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Democratic Services
The Corby Cube,
George Street,
Corby,
Northants,
NN17 1QG

Meeting: Council
Date: Thursday 24th November 2022
Time: 2:00 pm
Venue: Council Chamber, The Cube, George Street, Corby NN17 1QG

The meeting will be available for the public to view live at our Democratic Services' YouTube channel:

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


Council Membership:

Councillor Larry Henson (Chair), Councillor Barbara Jenney (Vice-Chair), Councillor Jean Addison, Councillor Tim Allebone, Councillor Valerie Anslow, Councillor Ross Armour, Councillor Charlie Best, Councillor Paul Bell, Councillor Matt Binley, Councillor Jennie Bone, Councillor David Brackenbury, Councillor Wendy Brackenbury, Councillor Cedwien Brown, Councillor Scott Brown, Councillor Leanne Buckingham, Councillor Lyn Buckingham, Councillor Lloyd Bunday, Councillor Jon-Paul Carr, Councillor Robin Carter, Councillor William Colquhoun, Councillor John Currall, Councillor Alison Dalziel, Councillor Mark Dearing, Councillor Dez Dell, Councillor Scott Edwards, Councillor Jonathan Ekins, Councillor Emily Fedorowycz, Councillor Martin Griffiths, Councillor Jim Hakewill, Councillor Clive Hallam, Councillor Ken Harrington, Councillor Helen Harrison, Councillor Kirk Harrison, Councillor Helen Howell, Councillor David Howes, Councillor Philip Irwin, Councillor Bert Jackson, Councillor Ian Jelley, Councillor David Jenney, Councillor Matt Keane, Councillor King Lawal, Councillor Graham Lawman, Councillor Lora Lawman, Councillor Anne Lee, Councillor Richard Levell, Councillor Paul Marks, Councillor Dorothy Maxwell, Councillor Peter McEwan, Councillor John McGhee, Councillor Zoe McGhee, Councillor Andy Mercer, Councillor Gill Mercer, Councillor Macaulay Nichol, Councillor Steven North, Councillor Jan O'Hara, Councillor Dr Anup Pandey, Councillor Tom Partridge-Underwood, Councillor Mark Pengelly, Councillor Harriet Pentland, Councillor Roger Powell, Councillor Elliot Keith Prentice, Councillor Simon Rielly, Councillor Russell Roberts, Councillor Mark Rowley, Councillor Geoff Shacklock, Councillor David Sims, Councillor Jason Smithers, Councillor Chris Smith-Haynes, Councillor Joseph John Smyth, Councillor Mike Tebbutt, Councillor Kevin Thurland, Councillor Sarah Tubbs, Councillor Michael Tye, Councillor Malcolm Ward, Councillor Malcolm Waters, Councillor Kevin Watt, Councillor Andrew Weatherill and Councillor Lee Wilkes.

Members of The Council are invited to attend the above meeting to consider the items of business listed on the agenda.

Agenda		
Item	Subject	Page no.
01	<p>Apologies</p> <p>To receive any apologies for absence.</p>	
02	<p>Minutes of the meeting held on 29th September 2022</p> <p>The minutes of the Meeting of the Council held on 29th September 2022 to be approved as a correct record and signed by the Chair.</p>	7 - 12
03	<p>Declarations of Interest</p> <p>Members to declare any interest as appropriate in respect of items to be considered at the meeting.</p>	
04	<p>Chair's Announcements</p> <p>To receive any announcements from the Chair.</p>	
05	<p>Leader's Announcements</p> <p>To receive any announcements from the Leader of the Council.</p>	
06	<p>Public Participation</p> <p>(i) Public Statements</p> <p>(ii) Public Questions</p>	
07	<p>Executive Presentations</p> <p>To receive any presentations from the Executive.</p>	
Items requiring a decision		
08	<p>Youth Justice Plan 2022/23</p> <p>To seek Council approval for the Youth Justice Plan.</p>	13 – 54
09	<p>Appointment of Independent Person (Audit and Governance Committee)</p> <p>To seek Council approval to appoint an Independent Person to the Audit and Governance Committee.</p>	55 – 58

10	<p>Northamptonshire Children's Trust Annual Report</p> <p>To provide Council with the Annual Report of Northamptonshire Children's Trust.</p>	59 – 94
11	<p>Council Tax Base 2023/2024</p> <p>To seek Council determination in order to set the Council Tax Base for 2023/24</p>	95 - 102
12	<p>Local Council Tax Support Scheme 2023/24</p> <p>To update Council on the Local Council Tax Support Scheme for 2022/23 and propose the continuation of the scheme for 2023/24.</p>	103 – 110
13	<p>Children's Social Care Case Management System</p> <p>To seek Council approval to proceed with the replacement of the Case Management System for Children's Social Care across Northamptonshire.</p>	111 – 120
14	<p>Capital Programme Update 2022/23</p> <p>To seek Council approval for borrowing and virements for capital schemes.</p>	121 – 128
15	<p>Full Council Meeting Start Time</p> <p>To seek Council approval for the normal start time of ordinary full Council meetings.</p>	129 – 142
16	<p>Northamptonshire Safeguarding Adults Annual Report 2021/2022</p> <p>To present to Council the Northamptonshire Safeguarding Adult Board (NSAB) Annual Report 2021-2022.</p>	143 – 168
17	<p>Motions on Notice</p> <p>To consider motions received in accordance with Meeting Procedure Rule 17 as follows: -</p> <p><u>Motion 1</u></p> <p>To be proposed by Cllr Jim Hakewill and seconded by Cllr Charlie Best: -</p> <p><i>“This council resolves to scrutinise the current options for residents to choose a green burial in North Northamptonshire. Further, to develop a Green Burial Ground policy to enable appropriate guidance to be given to interested operators with potential areas identified”</i></p>	

	<p><u>Motion 2</u></p> <p>To be proposed by Cllr Leanne Buckingham and seconded by Cllr Lyn Buckingham: -</p> <p><i>“The definition of consultation as defined by the Consultation Institute is:</i></p> <p><i>The dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views and, with the objective of influencing decisions, policies, or programmes of action.</i></p> <p><i>This council has engaged in several consultations in its short existence, as you would expect, given that there are so many elements of public life that need to be brought together for the betterment of the people if serves.</i></p> <p><i>With so many consultations going live there has been some confusion from both members of this chamber and members of the public. North Northants council believes in being a listening council, and as such we should only provide the best quality consultation.</i></p> <p><i>This motion asks for a consultation panel to be created, this will be a cross-party group that is able to quality assure all consultations are of the highest quality and have passed a “reasonable person test”. To ensure that this panel does not stall activity It should meet monthly and digitally. The panel will give advice on stakeholders that should have been engaged in the process and advise methods that should be utilised.”</i></p>	
18	<p>Councillor Questions</p> <p>To receive questions from members.</p>	
Urgent Items		
<p>To consider any items of business of which notice has been given to the Proper Officer and the Chair considers to be urgent, pursuant to the Local Government Act 1972.</p>		
19	Close of Meeting	
<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer Wednesday 16th November 2022</p>		

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Public Participation

The Council has approved procedures for you to present petitions or request to address meetings of the Council

ITEM	NARRATIVE	DEADLINE												
Members of the Public Questions	Questions may be submitted by members of the Public to meetings of the committee. The question must be in writing and submitted 2 clear working days prior to the meeting. No debate on questions or answers. A period of 15 minutes (Chair's Discretion) is allocated for Public Questions.	5:00 pm on Monday 21 st November 2022.												
Members of the Public Agenda Statements	Members of the Public may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The member of the Public has a maximum of 3 minutes to address the committee. A written copy of the statement must be submitted by the deadline indicated.	5:00 pm on Monday 21 st November 2022.												
Other Members Questions	Written questions of up to 50 words maximum permitted. To be received at least 2 clear working days prior to the meeting. Chair's discretion on supplementary question. A period of 30 minutes (Chair's Discretion) is allocated for Other Members Questions.	5:00 pm on Monday 21 st November 2022.												
Members of the Public Petitions	Anyone who lives, works or studies in North Northamptonshire may submit a petition to the Council. Depending on the size of your petition it will be responded to as follows: - <table border="1" data-bbox="325 920 1094 1541"> <thead> <tr> <th>Category</th> <th>Signatory Threshold</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Petition which triggers a debate</td> <td>1,500 +</td> <td>Any petition with 1,500 or more signatures will trigger a debate at a Full Authority meeting.</td> </tr> <tr> <td>Petition which calls an officer to account</td> <td>750 – 1,499</td> <td>Any petition with 750 – 1,499 signatures will summon a senior officer of the Authority to give evidence at a public Authority meeting.</td> </tr> <tr> <td>Standard Petition</td> <td>5 – 749</td> <td>Any petition with 5 – 749 signatures will be referred to a senior officer of the Authority to provide a response.</td> </tr> </tbody> </table>	Category	Signatory Threshold	Description	Petition which triggers a debate	1,500 +	Any petition with 1,500 or more signatures will trigger a debate at a Full Authority meeting.	Petition which calls an officer to account	750 – 1,499	Any petition with 750 – 1,499 signatures will summon a senior officer of the Authority to give evidence at a public Authority meeting.	Standard Petition	5 – 749	Any petition with 5 – 749 signatures will be referred to a senior officer of the Authority to provide a response.	
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Standard Petition	5 – 749	Any petition with 5 – 749 signatures will be referred to a senior officer of the Authority to provide a response.												

These procedures are included within the Council's Constitution. Please contact democraticservices@northnorthants.gov.uk for more information.

Members' Declarations of Interest

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

Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are

also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

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

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

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

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

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Webcasting

Meetings of the Council will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The whole of the meeting will be filmed, except where there are confidential or exempt items. A copy will be retained in accordance with the Council's data retention policy.

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

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

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

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

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

Full Council

North Northamptonshire Council

Thursday 29th September 2022

At 2:00 pm in the Council Chamber, The Cube, George Street, Corby.

Present: -

Members:

Councillors Armour, Best, Binley, Bone, D Brackenbury, W Brackenbury, S Brown, Lyn Buckingham, Leanne Buckingham, Carr, Carter, Colquhoun, Currall, Dearing, Dell, Ekins, Fedorowycz, Griffiths, Hakewill, Hallam, Harrington, Howell, Howes, Irwin, Jelley, Lawal, G Lawman, L Lawman, Lee, Marks, Maxwell, McEwan, J McGhee, Z McGhee, Pandey, Partridge-Underwood, Pengelly, Pentland, Prentice, Rielly, Roberts, Rowley, Shacklock, Smithers, Smith-Haynes, Tebbutt, Thurland, Tubbs, Tye, Ward, Watt, Weatherill, Wilkes.

Officers in Attendance:

Rob Bridge (Chief Executive), Adele Wylie (Director of Governance and Human Resources/Monitoring Officer), Paul Goult (Interim Democratic Services Manager) and Ben Smith (Democratic and Electoral Services Manager).

152. Election of Chair of the Meeting

Due to apologies received from both the Chair and Vice-Chair, the meeting was requested to elect a Chair for the meeting. The nomination of Councillor Russell Roberts was **MOVED** by Councillor Jason Smithers and **SECONDED** by Councillor David Brackenbury. There were no other nominations.

RESOLVED that: -

Councillor Roberts be elected as Chair of the meeting.

153. Apologies

Apologies for absence were received from Councillors H Harrison, Bunday, Anslow, Smyth, North, Sims, Henson, O'Hara, Levell, Edwards, Jackson, A Mercer, G Mercer, Allebone, Bell, K Harrison, B Jenney, C Brown, R Powell, D Jenney, Nichol, Keane, Addison, Dalziel.

154. Minutes of the Council Meeting held on 28th July 2022

The minutes of the Full Council meeting held on 28th July 2022 had been circulated.

Councillor Russell Roberts **MOVED** the minutes of the meeting held on 28th July 2022 be agreed. Councillor Jason Smithers **SECONDED** the motion.

RESOLVED that: -

The minutes of the Full Council meeting held on 28th July 2022 be agreed.

155. Declarations of Interest

No Declarations of Interest were registered.

156. Chair's Announcements

The Chair informed the meeting that Saturday 1st October 2022 would see the start of Black History Month, and North Northamptonshire Council would proudly fly the Pan-African flag at its civic buildings to celebrate the impact of black heritage and culture on North Northamptonshire, and the world as a whole.

As part of the month-long celebration, the Council would share useful links to organisations in the county on its website and social media channels, as well as highlight local events and information. One event highlighted was a special display at Wellingborough Library to honour Mike Prescod MBE, the town's first black mayor

157. Leader's Announcements

There were no Leader's Announcements on this occasion.

158. Public Participation

There were no public statements, questions or petitions on this occasion.

159. Councillor Questions

There were a total of 22 written questions submitted. The questions and responses were circulated to all members prior to the commencement of the meeting. Supplementary questions were presented and responded to during this agenda item.

160. Executive Presentations

There were no Executive Presentations on this occasion.

161. Councillor Learning and Development Policy

Full Council received a report requesting its approval of a Councillor Learning and Development Policy to assist in the Council's previously agreed aim to eventually achieve accreditation of the East Midlands Regional Councillor Development Charter.

The East Midlands Regional Charter for Councillor Development aimed to promote best practice in councillor development. The Charter had an accreditation process which was set against standards. These standards had been developed in conjunction with the Local Government Association and other regions.

There were three essential criteria to achieving the Charter. These were:

- (i) There was a clear commitment to councillor development and support.
- (ii) The Council had a strategic approach to councillor development.
- (iii) Learning and development was effective in building councillors' skills and knowledge.

Within each of these criteria there were elements and requirements to demonstrate that the criteria were being met. These did not dictate what should be in the Council's strategy or the nature of the content or the delivery mechanisms that should be used. The emphasis was on ensuring that all councillors were appropriately developed and supported so that they could be effective in their roles. Achieving the Councillor Development Charter was a chance for the Council's work to be recognised.

The draft Councillor Learning and Development Policy had been drafted over the course of the previous year, along with some other essential documentation to enable work to begin on collation of the evidence required for award of the Charter.

The Member Development Working Group had met on 8th August 2022 to consider the draft policy prior to submission to full Council for approval. It endorsed the document submitted as Appendix A with a recommendation that the Policy be approved by Council.

The Council was required to regularly review and refresh its Councillor Learning and Development Policy once it had been approved by Council, and it was proposed that this process was overseen in future by the Democracy and Standards Committee every three years.

The recommendation was **MOVED** by Councillor Lee Wilkes and **SECONDED** by Councillor King Lawal.

Councillor Wilkes stressed the importance of ensuring that where possible the delivery of training was dovetailed to the needs of individual councillors. It was recognised that councillors had competing demands on their time and also appreciated a variety of approaches to training and learning. It was important that the roll out of training and development opportunities tried to capture councillor preferences where possible.

Councillor Lee expressed concern that currently not all councillor requirements for training in relation to IT were being captured. It was important that councillors had confidence to fully utilise IT in undertaking their Council duties; this needed to be prioritised.

Councillor Griffiths particularly recommended the training and development opportunities sponsored by the Local Government Association (LGA). Councillor Griffiths felt these were exceptional and were to be highly recommended to all councillors.

Councillor Maxwell whilst appreciating that some specialist training needed to be mandatory felt that it was important not to coerce councillors into training.

Councillor Hakewill suggested that there should be exploration of joint training with town and parish councils for example relating to planning. Councillor Carr and Councillor D Brackenbury supported the consideration of this.

Councillor John McGhee also spoke in favour of engagement with LGA training and development opportunities. The Leadership Academy was commended.

Councillor Best felt that it was important that councillors took all opportunities to attend briefings and training particularly on issues that were central to the Council's core objectives such as tackling climate change.

Councillor Jelley felt that it was important that scrutiny members received appropriate training in order to fulfil their specific duties and responsibilities.

RESOLVED that: -

- (i) The draft Councillor Learning and Development Policy attached to the report as Appendix A to the report be approved.

(Councillor Tom Partridge-Underwood joined the meeting at this point).

162. Scrutiny Annual Report 2021/22

Full Council were being requested note the Scrutiny Annual Report 2021/22. The Scrutiny Commission and the Finance & Resources Scrutiny Committee had considered the report. The report detailed the work undertaken by the two committees in the first year following Vesting Day.

The report noted that a Scrutiny Conference had been held in 2021 to formulate a Scrutiny Work Plan which the committees were addressing. This Plan would be subject to review. The Report also detailed the specific tasks undertaken by the respective committees during 2021/22.

The recommendation was **MOVED** by Councillor Wendy Brackenbury and **SECONDED** by Councillor Mark Pengelly.

Councillor Hakewill felt it was important that scrutiny members received further training and considered opportunities for greater public interaction, a view supported by Councillor John McGhee.

Councillor John McGhee suggested that going forward all chairs of scrutiny committees should be allocated to Opposition councillors, to demonstrate greater transparency and challenge.

Councillor Smithers restated his view that a strong and challenging scrutiny process was important to the Council. Councillor Smithers indicated that he was aware the Monitoring Officer was undertaking a review of current arrangements in order to strengthen governance structures and enhance scrutiny arrangements.

Councillor Wendy Brackenbury, in conclusion, confirmed that training for scrutiny members was already identified as a priority.

RESOLVED that: -

- (i) The Scrutiny Annual Report 2021/22 as attached as Appendix A to the report be noted.

163. Motions on Notice

Motion 1

The Chair informed Council that the following motion on notice had been received.

“The cost-of-living crisis will have an impact on the Council’s most vulnerable tenants, especially if the winter turns out to be long and hard, and no one knows if it will be mild or harsh winter. Whilst the government works out what it needs to do, we as a landlord also need to look at and prepare for how we ensure our tenants remain safe and well.

Our housing stock is getting older and whilst we as a Council do have a boiler replacement scheme, it is still possible we could have many boiler failures over the coming winter, with tenants facing long waits for either boiler parts or replacement.

This motion asks –

North Northamptonshire Council to review the energy efficiency of any temporary heating given to families to help in those conditions where tenants have a boiler failure and face a long wait for repairs or replacement, as the current temporary heating (usually fan heaters) could cost up to 84p per hour to run per heater, over a month this could add £100s per month compared to average heating costs; the motion also asks if heating in these circumstances could be subsidised by the Council in properties where there are children under 5, the elderly and the disabled, who are disproportionately affected by the need and ability to keep warm.”

Councillor Lyn Buckingham MOVED the motion. Councillor Leanne Buckingham SECONDED the motion.

Councillor Lyn Buckingham expressed concern regarding the potential for an increase in fuel poverty during the current energy crisis and the financial problems being faced by large sections of the community. Councillor Buckingham was particularly concerned regarding vulnerable people who were Council housing tenants and seeking assurances that the Council maximise assistance to these residents.

Councillor John McGhee felt that it was important that the Council took action as soon as possible and sought assurances that the boiler replacement programme was accelerated to ensure that the need for repairs to faulty devices could be minimised. It was important that the Council’s tenants did not suffer from lack of a reliable source of heating.

Councillor Binley confirmed that the Council did have a fully costed boiler replacement programme which was being rolled out. The Council operated a 24-hour response service to

reports of faulty boilers as this was obviously seen as a priority. Boiler replacements were dealt with within days.

Councillor Hakewill suggested that the motion could be referred to scrutiny for consideration, however after discussions this referral was withdrawn, and the mover and seconder of the motion sought permission to amend the tabled motion, so that the words were added at the end of the final paragraph “...and that a report be brought back to the next Council meeting or the meeting after that.”

RESOLVED that: -

- (i) The motion (as amended) be approved.

Motion 2

The motion on notice submitted by Councillor Fedorowycz was withdrawn with the agreement of the seconder Councillor Tubbs and permission of Council.

164. Urgent Items

There were no urgent items on this occasion.

165. Close of Meeting

Meeting closed at 3:52 pm.

Chair

Date

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Full Council 24th November 2022

Report Title	Youth Justice Plan 2022/23
Report Author	AnnMarie Dodds – Executive Director of Children’s Services
Lead Member	Cllr Scott Edwards – Executive Member for Children, Families, Education and Skills.

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

List of Appendices

Appendix A – Youth Justice Plan 2022/23

1. Purpose of Report

- 1.1. Under the Crime and Disorder Act 1998 the Council has a statutory duty to publish an annual Youth Justice Plan which provides specified information about the local provision of youth justice services. The Youth Justice Board provides guidance about what must be included in the plan and recommends a structure for the plan. The draft Youth Justice Plan for the Northamptonshire Youth Justice Service is attached at **Appendix A**.
- 1.2. As the Youth Justice Plan is part of the Council’s Budget and Policy Framework, Council will be requested to adopt the Plan.

2. Executive Summary

- 2.1. The Youth Justice Plan covers performance for the period 2021/22 and provides service budgets, operational and strategic developments within the service and partnership, service structure and the Service Improvement Plan for 2022 –2023.

- 2.2. In accordance with statutory requirements, the Plan was placed before Northamptonshire Youth Offending Service Management Board in August 2022, where it was approved.
- 2.3. The Youth Justice Plan must be submitted to the Youth Justice Board (YJB) for England and Wales and published in accordance with the directions of the Secretary of State. After submission to the YJB, Youth Justice Plans are sent to Her Majesty's Inspectorate of Probation (HMIP - lead for Youth Offending Service inspections) and are placed in the House of Commons library.

3. Recommendations

- 3.1. It is recommended that –
 - (i) Full Council approves the Youth Justice Plan.
- 3.2. Reasons for Recommendations:
 - To provide the Youth Offending Service with the strategic direction for their service area
 - To accord with the policy of the Council, the Youth Justice Plan forms part of the Council's Policy Framework and is therefore a matter for Council to approve.

4. Report Background

- 4.1 Youth Offending Teams are statutory partnerships, established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local authorities are responsible for establishing a Youth Offending Team. Police, the Probation Service and Clinical Commissioning Groups (CCGs) are statutorily required to assist in their funding and operation. In Northamptonshire, the Youth Offending Service (NYOS) is delivered by Northamptonshire Children's Trust.
- 4.2 Local authorities continue to have a statutory duty to submit an annual Youth Justice Plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:
 - a) how youth justice services in their area are to be provided and funded
 - b) how the Youth Offending Service will be composed and funded, how it will operate, and what functions it will carry out.
- 4.3 Plans must cover both strategic and operational elements. The wider strategic picture should be captured, whilst also outlining the key business activities that will be undertaken by services to achieve wider strategic aims.
- 4.4 The Youth Justice Plan should set out the direction and strategy of youth justice services, describing how quality services will be provided to ensure positive outcomes for children and improvements in performance indicators, in particular:
 - reducing first time entrants to the youth justice system
 - reducing the use of custody

- reducing reoffending rates
- locally agreed performance indicators that evidence positive outcomes for children.

4.5 The Youth Justice Plan must describe how leadership and governance is set up to monitor the quality and effectiveness of youth justice services across our area. Due to the restrictions of the Youth Justice Board prescriptive approach, the NYOS is prevented from innovating and ensuring the document is child friendly and accessible to all. In response, Northamptonshire Youth Offending Service will create a child friendly version of this document.

5 Issues and Choices

Service Development Priorities

- 5.1 A quality assurance framework was developed and implemented to promote effective and consistent practice. Service-learning sessions have been delivered as a result of the findings. We have developed partnership working relationships to address extra familiar harm, which includes the Exploitation Screening tool to identify risks of exploitation.
- 5.2 The Youth Offending Service has enhanced the Education, Training and Employment offer by increasing resource and we successfully rolled out the Skill Mill for those young people at risk of reoffending. We have also developed new working practices in relation to speech and language support and timely health assessments and interventions.

Partnership Priorities

- 5.3 Northamptonshire Youth Offending Service (NYOS) has developed strong working relationships with all of Northamptonshire Children's Trust teams as we are an integral part of the Trust. The strength of our partnership working with the police has enabled NYOS to deliver targeted work in respect of serious youth violence, First time Entrants and Reoffending.
- 5.4 NYOS senior management team and operational managers and practitioners are now visible in all areas of children and young people strategic boards, steering groups, task and finish groups. This includes the Community Safety Partnerships within both North and West Northamptonshire Councils. NYOS, together with the Probation Service, developed a protocol that addressed transitions for young people from NYOS to the Probation Service.

Improving Practice

- 5.5 NYOS improved the service communication by holding more regular whole service meetings and increased the opportunities to celebrate individuals' outstanding work and the service successes.
- 5.6 All NYOS staff have been trained in Signs of Safety and by applying Trauma informed approaches, NYOS have also supported Police custody to ensure a trauma informed custody service.
- 5.7 All staff were trained in unconscious bias and motivational interviewing to equip the staff with knowledge and skills to be more confident in their conversations with children,

especially in areas of over representation. NYOS now have an over representation protocol supported by an action plan.

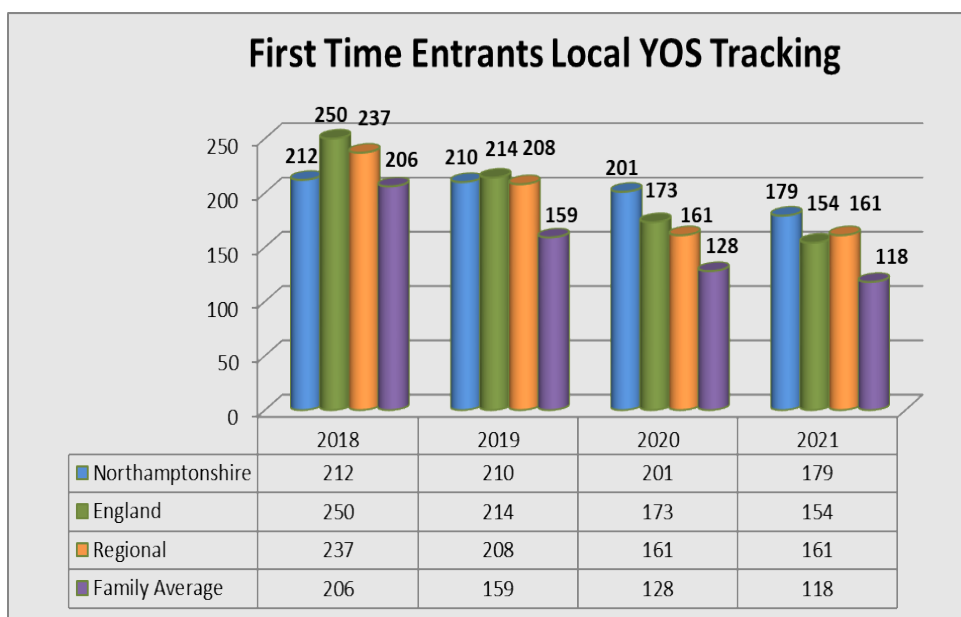
- 5.8 One of the barriers NYOS have identified throughout the 2021-2022 delivery has been the innovative work required to support education, training, and employment. This priority has been taken forward into 2022-2023.

Looking Forward

- 5.9 On 24th February 2022 the Youth Justice Board wrote to the Chair of the Board, Head of Service and Assistant Director to inform us that Northamptonshire has been designated a Youth Justice Board (YJB) Stage One Priority service due to concerns relating to key performance data, levels of over-represented children and increases in serious violence. YJB Stage One Priority status is one of diagnostics and light touch engagement to consider, brokering support where appropriate. In response we have focused our Service improvement plan on the areas highlighted by the YJB.

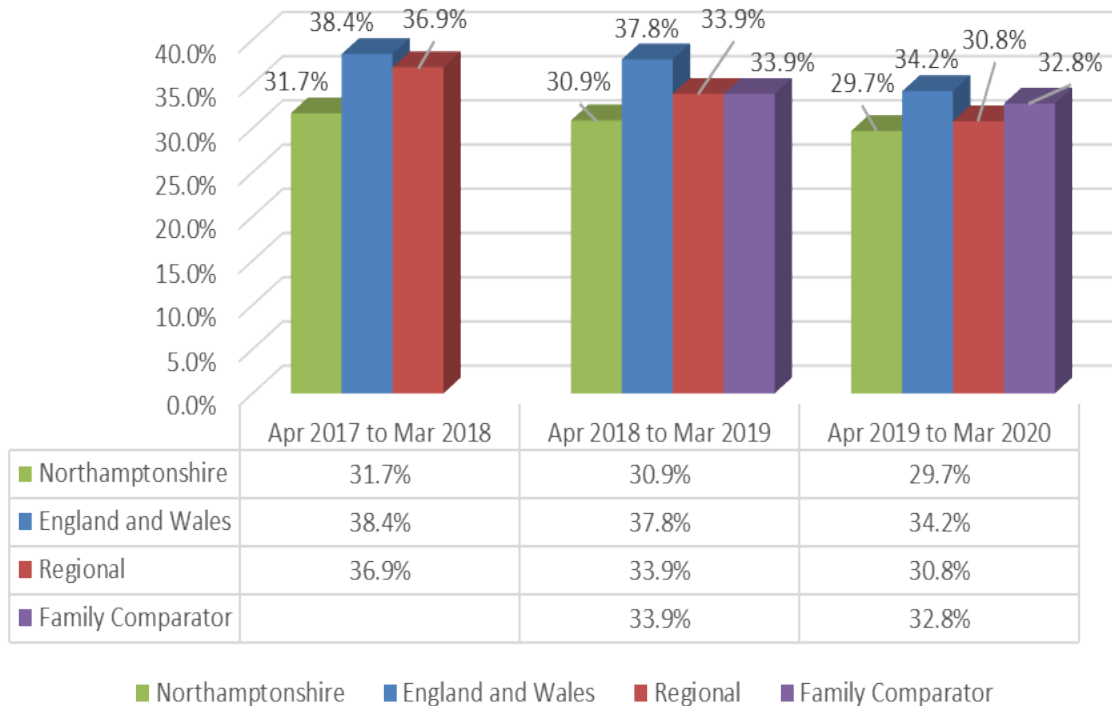
- 5.10 The NYOS Youth Justice plan specifically covers the YJB priority areas:

- 5.11 Strategic Priority 1 - Reduce the number of First Time Entrants into the Criminal justice system. To be effective in this area, we need to apply a whole system approach to ensure those at risk receive support at the earliest opportunity. For the youth justice partnership service, we need to identify and intervene earlier with those young people whose vulnerability and safeguarding risks are identified through highly effective Out of Court Disposals processes.

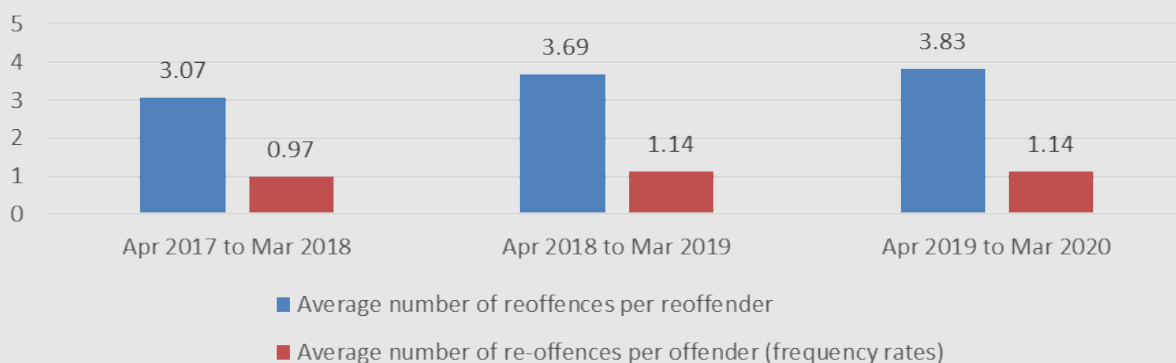


5.12 **Strategic Priority 2 – Reduce re-offending** - Reducing re-offending is one of three national indicators for youth justice. Breaking the cycle of re-offending, particularly where this offending has become prolific and contributes to a disproportionate amount of total youth crime, means that our communities will be safer and there will be fewer victims of crime. The savings from reduced re-offending and the need for formal, acute youth justice intervention, also enables a shift of resource towards prevention of offending.

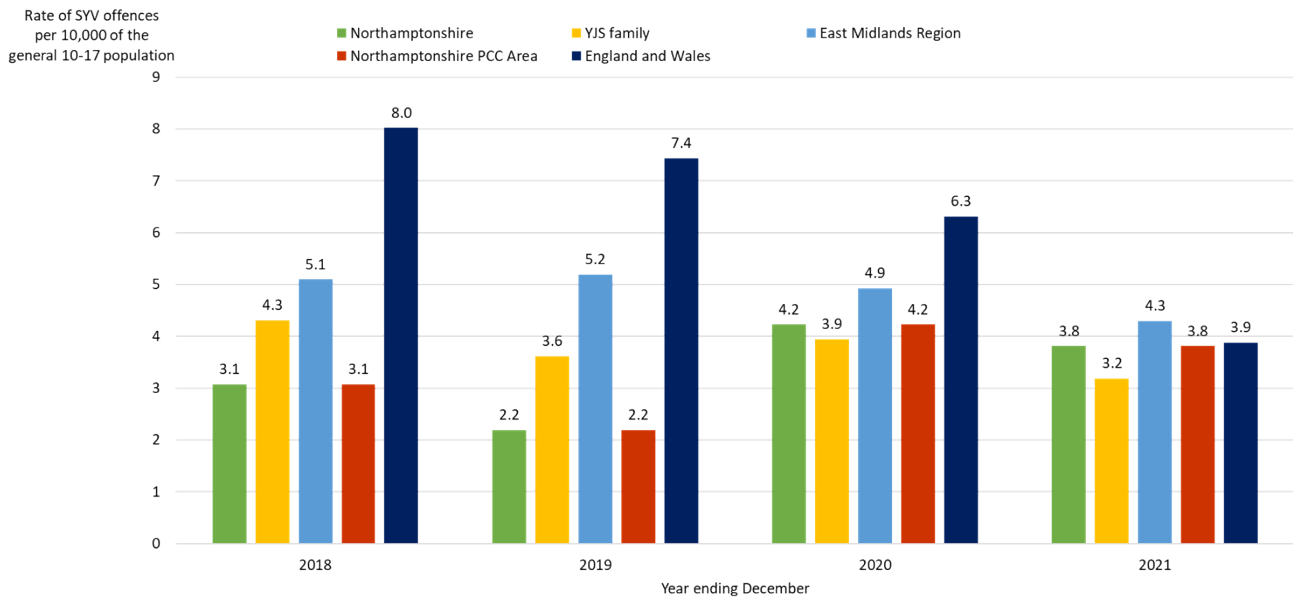
Rate Of Proven Reoffending by Young People (Binary Rate)



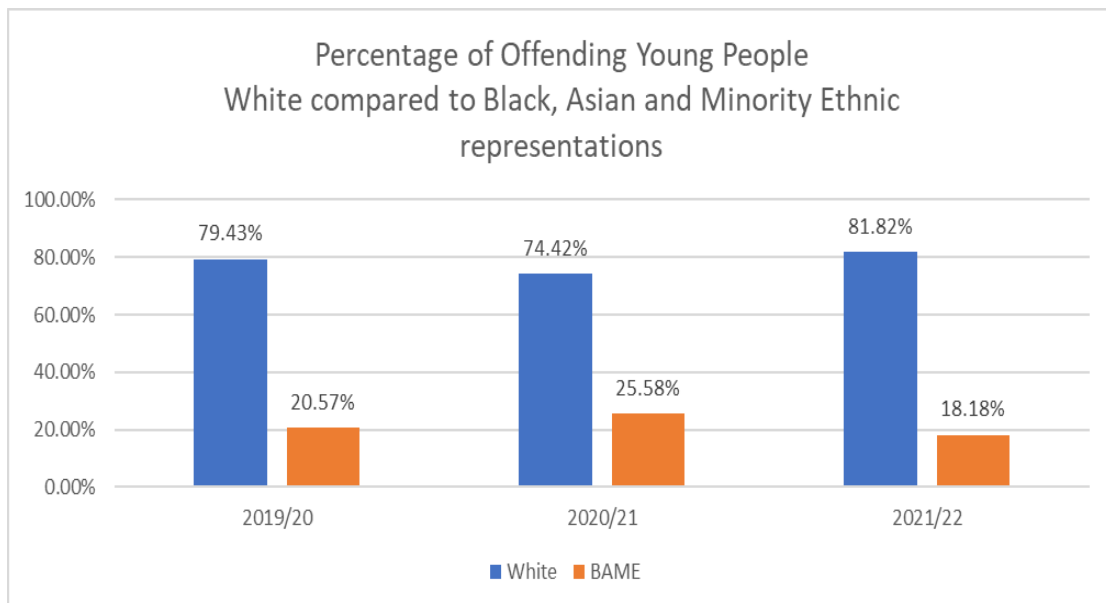
Northamptonshire Average Number of Reoffences by Reoffender



5.13 **Strategic Priority 3 – Protect the public from harm decrease in serious Violence.** Effective risk assessment and management practices that seek to protect the public from harm and reduce the impact of offending on the local community are crucial in meeting this priority and are more likely to be achieved through an integrated, multi-agency partnership approach. There are relatively few young people in Northamptonshire whose offending presents a significant risk of serious harm to the public but where this is present management of the risk must be prioritised.



5.14 A further strategic priority is over representation and disproportionality. the BAME community are still over-represented within Northamptonshire young people who offend. Although data shows this has reduced in 2021/22 to just over 18% compared to this community representing 11% of Northamptonshire 10-17 population.



6 Next Steps

- 6.1 If recommended by Executive, the plan will go to Full Council for approval.
- 6.2 Once agreed this report will be published within the House of Commons.

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

7.1.1 The Youth Justice Board have confirmed the provisional youth justice grant for the year 2022/23 is £705,433 which is an uplift of 9.8%. This uplift, which is applied across all local authorities, is the result of strong commitment to frontline youth justice services. This significant increase in funding is designed to support our delivery, performance improvements and our service’s recovery from the COVID-19 pandemic.

7.1.2 Northamptonshire’s provisional youth justice grant allocation for 2022/23 is £705,433. This is on top of our statutory partnership contributions. See table below:

INCOME	Youth Justice Board¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Contributions	£705,433	£1,563,205	£200,900	£31,974		£80,000	£2,581,512
Total income	£705,433	£1,563,205	£200,900	£31,974	£0	£80,000	£2,581,512

7.1.3 For 2022/23, the YJB require submission of the Youth Justice Plans which must be agreed by the Management Board and signed-off by the Chair prior to receiving any form of grant.

7.1.4 In respect of the Local Authority contribution the disaggregation principles applied as part of the overall contract sum are 44.16% for North Northamptonshire Council and 55.64% for West Northamptonshire Council. 100% of grants are paid to North Northamptonshire Council.

7.2 Legal and Governance

7.2.1 The Council's duty, pursuant to section 40, Crime and Disorder Act 1998, to formulate and implement a Youth Justice Plan for each year, following statutory consultation, is detailed in the body of the report above.

7.2.2 By virtue of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) certain plans and strategies, which together make up the Council's budgetary and policy framework, must be approved by full Council, as reflected in the Council's Constitution. These include the Youth Justice Plan.

7.2.3 The Constitution requires that the Executive’s proposals in relation to any such policy, plan or strategy be submitted to full Council and that, in reaching a decision, the Council may adopt the Executive’s proposals, amend them, refer them back to the Executive for consideration or, in principle, submit its own proposals in their place.

7.3 Relevant Policies and Plans

7.3.1 The Youth Justice plan support the priorities of North Northamptonshire Unitary authority and the vision that Our Vision for North Northamptonshire is: “A place where everyone has the best opportunities and quality of life.”

7.3.2 The NYOS plan will seek to achieve North Northamptonshire’s key commitments as well as support and mirror Northamptonshire’s Policing “Matters of Priority.”

¹ This includes all grants received from YJB

7.4 Risk

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

7.5 Consultation

7.5.1 In accordance with statutory requirements, the plan was placed before NYOS Management Board, on which statutory partners sit, [Police, Probation, Health] and was approved in June 2022. The NYOS intends to redraft the plan into a child friendly version once the plan has been agreed. The plan at present is not child friendly due to the prescriptive nature of the YJB requirements, NYOS are committed to young people having a full understanding of the NYOS plans for 2022/23. We have identified our Youth Engagement Team to contribute to this.

7.6 Consideration by Executive Advisory Panel

7.6.1 This report has been considered by an Executive Advisory Panel.

7.7 Consideration by Scrutiny

7.7.1 This report has not been subject to scrutiny.

7.8 Equality Implications

7.8.1 It is considered that the plan will have an impact on the groups indicated below but it is intended that the impact will be a positive one for those groups. They have been listed here to ensure full transparency. Disproportionate effects are likely to occur due to young people offending which the plan aims to reduce. Whilst the plan focuses on young people who offend, the drivers for such offending, and at-risk issues, can include disability, poverty, gender and ethnicity. The offences themselves may also have an indirect effect on carers and other groups and this is the reason for inclusion above. It is further considered that the interventions, actions and measures identified in the plan, will address the core issues leading to a positive impact on the groups above.

7.8.2 There are nine protected characteristics that are afforded protection against less favourable treatment within the Equality Act (2010). These are:

- (a) Age
- (b) Race
- (c) Sex
- (d) Gender Reassignment
- (e) Sexual Orientation
- (f) Marriage and Civil Partnership
- (g) Religion or Belief
- (h) Disability
- (i) Pregnancy and Maternity

7.9 Climate and Environment Impact

7.9.1 The Council, having declared a climate change emergency in June 2021, is committed to reducing its climate impact both within its own Council buildings and in working with businesses and the wider community to achieve net zero energy emissions. Both

NYOS buildings are Victorian and as a result not environmentally friendly. Consequently, the Trust are seeking to relocate the service to a more environmentally and child friendly building whilst encouraging agile working for staff who work directly with young people. Due to the Covid Pandemic we have noticed a decline in staff mileage and use of cars and public transport. This highlights creative ways the NYOS have used to ensure young people remained seen throughout the pandemic. The use of virtual technology and community-based facilities have resulted in less travel.

7.10 Community Impact

7.10.1 NYOS' vision compliments the wider Children's Services' Vision and YJB 'Child First, Offender Second' approach in aspiring to create a local justice system, which supports children to be the best version of themselves, working collaboratively and seeing children as part of the solution, through evidenced based practice. It aims to recognise the need to create an individualised approach and appropriately respond to a child's diversity, by working holistically through a whole system approach to support the wider family and illuminate barriers to desistance, including structural inequality, alongside recognising the need to protect the public and previous/future victims of crime.

7.11 Crime and Disorder Impact

7.11.1 The Crime and Disorder Act 1998, requires Local Authorities to have a Youth Justice Plan, which is updated annually to set out how youth justice will be delivered locally within available resources.

8 Background Papers

8.1. None.

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Northamptonshire Youth Justice Plan

Service	Northamptonshire Youth Offending Service (YOS)
Service Manager/ Lead	Claire O'Keeffe
Chair of YJS Board	AnnMarie Dodds

1. Introduction, vision and strategy (YJB guidance p8)

Having taken over the chairing of the YOS Board in May 2022 it is clear that the drive and ambition of the service is to ensure that together with key stakeholders they deliver the best outcomes for children and young people. Northamptonshire Youth Offending Service strives to ensure that the young people they support lead fulfilling, healthy and safe lives. They promote a culture of high aspiration, drawing on all the resources across our community and the wider partnership to ensure that each child or young people is empowered to achieve their potential and has the resilience and capability to move into independent and socially responsible adulthood, free from crime.

This plan has been written and agreed with the active contribution of Board members.

