

# Public Document Pack



**Meeting:** Executive

**Date:** Thursday 13th October, 2022


**Time:** 10.00 am

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

To members of the Executive

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

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<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p><b>Proper Officer</b> <b>Wednesday 5<sup>th</sup> October 2022</b></p>			

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ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	Members of the Public who live or work in the North Northamptonshire council area may make statements in relation to reports on the public part of this agenda. A request to address the Executive must be received 2 clear working days prior to the meeting at <a href="mailto:democraticservices@northnorthants.gov.uk">democraticservices@northnorthants.gov.uk</a> Each Member of the Public has a maximum of 3 minutes to address the committee.	5.00pm Monday 10 <sup>th</sup> October 2022
Member Agenda Statements	Other Members may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The Member has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Member Statements.	5.00pm Monday 10 <sup>th</sup> October 2022

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## **Minutes of a meeting of the Executive**

At 10.00 am on Thursday 15th September, 2022 in the Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

### **Present:-**

#### Members

Councillor Jason Smithers (Leader of the Council) (Chair)	Councillor Helen Howell (Deputy Leader of the Council)
Councillor Matt Binley	Councillor Helen Harrison
Councillor David Brackenbury	Councillor David Howes
Councillor Lloyd Bunday	Councillor Harriet Pentland

### **279 Apologies for Absence - 15th September 2022**

Apologies for absence were received from Cllrs Scott Edwards and Graham Lawman.

### **280 Move to Adjourn the Meeting - 15th September 2022**

The Chair, Cllr Jason Smithers spoke to offer his condolences in respect of the passing of Her Majesty the Queen and offered thoughts and prayers to King Charles and the Royal Family at this difficult time.

Members and officers were then invited to stand to observe a minute's silence as a mark of respect.

In line with official mourning protocols, the Chair sought approval to adjourn the meeting and the remaining business on the agenda to reconvene at the same venue at 10.00am on Tuesday 27<sup>th</sup> September 2022.

It was proposed by Cllr Helen Howell and seconded by Councillor David Brackenbury, before it was

**RESOLVED:** That the meeting of Executive be adjourned to 10.00am on Tuesday 27<sup>th</sup> September 2022

## Minutes of a meeting of the Executive reconvened from 15<sup>th</sup> September 2022

At 10.00 am on Tuesday 27<sup>th</sup> September, 2022 in the Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

### Present:-

#### Members

Councillor Jason Smithers (Leader of the Council) (Chair)	Councillor Helen Howell (Deputy Leader of the Council)
Councillor Matt Binley	Councillor Harriet Pentland
Councillor David Brackenbury	Councillor Graham Lawman
Councillor David Howes	

Also in attendance – Councillors, John McGhee, Jean Addison, Mike Tebbutt, Jonathan Ekins, Wendy Brackenbury, David Jenney, Martin Griffiths and William Colquhoun

### 281 Apologies for absence

Apologies for absence were received on behalf of Cllrs Lloyd Bunday, Scott Edwards and Helen Harrison.

### 282 Minutes of the Meeting Held on 25<sup>th</sup> August 2022

**RESOLVED** that: The Executive agreed the minutes of the meeting held on 25<sup>th</sup> August 2022 as a true and accurate record of the meeting.

### 283 Members' Declarations of Interest

No declarations were received.

### 284 Notifications of requests to address the meeting

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

Agenda Item	Speaker
Item 6 – Garden Waste - Future Service Provision	Cllr Martin Griffiths, Cllr John McGhee, Cllr Jean Addison, Martyn Reuby (Corby TC), Lee Forster
Item 7 – Hackney Carriage Fare Tariffs	Martyn Reuby, Neil Rielly, Ian Robb, Tam McGuirn, Rob McArther, Cllr John McGhee
Item 8 – Cannock Road Housing Development	Cllr Jean Addison

Item 10 – Family Hubs	Cllr Jean Addison, Cllr John McGhee, Phil Bromhall, Anthony Lee, Stuart Foster
Item 11 – Fuel Procurement for Council Fleet	Lee Forster
Item 14 – Waste Management 3 Year Plan	Lee Forster
Item 19 – Knuston Hall - EXEMPT	Cllr Jon-Paul Carr

## 285 Performance Indicator Report 2022/23 (Period 4 - July 2022)

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

The Chair reported that 60% of performance indicators were currently on target or overperforming, with 15% within 5% of their respective targets. A total of 25% of indicators were underperforming and outside the 5% tolerance.

The Chair highlighted a total of 14 underperforming indicators and noted that the recently introduced Corporate Plan indicators had been improved to better indicate improvement or deterioration to ongoing trends. Comments sections within the report had also been improved to provide additional clarity regarding actions taken to address performance issues.

The meeting received a number of highlights from Period 4, noting service levels in Customer Services for July, the number of road defects repaired and the volume of safeguarding concerns received. Members noted that staffing data provided as part of the report was continuing to be refined and improved.

Cllr Brackenbury spoke to highlight the performance of the Planning Department, noting improved trends within performance. In addition, the work of the Housing Department in significantly reducing the number of outstanding applications on the Keyways Housing Register was commended, with thanks offered to Cllr Matt Binley for driving this work.

### **RESOLVED**

That the Executive:

- a) Noted the performance of the Council as measured by the available indicators at Period 4, 2022/23 as set out in the appendices to this report.
- b) Noted the progress being made in the development of the Council's approach to performance management.

Reason for Recommendations – to better understand the Council's performance as measured by performance indicators as at Period 4, 2022/23.

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

## **286 Garden Waste: Future Service Provision**

The Chair, Cllr Jason Smithers welcomed Cllr Martin Griffiths to the meeting to address the Executive. Cllr Griffiths spoke to reference the current performance of bin collections in the Wellingborough area and that the introduction of any charge for green waste collections given the current cost-of-living crisis was an error, especially as the vast majority of public consultation responses were against it. Cllr Griffiths concluded by noting that the introduction of a charge would set a dangerous precedent when tackling other levelling-up issues and requested that the issue be put to Full Council for decision.

Cllr John McGhee was then invited to address the meeting. Cllr McGhee stated that the service should be funded from general taxation and considered the imposition of a charge for the green waste service to be a stealth tax. He noted that harmonisation had to occur, but this did not require a charge to be levied across the board as residents had clearly stated that they did not wish to see the introduction of a charge in this regard.

The Chair then invited Cllr Jean Addison to speak on the item. Cllr Addison noted that the public consultation had been well supported, with the vast majority of respondents stating there should be no charge for the green waste service. Cllr Addison stated that a charge for all was not harmonisation, rather levelling-up in reverse and that the will of the people should be listened to.

Cllr Martyn Reuby, Chair of Corby Town Council was invited to address the meeting. Cllr Reuby felt that the proposal to level a charge for the service was regressive, unworkable, and impacted those who could not afford the additional cost, with Corby Town Council opposing the scheme in the strongest possible terms. Residents would not sign up to the scheme and there would be an issue of contaminated black bins. The Executive was requested to take onboard the outcome of the public consultation and not approve the scheme.

Mr Lee Forster then addressed the Executive and queried how the proposed scheme met with the Council’s ambition to have climate and environmental considerations as the golden thread running through its activities, stating that implementation of the charge would be an environmental disaster as residents chose other ways to dispose of their green waste by burning it or hiding it in general waste bins. Mr Forster noted that the Council needed to educate residents on the benefits of composting and provide them with the tools to do so, concluding that introducing a service charge was not the right thing to do in the current financial climate.

The Chair thanked the speakers for attending the meeting before inviting Cllr Graham Lawman, Executive Member for Highways Travel and Assets to introduce a report that asked Executive to consider the future of the garden waste service for North Northamptonshire and to make a decision as to how this would be funded based on a number of service models outlined in the report, together with the associated financial implications.



Cllr Lawman also thanked the speakers for their contributions as well as all those who had taken part in the public consultation process between March and April 2022 and officers involved in the formulation of the proposals before members.

Cllr Lawman noted the need for harmonisation of the garden waste service, especially in regard to bringing the former East Northamptonshire area into line with the remaining Council areas, residents in this area currently paying a £55 annual subscription charge. There was the possibility of legal challenge should this situation not be addressed.

It was heard that aside from the public consultation process, both the Service Delivery, Performance and Customers Executive Advisory Panel and the Finance and Resources Scrutiny Committee (with Scrutiny Commission members invited) had considered the proposals, with the response of Scrutiny circulated to Executive in advance of the meeting.

Cllr Lawman noted that as a result of the adjournment of the meeting of Executive on 15<sup>th</sup> September, two minor amendments were required to start dates (from 1<sup>st</sup> November 2022 to 1<sup>st</sup> December 2022) relating to an amendment in subscription costs for East Northamptonshire residents and a rebate of £20 per bin per year for all existing garden waste customers in East Northamptonshire who renewed their subscription.

The meeting heard that green waste collections were not a statutory service and currently incurred an annual cost to the Council of £2.695m. The unfairness of the system inherited from legacy authorities was noted, aside from East Northamptonshire's subscription costs, residents who did not have gardens or generate green waste were expected to contribute fully to the cost of the service through general taxation.

Cllr Lawman referenced the outcomes of the public consultation noting that the vast majority of respondents wished to see the service harmonised across the Council area, acknowledging the desire for the service to remain universal through general taxation.

The meeting was advised that given the need for the Council to make significant financial savings in the forthcoming year in line with its Medium-Term Financial Plan, it was recommended that a 12-month service be funded through subscription charges. It was noted that it was likely that such a service model would have been considered even if the former East Northamptonshire area was not being charged a subscription. Over 80% of local authorities nationally charged for green waste collection services and it was stressed that even with the implementation of a subscription service, the Council would still face a significant financial pressure as the subscription charge would not fully fund the cost of operation. The Council would continue to cover the remaining cost of operation through general taxation and Council funding.

Brief details were provided as to how subscriber's bins would be identified should a subscription service be approved, with alternative options to bin collections detailed, including an enhancement to the current subsidised home composting container scheme to promote more home composting as an environmentally sustainable option and to support residents who do not wish to subscribe to the garden waste service. An initial total of 1000 composting bins would be available at a cost of £5 plus delivery to residents. In addition, properties which were not suitable for wheeled bins could

access the collection service by way of a compostable sack which could be presented in the same way as the wheeled bin available through an ad hoc pre-pay solution costing £16.50 for 10 x 75 litre sacks.

Cllr Lawman concluded by recommending Executive adopt Option C as detailed in the report, a 12-month subscription-based service to start with effect from 1<sup>st</sup> April 2023 with the annual subscription charge set at £40/bin/year (for the first bin) and £16.50 for the ad hoc sack collection service. Additional bins would be charged on a full cost recovery basis.

The Chair invited the Chair of the Scrutiny Committee, Cllr Wendy Brackenbury to address the meeting. Cllr Brackenbury stated that at the meeting of the Finance and Resources Scrutiny Committee on 16<sup>th</sup> August, to which members of the Scrutiny Commission had been invited, all members had requested to see a harmonised green waste collection service, with the majority believing this should be provided from general taxation. It was noted, however, that a number of attendees were concerned that continuing the service without a subscription charge would negatively impact the Council's budget and Medium-Term Financial Plan.

The Chair reiterated for clarity that the Council would not be making a profit from the subscription service, if approved, a deficit would remain to be picked up by general taxation.

Members of the Executive then spoke in relation to the proposals. All members noted the difficulty of the decision, acknowledging that in the current financial climate a subscription service was not an imposition that the Council wished to make on its residents, however, there was a responsibility not to run the Council into fiscal difficulties.

Furthermore, there was a view to promote home composting as the most environmentally sound use for green waste and this accorded with the environmental commitments of the Council.

