcomes of the Enhanced Partnership.		
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  
(Updated: 21 March 2022)**

<b>Date</b>	<b>Item</b>	<b>Purpose</b>	<b>Comments</b>
17 May 2022	Children's Trust	To consider performance and inspection readiness.	
	Levelling Up Communities Scrutiny Review	To receive final report on the Levelling Up Communities Scrutiny Review.	Recommendations to Executive
	Integrated Care System	To receive an introduction to the Integrated Care System	
	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

**To be programmed**

<b>Item</b>	<b>Purpose</b>	<b>Comments</b>
S106 Agreements	To consider the future approach for S106 agreements.	Added to work plan – 23 January 2022

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