As Chair of the Board, I am committed to working with strategic partners to ensure that the Youth Offending service are challenged and supported to deliver the best possible outcomes for all children across North and West Northamptonshire

- Reducing First time entrants to the Youth justice system
- Reducing reoffending
- Reducing use of custody
- Number of young people in Employment Training & Education at the end of their order
- Number of young people in appropriate accommodation

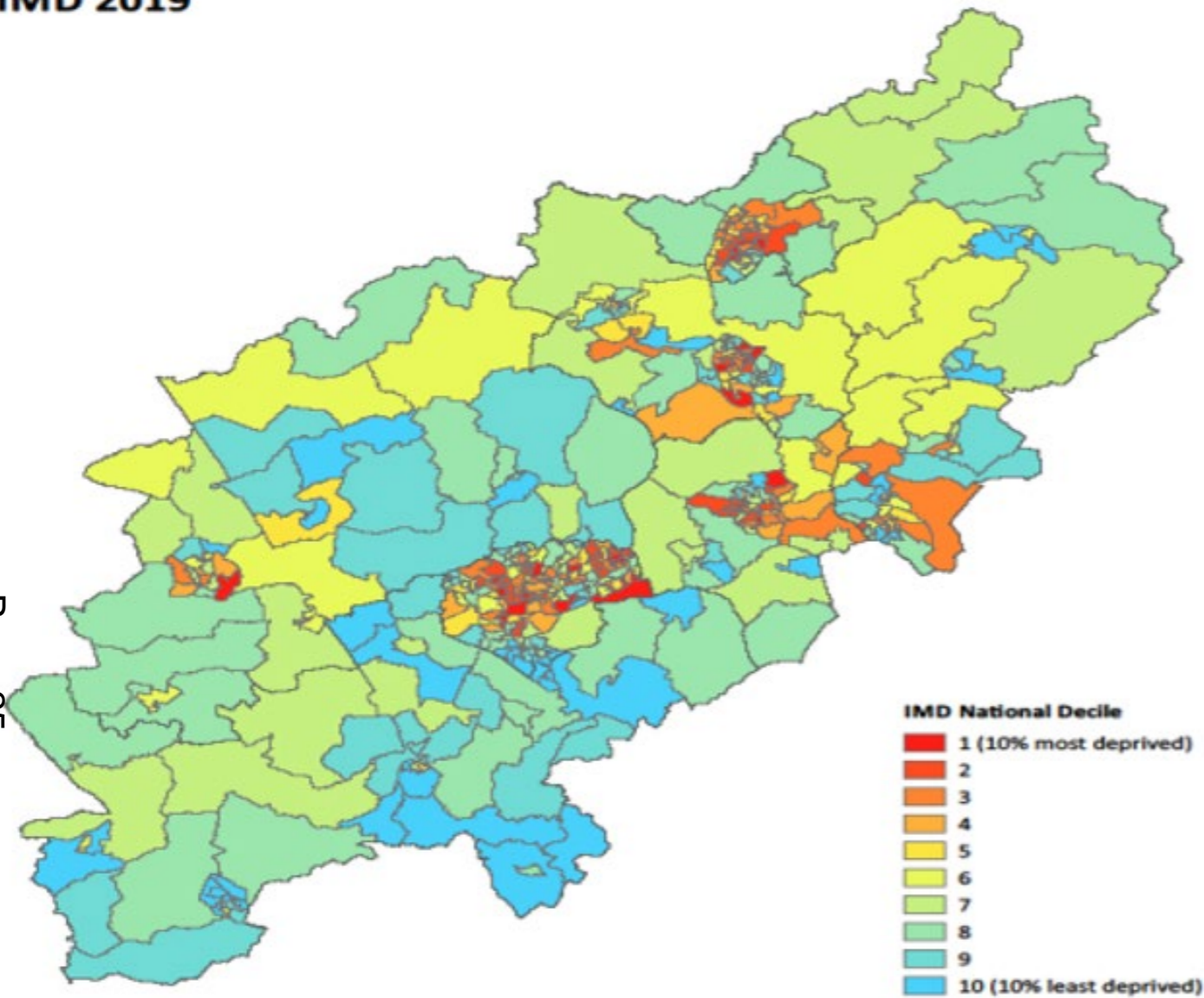
The partnership has been successful in improving key performance including the reduction in first time entrants though we see the impact of an increase in serious youth violence. Partners are committed to working together to ensure both risk and safeguarding is appropriately addressed and that all children are supported to thrive.

Our strategic partners drive initiatives within their own organisations that address the risks and challenges faced by our children and young people. An example from Northamptonshire Police is an improved approach to intelligence including demographic mapping allowing police, YOS and partner agencies to target and engage communities at particular risk.

2. Local context (YJB guidance p8)

- 2.1. Northamptonshire is a mixture of urban and rural communities with just over two thirds of the population living in urban areas and just under a third in rural areas. 30% of the population live in the county town of Northampton. The County is administered by two Unitary authorities, North Northamptonshire and West Northamptonshire. Northamptonshire stretches over 913 miles and is landlocked between eight other counties.
- 2.2. The estimated population of Northamptonshire (as of 2019) is 753,278, with a split of 348,228 for North Northamptonshire and 405,050 for West Northamptonshire. Northamptonshire is projected to grow by almost 6% to 794,046 by 2026 – the estimated growth of North Northamptonshire is 7.21% (reaching 371,937) and West Northamptonshire 4.86% (reaching 422,119).
- 2.3. Overall, 14.7% of the county's population live in the top 20% most deprived areas in the country, according to the 2019 Index of Multiple Deprivation. These deprived areas contain higher proportions of children than the county's non-deprived areas. A detailed Deprivation map can be seen below, with an index of 1-10 (1 being the 10% most deprived and 10 being the 10% least deprived).

Northamptonshire IMD 2019

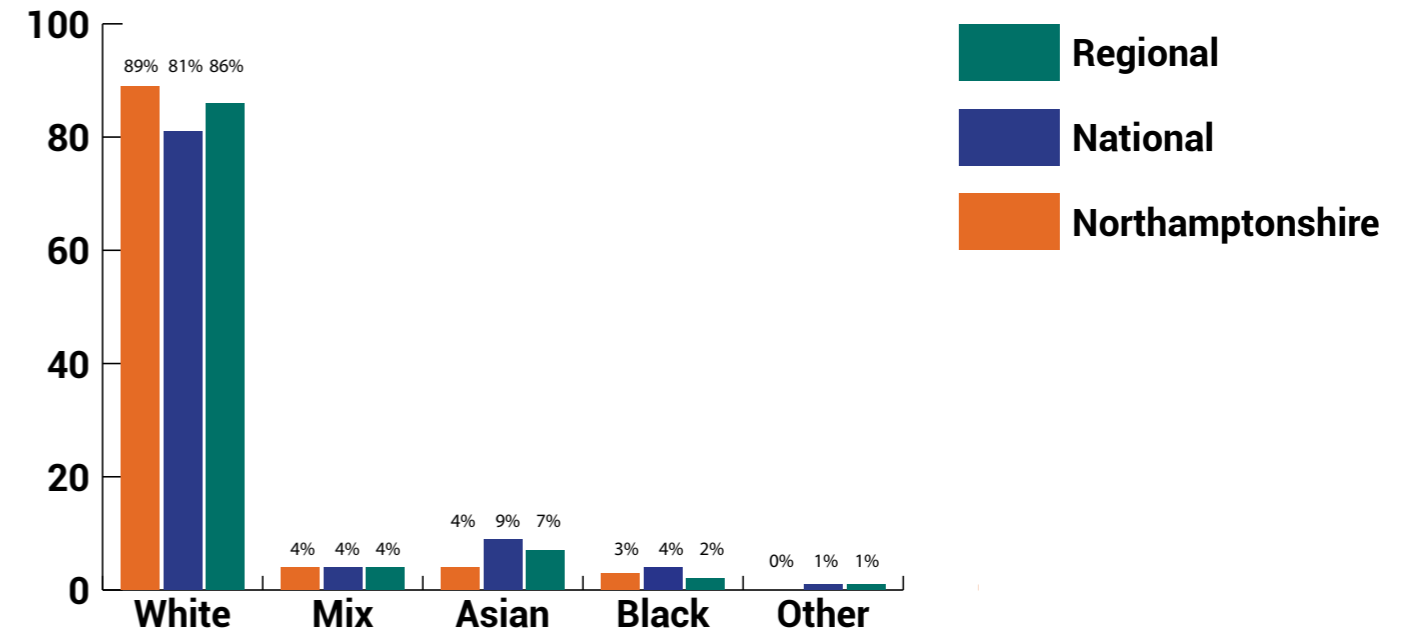


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- 2.4. The population of Northamptonshire is estimated to have grown by 8.86% between the 2011 and 2019 Census. Over the same period the number of under 0- to 2-year-olds and 17- to 25-year-olds decreased and the highest increase (almost 30% which is higher than the national average increase of 22.84%) was seen amongst the 8-year-olds group.
- 2.5. Many children and young people in Northamptonshire experience poor outcomes. 28,876 children and young people live in the top 20% most deprived areas. Just over 20,000 children aged 0-15 years old live in low income families, while 17,500 live in out of work benefit households and approximately 1,700 dependent children of all ages live in households affected by the benefit cap.
- 2.6. At the time of the 2011 Census 11% of the Northamptonshire population came from an ethnic majority background other than White British. Over recent years the county has experienced high levels of net long-term international migration per thousand inhabitants, compared to other English and Metropolitan counties.

10 - 17 Population based on Most recent Census 2011



- 2.7. Between April 21 and March 22 there were just over 3200 young people (nearly 500 more than in the previous year) identified as suspects or offenders in crime for a total of nearly 5900 offences (over 500 more than in the previous year). 40% of these offences were for Common Assault / ABH.
- 2.8. 69 (16%) of the county's LSOA are identified as being in the 20% most deprived areas nationally (within decile 1 and 2).
- 2.9. 34% of the young people identified as suspects or offenders lived in those areas at the time they were involved in the occurrences. 37% of all the suspect and offender occurrences were committed by young people living in those areas and 35% of all the occurrences took place within those 20% most deprived areas.

3. Child First (YJB guidance p8)

- 3.1. Northamptonshire Youth Offending Service (NYOS) are committed to the principle of child first and whole family working as part of its service delivery, ensuring the Youth Justice Boards' (YJB) Child Four Tenants principles are at the heart of service delivery.
- 3.2. NYOS have made many service changes and delivered new initiatives to support the Child First principles. Evidence of these can be seen throughout day-to-day practice and embedded into all policies and procedures:

We see children as children

- 3.3. All NYOS assessments, intervention plans and programmes are child focused and written with the voice of the child in mind. Young People are fully engaged in these, working in collaboration with their caseworker. As part of ensuring that children have an opportunity to participate in the process, we use the skills and experience of Speech and Language therapists to ensure young people of all abilities can contribute.

Developing prosocial identifiers of positive change

- 3.4. We have adopted a Signs of Safety strength-based approach to working with children/young people and their families, which captures the strengths and support capabilities within the family network as well as identifies the risks and the safety plans required to provide the right intervention the family needs to reduce the risk. We understand that children need an individual tailored approach that will help them address their offending behaviour, this could include restorative conferencing, family mediation, direct reparation, and trauma informed approaches where necessary.

Collaboration with Children

- 3.5. NYOS have implemented a Mind of My Own System (MOMO) which will further support the relationship between caseworker and young person. By Using MOMO this puts young people in charge of feedback on all aspects of their interaction with the NYOS and other agencies by allowing them to communicate how they feel when they want to.
- 3.6. NYOS also have a Youth Participation Group meeting every quarter. Members have been trained to take part in service interview panels for recruitment of new employees. They have also contributed to the design of a feedback form for young people and are contributing to the Over Representation Protocol.

Promoting Diversion

- 3.7. YOS have a Prevention and Diversion Service (PADS). The Team have worked closely with colleagues in the Police to consider and implement the use of a range of outcomes, allowing for children and young people to be worked with in the system without criminalising or stigmatising them, for example our current use of Outcome 21 and joint planning for the use of Outcome 22. Working alongside the Police using their Qlik system, The NYOS are now targeting young people who have had 3 or more encounters with the police. This process has enhanced the number of CRDS issued by the Police and increased the use of youth cautions and youth conditional cautions.
- 3.8. The NYOS and Police have analysed the data in relation to first time Entrants and have identified that there are a few young people becoming first-time entrants but with no previous OCCD. This has highlighted to NYOS that this has a significant impact of First-time entrant rates. Consequently, NYOS and the Police are proposing an expansion of the triage system to include all partners, to ensure young people receive the appropriate timely outcome.

- 3.9. In collaboration with Northamptonshire County Youth Bench, Chrysalis Foundation, HMCTS and Police, NYOS has created an at-court support and signposting service named "Youth Court Solutions" for young people and their families. Operating from the public area in the courthouse at Wellingborough, the at-court services will signpost a wide range of services for children, young people, and their families, including help to identify and access support services to address the issues which bring children and young people to court, whether as a child who offends, victim or witness. In support of this all families receive documentation about the court processes and support services prior to attending court. Witnesses receive dedicated support from in house Victim Officers if required.

4. Voice of the Child (YJB Guidance p9)

- 4.1. NYOS ensure the voice of the child and their lived experience are paramount and captured in all areas of our work.

Examples of our work are:

- Children and young people's voices are captured in adapted assessments and plans. Feedback opportunities have been made as flexible as possible, including the use of technology and traditional feedback forms which were designed by young people in NYOS.
- Young people are encouraged to share their experience of their time with NYOS with Magistrates and Referral order panellists. This is especially important when seeking to revoke an order for outstanding progress. Recently, the young people have taken part in a service survey providing feedback about their NYOS experience (see Appendix 1). This information is being used to further enhance NYOS delivery.
- NYOS has a Quality Assurance framework which is used as a learning practice tool that consistently captures the evidence that the voice of the child is visible on all casework and is used to provide appropriate interventions suitable for the young person and their family.
- Young people have been involved in the recruitment of new employees. The YP have been trained to complete this task and have a say in what questions and/ or activities potential candidates must undergo.
- NYOS have a Young People's forum which provides feedback on practice and protocols of the service. They are currently involved in contributing to the NYOS Over Representation Protocol and the victim feedback questionnaire. In addition, the group of young people successfully designed and implemented the "End of Order questionnaire". (see Appendix 2)
- NYOS young people are collaborating with Traverse who have been commissioned by the Youth Justice Board to run a research project looking at the differences in reoffending rates amongst children from different ethnic backgrounds.
- NYOS are committed to supporting young people who have lived experience of the criminal justice system to be part of our NYOS Management Board to influence the decision-making process of NYOS service delivery. NYOS need to expand the contributions of the children and young people's voice to inform the NYOS delivery.

5. Governance, Leadership and Partnership Arrangements (YJB guidance p9)

- 5.1. The Northamptonshire Youth Offending Management Board (NYOMB) has oversight of the effectiveness of NYOS and provides appropriate challenge and strategic direction. (see Appendix 3 & Appendix 4).
- 5.2. The Chair of the Board is the Director of Children's Services (DCS) of North Northamptonshire Council, The Director of Children's Services for the West Northamptonshire Council is also a member of the board.
- 5.3. Chief Executives of the Unitary Authorities still retain statutory responsibility for the delivery of Youth Offending Service within their geographical boundaries. Northamptonshire Youth Offending Service (NYOS) boundaries are within those of Northamptonshire Police area and Northamptonshire National Probation Service.
- 5.4. The Chair of the Youth Bench in the county also attends the Board meetings and with regular attendance of the YJB Regional Officer. The Board members meet on a quarterly basis and when required will hold extraordinary meetings. The Board oversees performance monitoring at a local, family and national level and agrees actions for improvement.
- 5.5. The Board supports the NYOS priorities working in partnership and ensures that the YOS action plan priorities are captured in other strategies and action plans, for example Community Safety Strategy, Child Exploitation Strategy and Early Help Strategy.
- 5.6. NYOS is part of the Northamptonshire Children's Trust (NCT) which provides strong operational delivery across Children's Social Care and Children & Family Support Service (Early Help). In addition to being located within NCT, NYOS has strategic links with Police, Probation, Office of the Police and Crime Commissioner, Education, Community Safety and Adult Social Care, VCSE and Health Services and bespoke commissioned services.
- 5.7. The Senior Management of NYOS is the Assistant Director for NCT Children & Family Support Services. They attend relevant strategic boards for example the LCJSB and the Strategic Community Safety Partnerships of West and North Northamptonshire, the Integrated Care CYP Transformation Board and they are meeting regularly with the Judiciary's Youth Bench. The Assistant Director is also the Chair of the Strategic Early Help Board and attends the Northamptonshire Safeguarding Children's Partnership.
- 5.8. The NYOS Head of Service attends the Prevent and Channel Panel strategic group and is the Chair of the Vulnerable Adolescent Panel (exploitation), strategic lead for MAPPA, Reducing Reoffending Board, Children & Young People Transformation Board (ICS) and the Corporate Parenting Board.
- 5.9. These links ensure that NYOS priorities are visible in all partnership arrangements.
- 5.10. The below table captures the other forums attended by NYOS Managers and Practitioners:

Strategic Priority	Meetings attended by NYOS Managers and Caseworkers
Safeguarding and Public Protection	<ul style="list-style-type: none"> • Child Protection Conferences. • Multi-Agency Public Protection Arrangements (MAPPA) MARAC meetings. • Local Community Safety Partnership operational meetings. • Local complex needs panel meetings. • Early Help Board • Supporting Families Steering Group • Integrated care system children and young people pillar/work streams
Child Exploitation and VAPP Panel	<ul style="list-style-type: none"> • Child Exploitation Tactical Groups within NCT. • Local multi-agency information sharing arrangements to identify and protect children at risk of exploitation. • Partnership Vulnerable Adolescent Panel in which the NYOS Manager is a standing Chair and a deputy to the running of the panel. • Northamptonshire Reducing Re-offending Strategy Group. • Community Safety Partnerships. • Risk Assessment Panels – management of YP identified as being at high risk of causing serious harm to others, or of experiencing significant harm themselves. • Harmful Sexual Behaviour - NYOS leads the work on Harmful sexual behaviour within NCT with the support of the Police. The NYOS and the Trust use recognised assessment and intervention approaches [AIM] for young people who commit harmful sexual behaviour. • Missing Children Steering Group
Reducing Re-Offending	<ul style="list-style-type: none"> • NYOS attends the Northamptonshire Prevent Group to ensure that our work is aligned with local initiatives. • NYOS contributes to the local assessment of extremism risks. • NYOS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.
Preventing Violent Extremism	<ul style="list-style-type: none"> • NYOS attends the Northamptonshire Prevent Group to ensure that our work is aligned with local initiatives. • NYOS contributes to the local assessment of extremism risks. • NYOS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.
Restorative Justice and Support for Victims	<ul style="list-style-type: none"> • Referral Order Panels • Referral Order Monthly Training • Restorative Justice Group

6. Resources and services (YJB Guidance p10)

Budget

6.1. The below table provides an overview of the YJB Grant, and other contributions made by local partners:

NORTHAMPTONSHIRE 2022/23							
INCOME	Youth Justice Board ¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Cash	£705,433	£1,563,205	£200,900	£31,974		£80,000	£2,581,512
Page-kind Page 28 Total income	£705,433	£1,563,205	£200,900	£31,974	£0	£80,000	£2,581,512
							£0

EXPENDITURE	Youth Justice Board ¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Salaries	£616,362	£1,388,818	£192,236	£31,974		£76,511	£2,305,901
Activity costs	£6,376	£12,054	£2,164	£0		£861	£21,455
Accommodation	£10,997	£20,792	£3,732	£0		£1,486	£37,007
Overheads	£14	£26	£5	£0		£2	£47
Equipment	£8,437	£15,950	£2,763	£0		£1,140	£28,290
Total Expenditure	£642,186	£1,437,640	£200,900	£31,977		£80,000	£2,392,703

NB YJB have not yet confirmed a grant for 22/23.

- 6.2. The current budget is supporting NYOS which offers a very traditional structure of a Youth Offending service. (see Appendix 5).
- 6.3. The current staff make up is as shown in Appendix 6.
- 6.4. NYOS has the following specialist professionals which are provided by Statutory partners as an in-kind resource:
- Police officers x 4
 - Probation Officer 1
 - Speech and Language therapist x 1
 - Mental Health Practitioner x 1
 - Psychologist x 1
 - 1x Physical Health Nurse
 - 1x Health Support Worker.
 - Substance Misuse Officers x 2
- 6.5. We use our grant and partner agency contributions to deliver the support required to children, young people, and their families. The focus of the partner contributions has been to ensure we provide a holistic service enhancing the performance of the service priorities. For example, we have seen an increase in the participation of speech and language resource which has enhanced assessments and intervention plans, this has included specific training to frontline practitioners to enhance the offer. We have also been working in partnership with our Police colleagues analysing data intelligence to give us greater insight into local types of offending and patterns of offending. Our Health colleagues have provided immediate access to health and wellbeing support when the need has been identified.
- 6.6. The current delivery model is performing well, however due to changes in offending behaviour and complexities in the presenting issues of young people (for example extra familiar harm/ exploitation and new Government policies and legislative changes) NYOS is exploring intends to focus and increase the capacity to deliver our Prevention and Diversion services whilst also investing in other areas of frontline delivery to support our whole family working approach. This refocus is in response to the YJB action plan and the financial uplift that has been provided by YJB contribution from central government.

7. Progress on previous plan (YJB Guidance p10)

7.1. NYOS developed a creative and strong partnership plan for 2021-22 despite experiencing the Global Pandemic. NYOS continued their delivery on the action plan and made good progress throughout the year. Last year's plan focused on 3 key areas:

Service Development Priorities

- 7.2. A quality assurance framework was developed and implemented to promote effective and consistent practice. Service-learning sessions have been delivered as a result of the findings. We have developed partnership working relationships to address extra familiar harm, which includes the exploitation Screening tool to identify risks of exploitation.
- 7.3. The Service enhanced the ETE offer by increasing resource and we successfully rolled out the Skill Mill for those young people at risk of reoffending. We have also developed new working practices in relation to speech and language support and timely health assessments and interventions.

Partnership Priorities

- 7.4. NYOS has developed strong working relationships with all of Northamptonshire Children's Trust teams as we are an integral part of the Trust. The strength of our partnership working with police has enabled NYOS to deliver targeted work in respect of serious youth violence, First time Entrants and Reoffending.
- 7.5. NYOS senior management team and operational managers and practitioners are now visible in all areas of children and young people strategic boards, steering groups, task and finish groups. This includes the Community Safety Partnerships within both Unitary Councils. NYOS together with Probation developed a protocol that addressed transitions for young people from NYOS to the Probation Service.

Improving Practice

- 7.6. NYOS improved the service communication by holding more regular whole service meetings and increased the opportunities to celebrate individuals' outstanding work and the service successes.
- 7.7. All NYOS staff have been trained in Signs of Safety and by applying Trauma informed approaches, NYOS have also supported Police custody to ensure a trauma informed custody service.
- 7.8. All staff were trained in Unconscious bias and motivational interviewing to equip the staff with knowledge and skills to be more confident in their conversations with children, especially in areas of Over representation. NYOS now have an Over representation protocol supported by an action plan.
- 7.9. One of the barriers NYOS have identified throughout the 2021-2022 delivery has been the innovative work required to support education, training, and employment. This priority has been taken forward into 2022-2023.

8. Performance and priorities (YJB Guidance p11)

8.1. NYOS are measured by 3 National Key Performance Indicators. NYOS undertake a more detailed view of the offending population, which is more meaningful locally and this provides more in-depth analysis to the board members.

The KPI's are as follows:

- Re-offending rates.
- First Time Entrants into the youth justice system.
- Custody rates for young people.
- Engagement in Education, Training or Employment. (Local)
- Access to suitable accommodation for young people. (Local)

Northamptonshire YOS Performance Report YOS Management Board May 2022

<p>NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Binary)</p> <p>Apr 2019 – Mar 2020: 29.7% Apr 2018 – Mar 2019: 30.9%</p> <p>No new data since last report</p>	<p>NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Frequency)</p> <p>Apr 2019 – Mar 2020: 3.83 Apr 2018 – Mar 2019: 3.69</p> <p>No new data since last report</p>	<p>NI 111: First-time Entrants to Youth Justice System Aged 10 - 17 National PNC Rate per 100,000 pop</p> <p>Oct 20 – Sep21: 179 Oct 19 – Sep 20: 201</p>
<p>NI 43: Young People Receiving a Conviction in Court who are Sentenced to Custody</p> <p>2021/2022 Q1 to Q3: 0.14 2020/2021: 0.19 2019/2020: 0.09</p>		
<p>Remands to Custody Bed Nights Local Measure</p> <p>2021/2022 Q1 to Q4: 1215 2020/2021: 606 2019/2020: 971</p>	<p>NI 45: Engagement in Education, Training and Employment by Young People who offend</p> <p>2021/2022 Q1 to Q4: 89.9% 2020/2021: 86.1%* 2019/2020: 82.9%</p> <p>*based on assumption Covid19 had not happened</p>	<p>Number of Custodial Sentences Local YOS Tracking</p> <p>2021/2022 Q1 to Q4: 8 2020/2021: 13 2019/2020: 6</p>
	<p>NI 46: Access to suitable accommodation for Young People in the Youth Justice System</p> <p>2021/2022 Q1 to Q4: 100% 2020/2021: 99.1% 2019/2020: 98.7%</p>	

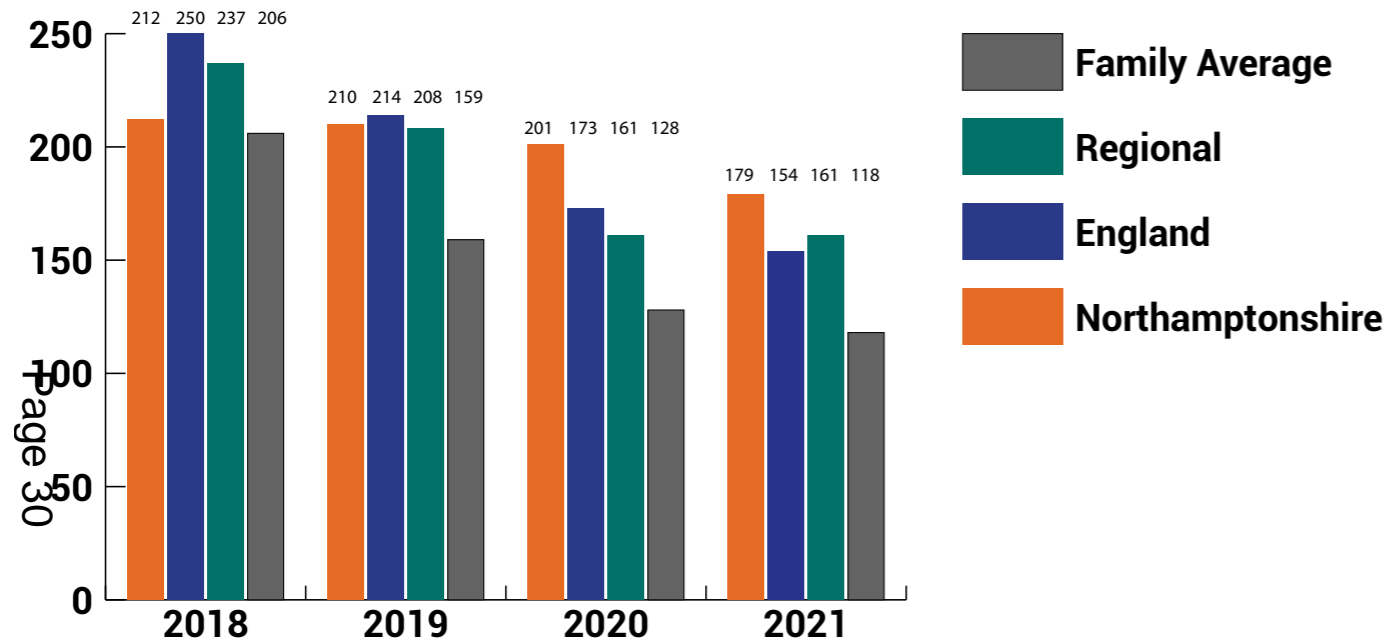
Please note the YJB has not been able to collect NI19 data following Covid. NI111 is measured using a national system and this the agreed period the YJB report on.

8.2. NYOS continues to make progress with many of the indicators and will continue to mitigate risks and promote continuous improvement within the service. The charts below provide KPI trend data from 2017-2022.

First-Time Entrants (FTE)

8.3. The table below shows a decline in the number of first-time entrants into the Youth Justice system over the last three years in Northamptonshire from 212 per 100,000 people in 2018 to 179 in 2021 and our performance comparative to more recent data shows a plateau, compared to England and Regional data. However, whilst we have seen a very positive decline, Northamptonshire remains above the family, regional and England average. The reduction of FTE is one of our priorities for 2022/2023.

First Time Entrants Local YOS Tracking

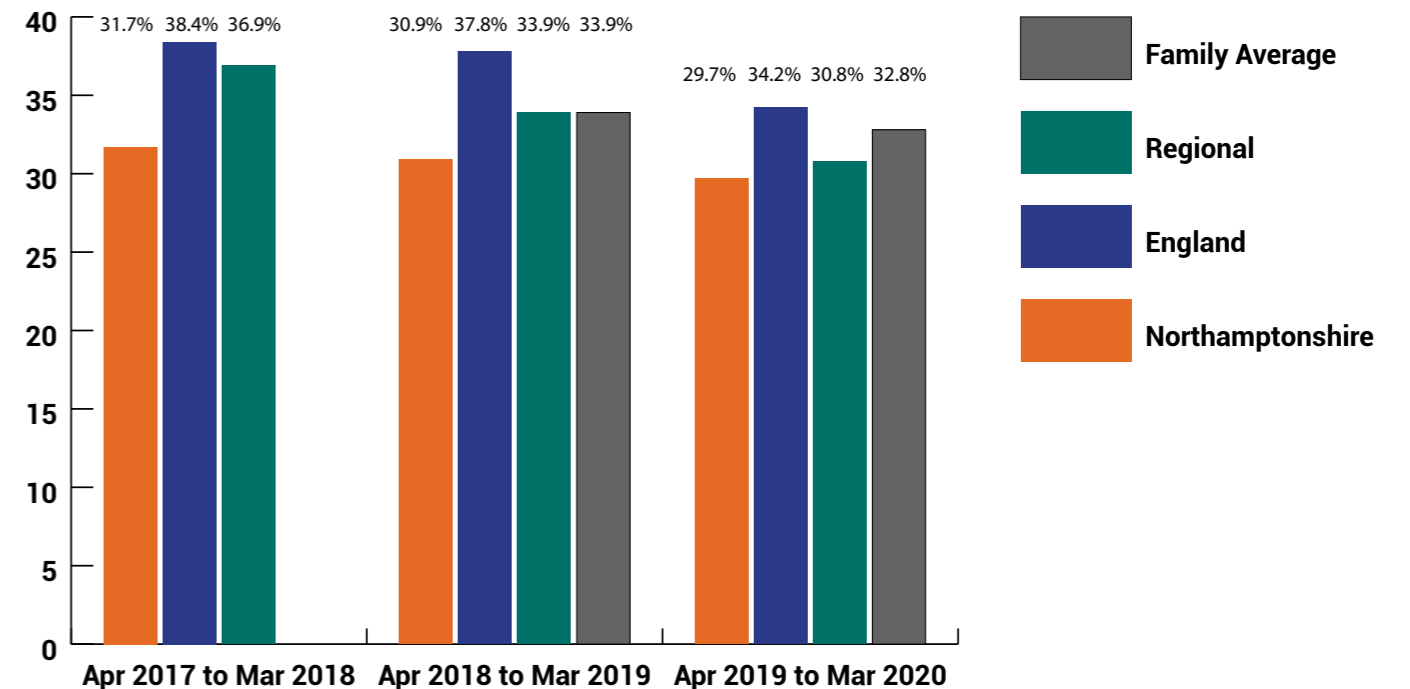


8.4. Wellingborough Pilot: NYOS are working in partnership with Northamptonshire's Police Intelligence Bureau utilising QLIK and reviewed 5 years FTE data (16/17 – 20/21). The aim of the Pilot is to reduce SYV and promote earlier intervention. The pilot uses existing referral pathways into CIRV to ensure efficiency and effectiveness. NYOS police officers will review weekly QLIK reports and identify those YP with relevant offending and no positive outcomes for referral. NYOS Police will liaise with the Officer in Charge with a view to offer a constructive outcome. We are also intending to maximise the use of Outcome 22 which enables interventions to be delivered in a more flexible manner.

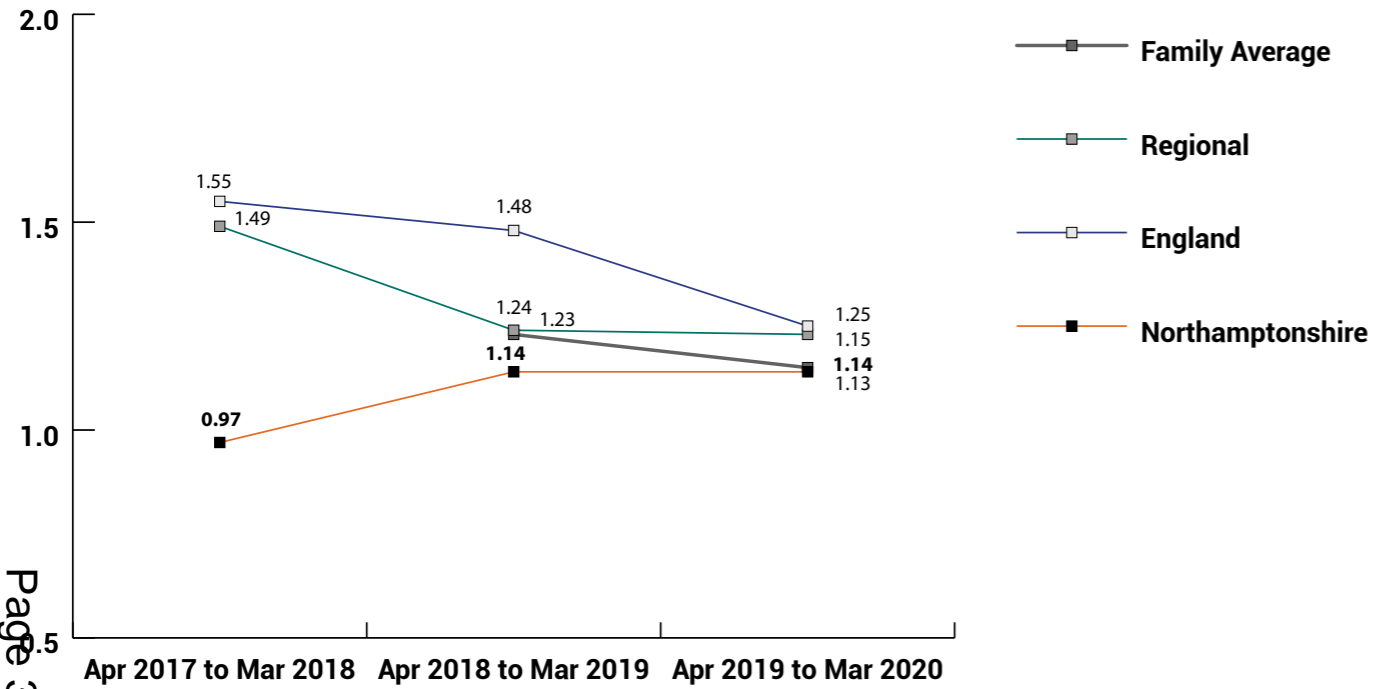
Re-Offending

- 8.5. Reoffending rates in NYOS have positively declined, the YJB data below demonstrates that Northamptonshire Re-Offending rate of 29.7% is lower than England and Wales average of 34.2% and below the regional figure of 30.8%.
- 8.6. Northamptonshire performance in terms of the percentage of Young People who re-offend is enhanced, as the young people are positively discouraged by NYOS caseworkers providing needs led interventions.
- 8.7. The Re-Offending frequency (average number of re-offences per offender) for Northamptonshire of 1.14 is also lower than England and Wales figure of 1.25 and slightly above the regional figure of 1.13. When this has been investigated further it has been found that Northamptonshire's most prolific re-offenders are showing more activity whilst those less frequent re-offenders have reduced their re-offending (as can be seen by the frequency of reoffences by reoffending data below). Earlier referral into the NYOS and therefore earlier intervention and engagement shows to have a bigger impact on preventing re-offending. This has been evidenced in work done with the Police.

Rate of Proven Reoffending by Youth People (Binary Rate)

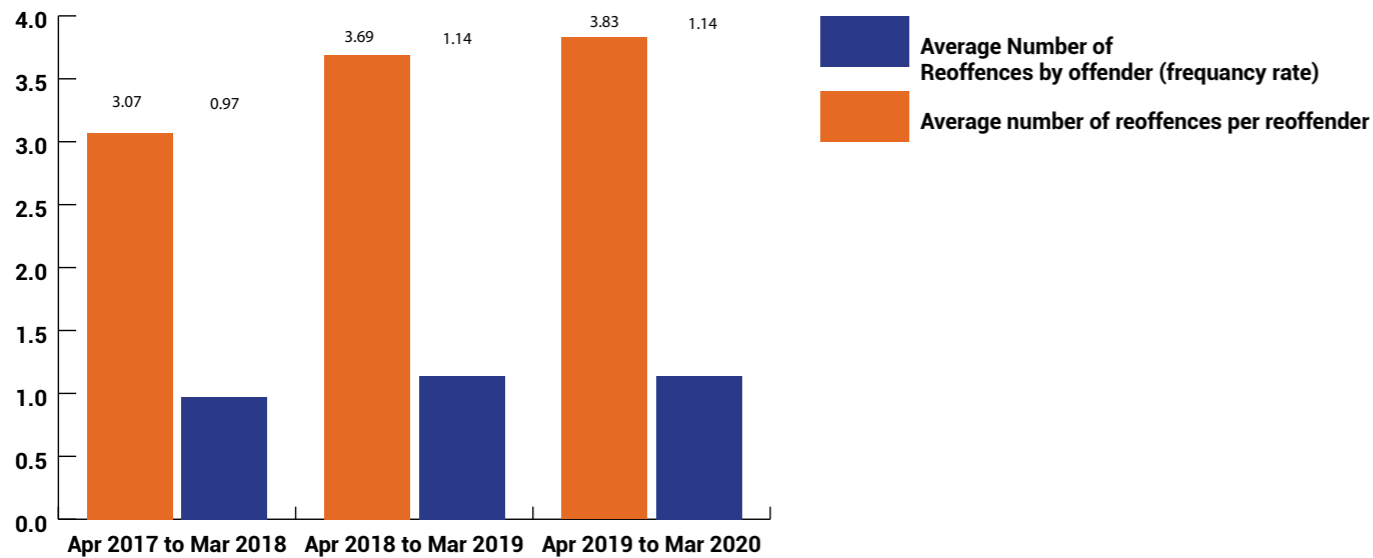


Northamptonshire Reoffering PNC Cohort Frequency Measures



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Northamptonshire Average Number of Reoffences by Reoffender



8.8. NYOS will continue to work closely with partners: Police, Northamptonshire Children's Trust, National Probation Service, and local providers to exchange information, reduce risk, monitor outcomes, and develop creative interventions to reduce reoffending. This work includes young people both within and on the edge of the criminal justice system. Our partnership work with Police via QLIK in 2022 has enabled us to review different and more recent timeframes with regards to re-offending/ occurrences for our Prevention and Diversion team. A Post 6-month review of PADS showed a 22% decrease in incidents/ occurrences reported from the Police and nearly 45% reduction specifically for suspect and offender occurrences – an excellent result which we can build upon. For example, we have recently been successful in securing funding via the Community Renewal fund for an employment initiative for our young people working in Partnership with Skill Mill.

6 months pre v 6 month post

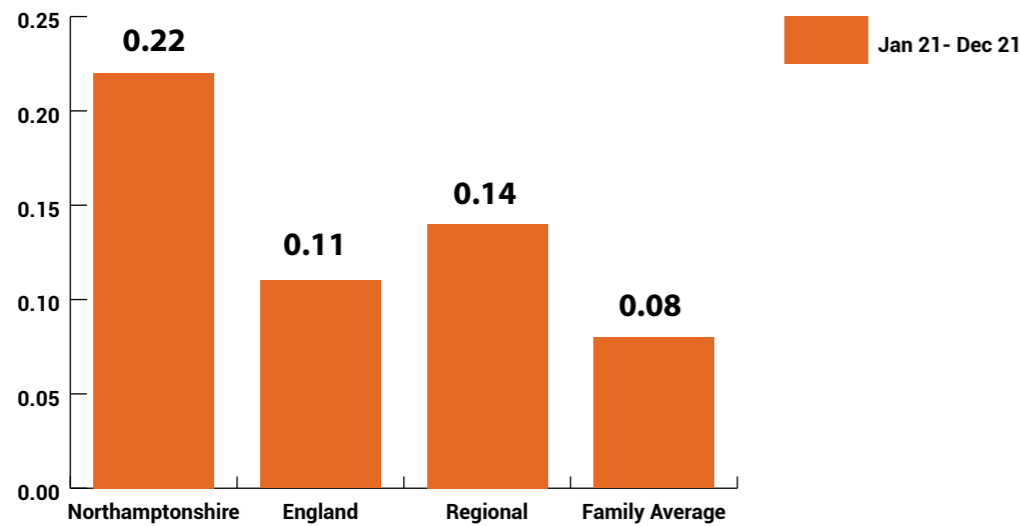
- 98 (37.4%) reduction in the number of people involved in occurrences
- 373 (22.8%) reduction in the volume of occurrences



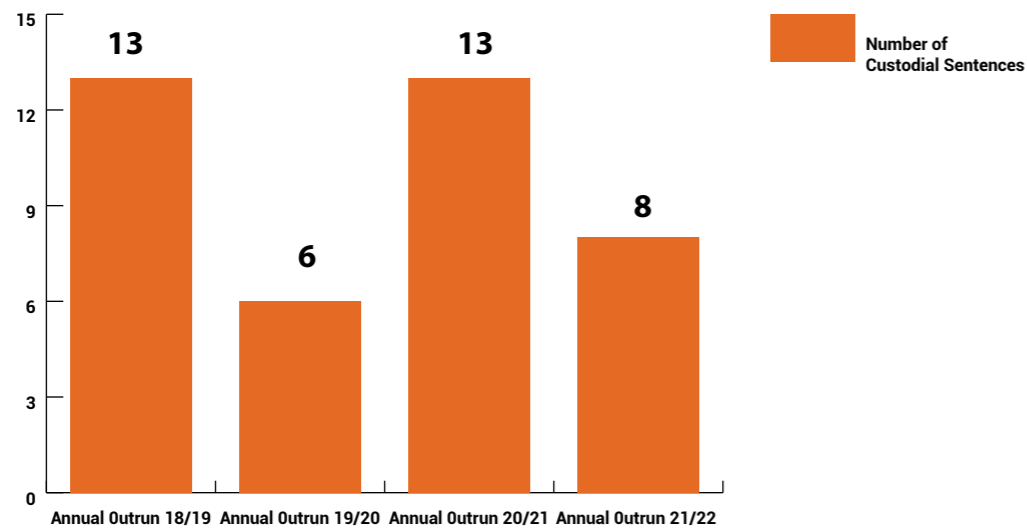
Custodial Sentence Analysis

8.9. For the period 2021/22 there were a total of 8 young people custodial sentenced. Although this shows a drop from 2020/21 these are still occurring due to relatively high levels of Serious Youth Violence (SYV) in Northamptonshire. This is above the national average for England, the regional average, and the Family average. Locally we have found multiple young people involved in SYV (often singular instances) receive a custodial sentence, thus increasing the rate. However, in 2022 there have been 0 custodial sentences, to note there are 2 remanded young people at this time who may be sentenced to custody in the future. As above these 2 Young People were both involved in a singular incident.