Cllr Matthew Binley stated that he had taken part in the public consultation. To ensure transparency, members of the Executive were asked to indicate who had also taken part in the consultation as set out below. Members confirmed that they were approaching the decision with an open mind, voting on the decision based on the debate detailed above:

- Cllr Matthew Binley
- Cllr David Howes
- Cllr Graham Lawman
- Cllr Helen Howell

## **RESOLVED**

### **KEY DECISION**

That the Executive:

- a) Agreed to harmonise the garden waste collection service across North Northamptonshire;

- b) Recover some of the costs of providing the service only from those who use it by charging a subscription fee for a service operating 12 months of the year (option C as set out in the report).
- c) Agreed that, from 1<sup>st</sup> April 2023, for North Northamptonshire, the annual subscription charge will be set at £40/bin/year (for the first bin) and £16.50 for the ad hoc sack collection service. Additional bins will be charged on a full cost recovery basis.
- d) Agreed to change the current subscription charge of £55/bin/year in East Northamptonshire to £40/bin/year (for the first bin) for all residents in East Northamptonshire from 1<sup>st</sup> December 2022. Additional bins will be charged on a full cost recovery basis.
- e) Agreed to apply a rebate of £20/bin/year for all existing garden waste customers in East Northamptonshire who renew their subscription (and only on their next renewal) after 1<sup>st</sup> December 2022, for a period of 12 months only,
- f) Agreed to provide subsidised home composting bins, as set out in the report, to promote home composting as an environmentally sustainable alternative to kerbside collections of garden waste.
- g) Delegated authority to the Executive Member for Highways, Travel and Assets in consultation with the Executive Director of Place and Economy to take any further decisions and / or actions required to conclude this process and implement any approved service updates. This will include, but not be limited to:
  - i. finalising the Terms and Conditions of the service;
  - ii. approving the updates to the Council's Waste and Recycling Policy in relation to any changes to the garden waste service.

Reasons for Recommendations:

- The recommended option will harmonise the garden waste service across all North Northamptonshire which will ensure parity across North Northamptonshire
- Option C makes a contribution to the overall financial stability of the Council and to its Medium Term Financial Plan (MTFP). It reduces the need to use budgets allocated for other services to fund a garden waste service.
- The recommended course of action will reduce the Council's carbon footprint by reducing the number of Heavy Goods Vehicles used for service delivery, assuming participation is at 40%.
- Current staffing issues, which have been experienced by many local authorities across the country, have reduced the reliability of the garden waste service for

some residents, particularly in the Wellingborough area. Reducing the number of crews required to deliver the service reduces the number of staff members required and thus reduces the risk of disruption caused by staff vacancies and absences.

- A subscription service provides residents who need to dispose of garden waste with the choice of whether they wish to use, and pay towards, an opt-in service or whether they wish to use another legitimate disposal route, such as home composting or visiting the Council's Household Waste and Recycling Centres (HWRCs). The tax contribution from those who do not need the service, such as those without a garden, would be reduced considerably by covering most of the operating costs through the subscription charge. This is considered a more equitable method to fund this optional service.
- The option to use the compostable sacks service provides residents with the choice to have their garden waste collected on an ad hoc basis for a lower price. This seeks to provide an alternative for those with smaller gardens or who are not in a position to subscribe for the 12-month, fortnightly service.
- Home composting is an environmentally sustainable alternative to kerbside collection of garden waste, which the Council wishes to encourage and promote. The subsidised offer for home composting bins seeks to encourage this environmental practice.
- The rebate of £20/bin/year for existing garden waste customers in East Northamptonshire who renew after 1<sup>st</sup> December 2022 acknowledges the disparity that has existed since Vesting Day in the way in which the garden waste service is funded. It also seeks to retain their custom during the period of transition to the new service.
- The charge for the first bin has been set below the cost recovery threshold in an effort to make it more affordable for residents, particularly in light of the current cost of living pressures. For additional bins, it is not considered appropriate that the cost of providing these bins is met from general taxation and therefore they will be charged on a full cost recovery basis.

Alternative Options Considered – to fully inform the decision on the future of the garden waste service in North Northamptonshire, an analysis of service delivery options has been conducted by an officer working group to identify impacts and benefits for each of the alternative options.

The option to retain the service under the current legacy arrangements was considered, which would continue the situation with different areas receiving different services. The Council had received significant feedback from residents living in the area of East Northamptonshire, who were only able to access the subscription service, whilst other residents in North Northamptonshire had access to a service which did not require a subscription payment. Residents expressed their expectation that parity for chargeable services was one early benefit to them of the recent

formation of the new Council. Delaying the harmonisation of the service across North Northamptonshire would not resolve the concerns raised by residents in the area of East Northamptonshire and has therefore been dismissed.

Providing a universal service funded by general taxation has been considered and forms part of the analysis later in this report. It has been rejected on the basis that it does not support the Council's MTFP and requires all taxpayers to contribute towards its operating costs, even if they do not require or use the service. Delaying the implementation of a subscription-based service beyond the recommended date would delay the financial contributions to the MTFP, which are required as a contribution towards balancing the Council's budget in 2023/24 and beyond.

It would be possible to continue charging residents in East Northamptonshire £55/bin/year until 1<sup>st</sup> April 2023 and offer no rebate. This option has been discounted as it further exacerbates the disparity in the current garden waste services operating across North Northamptonshire and would likely lead to existing customers delaying their renewal until 1<sup>st</sup> April 2023, which could have further operational and financial implications for the Council. The disparity between those residents located in East Northamptonshire and other North Northamptonshire residents exists due to local government reform. The Council notes that East Northamptonshire residents have paid for a service that other residents have not and therefore to address this unfairness, the rebate of £20 seeks to reduce this disparity. The £20 has been determined by the new subscription rate of £40 less the current rate of £55 plus a small financial sum to acknowledge the disparity.

The subscription charge could be set at various levels to reflect the Council's approach to funding the service. A higher subscription rate would reduce the financial burden on the Council and require individual residents to pay more for the service if they choose to subscribe. The recommended level of subscription charge reflects the Council's objective to recover most of the operating costs from those who use the service whilst being mindful of the current economic conditions putting pressure on households.

Delivering the service via a third-party commercial operator has been considered, but rejected, as it does not align with the Council's current delivery model, whereby waste services are delivered by in-house teams in three of the four operational areas.

It would be possible to reduce garden waste collections to a monthly service. This option has been discounted for operational reasons and because it would be unpopular with residents given recycling and general waste are both collected once a fortnight. A garden waste bin left for 4 weeks becomes compacted, begins to rot (and smell) and produces liquid. This leads to bins that are very heavy and often overweight, which either become unsafe to manoeuvre (for residents and employees), or they break when lifted on the vehicle. The consultation indicated that 10% of properties expect to need two bins under a fortnightly collection service. This is expected to rise significantly with a 4-weekly service. Not all properties will have space for an additional garden waste bin and there is an additional capital cost in providing additional bins to those that request them.

## 287 Hackney Carriage Fares Tariff

The Chair invited Cllr Martyn Reuby to address the meeting. Cllr Reuby noted his regular contact with Corby Hackney Carriage Association and the concerns raised regarding proposed increases to fares and the potential for these to be unaffordable for residents. Cllr Reuby noted that Corby as a town was more reliant on taxis than other areas in North Northamptonshire and may not benefit from harmonisation of fares in this regard. An increase in fares had the potential to decimate the taxi industry locally and leave the Council unable to operate certain statutory services.

Ian Robb was then provided with the opportunity to speak. Mr Robb requested that the harmonisation of fares proposal be rejected as it imposed an increase on the people of Corby in a price-sensitive industry. Mr Robb stated that a petition totalling 1300 signatories had been gathered against the fare increase and that the proposed increase went against the Department of Transport best practice guidance and would disenfranchise taxi drivers.

Tam McGuirn then addressed the meeting and stated harmonisation of fares would cause unfair harm to the people of Corby and enquired how fare charging would be monitored given current enforcement staffing levels. He concluded by stating that a rise in fares would result in unlicensed taxi operation.

Neil Rielly was provided with the opportunity to speak to the Executive and stated that the recommendations before members indicated a lack of knowledge and understanding of the taxi industry which would result in taxi owners being forced to leave the trade and leave customers confused as to pricing. He considered that harmonisation would benefit nobody except the Council.

Cllr John McGhee then addressed the Executive and noted the case of an individual who would see monthly taxi costs rise significantly as a result of the proposals, with harmonisation impacting a great many other people at a time of severe financial crisis.

The final speaker was Roy McArther who stated that on-street negotiation of fares was not good practice, and that harmonisation would damage Hackney Carriage operators to the benefit of the private hire trade that was not subject to the recommendations. He concluded by stating that elderly and vulnerable customers would not be able to afford increased prices and requested harmonisation take place gradually over a three-year period.

The Chair thanked the speakers for their comments before asking Cllr David Brackenbury, Executive Member for Growth and Regeneration to introduce a report that provided information regarding requests received from Hackney Carriage proprietors to implement fare increases for Hackney Carriage journeys and requested that Executive consider the requested fare increases and decide whether these should be accepted, and if so, whether in whole or in part, noting that any revised Fares Tariff recommended were the maximum amount that could be charged, with Hackney Carriage proprietors being at liberty to charge a lower fare.

Cllr Brackenbury thanked the speakers for their input as well as officers, members of the taxi trade and members of the public who had engaged with the formal consultation process.

It was considered to be important that fares were harmonised across North Northamptonshire to provide clarity for residents wherever they engaged a Hackney Carriage in the area. It was also recognised that a request for a fair fare increase reflected an increase to motoring costs and the cost of living.

It was further considered that Option Two as set out fully in Appendix F to the report would be the fairest solution for the trade and its customers, officers having taken onboard feedback to amend the proposed 50% night-time uplift timing from 6am to 5am.

Cllr Brackenbury stated that the Council did not wish to price any operator out of the market and suggested that as the Hackney Carriage trade was well-organised in Corby that operators come together and set their own maximum fare rate, provided it was less than the maximum recommended by the report.

Cllr Brackenbury concluded by noting that this was a difficult decision and had formed a very complex piece of work, but that the proposal before members could be of benefit by providing a justifiable uplift in fares in the face of an increased cost of motoring and living.

Cllr Graham Lawman spoke and noted that drivers in Wellingborough had not had an increase in fares since 2011 and the work that had gone into the report was to be welcomed.

Cllr Binley echoed the suggestion of Cllr Brackenbury that Corby-based operators agree as a whole to set their own maximum fare below that proposed in the report.

The Chair then invited the Chair of the Licensing and Appeals Committee, Cllr Jonathan Ekins to address the meeting. Cllr Ekins noted that it was understood that setting tariffs for the Hackney Carriage trade was a difficult decision in light of the current financial climate. Cllr Ekins reiterated the point that the recommendations before the Executive were the maximum fare that could be charged and there was nothing to prevent operators coming together to charge a lower fare if they wished to do so. Harmonisation of fares across the whole of the North Northamptonshire area would allow operators or drivers the equal opportunity to work wherever they wanted within the area without financial penalty.

## **RESOLVED**

### **KEY DECISION**

That the Executive;

- a) Approve an increase in fares in the Corby zone based upon the harmonised fare tariff detailed as option two in **Appendix F** to the report
- b) Approve an increase in fares in the East zone based upon the harmonised fare tariff detailed as option two in **Appendix F** to the report
- c) Approve an increase in fares in the Kettering zone based upon the harmonised fare tariff detailed as option two in **Appendix F** to the report

- d) Approve an increase in fares in the Wellingborough zone based upon the harmonised fare tariff detailed as option two in **Appendix F** to the report
- e) Refuse the automatic increases proposed every second and fourth year by the Wellingborough Hackney Carriage Association (WHCA)

Reason for Recommendation: The trade have made representation that an increase in fares is required to ensure that the increased costs of running the service are covered. Alignment of fares is considered to be important, so that all residents within North Northamptonshire will be subject to the same maximum fare, regardless of where they reside or work.

Alternative Options Considered: The alternative options which were also considered by the Licensing and Appeals Committee are;

- a) Corby Zone;
  - i) To recommend the approval of the Corby Hackney Owners Association (CHOA) proposed increase in fare tariff
  - ii) To recommend a different increase in fares
  - iii) Refuse any increase
- b) East Zone
  - i) To recommend a different increase in fares
  - ii) Refuse any increase
- c) Kettering Zone
  - i) To recommend the approval of the Central Taxis/Trade Proposal/Kettering Hackney proprietors proposed increase
  - ii) To recommend the approval of the Kings Kabs proposed increase
  - iii) To recommend the approval of the Burton Cabs/ Easy Cab/Kettering Hackney proprietors proposed increase
  - iv) To recommend a different increase in fares
  - v) Refuse any increase
- d) Wellingborough Zone
  - i) To recommend the approval of the WHCA proposed increase
  - ii) To recommend a different increase in fares
  - iii) Refuse any increase

## **288 Cannock Road Housing Development- Budget Amendment and Procurement Strategy**

The Chair invited Cllr Jean Addison to address the Executive. Cllr Addison spoke briefly to enquire as to when development on the stalled Cannock Road Housing Development would recommence.