Custody Rate per 1000 population Comperator Groups



Number of Custodial Sentences

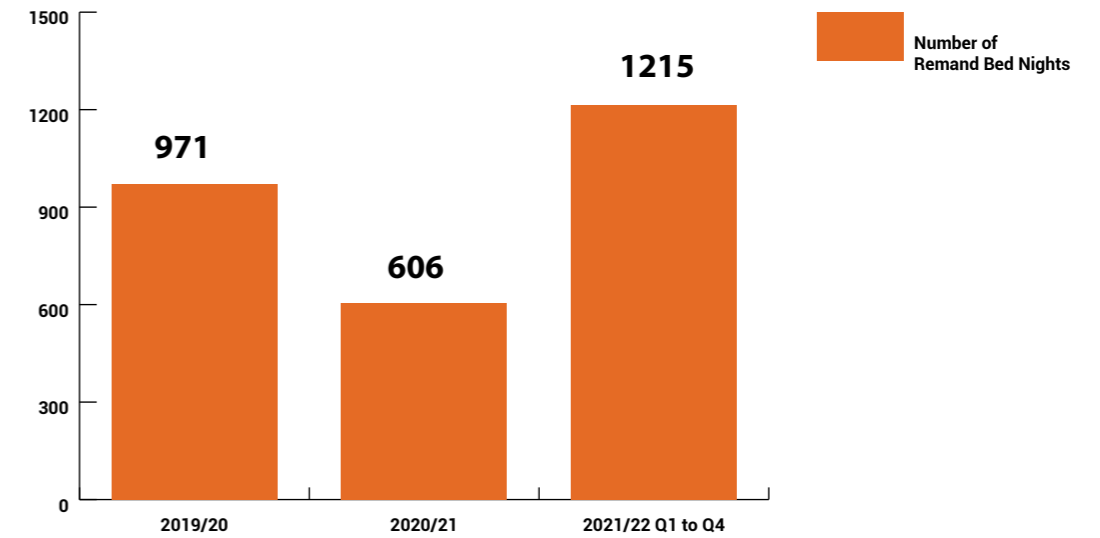


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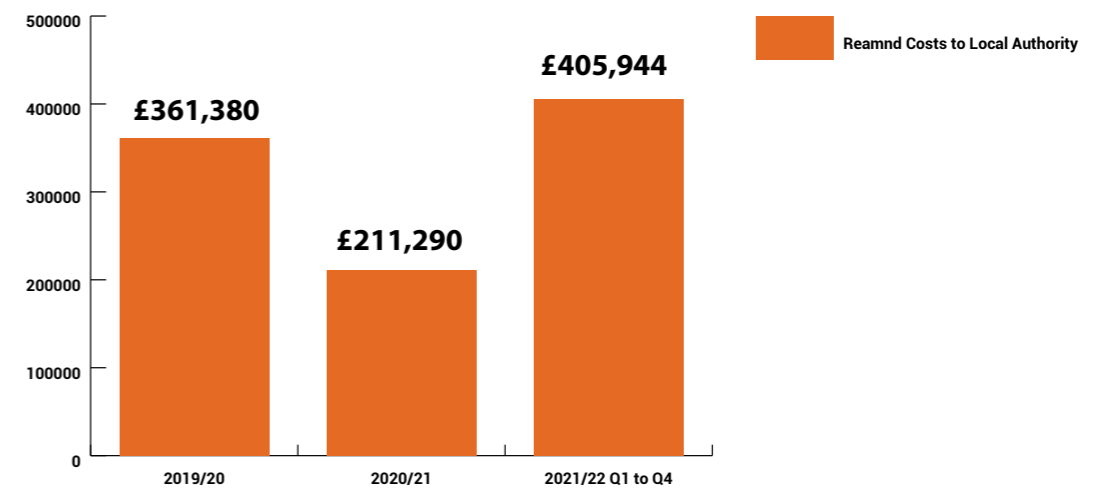
Remand to Custody

8.10. From the charts below it can be seen Remand to Custody Bed Nights in 2021/22 have doubled compared to the 2020/21 period. This has been due to the higher levels of Serious Youth Violence and the severity of offences. There have also been delays in Crown Court that have led to longer remand periods whilst awaiting trial. For example the 2 Young People currently on remand as of 11/05/22 have had their trials cancelled twice due to COVID reasons and have been on remand since the start of August 2021. This has been raised with the YJB and the regional HMCTS. The costs have also increased due to the above and the 2 Young People mentioned have been accommodated in Secure Children's Homes during the 2 trials which were cancelled at approx. £200 per night more than a Youth Offending Institution. The creation of the Alternative to Custody Panel and the Wellingborough Pilot aims to address concerns over serious offending and sentencing.

Number of Remand Bed Nights



Remand Costs to Local Authority



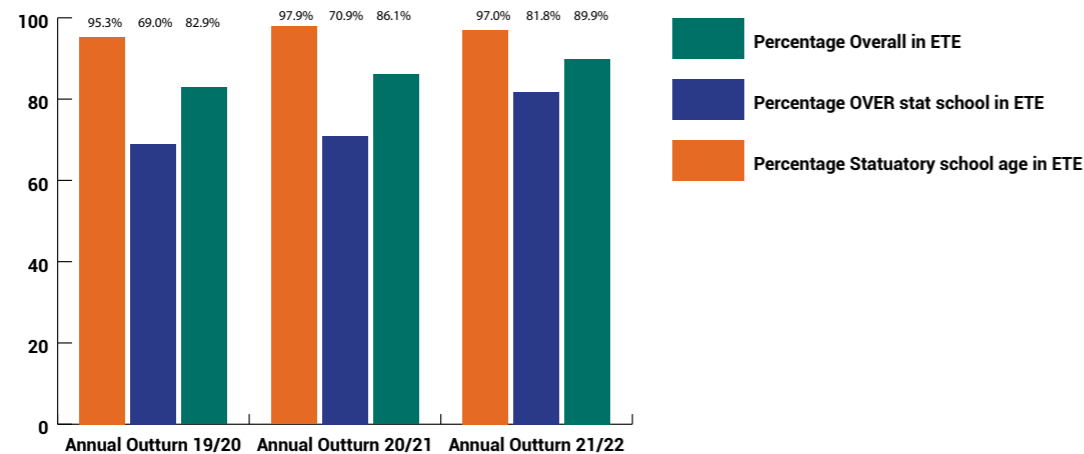
Number of New Individual Remand Episodes



Education

- 8.11. The number of young people in ETE at the end of their order has increased towards the end of 2021/22 which has been a trend continued from previous years. NYOS have recently revised their ETE Blueprint and action plan offering a more integrated approach to supporting ETE assessments and interventions across teams.
- 8.12. During 2020/21 schools were only open to all pupils for just over 4 months, meaning 50% could not attend their provision in person. We have in the below data the figures as if Covid was not occurring so that it is a comparable trend. The adjusted figure assumes that had the schools not closed, those people who were unable to attend school due to Covid19 would have been in education and allows for comparable figures when comparing against different years.
- 8.13. In the coming year it is a joint aspiration of the SEND services in Northamptonshire Council that NYOS and SEND develop closer links to ensure educational aspirations for young people are planned collaboratively with the young persons voice central to any plan, to ensure we have the right packages that will engage some of our most vulnerable young people."

ETE Outcomes



ETE Team

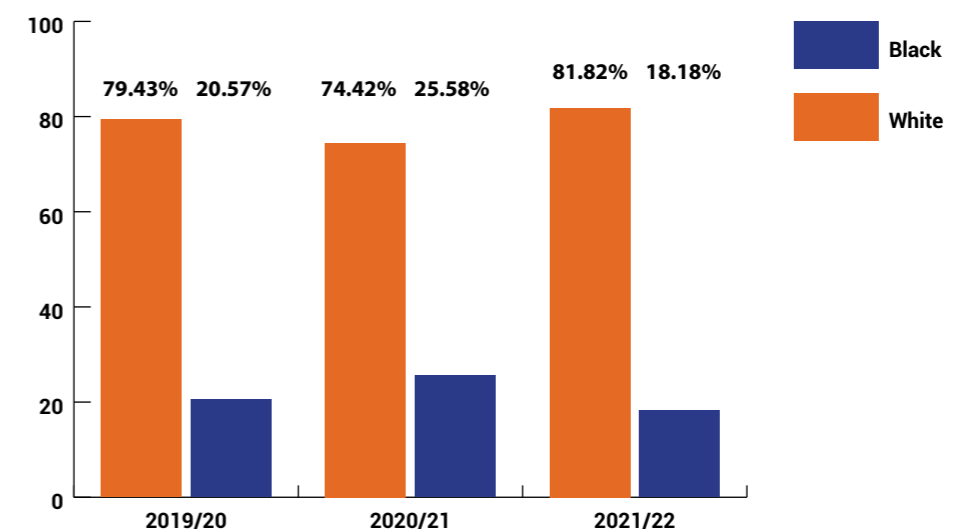
8.14. The ETE team have made good progress working with young People and partners. The results of this can be evidenced by the following:

- Colleagues are provided with accurate ETE information for asset completion, including EHC plans which are provided by our SEND team.
- ETE information is compiled for all young people engaged with the NYOS.
- A discussion takes place with the Case Manager to determine the level of involvement from the ETE Team. This follows a Signs of Safety format and is included by the case manager when formulating their intervention plan for that young person.
- There is a service level agreement with Northampton College to provide access to a tutor for two afternoons per week. This provides us with an additional resource for young people. 67% of young people attended these tutor appointments over a 12-month period which totalled 181 sessions. This contract is being renewed in 2022.
- Finalised Information sharing agreement with Prospects (previously Connexions). We have a good working relationship with the Choices advisors, and this ensures that our NEET post 16 young are well supported.

NYOS are particularly proud that in the coronavirus pandemic the following have been achieved:

- We have been able to maintain face to face work with some young people through use of space in other buildings and during home visits when safe to do so.
- Our tutors have been able to maintain work online with young people when they have access to laptops and support in the home environment.
- Educated young people are aware of apps that support their learning including Post 16 access to CSCS via smart phones for example.
- We have liaised with schools when our young people have been struggling with online work to request additional support.
- We have also continued to support NYOS colleagues who are working with young people to achieve ASDAN accreditation.

Percentage of Offending Young People White compared to Black, Asian and Minority Ethnic representation



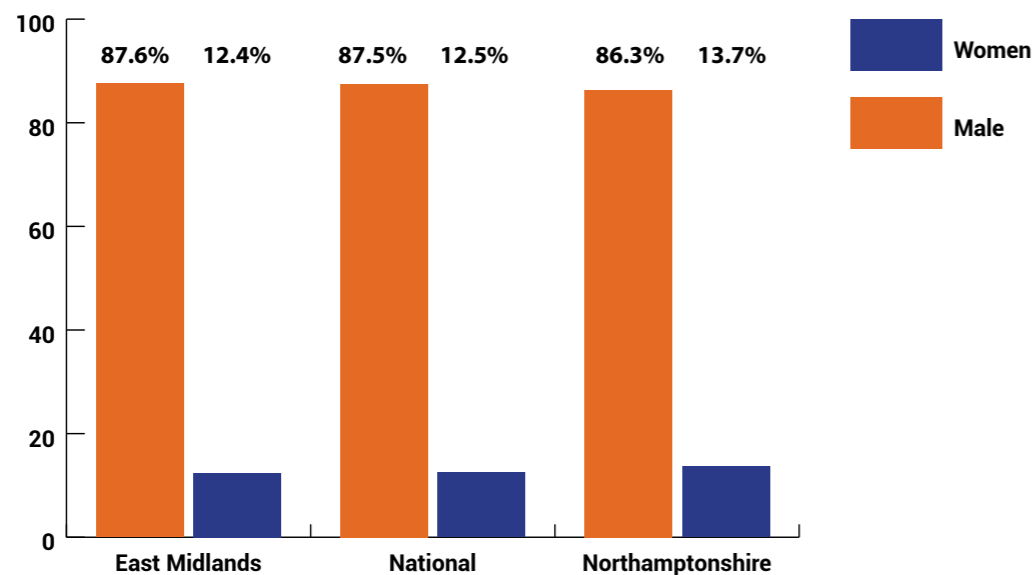
Ethnicity

- 8.15. From the above we can see the BAME community are still over-represented within Northamptonshire young people who offend. Although data shows this has reduced in 2021/22 to just over 18% compared to this community representing 11% of Northamptonshire 10-17 population. There are some unknown ethnicities recorded in the data and this is a focus to improve. This is being tackled through more shared data with other agencies as well as focussed training with workers to talk more openly about ethnicity with the young people they work with.
- 8.16. Alongside the above Northamptonshire NYOS are:
- Delivering their Over Representation Plan 2022/23 to the whole service and to the Board
 - Data sharing with Police, Supporting families and Prospects.
 - Involved in the Children and Young Persons Transformation Programme for Northamptonshire which involves all agencies' input into the plan for 2022/23.
 - Development of a specific questionnaire being used for members of the BAME community we work with to get a better insight from their voice into the barriers faced so we can better overcome them.
 - Tailored Diversity and Disproportionality training days for staff so they better understand the problems and challenges of the BAME community and are equipped with better tools to discuss and talk about these with the young people they work with.
 - Disproportionality and Diversity Steering groups with members from all areas of the NYOS meet bi-monthly to discuss progress of the plan and implement initiatives as well as reflect on data tracked over time.
 - All reporting done within the Youth Offending Service will include ethnicity, age, and gender as standard to ensure any patterns are analysed from all those perspectives.
 - Specific interventions have been created and continue to be created by the Diversity and Disproportionality Group members with input from young people and staff.

Gender

8.17. This is currently showing concerns in over representation in our offending cohort as can be seen below. The focus on female young people who offend has led us to revive a strategy from previously having a Girls Group to focus on bespoke work with female offending

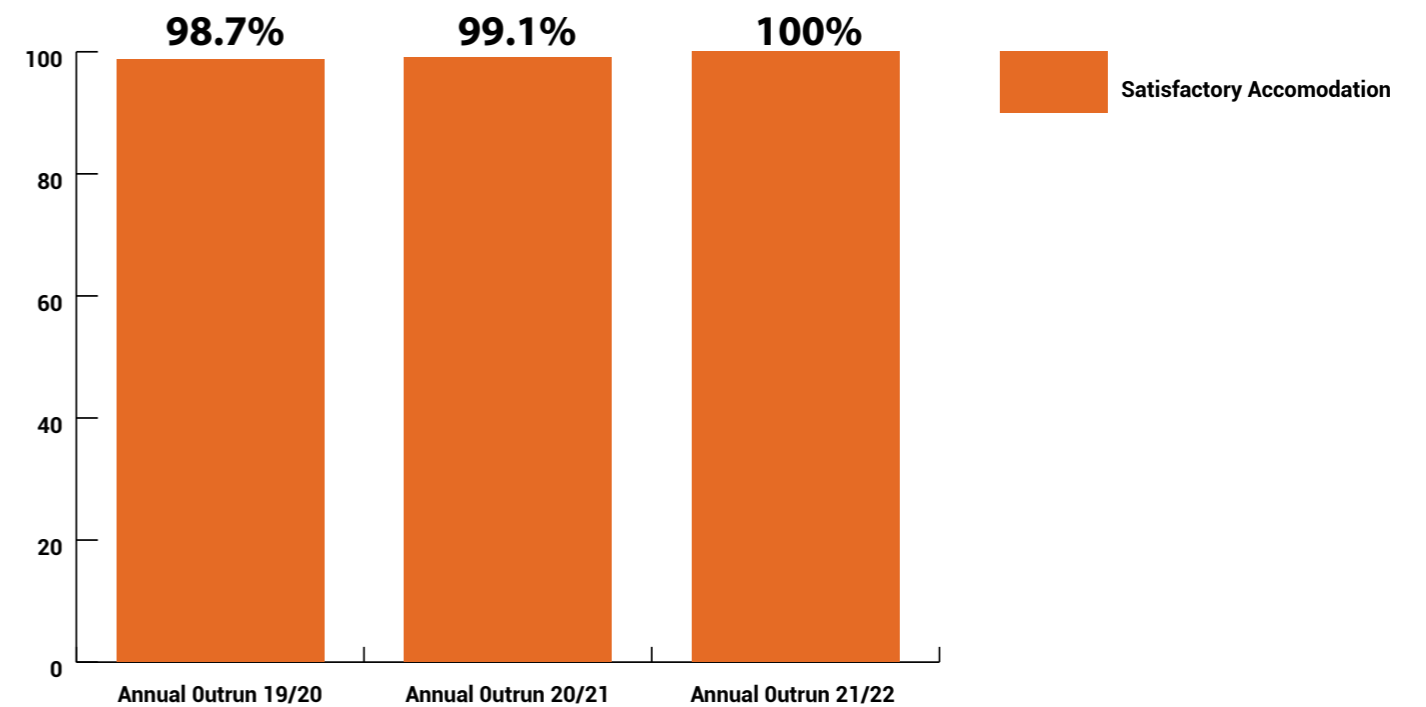
Gender Split Offending 2021/22



Accommodation

- 8.18. As can be seen below, over the past 3 years the number of young people in satisfactory accommodation at the end of their order has increased. Within the NYOS we have an accommodation team who work hard to ensure accommodation is prioritised for young people. The latest figures show that for the period 2021/22 100% of young people were in what is assessed as being suitable accommodation at the end of their order. As well as NYOS direct work with our young people and their clients, the team advocate and liaise with a wide range of partner agencies to secure the best outcomes for our young people and their families. This can involve:
- securing income maximization by undertaking Benefits audits to ensure people are getting what they are entitled to.
 - NYOS are actively involved in debt management and negotiation of affordable debt repayments.
 - NYOS also support and advocate for those in inadequate or unsafe accommodation. This has been an increasing element over the past few years with the development of gangs and grooming, families seeking to move to protect their children from being recruited or for their safety to avoid reprisals.

Accommodation Outcomes



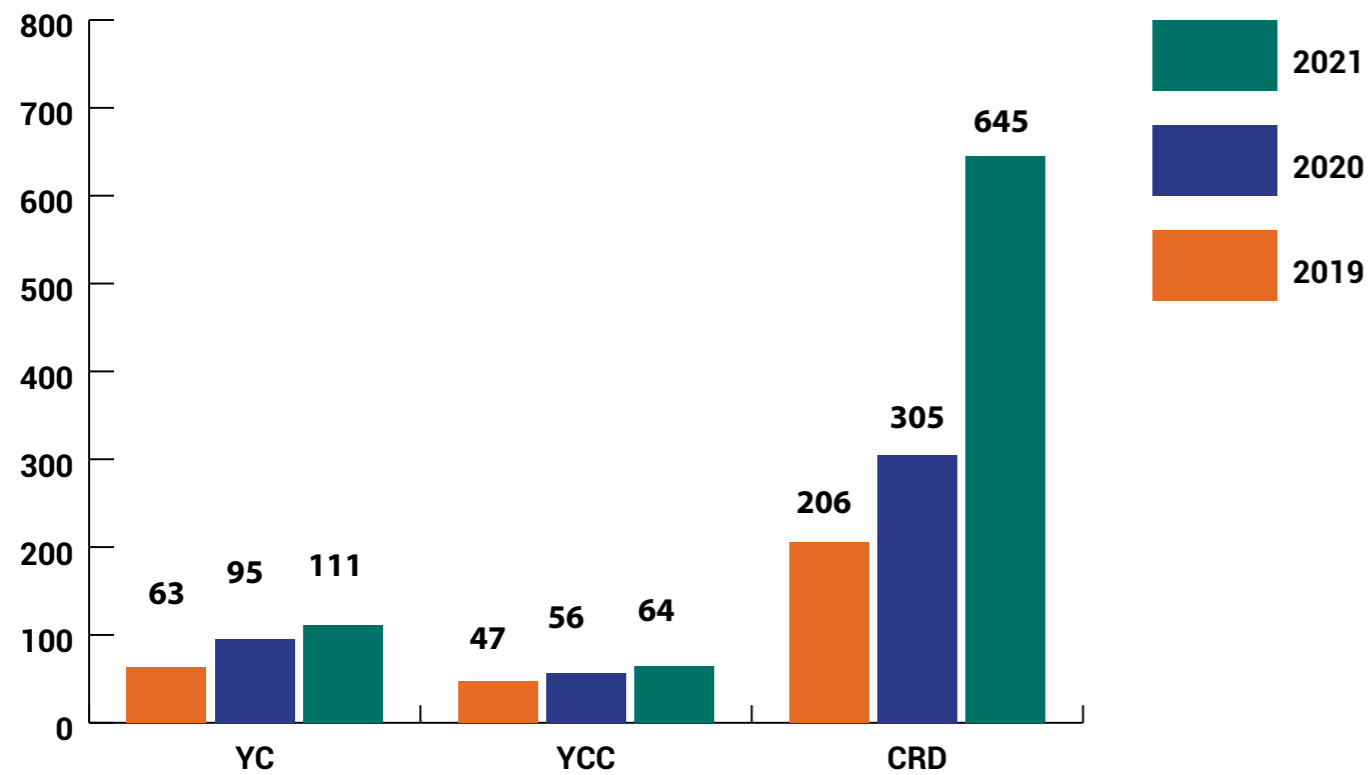
Prevention and Diversion

- 8.19. NYOS has worked closely with colleagues in the Police to consider and implement the use of a range of outcomes, allowing for children and young people to be worked with in the system without criminalising or stigmatising them, for example our current use of Outcome 21 and joint planning for the use of Outcome 22.
- 8.20. Working alongside the Police using their Qlik system, The YOS are now targeting young people who have had 3 or more encounters with the Police; this process has enhanced the number of CRDS issued by the Police and increased the use of youth cautions and youth conditional cautions.
- 8.21. The YOS and Police have analysed the data in relation to first time Entrants and have identified that there are a number of young people becoming first-time entrants but with no previous OCCD. This has highlighted to YOS the significant impact of First-time entrant rates. Consequently, YOS and the Police are proposing an expansion of the triage system to include all partners to ensure young people receive the appropriate outcome. Further analysis has demonstrated young people who have received a YC or YCC would have been eligible for a CRD. This would have a significant impact on the rate of FTEs.
- 8.22. See chart below demonstrating a significant increase in CRD's during 2021 (Police data)

Note: Since Jan 22 over 190 referrals into PADS /CIRV, compared to 434 for 2021.

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Based on separate crimes



- 8.23. 8.23 The prevention service currently works on a trauma informed model. This model allows children and young people to consider how their own experiences have influenced their offending behaviour. This approach leads to the identification of desistance factors which would seek to support young people from further offending.
- 8.24. All assessments and reports are audited with the YOS audit tool by OOCd supervisors and managers to ensure consistency and quality of the ASSET+ or Summary Asset that may be completed as part of OOCd work depending on the young person choosing to engage in this process voluntarily with us.

Mock Inspection

- 8.25. Over 50% of NYOS cases in both the North and West Unitaries are supervised by way of an Out of Court Disposal. We are committed to continuous improvement and since 2018 we have completed three Mock HMIP Inspections across the NYOS.
- 8.26. The results from 2018 to 2021 demonstrate we are consistently in the good category scoring between 75% to 81% overall.
- 8.27. In November/December 2021 we published our most mock recent inspection results which included a focus on areas for improvement identified from previous mock inspections and feedback. Areas such as strength-based practice, exit planning and pathway provision were examined in more detail.
- 8.28. The mock inspection involved all case manager staff having at least one West case audited. All operational managers were also involved in the auditing process and where possible we replicated the HMIP format. This enabled the Mock inspection to be as inclusive as possible. We published the overall results across the NYOS and have presented them to the Board. Overall, we assessed our OOCd work as 'Good' (71%).

Strengths

- Assessment sufficiently analyse how to support the YP's desistance
- Assessment focuses on keeping child or YP safe
- Planing focuses on keeping the child or YP safe
- Planning focuses on support the child or YP desistance
- YP not re-offending
- ETE asset update present
- Access to services needed either internally or externally

Areas for improvement

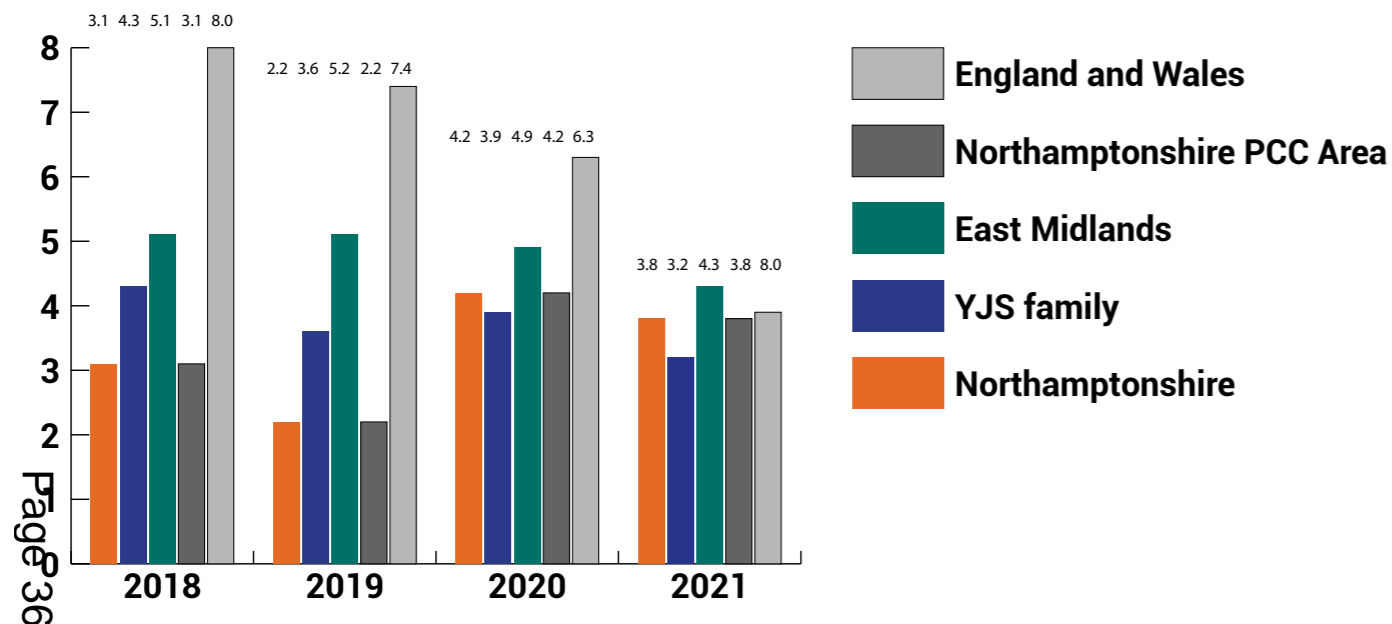
- Assessment focusing on the strenghts of the YP to promote constructive change
- Planning needs to cover keeping others safe
- Exit plan for YP to support future
- Strength based approach evidenced
- Substance misuse addresses
- ETE intervention evidenced
- Diversity needs addressed
- Implementation and delivery of services needs to support YP desistance effectively
- Efficte management oversight

- 8.29. Key actions to emerge from this audit relate to the revised PADS Strategy Document which incorporates many of the above improvements. Over the next 12 months we are focusing on strength-based practice, training has been delivered within the NYOS. We are building better links with Early Help to promote exit planning and better transition between services. Work on over-representation has been incorporated into the Strategy document to ensure we intervene early and effectively to reduce our First-Time entrants and subsequent risk escalation.

Serious Youth Violence

8.30. Serious Youth Violence levels in Northamptonshire have remained below the East Midlands consistently over the past 4 years and remain under the national rate for 2021, as can be seen in the graph below:

Rate of SYV offences per 10,000 of the general 10-17 population



8.31. We have seen gang groups develop within Northamptonshire in the main towns of Northampton, Wellingborough, Kettering, and Corby. The gang activity young people are involved in has led to serious incidents that have occurred and contribute to the level of violent crime that is seen across the region. Three of these crimes have been murder charges and have included multiple young people in one incident. It is also evident that Serious Youth Violence incidents are overrepresented by the Black and Mixed ethnicities in Northamptonshire.

8.32. The following have been implemented to decrease the numbers of violent crime within Northamptonshire:

- Ongoing work with Police systems (QLIK) to identify those suspect/ offender young people that may not come to the YOS's attention early enough. This has led to a large increase in referrals into our Prevention and Diversion teams who can then offer to work with young people earlier before they potentially become more entrenched.
- Prevent Partnership data and analysis subgroup has begun in 2022/23 to better understand if there are terrorist/ extremist links into the serious youth violence occurrences and identify vulnerability factors for this involvement. This is proposed to be taken over by Special Branch as they alone have access to some specific data that is required.
- Young People involved in serious youth violence have had their individual data analysed to identify key indicators (e.g.: Child in Care, Domestic Abuse experienced or witnessed, absent parent, pattern of offending, gang links, substance misuse, mental health factors). This will help us engage earlier on key desistance factors where we see potential similar circumstances to those committing serious violence offences.
- The Diversity and Over Representation Steering Group has been developed and the members meet to work on cultural identities and work with young people to address any cultural influences affecting offending. This is a key component of our over representation strategy.
- Knife Crime intervention mandatory with all Young People known to NYOS.
- Resettlement specialist to assist post sentence for those in custodial outcomes to support reintegration into community with as many protective factors put in place to discourage reoffending.

Restorative Justice and Support for Victims

8.33. Following mock inspections we have prioritised an area for improvement engagement is effective with victims so that they can provide information to the NYOS. Information is then shared with case managers and used to inform work with children and young people who have offended. Following Mock inspections NYOS have implemented the following to ensure there is effective engagement with victims so that they can provide information to the NYOS. Information is then shared with case managers and used to inform work with children and young people who have offended.

Progress made:

- Ongoing file auditing reviews all assessments for Asset quality and victim information.
- The NYOS Victim Worker and operational manager are reviewed to check victim information
- RJ training has been introduced to all members of staff and volunteers to support culture of restorative practice in all work within NYOS.
- Victim Safety is imbedded into RMP and Panel processes
- Victim information is clearly identified in QA templates
- Victim feedback questionnaire has been designed and implemented 2022.

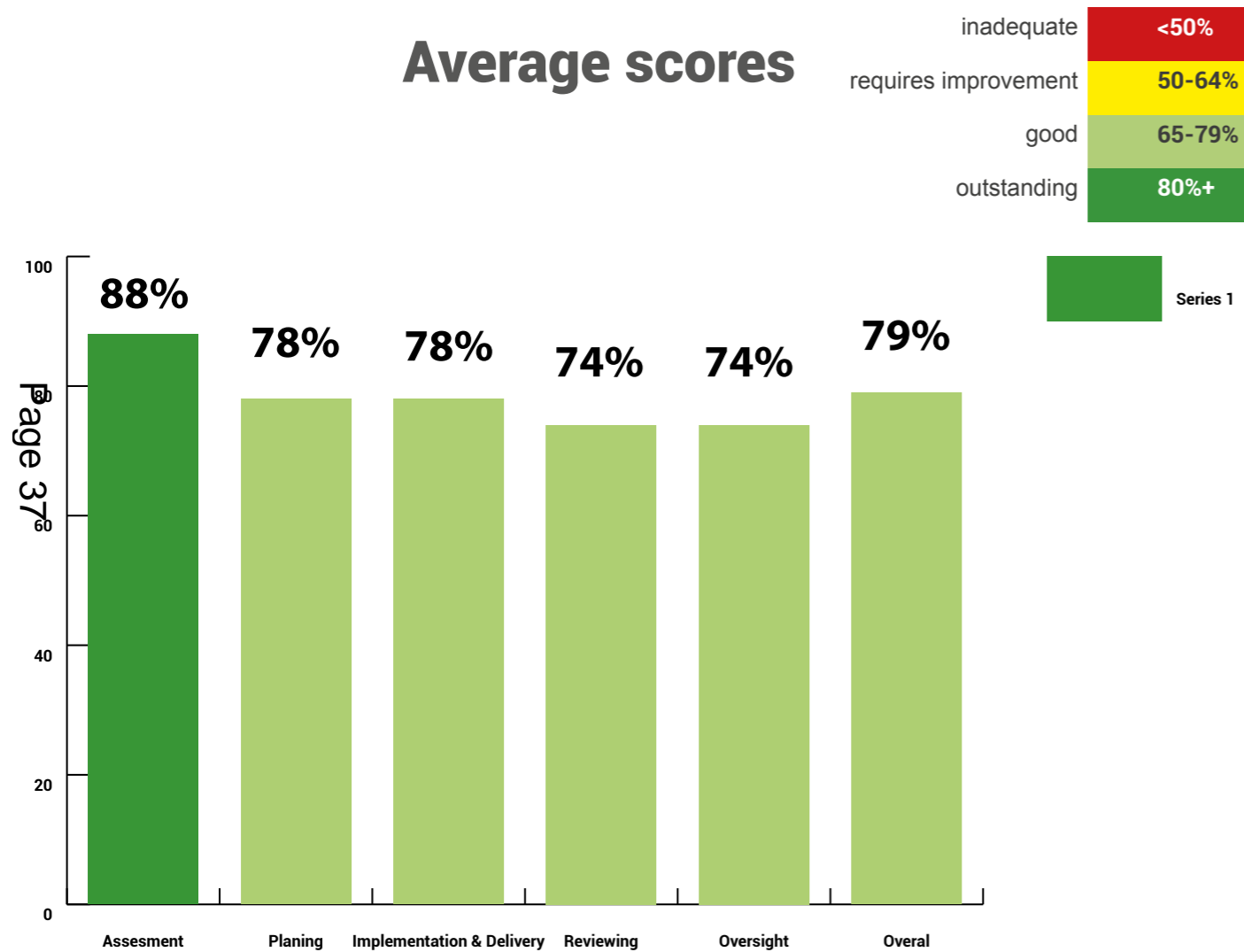
8.34. Restorative approaches underpin NYOS' core values both in relation to our work with young people and the victims of their offences. Approaches are embedded internally as a team and with all external colleagues we work alongside.

Quality of Post Court Supervision

8.35. Just under 50% of NYOS YP in both the North and the West of the county are supervised under post court supervision. We are committed to continuous improvement and since 2018 we have completed three Mock type HMIP Inspections across the NYOS. Results from 2018 and 2019 have progressed from requires improvement to Good (54% to 70).

Post Court Mock Inspection

8.36. The results from our most recent Mock Inspection in July 2021 are below (Average Scores), overall 79% of Post Court work was assessed as sufficient, this equates to a good rating.



8.37. The high-level Post Court Inspection Action Plan, outlined below, highlights key areas for development. Early parts of our interactions with young people were good, however we need to significantly improve resettlement planning and the reviewing phases of supervision (see Appendix 7).

9. National standards (Page 14 of the Guidance)

9.1. The Youth Justice Board released new National Standards in 2019, thus replacing the old National Standards from 2013. Our last NSA Inspection was completed in 2021. The overriding theme is greater autonomy and flexibility of decision making.

How would we score based on our recent assessment?

National standard	Strategic score	Operational score
Out of court	TBC	53%
At court	TBC	40%
In community	TBC	58%
In secure accommodation	TBC	55%
On transition & resettlement	TBC	81%
Overall result would be:		54%

Rating	Percentage Range
inadequate	<50%
requires improvement	50-64%
good	65-79%
outstanding	80%+

Northamptonshire Youth Offending Service (NYOS) - National Standards Self-Assessment

- 9.2. On our latest self-assessment to the Youth Justice Board (YJB) in February 2021 we received notification that they found our self-assessment offered an 'evidenced reflection of the judgements against service standards'.
- 9.3. In total NYOS audited 73 cases, although some of them 'hit' more than one standard. To gather the evidence, we broke this down into the operational and strategic elements of the self-assessment as designated in the guidance.
- 9.4. In relation to the operational element, we used several management tools to gather the evidence, primarily a National Standards audit tool which we have been using for some time, that incorporates the weighting to areas as outlined in the guidance. This was then mapped where the answers would fit into the final tool. A formula was then developed to populate those answers and generate rating linked to the criteria given to us by the YJB.

The self-assessment identified the following areas:

Strength	Improvement Required for 2022
Building trusting relationships with our young people in relation to both our pre- and post-court offer, promoting equality in access to services and engagement, delivering effective interventions that are co-ordinated with other agencies/services and supervising orders in line with the YJB assessment framework.	We need to continue to monitor and update our Over Representation action plan – this is in place for 2022.
Compliance with the Youth Custody Service (YCS) in relation to our submission of Post Court reports and working with parents at court following their child being sentenced.	Assessment timeliness: During 2021 / 2022 we have focussed on timeliness of assessments and have consistently achieved good results– see 5.1 and 5.4 for data and detail.
Work with the secure estate to ensure safeguarding procedures are followed and there is a plan in place where risk of harm or safety & wellbeing concerns are identified in custody.	Involvement of ETE and Health in assessments needs to be more robust to ensure these key areas are fully integrated into a young person's plan. Our ETE Blueprint and improved Health offer ensures we are incorporating these areas into our work.
Tailored transition planning, primarily relating to those young people transitioning to Probation	Resettlement and wider transitions to ensure that these important milestones for our young people are as smooth and co-ordinated as possible between services and to create a robust plan at the earliest opportunity for all agencies involved to maintain. During 2022 we have introduced our Constructive Resettlement policy to ensure we meet the needs of our young people both entering and exiting custody.
	At final release or point of transition in all its forms there is sufficient preparation and support at key points before, at transition and post transition.

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10. Challenges, risks and issues (Page 14 of the Guidance)

Challenges

- 10.1. Serious Youth Crime (SYC) - NYOS is aware of the concern around Serious Youth Violence, safety and wellbeing, particularly in certain areas of Northamptonshire. NYOS continues to engage with local partners to develop cross partner initiatives to address and deal with exploitation trends and risks.
- 10.2. Locally NYOS is involved in Community Safety Meetings, NSCP, Exploitation Meetings, Missing, Exploited and Trafficked meetings, and the newly implemented strategic group to implement the new violence duty as well as attending Tactical Planning Meetings. NYOS were also a key partner in the planning and execution of the Knife Angel visit to Northamptonshire in April 2022. Workshops were led by NYOS practitioners to parents and carers in relation to the dangers of knife crime.
- 10.3. The NYOS Head of Service has been a key contributor to the Safeguarding reviews of the 3 murders that took place over the last 2 years. The learning from these serious case reviews has been disseminated across NYOS and the learning will be embedded into practice.
- 10.4. The above demonstrates that NYOS and its strategic partners commitment to respond to the growing and concerning risks to children, victims, and communities. As previously outlined, the NYOS in partnership with the police have identified more effective ways of monitoring children at risk of Serious Youth Violence who may be involved in exploitative behaviour. This will continue to be a priority in the forthcoming year.
- 10.5. Police, Crime Sentencing and Courts Bill has the potential to reduce the use of remand and custodial sentences but propose to increase the restrictions available in the community with a proposed maximum of 365 days Intensive Supervision and Surveillance program. NYOS welcomes the aim of reducing custodial sentences the additional impact of community sentences needs to be considered. This includes the need to ensure young people on this order have at least 25 hours education a week. Education is an area of continued focus for NYOS and partners. There will also be a requirement for more resource on a 365-day basis to monitor and provide intervention to young people who are eligible for this order. The service review will consider these changes to ensure we can implement the changes.
- 10.6. Over representation – NYOS have implemented the Over representation Protocol in response to our findings of disproportionality of certain groups of young people in the system. To ensure the protocol action plan is successful partners will use this to look at over representation within their own areas of work to ensure a collaborative effort across Northamptonshire is achieved.
- 10.7. Children in Care - NYOS have identified that reoffending rates are high for a small but complex cohort of children who are cared for by Northamptonshire Children's Services, our planned approach to work in collaboration with the Children in Care team will see improvements and prevent further offending. This will include working with Local Care Homes to embed a restorative approach to challenging behaviour.
- 10.8. Health Inequalities of Young People – NYOS has direct access to some public health funding for substance misuse workers. However, an ongoing challenge is access to NHFT and we have identified an increase in the numbers of young people with significant mental health issues which are currently seeking support and unable to access this. There is over presentation of young woman in the criminal justice system with mental health issues. Work has been completed with the Assistant Director in partnership with the Judiciary to ensure a robust process is in place for court directed Hospital Orders.

Risks

Key risks to achieving the improvement priorities:	Action	Success Criteria	Owner
Inability to deliver effective services through budget reductions or partner agencies reduction in commitment.	Develop robust SLAs for future commitment in all priority areas	Resourcing in kind or financial evidence in service delivery.	Head of NYOS
Priority Performance reduction.	Robust performance monitoring		
	Management Board Scrutiny recommendations	Performance improvements	
	Liaise with partners to assist performance Deep dive analysis on casework related performance QA work increased in themed areas	Staff training and development in key areas. Partner agency contribution to performance priorities evidenced in management board minutes.	Head of NYOS
Increase in first time entrants.	Monitor performance and referrals to Out of Court Disposals interventions. Liaise closely with Police colleagues. Report to NYOS Management Board.	Data performance demonstrates successful trajectory	Head of NYOS
Increase in re-offending frequency.	Deep dive analysis of top 15 reoffenders. Profile reoffenders and target training needs. Support partners to understand alternative approaches using RJ Multiagency plans on each YP reoffending to increase intensity of support. Children in Care Focus.	Data performance demonstrates successful trajectory	Head of NYOS

Key risks to achieving the improvement priorities:	Action	Success Criteria	Owner
Access to education, training and employment reduces.	Undertake a full review of the ETE provision in NYOS and partners delivering.	ETE reports to Management Board and data performance demonstrates more detailed analysis to engagement	Head of NYOS
	Partnership working increased with Schools and Colleges. Develop employment opportunities with business links, apprentices and training experiences		
Loss of experienced staff, and subsequent difficulties in recruiting specialists.	Workforce development programme		Head of NYOS
	Culture of kindness, respect and support		
	Use of reflective supervision PADP for all staff yearly and reviewed recruitment and retention focus Review induction processes	Specialist staff retained. Recruitment effective.	

Service improvement plan (Page 14 of the Guidance)

Strategic Priority 1 - Prevent Youth Crime to reduce First Time Entrants

What we aim to achieve	What will we do	Measure of success
Continue to reduce the number of First Time Entrants in Northamptonshire	Develop a Partnership decision-making panel whilst ensuring those in need of help are referred to appropriate services timely.	Reduction in FTE
Partnership awareness of the Youth Justice Plan and NYOS priorities that they all will contribute too.	Develop Communication Plan to share widely. Provide briefing sessions using good practice case examples of multiagency support plans to prevent offending and re-offending	Partnership engagement and feedback
Continued key focus on disproportionality and racial disparity.	The NYOS Management Board will consider the issue from their individual areas. Use Partnership data to inform themselves and ensure that the issue is being addressed at all levels both strategically and operationally	Management Board feedback Performance data
Improved emotional health and wellbeing providing easy and natural access to services	Strengthen Service Level agreements with Health partners to continue to resource Emotional Health and Wellbeing services within the service and prioritise access.	Young people feedback at end of NYOS involvement in respect of their emotional health and wellbeing measures. Longer term SLA
Speech and Language assessment	S&L assessment completed means that all staff working with the child can be as effective as possible by taking the guidance from the S&L therapist into account when interacting with the child. Further other agencies, such as the police and the Courts, can also be advised as to how to communicate most effectively with the child concerned.	All children open to the service should be screened to a Speech and Language therapist.
Improved participation in education, training, and employment.	NYOS to work with education colleagues to explore how they might complement the offer to schools regarding supporting young people at risk of exclusion to maintain their education within a mainstream setting or suitable alternative and improve attendance.	Maintain positive ETE measures.

What we aim to achieve	What will we do	Measure of success
Analyse FTE and trends in offending.	Expand analysis and Access to QLIK police Data system. To be shared with NYOS and partners to promote understanding and us.	Data analysis readily available to info targets.
Increase and strengthen the participation and voices of our children and families in the NYOS	Implement participation and consultation events with our children and families Include family and young people feedback into the YJS QA/Audit process	Young people's voices to actively impact how we deliver our service. Young People at the management Board as representatives.
To understand and respond to the potentially changing nature of youth crime e.g., criminal exploitation, extremism and radicalisation, child-sexual exploitation and gang associated drug dealing expanding along 'County Lines'.	Develop an Up-stream pilot to address / reduce SYV, FTE ROR, this has been implemented and is the Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e. PADS.	Service redesign to support capacity to engage those most vulnerable young people.
Reduce those that fast track to custody before any YOT intervention can take place.	We will review Out of Court Disposals (OCD) where a decision for no further action has been applied on more than 2 occasions. We will review 'no further actions' undertaken to ensure those children do not have other risks areas meaning the likelihood of re-offending or FTE is not increased. Expand the use of voluntary police interviews with prior notification given to the NYOS. Consider use of Police Bail conditions to engage the services of the PADS team	Reduction in FTE and re-offending data performance.

Strategic Priority 2 – Reduce re-offending

What we aim to achieve	What will we do	Measure of success
To reduce re-offending by young people in Northamptonshire with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in Northamptonshire.	<p>The Northamptonshire Youth Justice Board will monitor and apply scrutiny (of the partnership endeavour) to reduce re-offending.</p> <p>Present at NRBB and request partners look at collective resources to reduce escalation and frequency of offending.</p> <p>Implementation of the NYOS over-representation plan.</p> <p>Better use of data from Asset+ / Core+</p> <p>Start running the re-offending toolkit.</p>	Reduction in re-offending identified in Data performance trends.
To develop high quality and evidence-based interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the courts, and the public.	The youth justice service will review the effectiveness of current 1-1 and group work approaches and interventions to reducing re-offending, particularly those aimed at the most prolifically offending young people, and will develop and re-design accordingly, with a greater focus on how safeguarding and over representation needs (e.g. communication and learning styles) are being met whilst working with Northamptonshire Speech and Language worker. This should involve co-production with young people.	Reduction in re-offending identified in Data performance trends.
Strengthen the relationship with operational policing through CIRV, LCSJB and Trauma informed custody and Northamptonshire task force.	Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e., PADS.	Reduction in re-offending identified in Data performance trends.

What we aim to achieve	What will we do	Measure of success
Ensure the highest quality though care and resettlement planning are available Working closely with the designated resettlement leads and relevant social workers (and do this earlier in the child's plan).	<p>Revised approach to Custody and improve resettlement process including embedding new policy and procedures</p> <p>Promote constructive alternatives to Custody</p> <p>Amend risk panel process to include Risk of re-offending thereby introducing a multi-agency approach</p> <p>Alternative to Custody Panels introduced</p> <p>The youth justice service and the National Probation Service will continue to jointly manage cases in transition ensuring consistency in delivery, relationships, and minimising transfers.</p>	<p>Resettlement quality assurance theme will evidence success of the resettlement protocol.</p> <p>All young people will have resettlement plans at the point of entry of custody which will form part of their resettlement plan.</p> <p>Accommodation will be used to determine success of resettlement planning</p>

Strategic Priority 3 – Protect the public from harm decrease in serious Violence

What we aim to achieve	What will we do	Measure of success
To ensure that children and young people who pose a risk of harm to others are appropriately assessed and effectively supervised to promote a reduction in that risk.	Maintain an accurate NYOS risk register that details all those young people known to the service deemed to present a high risk of harm to others. Strong management oversight of the register will be undertaken through the NYOS risk panel	
	Develop data analysis around violence reduction and re-offending	Reduction in serious violence incidents reported.
	Embed Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e. PADS.	Reduction of offences related to serious violence
To recognise that serious harmful behaviour to others is often a symptom of significant distress and vulnerability, which needs to be addressed through a safeguarding approach for that risk to reduce.	Undertake Rapid Learning Reviews on previous serious incidents in relation to knife crime and gang related activity.	
	Make appropriate referrals to safeguard self and others.	
To minimise the potential for a 'transition gap' between youth and adult services where risk of harm to others is relevant.	Quality assurance framework we will ensure that practice in relation to risk of harm to others is robust and meets the expected standards of HMIP	
	We will seek to improve the early identification of and response to safeguarding issues associated with young people who have offended or come to the notice of the police and children's services as potential victims by improving links between the Children's Services, the Adolescent Service, MASH and NYOS Police and partnership panel.	Appropriate onward referrals made to safeguarding services.
	The youth justice service and the National Probation Service will continue to jointly manage cases in transition ensuring consistency in delivery, relationships, and minimising transfers	Seamless protocol for case transfers in place.

What we aim to achieve	What will we do	Measure of success
Ensure that the risks are understood and employed within the Multi-Agency Public Protection Arrangements (MAPPA).	Implement the MAPPA protocol.	Workforce development feedback
Protect the public from harm decrease in serious violence.	Deliver a multi-agency audit programme (creating a critical friend in quality assurance).	
	Provide support and co-ordinate events with Knife Angel touring Northampton Knife Crime Workshops as part of the Knife Angel Campaign.	Learning events delivered to workforce and partners.

11. Evidence-based Practice and Innovation (Page 15 of the Guidance)

- 11.1. NYOS have introduced a monthly development day which centres on a particular area that has been identified for improvement through quality assurance processes and results from mock inspections these are:

2022	Development item
Jan	Enforcement and Engagement.
Feb	Resettlement/ custody/ YJAF
March	Assessment and Intervention planning
May	Exploitation, gangs and countylines
June	Report writing, formal meeting prep and case presentation
July	Prevention and Diversion
Aug	Trauma and ACEs
Sept	ETE
Oct	SMU
Nov	RJ + Victims
Dec	Health, emotional wellbeing and mental health

- 11.2. NYOS have further enhanced this by ensuring all staff have been trained in Aim 3 training, motivational interviewing, unconscious bias, cultural identity and trauma informed practice as well as Signs of Safety.
- 11.3. Our priority for the coming year is to review Referral order panel training. The development days will continue for 2022, specifically working with victims, training for communication passports as part of speech and language development, ongoing training of Mind of my Own application as well as individualised training plans for staff progression. In the next year we also will ensure that the collation of our current Staff survey is fully analysed and changes or processes adapted if need be.
- 11.4. Aim 3 supervision has been introduced with a focus of development of staff skills. NYOS will continue with more staff training in relation to culture, over representation and approaching conversations around diversity.

- 11.5. The NYOS Management Board have experienced a change in membership including the introduction of a new Chair of the Board. In response to this and the introduction of the YJB guidance for management boards to ensure that Youth justice management boards and partnerships prioritise Child First, trauma informed principles and other child focused approaches are embedded strategically and operationally, NYOS will be reviewing and implementing a new Terms of Reference and Induction pack for new members. To support this the Chair of the Board has commissioned development Board training for current members from the YJB regional representative. In the next year the Board will be engaging in task and finish groups that drive the priorities of NYOS. Through the improvements made, Board Members will drive forward the priorities of the plan in to their relevant areas. NYOS are also committed to having Children/ young people represented on the board to ensure their voices and experiences are heard and understood.

Areas of innovation

- 11.6. NYOS are an incredibly innovative and creative service. Areas we are particularly proud of and have been recognised as good practice are:
- **Alternative to Custody Panel [ACP]**
Introduced in 2021 the YOS Manager chairs a multi-agency group, reporting to the YOS Partnership Board, which works to ensure that as few young people as possible are detained in custody and to limit the duration of youth custody detentions. We know that our concordance rate between PSR proposal and court outcome is above 60%, we are hoping to improve upon this during 2022 and ACPs are part of the solution.
 - **Northamptonshire Youth Order Review Panel**
Northamptonshire Youth Offending Service (NYOS) and the Northamptonshire Youth Panel have been operating out-of-court reviews of Youth Rehabilitation Orders (YROs). Magistrates are invited to attend reviews at the NYOS office, along with the children, their parents or carers, and any professionals with a significant role to play in the management of the child's order. The meetings are chaired by NYOS front line managers and, whilst being conducted in an informal and child-friendly manner, they are held to account in the style that is most accessible to the child. The meetings review progress against the interventions that were proposed to the original sentencing Court in the Pre-Sentence Report. A report on the impact and the effectiveness of these panels is currently being undertaken by the Ministry of Justice at the request of the Minister of Justice. At this time we have not received the report.
 - **Rose of Northamptonshire**
In January 2021 this culminated in the YOS winning the Rose of Northamptonshire Award for 'dedication and continued hard work to keep visiting young people who are vulnerable to offending, at risk of hidden harm and criminalisation during COV-19'. We are proud of this achievement awarded to us by the Lord-Lieutenant of Northamptonshire.
 - **Resettlement**
Based on our post court Inspection results (2021) we have re-visited our resettlement policy with best practice and an evidence base in mind. There was a need for improvement where we place the young person at the centre of the process and aim for seamless planning. The new policy has 5 core principles.
 1. Constructive – discussions about and planning for resettlement are useful and intended to be helpful to the child and their parents/carers with a focus on their future.
 2. Co-created – plans produced from collaboration with the child, their parents/carers, and their network.
 3. Customised – a bespoke plan made with the child and their family/carers.
 4. Consistent – the continuous planning for resettlement that starts immediately and continues throughout the duration of custody.
 5. Co-ordinated – working in partnership with the network, parents/carers, and the child.
- 11.7. NYOS has invested in the process, allocating resettlement leads to each YP in custody. We have also developed a Resettlement tracking tool which will ensure we are meeting the young person's needs and have relevant provision against each of the pathways. The new model went live in January 2022 and has been successfully rolled out across the YOS.

Going forward NYOS are committed to:

- The roll out of the Serious Youth Violence pilot
- Implementation of a multi-agency triage for pre court referrals
- Refinement of the NYOS Education offer
- Creating a team that meets the needs of the young people's offending and complex profiles ensuring access to more resource at the frontline of the service.
- In Partnership with Public Health we will carry out a Holistic Health needs assessment: specifically looking at the physical and mental/emotional health of young people known to NYOS.

Looking forward (Page 15 of the Guidance)

11.8. On the 24th of February the Youth Justice Board wrote to the Chair of the Board, Head of Service and Assistant Director to inform us Northamptonshire has been designated a YJB Stage One Priority service due to concerns relating to key performance data, levels of over-represented children and increases in serious violence. YJB Stage One Priority status is one of diagnostics and light touch engagement to consider, brokering support where appropriate. In response we have focused our Service improvement plan on the areas highlighted by the YJB.

11.9. NYOS YJB plan specifically covers the YJB priority one areas [see priorities below]

Strategic Priority 1 - Reduce the number of First Time Entrants into the Criminal justice system

11.10. Crime and Disorder Act s.37: (1) It shall be the principal aim of the youth justice system to prevent offending by children and young person's, intervening earlier to address risk and vulnerability factors and build upon strengths, prevents young people identified as at risk of offending from going on to become established offenders thereby improving their life chances and reducing the harm caused to others. The factors associated with persistent offending can be recognised and addressed before they lead to patterns of behaviour which will be harmful for the young person and others. To be effective in this area, we need to apply a whole system approach to ensure those at risk receive support at the earliest opportunity. For the youth justice partnership service, we need to identify and intervene earlier with those young people whose vulnerability and safeguarding risks are identified through highly effective Out of Court Disposals processes.

Strategic Priority 2 – Reduce re-offending

11.11. Reducing re-offending is one of three national indicators for youth justice and the number one priority for the national Youth Justice Board Reducing re-offending by young people can significantly improve their life course outcomes. Breaking the cycle of re-offending, particularly where this offending has become prolific and contributes to a disproportionate amount of total youth crime, means that our communities will be safer and there will be fewer victims of crime. The savings from reduced reoffending and the need for formal, acute youth justice intervention also enables a shift of resource towards prevention of offending.

Strategic Priority 3 – Protect the public from harm decrease in serious Violence

11.12. It is the first responsibility of all criminal justice agencies to protect the public. Effective risk assessment and management practices that seek to protect the public from harm and reduce the impact of offending on the local community are crucial in meeting this priority and are more likely to be achieved through an integrated, multi-agency partnership approach. There are relatively few young people in Northamptonshire whose offending presents a significant risk of serious harm to the public but where this is present management of the risk must be prioritised.

12. Sign off, Submission and Approval (Page 16 of the Guidance)

Chair of YJS Board -
AnnMarie Dodds

Signature

Date

13. Appendices

Appendix 1 – Voice of The Child

Questionnaires Overview When and Who?

Month	QTY of Q's
Mar-21	8
Apr-21	8
May-21	3
Jun-21	2
Jul-21	7
Aug-21	1
Sep-21	7
Oct-21	6
Nov-21	2
Dec-21	6
Jan-22	5
Feb-22	7
Mar-22	7
Grand Total	69

Age bracket	No of YP
10-12	3
13-15	33
16+	32
not completed	1
Grand Total	69

Gender	No of YP
Male	48
Female	21
Grand Total	69

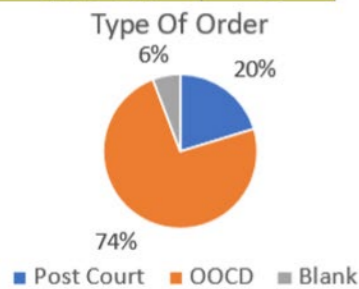
Ethnicity	No of YP
Black	3
Mixed	4
Other	2
White	58
(blank)	2
Grand Total	69



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Outcomes, where I Live, Social Care Involvement?

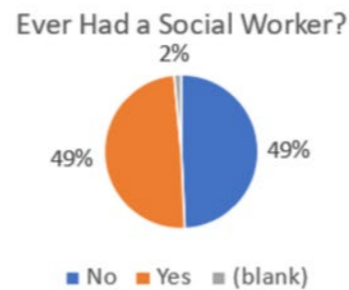
Order Type	No of YP
CIRV	6
CRD	21
Outcome 22	1
Referral Order	11
YC	10
YCC	13
YRO	3
(blank)	4
Grand Total	69



Where do I live?	No of YP
In a children/young peoples home	6
On my Own	1
Somewhere else	2
Somewhere Else -SGO	1
Grandparents	1
With a carer	5
With a parent	54
Grand Total	69



Ever had a Social Worker?	No of YP
No	34
Yes	34
(blank)	1
Grand Total	69

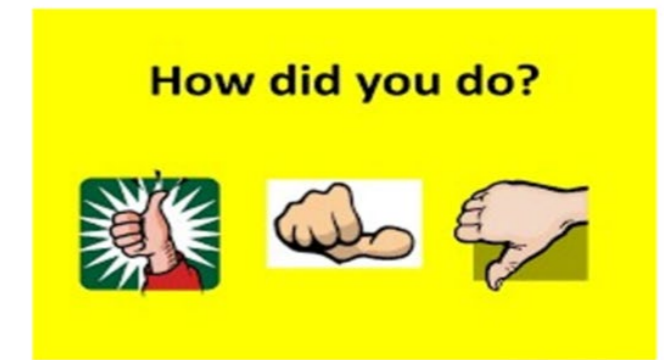


Case Manager Feedback

My Case Worker was.....	No of YP
Mostly Supportive	4
Totally	1
Very Supportive	57
(blank)	7
Grand Total	69

Do you feel case manager did what they said they would?	No of YP
Quite a bit	16
Totally	52
(blank)	1
Grand Total	69

1-10 rating for case manager	No of YP
1	1
6	1
7	2
8	15
8.5	1
9	3
10	35
no score indicated	1
(blank)	10
Grand Total	69



YOS Performance

Do you feel working with the YOS has helped you?	No of YP
Only a Little	3
Quite a bit	21
Somewhat	9
Totally	35
(blank)	1
Grand Total	69

Have you committed any further offences since working with the yos?	No of YP
No	59
Yes	7
(blank)	3
Grand Total	69



Other Staff



Any other workers you wish to comment on?	No of YP
No	46
no comment	1
Yes	13
(blank)	9
Grand Total	69

Feedback about other workers	
Adolescent team	
Debbie Gave me the information I needed about cannabis	
Karen-supported me with my assessments	
Cherly- only spoke to her once but haven't heard anything else from her	
Gary who I had as a case manager before. I liked him as well, can't really say why but I person. (Gary Sykes)	
Good at his job (no name)	
Karen helped me get into college she was helpful too	
Matt helped a lot as he discussed things	
My mum though the police officer that delivered the YCC was very professional and he he was talking about (Richard Bathe)	
Panel was really good and supportive and worker. They listen and understand and praise encourage me to do good.	
Really pleased worked with Chris and the YOS football team, would like to continue the	
Rhian was nice and very quiet	
Sally she was soundthe most helpful	
Doreen- she was funnylike her but order wouldn't have neded as well as I wans't rea	
Deb- I remember telling her I would never work with her, she caught me on a bad d	
Seeing things from a different view, having discussions rather than just being told. Bei on a level rather than being treated like a criminal	
Wilky Alright, helpful	

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Do you still need help?

Do you still need help with anything?	No of YP
No	51
no comment	1
Yes	10
(blank)	7
Grand Total	69

If you said you still need help with something what is it?
Accomodation
ADHD and Anger
Anger
Help with anger and how I express
I didn't get to do my Tik Tok due to covid! Seriously, I worry that I don't have the same supp me and the ongoing stuff with the police
Its more want than need, but I want someone to talk to help with my emotions when I feel mental health
Sexual heath support Rise accepted but not had any contact from them yet want to keep Rachael longer as she got us all this support
Would still like the support from CAHMS



Name one good thing about YOS.....

Asked the right questions and put them in a way I understand effort levels case manager had similar experiences so knew about it
 BECOMING A BETTER PERSON AND LEARNING NEW THINGS TO NOT MAKE THE SAME MISTAKES AGAIN being very supportive and helping realise the effect of the crime
 can handle situations better Changed how I make decisions, stay out of trouble Didn't get on my nerves
 didn't do it by choice, did learn though It was nice to have someone to talk to who understands me
 Good that they are willing to help- I do have friends that think selling drugs is the only option they have Gets me out of trouble
 I think about whether I am going to get in trouble or not I never felt judged and it didn't even feel like work as I enjoyed it Helpful
 I liked working with my case manager Home visits having Nic as a worker/helper It does actually help people
 Helped explain things in a way I understand, especially w ith knives and fighting HELPED WITH LOTS INCLUDING EDUCATION Helped me with a lot
 Helping me not to get into trouble with the police friendly case manager it was good to have someone to talk to
 Nice and helpful Open conversations nothing good about the service It helps and its not that boring
 MY CASE MANAGER IS REALLY NICE It was fun Mental health Keep me happy Taught me to think before I do something
 Reminded to think before doing something support from Rachael speaking to talk to someone
 Speaking to Police Officer was helpful in changing my mind about the police really helped me turn my life around
 Rachael - she always listened to me and spoken to me and believed in me Talking about my anger the people are nice
 Put me off committing offences Supportive and positive THE HELP IT PROVIDES she followed things up Someone to talk to
 We went for a walk to talk away from parents NO COMMENT I DON'T KNOW they helped me with my understanding
 Understanding YOT Worker they was very helpful and helped me to understand situations and what to do in the future
 This improves you as a person They have helped me with a lot They never gave up on me They're Nice
 The workers I don't really know They are nice very nice person You learn things Very Supportive

Name one thing you would change about YOS...

Some of the workers but not Chelsy she needs a pay rise can't think of any to have them longer
 being able to see my case manager more
 Reparation no comment (x2) How long it was! Early appointments
 Don't know, possibly nothing talking about myself
 having to go back to court if I breach have my order longer
 Not sure Less appointments I don't know
 I Don't Know (x3) the time limit they have
 Genuinely nothing Nothing (x22) not taking up my time
 there isnt anything if police force had communicated better after the arrest
 Don't know (x3) NO Not change case manager all the time
 cant think of anything having to do it May be that the visits were virtual
 Would tell me not to do things, that I didn't know were bad
 keep Rachael longer Did not physically meet my case manager It doesnt need to be more or anything less than it is



Appendix 2 - Addressing Over Representation Plan 2022-2023

[Document - Click here](#)

Appendix 3 - Management Board

Management Board Members

(Chair) Director of Children's Services, North Northamptonshire Council

Assistant Director, Northamptonshire Children's Trust, Children & Family Support & Youth Offending Service

Chief Executive, Northamptonshire Children's Trust

Head of Service, Northamptonshire Youth Offending Service

Non-Executive Director, (Northamptonshire Children's Trust) Board Member

Area Manager, Northamptonshire Youth Offending Service

Senior Performance & Systems Analyst, Northamptonshire Youth Offending Service

Director of Children's Services, West Northamptonshire Council, Children, Families & Education

Councillor, Lead Member for Children's Services, West Northamptonshire Council

Councillor, Lead Member for Children's Services, North Northamptonshire Council

Head of Innovation and Engagement (Midlands), Youth Justice Board

Public Health Principals, North & West Northamptonshire Council

Director for Early Intervention, Office of Northamptonshire Police, Fire & Crime Commissioner

Prevention and Intervention Superintendent, Northamptonshire Police

Strategic Delivery Manager, Northamptonshire Police

Deputy Chair of County Youth Panel, Northamptonshire Magistracy

Head of Service, Northamptonshire Probation Delivery Unit, East of England Probation Service

Assistant Director, Criminal Justice Mental Health, Northamptonshire Healthcare NHS Foundation Trust

Assistant Director, Children & Young People, Northamptonshire Healthcare NHS Foundation Trust

Interim Head of Community Safety West Northants Vicky Rockall

Head of Specialist Children's Services, Northamptonshire Healthcare NHS Foundation Trust

Service Manager for Youth Offending Services Northamptonshire Healthcare NHS Foundation Trust

Appendix 4 – Attendance Register

2021 / 2022 YOS Management Board Meetings Register of Attendance / Apologies

Name of Board Member	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies	Meeting	Attended / Apologies
AnnMarie Dodds (Chair) Director of Children's Services, North Northamptonshire Council	21/04/2021	Not Chair of Board on 21/04/21	04/08/2021	Not Chair of Board on 04/08/21	03/11/2021	Not Chair of Board on 03/11/21	07/12/2021 ExtraOrdry	Not Chair of Board on 07/12/21	24/02/2022	Tentative due to Full Council Meeting	05/04/2022 Extraordinary	Attended
Cathi Hadley (Chair) Director of Children's Services, North Northamptonshire Council	21/04/2021	Attended as Chair	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Debbie Lloyd, (Chair / Member), Assistant Director, NCT Children & Family Support & Youth Offending Service	21/04/2021	Attended as Member	04/08/2021	Attended as Member	03/11/2021	Attended as Chair	07/12/2021 ExtraOrdry	Attended as Member	24/02/2022	Attended as Chair	05/04/2022 ExtraOrdry	Attended as Member
Carolyn Sanders (Minutes) (NCT)	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Diana Beldeanu (Minutes) (NCT)	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Adu Mohiddin, Public Health Principal, North Northamptonshire Council	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Attended
Adam Smith, Assistant Director, Criminal Justice Mental Health, NHFT	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Amanda Robinson, Deputy Chair of County Youth Panel, Northamptonshire Magistracy	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Barbara Kewn, North Northamptonshire Council	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Chris Kiernan, Interim DCS, WNC, Children, Families & Education	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Claire Gibson, Head of Specialist Children's Services, NHFT	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Claire O'Keeffe, Head of Service, Youth Offending Service	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Cllr Fiona Baker, Lead Member for Children's Services, West Northamptonshire Council	21/04/2021	Attended	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Cllr Scott Edwards, Lead Member for Children's Services, North Northamptonshire Council	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Attended
Colin Cross, NCT Board Member	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies

2021 / 2022 YOS Management Board Meetings Register of Attendance / Apologies

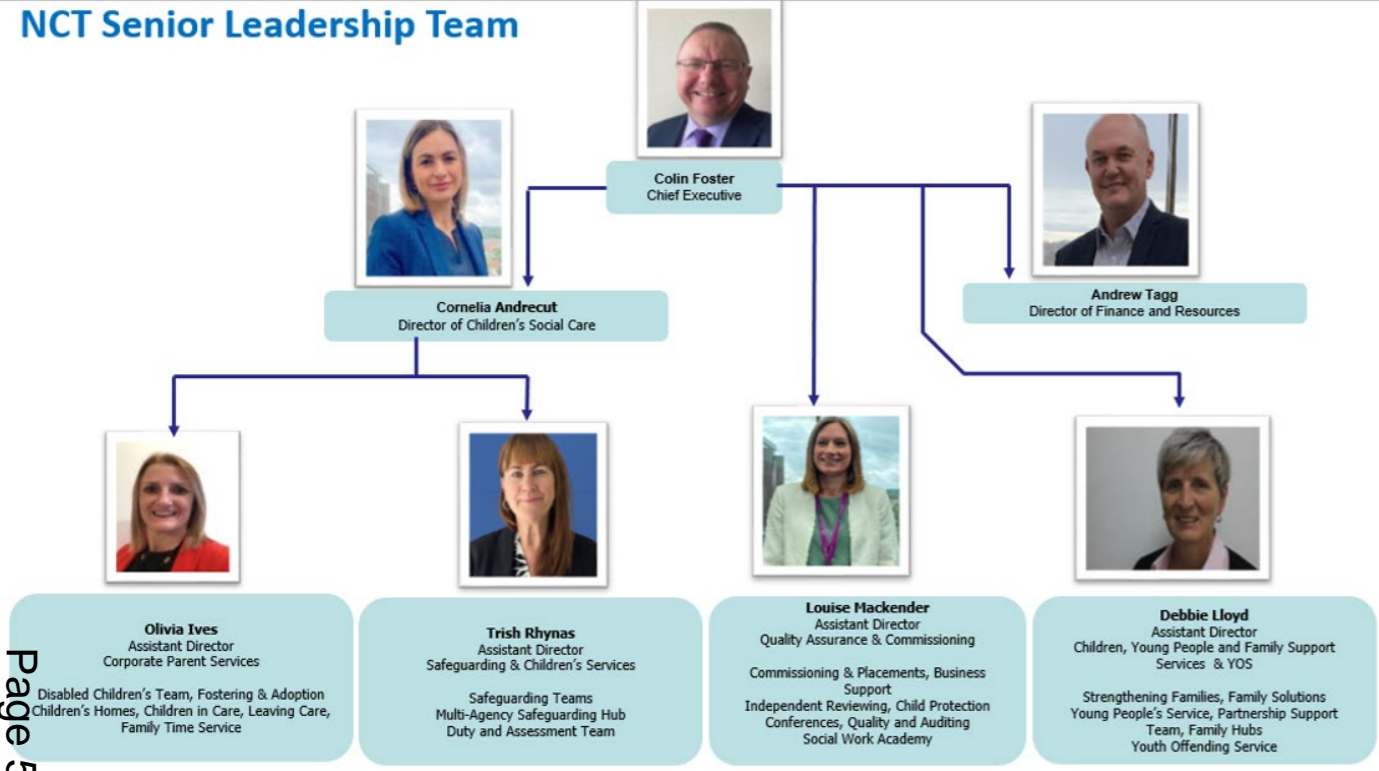
Colin Foster, Chief Executive, NCT	21/04/2021	Not a member on 21/04/21	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Daniel Knight, Senior Performance & Systems Analyst, Youth Offending Service	21/04/2021	Apologies	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Danielle Mill (representing Kate North, Probation Service)	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies
Dave Lawson, Supt, Northamptonshire Police	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Douglas Charlton, Head of Northamptonshire Local Delivery Unit, National Probation Service (Southeast and Eastern Division)	21/04/2021	Apologies	04/08/2021	No Longer Attends	03/11/2021	No Longer Attends	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
John Baker, Chair of County Youth Panel, Northamptonshire Magistracy	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	No Longer Attends
Kate North, Head of Service, Northamptonshire PDU, East of England Probation Service	21/04/2021	Attended	04/08/2021	Apologies	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Attended
Leanne Tomlinson, Area Manager, Youth Offending Service	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Lisa Griffiths, Named Nurse for Children in Care, Service Manager for YOS NHFT	21/04/2021	Not a member on 21/04/21	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Mamps Gill, Head of Innovation and Engagement (Midlands), Youth Justice Board	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Marie Peden, Deputy Director, Beds, Northants, Cambs & Herts Community, Rehab Co Ltd, (Bench CRC)	21/04/2021	Apologies	04/08/2021	No Longer Attends	03/11/2021	No Longer Attends	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Mark Johnstone, Area Manager, Youth Offending Service	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Apologies	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Nicci Marzec, Director for Early Intervention, Office of Northamptonshire Police & Crime Commissioner	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Patsy Richards, Public Health Principal, North & West Northamptonshire Council	21/04/2021	Apologies	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Apologies
Rachel Hicklin, NHFT	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	No Longer Attends	07/12/2021 ExtraOrdry	No Longer Attends	24/02/2022	No Longer Attends	05/04/2022 ExtraOrdry	No Longer Attends
Sarah Johnson, Prevention and Intervention Superintendent, Northamptonshire Police	21/04/2021	Not a member on 21/04/21	04/08/2021	Not a member on 04/08/21	03/11/2021	Not a member on 03/11/21	07/12/2021 ExtraOrdry	Not a member on 07/12/21	24/02/2022	Not a member on 24/02/22	05/04/2022 ExtraOrdry	Attended

2021 / 2022 YOS Management Board Meetings Register of Attendance / Apologies

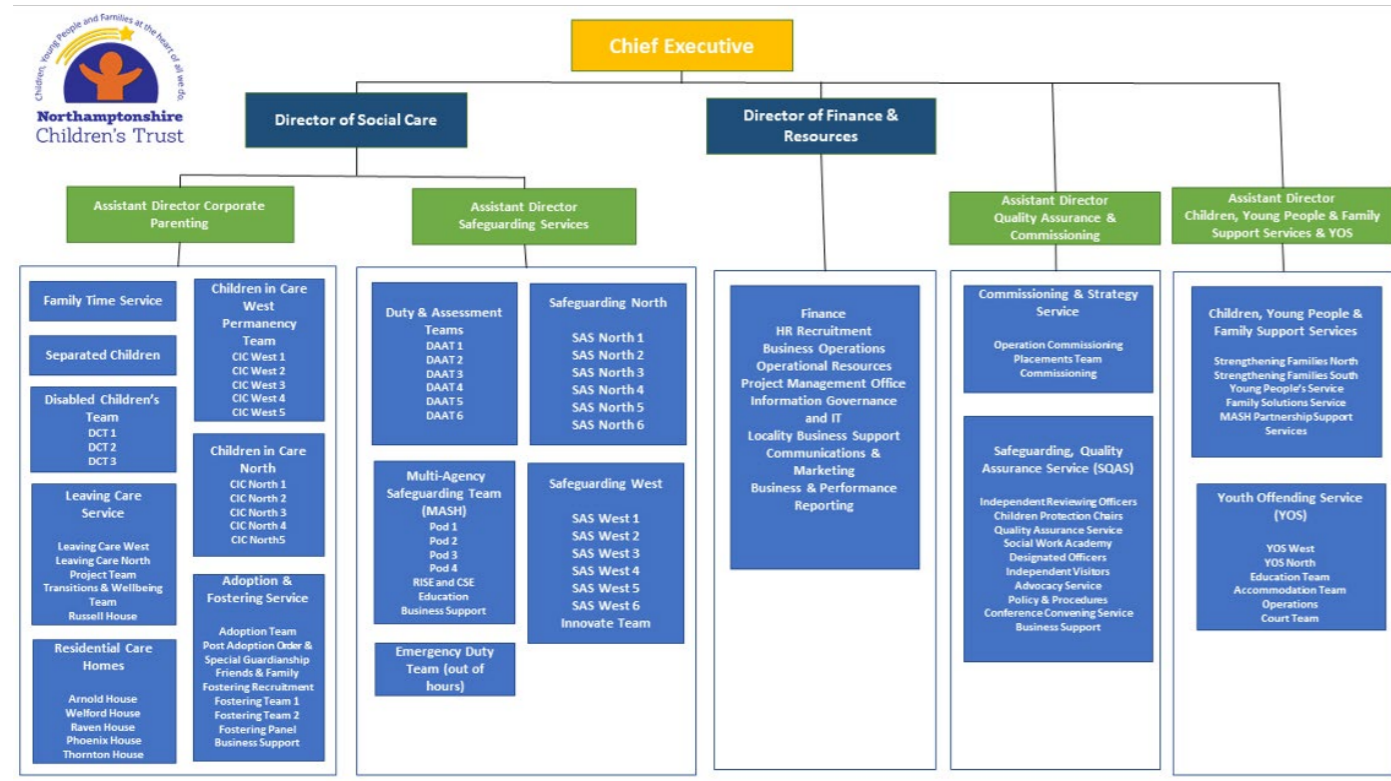
Sean Scannell, Strategic Delivery Manager, Northamptonshire Police	21/04/2021	Apologies	04/08/2021	Apologies	03/11/2021	Attended	07/12/2021 ExtraOrdry	Attended	24/02/2022	Attended	05/04/2022 ExtraOrdry	Attended
Sharon Robson, Assistant Director, Children & Young People, NHFT	21/04/2021	Attended	04/08/2021	Attended	03/11/2021	Apologies	07/12/2021 ExtraOrdry	Attended	24/02/2022	Apologies	05/04/2022 ExtraOrdry	Apologies

Appendix 5 – Service Structure Charts

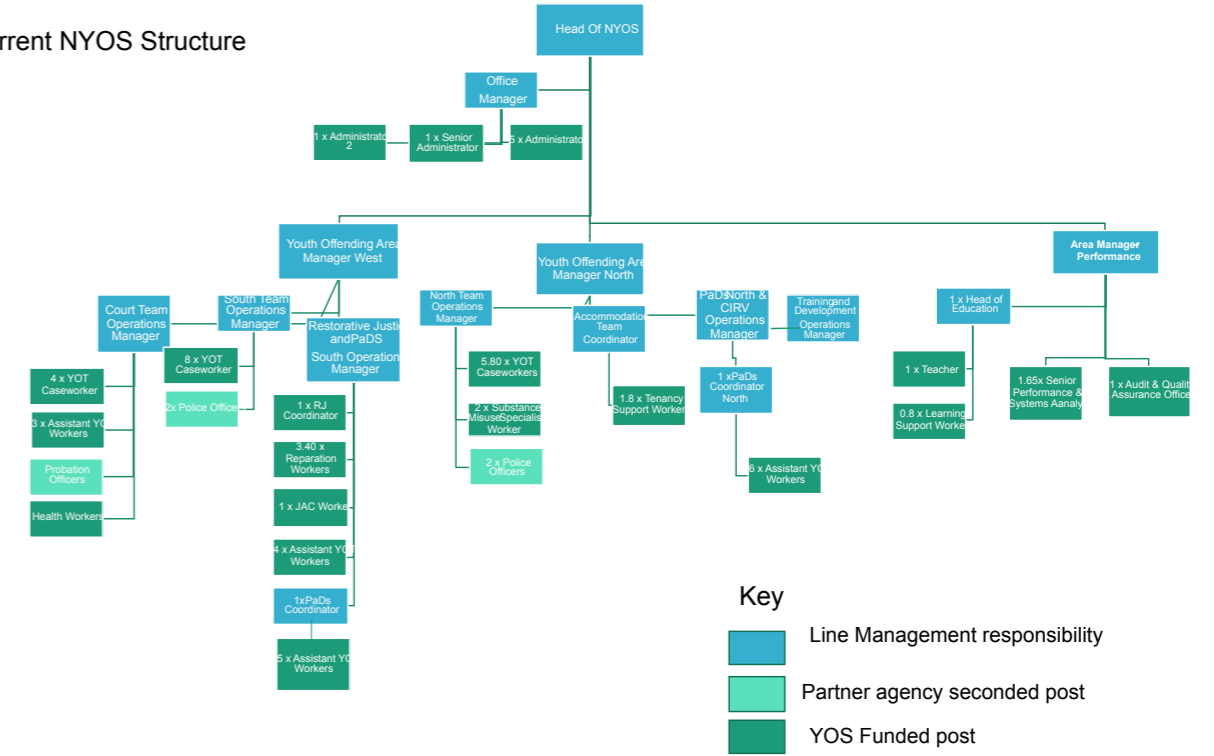
NCT Senior Leadership Team



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Current NYOS Structure



Key

- Line Management responsibility
- Partner agency seconded post
- YOS Funded post

Appendix 6 - Northamptonshire Record of Ethnicity & Preferred Gender of Staff

Ethnicity/ Gender	Managers Strategic managers		Operational mangers		Practitioners		Administrative		Student		Volunteers		Total	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Gender														
Asian					3	1							3	1
White	2		3	2	7	12	3	1	1		10	5	25	15
Black					3						1	1	4	1
Mixed					2	1							2	1
Other	2				2	2							2	2
Not Known														
													36	20

Appendix 7 – Post Court Mock Inspection Action Plan

August 2021 Post Court Mock Inspection Action Plan			
Ref:	Areas Requiring Improvement	Actions	June 2022 Update
1)	For Custody / Resettlement cases only: Is there sufficient planning and provision from custody to community with accommodation and ETE?	Review and revise Resettlement policy (priority area). Development of a specialist / lead role and Ops Manager to support allocated case managers for all Resettlement work.	A revised Resettlement policy (constructive resettlement) was introduced January 2022. Training to all staff has been delivered. Lead role introduced January 2022.
2)	Implementation and Delivery: Does the implementation and delivery of services sufficiently support the safety of other people?	Ensure services are utilised and referenced when implemented and delivered. Review staffing levels around victim's work.	Referral routes for Substance misuse services have been revised and communicated across the NYOS. Processes and management oversight has been re-visited for the ETE Blueprint. NYOS is working closely with NHFT colleagues to develop an integrated approach for our young people. A new victim worker is being actively recruited.
3)	Reviewing: Does reviewing focus sufficiently on keeping the young person safe?	Record clearly on Core+. Ensure CSE/Gang/self-assessment is reviewed at timely intervals (not just at change of circumstances). To review and revise CSE/Gang screening tool. Consider training options.	A new exploitation screening tool has been piloted within the NYOS and is now being rolled out. A 12-month training / development package for all staff is in place to upskill practitioners with a focus on trauma, ACE's, exploitation, disproportionality, and better engagement.

August 2021 Post Court Mock Inspection Action Plan

Ref:	Areas Requiring Improvement	Actions	June 2022 Update
4)	Reviewing: Does reviewing focus sufficiently on keeping other people safe?	Ensure CSE/Gang screening is reviewed at timely intervals (not just at change of circumstances). Strategic work with Police to enhance risk assessment. Consider training options.	As part of the training package we have included compliance and enforcement. We have also revised our intervention planning process to be more child friendly to ensure young people understand their commitments, possible consequences, and goals. NYOS are working with Police to enhance our risk assessments and promote timely intervention with QLIK software. Data exchanges are taking place.
5)	Oversight: Was there effective management oversight of case work?	Ensure management conversations are recorded on Core+ in a timely manner, including supervision sessions. Auditing changes will ensure support is more focussed.	We have made changes to our supervision and auditing processes i.e. a more targeted approach. This enables qualitative analysis and better feedback.

Appendix 8 - Common Youth Justice Terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment

EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi-agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

Full Council 24th November 2022

Report Title	Appointment of Independent Person (Audit and Governance Committee)
Report Author	Adele Wylie – Director of Customers & Governance / Monitoring Officer adele.wylie@northnorthants.gov.uk

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

1. Purpose of Report

- 1.1. This report seeks approval to appoint Mr Michael Whitworth as an Independent Person to the Audit and Governance Committee, which is a key component of corporate governance. The Audit and Governance Committee is a key source of assurance for managing risk, maintaining an effective control environment, providing independent scrutiny of the Council's financial and non-financial performance and oversee the Council's financial reporting process. An independent person with appropriate skills and experience will supplement those of the elected members.

2. Executive Summary

- 2.1 The Council's Constitution states that up to three Independent Persons should be appointed to the Audit and Governance Committee, determined by Full Council, with full voting rights, for a term of 4 years, from the date of appointment by Full Council.

3. Recommendation

- 3.1 It is recommended that the Council –
- (i) ratify the appointment of Mr Michael Whitworth, as an Independent Person to the Audit and Governance Committee, for a term of 4 years, from the date of appointment by Full Council, ending on 30 November 2026.

Reason for recommendation – to ensure that the provisions contained in the Council's Constitution for the appointment of Independent Persons to the Audit and Governance Committee are satisfied.

4. Report Background

- 4.1 The Chartered Institute for Public Finances and Accountancy (CIPFA) recommend that local authorities should include at least two co-opted Independent Members as part of their Audit Committees. The Redmond Review which was an independent review into the oversight of local audit and the transparency of local authority financial reporting, also recommended that local authorities appoint at least one suitably qualified Independent Member to Audit Committees. In July 2021, the Committee considered the findings of the Redmond Review and noted this reference.
- 4.2 The Audit and Governance Committee is made up of ten Councillors and has positions for three Independent Persons. It acts as an advisory committee to the Council and the Executive on audit and governance issues. There are also six Substitute Councillors who can attend on behalf of Full Members, if required.
- 4.3 North Northamptonshire Council is committed to the highest standards of governance and accountability. The positions of Independent Persons are key towards helping this Council meet those aspirations and make a significant contribution to public life and confidence in the Council by holding the authority to account and make a difference in the right way.
- 4.4 The appointment of an Independent Person to the Audit and Governance Committee, aids good practice and demonstrates good governance principles. A suitably qualified individual brings knowledge and insight to the workings, findings and decision making of the Audit and Governance Committee. It also brings the benefit of having an individual who is independent of the Council.
- 4.5 The tasks and responsibilities of an Independent Person include reading and review of Financial statements, Internal Audit Reports and External Audit Reports; and other evidence of the Council's risk management and internal control system; Attend training events relevant to the role as necessary; Bring an independent and objective approach to all business of the Committee; Offer constructive challenge and consider significant issues arising from internal and external audits.
- 4.6 An allowance would be paid to the Independent Person for attendance at meetings of the Audit and Governance Committee, as determined by the Independent Remuneration Panel (IRP) - Members' Allowances 2022, plus mileage costs.
- 4.7 The position of an Independent Person is subject to the Council's Code of Conduct and is a politically restricted post.
- 4.8 The Independent Person has voting rights in the same way as Members of the Audit and Governance Committee, would be part of that Committee, and be subject to any relevant training undertaken by Members of the Committee.

- 4.9 During 2021/22, advertising to recruit to the three vacant positions of Independent Persons on the Audit and Governance Committee was undertaken on two separate occasions. This resulted in interviews taking place and candidates met with the Chair of the Audit and Governance Committee, Councillor Andrew Weatherill and the Executive Director of Finance (Section 151 Officer). One suitable candidate, Mr Michael Whitworth, has been offered a position, subject to ratification by Full Council. There are still two vacancies which need to be filled and further thoughts are being considered on the independent recruitment and skills gap.

5. Issues and Choices

- 5.1 Full Council is being requested to approve the appointment of Michael Whitworth to the Audit and Governance Committee.
- 5.2 Mr Whitworth is a resident of North Northamptonshire with considerable experience of working within the private sector.

6. Implications (including financial implications)

6.1 Resources and Financial

- 6.1.1 Any costs associated to an Independent Member are contained within the existing revenue service budget, as determined by the Independent Remuneration Panel (IRP) - Members' Allowances 2022.

6.2 Legal & Governance

- 6.2.1 The appointment of an Independent Person with full voting rights gives assurance to elected members and the public in relation to audit and governance and promotes good governance and scrutiny of the Audit and Governance Committee.

6.3 Relevant Policies and Plans

- 6.3.1 Under Part 4.5 of the Council's Constitution allowance is made for the appointment of up to 3 Independent Persons on the Audit and Governance Committee. These Persons have full voting rights under the Constitution.

6.4 Risk

- 6.4.1 There are no significant risks arising from the proposed recommendation.

6.5 Consultation

- 6.5.1 The Audit and Governance Committee are aware of the need to appoint Independent Persons to the Committee and have been advised of the offer of appointment to Mr Whitworth, subject to ratification by Full Council.

6.6 Consideration by Scrutiny

- 6.6.1 Not applicable.

6.7 Consideration by Executive Advisory Panel

6.7.1 Not applicable.

6.8 Equality Implications

6.8.1 None in relation to the nine protected characteristics under the Equality Act 2010.

6.9 Climate Impact

6.9.1 Not applicable.

6.10 Community Impact

6.10.1 Not applicable.

6.11 Crime and Disorder Impact

6.11.1 Not applicable.

7. Background Papers

7.1 Council Constitution Part 4.5 – Audit and Governance Committee.



Full Council 24th November 2022

Report Title	Northamptonshire Children’s Trust Annual Report
Report Author	AnnMarie Dodds, Executive Director of Children’s Services Susan Tanner, Assistant Director of Commissioning and Partnerships
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education & Skills

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

List of Appendices

Appendix A – NCT 2021-22 Annual Report

1. Purpose of Report

- 1.1. To provide Council with the Annual Report of Northamptonshire Children’s Trust.