The Chair then asked Cllr Matthew Binley, the Executive Member for Housing, Communities and Levelling Up to introduce a report which sought approval to amend the project budget for the Cannock Road, Corby housing development following a full review of the project, cost plan and risk register. The report also sought approval to procure a principal contractor via an open tender process as well as to delegate



authority to the Executive Member for Housing, Communities and Levelling-up, in consultation with the Executive Director for Adults Communities and Wellbeing, to take any further decisions/actions to deliver the project.

Cllr Binley stated that the Cannock Road housing development was a scheme to convert a vacant commercial building into five new council homes in Corby specially designed to be accessible for disabled people, including a three bed home specifically designed for a family in need to be owned, managed, and maintained by the Council as part of its portfolio of Housing Revenue Account properties. The capital costs of the project would be covered over the longer-term by the rental income collected from the completed properties once occupied.

Following approval for the scheme from Corby Borough Council in 2019 and a contract awarded in 2020 for the construction of the homes, the appointed contractor had been liquidated in May 2021 resulting in a partly demolished building with no principal contractor to deliver the project. A full review of the project including an updated cost plan had identified that a budget of £1.49m would be required to deliver the project, with 40% of this funded from Right to Buy receipts. Due to the increase in the budget a full open tender process should be undertaken to allow a larger number of contractors and ensure that value for money was achieved.

It was anticipated that the technical design and award of contract would take approximately 20 weeks, with a further 52 week build programme assumed, although an exact programme to be agreed during the contract award process. It was hope that work could start on site in early 2023. It was noted that once complete, the development would increase the Council's supply of affordable and disability-accessible properties which would be exempt from the Right to Buy scheme to ensure this housing was retained to meet needs.

The Chair noted that Council was being requested to approve the budget virement element of the recommendations with Executive to approve recommendations b) and c).

Councillors Brackenbury and Howell spoke to welcome the recommencement of the development, understanding the reasoning behind the escalated costs from the originally approved contract. Councillors Howes and Pentland welcomed the positive environmental credentials of the proposed development.

## **RESOLVED**

### **KEY DECISION**

That the Executive recommended that Full Council

- a) Approves that the budget for the Cannock Road project be increased to £1,490,000

That the Executive

- b) Approved the proposal to procure the project via a competitive open tender
- c) Delegated authority to the Executive Member for Housing,

Communities and Levelling Up in consultation with the Executive Director for Adults Communities and Wellbeing to take any decisions necessary to complete the project without the need to return to Executive.

#### Reasons for Recommendations:

- To enable the delivery of the Cannock Road development, which has been paused since May 2021 and ongoing since 2018.
- To bring a redundant brownfield site in a residential area, which is currently partly demolished, back into use.
- To increase the supply of affordable rented housing available in North Northamptonshire, which meets the corporate objective of enabling safe and thriving places.
- To increase the supply of housing suitable for disabled people, which meets the corporate objective of helping people to live healthier, more active and fulfilled lives in North Northamptonshire.

#### Alternative Options Considered-

- Do nothing- this was discounted because it would not deliver any of the objectives set by the Council and would not deliver additional housing.
- Cease the development and sell the site- this was discounted because the site is required by the Council to deliver its existing programme of housing development, increase the supply of affordable housing and housing suitable for people with disabilities and enable spend of Right to Buy Receipts, which would otherwise have to be returned to the Government.
- Further pause the development and redesign the scheme to achieve lower per unit costs/increase rental income- this was discounted because it would not allow the provision of additional housing suitable for disabled people and would deny Family A the only feasible option of suitable housing. Family A were allocated this property in 2018 and have been waiting for the development to be delivered since that time. It would also require the project to be restarted as a new planning application would be required and all spend to date would be abortive cost.

#### **289 First Homes Early Delivery Programme**

The Chair invited Cllr Matthew Binley, the Executive Member for Housing, Communities and Levelling Up to introduce a report which sought to provide an outline of the Government's First Home scheme and requested that Executive note the officer decision taken under delegated authority to apply the national eligibility criteria, level of discount, income cap and price cap for First Homes being delivered in North Northamptonshire. Executive were also asked to approve the decision to apply discretionary local connection criteria to First Homes so that they were sold to first-time buyers with a local connection to North Northamptonshire and that this would apply to any future First Homes being delivered.

The Executive was also asked to delegate authority to the Executive Member for Housing, Communities and Levelling Up, in consultation with the Executive Director for Place and Economy to enter Deeds of Variation on the basis set out above to enable the delivery of additional First Homes, where deemed appropriate.

It was noted that First Homes were a type of affordable housing introduced into the National Planning Policy Framework on 28<sup>th</sup> June 2021. They comprised discounted market sale units which:

- a) must be discounted by at least 30% against the market value;
- b) be sold to households who meet the First Homes eligibility criteria;
- c) remain discounted and sold to eligible households in perpetuity by way of a restriction registered on the title at HM Land Registry in favour of the Council; and,
- d) cannot be sold for the first time at a price higher than £250,000 after the discount has been applied

The Council could set its own eligibility criteria, discount levels and income caps, however the decision to do so must not be arbitrary and must be implemented via the Local Plan-making process. The Council was therefore not permitted to divert from the national First Homes policy until the Local Plan was updated to include an adopted local policy on First Homes in North Northamptonshire.

To expedite the delivery of First Homes, developers had been invited to bid for a grant from Homes England under the First Homes Early Delivery Programme to meet the costs associated with First Homes being sold at 70% of the open market. Funding had been secured by Persimmon to provide six First Homes at Glenvale Park, Wellingborough. These homes were in addition to the affordable housing at the development secured via the Section 106 (S106) agreement. To secure the delivery of these six homes, a Deed of Variation was required to the existing S106 agreement to include the First Homes and the criteria that applied to them to ensure that the homes were legally protected as affordable homes in future, and that the relevant criteria would always be applied to any future sales.

It was noted that the Council could recover a £150 fee for each First Home sold to cover administration costs, although it was noted believed that this would cover the full costs of the work involved. There was a risk that increased demand for such properties could put pressure on Council resources.

Both Councillors Lawman and Brackenbury spoke to welcome the initiative, with the latter making reference to the work required to implement an updated Local Plan.

## **RESOLVED**

### **KEY DECISION**

That the Executive:

- a) Noted the officer decision taken under delegated authority to apply the national eligibility criteria, level of discount, income cap and price cap for First Homes being delivered in North Northamptonshire.

- b) Approved the decision to apply discretionary local connection criteria to First Homes so that they are sold to first-time buyers with a local connection to North Northamptonshire.
- c) Approved that the above will apply to any future First Homes being delivered under Homes England's First Homes Early Delivery Programme, and on any other First Homes delivered in North Northamptonshire. This will be the case until the Local Plan is updated to include any alternative First Homes policy for North Northamptonshire.
- d) Delegated authority to the Executive Member for Housing, Communities and Levelling Up, in consultation with the Executive Director for Place and Economy to enter Deeds of Variation on the basis set out above to enable the delivery of additional First homes, where deemed appropriate.

Reason for Recommendation: The decision to enable the early delivery of First Homes will lead to an increase in the overall supply of affordable homes in North Northamptonshire and improve access to homeownership for local first-time buyers. Early delivery also provides the Council with an opportunity to pilot the legal and sales procedures for First Homes, ahead of their delivery through the planning system, and will help officers to refine this process and make any necessary adjustments or improvements prior to larger numbers of First Homes being delivered via Section 106 agreements.

Alternative Options Considered: The alternative option is to refuse requests to vary existing section 106 agreements to provide First Homes. Taking this approach was discounted as it would mean the Homes England grant being diverted to another local authority area and it would mean the loss of additional affordable homes for local people.

## **290 Family Hubs Model Programme**

The Chair invited Cllr Jean Addison to address the meeting. Cllr Addison spoke favourably of Pen Green's Children Centre, Corby as a potential location as a Family Hub given its current structure and value to the community.

Cllr John McGhee was then invited to speak, noting that the award of grant funding was very beneficial for North Northamptonshire and also spoke positively of Pen Green as an existing internationally recognised centre. Cllr McGhee queried why a decision as to where to site hubs was not being considered by the Council's scrutiny function.

Phil Bromhall was asked to address the meeting and noted the tight deadlines to have the Family Hubs model programme mobilised and noted that Pen Green was well placed to become a prototype family hub, especially given its established partnership working and place in the community.

Anthony Lee attend and spoke to detail his positive experiences of Pen Green and requested the Executive look favourably on the centre when a decision was made as to where Family Hubs were to be sited.

The Chair then invited Cllr David Howes to introduce a report on behalf of Cllr Scott Edwards, Executive Member for Executive Member for Children, Families, Education and Skills that sought to appraise Executive on successful confirmed funding allocations, spending criteria, milestones and expectations set for the Family Hubs and Start for Life transformation grant.

The Executive was also asked to delegate authority to the Executive Member for Children, Families, Education and Skills in consultation with the Executive Director of Children's Service to distribute and administer the grant between 2022-2025 in accordance with the grant criteria.

Cllr Howes stated that the location of Family Hubs would be taken as a separate decision and was not a factor of the report before members, which was purely to mobilise allocation of grant funding. It was heard that a total of £996,000 of the grant funding was required to be spent before the end of the current financial year, with a further requirement to develop and submit the full three-year delivery plan by 31<sup>st</sup> December 2022, followed by publication of the Start for Life offer by 31<sup>st</sup> March 2023, as required within the criteria of the programme and grant conditions.

Both Cllrs Lawman and Pentland spoke to welcome the report and the associated grant funding.

## **RESOLVED**

### **KEY DECISION**

That the Executive:

- a) Noted the funding allocation under the Family Hubs and Start for Life grant which will be between £3.93m and £4.11m over the three-year period.
- b) Delegated authority to the Executive Member for Children, Families, Education and Skills, in consultation with the Executive Director of Children's Service, to distribute the full grant amount over the next three years.
- c) Receive an annual report detailing distribution of the grant and progress on the delivery of the programme.
- d) Noted that needs analysis work will continue to be undertaken and delegates authority to the Executive Member for Children, Families, Education and Skills, in consultation with the Executive Director of Children's Services the authority to determine the allocation of the prototype locality in accordance with the required timescale.

Reasons for Recommendation: This is being recommended due to the time sensitive nature of the grant deliverables and spend requirements within the criteria of the grant allocation. This means that the Council must make arrangements to spend £996k

before the end of the financial year, this money must be spent in accordance with the grant headings shown in the table under para 7.1.

To ensure member oversight, it is recommended that an annual review process is put into place with the Executive to provide assurances of the programmes deliverables and spend against the grant allocation. This will further support the implementation of the programme at the pace required.

Alternative Options Considered: That delegated authority is not granted in relation to grant allocation. This is not recommended as it will add delay in developing the programme at the pace required and the Council would lose the opportunity to enhance and co-ordinate services for families. Furthermore, the Council would lose the opportunity to spend the allocated funds within the short timescales which will impact on driving the required activity and reduce investment into the local area. Any unspent grant for the 2022/2023 allocation will have to be returned.

## **291 Procurement of Fuel for the Council Fleet**

The Chair invited Lee Forster to address the meeting. Mr Forster spoke to note the lack of sustainable, green vehicle provision within the report, querying whether the Council was considering moving to electric vehicles as part of its fleet. Mr Forster also noted that the Council's fuel hubs were located in Kettering and Wellingborough and queried whether it was environmentally friendly for vehicles from other areas to travel there to refuel.

The Chair thanked Mr Forster for his comments before inviting Cllr Graham Lawman, Executive Member for Highways, Travel and Assets to introduce a report that sought approval from the Executive to procure a new contract for the supply of fuel for the bulk tanks in the depots at Kettering and Wellingborough.

Cllr Lawman stated that the Council would champion use of electric vehicles for its fleet as soon as it became viable to do so and noted that use of an already established framework agreement to access one or more fuel supply companies would offer a flexible fuel supply accessing low carbon fuels.

Cllr Pentland spoke to note that the Council had a specific plan to reduce its fleet emissions, while Cllr Howell stated that it was important for the Council to obtain value for money for residents when considering how it procured fuel.