2. Executive Summary

- 2.1. As part of the contractual arrangements between Northamptonshire Children’s Trust and North and West Northamptonshire Councils, there is a requirement to produce an Annual Report. The purpose of the Annual Report is:

- to consider the quality of practice in the provision of children’s social care services
- to facilitate the Councils’ quality assurance of the operation of the agreements with NCT

- to enable the Councils to review the discharge of its statutory functions delivered by NCT
 - for the Councils and NCT to consider whether changes to the contractual agreements are required
 - for the Councils and NCT to consider all applicable factors in relation to the setting of future Contract Sums paid to NCT including for the next financial year
- 2.2. NCT have produced the Annual Report in line with timescales and requirements of the Service Delivery Contract. The report has been reviewed by the Operational and Strategic Group meetings that focus on management of the contractual agreements between NCT and the Councils.
- 2.3. The Report proposes some potential changes to the contractual agreements, including the Key Performance Indicators used to monitor NCT's performance. However, it proposes that these are discussed in more detail and agreed following the Ofsted Inspection of Local Authority Children's Services (ILACS) that is due to take place in Autumn 2022.

3. Recommendations

3.1. It is recommended that Council:

- a) Note the content of the Annual Report, completed by Northamptonshire Children's Trust in line with the service delivery contract requirements.
- b) Note the proposal to further discuss and agree any amendments to the Service Delivery Contract following the Ofsted Inspection of the Local Authority Children's Services (ILACS) following publication of the Ofsted findings on 25 November 2022.

3.2. Reason for Recommendations –

- The Annual Review process and subsequent Annual Report provides a procedure through which the Councils can review the Service Delivery Contract and Northamptonshire Children's Trust performance in delivering its functions
- Making changes to the Service Delivery Contract after the expected Ofsted inspection allows any changes to be considered in the context of the outcome of this inspection and any recommendations from Ofsted
- Taking the report to Full Council gives all elected members an insight into the work of Northamptonshire Children's Trust and supports the discharge of their Corporate Parenting duties

3.3. Alternative Options Considered – No other options considered

4. Report Background

4.1. Following a statutory direction from the Secretary of State for Education, Northamptonshire County Council was required to oversee work towards the

establishment of a Trust for the delivery of children's social care services in Northamptonshire, transferring operational control for children's social care services from the Council to the Trust. Upon the creation of the two new unitary councils, the commissioning and ownership of Northamptonshire Children's Trust (NCT) was transferred to North and West Northamptonshire Councils.

- 4.2. As part of the establishment of NCT, a suite of contractual agreements was put in place to govern the relationship between NCT and the Councils. The core contractual agreement was the Service Delivery Contract and its associated schedules.
- 4.3. The Annual Review schedule of the Service Delivery Contract specifies that each year, NCT and the Councils will prepare an Annual Report. This is a key component of the Council's strategic oversight and review of NCT. The overarching aims and objectives of the Annual Review are:
 - to consider the quality of practice in the provision of children's social care services and the outcomes for children, young people and families in the county of Northamptonshire
 - to facilitate the Councils' quality assurance of the operation of the agreements with NCT
 - to enable the Councils to review the discharge of its statutory functions delivered by NCT
 - for the Councils and NCT to consider whether changes to the contractual agreements are required and to consider any factors that may affect the performance of the agreements in the next contract year
 - for the Councils and NCT to consider all applicable factors in relation to the setting of future Contract Sums paid to NCT including for the next financial year
- 4.4. As per the Service Delivery Contract, NCT produced a first draft of the Annual Report at the Operational Group before the 31st July 2022. The Operational Group is the key monthly meeting between the Councils and NCT to enable the Councils to properly and effectively monitor the performance of NCT. The Annual Review was considered by the Operational Group meeting on 29th July 2022.
- 4.5. The Annual Report was then considered by the Strategic Group before the contractual deadline of 31st August 2022. The Strategic Group meets quarterly and provides strategic, political, and executive oversight and scrutiny of NCT's performance. The Annual Report was considered the Strategic Group meeting on 10th August 2022.
- 4.6. The Children's Trust Joint Committee were updated on the Annual Report on 7th September 2022, and it was agreed that the report would be prepared for presentation at a future Full Council meeting of both Councils.
- 4.7. The Annual Report has been developed in partnership between the Councils and NCT, with each party leading on different aspects of the report. There have been several meetings between officers at each organisation to discuss the report's content and to review progress. The respective lead members for each

council have been briefed on progress and their reviews sought during the annual review.

- 4.8. If any changes to the Service Delivery Contract are proposed as a result of the Annual Report, these are notifiable changes. This means that changes cannot be made without the prior written consent of the Secretary of State for Education.

5. Issues and Choices

Content of the Annual Report

- 5.1. The content of the Annual Review is defined in the Service Delivery Contract and the report therefore covers the following topics:

- a summary of the Trust's performance in the 2021/22 contract year
- a summary of the Council's performance of its obligations under the agreements
- the cost of performing the Services in the 2021/22 Contract Year
- a summary of any Changes to the Agreement agreed during the 2021/22 contract year
- the demand for services in 2021/22 and expected demand through to 2024
- the effects of any changes in children's social care legislation or guidance
- the strategic priorities and outcomes
- any social, demographic, or other relevant factors which affected or will affect NCT
- the results of any audits or surveys
- the outcomes of any Rectification Plans
- a high-level review of applicable Central Government funding generally, including details of any anticipated Central Government funding for children's social care
- risk related to the services delivered by NCT
- the outcome of any regulatory inspections
- any proposed changes to the agreements to be considered as part of the Annual Review

Proposed changes as a result of the Annual Review

- 5.2. A key part of the annual review process is considering whether any changes need to be made to the contractual agreements between NCT and the Councils. The parties have had several conversations about potential changes, and these are summarised in section 15 of the annual report.
- 5.3. NCT have put forward some initial suggested amendments to the current basket of KPIs that are used to monitor NCT's performance. Now the arrangements have been in operation for almost two years, it is timely to review the appropriateness of the KPIs as well as the targets and tolerance levels that are used to assess levels of performance.

- 5.4. However, it has been agreed that any changes will not be finally agreed until after the Ofsted Inspection of Local Authority Children's Services, which is expected at some point in Autumn 2022. The inspection is a good time to take stock of services delivered by NCT and future arrangements.
- 5.5. Following the inspection, senior leaders from NCT and the Councils will meet to develop plans to discuss what services will look like by Autumn 2025, the expected date of the next Ofsted inspection.
- 5.6. This discussion will lead to a plan to discuss and agree any changes to the contractual agreements with the aim of having a set of changes agreed and operational by the start of the 2023/24 financial year. Once a set of proposals have been provisionally agreed, they will be brought to a future meeting of the Children's Trust Joint Committee.

6. Next Steps

- 6.1. The Annual Report will be taken to Full Council on 24th November 2022.
- 6.2. Following the publication of the Ofsted report following the Inspection of Local Authority Children's Services that took place in October 2022, Officers from both West and North Northamptonshire Council and NCT will discuss any possible changes to the Service Delivery Contract to be put in place from April 2022.
- 6.3. Any changes to the Service Delivery Contract will be agreed by the Children's Trust Joint Committee.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. The cost of delivering services in 2021/22 is set out in section 4 of the report. The overall contract sum paid to NCT for 2021/22 was £137.15 million. Subtracting grant income passported to NCT and the cost of support services delivered by the Councils, leads to a budget of £123.348 million. North Northamptonshire's share of the contract sum (including grant passporting) was £60.74 million.
- 7.1.2. The gross outturn against this budget is an overspend of £3.701 million. This has been mitigated by £2.631 million worth of covid funding that was provided to NCT to cope with specific service pressures that were caused by covid-19.
- 7.1.3. The remaining £1.070 million pressure was mitigated using the carry forward reserve of £1.089 million. This carry-forward relates to an underspend in the financial period Nov 2020–Mar 2021 following NCT's creation in November 2020. These mitigations leave a net underspend position of £0.019 million.

7.1.4. In the report, NCT have identified potential issues that will impact upon their budget for the 2022/23 financial year. These issues are detailed in the report but are largely related to placements for children in care. The current levels of volatility, efficiency of joint funding processes and current flux of emergency placements, increasing complexity of need in a market where demand outstrips supply are all impacting on NCT's ability to meet children's needs within the current budget envelope.

7.2. **Legal and Governance**

7.2.1. Contractual and governance arrangements between the Council and the Children's Trust are set out within the body of the report.

7.2.2. The Children and Social Work Act 2017 says that when a child or young person comes into the care of the local authority or is under 25 and was looked after by the authority for at least 13 weeks after their 14th birthday, the authority becomes their corporate parent. This means that they should:

- act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- encourage them to express their views, wishes and feelings, and take them into account, while promoting high aspirations and trying to secure the best outcomes for them
- make sure they have access to services
- make sure that they are safe, with stable home lives, relationships and education or work
- prepare them for adulthood and independent living. As corporate parents, it's every councillor's responsibility to make sure that the Council is meeting these duties towards children in care and care leavers.

7.3. **Relevant Policies and Plans**

7.3.1. The Council has identified 'Brighter, Better Futures' as a key priority of the corporate plan. This will be done by supporting partners and the Children's Trust to provide higher standards of support. The Annual Report enables the Council to gain oversight of the services delivered by NCT and to help the Council to understand how better support for Children, Young People and Families can be delivered.

7.4. **Risk**

7.4.1. Assurance the Children's Trust is delivering to the agreed standards has been identified as a risk on the corporate risk. The Annual Review process provides the Councils with an opportunity to scrutinise performance and mitigate against this risk.

7.5. Consultation

7.5.1. The Annual Report has been reviewed and approved by the Operational and Strategic Groups. These are the key contractual review meetings between the Councils and NCT. The relevant lead members have also been consulted during the annual review process.

7.6. Consideration by Executive Advisory Panel

7.6.1. The report has not been considered by the relevant Executive Advisory Panel.

7.7. Consideration by Scrutiny

7.7.1 The Annual Report was discussed at the meeting of the Scrutiny Commission on 1st November 2022. The Commission noted that demand led pressures were increasing and putting pressure on the Children's Trust budget. The provision of early support to families was supported and ensuring the right support was in place would help to reduce the pressures on the system further down the line. The successful bid for the provision of two children's homes in the county was welcomed.

7.8. Equality Implications

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

7.9. Climate and Environment Impact

7.9.1. There are no discernible climate impacts arising from this report.

7.10. Community Impact

7.10.1 There is no distinct community impact arising from this report.

7.11. Crime and Disorder Impact

7.11.1. There is no crime and disorder impact arising from this report.

8. Background Papers

8.1. None

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APPENDIX A



**Annual Report of the Service Delivery Contract between
Northamptonshire Children's Trust and West and North
Northamptonshire Councils 2021/22**

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1. Background and Purpose of the Annual Review

The overarching aims and objectives of the Annual Review are:

- for the Parties to consider the quality of practice in the provision of children's social care services delivered by NCT and the outcomes for children, young people and families in the county of Northamptonshire;
- to facilitate the Councils' quality assurance of the operation of the Service Delivery Contract;
- to enable the Councils to review the discharge of its statutory functions delivered by NCT;
- for the Parties to consider whether changes are required to the Service Delivery Contract to be agreed at the Annual Review meeting
- for the Parties to consider all factors that may impact upon future Contract Sums and for the Strategic Group to make a recommendation/proposal to the Council regarding the Contract Sum payable to NCT for the next Contract Year.

2. Summary of NCT performance against the KPIs

As part of the development of Northamptonshire Children's Trust, 21 KPIs were agreed against which the councils would monitor NCT's performance. These 21 KPIs are set out in Schedule 6 (Performance Framework) of the Service Delivery Contract. Schedule 6 also defines the targets NCT should be aiming to achieve against each KPI as well as the tolerance levels that are used when assessing whether there are performance issues or failures as defined in the Schedule.

NCT provide the councils with a monthly performance report which outlines performance against each KPI as well commentary on the performance and how NCT are working to improve. The full list of KPIs as well as performance against each KPI throughout the year is included as Appendix 1. A summary of NCT's performance in the 2021-22 contract year is included below.

2.1. *What worked well*

- The percentage of all referrals with a decision within 2 working days remained above target for 11 out of 12 months, this was despite the increase in demand that was seen following the lifting of covid-19 restrictions
- The percentage of Single Assessments authorised within 45 working days was consistently above target throughout the year and never dipped below 97%
- The percentage of children who have been in care 2.5 years or more who have been in the same placement for 2+ years/placed for adoption, which measures long term placement stability, improved through the year and finished above target. Despite this good performance, there is some concern that the covid-19 restrictions to some extent kept performance high and that the national placement sufficiency challenges will impact on this measure in 2022-23
- Both measures related to care leavers (percentage in education, employment and training and in suitable accommodation) were above target and the national average. This was supported by joint working with both councils to support young people who left care
- After an increase in vacancies in the middle of the year, the percentage of social workers vacancies finished the year better than the target and at the national average. The percentage of Social Worker posts filled with agency staff has also hovered around the target. This is in the context of national recruitment challenges

and historic challenges in Northamptonshire. Despite positive signs, recruitment of both permanent and agency social workers remains an area of focus for NCT

- After a drop in performance during quarter 2, performance against both adoption indicators improved in quarters 3 and 4. This is in the context of court delays and a backlog caused by covid-19 alongside achieving permanence through adoption for some children with complex needs and sibling groups, that has taken longer to achieve but has a positive impact on children's outcomes.

2.2. Challenges and areas to work on

- The percentage of children that became the subject of a Child Protection Plan for the second or subsequent time fluctuated throughout the year. Whilst some of these children were first on a plan sometime in the past, NCT recognises the number of repeat plans has been too high on occasion. Where there are repeat plans, these cases are reviewed to understand the causes and to support learning.
- Performance for both indicators related to complaints has varied through the year.
 - The percentage of complaints responded to within 10 working days has fallen below target on 4 occasions although this has sometime been impacted by low volumes. NCT have worked closely with WNC as the provider of the complaints support service to improve performance in this area including providing training to managers.
 - Stage 2 investigations as a % of stage 1 complaints received within the year has often fallen below target; both NCT and the Councils recognise the issues with this measure and are proposing to remove this KPI.
- Short term placement stability, as measured by the percentage of Children in Care with three or more placements in the previous 12 months, saw a gradual decline through the year. This is in the context of a small rise in children in care numbers and continuing challenges in identifying placements for children with specific needs which means they can experience a number of placements moves in quick succession until an appropriate home is identified. Consideration of various options to improve sufficiency is continuing, including exploration of capital investment, additional in-house resources, as well as improved engagement with the market.
- Whilst not falling out of tolerance, the percentage of referrals with a previous referral within 12 months has remained above target throughout the year. NCT have strengthened the model in MASH and made developments in CFSS/Early Help while engaging with the wider partnership, which they hope will continue to support appropriate reduction going forward.
- The percentage of qualified social workers with caseloads above target has been just above target. Despite some positive signs, recruitment of permanent and agency social workers remains an area of focus for NCT

3. Summary of the Councils Performance of its obligations

The responsibilities of the Councils on what they must deliver to NCT are set out in Schedule 4 of the Service Delivery Contract and are known as the Dependencies. NCT relies on the Councils to fully deliver these Dependencies when delivering services to children, young people and their families. Inadequate performance or failure to perform the Dependencies, where this has a direct impact on the Trust's provision of the Services, will entitle the Trust to relief from performance of its obligations under the Service Delivery Contract. The Councils' performance of the Dependencies is summarised below.

3.1. Support Services provided to NCT by the Councils

A wide range of support service provision is provided to the Children's Trust by North Northamptonshire and West Northamptonshire. This arrangement is set out within the Support Services Agreement (SSA) between the parties. Performance is reviewed by the Support Services Board which is chaired by NCT's Director of Finance and Resources and attended by officers from both Councils.

There is a total of 37 KPIs across 15 different Support Services. Of these, 78.3% (29 KPIs) met or exceeded their target. Of the eight measures that missed target, six reported an amber outturn, meaning they were below target but within tolerance. A further two measures recorded a red outturn, meaning they were below target and out of tolerance. The quality and detail of the performance reporting on Support Services has been excellent and has allowed NCT to hold the Councils to account for performance. Some services have performed strongly, and service leads have worked closely with NCT colleagues to support them on their improvement journey, for example the Complaints service has strengthened the support provided to NCT which has improved NCT's response to complaints. There have been areas of challenge where services took time to understand the new arrangements, this is particular the case with property which is expanded on below.

Support Services have been delivered in the context of a great deal of change in both Councils as they dealt with the impact of local government reorganisation and began to think about the disaggregation of certain shared services. This has led to some changes; the Information Governance Support Service was handed over to NCT in November 2021 and the Health and Safety Support Service did so on 1st April 2022. The Council's Audit services were also disaggregated which meant NCT chose to purchase this service from WNC from April 1st, 2022.

Looking ahead to 2022, the Councils will be looking to continue to improve the services provided to NCT and to enable them on their improvement journey. Where changes are made to Support Services, the Councils will consult with NCT to understand their impact and to consider how services can be best delivered in the future.

3.2. Property

NCT occupies 29 buildings across Northamptonshire with 17 in the West and 12 in the North. It has been recognised that due to historic underinvestment, the quality of the buildings NCT are delivering services from is poor and that the pace at which the Councils have acted to rectify this has been slow. This has been hindered by the disaggregation of the property support service delivered to NCT and the need to put in place appropriate systems and processes. There are some challenges with properties that are being worked through in the Operational Group.

To rectify this, NCT is collaborating with the Councils individually to develop a schedule of planned maintenance which will bring buildings up to standard. In West Northamptonshire, this schedule is close to being agreed whilst in the North, it is delayed by the need to complete condition surveys. Agreeing these schedules and monitoring the councils' performance against them is a key priority for NCT.

NCT will also collaborate with both councils to review its future property strategy and how this aligns with the strategies of both councils.

3.3. Retained functions and their interface with NCT

The Councils' retained services have gone through a period of transformation following local government reorganisation and disaggregation of services that were previously delivered on

a countywide basis. There is a general direction of travel for services to be disaggregated where possible, this process has accelerated following the departure of the joint Director of Children's Services in January 2022 and the decision to appoint separate Directors for each Council. This creates an element of uncertainty for NCT regarding the future delivery of certain services.

The Councils are also working to improve the services they continue to deliver, especially around support for children with special educational needs and disabilities (SEND). This is being led by the SEND Accountability Board which has representation from NCT. Any future transformation of SEND services will have an impact on NCT and will need to consider the recommendation and changes following the SEND and Alternative Provision Green Paper.

The Councils have delivered a satisfactory Intelligence Client Function to manage the contractual relationship between the Councils and NCT. There has been an internal audit undertaken by NNC and all recommendations are being enacted.

3.4. Procure for NCT data, databases, and casework records

The current children's social care case management system used by Northamptonshire Children's Trust, has been in use since 2005 and is now considered to be at the "end of life". Case management systems are a vital part of the delivery and the improvement of Children's Social Care, providing the foundations for performance management, quality assurance and statutory reporting. The current arrangements hinder effective practice, and this has been recognised by the councils.

The Councils and NCT are currently working together to procure a new system as soon as possible, to be live for January 2025. This will require financial investment from both Councils.

3.5. Transfer information from government, information regarding partnerships, policies and procedures and casework records to NCT

This has been delivered by the Councils and the Councils and NCT continue to work together in partnership to improve services delivered to children, young people, and families in Northamptonshire.

3.6. Act as the Corporate Parent

Elected members and the officers are the corporate parents for Northamptonshire's Looked After Children and have a collective responsibility across services and local authorities to safeguard and promote their life chances. North Northamptonshire Council and West Northamptonshire Council have ensured contribution from education and other retained children's services, housing services and the Councils universal services in supporting Looked After Children. Both Councils have an offer for care leavers relating to council tax. However, both offers are different, and this has been raised by the Northamptonshire care leavers group and is being discussed through the Corporate Parenting Board.

North Northamptonshire Council and West Northamptonshire Council support the Northamptonshire Corporate Parenting Board. NCT provides professional expertise and advice to the Corporate Parenting Board, to help the Council(s) discharge their responsibilities. It has been agreed that the Corporate Parenting arrangements will be subject to a peer review in 2022/23 to support the Councils in delivering this vital role and to consider how Local Government Reorganisation may impact on the current arrangements.

3.7. Consult NCT on any corporate or property strategy

The Councils have consulted with NCT on various corporate or property strategies. A particular area of focus has been and will continue to be how the Councils and NCT take

forward future ways of working as restrictions in place during the covid-19 pandemic are lifted. NCT submitted property requirements in March 2022. Each organisation will need to consider where their staff will work from and how their decisions in this area impact upon each other. Maintenance, refurbishment and equipment in property has been a standing item of concern at the monthly Operational Group as the maintenance, refurbishment and equipment replacement schedule remains unclear. Buildings such as the contact centre at Weston Favell require urgent refurbishment works and equipment refresh. NNC and WNC are working on this.

3.8. Support NCT with grant funding

The Councils have supported NCT with accessing any grant funding and both NCT and the Councils recognise that they should work together to maximise the funding available for services by taking advantage of any opportunities. Any in-scope grants such as the Supporting Families Grant and funding for Unaccompanied Asylum Seeking Children (UASC) have been passported to NCT as part of the contract sum. Improved performance by NCT on delivering outcomes for children and families has meant an increase in funding available as part of the Supporting Families Programme.

NCT and the Councils did seek funding from the Department for Education as part of a programme to deliver new and improved children's homes. The bid was unfortunately unsuccessful but both NCT and the Councils have committed to work together on any future bids and learn from the feedback provided by the Department for Education.

3.9. Implement any actions resulting from a regulatory inspection

Services delivered by NCT were subject to several regulatory inspections in 2021/22. There were many recommendations from these inspections that have been incorporated into the improvement plan. Two key actions for the councils have been identified and are still outstanding:

- Extension to Thornton House children's home – Ofsted inspections in December 2021 and March 2022 made the recommendation under the children's homes regulations 2015 for an extension to be made to house a sleep in and wash area for staff as well as extra storage space for the young people. Capital funding needs to be identified and these works should be undertaken swiftly to ensure this does not have adverse impact on future Ofsted inspection.
- Implementation of a new case management system for Adoption and Fostering – Ofsted noted the current electronic recording system used by the Fostering agency does not enable good quality tracking and does not meet the needs of the Adoption agency. Initial discussions have taken place about procuring an alternative system and this work needs to be accelerated.

3.10. Ensure NCT is adequately insured

The provision of Insurance to NCT is governed by the Support Services Agreement and is delivered by NNC. NCT were adequately insured during the contract year.

3.11. Procure provision of appropriate ICT to enable the Emergency Duty service

This was successfully delivered by the Councils.

4. Cost of delivering services in 2021/22

NCT is a not-for-profit entity and aims to break even each financial year.

The Trust achieved a balanced budget position in its first operational period Nov 2020 - 2022. The outturn position for the financial year 2021/22, is an overspend of £1.070m against the approved budget of £123.348m. The Trust will mitigate this pressure through the use of the carry forward reserve of £1.089m (relating to the financial period Nov 2020–Mar 2021), leaving a net underspend position of £0.019m. Also factored into the outturn at period 12 to mitigate the overspend is £2.631m of assumed approved covid funding.

The cost of performing the services in 2021/22 can be summarised as follows:

Service Area	Budget £'000	Gross Outturn (Excluding Covid Funding) £'000	Less Covid Funding £'000	Forecast Outturn £'000	Outturn Variance £'000
Corporate Parent Service	43,998	45,026	(856)	44,170	172
Children, Young People and Family Support Services	5,692	5,076	-	5,076	(616)
Prevention & Safeguarding	14,314	15,784	(1,656)	14,128	(186)
Quality Assurance and Commissioning	57,579	59,399	(120)	59,279	1,700
NCT Central	1,765	1,765	-	1,765	0
Northamptonshire Children's Trust	(123,348)	(123,348)	-	(123,348)	0
Total	-	3,701	(2,631)	1,070	1,070

Key Issues

Placements (£1.7m overspend)

Placements remains the biggest single risk and is incredibly volatile, with a single placement costing £500k. The current levels of volatility, efficiency of joint funding process and current flux of emergency placements, increasing complexity of need in a market where demand outstrips supply are all impacting.

We will continue to mitigate and strive to secure placements at a lower cost. However, the market and availability of placements remains extremely challenging and the inflation pressures from the independent sector is in excess of budgetary provision. The placements budget will remain under significant pressure as it remains extremely volatile both locally and also nationally. The expenditure could increase, and this risk is identified in the contract sum.

As part of the placement sufficiency strategy a capital bid to create local provision has

been submitted to both North Northamptonshire and West Northamptonshire as part of their respective capital programmes.

An external review of NCT placements commissioning completed by People Too in February 2022 found that disproportionately low levels of contributions from health and education are received towards placement costs, with opportunity to increase collective accountability. Work to re-dress the balance is in progress and WNC and NNC have agreed to support NCT in generating appropriate income towards placements from health and education.

5. A summary of any changes to the Service Delivery Contract

During 2021-22, NCT and the Councils agreed the Deed of Variation to the Service Delivery Contract. This is currently in the process of being executed by NCT and the Councils.

The main purpose of the Deed of Variation was to amend the SDC to reflect and give effect to the restructuring of Northamptonshire County Council (the Council) and its replacement by West Northamptonshire Council and North Northamptonshire Council (the Unitaries). The key changes were:

- Amending any reference to the Council to the Unitaries
- Clarifying that NNC would be the host council and the DCS for NNC would be Councils' Representative as defined in the contract
- Updating the Terms of Reference to key governance groups to clarify the standing membership
- Amending the Clause on Property to reflect the fact that leases and licences have been agreed for most properties and to note the properties where a lease or licence needs to be finalised

During the contract year, NCT and the Councils also agreed a finalised Support Services Agreement following negotiations through 2021/22. The finalised agreement clarifies the 'performance concepts' that set out how NCT monitor and hold the Councils to account for their delivery of Support Services to NCT.

6. Service demand in 2021/22 and expected demand 2022-24

Between 2020/21 and 2021/22 there has been an increase in:

- Number of referrals to MASH
- Rate of assessments
- Rate of s.47 investigations
- Rate of children in care

The impact of the covid 19 pandemic is likely to have had an impact, as well as an increase in the complexity of needs of children and risks of exploitation.

The embedded document shows the current and forecast numbers of children in care and the expected demand for placements. Overall numbers of children in care increased from 1094 to 1184 across 4 years up to March 22, which is an 8% increase. A straight linear trend line estimates the March 24 total care population at 1211.



LAC Modelling June
22.pptx

7. Actual or anticipated changes in legislation and their effects

7.1. Unregulated and unregistered placements

From 9 September 2021, a placement in a setting which is unregulated or unregistered with Ofsted is not lawful for any looked after child who is under the age of 16 years. This applies to existing placements, as well as new placements. Whilst the rationale for this legislation is recognised and supported, it has been introduced at a time of real challenge in the placements market and local authorities have continued to have to make placements in unregulated and unregistered settings, because of the lack of suitable regulated provision that can meet children's needs. Providers are being encouraged to register with Ofsted and Ofsted are taking enforcement action, which may mean some CQC registered care providers and providers of independent supported accommodation cease operating. Until there is sufficient registered provision available nationally that can meet the needs of children we are likely to continue seeing increasing costs as local authorities compete for places.

7.2. The Competition and Markets Authority report on Children's Social Care

[The final report](#) published in March 2022 concluded that a lack of placements of the right kind and in the right places meant children are not consistently getting access to care and accommodation that meets their needs. The largest providers of placements are making materially higher profits, with materially higher prices than would be expected if the market were functioning effectively. Some of the largest providers are carrying very high levels of debt, creating a risk that failure of highly leveraged firms could disrupt the placements of children in care.

The report recommends improvements to commissioning, by having some functions performed by collaborative bodies; and providing additional national support and support to local authority initiatives to provide more in-house foster care. It recommends to reduce barriers to providers creating and maintaining provision, by reviewing regulatory and planning requirements, and supporting the recruitment and retention of care staff and foster carers. Finally, it recommends to reduce the risk of children experiencing negative effects from children's home providers exiting the market in a disorderly way by creating an effective regime of market oversight and contingency planning.

7.3. National standards for providers of supported accommodation

In December 2021, the Department for Education confirmed that national standards for providers of supported accommodation for 16 and 17-year-old children in care and care leavers will be introduced. These were due to be published in early 2022 but have not yet been. Providers will be required to register with Ofsted from April 23 and inspections will start from April 24. This may lead to an increase in prices and some providers leaving the market.

7.4. Independent Review of Children's Social Care

The Independent Review of Children's Social Care published its final report in June 2022 [Final Report - The Independent Review of Children's Social Care \(independent-review.uk\)](#) recommending wholesale changes to children's social care which will impact on NCT including:

- Creating a new umbrella of 'Family Help' combining multi- disciplinary support at targeted early help and child in need, potentially on a statutory footing, with a national

eligibility level, indicators and outcomes set and investment from government for transformation. This would include bespoke support in relation to extra familial harm. This would result in significant changes to our ways of working, with potential benefits

- Review of current legislation that supports children with disabilities and their families
- Introduction of Expert Child Protection Practitioner to co-work with Family Help worker where children are at risk of significant harm – with the Independent Child Protection Chair role being removed which would have implications for our workforce
- Five year early career framework for social workers
- Implement recommendations from Taylor Review of youth justice
- Legislate for mandatory family decision making before a family reaches public law outline – to ensure all options have been considered before care proceedings commence
- Provide legal aid for special guardians and kinship carers and new legal definition of kinship care
- Replace the roles of independent reviewing officers (IROs) and regulation 44 visitors to children’s homes with independent advocate roles employed by the Children’s Commissioner that children opt out from – this is likely to create a more adversarial system as well as impacting on our IRO workforce
- National recruitment programme and support structure for foster carers
- Creation of regional care co-operatives with responsibility for sufficiency duty, to create and run public sector fostering, residential and secure care and commission from the external market as required. This would mean the transfer of NCT fostering, children’s homes and placements commissioning to a regional organisation.
- Creation of lifelong guardianship order to support care leavers and double the proportion of care leavers attending university

The review’s recommendations are also in response to the findings of the Child Safeguarding Practice Reviews national panel report (below)

The government is considering what changes can be made in the short, medium and long-terms, and an implementation board is being established, with a comprehensive implementation plan anticipated in December 2022.

7.5. Child Safeguarding Practice Reviews

Recommendations from the Child Safeguarding Practice Reviews into the murders of Arthur Labinjo-Hughes and Star Hobson. The National Review highlighted a number of areas which are of concern nationally. The review panel identified a set of issues which hindered professionals’ understanding of what was happening to Arthur and Star. These are:

- Weaknesses in information sharing and seeking within and between agencies.
- A lack of robust critical thinking and challenge within and between agencies, compounded by a failure to trigger statutory multi-agency child protection processes at a number of key moments.
- A need for sharper specialist child protection skills and expertise, especially in relation to complex risk assessment and decision making; engaging reluctant parents; understanding the daily life of children; and domestic abuse.
- Underpinning these issues, is the need for leaders to have a powerful enabling impact on child protection practice, creating and protecting the optimum organisational conditions for undertaking this complex work.

The national recommendations from the report are:

- A new expert-led, multi-agency model for child protection investigation, planning, intervention, and review.
- Establishing National Multi-Agency Practice Standards for Child Protection.

- Strengthening the local Safeguarding Partners to ensure proper co-ordination and involvement of all agencies.
- Changes to multi-agency inspection to better understand local performance and drive improvement.
- A new role for the Child Safeguarding Practice Review Panel in driving practice improvement in Safeguarding Partners.
- A sharper performance focus and better co-ordination of child protection policy in central Government.
- Using the potential of data to help professionals protect children.
- Specific practice improvements in relation to domestic abuse

7.6. Inspection of Local Authority Children's Services

Ofsted are consulting in July 2022 on introducing a separate judgement within the Inspection of Local Authority Children's Services (ILACS) for care leavers. The aim of the proposals is for inspections to provide a clearer statement about the experiences of care leavers and to focus on the things that make the most difference to their lives. Ofsted will publish updated guidance in December 2023 which will take into account the government's response to the Independent Review of Social Care, with the view of introducing the care leavers judgement no earlier than January 2023. It is unlikely to be in place for our ILACS.

7.7. Consultation on the SEND and Alternative Provision Green Paper: SEND review: right support, right place, right time

The Green Paper proposes:

- New national SEND and alternative provision system setting nationally consistent standards for how needs are identified and met at every stage of a child's journey across education, health and care. Including clarity on roles and responsibilities of partner agencies
- An inclusive system, starting with improved mainstream provision that offers early and accurate identification of needs, high-quality teaching, and prompt access to targeted support.
- Standardised and digitised EHCP process and template and a streamlined redress process.
- DfE's new Regions Group would hold local authorities to account for delivering for children and young people with SEND locally through new funding agreements between local government and the DfE.
- New local SEND partnerships to produce a local inclusion plan setting out how each area will meet the national standards
- Updated SEND inspection framework
- Government investment in schools budget, additional special schools, additional respite and alternative education placements, family hubs and supported internships

Consultation closes on 22nd July 2022. The government will publish a national SEND delivery plan, setting out the government's response to the consultation and how the proposals will be implemented later in the year.

7.8. *Mental Capacity (Amendment) Act 2019, which replaces the Deprivation of Liberty Safeguards (DoLS) with Liberty Protection Safeguards*

Local authorities and NHS bodies will be 'Responsible Bodies' under the Liberty Protection Safeguards and will organise the assessments to ensure there is sufficient evidence to justify a case for deprivation of liberty. Responsible Bodies will be able to authorise deprivation of liberty arrangements to 16-17 year olds, without the need for a court order and will apply to individuals residing in domestic settings.

7.9. *Family Hubs*

Funding has been made available by government for identified local authorities to open Family Hubs by March 2024, of which NNC is one. Family Hubs offer families, children and young people a place to access a range of support services, including early education and childcare, mental health support, meetings with health visitors or parenting classes, counselling or advice for victims of domestic abuse.

7.10. *Integrated Care Systems*

Integrated Care Systems are intended to achieve major changes in how health and care services are planned, paid for and delivered. The ambition is to create greater integration of health and care services, improve population health, reduce inequalities, support productivity and sustainability of services and help the NHS support social and economic development. More care in people's homes and the community will be provided and will be led by the needs of the local area within a broad national framework.

8. The strategic priorities and outcomes for the Services

The Strategic Priorities for the Services are set out [in Northamptonshire Children's Trust's Business Plan](#) for 2022/23-2025/26. This Plan was approved by NCT's Board and by the councils through the [Children's Trust Joint Committee on 22nd December 2021](#).

This sets out NCT's vision to place "Children, Young People and Families at the heart of all we do – in every action we take and every action we make." To fulfil this vision NCT have identified the following priorities:

- Effective leadership
- Recruit, retain and develop an awesome workforce
- Strong relationship-based practice
- Insightful quality assurance and learning
- Health partnerships
- Robust and effective resource management

These priorities have been developed to enable NCT to achieve their identified outcomes for Children, Young People and their Families. These outcomes are for Children, Young People and Families to:

- Live safe, be safe
- Fulfil potential
- Develop resilience
- Enjoy good health and wellbeing

9. Any social, demographic or other relevant factors which may impact on the services

9.1. *Impact of covid-19*

After a pattern of fluctuating demand experienced during covid lockdowns and school closures we are now seeing an increased number of referrals. These represent more complex issues experienced by families and children as a result of the impact of lockdown, reduction in support network and services available, which have increased the pressure on the families and as such they have experienced greater levels of need. In addition to that, as a direct result of Covid-19, we have seen the impact of poverty, anxiety, non- school attendance, poor child and adult mental health, loss and bereavement, and we have noted a rise in demand for mental health, eating disorder and domestic abuse services. As yet, we don't know what the longer-term impact will be on children and young people following missed time in school and isolation. However, we have seen an increase in the number of parents electing to home educate since the Covid-19 pandemic.

Health services in particular are still recovering from the impact of the pandemic, for example many GP surgeries are still providing restricted appointment bookings. This could have the impact of health issues going untreated, safeguarding issues being missed and more specialist intervention being required in the medium to long term.

9.2. *Cost of living and its impact on families*

While all families will be experiencing the impact of the rising cost of living, we anticipate an increase in the number of families falling into poverty, families unable to afford to pay energy bills, increased access to food banks, homelessness as a result of inability to afford rent or mortgage payments, an increase in stress and pressure for families and an overall increase in the number of children and families in need of early help and social care services.

9.3. *Asylum seekers from Afghanistan and Ukraine*

In the period 2021-22 there were 48 new admissions of Unaccompanied Asylum-Seeking Children. As at 4/7/22, 160 children aged 0 -18 have arrived in Northamptonshire from the Ukraine as part of the Homes for Ukraine scheme (all accompanied by adults).

NCT has undertaken safeguarding checks and risks assessments as part of the Homes for Ukraine scheme, which has been funded through a government grant administered by the councils.

Nationally, the Association of Directors of Children's Services (ADCS) is starting to see a steady stream of breakdowns and requests for rematching. There is concern that the numbers will significantly increase as more arrangements approach the end of the initial 6-month hosting requirement.

In July 2022, the government introduced a scheme to support unaccompanied children from Ukraine to live in the UK with someone known to their family, with parental consent. Councils are required to carry out pre- and post-arrival checks and ongoing monitoring of sponsorship arrangements to ensure children are being cared for appropriately. This will require resources in NCT to facilitate and support.

The checks that are completed before a child arrives are the same as those for all Homes for Ukraine sponsors but will be supplemented by a pre-application (and pre-arrival for

applications made before 15 July 2022) council-led assessment of the suitability of the prospective sponsorship arrangements for the eligible child. The assessments will be in line with Private Fostering Framework.

The private fostering framework only applies to children up to 16 (or 18 for children with a disability), and where the child is not being accommodated by a parent or legal guardian (or other person with parental responsibility) or a relative (as defined in the Children Act 1989). However, given the additional vulnerability of this group of children and young people, councils are asked to carry out these assessments for all children entering the UK under this expanded scheme.

Within 24 hours of a child's arrival, local councils should carry out an initial visit, consistent with the Private Fostering framework, to confirm the suitability of the living arrangements and establish any immediate welfare needs

Children arriving under this scheme will be able to live in the UK for up to 3 years and access education, healthcare, benefits, employment (as appropriate under UK law) and other support.

Should a sponsorship arrangement break down, and a parent or legal guardian cannot be reached or cannot identify another suitable sponsor for their child, or make alternative arrangements, then the council will need to take further action which could include accommodating the child under s.20 of the Children Act 1989.

The Government is providing funding at a rate of £10,500 per person to councils to enable them to provide support to families to rebuild their lives and fully integrate into communities and it is expected that NCT would have access to this funding to enable the necessary checks, assessments and oversight to be completed.

The government will provide funding to support councils with costs arising from cases where eligible children's sponsorship arrangements break down after arrival in the UK, and children are placed into the care of a council, at a rate of £64,150 per child per year (for the first year only).

The government will also support councils with the costs of supporting any eligible children who have arrived via this route, been placed into the care of a council, and leave the care system once they reach the age of 18, at a rate of £16,850 per care leaver per year (also for the first year only).

At the time of writing, LAs do not have sense of the number of children and young people in the system who are seeking sponsorship arrangements in their area, as data on this is not yet available.

It has also been acknowledged that these children who flee conflict experienced trauma and they require support that is complex and require consideration in terms of staff skills and capacity, and partnership working; there is potential pressure on councils and NCT as the organisation delivering children and family support services and children social care, but also potential pressure on primary care, mental health and education services.

9.4. *Deportation to Rwanda*

The Home Office policy to deport men aged over 18 years is in a state of flux following the recent intervention by the European Court of Human Rights. However, while the policy is still

in effect it applies to 'single young people', thereby creating a risk of children being deported, as well as a risk that deportation of a parent could leave children unaccompanied in the UK.

9.5. National and local workforce issues

There are currently challenges in recruiting and retaining skilled workforces across many sectors due the pandemic, leaving the EU and high competition for labour, and this has exacerbated issues for sectors where there were existing national shortages, such as social workers, social care, health care, voluntary sector practitioners. NCT's workforce strategy is having a positive impact however it is expected that these challenges will continue for the foreseeable future. Conditions for the workforce in terms of systems, property, support services would have an impact on this area.

9.6. Increased demand for services and increase in waiting times

As a result of services being less available during covid, workforce issues and the impact of covid on children and families, there are reported increases in demand for services for children and families and increases in waiting times. For example, ADHD assessments and domestic abuse services. This means that children and families are not necessarily receiving the support when they need it.

9.7. Timeliness of initial and review health assessments for children in care

The timeliness of initial and review health assessments for children in care has been unsatisfactorily below target for some time. These are undertaken by the children in care health team commissioned by the NHS. All partners are concerned this could mean that that the health needs of some of our children may not be understood or supported in a timely way. We have reviewed and improved our processes within NCT and work in partnership with our health colleagues a to take action to address the issue and the impact is being monitored at board level.

9.8. Impact of historical poor social care practice and previously under developed early help offer

Prior to NCT being in place, children's social care in Northamptonshire was found to inadequate by Ofsted. Serious case reviews and child safeguarding practice reviews have also identified previous inadequacies. There has also previously been an under-developed early help offer from children's services and the partnership. The impact of this previous poor practice mean that children and families did not necessarily receive the right support at the right time and in some instances this continues to have an impact on children's outcomes now. It also meant agencies were more likely to refer to children's social care when a child was not at risk of significant harm because they did not feel there was sufficient early help available. This also created a poor reputation for Northamptonshire which can influence our partnership working, ability to secure placements and attract social workers. Whilst improvements are being felt, it will take some time to change the reputation and fully develop the early help offer across our system.

9.9. Education Sufficiency

The demand for school places in West and North Northamptonshire is broadly reflective of national trends.

The increase in the demand for primary school places experienced since 2010, is forecast to plateau and decrease in the period ending 2026/27. The total number of children attending a West Northamptonshire primary provision is forecast to decrease by 1,104 pupils or 3.08% during this period due to an ongoing drop in birth rates. The total number of children attending a North Northamptonshire primary provision (not including pupil yield from large scale housing development) is forecast to decrease by 2,153 pupils or 7.23% during this period.

The larger cohorts of students that have/are moving through the primary phase of education continue to impact upon the secondary phase in West and North Northamptonshire and the Councils will be required to commission new additional capacity in each of their secondary planning areas in the area in the 22/23 and 23/24 academic years.

The total number of students expected to attend a West Northamptonshire secondary provision is forecast to increase by 862 or 3.05% in the period ending 2029/30. This number will then plateau in line with the birth rate drops seen in the primary phase. The total number of students expected to attend a Northamptonshire secondary provision in the county is forecast to increase by 1,100 pupils or 4.72% by 2024/25 before decreasing again up to 2030/31.

10. The results of any audits or surveys in 2021-22

10.1. Internal audit

Audits undertaken in 2021/22 covered strategic and operational reviews as well as work specifically focused on IT issues.

BDO Auditors commissioned through West Northamptonshire has provided assurance that the Trust has established adequate, appropriate and effective controls which help ensure that risks are being managed and objectives achieved.

The audit programme has seen 11 audits undertaken and these will be reported as part of the Annual Audit report which will be presented to the board in September 2022. The Trust has responded positively to issues raised and audit recommendations are monitored by respective Executive Directors and oversight is provided by the Board's Finance and Resources Committee.

10.2. List of Audits

Creditors, Payroll, Budget Management, Scheme of Delegation, Policies and Procedures, Social Care Transport, Placements Contracts Management, Foster care and Special Guardianship payments, Targeted Operating Model, Carefirst and Cyber Security.

Figure 1: Progress of internal audit review of 2021/22 (as at June 2022)

AUDIT	PLANNING	FIELDWORK	REPORTING	SYSTEM	COMPLIANCE	IMPACT
Creditors	✓	✓	✓			
Payroll	✓	✓				
Budget Management	✓	✓				
Scheme of Delegation	✓	✓	✓			
Policies and Procedures	✓	✓	✓			
Social Care Transport	✓	✓				
Placement Contract Management	✓	✓				
Foster Care and Special Guardianship Payments	✓					
Target Operating Model	✓	✓	✓			
CareFirst	✓					
Cyber Security	✓	✓				

LEVEL OF ASSURANCE	CONTROL ENVIRONMENT / SYSTEM ASSURANCE	COMPLIANCE ASSURANCE
Substantial 	There are minimal control weaknesses that present very low risk to the control environment.	The control environment has substantially operated as intended with no notable errors detected.
Good 	There are minor control weaknesses that present low risk to the control environment.	The control environment has largely operated as intended although some errors have been detected.
Satisfactory 	There are some control weaknesses that present a medium risk to the control environment.	The control environment has mainly operated as intended although errors have been detected.
Limited 	There are significant control weaknesses that present a high risk to the control environment.	The control environment has not operated as intended. Significant errors have been detected.
No Assurance 	There are fundamental control weaknesses that present an unacceptable level of risk to the control environment.	The control environment has fundamentally broken down and is open to significant error or abuse.

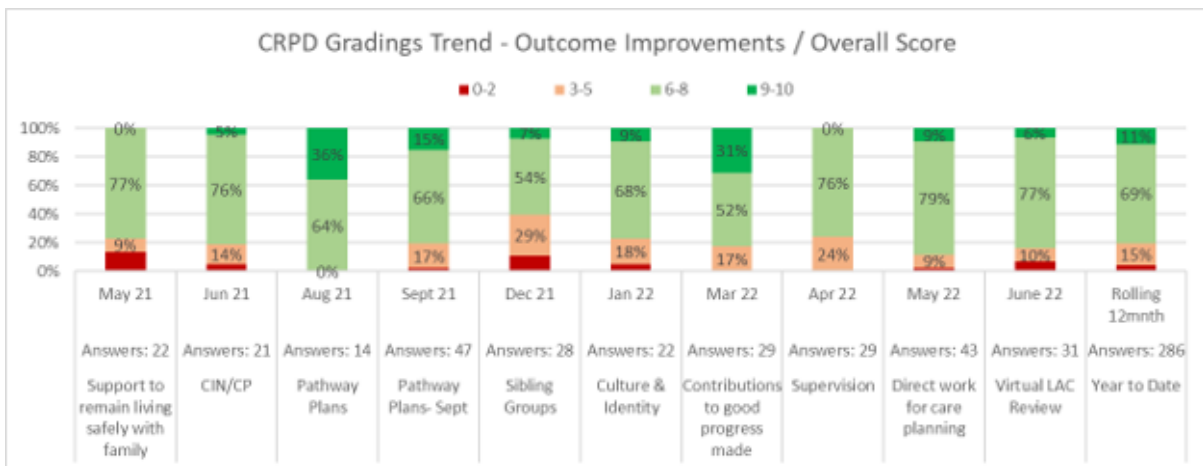
10.3. Self Evaluation

A copy of the current self-evaluation has been reviewed by the Operational Group and will be presented to Ofsted during the social care annual conversation and the regional improvement and innovation alliance.

10.4. Quality assurance of our practice with children and families

As part of our quality assurance framework, we undertake regular audits of children’s cases. These are completed as a reflective discussion with the child’s practitioner focused on the impact made for the child. These are known as ‘collaborative reflective practice discussions’ (CRPDs) and the results are reviewed at our monthly Quality Assurance Board, chaired by the Chief Executive. The graph below shows the overall experience of the child and impact of our work with them from our audited cases on a scale of 0 –10, where 10 means the child is safe and happy, enjoys good health and wellbeing, and their outcomes show they are resilient and fulfilling their potential, and 0 means the child is not safe and healthy, has low resilience, and are not fulfilling their potential

Figure 2: Collaborative Reflective Practice Discussions – overall outcome score (June 22)



10.5. Surveys of our workforce

Equalities surveys

NCT carried out two equalities surveys in 2021 to gauge the response of our workforce to new measures introduced to support more equitable and inclusive approaches to equality and diversity at work. Feedback is also sought from our Equalities Forum on a quarterly basis. Results include:

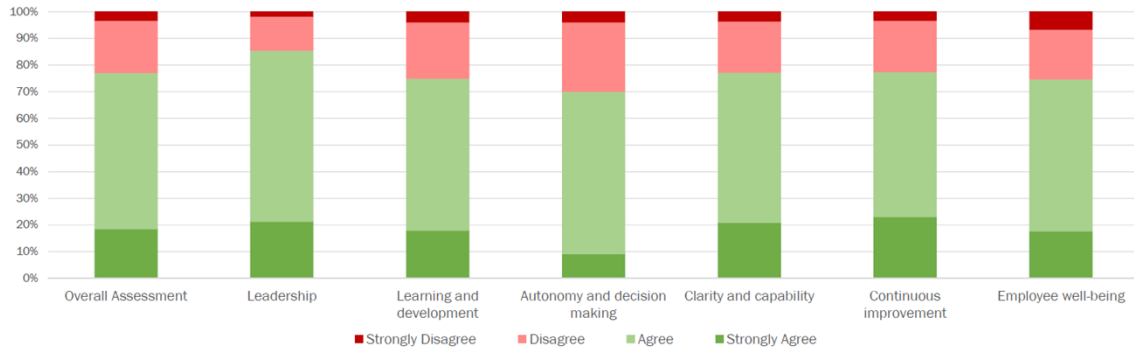
- 77% feel equality, diversity and inclusion has become more of a priority since we became NCT
- 66% feel supported to progress their career in NCT
- Membership of the forum is building confidence to work with diverse families
- Important to recognise we don’t know everything, so good to talk to other people to find out
- Since forum started, found E & D not just an overlooked agenda item / afterthought – becoming more prominent as a discussion topic

Social Worker survey (Frontline)

Our annual social worker health check survey in 2021 provided the following results. This survey was undertaken as part of our successful application to the Frontline programme.

Figure 3: Social Worker survey results

	LA Rating	No. of Responses	Strongly Disagree	Disagree	Agree	Strongly Agree
Leadership	7.17	101	1.8%	12.7%	64.2%	21.4%
Learning and development	7.23	102	3.9%	20.8%	56.6%	17.9%
Autonomy and decision making	6.89	102	3.9%	25.9%	60.9%	9.2%
Clarity and capability	7.37	102	3.5%	19.2%	56.4%	20.9%
Continuous improvement	7.43	102	3.3%	19.2%	54.4%	23.1%
Employee well-being	7.15	102	6.7%	18.6%	57.0%	17.7%
Overall Assessment	7.20	102	3.3%	19.6%	58.5%	18.5%

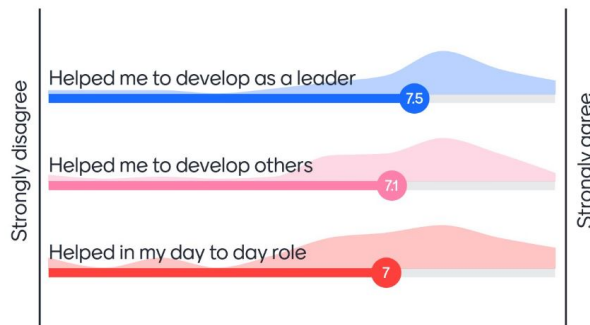


Leadership Development Programme

All line managers in NCT participated in the 9 month NCT Leadership Development programme in 2021-22. The following feedback was received from participants, showing positive progress from October 21, part way through the programme to February 22 near the end of the programme.

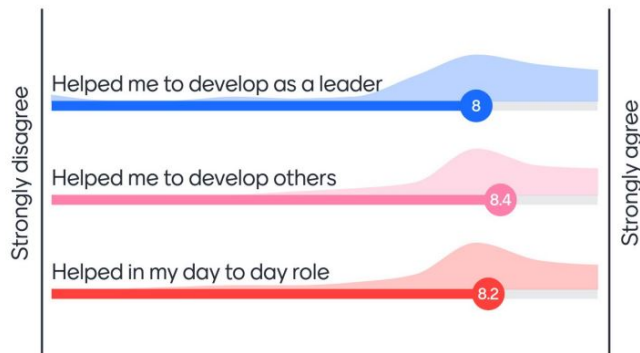
Results from October 2021

Leadership Development Programme



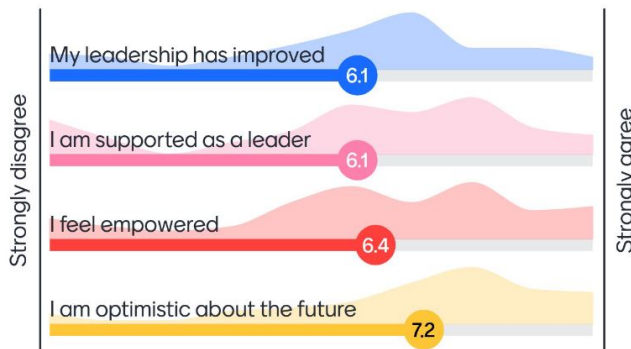
Results from February 2022

Leadership Development Programme



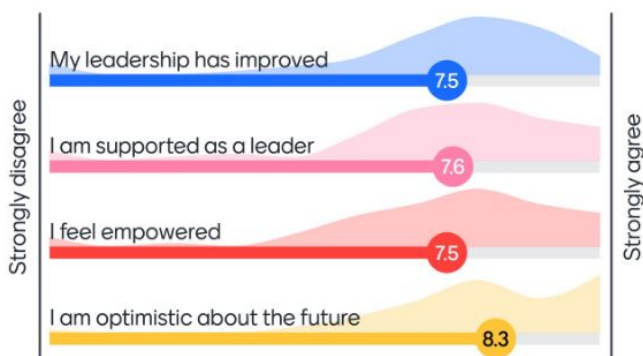
Results from October 2021

Your Leadership



Results from February 2022

Your Leadership



10.6. Surveys of children and young people

Children in care reviews

The Independent Reviewing Officer (IRO) service carried out a telephone survey of 44 children and young people in the period 2021-22, in response to feedback from the Ofsted monitoring visit which recommended we ensure IROs consistently seek the views of children and promote their attendance at children in care reviews. The children surveyed were 44% of the children who had reviews during the period. Five recommendations were made based on the feedback, including the need for the IRO to send one page profiles about themselves to all the children and young people they support, including those newly allocated to them, to improve recognition, as well as a need for a short guide on the purpose of children in care reviews to improve children's understanding and encourage their attendance.

Mind of My Own

In 2021, the Mind of My Own app was introduced as a way for social workers to gather feedback from children and young people, and for children and young people to have an additional method to get in touch with their workers outside of scheduled visits. So far, NCT have learned that school/ college, home, family and friends are the things that have the biggest impact on the wellbeing of children and young people, which provides a benchmark for discussion and improvements.

Young people receiving support from Youth offending service

During 21/22, 69 young people provided their views in a questionnaire. The findings showed vast majority 57 of 69 (83%) found their worker supportive and also majority of young people 59 out of 69 (86%) said they did not commit further offences since working with the YOS.

11. The outcomes of any Rectification Plans

As per Schedule 6 (Performance Framework) of the Service Delivery Contract, NCT must produce a Rectification Plan where Performance Failure has not been resolved at the Formal Stage of the Escalation process. As there were no Performance Failures during the 2021-22 contract year, there were no Rectification Plans.

12. High-level review of applicable Central Government funding Government funding

Both Councils are currently forecasting projected budget gaps going forward in their medium-term financial plans. These gaps, as estimated at the point their 2022/23 budgets were approved, are outlined in the table below:

Estimated budget (surplus)/deficit	2023-24 £m	2024-25 £m	2025-26 £m
West Northamptonshire Council	15.454	23.394	26.448
North Northamptonshire Council	25.192	33.913	N/A
Total	40.646	57.303	N/A

There is considerable uncertainty with regards to general central government funding available to the Councils due to the probable implementation of Business Rates reform, the Fair Funding Review and the short-term nature of the local government financial settlement. This makes medium term financial planning challenging and the level of central government funding that will be available from 2023-24 remains unclear.

Other Government Revenue Grants

18+ Former LAC Care Provision - Exc Placements (£85,942- contract variation relating to Staying Put Implementation Grant (S31 New Burdens)- £272,372-18+ Former LAC Care Provision - 21/22	-358,314
Leaving Care Team (Contract variation relating to S31 Extended Personal Adviser duty Implementation Grant)	-177,700
Remand Secure Grant	-237,629
Strengthening Families Management Team (contract variation relating to Public Health Support to Targeted support and YOS)	-130,000
Supporting Families Programme Funding Grant	-1,759,600
UASC Funding - Over 18	-2,190,382
UASC Funding - Under 18	-2,700,011
Youth Offending Team	-584,948
Other Government Revenue Grants	-1,306,739
Covid /funding	-2,631,000
Total - Government Revenue Grants	-12,076,323

13. Risk register

The risk register is regularly discussed at NCT Board and the Operational Group to ensure risks are managed.

14. The outcome of any regulatory inspections

Ofsted Monitoring Visits of Children's Social Care

February 2021, Northamptonshire County Council (Feb 2021)
Children in Care, Placement Matching and Decision Making and Children with Disabilities
who are looked after
[50161312 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspections/50161312)

July 2021, North and west Northamptonshire, Child Protection and Child in Need
[Ofsted | North Northamptonshire](#)
[Ofsted | West Northamptonshire](#)

November 2021, North and west Northamptonshire, Children in Care who are 16+,
particularly planning for leaving care and Care Leavers
[50173511 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspections/50173511)
[50173510 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspections/50173510)

Independent Fostering Agency Inspection – October 21
[Ofsted | Northamptonshire Children's Trust Fostering Agency](#)
Judgement: Requires Improvement to be good

Voluntary Adoption Agency – January 22
[50179378 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspections/50179378)

Judgement: Good

NCT Children's Homes

Home	Full inspection date	Grading	Monitoring visit	Comments
Thornton House URN 2608872	14-15 Dec 2021	Requires improvement to be good	Improved effectiveness	Opened Jan 2020 Interim inspection 9 March 2022
Phoenix House URN 2608892	7th -8th March 2022	Good	20th-21st October 2020	Opened Feb 2020
Welford House URN 2608968	30 April 2019 October 2021	Good Good	24 Feb 2021	Interim Inspection 4 March 2020
Raven House URN 2615067	April 2019 July 2021 11-12 Aug 2021	Good Good Good	22-23 Sep 2020 12 Nov 2020	The assurance visit resulted in a restriction notice from 28 September which was lifted 20 Dec 2020.
Arnold House URN 2616670	2-3rd July 2019 17 -18 May 2022	Requires improvement to be good Good	17 June 20 22 July 20 13-14 October 20 26 Jan 21 Jun 21	

15. Any proposed changes to the SDC

The following items have been discussed during the year at Operational Group for decisions to be made before the commencement of FY 2023/24:

- Support Services Agreement
- Annual review process
- Disaggregation of council services
- Property maintenance, refurbishment, and equipment renewal
- Corporate Parenting Board arrangements
- KPIs
- Services provided from Family Hubs
- Extent of WNC / NNC specific services and resource implications

- Integrated Care System

The following activity will be undertaken in the coming months to address the items above;

Autumn 2022 – Meeting between NCT/WNC/NNC strategic leaders to be held post Ofsted ILCS inspection. The purpose of the meeting will be to develop plans to discuss what services will look like by Autumn 2025.

Jan – Feb 2023 – peer review of corporate parenting undertaken by the LGA

Mar – Apr 2023 – LGA insight report to follow up the LGA insight report produced in May 2021

NOTE:

Some discussion has taken place about Key Performance Indicators from 2023/24

Now the contract has been in operation for almost 2 years, it is timely to review the appropriateness of the KPIs. Discussions between ICF and NCT suggest the following KPIs (**in bold**) should be reviewed. It should be noted that all monthly performance data is shared at Operational Group, and any issues can be picked up and challenged there whether the indicator is a KPI or not.

Percentage of all referrals with a decision within 2 working days.

This is the KPI measured however the contract says the KPI should be 24 working hours. This should be changed to reflect 2 working days not 24hrs.

Percentage of young people now aged 17-21 and living in suitable accommodation who were looked after when aged 16

Percentage of young people now aged 17-21 and in employment, education or training who were looked after when aged 16

The above should remain KPIs but the monthly data should be year to date rather than individual months. The monthly figures are dependent on which month the young person's birthday falls.

Stage 2 investigations as a % of stage 1 complaints received within the year

It is appropriate to include Stage 1 complaints however complaints can be escalated to stage 2 for a variety of reasons and this does not necessarily indicate poor performance. A complaints update is shared regularly at Operational Group.

% of children placed more than 20 miles from their homes, outside LA boundary

A change in this measure would require a lot of children moving between months to significantly change the measure. In addition, the LA boundary is Northamptonshire as was, not the individual LA's. The benefit of this KPI is unclear as placement decisions are fundamentally based on needs rather than distance from home.

The performance mechanism

KPIs have been established, and they include both national and local indicators, and oversight of performance reporting is good with reports issued to both the Operational Group, Strategic Group and Social Care Improvement Board. Consideration is being given by NNC/WNC/NCT to changes to some KPIs, to ensure the performance indicators that are used are relevant and meaningful.

Over the first year of the operation of the Service Delivery Contract, NCT and the Councils have reviewed the 'management information' NCT are expected to provide as part of the monthly performance report. It has been agreed that the current list of management information indicators do not provide the Directors of Children's Services with the required level of oversight required to assist in discharging the DCS's statutory duties relating to children's social care. It is therefore proposed that NCT provide the Councils with the Children's Trust Scorecard as well as the Improvement Plan on a monthly basis. This has a greater breadth of indicators that provide more insight into services and supports the interpretation of the Key Performance Indicators. The latest version of the Scorecard is included as appendix 3.

Council dependencies

Following Local Government Reorganisation, the Councils are continuing to review any shared service arrangements and disaggregate services where appropriate. Some of these services may also be Support Services provided to NCT. The Councils will continue to share the disaggregation route map with NCT and where a Support Services is being considered for disaggregation, the Councils will engage with NCT at the earliest possible opportunity. They will then work together to consider the best option for future delivery to NCT and consider what delivers value for money to NCT and the Councils and how the Service can best support NCT in improving services.



Governance arrangements

The terms of reference for both the Operational and Strategic Group meetings currently have a standing agenda item for covid-19. Whilst this remains an important issue to be considered by the meeting, it is proposed the standing item is changed to "Emergency and emerging issues." This allows the Councils and NCT to discuss any emergency issues as they arise. For example, the impact of the war in Ukraine and any child refugees entering the county.

Contract sum negotiations

The timeline is attached as appendix 4.

Appendices

Appendix	Attachment
1. NCT performance against contractual KPIs	 NCT Contractual Performance Against
2. NCT Support Services Annual Report	To follow
3. NCT Scorecard	 Children's Trust Scorecard - June 22.

Full Council 24 November 2022

Report Title	Council Tax Base 2023/24
Report Author	Janice Gotts, Executive Director of Finance Janice.gotts@northnorthants.gov.uk
Lead Member	Lloyd Bunday, Executive Member for Finance and Transformation

Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

List of Appendices

Appendix A - 2022/23 Tax Base by Town/Parish area

1. Purpose of Report

- 1.1. The purpose of this report is to set the Council Tax Base for 2023/24 as required by Section 33 of the Local Government Finance Act 1992, and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.

2. Executive Summary

- 2.1 A Council Tax Base calculation for the whole of North Northamptonshire Council's (NNC) area for the year 2023/24 has been undertaken with data as at the relevant date, i.e. 1st October 2021 to 30th September 2022.
- 2.2 The calculation has taken account of the number of new properties likely to be completed and banded for Council Tax purposes during the period October 2022 to March 2024 and the anticipated level of occupation. In addition, the predicted discounts and premiums, including those within the NNC Local Council Tax Support Scheme, have been applied as these have an impact on the Tax Base figure.
- 2.3 The resulting calculation equates to a Band D equivalent Tax Base of 116,019 properties before applying the expected collection rate. The Tax Base is reduced by a percentage which, in the Council's opinion, represents the likely level of collection. This collection rate has been assumed to be 98.5%, based on current collection levels which is unchanged from the previous year

(2022/23). On applying this reduction to the calculation, a net Tax Base figure of 114,279 is achieved which is an increase of 1.1% on 2022/23.

3. Recommendations

3.1 It is recommended that Council:

a) In accordance with the Local Authorities (Calculation of Tax Base) Regulation 1992, as amended, approves the amount calculated as the Band D equivalent Council Tax Base for the North Northamptonshire area 2023/24 shall be 114,279 as detailed in this report and appendices. This is an increase of 1,232 over the 2022/23 Tax Base, a 1.1% increase.

b) Notes a Council Tax Collection rate assumption of 98.5% for 2023/24.

3.2 *Reason for Recommendations* – Section 33 of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 requires the Council as the Billing Authority to calculate a Council Tax Base for its area by 31 January each year.

4. Report Background

4.1 The Local Government Finance Act 1992 requires the Billing Authority (North Northamptonshire Council) to calculate and approve a Tax Base for Council Tax purposes and to notify major preceptors by 31 January in respect of the following financial year.

4.2 The Government regulations require the Council to review the council tax base to be used for setting its 2023/24 Council Tax and the Council Tax Collection Rate for 2022/23.

4.3 The provisional tax base for North Northamptonshire is 114,279 dwellings. This is based on a Band D equivalent and includes projected growth together with an average collection rate of 98.5%.

4.4 The report also details the Council Tax base for the town and parish councils within North Northamptonshire.

5. Issues and Choices

5.1 The main considerations in relation to Council Tax Base for 2023/24 is set out below:

5.2 **New Properties.** Provision is made in the 2023/24 Tax Base for new properties that are likely to be occupied before the end of the next financial year. This provision is calculated by taking into consideration assumptions around new housing developments.

5.3 **Discounts, reliefs, and exemptions.** Provision is made in the 2023/24 Tax Base for discounts (including Local Council Tax Support Scheme), reliefs and

exemptions based on the actuals submitted in the CTB1 form completed in mid-October.¹

- 5.4 **Collection Rate.** A review of the collection rates has been carried out with consideration to the level of debts written off and estimates of the current years collection rate, together with the longer-term impact of the pandemic and the current cost of living crisis, the assumptions used to calculate the 2023/24 Tax Base (98.5%) are adequate.
- 5.5 Taking all the assumptions together there is a net increase in the overall council tax base of 1%
- 5.6 **Appendix A** sets out the Band D equivalent properties by town and parish Councils for 2023/24.

6. Implications (including financial implications)

6.1 Resources, Financial and Transformation

- 6.1.1 The Council Tax Base is used to calculate the budgeted Council Tax Requirement any movement on the Council Tax Base will be dealt with as part of the Medium-Term Strategic Plan, in terms of impact on growth and collection rates on future years.

6.2 Legal and Governance

- 6.2.1 This report is part of the process required for the Council to meet its legal obligations to set its Tax Base that it notifies to Town and Parish Councils, Police and Fire. This is in accordance with Section 33 of the Local Government Finance Act 1992, and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.

6.3 Relevant Policies and Plans

- 6.3.1 The tax base is part of the arrangements for the Collection of Council Tax and as such aligns with the Councils priorities set out within the Corporate Plan as part of the delivery of modern public services.

6.4 Risk

- 6.4.1 There are a number of risks associated with estimating the amount of Council Tax Base for the year as this based on the forecasted movement in dwellings, discounts and exemptions as outlined in section 5 of the report.

6.5 Consultation

- 6.5.1 There is no requirement to consult on the tax base calculation.

¹ The CTB1 is the annual return to Government which sets out the number of dwellings and those liable for council tax.

6.6 Consideration by the Executive Advisory Panel.

6.6.1 Not considered by the Executive Advisory Panel.

6.7 Consideration by Scrutiny

6.7.1 Not considered by Scrutiny.

6.8 Equality Implications

6.8.1 None specific.

6.9 Climate and Environmental Impact

6.9.1 None specific.

6.10 Community Impact

6.10.1 None specific.

7. Background Papers

7.1 The following background papers were considered in relation to this report.

CTB1 form October 2022

Tax Base by Town/Parish

Town/Parish	Council Tax Base 2023/24
Aldwincle	161
Apethorpe	93
Ashley	136
Ashton	117
Barnwell	176
Barton Seagrave	2,521
Benefield	187
Blatherwycke	23
Bozeat	756
Brampton Ash	36
Braybrooke	192
Brigstock	538
Broughton	841
Bulwick	81
Burton Latimer	3,217
Chelveston	222
Clopton	68
Collyweston	221
Corby	16,236
Cotterstock	91
Cottingham	372
Cranford	163
Cransley	119
Deene	26
Deenethorpe	72
Denford	136
Desborough	3,832
Dingley	109
Duddington	80
Earls Barton	2,242
East Carlton	117
Easton Maudit	52
Easton-On-The-Hill	463
Ecton	227
Finedon	1,511
Fineshade	19
Fotheringhay	71
Geddington	640
Glaphorn	160
Grafton Underwood	70
Great Addington	127
Great Doddington	486
Great Harrowden	43

Town/Parish	Council Tax Base 2023/24
Grendon	255
Gretton	562
Hardwick	49
Hargrave	124
Harrington	74
Harringworth	140
Hemington	48
Higham Ferrers	2,914
Irchester	1,537
Irlingborough	2,835
Isham	337
Islip	286
Kettering	16,864
Kings Cliffe	613
Laxton	64
Lilford-cum-Wigsthorpe	55
Little Addington	146
Little Harrowden	346
Little Stanion	716
Loddington	219
Lowick	132
Luddington	31
Lutton	67
Mawsley	912
Mears Ashby	230
Middleton	196
Nassington	365
Newton Bromswold	31
Orlingbury	230
Orton	39
Oundle	2,260
Pilton	28
Polebrook	201
Pytchley	192
Raunds	3,423
Ringstead	499
Rockingham	52
Rothwell	2,825
Rushden	9,977
Rushton	259
Southwick	79
Stanion	402
Stanwick	700
Stoke Albany	154
Stoke Doyle	41
Strixton	15

Town/Parish	Council Tax Base 2023/24
Sudborough	103
Sutton Bassett	50
Sywell	375
Tansor	97
Thorpe Achurch	81
Thorpe Malsor	54
Thrapston	2,640
Thurning	49
Titchmarsh	247
Twywell	82
Wadenhoe	59
Wakerley	38
Warkton	64
Warmington	464
Weekley	74
Weldon	2,654
Wellingborough	15,821
Weston By Welland	84
Wilbarston	275
Wilby	223
Wollaston	1,205
Woodford	502
Woodnewton	231
Yarwell	233
TOTAL	114,279

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Full Council 24th November 2022

Report Title	Local Council Tax Support Scheme 2023/24
Report Author	Janice Gotts, Executive Director of Finance and Performance janice.gotts@northnorthants.gov.uk
Lead Member	Lloyd Bunday, Executive Member for Finance and Transformation

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

List of Appendices

None

1. Purpose of Report

- 1.1. The purpose of this report is to update Full Council on the Local Council Tax Support Scheme for 2022/23 and seek approval to the continuation of the scheme at current levels for 2023/24. This proposal was considered by the Executive at their meeting on 10th November 2022; the Executive are recommending that Full Council approve the proposal.

2. Executive Summary

- 2.1. The report provides an update on the Local Council Tax Support Scheme (LCTSS) 2022/23, with regards to claimant caseload, expenditure and Council Tax Collection performance to enable Council to make a determination on the LCTSS for 2023/24.

- 2.2. The proposals for the LCTSS have been reported to the October Finance and Resources Scrutiny Committee for comment and subsequently on to November Executive for recommendation on to Full Council.

3. Recommendations

- 3.1. Full Council is recommended to:
- (a) Consider the information as set out in the report and approve the proposed 2023/24 Local Council Tax Support Scheme which maintains the current 2022/23 scheme of minimum 25% payment, allowing for the changes required to reflect the annual uprating of allowances and premiums and any statutory base legislation changes which are required to be made to the scheme.
- 3.2. Reasons for Recommendations – to deliver a Local Council Tax Support Scheme for 2023/24 that meets statutory requirements.
- 3.3. Alternative Options Considered – The Council could choose to increase or decrease the minimum contribution payable by the customer. Decreasing the contribution would lead to a budget pressure and increasing the contribution would result in the scheme exceeding the breakeven requirement as detailed in 7.1.2 and 7.1.3.

4. Report Background

- 4.1. From April 2013 each Local Authority has been required to determine a Local Council Tax Support Scheme (LCTSS), which replaced the national Council Tax Benefit Scheme.
- 4.2. The Scheme applies to working age claimants only as the government prescribes the scheme for pensioner claimants.
- 4.3. Local discretion relates to the maximum level of support available to working age claimants, and therefore the minimum percentage of the Council Tax bill they are expected to meet. There is also local discretion in relation to eligibility criteria.
- 4.4. Due to the formation of the new Unitary Authority from 1st April 2021 a single LCTSS was consulted on and implemented for North Northamptonshire from 2021/22, this included a review of the four separate sovereign District and Borough LCTS Schemes and resulted in a scheme where all working age claimants were required to pay a minimum of 25% towards their Council Tax liability.
- 4.5. The LCTSS was reviewed for 2022/23 and it was decided when Full Council met on 1st December 2021, that the scheme for 2022/23 would remain unchanged from 2021/22 (minimum 25% payment), with the exception of changes to be made for the annual uprating of allowances and premiums and statutory base legislation changes which are required to be made to the Scheme.

5. Issues and Choices

- 5.1. The Local Government Finance Act 1992 (1992 Act), Section 13A (2), amended by the Local Government Finance Act 2012 (2012 Act) stipulates that for each financial year, each billing authority must consider whether to continue its LCTSS or replace it with another scheme.
- 5.2. There are around 17,423 claimants in receipt of LCTS in North Northamptonshire, of these 57% are of working age and 43% of pensionable age. The current LCTS expenditure for 2022/23 is £15.8m, this may change by the end of the financial year depending on whether claimant caseload increases or decreases.
- 5.3. Since the implementation of the LCTSS on 1st April 2021, the number of claimants has reduced by 667.
- 5.4. Council Tax collection rates are monitored on a monthly basis, the amount of Council Tax collected for the financial year 2021/22 was £210m, which equates to 96.42% of the net debit raised. This is 0.55% above the collection rate for 2020/21.
- 5.5. The amount of Council Tax collected for the period 1st April 2022 – 31st August 2022 was £110.7m, which equates to 48.55% of the net debit raised. This is 1.55% above the 2022/23 target and 1.05% above the collection rate at the same point in time during 2021/22.
- 5.6. Historically, concerns have been raised about a person's ability to pay the minimum 25% contribution towards their Council Tax. The Council has a scheme in place where an individual can apply for a Council Tax Discretionary Discount under a provision within Section 13A of the Local Government Finance Act 1992 (as amended by the Local Government Finance Act 2012) and this provides the Council with discretionary powers to reduce Council Tax liability. The Council Tax Discretionary Discount awards are made to help mitigate any unforeseen or exceptional hardship circumstances that threaten taxpayers' ability to pay the Council Tax.
- 5.7. For the financial year 2021/22, 257 Council Tax Discretionary Discount applications were received. Of these 14 (£7,408) were awarded and 243 refused.
- 5.8. For the period 1st April 2022 to 31st August 2022, 142 Council Tax Discretionary Discount applications had been received. Of these 109 have been processed, resulting in 5 awards (£2,200) and 104 refusals. There are 33 applications awaiting assessment, this is where further information has been requested from the customer to complete their application.
- 5.9. The majority of those refused assistance from the scheme have excess income so it is considered they are able to make their Council Tax payments,

no one has appealed the refusals and officers can clearly show the methodology used.

- 5.10. In nearly all the cases the Revenues and Benefits Social Inclusion Team has spoken with the customer and has been able to help in other areas such as Discretionary Housing Payment applications, Personal Independence Payment applications, utilities and general money and debt advice.
- 5.11. It is reassuring to see that the overall advice and support is being taken up which can assist individuals in accessing further help.
- 5.12. Taking into account the position of the current LCTSS, it is proposed that the Council continues with the same scheme from 1st April 2023 (2023/24). The only changes being the annual uprating of allowances and premiums and the application of any statutory base legislation changes which are required to be made to the scheme. The Council will also continue to operate the Council Tax Discretionary Discount Scheme in line with S13A of the Local Government Finance Act.

6. Next Steps

- 6.1. Once approved by Full Council the LCTSS will be implemented for the financial year 2023/24.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. If the LCTSS remains the same in 2023/24 as in 2022/23, there will not be a requirement for a consultation process, in addition the Revenues and Benefits ICT systems would not need their parameters updating to accommodate the scheme changes. Therefore, there are no immediate resource implications from the proposals.
- 7.1.2. The actual cost of the scheme for 2021/22 was £15.6m against an estimated budgeted cost of £15.7m. For 2022/23 expenditure is £15.8m. Therefore, based on the current trend in caseload (steady decline) and expenditure since 1st April 2021, the scheme could continue as in 2022/23 without the need to increase the minimum contribution (25%) and remain cost neutral in 2023/24.
- 7.1.3. Generally, a 1% movement in the minimum payment rate from the current scheme amounts to a change in the Council's budget of c£80k. For example, changing to a 20% scheme would create an estimated cost pressure to be met of around £400k.

7.2. Legal and Governance

- 7.2.1. The requirement for a local authority to produce a LCTSS are set out in the Local Government Finance Act 1992 (1992 Act), Section 13A (2), amended by the Local Government Finance Act 2012 (2012 Act). There are detailed

provisions about the contents of such a scheme, in particular contained within the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 and updating regulations on an annual basis to reflect consistency with changes in social security legislation.

- 7.2.2. The body charged with determining LCTSS is Council. Executive is not the decision maker but has considered the scheme and comments from its meeting on the 10th November 2022 to make a recommendation to Council for consideration in relation to the LCTSS. The LCTSS for 2023/24 must be determined by 11th March 2023.

7.3. **Relevant Policies and Plans**

- 7.3.1. The LCTS Scheme is part of the arrangements for the collection of Council Tax and as such aligns with the Councils priorities as set out within the Corporate Plan as part of the delivery of modern public services.

7.4. **Risk**

- 7.4.1. There is a low-level risk with regards to the affordability of the scheme for customers if the LCTSS remains the same. Effective controls have been put in place such as proactive recovery processes and money and debt advice provision. The is reflected in the collection rates not being negatively impacted, and furthermore they are above target for this financial year and up on the same point at this time last year.

- 7.4.2. Given that the proposal is to extend the current arrangements into 2023/24 there are no system development issues associated with the proposals.

7.5. **Consultation**

- 7.5.1. Consultation is only required if North Northamptonshire Council decide to revise the LCTSS that is currently in place.

- 7.5.2. If Council decides to revise the scheme, then it must, in the following order:

- (a) Consult any major precepting authority which has power to issue a precept to it,
- (b) Publish a draft scheme in such manner as it thinks fit, and
- (c) Consult such other persons as it considers likely to have an interest in the operation of the scheme.

7.6. **Consideration by the Executive Advisory Panel**

- 7.6.1. Not considered by the Executive Advisory Panel.

7.7. **Consideration by Scrutiny**

- 7.7.1 The Finance and Resources Scrutiny Committee considered the LCTSS 2023/24 at its meeting on 18th October 2022 and approved the recommendation for

continuation of the current scheme to be progressed forward to Executive. The Committee noted the number of applications made under Section 13A of the Local Government Finance Act and requested further information on the reason for refusals and the current Council Tax account status for those customers who were refused.

7.8. Equality Implications

7.8.1. A full Equality Impact Assessment was undertaken when the LCTSS was originally introduced in 2021/22 and is set out in the report to the Shadow Executive at its meeting on 7th January 2021.

7.8.2. The only negative impacts identified when introducing the scheme for 2021/22 were around socio-economic exclusion and Health and Wellbeing, this was because three of the sovereign authorities operated a more generous LCTSS than the one being introduced.

7.8.3. When the Equality Impact Assessment was reviewed for the 2022/23 LCTSS, these negative impacts no longer applied as all claimants contributed a minimum of 25% towards their Council Tax liability and the proposal was for this to continue. Once again, the same applies to the 2023/24 LCTSS as the proposal is to continue with the minimum 25% contribution.

7.9. Climate and Environment Impact

7.9.1. None arising from this report.

7.10. Community Impact

7.10.1. There are approximately 9,994 working age LCTS claimants in North Northamptonshire; this represents approximately 6% of the North Northants community liable to pay Council Tax. If the LCTSS remains unchanged there won't be any impact on these claimants, however any changes to the LCTSS may have a financial impact on the group depending on what change that is.

7.11. Crime and Disorder Impact

7.11.1. No crime and disorder impacts have been identified.

8. Background Papers

8.1. North Northamptonshire Shadow Executive Committee Meeting, 7th January 2021, Local Council Tax Support Scheme 2021/22 (item 10).

[Meeting of North Northamptonshire Shadow Executive Committee on Thursday 7th January, 2021 - North Northamptonshire Council \(moderngov.co.uk\)](https://www.moderngov.co.uk/2021/01/07/north-northamptonshire-shadow-executive-committee-meeting-7th-january-2021/)

8.2. North Northamptonshire Council Finance & Resources Scrutiny Committee, 2nd November 2021, Local Council Tax Support Scheme 2022/23.

[7. Local Council Tax Support Scheme 2022-23.pdf \(moderngov.co.uk\)](#)

- 8.3. North Northamptonshire Council Executive meeting, 18th November 2021, Local Council Tax Support Scheme 2022/23_

[Local Council Tax Support Scheme 2022-23 - Formatted.pdf \(moderngov.co.uk\)](#)

- 8.4. North Northamptonshire Council, Council meeting 1st December 2021, Local Council Tax Support Scheme 2022/23.

[Local Council Tax Support Scheme.pdf \(moderngov.co.uk\)](#)

- 8.5. Local Government Finance Act 1992.

<https://www.legislation.gov.uk/ukpga/1992/14/contents>

- 8.6. Welfare Reform Act 2012.

<https://www.legislation.gov.uk/ukpga/2012/5/contents>

- 8.7. Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012.

<https://www.legislation.gov.uk/uksi/2012/2885/contents/made>

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Full Council 24th November 2022

Report Title	Children’s Social Care Case Management System
Report Author	Ann Marie Dodds, Executive Director of Children’s Services
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education and Skills

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

List of Appendices

None

1. Purpose of Report

- 1.1. To seek the Full Council’s approval to proceed with the replacement of the Case Management System for Children’s Social Care across Northamptonshire, which will be operated by Northamptonshire Children’s Trust (NCT) through a contribution by North Northamptonshire Council (NNC).

2. Executive Summary

- 2.1. NNC and West Northamptonshire Council (WNC) (collectively the Councils) contract NCT to provide Children’s Social Care and other services across Northamptonshire pursuant to a Service Delivery Contract. To achieve this, and under the Service Delivery Contract with NCT, the Council(s) must provide an IT system to manage and record statutory and contractual information, this is called a Case Management System.

- 2.2. The current contractual arrangements with OLM for the provision of a case management system end in January 2025. There is a risk that from January 2025 NNC and WNC could not fulfil statutory requirements relating to the provision of social care services in Northamptonshire, because there would be no system in place to enable this.
- 2.3. There is no provision for the current contract for the Children's Case Management system to be extended beyond January 2025 and additionally the current system (CareFirst) is not meeting the needs of Children's Social Care Services under the management of NCT. There is provision in the current contract to move to an alternate solution provided by OLM (Eclipse), however, the timescales involved would mean implementing this new system in the last 12 months of the contract, which is not recommended.
- 2.4. This report outlines the costs associated with procuring and implementing a new Case Management System contract.

3. Recommendations

- 3.1. It is recommended that the Full Council:
 - a) Delegates authority to the Executive Member of Finance and Transformation in consultation with the Executive Director of Finance and Performance to access and utilise revenue reserves to fund the Case Management System for Children's Social Care.
- 3.2. Reason for Recommendations: To implement a new Case Management System which is fit for purpose and meets the statutory obligations in delivering Children's Social Care across Northamptonshire.
- 3.3. Alternative Options Considered:
 - For the current system (CareFirst) to continue to be used impacting the transformation and process changes to be reflected on the case management system.
 - For the Eclipse system to be implemented under the current contract. However, the contract will still expire in Jan 2025 and a re-procurement would need to begin prior to implementation of the system.
 - To have no case management system would not be a viable option that could be considered.
 - There are no other case management software applications in use within the Council that that could be utilised by NCT.

4. Report Background

- 4.1. During 2019 the previous Northamptonshire County Council awarded a contract with OLM Eclipse for the provision of Children's and Adult Social Care Case Management System and associated finance modules. Implementation

commenced with Adult Social Care, which went live ahead of the vesting day of the new Councils.

- 4.2. Between the contract being awarded in 2019 and the planned implementation of the new system, Children's Social Care Services in Northamptonshire were transferred into an independent organisation, Northamptonshire Children's Trust (NCT), following a direction from the Secretary of State for Education. Northamptonshire County Council was also disbanded and replaced by the two new Unitary Councils.
- 4.3. The relationship between the Councils and NCT is governed by a set of contractual agreements. Under the terms of these agreements, NCT is responsible for the delivery of children's social care. However, the Councils retain responsibility for the provision of a database (case management system) that allows NCT to deliver services. This is one of the key contractual dependencies on the Councils in the contractual agreements.
- 4.4. Post-vesting day, the OLM Eclipse implementation programme was transferred to joint responsibility between the Councils and NCT. The Eclipse Implementation programme team undertook an implementation readiness review and identified concerns with the application of the system to Children's Social Care. Whilst the supplier OLM worked with the Councils to rectify these the timescales for fixes implied that the solution would be implemented in the last 12 months of the OLM contract.
- 4.5. A previous capital bid for funding of the procurement and implementation costs associated with a Children's Social Care Case Management System was submitted to Strategic Capital Board in June 2022.
- 4.6. However, following the NNC Capital Board and further due diligence this is now being confirmed as a revenue bid for a decision on finance of the programme of work, as it was deemed that an asset would not be created and cannot therefore, be funded from capital resources.
- 4.7. On the 10th November the Executive agreed to proceed with the replacement of the Case Management System for the Children's Social Care across Northamptonshire and delegated authority to the Portfolio Holder for Children, Families, Education and Skills, in liaison with the Executive Director for Children's Services, to take any further decisions and actions required to implement the Case Management System and award contracts in relation to this.

5. Issues and Choices

- 5.1. Since the issues were identified in September 2021, NCT have continued working with the Councils' Programme team to shape the way forward and much effort was spent trying to make the existing contract work, with supplier workshops and analysis of the Eclipse product. However, despite this effort, in February 2022 the conclusion was that there was no way forward with the current OLM Eclipse contract and therefore a new procurement is now needed.

5.2. The scope of the programme is for a procurement and implementation of a new IT Case Management System for use by NCT under the NCT contract to provide services to Children and Families across Northamptonshire.

5.3. The estimate of the programme of work is £2.8m, the programme of work is split into projects as follows:

Phase	Total Cost estimate	Estimated resources
Ongoing development of CareFirst (for next 18 months)	£150,000	(18-month period) <ul style="list-style-type: none"> • Business analyst costs - £60,000 • System developer - £90,000
Procurement costs	£429,125	<ul style="list-style-type: none"> • Programme management - £129,150 (note: although costed here resource will oversee all other concurrent projects in this scheme) • SC Business Analyst - £115,500 • IT Architect - £60,375 • IT Business Analyst - £25,200 • Data reporting - £18,900 • Legal costs - £30,000 • Services lead (x4, p/t) - £50,000
New Case Management Implementation Programme	£1,800,000	N/A – this estimate is based on the previous model used for Eclipse and will be unknown depending on the solution selected. For example, some solutions are more “turn-key” and so resources will be on the supplier side rather than Council(s)
System Processes Optimisation	£430,000	Based on previous examples, over 2 years and assumes fixed term contract resources: <ul style="list-style-type: none"> • Lead Business Analyst - £130,000 • SC Business Analyst - £100,000 • System developer (x2) - £200,000
Total one-off costs	<u>£2,809,125</u>	

5.4. It should also be noted that there are current revenue costs associated with the OLM CareFirst System to consider within this. It is intended that these “Licence and Hosting” costs are used for the ongoing licence and hosting of a new solution. The current revenue spend on **OLM CareFirst is £183,000 per annum** and looking at previous bids (from the 2019 procurement) there is a

range from about £180,000 to £250,000 per annum. But it should be noted that this is 3 years old and pricing and costs may have increased. This base budget will be explored during the procurement phase.