### **RESOLVED**

#### **KEY DECISION**

That the Executive:

- a) Confirmed the preferred procurement route of using an established framework agreement as set out paragraph 5.3 of the report;
- b) Delegated authority to procure and sign the necessary contracts to secure the fuel contract to the Executive Member for Highways, Travel and Assets, in consultation with the Executive Director for Place and Economy.

## Reasons for Recommendation

- The recommendation provides a cost-effective solution for the purchase of essential fuels and ensures the authority is compliant with its obligations under the Public Contracts Regulations 2015 and the Council's contract standing orders.
- The proposed option will provide a reliable fuel supply, providing reliable services for North Northamptonshire residents.
- The proposed framework route will allow flexibility to secure preferential fuel rates, including access to low carbon fuels should the Council choose to do so.

Alternative Options Considered: The only other realistic option would be to procure bulk orders via suppliers or rely on forecourt supplies. Neither of these options provide the cost benefits or greater security of supply presented via the recommended option.

## 292 Full Asylum Dispersal Model

The Chair invited Cllr Matthew Binley, Executive Member for Housing, Communities and Levelling Up to introduce a report on behalf of Cllr Helen Harrison, Executive Member for Adults, Health and Wellbeing that sought to brief the Executive on the Government approach to Full Asylum Dispersal, on the recent consultation undertaken, the emerging regional model and on the Property Procurement (contingency hotel and private sector lease) arrangements being delivered in the Council area by SERCO.

Cllr Binley reported that in May 2022 the Government had announced a shift from an opt-in model for asylum dispersal to a Full Asylum Dispersal model where asylum seekers would be placed across all local authority areas due to the increase in the number of asylum seekers entering the country.

Although the Council had a limited direct role in asylum dispersal as the work was delivered by Government contractors, it was a key partner in a local multi-agency forum that would receive demographic data on how the dispersal model was operating and consider any impact on local communities and service delivery.

It was heard that the Government was providing funding of £3,500 per person for 2022-23 to councils for every asylum seeker accommodated in the council area to support them to fully integrate into communities. For North Northamptonshire Council the allocation would be 289 asylum seekers in dispersed accommodation by December 2023, subject to final review. To date the Council had been notified of five properties being progressed by SERCO for asylum dispersal.

Challenges faced by the Council relating to service pressures and recruitment of resettlement staff were outlined to the meeting.

## **RESOLVED**

### **KEY DECISION**

That the Executive:

- a. Noted the government's adoption of the Full Asylum Dispersal Strategy and the rationale for it.
- b. Noted the East Midlands model and approach for delivering the strategy in the region.
- c. Noted the role of North Northamptonshire Council in delivering the strategy in the Council area; and the approach Council Officers are taking to work with SERCO, the contract holder for Asylum Accommodation and Support Services across the North West, Midlands and East of England regions, on contingency accommodation (hotels) and property acquisitions (leases) in the private rented sector.
- d. Delegated authority to the Executive Member for Adults, Health and Wellbeing, in consultation with the Executive Director for Adults, Communities and Wellbeing, to take any further decisions and/or actions required, including use of the funding, to support the dispersal and settlement, temporary or otherwise, of asylum seekers in North Northamptonshire.

Reasons for Recommendation: To ensure that the Council fulfils its obligations under the national Full Asylum Dispersal Strategy and works with SERCO and other partners to effectively support asylum seekers to integrate into local communities.

Alternative Options considered: There is no alternative as this is a national policy, although the Council has worked closely with the Regional Migration Partnership in developing the model for the region. If the Council did not fully engage with SERCO over the selection of contingency hotels and dispersal properties then there is a risk, as the decisions will stand regardless, of negative impacts on community cohesion, local service provision and successful integration of asylum seekers into local communities.

### **293 Raunds Library (Community Managed Library programme)**

The Chair invited Cllr Helen Howell, Deputy Leader and Executive Member for Sport, Leisure, Culture & Tourism to introduce a report that sought to brief the Executive on the competitive process undertaken in July 2022 to determine the best organisation to take on the community management of Raunds Library and to seek approval to enter into a lease with the organisation with a reduction of 40% on the market rent in line with all other community managed libraries in North Northamptonshire.

Cllr Howell reported that following a final call for expressions of interest in May 2022, two organisations had expressed an interest in taking on the running of Raunds



Library as a community managed facility. Both organisations had submitted business cases and a competitive process was undertaken in July with the successful business plan submitted by Creating Tomorrow Multi-Academy Trust in partnership with Raunds Community Library Trust. A decision to proceed with handover had been approved by Executive in June under delegated authority.

It was noted that this was the final stage of a long process started under the former County Council and would result in a positive outcome for the future of Raunds Library with no service interruption for customers.

Cllr Howell thanked all those who had been involved in the process, including the trust and volunteers operating the service since 2018.

Cllrs Brackenbury, Pentland and Lawman spoke to welcome the report and its outcomes and looked forward to a continuation of the service for the people of Raunds.

## **RESOLVED**

### **KEY DECISION**

That the Executive:

- a) Approved entering into a lease for the Raunds Library property with Creating Tomorrow Multi-Academy Trust at 40% reduction on the market rent in line with the community managed libraries that transferred under NCC.
- b) Delegated authority to the Executive Member Sport, Leisure, Culture, Tourism in conjunction with the Executive Director, Adults, Communities and Wellbeing to take any action necessary to complete the lease arrangements.

Reason for Recommendations: The approval of this recommendation will enable the officers to proceed with the transfer of Raunds Library to be community managed, whilst maintaining the integrity of the Community Managed Library transfer programme as a whole and the duty of NNC to obtain best value.

Alternative Options Considered: The Council could choose not to enter into a lease at 40% reduction on the market rent, but this has been discounted as it would not be in keeping with the approach taken across the rest of the Community Managed libraries programme and could lead to significant reputational damage and the potential for community organisations to pull out of the process.

## **294 Waste Management 3 Year Plan (2022-2025)**

The Chair invited Lee Forster to address the Executive. Mr Forster made reference to waste incinerators in the North Northamptonshire area and queried how waste incineration accorded with the Council's environmental pledges.

The Chair thanked Mr Forster for his attendance before inviting Cllr Graham Lawman, Executive Member for Highways, Travel and Assets to introduce a report that sought Executive approval for the Council's Waste Service to undertake the action plan within the Waste Management Three Year Plan (2022-2025) that set out activities necessary to harmonise the systems designed to manage the increasing waste arisings, to align with new statutory burdens in respect of provision of recycling opportunities for materials such as food waste, to ensure appropriate future provision for facilities such as Household Waste Recycling Centres (HWRC), to engage new contracts and prepare for the direction of future waste services in North Northamptonshire.

The report also sought approval to commence Options Appraisals as set out in the Action Plan to inform future decisions, particularly in relation to the future of the HWRC service and waste and street cleaning services in the East Northamptonshire area and recommended commencing the procurement of the Council's future waste disposal contract.

Cllr Lawman noted that many of the Council's waste and recycling disposal and processing contracts were set to expire in 2025 and required re-tendering and rationalisation. This process would enable the Council to take account of new statutory burdens and as well as factor in the growth of housing locally. In order to do this, the Options Appraisals would be necessary to inform later decision-making to provide clarity for the Council's Medium-Term Financial Plan.

## **RESOLVED**

### KEY DECISION

That the Executive:

- a) Approved the Waste Management 3-Year Plan (2022-2025), to be the waste services plan attached at **Appendix A** to the report;
- b) Authorised options appraisals for the kerbside collection services and street-cleaning services in East Northamptonshire;
- c) Authorised appraisal of infrastructure and best delivery options for provision of Household Waste Recycling Centres;
- d) Commenced procurement of the Council's future waste disposal contract;
- e) Delegated to the Executive Member for Highways, Travel and Assets, in consultation with Executive Director for Place & Economy, Executive Director for Finance and the Executive Member for Finance, the authority to take any further decisions and/or actions required in connection with the procurement and award of the waste disposal contract, without the need to return to the Executive.

## Reasons for Recommendations:

- The recommended course of action allows the waste service to undertake projects that will improve the services for the communities of North Northamptonshire in a considered and methodical approach.
- Undertaking the options appraisals, and any subsequent procurements, is the most cost-effective way of ensuring new contracts for the Council's disposal and collection services are fit for purpose and achieving best value.
- This approach enables the Council to make informed decisions regarding its medium-term financial planning for its Waste Management services.
- This approach ensures the Council has legally procured and compliant contractors in place for its waste collections and disposal.

Alternative Options Considered: As the Waste Management 3-Year Plan sets out the direction for the waste service, the plan offers transparency to councillors/elected Members and members of the public as to the work the service will carry out in the coming years, identifying opportunities to engage with changes that will enhance our services and delivery. This includes the necessary procurement activities for the disposal and processing of waste and recycling. The alternative option is not having an agreed plan to direct the service development, which is not recommended.

The alternative to procuring a waste disposal contract would be for the Council to enter the waste disposal and processing sector either by building its own facility or developing a commercial relationship with another provider to build a facility on a joint venture basis. It is unlikely that these complex arrangements could be put in place by 2025, which is when the Council needs disposal arrangements in place, and it is therefore not recommended. If the Council wishes to pursue this route, it would be recommended that they develop this option in tandem with a view to implementing it at the end of the initial contract period of the new waste disposal contract.

## **295 Youth Justice Plan 2022-23**

The Chair invited Cllr David Howes, Executive Member for Rural Communities and Localism to introduce a report on behalf of Cllr Scott Edwards, Executive Member for Children, Families, Education and Skills which detailed the Council's statutory duty to publish an annual Youth Justice Plan providing specified information about the local provision of youth justice services. The Executive was requested to recommend to Council that the plan be adopted.

The meeting heard that the report covered performance for the period 2021/22 and provided details of service budgets, operational and strategic developments within the service and partnership, service structure and the Service Improvement Plan for 2022–2023.

In accordance with statutory requirements, the Plan had been placed before Northamptonshire Youth Offending Service Management Board in August 2022, where it was approved.

## **RESOLVED**

That Executive considered and endorsed the Youth Justice Plan and recommended its approval to Full Council

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.

Alternative Options Considered: As well as being a requirement of statute, the Youth Justice Plan forms part of the Council's Policy Framework and approval by the Council is therefore required.

## **296 Local Government and Social Care Ombudsman Annual Report 2021-22**

The Chair introduced a report, the purpose of which was to present the annual letter of the Local Government and Social Care Ombudsman that detailed complaints that had been received as a final stage for complaints about Councils and social care after the Council's own complaints procedure had been exhausted.

It was noted that certain complaint investigations dated back several years covering the period of the Council's legacy authorities. Total complaint numbers had fallen from 91 against legacy authorities in 2020-21 to 55 in 2021-22. Details of individual cases and remedies agreed were outlined, with the meeting noting that in all cases the Council had been able to conclude complaints fairly.

The Chair stated the Executive looked forward to receiving the report for 2022-23 to understand how the Council had made a difference to the quality and outcomes of its residents.

## **RESOLVED**

That the Executive:

- a) Noted the content and recommendations of the LGSCO's annual review letter, and the outcomes of its investigations completed in 2021-22 that relate to the Council.

Reason for Recommendation: To appraise the Executive of the annual review letter and relevant information.

Alternative Options Considered: It would not be considered good practice to not provide the annual Ombudsman report to the Executive and as such there are no alternative options to be considered.

## 297 Capital Programme Update 2022/23

The Chair introduced a report on behalf of Cllr Lloyd Bunday, Executive Member for Finance and Transformation that requested approval for capital schemes that had come forward for inclusion in the Council's Capital programme. Approval of the funding would allow the schemes to move forward to procurement and delivery.

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

### RESOLVED

#### KEY DECISION

That the Executive:

- i) Approved the following changes to the capital programme:
  - a. Disabled Facilities Grant – to increase the capital budget available in 2022/23 for associated works and services to £2,561,759 in accordance with the grant award. An indicative sum of £1.9m was already included in the budget assumptions for 2022/23 and, therefore, this represents an increase of £0.662m.
  - b. Kingswood Urban Development - £86,900 increase to the capital budget funded through external contributions.
  - a. Housing Stores Project – virement of £162,820 to this scheme – funded from an existing capital budget underspend within the Housing Revenue Account (HRA) capital budget.
  - b. Cannock Road Housing Development – virement of £454,000 to this scheme – funded from existing capital budget within the HRA capital budget.
- ii) Recommended to Council to approve the additional virement in support of the Cannock Road housing development as the total virement requested for this scheme, including previous transfers, exceeds £0.5m.

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

- To expand the capital budget available to support disabled facilities within homes.
- To replace and improve the skate park as part of Kingswood Urban Development.

- To improve the stores arrangements at Corby and Kettering depots through a new single system designed to hold appropriate stock levels to meet housing repair needs.
- To improve and expand the housing provision in North Northamptonshire.

#### Alternative Options Considered:

- For external funding (DSG and Kingswood Urban Development) - use of the funding is in line with the agreements, there is no alternative option proposed.
- By not approving the stores recommendation the Council would not be able to improve productivity in respect of housing repairs.
- There is not an alternative option for the Cannock Road housing development. This is an approved scheme that is already in progress.

## 298 Budget Forecast 2022/23 as at Period 4

In the absence of the Executive Member for Finance and Transformation, the Chair again introduced a report that set out the forecast outturn position for the Council based on the Period 4 monitoring forecasts for the General Fund and the Housing Revenue Account (HRA).

The meeting heard that the overall outturn forecast for the General Fund for 2022/23, as at Period 4 was a forecast overspend of £4.608m against the approved budget, an increase of £331,000 since the last report to Executive. It was reported that the main changes had arisen from inflationary cost pressures and a drop in the level of income, especially in regard to the Place and Economy directorate. The overall financial position was driven by the significant pressure of Northamptonshire Children's Trust current forecast overspend as a result of volatility in the placements market for looked-after children and increased transport costs, the cost to the Council being £3.489m.

Further budgetary pressures were highlighted across council service areas, the meeting specifically noting that rising utility costs had impacted budgets for street lighting and traffic signals. These overspends were being offset by a number of underspends from staffing budgets and disaggregation costs.

The meeting heard that the Council's Housing Revenue Account was currently forecasting a £335,000k underspend, although this did not take into account ongoing pay award negotiations that could result in an overspend should other factors remain unchanged.

It was noted that elected members and officers were working exceptionally hard to identify opportunities to mitigate budgetary impacts while delivering front line services. The full impact of the mini-budget announced by the Chancellor of the Exchequer in the previous week had yet to be fully understood.

## **RESOLVED**

That the Executive:

- a) Noted the Council's forecast outturn position for 2022/23 as summarised in Section 4, alongside the further analysis, risks and other considerations as set out in Section 5 and Section 6 of the report.
- b) Noted the assessment of the current deliverability of the 2022/23 savings proposals in **Appendix A**.

Reason for Recommendations – to note the forecast financial position for 2022/23 as at Period 4 and consider the impact on this year and future years budgets.

Alternative Options Considered: The report focuses on the forecast revenue outturn against budget for 2022/23 and makes recommendations for the Executive to note the current budgetary position as such there are no specific choices within the report.

### **299 Urgent Items**

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

### **300 Exclusion of the Press and Public**

The Chair, Cllr Jason Smithers, informed members of the press and public that the remaining business for the meeting would involve the likely disclosure of exempt information and he was therefore proposing that the press and public be excluded in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

**RESOLVED:-** That the press and public be excluded from the meeting in order that consideration could be given to the following item of business which was exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972:-

- Item 19 – Knuston Hall

### **301 Knuston Hall**

The Chair invited Cllr Jon-Paul Carr to address the meeting. Cllr Carr referenced the longevity of adult learning operations at the site and noted the beneficial impact that the site had offered prior to its closure. A query was raised as to how the impact on users of the site was measured and the potential for alternative future uses of the site. Cllr Carr concluded that it was positive that ward members would be consulted as part of the marketing of the site.

The Chair then invited the Executive Member for Highways, Travel and Assets Cllr Graham Lawman to introduce a report that sought to advise the Executive on options for the future use of Knuston Hall and to seek a resolution in that regard.

Cllr Lawman provided an overview of the facilities at the site, noting that it had formerly operated as an adult learning residential college prior to closure as part of the Government response to the COVID19 pandemic. It had briefly opened in 2021 with heavily restricted guest numbers until it closed again in January 2022, prompting a review of the building, the business operations, and potential alternative uses.

Members considered potential future uses for the building and discussed marketing of the site.

## **RESOLVED**

### **KEY DECISION**

That the Executive:

- a) Approved the preparation and launch of a marketing campaign to offer the site for sale on the open market.
- b) Delegated authority to the Executive Member for Highways, Travel & Assets in consultation with the Assistant Director of Assets & Environment to authorise the completion of the land sale and finalise sale terms.

### **Reasons for Recommendations**

- Knuston Hall is a Grade II listed heritage asset, which is currently run as a residential adult learning centre within the Assets & Environment service. It has, until recently, provided conference facilities and short courses. Revenue investment is required in the hall which combined with a limited market demand has meant that the Hall's current use is no longer viable as an asset of the Council.
- As a Grade II listed heritage asset, the Hall is protected through planning, associated heritage land and property policy. The Council will, therefore, as the Local Planning Authority continue to regulate development of the site.
- The asset requires investment and, without a viable local authority use, it is not considered appropriate to invest public funds.
- The Council supports Chester House Estate, which is less than three miles away from Knuston Hall, and this could provide an alternative location for conferences supported by the Hall with accommodation located close to the Estate.
- There is opportunity to redeploy the staff employed at Knuston Hall to suitable alternative employment within the Council, following a consultation process; a redundancy situation does not therefore arise.
- Whilst the council provides an Adult Learning service as part of its core business, the residential service provided at Knuston Hall is separate to this. Running a hotel service is not part of the Council's core business



Alternative options considered:

- To use the site for alternative Council uses, such as a public care home. The Hall does not comply with the regulations for such uses and has, limited development options imposed by the heritage status
- The site has limited infill residential development opportunity. It is not suitable for Council housing use.
- The site could be continued to be operated as a residential learning centre, under the current business model, however, as detailed in the report and appendices, this would require significant upfront and ongoing investment in the building and the business model, which is not considered an appropriate use of public funds.
- Options have been considered for alternative Council uses but without expending substantial public funds the Council can only sustain a limited number of heritage assets and without a viable use; it is not in the public interest to commit funding to Knuston Hall.

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Chair

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Date

The meeting closed at 12.58pm

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# Agenda Item 5



## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Performance Indicator Report 2022/23 (Period 5 – August 2022)</b>
<b>Report Author</b>	Guy Holloway, Assistant Chief Executive <a href="mailto:Guy.Holloway@northnorthants.gov.uk">Guy.Holloway@northnorthants.gov.uk</a>
<b>Lead Member</b>	Cllr Jason Smithers, Leader of the Council

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

### List of Appendices

**Appendix A** – Detailed Performance Indicator Report Period 5 2022/23 (August 2022)

**Appendix B** – Human Resources Workforce Data Period 5 2022/23 (August 2022)

#### 1. Purpose of Report

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- 1.1. To provide an update on the Council's performance across a range of services as measured by the Council's suite of corporate performance indicators as at period 5 (August).
- 1.2. Set out the progress that is being made in the development of the Council's approach to performance management.

#### 2. Executive Summary

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- 2.1. This report provides an assessment of the Council's performance in relation to the newly approved Corporate Plan Indicators for 2022/23 as at period 5.

- 2.2. A detailed assessment of the performance of services as measured by corporate performance indicators for period 5 has been included as **Appendix A**.
- 2.3. Additional Human Resources workforce data for period 5 is provided within **Appendix B**. A definition key is also included to facilitate understanding of the data and guide accurate and efficient decision making in respect of the Council's workforce moving forward.

### **3. Recommendations**

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- 3.1. It is recommended that the Executive:
  - a) Note the performance of the Council as measured by the available indicators at Period 5 2022/23 as set out in the appendices to this report.
  - b) Note the progress being made in the development of the Council's approach to performance management.
- 3.2. Reason for Recommendations – to better understand the Council's performance as measured by performance indicators as at Period 5, 2022/23.
- 3.3. Alternative Options Considered – reporting performance data on a less frequent basis is an option but monthly reporting is considered useful at this stage of the Council's existence, reporting alongside budget information.

### **4. Report Background**

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#### **Performance Report**

- 4.1. A detailed assessment of the performance of services as measured by corporate performance indicators for period 5 has been included as **Appendix A**. This includes comments / exception reports on each of the performance indicators reported.
- 4.2. In keeping with previous reports, the enhanced Human Resources Workforce Data for the same period has been provided as **Appendix B**. The format and presentation of this data continues to develop to ensure it is meaningful for members so it can accurately inform strategic decision making moving forward.
- 4.3. A definition key for HR workforce data is provided within **Appendix B**. This is to facilitate better understanding of the data and help guide accurate and efficient decision making in respect of the Council's workforce moving forward.
- 4.4. We continue to identify and develop indicators where appropriate. This is specifically important where there are gaps in measuring how effectively we are

delivering against the Council's key commitments or strategic aspirations identified within key partnership arrangements.

### **Benchmark and comparative data**

- 4.5 It is anticipated that the performance report for period 6 will feature more meaningful and relevant benchmark data across a number of indicators in light of the newly established East Midlands Benchmark group.

## **5. Issues and Choices**

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- 5.1. It is important that the format and presentation of performance data meets the needs of its audience. Therefore, the Council will always welcome any feedback and/or suggestions on how the performance report could be further developed to help facilitate understanding and performance improvement.
- 5.2. It is envisaged that additional indicators will be added to the Corporate Indicator Set throughout the year. Any changes to the indicators will be reported to the Executive and scrutiny committees.

## **6. Next Steps**

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

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

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### **7.1. Resources, Financial and Transformation**

- 7.1.1. Performance monitoring allows the Council to drive continuous improvement for North Northamptonshire and identify areas of concern early. The services that submit data returns have many projects that are subject to the Council's Transformation Plan
- 7.1.2. This report should be considered alongside the Budget Forecast 2022-23 as at Period 5. By looking at both reports together, a broader view of the Council's performance can be understood.

### **7.2. Legal and Governance**

- 7.2.1. The Council is required to provide statutory monitoring returns to central government. The Council is on course to comply with these requirements. It

should be noted however that the workload and deadlines for achieving this are challenging at the best of times.

7.2.2. Monitoring performance is a key element of the Council's Governance Framework. The Council has made performance measurement and management a priority and views it as central components in both the transparency of the performance of the Council and its improvement agenda

### **7.3. Relevant Policies and Plans**

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

### **7.4. Risk**

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

(a) Poor data quality – Inaccurate data will inevitably lead to less accurate decision making.

(b) Lack of data – Failing to measure key service activities can leave the Council sightless of its performance. Given the importance of many of the services it provides, this would be an undesirable position.

(c) Incorrect interpretations – Caution should be applied to the interpretation of performance data, particularly given the adjustments that have been made by services to adapt when there was a COVID pandemic. Misunderstanding the performance picture can lead to ineffective decision-making and potential reputational damage.

### **7.5. Consultation**

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

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

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

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

7.6.1. This report serves as information in respect of the Council's performance for period 5 2022/23, therefore consideration by the Executive Advisory Panels was not necessary.

## 7.7. Consideration by Scrutiny

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

## 7.8. Equality Implications

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

## 7.9. Climate and Environment Impact

7.9.1. The Council continues to develop a set of indicators that provide information about how it is meeting its key commitment to helping deliver a green and sustainable environment.

7.9.2. The Council currently measures and reports on the following Greener, Sustainable Environment performance indicators:

Indicator Reference Number	Indicator Name
GSE01	Number of E-Scooter trips
GSE02	Number of E-Scooter users
GSE03	Co2 savings from E-Scooters
GSE04	Number of electric vehicle charging points publicly available
GSE05	Number of electric vehicles per charge point
GSE06	Fly tipping: number of fly tips reported
GSE07	Percentage of waste diverted from landfill

7.9.3. The Assets & Environment service area are currently developing a Carbon Management Plan for consideration by Executive later in 2022. The Tree Management and Care Policy and Pollinator Strategy has been considered and approved by the Executive at its meeting on the 25<sup>th</sup> August 2022. These policies will consider the Council's commitment to achieving Net Zero by 2030 and provide appropriate performance indicators to measure progress to achieving this target. This will include indicators that measure the councils carbon emissions along with other environmental projects currently being developed.