5.5. The phasing for these costs within this programme of work is forecast as follows:

Phase	Estimated totals	2022/23	2023/24	2024/25	2025/26	<u>TOTALS</u>
Ongoing development of CareFirst (for next 18 months)	£150,000	£75,000	£75,000	£ -		<u>£150,000</u>
Procurement costs	£429,125	£429,125	£ -	£ -	£ -	<u>£429,125</u>
New Case Management Implementation Programme	£1,800,000	£ -	£900,000	£900,000	£ -	<u>£1,800,000</u>
System Processes Optimisation	£430,000	£ -	£ -	£215,000	£215,000	<u>£430,000</u>
TOTAL -->		<u>£ 504,125</u>	<u>£975,000</u>	<u>£1,115,000</u>	<u>£215,000</u>	<u>£2,809,125</u>
SPLITS						
NNC (44%)		<u>£ 221,815</u>	<u>£429,000</u>	<u>£490,600</u>	<u>£94,600</u>	<u>£1,236,015</u>
WNC (56%)		<u>£ 282,310</u>	<u>£546,000</u>	<u>£624,400</u>	<u>£120,400</u>	<u>£1,573,110</u>

5.6. Within the original NCT budget there were a set of efficiency savings identified against the implementation of OLM Eclipse that were not fully realised because the system was not able to be utilised as anticipated. As a base these would be the assumed efficiencies because of this work and would therefore start to be delivered from January 2025 under the current plan.

5.7. However, there is a note above that the supplier (hosting and licencing) costs may increase from the base budget, due to changing providers. But equally the efficiency savings may be greater by implementing a modern and purpose created system contract for use by NCT to deliver services. It is therefore suggested that these are revisited at the point of contractual award to a new supplier, when both the intended go live date, the licencing and hosting costs,

and also the details of the solution and thus the opportunities it presents, will be known. In the current plan this should take place around Q1 2023/24.

- 5.8. As cloud-based systems are generally revenue in nature, funding for the project will initially be met from revenue reserves. However, a decision on whether any of the costs can be capitalised, in line with the accounting code of practice, will be considered once the procurement route is complete.

6. Next Steps

- 6.1. Once funding is agreed the following plan will start in Q3 2022 to deliver the programme:

The high-level timeline is as follows:

- 2022/23 – start procurement activities
- 2023/24 – contract award to supplier
- 2023/24 – Start implementation of new contract
- 2024/25 – Go live across NCT
- 2025/26 – Solution optimisation

Other Key events

- Q3 2022 – Full ILACS inspection
- Jan 2025 – current contract with OLM comes to an end
- Q2/Q3 2025 – Full ILACS Inspection

- 6.2. The table below shows the detailed plan for the implementation of the project.

Children's Social Care System procurement	Estimated Start	Estimated Finish	21/22		22/23				23/24				24/25				25/26			
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TASK																				
Continued Use/Development of CareFirst																				
Continued contract management of OLM		31/01/2024																		
Approval to start procurement		30/09/2022																		
PRE PROCUREMENT	01/10/2022	31/07/2022																		
Budget approval	01/03/2022	30/06/2022																		
Programme initiation (inc governance setup)	01/05/2022	30/09/2022																		
Specification sign off	01/10/2022	30/11/2022																		
Agree Procurement approach	01/07/2022	30/11/2022																		
FORMAL PROCUREMENT	01/12/2022	31/03/2022																		
Procurement start	01/12/2022	31/01/2023																		
Invitation to Tender (ITT)	01/12/2022	31/01/2023																		
System Demos (scored)	01/02/2023	15/03/2023																		
Scoring panels and decision	01/02/2023	30/05/2023																		
Contracting with preferred supplier and implementation planning	30/05/2023	30/09/2023																		
System Implementation and Launch ★	01/10/2023	31/01/2025																		
Post Implementation roadmap/ optimisation	01/01/2025																			

Resources for the programme are already identified and ready to start work as soon as funding is agreed in 2022. This includes the following for the procurement phase:

- Programme manager
- Procurement specialist(s)
- Business analyst

- IT Architecture
- Other IT resources as required

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. The costs of the system will be borne by North Northamptonshire Council and West Northamptonshire Council. This would be an increase to the budgeted revenue costs for the Children's Services for North Northamptonshire Council of £1.236m over the next 4 financial years to implement this system. Further detail on the profiling of this expenditure is provided at section 5.5.
- 7.1.2. As the proposal is that this is delivered through a cloud-based solution, the current view is that it must be funded via the revenue budget. However, should the procurement route offer the potential to capitalise any of the costs then this position will be reviewed and an alternative funding proposal may be put forward. While it is considered as revenue, it will be funded through revenue reserves.
- 7.1.3. These additional costs have arisen due to the current contract coming to an end in January 2025 and the need to conduct a new procurement exercise for a new system.
- 7.1.4. It is envisaged that improvements and efficiencies will be realised through implementation of the case management by allowing re-design of processes. Potentially further efficiencies will be realised once the system is implemented as changes required to reflect transformation within the Trust can be implemented within the system.

7.2. Legal and Governance

- 7.2.1. The Service Delivery Contract between the Councils and NCT defines a range of activities provided by the Councils that NCT is dependent on to deliver the Services successfully. These are known as the Council Dependencies. These are to be carried out by the Councils free of charge and NCT will not have to pay the Councils in respect of the performance of the Dependencies.
- 7.2.2. If the Councils do not fulfil the Council Dependencies, NCT may claim a Relief Event, which is an event which has a direct adverse impact on NCT's delivery of the Services.
- 7.2.3. One of the specific Dependencies is for the Councils to procure for NCT access to and the use of a database (a case management system).
- 7.2.4. The current system contract was awarded under the G-Cloud Framework and commenced in 2021. The initial contract term was for 2 years, but Northamptonshire County Council exercised the right to extend this by a further 2 years at contract commencement. This is the maximum extension allowable under the current system contract, and there is no further contractual entitlement to extend the term.

- 7.2.5. When the term of current system contract expires, the Councils will need to have in place a Case Management System in order to comply with their obligation to provide NCT with access to and use of such a system. If a new Case Management System is not delivered by the Councils before the current contract ends in January 2025, NCT may claim a Relief Event. If the NCT claims a Relief Event, it can be excused from delivering the Services, or part of the Services. NCT could also possibly make a claim under an indemnity for Losses.
- 7.2.6. The Intelligent Client Function (involving officers from both Councils) in the Service Delivery Contract will provide governance and oversight of the programme/funding to procure a Case Management System.
- 7.2.7. The Council has the power to procure the facilities and services pursuant to section 1 of the Localism Act 2011 (GPOC) and section 111 of the Local Government Act 1972 (power to do things conducive or incidental to functions).
- 7.2.8. The estimated value of the contract means that any procurement will be subject to the Public Contract Regulations 2015 and the Council's Contract Procedure Rules. The Council's intention is to procure a Case Management System from an existing framework. This will provide a legally compliant route to tendering the requirement and provides an opportunity to reduce the time to conclude the tender process.
- 7.2.9. The data on the Case Management System is of vital importance to NCT as evidence to support legal action and court proceedings. A fresh procurement is an opportunity to strengthen the integrity and reliability of data and ensure full GDPR compliance. A high-quality Case Management System will support an effective discharge of statutory social care functions.

7.3. **Relevant Policies and Plans**

- 7.3.1. This proposal supports the Council to deliver on its Corporate Plan. Specifically, it supports the delivery of priority 2 – Better, brighter futures by supporting NCT to provide higher standards of support by providing a modern case management system that support improvement in social work practice. It also supports the delivery of priority 6 – Modern public services by using assets and technology most effectively.

7.4. **Risk**

- 7.4.1. The failure of NCT to deliver to the required standard is identified as a risk on the Council's Strategic Risk Register. It has an inherent risk score of 20 and a residual risk score of 15. The implementation of a modern and effective case management system is vital to supporting the improvement of children's social care practice and outcomes for children. The delivery of the new system therefore helps to mitigate the risk identified on the strategic risk register.
- 7.4.2. If the procurement of a new system does not take place, the Council will either have to attempt to extend the current contract for the system or operate without a system. The former opens the Council up to legal challenge from providers of case management systems as the Council has already extended the contract to its maximum length. The latter would pose a great risk to the delivery of good

quality children's social care as a case management system is vital to the operation of services.

7.4.3. The costs included in this report are based on estimations and there is the possibility that there are increased costs for the implementation and/or the ongoing licence costs however until the procurement activities commence this cannot be established. The mitigation for this will be that the management of the budget to deliver this programme of work will be undertaken by the governance approach as outlined within section 7.2.

7.5. Consultation

7.5.1. In developing the proposals, the Council has consulted with NCT as the primary user of the proposed system. There has also been extensive engagement with West Northamptonshire Council as the joint funder of NCT and the programme and approval to fund the programme is currently going through their governance processes.

7.6. Consideration by Executive Advisory Panel

7.6.1. This report has not been considered by the relevant Executive Advisory Panel due to a delegated decision on the funding being required to allow the new system to be delivered in a timely manner.

7.7. Consideration by Scrutiny

7.7.1. This decision has not been considered by the Scrutiny Committee.

7.8. Equality Implications

7.8.1. Within the initial procurement exercise all equality implications will be explored. It is the intention of the procurement team to include all relevant policies and statements relating to this to ensure that a new supplier will adhere to all council requirements.

7.9. Climate and Environment Impact

7.9.1. Once a solution has been selected specific impacts can be assessed. However, one of the potential benefits of a new case management solution is a reduction in staff travel, post and associated printing that currently occurs within the services, which should have a positive impact in this area.

7.10. Community Impact

7.10.1. There is no distinct community impact arising from this report.

7.11. Crime and Disorder Impact

7.11.1. There is no crime and disorder impact arising from this report.

8. Background Papers

8.1. No background papers.

Full Council 24th November 2022

Report Title	Capital Programme Update 2022/23
Report Authors	Janice Gotts, Executive Director of Finance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

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

1. Purpose of Report

- 1.1 The purpose of this report is to request approval for borrowing and virements for capital schemes which are in excess of £0.5m. This is in accordance with the Council's Constitution, where new borrowing and virements in excess of £0.5m on capital schemes must be approved by Council.
- 1.2 Approval of the funding will allow the schemes to move forward to procurement and delivery. The Executive considered these items at its meeting on 15th September and 10th November 2022 respectively and recommended that Full Council grant approval for the funding requests as outlined in this report.

2. Executive Summary

- 2.1 This report contains details of projects which have been submitted by officers to the Council's Strategic Capital Board as part of the Council's Capital Approval Process. Each scheme has completed a business case setting out the changes requested to the Capital Programme, including the purpose of the spend, the expected outcomes and the financial implications together with funding routes.

2.2 The schemes have been approved by Executive with the recommendation that Council formally approve the funding routes in accordance with the Council's Constitution.

3. Recommendations

3.1 It is recommended that Council:

- i) Approve the funding for the following changes to the capital programme:
 - a. Cannock Road Housing Development – total virement of £0.643m made up of the most recent virement request of £0.454m in addition to a previous approved transfer of £0.189m. The virement is funded from existing capital budget within the HRA capital programme.
 - b. Street lighting LED upgrade project, increase of £6.170m to the capital programme; £3.033m in 2022/23, £2.157m in 2023/24 and £0.980m in 2024/25, to be funded from borrowing.
 - c. Children's Residential Home provision – increase of £0.762m to the capital programme to be funded from borrowing.

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

- To improve and expand the housing provision in North Northamptonshire.
- To support the delivery of energy efficient street lighting and reduce carbon emissions.
- To support the delivery of children's residential places within Northamptonshire.

3.3 Alternative Options Considered:

- Where grant funded, the use of the funding is in line with the agreement, and there is no alternative option proposed.
- Where the schemes are not funded through a specific grant, then the alternative option at this stage would be to not approve them. However, this would have an adverse impact on meeting service needs, reducing carbon and the completion of other improvements across North Northamptonshire.

4. Report Background

4.1 The Capital Programme is the Council's plan for investing in assets to efficiently deliver its statutory services, and to improve the local infrastructure of North Northamptonshire, with the benefits lasting over a number of years. The Council is required to set a balanced revenue budget and therefore must ensure that where borrowing is proposed to fund the cost of capital that the cost of servicing the debt is affordable within the Council's revenue budget.

- 4.2 Resources come from several sources including Government grants, capital receipts from surplus land and buildings, revenue contributions, other external contributions and borrowing. The Council captures its projected capital expenditure within the Capital Programme to monitor the same, help to control costs and ensure transparency. Given that the Capital Programme is approved by Executive, changes to it are also approved by Executive unless authority has been delegated in accordance with the Council's constitution.
- 4.3 This report provides an update to the Capital Programme 2022/23 as adopted by the Council in February 2022 and requests that the proposed changes are approved and reflected within the programme.

5. Issues and Choices – Further Detail on the Recommendations and Updates to the Capital Programme

- 5.1 **Cannock Road Housing Development – Total virement of £0.643m consisting of the most recent virement request of £454,000 together with an earlier approved transfer of £0.189m, taking the total virement over £0.5m. This is to be funded from within the Housing Revenue Account (HRA) Capital Programme.** The site on Cannock Road consists of a detached single storey commercial building with car park. Previously used as a gym, the property had become vacant and difficult to let. As the building was in a residential area, a project was designed to convert it into residential use. Planning permission was obtained for a scheme consisting of 2 x 1 bed, 2 x 2 bed and 1 x 3 bed ground floor homes. Each home will have its own front door and private rear garden. The new homes will incorporate energy saving features including solar panels and air source heat pumps. Two of the properties are designed to be fully wheelchair accessible.
- 5.2 The original approval for the scheme was through Corby Borough Council in October 2019. This was further updated following tender and then subsequent to the original contractor going into liquidation. However, following the appointment of a new Strategic Lead and a further review of the Council's housing development projects it was identified that the cost plan required additional funding to recognise specific risks and inflationary pressures.
- 5.3 The current cost plan identifies a need for an overall budget of £1,490,000 and this includes all previous spend to date, professional fees, design fees, surveys, costed risk allowances and inflation allowance. This is an increase of £454,000 to the original approved budget and will be met through a virement from within the HRA capital budget. As the virement is further to the original virement of £189,000 requested in September 2021, this takes the total virement request for the scheme in excess of £0.5m in cumulative terms and, therefore, this is subject to Council approval in accordance with the Council's constitution.
- 5.4 **Street Lighting LED Upgrade Project – budget approval for £6,170,000 funded from borrowing.** Street Lighting energy costs have doubled since April 2022. Energy is 'Purchased Within Period' (PWP) a lower summer rate (36% of the usage) and a higher Winter Rate (64%) and overall, this has resulted in

a pressure on the revenue budget of £1m for 2022/23, before the energy price cap.

- 5.5 We are anticipating a further increase in cost once the cap is lifted in April 2023 for the next financial year, before prices should start to level. The equivalent LED replacement for our most common lantern will use around 70% less electricity to achieve current lighting levels, so the proposal will reduce our energy cost and will also reduce carbon tonnage for North Northamptonshire of 500.79 tCO₂e.
- 5.6 The proposal will deliver improvements to the existing Highway Street Lighting PFI stock lanterns by changing them to LED units, whilst maintaining current lighting standards. All new units will be linked to a Central Management System which will allow remote management and monitoring of units for electricity consumption reporting and fault monitoring.
- 5.7 **Children's residential home capacity in Northamptonshire – increase of £0.762m funded from borrowing.**
- 5.8 New legislation came into force in September 2021 as part of the Government's response to its consultation aimed at ensuring the highest quality provision for all children and young people in care.
- 5.9 For children under the age of 16 years these regulations mean children in care cannot be placed in CQC registered homes without Ofsted registration, 28-day crisis placement or Independent supported accommodation. This will ensure the most vulnerable children are cared for in settings that best meet their needs and as part of the Sufficiency Strategy, work has been ongoing to increase the sufficiency of placements to meet the needs of our children.
- 5.10 However, capacity is limited and there is a national and local challenge in having enough foster carers to provide a home for children with complex needs. It is also recognised that children who have complex mental health needs do not always suit a mixed home approach and require a more specialist service with partnerships such as health and education embedded into the care offer.
- 5.11 Northamptonshire Children's Trust has analysed the cost, quality and availability of placement offers for children within this cohort and has concluded that developing an in-house service within the Trust is the best way to ensure a more responsive and cost-effective provision which will lead to better outcomes for our children.
- 5.12 The proposals are as follows:
 - Purchase and refurbish a property to create a new internal children's home for four children to increase sufficiency of placements for children who are at risk of hospitalisation that have existing complex needs and /or during an episode of poor mental health.

- Refurbish the John Greenwood Shipman property to create two emergency placements for children with a learning disability/ Autistic Spectrum Disorder (ASD) and or complex health needs.

5.13 This investment is part of the wider work being undertaken to improve the current residential offer.

5.14 The cost of the proposals will be subject to final confirmation once the procurement process is complete. It is envisaged that the investment will avoid more costly placements in other residential settings and further work will be undertaken to continue to verify this position based on the needs of the children in Northamptonshire to ensure that the capital investment within the settings remains appropriate. Where new investment is related to assets held by West Northamptonshire Council, there will be a separate agreement between both Councils regarding any future benefit and costs arising from such investment.

6. Next Steps

6.1 The delivery of the children's trust residential places is linked to a wider savings programme within the Children's Trust in reducing high-cost placements for complex needs.

7. Implications (including financial implications)

7.1 Resources, Finance and Transformation

- The additional budget requirements are funded from the use of external grants, capital receipts and borrowing.
- The Garden Communities project will support the urban extension of 25,000 homes within North Northamptonshire. Changing Places will provide additional facilities to residents of North Northamptonshire.
- The Street Lighting LED project supports delivering energy efficiency and carbon reduction.
- The investment in in-house Children's Residential settings should see a reduction in the average cost of the placements compared to similar in the independent sector.

7.2 Legal

- The council must utilise funding and deliver schemes in line with the restrictions and requirements as set out in the agreements linked to that funding and the requirements as set out in the Council's Constitution, in particular the budget setting and policy framework and the financial regulations. In this regard any new borrowing must be approved by Council.

7.3 Risk

- The deliverability of the 2022/23 Capital Programme is monitored by each accountable project manager and senior officer. There is further review throughout the financial year reported through the Executive.
- If any overspends or emerging pressures are identified during the year, then mitigating actions will be sought and management interventions undertaken.
- With most capital projects there is a risk that delays, and cost increases may arise as a result of the impact of inflation. Generally, this relates to the supply and price of materials with projects requiring increased lead in times. Whilst every attempt is made to cost these implications into the project, the risks remain. However, it must be recognised that the current “Cost of Living Crisis” has driven up the level of inflation, which is much higher than in previous periods and indeed when funding bids were originally submitted. This therefore poses a risk to the deliverability of the projects as originally envisaged, where reductions to the scope of projects may be required to ensure budgets are not overspent.
- The current uncertain economic context is also increasing interest rates associated with borrowing that is used to fund elements of the capital programme. This treasury risk impacts the overall affordability of the programme, which will be closely monitored and managed, but may lead to a reduced capital programme in the future.
- There is a risk in relation to funding, particularly where it is from third parties including grants, and appropriate agreements must be entered into to ensure that the funding is secured and spend is in accordance with any criteria stipulated by the funder, both the nature of the spend and the timing (where a deadline applies).

7.4 Relevant Policies and Plans

- The schemes provide a strategic fit with the Councils priorities as set out within the corporate plan

7.5 Consultation

- The 2022/23 Capital Strategy and Capital Programme were subject to consultation prior to approval by the North Northamptonshire Authority in February 2022. The programme was approved by Council at its meeting on 24th February 2022 and was subject to consultation from 23rd December 2021 to 28th January 2022. These changes are in addition to the approved programme.

7.6 Consideration by the Executive Advisory Panel

- Not applicable

7.7 Consideration by Scrutiny

- The schemes recommended in this report have not been considered by Scrutiny. However, monitoring against the programme is subject to Scrutiny.

7.8 Equality Implications

- Nothing specific within this report

7.9 Climate and Environmental Impact

- The investment in the low energy street lighting project will enable a substantial amount of carbon to be saved. It is estimated that this will equate to 500.79 tCO₂e
- The climate and environmental impact of each capital project will be considered and managed within the relevant scheme.

7.10 Community Impact

- These proposals can be considered to have a positive impact on the community as the Capital Programme delivers the infrastructure to support and connect communities.

7.11 Crime and Disorder Impact

- Nothing specific within this report.

8. Background Documents

8.1 The following background papers can be considered in relation to this report.

Capital Programme Budget 2022/23, North Northamptonshire Council, 24th February 2022.

https://northnorthants.moderngov.co.uk/documents/s5799/Capital_cover_report.pdf

Capital Programme Update 2022/23, Executive, 15th September 2022.

Cannock Road Housing Development – Budget Amendment and Procurement Strategy, Executive, 15th September 2022.

Capital Programme Update 2022/23, Executive, 10th November 2022.

Street Lighting LED Upgrade, Executive, 10th November 2022.

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Full Council 24th November 2022

Report Title	Start time of Full Council meetings
Report Author	Adele Wylie (Director of Customers and Governance / Monitoring Officer) <u>Adele.wylie@northnorthants.gov.uk</u>

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

List of Appendices

- Appendix A – Recorded Apologies, Meeting Duration and level of Public Participation
- Appendix B – YouTube Views
- Appendix C – Details of Full Council meeting start times from other comparable Unitary Councils
- Appendix D – Results of the questionnaire to councillors and senior officers.

1. Purpose of Report

- 1.1. For Council to determine the normal start time of ordinary full Council meetings.

2. Executive Summary

- 2.1. Council is requested to consider the appropriate start time for full Council meetings. The choice of a start time for full Council meetings is a matter of local choice. It is acknowledged that whatever start time is chosen there may be apologies submitted for each meeting due to a range of circumstances and factors.
- 2.2. The appendices attached to the report provide some data associated with attendance and participation at full Council meetings.

2.3. The Democracy and Standards Committee at its meeting of 10th October 2022 considered this report. Following discussion the Committee agreed to recommend to full Council a start time for ordinary meetings of 5:00 pm.

3. Recommendations

3.1. That the normal start time of future meetings (with the exception of the Budget meeting and Special (Extraordinary) meetings be –

(a) A 5:00 pm start time.

3.2. *Reason for Recommendations – Full Council had requested that the Democracy and Standards Committee review the trial period and report back to full Council.*

The Democracy and Standards Committee considered this item at its meeting on 10th October 2022. The Committee are recommending a 5:00 pm start time –

- *This would minimise inconvenience to those in full time work;*
- *It would ensure that should the meeting be lengthy the finish time would not be too late;*
- *It would accommodate those who had lengthy travel time to attend meetings.*

3.3. *Alternative Options Considered – this is a matter of local choice for Council. A start time morning, afternoon or evening could be accommodated.*

4. Report Background

4.1. Full Council agreed at its meeting on 29th September 2021 to trial an alternative start time for ordinary full Council meetings, moving from 7:00 pm to 2:00 pm start.

4.2. Full Council agreed to review this decision after a reasonable number of full Council meetings had been held at the trial start time of 2:00 pm.

4.3. Since that decision was agreed there have been eight meetings of the Full Council. Of these eight meetings –

- (i) 1 x Special Full Council (exempt business only commencing at 7:00 pm);
- (ii) 1 x Budget Full Council (commencing at 10:00 am)
- (iii) 1 x Annual Council (commencing at 2:00 pm, public participation prohibited); and
- (iv) 5 x Ordinary Full Council (commencing at 2:00 pm).

4.4. Whilst agreeing to trial the 2:00 pm start time for ordinary meetings, the full Council recognised the need to treat the Budget Full Council meeting as an

exceptional case given the normal business to be discussed at that meeting, and a 10:00 am start time for that meeting was reaffirmed.

5. Issues and Choices

5.1. The decision as to what time meetings of the ordinary full Council meetings commence is a matter for councillors, Whilst traditionally at local borough and district council level full Council meetings commenced in the early evening, at county council level they were normally daytime meetings.

5.2. Whatever decision is made by full Council it is unlikely to meet approval from all 78 councillors, given the differing work and personal factors for each individual. In determining what may be considered the most favourable option, Council may wish to consider the following factors –

- Amount of business likely to be discussed at full Council meetings
- Ability for effective and considered decision making
- Level of councillor attendance
- Ability for councillors to attend
- Level of public participation and interaction
- Ability for the public to attend i.e. access to public transport
- Resource implications i.e. officer time
- Availability of venue
- Travel time to venue i.e. distance, health & safety issues.

5.3. Appendix A details the following –

- (i) Duration of the full Council meetings since May 2021;
- (ii) The recorded number of apologies submitted for each meeting;
- (iii) The number of direct public interactions inc. public giving statements, public asking questions and public presenting petitions.

5.4. Within Appendix A it will be noted that the Budget Council meeting was particularly lengthy given the business to be discussed. Full Council had previously agreed that for the Budget meeting a start time of 10:00 am would be approved. This would also allow for a clearly defined lunch break.

5.5. Within Appendix A it will be noted that apologies are recorded in the minutes for each respective meeting. There is no requirement for a councillor to record “why” they are absent from a meeting or the reason recorded. Officers can confirm that the reasons given vary and include holiday, sickness (inc. Covid), work, family celebrations, etc.

5.6. Appendix B details interactions with regard to views on YouTube. Six of the full Council meetings have been live streamed onto YouTube. They have been streamed onto the main NNC YouTube account or the Democratic Services account. Councillors will note that the installation of the new AV equipment in the Council Chamber has allowed for the continued live streaming of full Council meetings going forward.

5.7. It is for NNC councillors to decide what start time is preferable. Appendix C provides some comparators based on similar (in terms of population size) unitary authorities. Councillors will note there are a range of start times which reflects the need for local circumstances to be taken into account. There is no predetermined start time.

It should be noted that based on the benchmarking group only –

- (a) The mode start time is 6:30 pm;
- (b) The mean start time is 4:23 pm; and
- (c) The median start time is 5:00 pm.

5.8. The Constitutional Working Group (CWG) when considering this matter requested that officers prepare an e-questionnaire to be sent to all councillors. The results from the e-questionnaire have been collated and reported to the Democracy and Standards Committee at its meeting. Responses were anonymised. The outcome of this survey is attached as Appendix D.

6. Next Steps

6.1. Council is requested to consider the options available and determine the recommendation or determine an alternative start time.

7. Implications (including financial implications)

7.1. Resources and Financial

7.1.1. Currently all full Council meetings are scheduled in the Municipal Timetable for a 2:00 pm start however if the final decision is to move to morning or evening meetings this can currently be accommodated with regard to staffing and venue. If there are to be evening starts, there will be a need to liaise with Facilities Management on the change in arrangements.

7.2. Legal and Governance

7.2.1. There is no start time detailed in statute, therefore it is a matter for local choice.

7.3. Relevant Policies and Plans

7.3.1. When agreed the Council's Constitution would be updated including on the website. Whilst diary appointments have been issued for 2022/23 for a 2:00 pm start time these can be amended if required.

7.4. Risk

7.4.1. From a corporate perspective it is important that full Council meetings are quorate and that as many councillors are able to attend as possible. There

will always be occasions, whatever start time is determined, when some councillors will be unable to attend.

- 7.4.2. It is important for councillors, officers and the public that there is some certainty around the date and time of full Council meetings, in order that the Council's business can be conducted in an efficient, effective and timely manner.

7.5. Consultation

- 7.5.1. The Constitutional Working Group (CWG) considered this matter at its meeting on 22nd August 2022. The Group suggested a survey was distributed to all 78 councillors. The outcome of this survey is detailed in Appendix D and has been reported to the Democracy and Standards Committee.

7.6. Consideration by Executive Advisory Panel

- 7.6.1. Not applicable to this report.

7.7. Consideration by Scrutiny

- 7.7.1. Not applicable to this report.

7.8. Equality Implications

- 7.8.1. None impacting on the nine protected characteristics defined in the Equality Act 2010.

7.9. Climate Impact

- 7.9.1. Not applicable to this report.

7.10. Community Impact

- 7.10.1. The public's right to attend full Council meetings for public agenda items are enshrined in statute. The Public Participation rules are included in the Council's Constitution.

7.11. Crime and Disorder Impact

- 7.11.1. Not applicable to this report.

8. Background Papers

- 8.1. NNC Council Constitution.
8.2. Constitutional Working Group Discussion Paper 22/08/22.

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APPENDIX A

Full Council Meetings – Registered Apologies, Meeting Duration & Public Participation Statistics

Meeting & Date	Start Time	Meeting Duration	Recorded Apologies	Public Statements	Public Questions	Public Petitions
26 May 2021 Annual Council	7:00 pm	1hr 45	3	N/A	N/A	N/A
29 June 2021 Special Council	7:00 pm	1hr 47	7	N/A	N/A	N/A
28 July Full Council	7:00 pm	4hr 05	20	5	2	0
29 September 2021 Full Council	7:00 pm	3hr 12	10	4	0	0
1 st December 2021 Full Council	2:00 pm	4hr 13	24	0	0	1
9 December 2021 Special Council	7:00 pm	1hr 49	23	N/A	N/A	N/A
24 February 2022 Budget Council	10:00 am	5hr 31 (exc. lunch break)	14	1	0	0
31 March 2022 Full Council	2:00 pm	4hr 30	14	0	1	0
26 May 2022 Annual Council	2:00 pm	1hr 16	12	N/A	N/A	N/A
23 June 2022 Full Council	2:00 pm	2hr 55	20	1	0	0
28 July 2022 Full Council	2:00 pm	2hr 01	20	0	0	1
29 September 2022 Full Council	2:00 pm	1hr 52	24	0	0	0

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Number of views on YouTube (as at 11/10/22)

Since moving the Full Council meetings into the Council Chamber at The Cube, with the assistance of NNC IT, the following meetings have been live streamed onto the NNC YouTube channel.

Full Council (Budget)	24/02/22	565
Full Council	31/03/22	230
Annual Council	26/05/22	182
Full Council	23/06/22	360
Full Council	28/07/22	179
Full Council	29/09/22	247

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Appendix C

Start times of full Council meetings in other “similar” unitary authorities

Unitary Council	Council	Budget
Bournemouth, Christchurch & Poole	7.00 pm	
Brighton & Hove	6.30 pm	4.30 pm
Central Bedfordshire	6.30 pm	
Cheshire East	11.00 am	3.00 pm
Cheshire West & Chester	6.30 pm	5.00 pm
Dorset	6.30 pm	
East Riding	2.00 pm	
Medway	7.00 pm	
Northumberland	3.00 pm	
Nottingham	2.00 pm	
Shropshire	10.00 am	
South Gloucestershire	7.00 pm	

N.B. the authorities listed were the same as used by the Electoral Boundary Review Working Group during their recent consultation response.

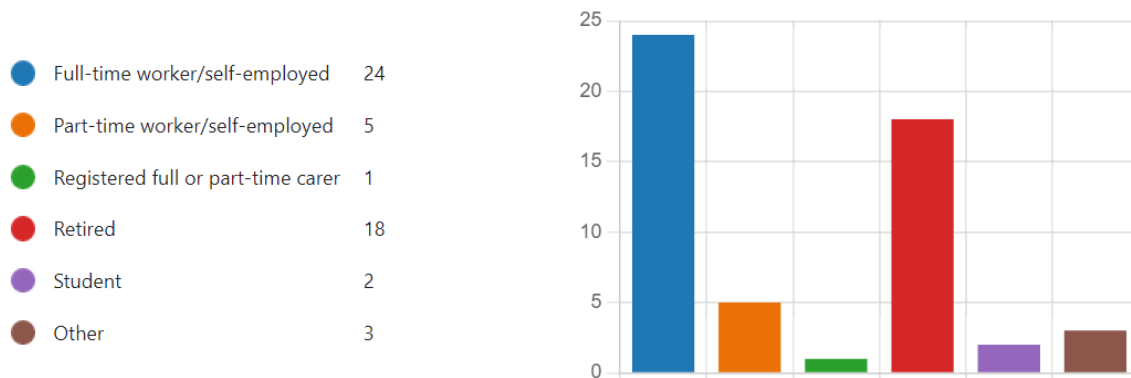
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Appendix D

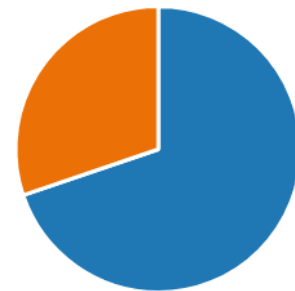
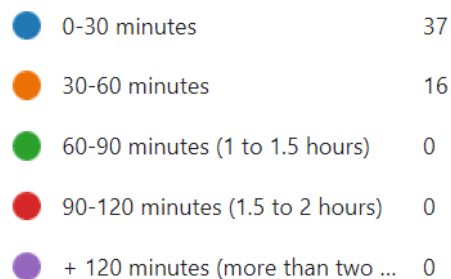
Results of the Questionnaire to Councillors

NB. The Corporate Leadership Team did not consider it appropriate to form a view on the matter and so its collective response was that it had no preference on meeting start times.

Q. 1. What best describes your employment status?



Q. 2 How long does it take you to travel (one-way) to full council meetings at the Corby Cube?

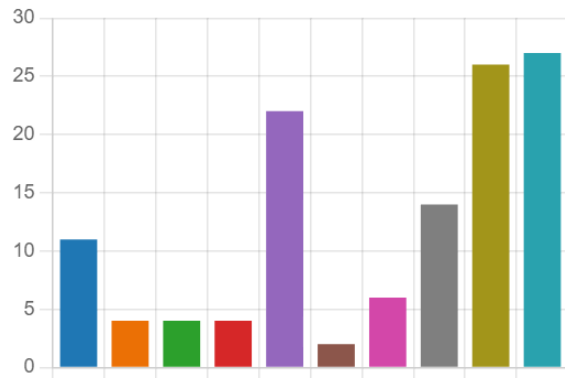


Q. 3 Do you consider yourself to be disabled (and/or require reasonable adjustments in attending council meetings)?



Q.4 What is your preferred ordinary full Council meeting start time? (NB. Members were able to choose more than one option where they had a range of preferences)

10.00am	11
11.00am	4
12.00noon	4
1.00pm	4
2.00pm	22
3.00pm	2
4.00pm	6
5.00pm	14
6.00pm	26
7.00pm	27





Full Council 24th November 2022

Report Title	Northamptonshire Safeguarding Adults Board (NSAB) Annual Report 2021-2022
Report Author	David Watts, Executive Director of Adults, Health Partnerships and Housing (DASS)
Lead Member	Councillor Helen Harrison, Executive Member for Adults, Health and Wellbeing

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

List of Appendices

Appendix A – Northamptonshire Safeguarding Adults Board Annual Report 2021-2022

1. Purpose of Report

- 1.1. To present to Full Council the Northamptonshire Safeguarding Adult Board (NSAB) Annual Report 2021-2022. The report outlines Board and statutory partner achievements during the year.

2. Executive Summary

- 2.1. Under section 43 of the Care Act 2014, every local authority must establish a Safeguarding Adults Board (SAB) for its area. The objective of a SAB is to help and protect adults in its area and assure itself that local safeguarding arrangements and partners act to help and protect adults in its area.

Under section 14.136 of the Care and Support Statutory Guidance, a SAB has 3 core duties:

- It must publish a strategic plan for each financial year that sets how it will meet its main objective and what the members will do to achieve this.
- It must publish an annual report detailing what the SAB has done during the year to achieve its main objective and implement its strategic plan.
- It must conduct any safeguarding adults review in accordance with Section 44 of the Act.

2.2. The NSAB Annual Report 2021-2022 provides an overview of the Board's progress and achievements against the NSAB Strategic Plan for the period 1st April 2021 to 31st March 2022. The progress made against the plan is detailed via the achievements of the NSAB Sub-Groups, work of the Delivery Board and Strategic Board.

3. Recommendations

3.1. It is recommended that Full Council:

- a) Note the NSAB Annual Report 2021-2022 as approved by the NSAB Strategic Board on 6th October 2022 at Appendix A
- b) Acknowledge the contribution that North Northamptonshire Council has made in supporting NSAB's achievements in keeping adults safe from harm.

3.2. Reason for Recommendations: The report provides assurance to the Executive of the activities undertaken to help safeguard adults across North Northamptonshire.

3.3. Alternative Options Considered - That the report is not presented for consideration by the Executive as the DASS approved the report as the Chair of NSAB.

4. Report Background

4.1 The report has been developed including contributions from the four statutory partners and was reviewed and approved by NSAB's Strategic Board on 6th October 2022.

4.2 The Care Act 2014 places Safeguarding Adult Boards on a statutory footing with a requirement to produce and publicise an annual report.

4.3 This is the second annual report received by North Northamptonshire Council (NNC).

4.4 The report highlights the progress and achievements made during the period, and also advises the future developments for NNC for the year ahead to safeguard adults in the North Northamptonshire area.

- 4.4 The format of the report aligns with the NSAB Strategic Plan, and includes quantitative and qualitative evidence, key messages, and impact of activities that relate to:
- (a) Raising community awareness of how to report safeguarding concerns via the #Report It campaign
 - (b) Providing multi-agency training opportunities and learning from Safeguarding Adult Reviews for frontline workers via the week of learning
 - (c) Developing a new dashboard to provide analysis of safeguarding data to understand the reasons for safeguarding concerns, and to use the information to inform the strategic plan and operational arrangements including adults' desired outcomes (Making Safeguarding Personal)
 - (d) Under section 44 of the Care Act 2014, undertake Safeguarding Adult Reviews when an adult in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult.
 - (e) Working in partnership with local authorities and local Healthwatch to understand adults' experience of the s42 safeguarding process (in progress)
 - (f) Providing scrutiny and challenge regarding the effectiveness of safeguarding arrangements across the partnership
 - (g) Developing closer working arrangements with the Voluntary & Community Sector Assembly, Safeguarding Children's Partnership and Community Safety Partnerships
 - (h) Review how well agencies are working together to effectively safeguard adults at risk of harm and abuse via self-case audit activities

5. Issues and Choices

- 5.1 The report has been developed via contributions from statutory partners and has been reviewed and approved by NSAB's Strategic Board.

6. Next Steps

- 6.1 Once received by both local authorities in Northamptonshire, the statutory annual report will be published by Northamptonshire Safeguarding Adult Board on the [NSAB website](#).

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

There are no financial implications arising from the presentation of the report at this time. The NSAB Strategic Board has already approved the budget for 2023-2024.

7.2. **Legal and Governance**

It is a legal requirement under The Care Act 2014 for Safeguarding Adults Boards to publish an Annual Report,

7.3. **Relevant Policies and Plans**

[See Northamptonshire Safeguarding Adults Board Strategic Plan 2021 – 2033.](#)

7.4. **Risk**

7.4.1 Under the Care Act 2014, the Local Authority has a duty to establish a Safeguarding Adults Board (SAB), which in turn must publish an annual report. In order to mitigate risk, the report is designed to highlight achievements for the year and future priorities for the statutory partners. Monitoring of progress enables early action to be taken where there are areas of significant risk or failure to deliver.

7.5. **Consultation**

7.5.1 There has been no public consultation in respect of the NSAB Annual Report 2021-2022, but an approval process has taken place, as detailed below:

- Statutory Partners provided their input in respect of their achievements for period along with their areas for improvement for 2022-2023.
- The draft Annual Report 2021-2022 was approved by NSAB Strategic Board members on Thursday 6th October 2022. Members include senior officers from the two local authorities, lead members for adult care and wellbeing, the Integrated Care Board, and Northamptonshire Police.

7.6. **Consideration by Executive Advisory Panel**

7.6.1. N/A

7.7. **Consideration by Scrutiny**

7.7.1. N/A

7.8. **Equality Implications**

7.8.1 An Equality Screening Assessment was completed to evidence the impact the NSAB Annual Report 2021-2022 may have on equality groups within the community. Results concluded that the Annual Report has no impact on the protected groups.

7.8.2 The Annual Report will be made accessible and will be published on the NSAB website for individuals to access. As the document is accessible this means that individuals can use Dragan NaturallySpeaking technology (or similar) in order to read the document.

7.8.3 The Annual Report can be requested in alternative formats or alternative languages by contacting the NSAB Business Office.

7.9. Climate and Environment Impact

7.9.1 There is no climate/environmental impact arising from the NSAB Annual Report 2020-21 as it is shared on the NSAB website, and not printed.

7.10. Community Impact

7.10.1 There is no distinct community impact arising from the Annual Report.

7.11. Crime and Disorder Impact

7.11.1 There are no crime and disorder implications arising from the NSAB Annual Report 2020-21.

8. Background Papers

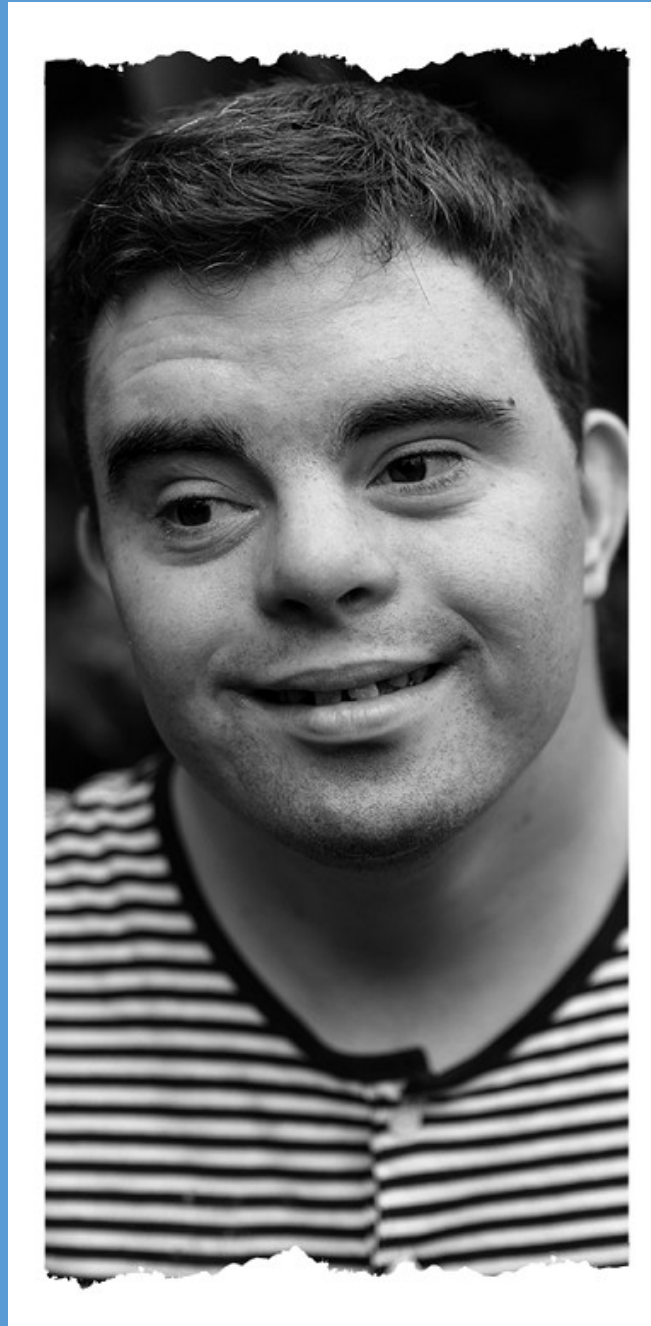
8.1 The Care Act 2014 - [Care Act 2014 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

8.2 [Northamptonshire Safeguarding Adults Board Strategic Plan 2021-2023](#)

8.3 NSAB Annual Report Equality Screening Assessment

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Northamptonshire Safeguarding Adults Board



Annual Report 2021-2022

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Annual Report Overview and 6 Key Principles of the Care Act 2014	3
Progress and Achievements against the Strategic Plan 2021-23	4-8
Working in Partnership – Our Key Statutory Partners	9-13
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Strategic Plan 2021-23 Progress	18
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Foreword from Stuart Lackenby, Chair of Northamptonshire Safeguarding Adults Board

This is my second annual report as Chair of Northamptonshire Safeguarding Adults Board (NSAB), and I hope that within this report there is assurance of the level of work that has been undertaken to help protect those most at risk in the county.

We started the year in the midst of the Covid-19 pandemic and were faced with a 3rd lockdown. In January 2022, the county declared a major incident due to the Omicron variant and concerns about the rapid spread of the virus, which thankfully didn't materialise as first anticipated, and the incident was soon stepped down. However, the pressures placed on organisations during this period was incredibly challenging and included increased staff absence due to Covid-19. On behalf of NSAB, we would like to thank all staff and front-line workers for their resilience during this difficult and very challenging period.

On 31st March 2021, Northamptonshire County Council ceased to exist as a result of local government reorganisation and as a consequence, North and West Northamptonshire Councils were formed. As you can imagine, there was a huge amount of work needed to ensure that the two new unitary councils were up and running and fit for purpose on the 1st April, and to ensure there was no interruption to safeguarding practices.

Like so many organisations during the period, NSAB meetings continued to be held via Teams or Zoom, which freed up time for additional meetings. Whilst there were far fewer restrictions at the end of the year, some organisations found that their service users liked the option of both face to face and virtual appointments, and many offered a hybrid approach to services.

This annual report provides more detailed information on the work undertaken throughout 2021-22, including the achievements of the Delivery Board and Sub Groups, Safeguarding Adult Reviews and the work of the statutory partners.

The work of the NSAB Business Office is very demanding having to manage and co-ordinate the many activities needed to ensure safeguarding arrangements are in place across the partnership, and I would like to take this opportunity to thank Suzanne and Chloe for their hard work and commitment, and also thank colleagues within the partnership for actively supporting the work of NSAB to help keep people safe in Northamptonshire, including Superintendent Richard Tompkins who stepped down as Chair of the Delivery Board in March 2021.

As agreed at Strategic Board, the role of NSAB Chair will change on an annual basis, and therefore it is likely that I will be handing over the Chairing responsibilities very soon, so I will take this opportunity to thank you for your continued interest and support of the work of Northamptonshire Safeguarding Adults Board.

Stuart Lackenby

**Executive Director for Adults, Communities and Wellbeing (DASS) and
Chair of Northamptonshire Safeguarding Adults Board**

The purpose of a Safeguarding Adults Board is to assure itself that local safeguarding arrangements and partners act to help and protect the welfare of local adults who may be at risk of abuse and harm. This is in accordance with the Care Act 2014 and supporting statutory guidance.

Northamptonshire Safeguarding Adults Board (NSAB) is made up of senior officers nominated by partner agencies including statutory partners such as local authorities, police and the clinical commissioning group. Members have delegated authority to represent their organisation and to make decisions on their agency’s behalf.

NSAB’s vision is:

'Working together to keep people safe'

During the period 1st April 2021 to 31st March 2022, the Strategic Board was supported by the operational Delivery Board and four Sub Groups - Communications & Engagement, Learning & Development, Quality & Performance, and Safeguarding Adults Review. Task and finish groups were also held to support activities from the various groups.

There were no new declarations of interest received by members during the year.

Safeguarding Adults Boards have three core duties under the Care Act 2014:

- Publish a strategic plan for each financial year and its strategy for achieving its objectives.
- Publish an annual report including what has been achieved during the year, what it has done to implement the strategy, what members have achieved and findings of reviews.
- Conduct Safeguarding Adults Reviews in accordance with Section 44 of the Care Act.

The Annual Report 2021-22 provides an overview of NSAB’s achievements against the [Strategic Plan 2021-23](#) for the period 1st April 2021 to 31st March 2022.

A meeting was held in June 2021 to review the strategic plan 2019-21. The outcome of the discussion was to retain the existing three priorities, but the key themes were reviewed and updated. See page 18 for further details.

The NSAB Strategic Plan is aligned with the six key principles as outlined in the Care Act:



Empowerment

People are supported and encouraged to make their own decision and informed consent.



Prevention

It is better to take action before harm occurs.



Proportionality

The least intrusive response appropriate to the risk presented.



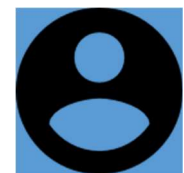
Protection

Support and representation for those in greatest need.



Partnership

Local solutions through services working with their communities.



Accountability

Accountability and transparency in delivering safeguarding.

NSAB Progress and Achievements

For the period 2021-22, NSAB agreed to retain the three priorities in line with other Adult Safeguarding Boards in the East Midlands region, namely: **Prevention, Quality and Making Safeguarding Personal (MSP)**. These were incorporated in the Strategic Plan 2021-23. Progress against the delivery plan is detailed below:

Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability

Northamptonshire Safeguarding Adults Board

- With the change to two unitary authorities in April 2021, NSAB members agreed to hold meetings bi-monthly rather than quarterly.
- Six strategic board meetings were held during the year with 100% attendance from representatives from statutory members.
- Membership for the Strategic Board was also reviewed and increased.
- Due to the continued Covid-19 pandemic all NSAB meetings continued to be held virtually via Microsoft Teams.
- Membership of the Boards and Sub Groups were reviewed.
- Appropriate challenge was made regarding representation and attendance at Sub Groups where necessary.
- In April 2021, following the departure of the Independent Chair, Tim Bishop, NSAB agreed to align the arrangements for scrutiny with that of [Northamptonshire Safeguarding Children Partnership](#) and recruit an Independent Scrutineer instead of an Independent Chair. In this respect, a robust recruitment and selection process with statutory partners was undertaken and a new Independent Scrutineer, Jane Geraghty was appointed in July 2021.
- NSAB received bi-monthly updates from the Independent Scrutineer, Adult Social Care and the Deprivation of Liberty Safeguards (DoLS) assessments and progress on the transition to Liberty Protection Safeguards (LPS), as well as periodic updates from St. Andrew's Healthcare.
- The Chair of the Delivery Board provided updates to the Strategic Board on a quarterly basis and highlighted good practice and other key issues.
- The Board used their influence in setting up an ARM Oversight Panel in April 2021, with West Northants Council taking the lead. Officers from key agencies make up the Oversight Panel and the group provides advice and guidance on new referrals for the ARM process. During the course of the year 66 ARM notifications were received and 17 referrals were discussed at the Oversight Panel.

Delivery Board

- The purpose of the Delivery Board is to oversee the progress made against the strategic plan and the operational activities in place to support the three priorities and themes in the plan. The Sub Groups are instrumental in delivering the core activities to support the plan.
- In June 2021, a meeting was held to review and consider the strategic themes. Members agreed the following five themes:
 1. Raising Awareness of NSAB and Safeguarding
 2. Learning from Safeguarding Adult Reviews
 3. Understanding the Impact of Covid-19
 4. The Difference NSAB Makes
 5. Homelessness
- In March 2021, Joseph Banfield, Detective Superintendent with Northamptonshire Police took over as Chair of the Delivery Board from Detective Superintendent Richard Tompkins.
- Progress on the delivery plan was monitored at every bi-monthly meeting, and there was good progression made by Sub Groups during the course of the year as outlined below in the section below.
- In addition to updates from the NSAB Sub Group Chairs, partners were brought up to date in relation to other key activities and developments in the county, including:
 - Adult Risk Management Oversight Board (received at each meeting)
 - Homelessness (received at each meeting)
 - Mental Health – Section 140 Policy Update – 14.09.2021
 - Learning Disability Review (LeDeR) – 24.11.2021
 - Suicide Prevention – 24.11.2021
 - Exploitation – 20.01.2022
- Responsibility for the NSAB risk register moved to the Delivery Board and a review and refresh was undertaken in January 2022.

Jane Geraghty – Independent Scrutineer Introduction

I started working as the NSAB Independent Scrutineer in July 2021. My role is to provide scrutiny and constructive challenge for Northamptonshire Safeguarding Adults Board (NSAB) and seek assurance from partners on the effectiveness of the adult safeguarding arrangements across the county in order to meet statutory duties to keep people with care and support needs safe.

I look to identify areas of good practice and report areas of weakness to NSAB, whilst ensuring that the voices of users and carers is threaded through all aspects of NSAB's work.

In my first year, I have chaired the Quality & Performance Sub Group and prioritised the development of the performance dashboard, hearing from a wide range of stakeholders. I have attended various groups of the Voluntary and Community Sector Assembly around mental health, pan-disability, carers and the elderly, and also a number of staff team meetings to hear first-hand any safeguarding issues. A key issue raised from participating in the wide range of forums is the lack of accessible mental health services. Other prominent issues are around Mental Capacity Act assessment, carer stress and limited access to advocacy.

I have overseen audits around homelessness and Making Safeguarding Personal (MSP) and have supported the development of action plans and learning materials.

Future areas of focus are the review of the partnership self-assessment audit, collaborative working with Community Safety Partnerships and Northamptonshire Safeguarding Children's Partnership around transitions and early help, as well as having a greater focus on the identification of good quality practice and the further development of engagement work and preparation for a possible Care Quality Commission (CQC) inspection next year. I know Northamptonshire is up to the challenge.

Jane Geraghty

Independent Scrutineer for Northamptonshire Safeguarding Adults Board

Communications & Engagement Sub Group

- A wider [#ReportIt campaign](#) was launched in August 2021 and included vinyl banners for high footfall areas, leaflets and posters for shops and businesses, and business sized cards to keep in purses/wallets. Please see page 8 for details on how the campaign was promoted across the county.
- A new information video was added to the [Adult Risk Management \(ARM\) Toolkit](#) and this was relaunched on 2nd November 2021. The campaign has generated 4587 Twitter impressions and there had been 297 views of the ARM video.
- In January 2022, the group supported Northamptonshire Police with the relaunch of the [Herbert Protocol](#). This campaign generated 3831 Twitter impressions.
- NSAB launched the [Tricky Friends animation](#) in March 2022. Thanks to Norfolk Safeguarding Adults Board who created the animation and allowed us to personalise for Northamptonshire. This campaign generated 5206 Twitter impressions.
- In March 2022, the Independent Scrutineer and Safeguarding Team Manager for North Northants Council took part in a [Safeguarding podcast with Voluntary Impact Northamptonshire](#).
- The NSAB Business Office proactively uses a Twitter account to share information. The number of followers increases month on month with 468 followers at the end of March 2022, an increase of 220 on the previous year. <https://twitter.com/NorthantsSAB>
- The NSAB website was regularly reviewed and updated during the year to provide a range of information to support both the public and practitioners including campaigns and learning opportunities.
- Website reports show that April 2021 was the month in which the NSAB website was accessed the most, with over 1300 views. This could be explained by colleagues accessing the recently published SAR 016 and 019 reports during this time.
- Over 1000 visits to the website were also registered in July 2021, November 2021, January 2022 and March 2022 which correspond to the publication of learning briefings and launch of a variety of campaigns.

Learning & Development Sub Group

- Following the publication of SARs 016 'Dean' and 019 'Jonathan' in March 2021, learning events were held in July 2021.
- 54 colleagues from a range of organisations attended the SAR 016 Learning Event. 100% colleagues believed the event gave good insight into the issues from the case and found the discussion sessions informative and helpful. 100% colleagues also state that they would use the learning from the event to support future practice.
- 80 colleagues from a range of organisations attended the SAR 019 Learning Event. 100% of colleagues agreed that the event gave good insight into the issues identified in the case. 97% colleagues said that they would use the learning from the event to support future practice.
- Partner agencies, and organisations involved in the reviews, were asked to feedback where they shared the SAR reports within their organisations. Assurance included: reports were shared via internal communications such as email, staff intranets and newsletters, and were discussed in team meetings. The reports now form part of staff induction and training within some organisations.
- In January 2022, and in partnership with the University of Northampton, multi-agency training was provided to SAR Sub Group members and other colleagues to support knowledge in this area.
- In November 2021, the first NSAB Week of Learning was held to coincide with National Adult Safeguarding Week. This was a truly multi-agency partnership event and we thank all the speakers for giving their time and for sharing their expertise, and to the colleagues who participated. Further details can be found on page 7.
- Following the refresh of the Serious Incident and Safeguarding, supported by colleagues in Patient Safety, another audit was undertaken in December 2021 to ensure agencies had embedded the renewed process and pathway. The audit showed that whilst progress had been made, communication between the health agencies and the local authorities still needing improving.

Quality & Performance Sub Group

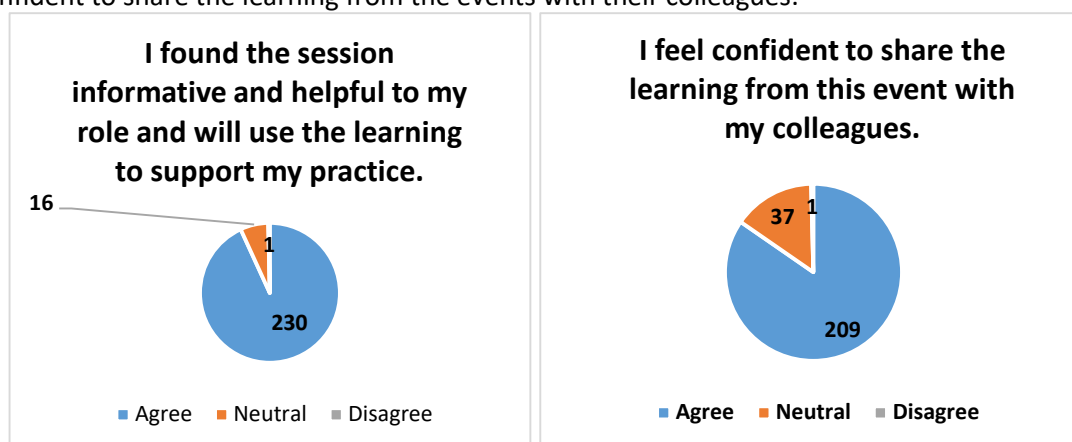
- The Independent Scrutineer took over the leadership of the Sub Group in July 2021.
- Work on redesigning the data Dashboard commenced, with a number of task and finish meetings held.
- Learning briefings for Safeguarding Adult Reviews 016, 019 and 020 were developed by the Quality & Performance Sub Group and shared with the partnership. The briefings were also made available on the [NSAB website](#), together with a briefing for multi-agency case audit mental health.
- The composite action plans for SARs 016, 019 and 020 were monitored for progress throughout the year.
- As a result of SAR 019, a great deal of additional work was put in place by the housing teams in North and West Northamptonshire Councils, and supported by the wider partnership, to develop a homelessness pathway which is likely to be launched in 2022.
- An audit on the Serious Incident and Safeguarding process was carried out in April 2021. It was positive to evidence that serious incident investigations were being undertaken and that the patient and families had been involved.
- Two multi-agency case audits (MACA) were undertaken in respect of Safeguarding Adult Review 019 'Jonathan'. Homelessness was undertaken at the end of 2021. [The findings and learning briefing can be found here \(published May 2022\)](#). The 2nd audit in February 2022 on Adult Risk Management is yet to be published at the time of writing. A learning briefing relating to a mental health MACA was published in July 2021.
- A single agency audit on Making Safeguarding Personal was held in November 2021. The audit evidenced good evidence of the adult's voice being captured, and there were very few complaints received regarding the cases audited. St Matthews Healthcare has a number of initiatives in place including a newsletter and a patient reference group. The audits showed persistence in obtaining consent and other relevant information.
- The Communication and Public Reporting Protocol, the Serious Incident and Safeguarding Process, and the Training Strategy were refreshed during the year. Work also began on updating the Information Sharing Protocol.

Safeguarding Adult Review Sub Group

- The composite action plan for SAR 008 was completed, and the plan for SAR 010 had one remaining action for Northamptonshire Children’s Trust in respect of IT system change implementation, which has taken longer much longer to implement than expected. All other agency actions were completed.
- Good progress was made in respect of the actions for SARs 016 and 019, but this had been hampered due to the Covid-19 pandemic and the wider work undertaken to support the development of a homelessness pathway.
- The action plan for SAR 020 was completed.
- There were two ongoing SARs: 021 and 022.
- There were six Safeguarding Adult Review referrals considered by the Sub Group between April 2021 and March 2022. See further details on Safeguarding Adult Reviews on pages 14 and 15.
- The group continued to review and prioritise SAR governance during the year to support decision-making.
- Progress was made on the local action plan in respect of the [National SAR Analysis](#).

Week of Learning – November 2021

- Historically, NSAB has held an Annual Conference in November. During this period, and due to the pandemic, the Learning and Development Sub Group offered a virtual NSAB Week of Learning to coincide with National Safeguarding Adults Week between 15th and 19th November 2021.
- Eleven learning opportunities were delivered and included: An introduction to NSAB; Modern Slavery; Raising a Safeguarding Concern (2 sessions held); ARM; Mental Health Integrated Response Hub; Cyber and Fraud Awareness; Homelessness - Duty to Refer; Experiences of caring during the Coronavirus pandemic; Voice for Victims and Witnesses service provision and how to refer in; and Legal Literacy.
- Colleagues were able to book onto the events via Eventbrite, with over 1100 registrations received, and 585 colleagues attending across the course of the week.
- The Week of Learning was promoted on @NorthantsSAB Twitter which generated 2,284 impressions.
- Partner agencies were asked to feedback where they shared the learning opportunities within their organisations. Responses included sharing via internal communications, emails, intranets, safeguarding bulletins and newsletters, and discussed at team meetings.
- Colleagues were asked to complete an evaluation form for each event they attended and in return, they received a certificate of attendance. 247 (42%) evaluation forms were received.
- The feedback was incredibly positive with 93% attendees stating they believed the sessions were informative and helpful to their role, and they would use the learning to support their practice. 85% colleagues also stated that they felt confident to share the learning from the events with their colleagues.



- Due to the event’s success, there are now plans to provide a second week of learning in June 2022 as the opportunity has a wider reach than an annual conference.
- Videos of the learning sessions are available on the NSAB YouTube channel and you can [access them via the NSAB website](#).

#ReportIt Campaign

- The Communication and Engagement Sub Group launched a wider #ReportIt Campaign in August 2021, building on the success of the virtual #ReportIt Campaign in July 2020.
- A number of materials were developed to raise awareness of how to raise a safeguarding concern across the county. There are plans to translate the information into other key languages used in the county.
- The campaign launch was supported by a press release, social media messaging and an interview with Global Heart Radio was also given.
- Over 10,000 Twitter impression were generated for this campaign. Examples of tweets shared by NSAB are shown below.



- Partner organisations supported the campaign roll-out by retweeting NSAB tweets, sharing their own messages on social media as well as sharing within their organisation via newsletters and intranets.
- The Community Safety Partnerships in North & West Northants supported the campaign roll-out by displaying vinyl banners and sharing promotional materials at events to help raise awareness.
- Here are some of images from the #Report It campaign shared across the county.



NSAB worked closely with its statutory partners; NHS Northamptonshire Clinical Commissioning Group (CCG), Northamptonshire County Council (NCC) and Northamptonshire Police. All statutory partners are represented on the Strategic Board, the Delivery Board and Sub Groups.

NHS Northamptonshire Clinical Commissioning Group

Achievements in 2021 - 2022

- We worked very closely with commissioning and primary care to ensure that the safeguarding assurance self-assessment is part of the GP contract, and therefore every practice will use this as an ongoing development tool.
- We continued to hold regular forums and training events for general practice safeguarding leads during the pandemic, and a specialist safeguarding coordinator for primary care was appointed to work alongside the Named GP's.
- We worked with the health providers and key partners in establishing a countywide Adult Risk Management Process (ARM) which is working well with several referrals and regular attendance.
- We have continued to work with colleagues across health and social care to scope and support the implementation and delivery of the Liberty Protection Safeguards.
- Progress was maintained at pace to support the transition towards an integrated care system.
- Health and other partners continued to implement actions relating to recent Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHRs).
- We continued to support NSAB by maintaining a presence at Board meetings and actively supporting Sub Groups to ensure NSAB was able to meet its annual strategic plan, and we worked closely with Northamptonshire Community Safety Partnerships.
- We supported a care home by re-deploying a whole team of colleagues to support patients to be discharged from hospital during the pandemic.
- Supporting the countywide Afghanistan Refugee Resettlement, quickly responding to the request to facilitate wrap-around care solutions which included primary care, maternity and mental health services, which were regarded by the Home Office as a platinum service.

Areas for development

- NHS Northamptonshire CCG will become NHS Northamptonshire Integrated Care Board (ICB) from 1st July 2022. The newly appointed Chief Nurse will be the Executive Lead for safeguarding. We will ensure that the transfer of safeguarding legal responsibilities and processes are in place within the ICB and support partners to understand the new commissioning landscape. This will also include safeguarding training so that ICB staff receive the necessary skills and support to identify and respond to safeguarding concerns.
- We will respond to the Liberty Protection Safeguards consultation and will continue to work with colleagues across health and social care to support the implementation and delivery of this legislation
- We will review and fully embed the local serious incident/safeguarding adult guidance to ensure there is an effective interface between safeguarding adult procedures and serious incident investigations undertaken in health services.
- Work with other partners to ensure that the identification and management of domestic abuse at both a strategic and operational level is considered across the health system.

North Northamptonshire Council – Adult Social Care

Achievements in 2021 - 2022

- The Target Operating Model (TOM) has been in place since October 2020 and continues to be embedded. During 21-22 a review and audit was undertaken to assess whether the anticipated outcomes for the people of North Northants had been achieved. The audit concluded that the TOM was satisfactory in relation to the control environment and compliance, and organisational impact was moderate. The audit and review highlighted the demand at the ‘front door’ and on the community teams, and their resilience to manage demand when faced with levels of absence and vacancies. Processes have since been strengthened, and a single approach to risk management for adults seeking support, including those waiting allocation has been implemented. This guidance has been recognised regionally and by the Department of Health & Social Care (DHSC) who wish to use our model as an example of best practice.
- The review highlighted that data and systems were a potential barrier to demonstrating performance and the original key performance indicators (KPIs) needed review. It also demonstrated positive examples of the impact of the 3 conversations model and strengths-based working, and the focus is on embedding this approach within other areas in adult services.
- In November 2020, ‘Eclipse’ replaced CareFirst and work is ongoing to ensure processes are reviewed.
- An independent audit into Safeguarding referrals, published in March 2022, identified areas for improvement and recommended the need for a single point of access to be implemented for responding to safeguarding concerns.
- Changes were made to the Quality Board following review. The reporting framework now enables all parts of the organisation to raise, report and respond to risk. A full review of the framework is due to be completed by the end of September.
- Monthly operational meetings were held with Safeguarding to share information and offer support, training and consistency to our providers, and bi-monthly provider forums were delivered face to face and via Microsoft Teams to maximum attendance. Regular provider newsletters were also completed.
- The teams moved to a place-based model of working to drive local area support and improvements.
- Several surveys were completed to aid information gathering from providers to ensure North Northants Council (NNC) can be responsive to supporting providers.
- A full review of the risk register was completed and a robust process embedded. The Safeguarding team contributed to the risk register which is presented at the Quality Board.
- A contracts officer visited all providers to seek assurance, and there have since been changes to the reporting structure, and work is ongoing with providers to identify the training, information, and advice they require.
- An annual schedule of visits was put in place for providers.
- An initial audit of training identified a gap in ARM training and improvements to the ARM toolkit.
- A working group was put in place to carry out the actions for SAR019.

Areas for development

- Continue to embed the Target Operating Model within North Northants.
- A project team will be set up in August to review Safeguarding processes across North ASC and implement the recommendations from the independent safeguarding review including a single point of access for responding to safeguarding referrals and a review of the Eclipse forms and processes for recording the response to Safeguarding.
- Continue to disseminate learning from Safeguarding Adult Reviews.
- Safeguarding awareness & information packs have been completed and will be distributed to all providers by Monday 22nd August 2022.
- The Notification of Concerns process will be reviewed with Safeguarding to enable swift responses to provider concerns.
- Principal Social Workers (PSWs) from the Provider Safeguarding Team have visited and presented at team meetings to raise awareness. Link roles remain with PSWs covering Primary Health care, Nursing homes, L/D services, Residential homes and home care.

North Northamptonshire Council – Adult Social Care

Areas for development continued...

- As part of the contract framework review, within Commissioning we will consult with providers to identify training gaps, advice and information sharing topics and platforms for engagement. Work is ongoing to establish a “training offer” to providers and provider consultation days that will be delivered through the team. Also, we are in the process of reviewing the current monitoring tools and required data to enhance the visit opportunity for people in services, embedding learning from SARs. A provider information portal is also being developed to offer communication, examples of outstanding work (such as a medication policy) and a signposting service to access local communities.
- Due to the disaggregation of the Learning and Development Service a meeting will be held to discuss changes to the current training programme to include providing training to external stakeholders.
- The two local authorities will continue to work together with Health colleagues as members of the Northamptonshire Responsible Bodies Group to plan for the Liberty Protection Safeguards. North Northants has a working group in place to ensure that the processes, training and resources required are in place. Initial training has been provided via iLearn and consideration is being given to staff who will require specific training.
- The DoLS Service was disaggregated between North and West Northamptonshire Councils on 1st April 2022. The DoLS service has an improvement plan in place including actions regarding recruitment, systems improvements, data cleansing and the utilisation of agency Best Interest Assessors (BIAs) and doctors to reduce the waiting list of people requiring an assessment. This will improve NNC’s ability to respond to and implement LPS.
- Following North Northants response to the Government’s consultation on the proposed LPS Code of Practice and Regulations, work will progress on governance, partnership working & external stakeholders, service design, training & workforce development, and Policy and Performance, to ensure readiness to implement the LPS.

Northamptonshire Police

Achievements in 2021 - 2022

Domestic Abuse

- DA now sits within the Violence Against Women & Girls (VAWG) portfolio, and under that banner this remains a matter of priority for Northamptonshire Police.
- In the last 12 months recorded domestic abuse (DA) has dropped by 7.2% within the County, and there are 6% fewer victims of DA crime in the same reporting period. This is at odds with the national trend which has seen increases in the amount of recorded DA. We believe that this position is as a result of our strong performance and our long term ethical crime recording position.
- The Force arrested 36% of DA perpetrators in the 12 months up to March 2022, this is significantly above the national average of 27.3% in the same period and may help to explain the current victim satisfaction rate which sits at of 90.7%. There have always been strong links between victim satisfaction and the early arrest of perpetrators and we believe the two figures are very much linked.
- Op Motto, our operation to place Independent Domestic Abuse Advisors (IDVA) in the Force Control room and also with patrol officers at times of peak demand is now embedded and improving the service we offer. The operation allows specialist advice from IDVA’s to assist control room staff prioritise incidents and provide immediate support to victims at first point of police contact.

Mental Health

- OP Alloy (Street Triage) continues to be a cornerstone of the partner response to mental health (MH) and has improved the interaction with, and the safeguarding of, those in crisis. The operation runs between 11:00-03:00 every day of the week and places mental health nurses and police officers together in patrol vehicles to provide the initial response to those in crisis.

Northamptonshire Police

Achievements in 2021 – 2022 continued...

Partnership Work

- The Office of the Police, Fire and Crime Commissioner (OPFCC) is funding the purchase of FLARE. Flare is a cutting edge interactive reporting application which is available free to the user through Apple Store and Google Play. It allows for the anonymous reporting of adverse experiences within the county such as:
 - Staring
 - Cat calling/wolf-whistling
 - Inappropriate gestures
 - Inappropriate comments/comments on physical appearance
 - Invading personal space
 - Up-skirting
 - Serious sexual assault and rape

The app will help improve local agencies' understanding of how and where people feel unsafe and will allow targeted action to remedy the concerns.

Areas for Development

- Northamptonshire Police are in the middle of a thorough review of our protecting vulnerable people department to ensure that we are providing the best possible outcomes to those that live within the county. Additional resources have already been placed into the Multi-agency Safeguarding Hub (MASH) as a result of this work and the review will concentrate on the police response to Domestic Abuse and Rape in the coming year.
- Operation Motto, the use of VOICE crisis IDVA's within the police control room continues at peak times to improve our initial response to DA. Consideration is currently being given to extending this service due to its success.
- Serious and Organised Crime (SOC) remains a 'Matter of Priority' for the force. A new Sex Worker Profile has been compiled and will be used to provide safeguard interventions to those who need them and to target offenders who exploit them for gain.
- Senior Officer audits of DA, Modern Slavery & Human Trafficking and SOC are planned for the upcoming year to ensure we improve our service to victims and pursuit of perpetrators.

West Northamptonshire Council – Adult Social Care

Achievements in 2021 - 2022

- The Adult Risk Management (ARM) oversight panel and revision of the data dashboard was embedded.
- Safeguarding practice guidance and thresholds were reviewed and implemented.
- Every safeguarding notification and PPN is now reviewed by the ASC duty team.
- Practice development sessions and listen and learn lunches in relation to safeguarding specific areas were undertaken regularly by the Principal Social Worker.
- Adult Social Care played an active role in multi-agency case audits (MACA's) and implemented the learning within WNC.
- West Northants Council Chair the Channel Panel.
- A number of cases were reviewed as part of the Person in Position of Trust (PIPOT) process.
- The Safeguarding and Assurance Service Manager and Principal Social Worker (PSW) worked with the Complaints Officer to ensure that learning from complaints was embedded across the People Directorate.
- Adult Social Care put in place ongoing learning and development from Safeguarding Adult Reviews (SARs).
- Successful work with housing colleagues took place during the winter to support people that were vulnerable and at multiple risk of becoming homeless.
- Development of strategic oversight of safeguarding data to inform areas of development with partner organisations.
- The PSW leads the Learning & Development Sub Group which has made significant progress in the last year.
- Regular assurance meetings were held with the NSAB Independent Scrutineer focused on NSAB key objectives.

West Northamptonshire Council – Adult Social Care

Areas for development

- Further development of the ARM Oversight Panel under the Chair of the local authority.
- Making Safeguarding Personal (MSP) – audits have identified a lack of recording of MSP on the social care system which gives a lower data percentage than actual activity. There are plans for an internal programme both in relation to recording of data and refresher training on MSP.
- Further development and embedding of the target operating model (phase 2).
- Development of an assurance framework that underpins internal practice and external market management. This includes the joint Quality Board with the Clinical Commissioning Group (CCG) and the Care Quality Commission (CQC), and the internal joint working of commissioning & quality and safeguarding, and the care home review team via a weekly forum to pro-actively manage quality in the market.
- Change of the Principal Social Worker (PSW) role to focus on practice development and assurance to include proposals for roles to be created to support this.
- The Principal Social Worker will continue to Chair the NSAB Learning and Development Sub Group.
- WNC will continue to disseminate learning from Safeguarding Adult Reviews once published.
- Preparation for the introduction of Liberty Protection Safeguards (LPS) is ongoing. A proactive working group across both councils is in place and will start to formalise the plan for LPS in Northants once the code of conduct is released for consultation.
- Work in conjunction with the NSAB Independent Scrutineer in relation to assurance activity on behalf of the NSAB.

All statutory partners provided dedicated officers to support the work of NSAB at Strategic and Delivery Boards, and at Sub Groups and various Task & Finish Groups.

Statutory agencies will be asked to provide assurance to NSAB that the areas for development were achieved in next year's annual report.



Safeguarding Adult Reviews (SARs)

The Safeguarding Adults Board (SAB) must arrange a SAR when an adult in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult. The SAB must also arrange a SAR if the same circumstances apply where an adult is still alive but has experienced serious neglect or abuse.

Criteria for a Safeguarding Adult Review

1. A SAB must arrange for there to be a review of a case involving an adult in its area with needs for care and support (whether or not the local authority has been meeting any of those needs); if –
 - (a) There is reasonable cause for concern about how the SAB, members of it or other persons with relevant functions worked together to safeguard the adult; and
 - (b) Condition 1 or 2 is met.
2. Condition 1 is met if:
 - (a) The adult has died; and
 - (b) The SAB knows or suspects that the death resulted from abuse or neglect (whether or not it knew about or suspected the abuse or neglect before the adult died).
3. Condition 2 is met if:
 - (a) The adult is still alive; and
 - (b) The SAB knows or suspects that the adult has experienced serious abuse or neglect.
4. A SAB may arrange for there to be a review of any other case involving an adult in its area with needs for care and support (whether or not the local authority has been meeting any of those needs).
5. Each member of the SAB must co-operate in and contribute to the carrying out of a review under this section with a view to:
 - (a) Identifying the lessons to be learnt from the adult's case; and
 - (b) Applying those lessons to future cases.

The Safeguarding Adult Review (SAR) Sub Group has responsibility for considering SAR referrals, and for managing the SAR process. The group has strong links with other NSAB Sub Groups to ensure that the monitoring and communication of SARs and other type of reviews are undertaken, and that learning is embedded. The Chair of the Sub Group has responsibility for keeping NSAB updated on the progress of SARs.

For the period 1st April 2021 to 31st March 2022, six referrals were received for consideration of a SAR. The table below shows SAR activity for the year.

Ref	Reason for Referral - Summary	Approved by Statutory Partners	Published
020	Male - suicide out of county	August 2020	July 2021
021	Serious neglect reported at a care home	June 2020	Ongoing
022	Male - suicide	July 2021	Ongoing
023	Female - mild learning disability and physical health issues - <i>Did not meet criteria</i>	Multi-agency case audit	Awaited
024	Female - self-neglect	March 2022	Ongoing
026	Male - homelessness	Awaited	-

SAR 020 'William'

Whilst this SAR was covered in last year's report, we have included again as published in July 2021.

The SAR relates to the sad circumstances of 'William' who died through suicide in 2018. SAR Sub Group members and the NSAB Independent Chair initially agreed that the criteria for a SAR was met. However, from the information gathered by agencies in Northamptonshire and out of county, it became apparent that the case did not meet the criteria for a SAR, but there was important learning that could be disseminated and a table top exercise was undertaken by the Independent Author.

Key points of learning for Northamptonshire:

- Referrals to Primary Care Liaison should be responded to within the standard two working days.
- Primary Care Liaison should not expect an IAPT worker to risk assess patients.
- Assumptions should not be made by Primary Care Liaison that assessments have already been made without being verified.

Key points of learning for Bournemouth, Christchurch and Poole:

- Poole Emergency Department (ED) staff should ensure that key information regarding suicidal thinking is communicated to police when the Criminal Justice Liaison Service (CJLS) are expected to undertake a clinical assessment.
- CJLS practice at that time was not to interrogate Systm1 electronic records. Had Systm1 been viewed and information gathered from the family, this is likely to have provided a very different picture of the risk.

Published reports, learning briefings and composite action plans

Published reports and learning briefings for all Safeguarding Adult Reviews [can be found on the NSAB website](#).

Agency recommendations for the three reviews were collated into composite action plans. All actions are monitored by the Quality & Performance Sub Group and reviewed by the Safeguarding Adults Review Sub Group. NSAB will evaluate changes to policy and practice and the embedding of the learning within agencies through until completion.



National SAR Analysis

The first national analysis of Safeguarding Adult Reviews (SARs) in England was funded by the Care and Health Improvement Programme, supported by the Local Government Association (LGA) and the Association of Directors of Adult Social Services (ADASS). Its purpose was to identify priorities for sector-led improvement. You can find the report on the [LGA website here](#). The SAR Sub Group have a detailed action plan to address the learning for Safeguarding Adult Boards.



2,533 concerns raised

1,959
remained Alerts

574
became Enquiries

86% (479) of enquiries had Provider as the 'Source of Risk'



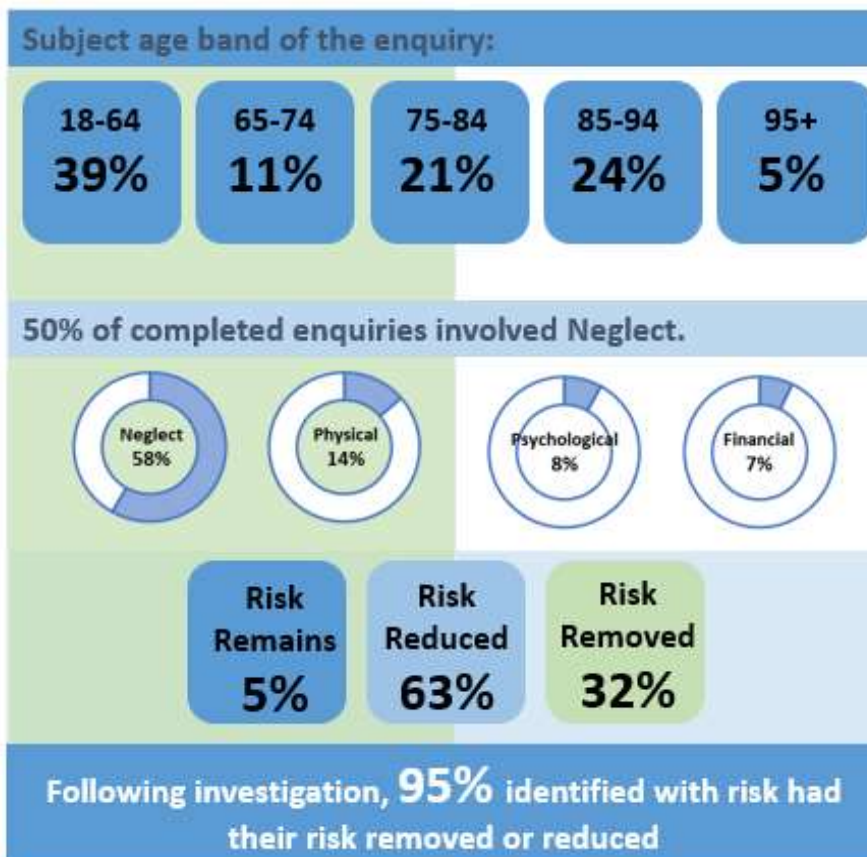
Other options- Known to Individual 13% and unknown to Individual 1%

42%
Male

58%
Female

The enquiry subject was frequently of the female gender

*Adult population based on first draft census data ages 15+.



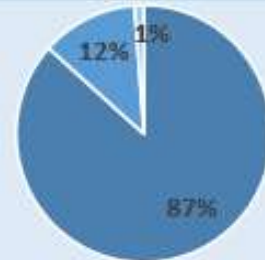


3,941 concerns raised

2,389
remained Alerts

1,552
became Enquiries

87% (1338) of enquiries had Provider as the 'Source of Risk'



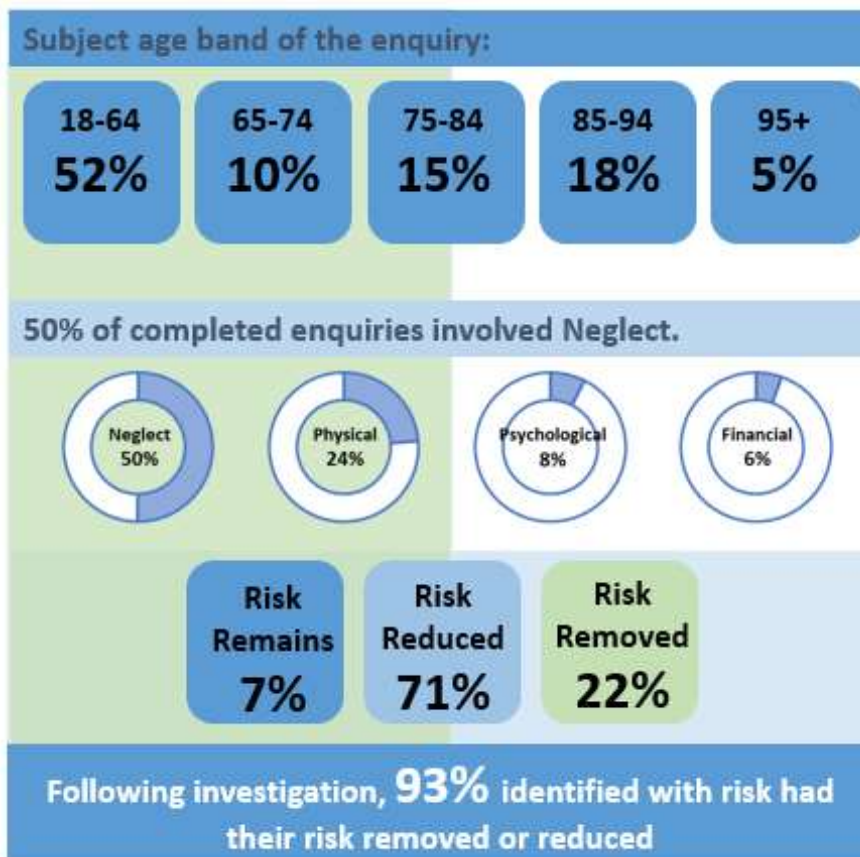
Other options- Known to Individual 12% and unknown to Individual 1%

46%
Male

54%
Female

The enquiry subject was frequently of the female gender

*Adult population based on first draft census data ages 15+.



Strategic Plan 2021-23 – Progress

The Strategic Plan 2021-23 was built on the previous plan 2018-20 and is structured according to NSAB's vision, the six key principles (as set out by the government in the Care Act 2014 statutory guidance), local and national priorities.

Board priorities for 2021-23:

1. Making Safeguarding Personal
2. Prevention
3. Quality

NSAB themes for 2021-23:

1. Raising Awareness of NSAB and Safeguarding
2. Learning from Safeguarding Adult Reviews
3. Understanding the Impact of Covid-19
4. The Difference NSAB Makes
5. Homelessness

The Board also received 6-monthly updates from Public Health Northamptonshire and Northamptonshire Police in respect of the themes in the previous version of the Strategic Plan - suicide, domestic abuse, and serious organised crime.

Priority 1 - Making Safeguarding Personal

- a. Work together as a Board to provide local leadership on safeguarding adults to ensure people are safe, particularly during the period of transition from the County Council to the new Unitary Authorities. ✓ **Achieved**
- b. Continuously learn and develop as the NSAB to ensure the Board's key priorities and objectives are delivered by the partnership. ✓ **Achieved**
- c. Ensure appropriate membership is at the right level for Board and Sub Groups and engagement is appropriate to drive business. ✓ **Achieved**
- d. Ensure users and carers are supported in their role in keeping people safe, and they help to evaluate the effectiveness of safeguarding adults within Northamptonshire. ✓ **Ongoing activity**

Priority 2 - Prevention

- a. Enable and support local communities to play their role in keeping people safe by improving communication to raise awareness of key safeguarding messages. ✓ **Achieved**
- b. Ensure learning from national and local multi-agency reviews and reports are shared and implemented locally. ✓ **Achieved**
- c. Ensure learning and development opportunities are available to the voluntary sector. ✓ **Achieved**

Priority 3 - Quality

- a. Ensure statutory responsibilities for a safe and legal transfer to the new Unitary Authorities is in place, and that customers are not adversely affected by the change. ✓ **Achieved**
- b. Mitigate risks flagged on the NSAB Risk Register. ✓ **Achieved**
- e. Ensure effective analysis and response to partnership data. ✓ **Ongoing activity**
- c. Ensure Board have oversight of partners' use of resources to meet the demands to meet quality standards. ✓ **Achieved**
- d. Ensure NSAB multi-agency policies and procedures are reviewed in a timely manner. ✓ **Achieved**

Income and Expenditure 2021-22

Statutory partners contribute financially to NSAB's operating expenditure as well as providing 'in kind' resources such as meeting venues and their officers' valuable time and expertise

Partnership Income

Statutory Partner	2021-22 £
NHS Northamptonshire Clinical Commissioning Group *	30,535
North Northamptonshire Council	37,500
Northamptonshire Police *	30,535
West Northamptonshire Council	37,500
Carry forward from 2020-21 for CCG and Police	13,930
Covid fund	10,620
Total Income	160,620

*Towards the end of financial year 2020-21, an additional contribution was requested from the three statutory partners of £4,155. NHS Northamptonshire Clinical Commissioning Group (CCG) and Northamptonshire Police made an additional financial contribution, but Northamptonshire County Council (NCC) did not adjust their base budget from £30,624. As a result, NCC overspent by £1,385 but the CCG and the Police underspent by £6,965 each. At the end of the year, there was a small carry forward of £13,930 that the CCG and Police agreed to off-set against their contribution for 2021-22.

Partnership Expenditure

Statutory Partner	2021-22 £
Staffing	83,057
Independent Chair	18,076
Safeguarding Adult Reviews (SAR)	10,127
Marketing and print - #ReportIt campaign	734
Week of Learning	804
Office costs	207
SAR legal fees	7,075
Total Expenditure	120,080


Northamptonshire
Safeguarding Adults Board



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