## 7.10. Community Impact

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

## 7.11. Crime and Disorder Impact

7.11.1. No crime and disorder impacts have been identified.

## 8. Background Papers

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- 8.1. [Performance Indicator Report Period 4 2022-23 \(July\)](#) reported to the meeting of the Executive on the 27<sup>th</sup> September 2022.
- 8.2. The Corporate Plan, reported to the meeting of the Executive on the 18<sup>th</sup> November 2021. [Executive on Thursday 18th November 2021](#), adopted by Council on the 1<sup>st</sup> December 2021.





## North Northamptonshire Council Performance Report - August 2022

### Key to Performance Status Colours

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

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

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

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

#### Terminology key

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

Governance & HR

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Information Governance</b>													
Modern Public Services	MPS12	% of Freedom of Information Requests completed in 20 working days	<p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>— Actual 2021/22    - - - Target 2022/23 — Actual 2022/23    ····· Trend 2021/22</p>	80.08% (Average of 40 Unitary Councils 2021/22 - benchmarking exercise conducted by Brighton and Hove Council)	91.73%	91.64%	88.16%	96.23% (Provisional)	↓ (Jun - Jul as August is provisional only as not a complete month)	Higher is better	90%	85% - 90%	<p>Full figures for July show a decrease in performance in comparison with June, which reflects the strain on resources through the holiday period. The snapshot provided for August (completed as at 06.09.22) looks like a promising start to the month - the full picture will be available at the next reporting point.</p> <p>Active requests are excluded from the calculation until they can be included in next months report. Active requests are where a request is still open and the deadline for completion has not yet passed.</p>
Modern Public Services	MPS13	% Environmental Information Regulation Requests completed in 20 working days	<p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>— Actual 2021/22    - - - Target 2022/23 — Actual 2022/23    ····· Trend 2021/22</p>	TBD	97.44%	97.82%	99.35%	97.26% (Provisional)	↓ (Jun - Jul as August is provisional only as not a complete month)	Higher is better	90%	Tolerance 85% - 90%	<p>New procedures regarding Con29/EIR enquiries are bedding resulting in a slight decrease in performance between June and July, coupled with pressures on resources during the holiday season. The snapshot for August (completed as at 06.09.22) shows an excellent start to the month, the full position for August will be available at the next reporting point.</p> <p>Active requests are excluded from the calculation until they can be included in next months report. Active requests are where a request is still open and the deadline for completion has not yet passed.</p>
Modern Public Services	MPS14	% Individual Rights requests completed within statutory timescale (Data Protection (DP) Right to Access requests)	<p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>— Actual 2021/22    - - - Target 2022/23 — Actual 2022/23    ····· Trend 2021/22</p>	TBD	90.2%	90.0%	94.12%	100% (Provisional)	↓ (Jun - Jul as August is provisional only as not a complete month)	Higher is better	90%	85% - 90%	<p>The direction of travel between June and July is a decrease in performance. This reflects the pressure on resources during the holiday period. The snapshot figures for August show an increase in performance but again, this may change at the next reporting point when a full picture for August will be available.</p> <p>Active requests are excluded from the calculation until they can be included in next months report. Active requests are where a request is still open and the deadline for completion has not yet passed.</p>

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Information Governance</b>													
Modern Public Services	MPS15	Total number of data breaches		n/a	14	34	8	12	↑R	Lower is better	No target - tracking indicator only	N/A	<p>The Data Protection team monitors levels of data breaches and the causes of them. Appropriate training and/or discussions with the relevant services is undertaken, particularly for those services that are considered to be higher risk.</p> <p>Whilst there has been an increase in breaches/incidents reported to the Information Governance Team, a high proportion of the total figures are non-reportable breaches (ie. are not sufficiently serious enough to report to the ICO). The increase in numbers may be owed, in some part, to the fact that the organisation is now becoming more aware of the Information Governance Team's role in relation to Data Breaches and the steps they must take when an incident occurs.</p> <p>However, this is still a trend that we wish to reverse and in order to address this the IG Team is looking to carry out a "Breach Awareness Month" – providing advice and guidance on how to avoid a data breach. It is also anticipated that data breaches could be reported on a team by team basis and shared regularly with CMT. This would highlight any trends or issues being experienced by any particular team or directorate. Many of the breaches are classed as "unauthorised shares" and can be attributed to emails sent to incorrect recipients owing to the autofill application or sending an email to multiple recipients using the "To" address line instead of the "BCC" address line. We will monitor this and if it continues to be an issue across the organisation, consideration could be given to switching off the autofill facility, and/or removing the "to" and "cc" address lines from emails and only allowing a "bcc" address line to be utilised.</p>
<b>Registrations</b>													
Connected communities	CNC03	% of Deaths registered within 5 working days		(Benchmarking available if needed as all authority performance data can be downloaded)	62.1%	62.5%	68.5%	59.1%	↓R	Higher is better	80%	70% - 80%	<p>NNC remains 2nd in the region YTD. As predicted office capacity was impacted by staff A/L in August, this was further compounded by staff illness. However, death registration appts were increased by 50% across all offices following the B/H, the majority of these remained unbooked. KGH also reported relatively few deaths during this period. During August 66 death appts remained unbooked, this further demonstrates that NOK's continue to book appts when it is convenient for them to attend the office rather than adhering to the 5-day rule.</p>
Connected communities	CNC04	% of Births registered within 42 days		(Benchmarking available if needed as all authority performance data can be downloaded)	92.2%	91.1%	90.6%	88.6%	↓	Higher is better	90%	86.5% - 90%	<p>NNC remains 1st in the region YTD. As predicted office capacity was impacted by staff A/L in August, this was further compounded by staff illness.</p>

**Finance Services**

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1	Year to Date	July	August	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments	
					22-23	2022/23	2022/23	2022/23						
<b>Finance</b>														
Modern Public Services	MPS01	% of invoices paid within 30 days		n/a	97.87%	97.6%	96.6%	97.7%	↑G	Higher is better	95%	95% subject to change from SLA review (Tolerance TBC)	Accounts Payable Payment performance for 30 day payment terms remains strong. This calculation is based on the invoices paid within the month (rather than invoices received in the month).	
					9,342 out of 9,545	15913 out of 16306	3210 out of 3322	3361 out of 3439						
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	August 2021/22	Quarter 1 22-23	Year to Date 2022/23	July 2022/23	August 2022/23	Direction of Travel year on year - (Aug 2021 - Aug 2022)	Polarity	Target	Tolerance	Comments
<b>Revenues &amp; Benefits</b>														
Modern Public Services	MPS05	% of council tax collected in the year debit raised		95.92% (All English Authorities 2020/21 - LG Inform)	47.50%	29.31% (YTD) 104.68% achieved of the monthly target (28.00%)	48.55%	38.70% (YTD) 101.84% achieved of the monthly target (38.00%)	48.55% (YTD) 103.30% achieved of the monthly target (47.00%)	↑G	Higher is better	98.5%	No tolerance	Collection rates remain above target at the end of August. The £150 Council Tax Energy Rebate payments that customers chose to have rebated to their accounts may have contributed to the increase in the collection rate. YTD - The % is the same as the current month reported, as the collection rate is based on the 'estimated net collectable debit' for the whole year. The amount collected is cumulative.
					£103,232,107.16	£21,003,946.68 (collected in June)	£110,682,144.48	£21,449,987.58 (collected in July)	£22,518,235.17 (collected in Aug)					
Modern Public Services	MPS04	% of business rates collected in the year debit raised		93.74% (All English Authorities 2020/21 - LG Inform)	39.03%	28.87% (YTD) 103.11% achieved of the monthly target (28.00%)	46.36%	37.44% (YTD) 98.53% achieved of the monthly target (38.00%)	46.36% (YTD) 98.64% achieved of the monthly target (47.00%)	↑G	Higher is better	98.5%	No tolerance	Collection rates are above the same point in time last year, however these figures are not comparable as there was a significant change in reliefs in July 2021 which meant the net debit raised (amount to collect) increased substantially. Although collection is currently slightly below target monies has now been received for schools from central government, this will reflect in next months collection and put us back on target. YTD - The % is the same as the current month reported, as the collection rate is based on the 'estimated net collectable debit' for the whole year. The amount collected is cumulative.
					£53,141,833.63	£13,193,353.26 (collected in June)	£67,367,400.85	£12,538,675.61 (collected in July)	£12,774,678.67 (collected in Aug)					


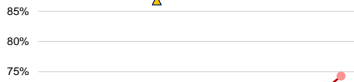
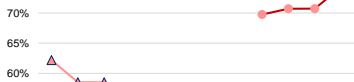
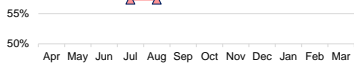
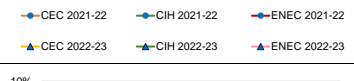
Transformation

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1	Year to Date	July	August	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
					22-23		2022/23	2022/23					
<b>Customer Services</b>													
Modern public services.	MPS39	% of calls answered out of total calls received in customer services		n/a	84.50%	83.39%	82.66%	81.28%	↓	Higher is better	90%	81% - 90%	Increase in over 4,000 calls handled in August compared to July due in part to people calling about the £150 energy rebate. Some vacancies remain in service however in August several staff were appointed, albeit will be several weeks before they start with the Council and receive training to start helping more calls be answered.
					90829 out of 107485	157549 out of 188927	31329 out of 37901	35391 out of 43541					
Modern public services.	MPS30	Total number of Stage 1 complaints received by NNC (excluding children's services complaints)			413	707	141	153	↑	Lower is better	No target - tracking indicator only	No target - tracking indicator only	There was a slight increase in complaints received in August, however no single theme for these.
Modern public services.	MPS32	Total number of complaints escalated to stage 2		n/a	22	44	11	11	→	Lower is better	No target - tracking indicator only	No target - tracking indicator only	No change in new cases from last month, escalated case numbers remain low.
Modern public services.	MPS31	Total number of complaints received by NNC			435	751	152	164	↑	Lower is better	No target - tracking indicator only	No target - tracking indicator only	There was a slight increase in complaints received in August, however no single theme for these.
Modern public services.	MPS34	% of complaints answered within the Service Level Agreement (20 Working days or agreed extension)		TBD	57%	61%	68%	64%	↓R	Higher is better	90%	81% - 90%	Performance declined in August. A number of complaints are continuing to be resolved as investigations are often complex and take longer than expected.
					217 out of 380	412 out of 675	110 out of 162	85 out of 133					
Modern public services.	MPS35	% of complaints upheld		TBD	27%	28%	29%	30%	↑	Lower is better	20%	20% - 22%	A further drop in the number of upheld complaints however no concerning trends have been identified and services were complaints are upheld are working to prevent recurrences.
					100 out of 376	185 out of 675	47 out of 162	40 out of 133					
Modern public services.	MPS37	Total number of notices received of complaints under investigation by Ombudsman		n/a	10	16	4	2	↓	Lower is better	No target - tracking indicator only	N/A	Volumes of customers contacting the Ombudsman after exhausting the Council's complaints process continue to be low.

Transformation

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1	Year to Date	July	August	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments																																			
					22-23		2022/23	2022/23																																								
Modern public services.	MPS40	% Calls answered within 60 seconds in customer services	<table border="1"> <caption>% Calls answered within 60 seconds</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>77.09%</td> <td>80%</td> </tr> <tr> <td>May</td> <td>75.01%</td> <td>80%</td> </tr> <tr> <td>June</td> <td>71.72%</td> <td>80%</td> </tr> <tr> <td>July</td> <td>71.80%</td> <td>80%</td> </tr> <tr> <td>August</td> <td>71.80%</td> <td>80%</td> </tr> </tbody> </table>	Month	Actual	Target	April	77.09%	80%	May	75.01%	80%	June	71.72%	80%	July	71.80%	80%	August	71.80%	80%	TBD	77.09%	75.01%	71.72%	71.80%	↑G	Higher is better	80%	72% - 80%	Slight increase from last month, calls still high regarding £150 energy rebate. Some vacancies remain in service however in August several staff were appointed, albeit will be several weeks before they start with the Council and receive training to start helping more calls be answered.																	
Month	Actual	Target																																														
April	77.09%	80%																																														
May	75.01%	80%																																														
June	71.72%	80%																																														
July	71.80%	80%																																														
August	71.80%	80%																																														
Modern public services.	MPS41	Number of customers helped by customer services		n/a	138303	237114	46870	51941	↑	N/A	No target - tracking indicator only	N/A	Includes phone calls, emails, e-forms, Face to Face and Webchat.																																			
Modern public services.	MPS42	Number of customer interactions to customer services - split by telephone/face-to-face, email and online form	<table border="1"> <caption>Customer Interactions by Channel</caption> <thead> <tr> <th>Channel</th> <th>April</th> <th>May</th> <th>June</th> <th>July</th> <th>August</th> </tr> </thead> <tbody> <tr> <td>Telephone</td> <td>90829</td> <td>157549</td> <td>31329</td> <td>35391</td> <td></td> </tr> <tr> <td>Face to Face</td> <td>7120</td> <td>11831</td> <td>2189</td> <td>2522</td> <td></td> </tr> <tr> <td>E-Forms</td> <td>9098</td> <td>15294</td> <td>2924</td> <td>3272</td> <td></td> </tr> <tr> <td>Emails</td> <td>29528</td> <td>49718</td> <td>9996</td> <td>10194</td> <td></td> </tr> <tr> <td>Web Chat</td> <td>1728</td> <td>2722</td> <td>432</td> <td>562</td> <td></td> </tr> </tbody> </table>	Channel	April	May	June	July	August	Telephone	90829	157549		31329	35391		Face to Face	7120	11831	2189	2522		E-Forms	9098	15294	2924	3272		Emails	29528	49718	9996	10194		Web Chat	1728	2722	432	562			Telephone 90829	Telephone 157549	Telephone 31329	Telephone 35391		N/A	No target - tracking indicator only
Channel	April	May	June	July	August																																											
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Modern public services.	MPS43	% of Face-to-Face Customers with an appointment seen within 5 minutes (within customer services team)	<table border="1"> <caption>% of Face-to-Face Customers with an appointment seen within 5 minutes</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>99.80%</td> <td>95%</td> <td>99.80%</td> </tr> <tr> <td>May</td> <td>99.80%</td> <td>95%</td> <td>99.80%</td> </tr> <tr> <td>June</td> <td>99.80%</td> <td>95%</td> <td>99.80%</td> </tr> <tr> <td>July</td> <td>100%</td> <td>95%</td> <td>99.80%</td> </tr> <tr> <td>August</td> <td>99.80%</td> <td>95%</td> <td>99.80%</td> </tr> </tbody> </table>	Month	Actual	Target	Trend	April	99.80%	95%	99.80%	May	99.80%	95%	99.80%	June	99.80%	95%	99.80%	July	100%	95%	99.80%	August	99.80%	95%	99.80%	TBD	99.80%	99.80%	100%	99.80%	↓	Higher is better	95%	85.5% - 95%	The target has been achieved for face to face appointments across all customer service sites.											
Month	Actual	Target	Trend																																													
April	99.80%	95%	99.80%																																													
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Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments	
<b>Assets &amp; Environment</b>														
Modern Public Services	MPS26	% occupancy of Corby Enterprise Centre		Benchmark/ compare to each other	96.23%	96.23%	96.23%	96.23%	➔	Higher is better	95%	90% - 95%	Demand continues to be high due to the location and high standard of facilities.	
					51 of 53 let	51 of 53 let	51 of 53 let	51 of 53 let						
Modern Public Services	MPS27	% occupancy of Corby Innovation Hub				92.45%	86.79%	92.45%	86.79%	⬇️R	Higher is better	95%	90% - 95%	We report statistics based on occupancy of the units and at times tenants move into other units or vacate so some variation in statistics is to be expected and part of the business of commercial lettings. However, demand continues to be high due to the location and high standard of the facilities and the empty units are now marketed with some under offer.
					49 of 53 let	46 of 53 let	49 of 53 let	46 of 53 let						
Modern Public Services	MPS28	% occupancy of East Northamptonshire Enterprise Centre			58.54%	57.32%	57.32%	57.32%	➔	Higher is better	76%	57% - 62%	Part of the property is closed due to storm roof damage. Works due to commence on 21 September to replace part of roof, this will enable the area to be marketed. Business Centre Manager is reviewing Bizspace marketing strategy aiming to increase occupancy.	
					48 out of 82	47 out of 82	47 out of 82	47 out of 82						
Modern Public Services	MPS24	Rate of return on commercial stock (%)		n/a	5.45%	5.46%	5.46%	5.46%	➔	Higher is better	5.41%	4.91% - 5.57%	An amount of minor variation is usual due to some lease reviews or rent free periods relating to break options not being exercised.	

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Place & Economy				Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
					Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23					
<b>Growth &amp; Regeneration</b>													
Modern Public Services	MPS29	% occupancy of Chesham House Kettering		Not relevant to benchmark as it's so unique.	61.54%	61.54%	61.54%	61.54%	➔	Higher is better	70%	65% - 70%	Further essential works are required to Chesham House to enable all the units to be available for rent. Road closures are planned for September and with an 8-10 week period should be complete by end of December.
					8 out of 13	8 out of 13	8 out of 13	8 out of 13					
Safe and thriving places	STP15	Percentage of major planning applications determined within 13 weeks (or within agreed extension of time)		88% (Q3 021/22 All English Authorities - LG Inform)	85%	90.32%	100%	100%	➔	Higher is better	90%	88% - 90%	Performance in the determination of 'Major' applications continues to be significantly above target levels. The year to date performance is above the national benchmark. Staff resourcing remains a significant issue both locally and in the wider national context.
					17 out of 20	28 out of 31	7 out of 7	4 out of 4					
Safe and thriving places	STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)		83% (Q3 2021/22 All English Authorities - LG Inform)	89.90%	90.48%	89.19%	93.75%	⬆️G	Higher is better	85%	83% - 85%	Performance in the determination of 'Minor' applications has improved further this month. Year to date performance remains above the national benchmark and the NNC target.
					89 out of 99	152 out of 168	33 out of 37	30 out of 32					
Safe and thriving places	STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)		85% (Q3 2021/22 All English Authorities - LG Inform)	87.97%	89.29%	90.37%	91.87%	⬆️G	Higher is better	88%	86% - 88%	Performance in the determination of 'Other' applications has improved again this month. Year to date performance remains above the national benchmark and the NNC target.
					307 out of 349	542 out of 607	122 out of 135	113 out of 123					
Safe and thriving places	STP19	Total number of planning applications received - ALL TYPES of applications		Not relevant to benchmark.	622	1012	203	176	⬇️	N/A	No target	N/A	



Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP21	% of Full fibre coverage		38.8% (England) - Think Broadband	49.2%	53.0%	50.8%	53.0%	↑G	Higher is better	40% of Premises countywide (Dec 2023)	Dec 2023: <5% Green 5%-10% Amber >10% Red	Strong performance across Northamptonshire when compared to the average full fibre coverage for the same period in England (38.8% in August 2022). The 40% full fibre coverage target countywide by December 2023 was achieved early (March 2022). We have now passed a 50% milestone! Further target to achieve at least 80% full fibre coverage countywide by the end of 2028. Year to date is latest position.
Safe and thriving places	STP22	% of gigabit coverage		71.2% (England) - Think Broadband	81.9%	80.7%	80.5%	80.7%	↑G	Higher is better	75% of premises gigabit capable (Dec 2023)	Dec 2023: <5% Green 5%-10% Amber >10% Red	Strong performance across Northamptonshire when compared to the average gigabit coverage for the same period in England (71.2% in August 2022). The 75% gigabit coverage target countywide by December 2023 was achieved two years early (Dec 2021). We have now passed an 80% milestone! We would expect the upward trajectory for gigabit coverage to continue but at a much slower rate now going forward. Further target to achieve at least 90% gigabit coverage countywide by end of 2028. Year to date is latest position.
Greener, sustainable environment	GSE01	Number of E-Scooter trips		n/a	47,178	243,320	53,260	55,680	↑G	Higher is better	Dependent on outcome of end of trial period in November 2022. Track for first year.	N/A	Monthly figures continue to grow despite August being a holiday month for many.
Greener, sustainable environment	GSE02	Number of E-Scooter users		n/a	5,155	26,662	5,692	5,730	↑G	Higher is better	Dependent on outcome of end of trial period in November 2022. Track for first year.	N/A	The number of unique users has increased.
Greener, sustainable environment	GSE03	Co2 saving from E-Scooters		n/a	7.8	41.6	9.2	10.7	↑G	Higher is better	Dependent on outcome of end of trial period in November 2022. Track for first year.	N/A	CO2 savings have continued to increase month on month.

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Highways &amp; Waste</b>													
Safe and thriving places	STP29	<b>Number of Defects Outstanding on the network (at end of period), split by category</b>		n/a	829	775	819	775	↓G	Lower is better	No target - tracking indicator only	N/A	Overall the number of defects on the network has continued to decrease. Whilst there is a small increase in P2 this does not provide any cause for concern or required action and is offset by a reduction in defect in both P3 and P4 categories
		P1 (Target response time within 2 hours)			No P1 defects	No P1 defects	No P1 defects	No P1 defects	n/a				
		P2 (Target response time within 7 days)			13	19	16	19	↑R				
		P3 (Target response time within 28 days)			252	277	289	277	↓G				
		P4 (Target response time within 26 weeks)			564	479	514	479	↓G				
Safe and thriving places	STP30	<b>Number of Defects Repaired in the network in period, split by category</b>		n/a	5462	8237	1445	1330	↓	Higher is better	No target - tracking indicator only	N/A	The number of defects repaired in period has decreased overall and specifically for P2 and P3, whilst P4 has a small increase. However, whilst the performance for P2 and P3 is down in terms of actual numbers of repairs the performance shown by STP31 still meets the required targets.
		P1 (Target response time within 2 hours)			No P1 defects	No P1 defects	No P1 defects	No P1 defects	n/a				
		P2 (Target response time within 7 days)			423	559	95	41	↓R				
		P3 (Target response time within 28 days)			3492	5051	825	734	↓R				
		P4 (Target response time within 26 weeks)			1547	2627	525	555	↑G				
Safe and thriving places	STP31	<b>Percentage of defects responded to within the timeframes specified, split by category</b>		n/a	98.86% 5400 out of 5462	99.03% 8157 out of 8237	99.17% 1433 out of 1445	99.55% 1324 out of 1330	↑G	Higher is better	P1 and P2 97.5% P3 and P4 90%	No Tolerance	P3 and P4 targets have been amended to reflect performance data in the Highways Contract KPI Handbook. P2 remains constant at 100%. August has seen an improvement in performance for both P3 and P4 defects.
		P1 (Target response time within 2 hours)			No P1 defects	No P1 defects	No P1 defects	No P1 defects	N/A		97.5%		
		P2 (Target response time within 7 days)			100% 423 out of 423	100% 559 out of 559	100% 95 out of 95	100% 41 out of 41	→		97.5%		
		P3 (Target response time within 28 days)			98.71% 3447 out of 3492	98.91% 4996 out of 5051	99.27% 819 out of 825	99.46% 730 out of 734	↑G		90%		
		P4 (Target response time within 26 weeks)			98.9% 1530 out of 1547	99.05% 2602 out of 2627	98.86% 519 out of 525	99.64% 553 out of 555	↑G		90%		
Greener, sustainable environment	GSE07	<b>Percentage of waste diverted from landfill</b>	<p><b>90.73% of waste diverted from landfill</b></p>	TBC - Nearest neighbours / East Midlands data available on waste data flow.	TBD	90.73% (Q1 22-23)	n/a (reported quarterly)	n/a (reported quarterly)	n/a	Higher is better	87%		This is provisional for Q1 22-23. This relates to all waste either composted, recycled, sent for Mechanical Biological Treatment (MBT), some other treatment technology or incinerated instead of going to landfill.

Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Regulatory Services</b>													
Safe and thriving places	STP32	% of food establishments in the area broadly compliant with food hygiene law		n/a	93.14%	93.84%	93.47%	93.66%	↑G	Higher is better	95%	90%-95%	The rate continues to be below the target, partly due to a previous increase in the number of food business registrations received which are not deemed to be 'broadly compliant' until inspected. Resources continue to focus on poor performing businesses which pose the highest risk to food safety rather than new lower risk businesses and this is starting to show some improvements in the number of compliant premises. Increased resources are in place to cover vacancies and this has increased the number of inspections undertaken
					2910 out of 3124	14652 out of 15613	2918 out of 3122	2924 out of 3122					
Safe and thriving places	STP33	% of Local Land Charges searches processed within 10 working days		n/a	82.08%	82.87%	82.42%	85.80%	↑G	Higher is better	95%	85.5% - 95%	Two of our offices underperformed in August (one at 94%, the other at 58% (Kettering)) and two offices overperformed. The underperformance in the Kettering office is due to staff within the team taking annual leave in August which reduces the capacity within the team by 50%. There is an upward direction of travel from July and we anticipate that all offices will achieve the target turnaround time within two months.
					435 out of 530	716 out of 864	136 out of 165	145 out of 169					
Page 5 Safe and thriving places	STP35	% of Rogue trading activities tackled (rogue traders subject to a Trading Standards intervention)		Trading standards institute is the national body - look for benchmarks there	100%	100%	100%	100%	→	Higher is better	100%	N/A	This indicator tracks the number of referrals received in respect of rogue trading and our response via a written intervention with the trader concerned. To date all referrals have been responded to, so performance remains at 100%. 5 x vehicles stopped during a partnership roadside check with the police, 1 x a business identified under a regional construction product update 2 x as a result of failed formal food samples which contained milk when they had been ordered as milk free. Allergen controls were not complete at the time of inspection either. 3 x to premises where repeated complaints about illegal tobacco/UAS of vapes or illegal tobacco was found and seized during an inspection 2 x where either money had been taken and no work was completed, or the work was substantially overcharged. 1 x where there was aggressive behaviour by the trader over a dispute of the quality of the work.
					36 out of 36	55 out of 55	5 out of 5	14 out of 14					

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	April 2022/23	May 2022/23	June 2022/23	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Children's Trust</b>																
Better, brighter futures	BBF05 (KPI 2)	% of referrals with a previous referral within 12 months		22.7% (All English Authorities 2021 - LAIT)	32% (2326)	30%	31% (640)	34% (743)	30% (782)	30% (700)	26% (594)	↑G	Lower is better	29%	25% - 40%	<p>Audit and review for learning is ongoing. It is anticipated that the strengthened model in Multi Agency Safeguarding Hub (MASH) and developments in Child and Family Support Services (CFSS)/Early Help will continue to support appropriate reduction going forward.</p> <p>Steps have been taken to strengthen the Early Help partnerships with Partnership Support Team (Early Help MASH) being placed in the MASH pods and a leaner step down process. The high number of cases stepping down is presenting challenges in regards to capacity in Family Support/Early help partnership.</p> <p>Recommendations from the Partner in Practice (PIP) peer reviews are being implemented.</p> <p>COVID: has an impact on volume and quality of re-referrals</p>
Better, brighter futures	BBF06 (KPI 3)	% of single assessments authorised within 45 working days		88% We are in the process of identifying more up to date benchmark data for this PI.	96% (2164)	96%	98% (709)	93% (875)	98% (747)	95% (830)	95% (798)	→	Higher is better	85%	85% - 95%	<p>Assessment timescales remain consistently above target. All managers monitor this very closely via daily reports. A narrative is provided for cases that go beyond 45 days and this remains a very small minority. In addition to timeliness, we work on increasing the quality of assessments and more effective use of Signs of Safety (SoS) in our interventions. PIP peer review has identified improvements in the quality of assessments.</p> <p>COVID: We undertake face to face visits and only if face to face visits are not possible due to coronavirus, visits take place over the telephone, a video-link or via other electronic communication methods.</p>
Better, brighter futures	BBF07 (KPI 8)	% Children in care with three or more placements in the previous 12 months		9% (All English Authorities 2020/21 - LG Inform)	13.6% (1188)	13.1%	13.3% (1187)	13.1% (1179)	13.6% (1188)	12.9% (1217)	13.1% (1,218)	↓A	Lower is better	10%	5% - 15%	<p>Performance has declined by 0.2% this month. This is in the context of rising care numbers and the continuing challenges in identifying placements for children with specific needs which means they can experience a number of placement moves in quick succession until an appropriate home is identified. Consideration of various options to improve sufficiency is continuing, including exploration of capital investment, additional in house resources, as well as improved engagement with the market.</p> <p>Planning permission granted for two new emergency homes. Through improved edge of care arrangements, the close oversight on admissions to care, and the developments within placement sufficiency, we are confident we can reduce the need for child to move home as frequently.</p> <p>COVID: Placement sufficiency remains a challenge, sustained performance in this work should also have a positive impact on KPI 7</p>
Better, brighter futures	BBF08 (KPI 9)	% of young people now aged 17 - 21 and in employment, education or training who were looked after when aged 16		53% (All English Authorities 2020/21 - LG Inform)	60%	61%	62% (605)	63% (607)	60% (677)	62% (665)	61% (667)	↓A	Higher is better	55%	50% - 60%	<p>This month has seen a decrease in performance to 61% whilst comparing favourably with 56% across England. Focus in this area continues to be driven through arrangements with local colleges, the virtual school and the senior personal advisor (Education and Employment) with further review of contracted arrangements (Prospects) to be undertaken to ensure we have the best approach/ support for young people. Work with councils to ensure Education, Employment and Training (EET) opportunities and support is in place for our care leavers.</p> <p>COVID: has had a significant impact on the mental health and wellbeing of care leavers, targeted work support care leavers to access EET</p>
Better, brighter futures	BBF09 (KPI 10)	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16		89% (All English Authorities 2020/21 - LG Inform)	93%	93%	89% (605)	93% (607)	93% (677)	95% (665)	93% (667)	↓A	Higher is better	90%	85% - 95%	<p>Performance for this month decreased to 93%, still above the target of 90%. We know that we have some young people in unsuitable accommodation, including a number of young people sentenced to custody, and some who have no accommodation at all. We work hard to address this, tenaciously seeking to engage with young people who may see our attempts at support as interference.</p> <p>The care leavers housing protocol is in place and work is being progressed under the governance of a strategic group; this includes a review of the housing panels and engagement with the housing associations. Helpful discussions with colleagues in the Councils is placing the housing sufficiency needs of care leavers as central to their housing strategies. The Accommodation Transitions Panel is now in operation and ensures all young people have a comprehensive, accommodation-focused, shared, and timely transition plan.</p>

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	April 2022/23	May 2022/23	June 2022/23	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Learning, Skills &amp; Education</b>																
Better, brighter futures	BBF15 (LS6a)	Rate of suspensions in primary aged pupils		1% (All English Authorities 2019/20 - LAIT)	0.39%	2.12%	0.09%	0.20%	0.11%	0.11%	n/a	n/a	Lower is better	Target under review	5 percentage points	Schools are closed in August and therefore there is no data to report on this indicator  <b>Extra detail on PI:</b> Year to date is the academic year to date (Sept to July) Benchmark data is available from DfE, either via the Local Authority Interactive Tool or via other official DfE releases. <b>Includes all state funded schools (LA maintained and Academy schools) in North Northants.</b>
					125 out of 32217	684 out of 32217	28 out of 31844	63 out of 31844	34 out of 32217	34 out of 32217	n/a					
Better, brighter futures	BBF16 (LS7a)	Rate of suspensions in secondary aged pupils		7.43% (All English Authorities 2019/20 - LAIT)	3.27%	13.41%	0.64%	1.36%	1.27%	0.72%	n/a	n/a	Lower is better	Target under review	5 percentage points	Schools are closed in August and therefore there is no data to report on this indicator  <b>Extra detail on PI:</b> Year to date is the academic year to date (Sept to July) Benchmark data is available from DfE, either via the Local Authority Interactive Tool or via other official DfE releases. <b>Includes all state funded schools (LA maintained and Academy schools) in North Northants.</b>
					783 out of 23911	3207 out of 23911	154 out of 23979	325 out of 23979	304 out of 23911	173 out of 23911	n/a					
Better, brighter futures	BBF17 (NI 114a)	Rate of Permanent exclusions from school - Total		0.06% (All English Authorities 2019/20 - LAIT)	0.027%	0.109%	0.004%	0.013%	0.011%	0.014%	n/a	n/a	Lower is better	Target under review	5 percentage points	Schools are closed in August and therefore there is no data to report on this indicator  <b>Extra detail on PI:</b> Year to date is the academic year to date (Sept to July) Benchmark data is available from DfE, either via the Local Authority Interactive Tool or via other official DfE releases. <b>Includes all state funded schools (LA maintained and Academy schools) in North Northants.</b>
					15 out of 56128	61 out of 56128	2 out of 55823	7 out of 55823	6 out of 56128	8 out of 56128	n/a					
Better, brighter futures	BBF18 (SEN1)	% of EHC (education health care) plans issued within 20 weeks (excluding exceptions)		59.9% All English Authorities 2021 - LAIT)	63.24%	42.13%	63.51%	68.00%	59.46%	50.00%	33.33%	↓R	Higher is better	Target under review	5 percentage points	During the school holiday period focus was given to clearing the historic backlog of cases. Regular practice is attention to the 'within time' caseload to achieve target. The volume of activity by the service was consistent and improving though the focus of the work was on the completion of previously 'stuck cases' including for example children where placement is disputed and has subsequently gone over 20 weeks. It is expected that now schools are back that the focus once again is with the contemporary 'in time' caseload having worked to clear the cases that were outside of the 20-week timescale.  <b>Extra detail on PI:</b> Year to date is the academic year to date (Sept to August) Benchmark data is available from DfE, either via the Local Authority Interactive Tool or via other official DfE releases
					86 out of 136	257 out of 610	47 out of 74	17 out of 25	22 out of 37	34 out of 68	35 out of 105					

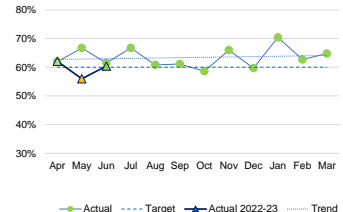
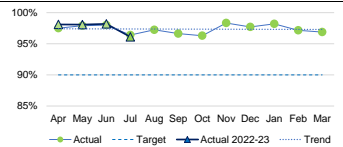
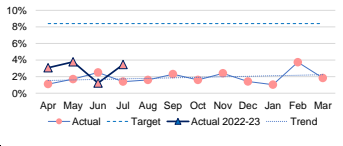
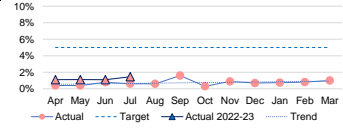
Adults, Communities & Wellbeing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Adult Social Care</b>													
Active, fulfilled lives	AFL01	Total number of people allocated to each team		n/a	5007 (June)	5151 (August)	5022 (July)	5151 (August)	↑	Lower is better	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	There has been a slight increase to the overall caseload compared to previous month snapshot, but remains slightly below the year to date. Case closures across the team reported low in the previous month.  The closure was impacted due to leave and sickness particularly in the month of August. This would then impact the total number of cases open to team hence showing slightly higher number of open cases in August.
Active, fulfilled lives	AFL02	Number of unscheduled review requests		n/a	320	557	120	117	↓G	Lower is better	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	There was a very slight decrease in the overall number of people requesting an unscheduled review compared to previous month.  Even though there is a very slight decrease in the number of unscheduled review requests recorded in August, the demand around unscheduled review request remain static in the last few months.
Active, fulfilled lives	AFL03	Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, that had a sequel of short term services to maximise independence (ST-MAX i.e. reablement)		n/a	32%	33%	32%	33%	↑	Lower is better	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	11 new requests for people aged 18-64 and 272 for people aged 65 and over. There was a very slight increase from previous month, with minimal change seen across the other sequels to request for support.
Active, fulfilled lives	AFL04	Number of new safeguarding concerns received per month		n/a	934	1606	314	358	↑R	Lower is better	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	The number of new concerns received has continued to increase this month following the notable reduction seen in June. The number of concerns remains above the 2021-22 monthly average of 245. The Safeguarding Assurance Team acknowledge that the number of safeguarding concerns received have and are continuing to increase.

Adults, Communities & Wellbeing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
Active, fulfilled lives	AFL05	New safeguarding concerns determined to be enquiries (both s42 and other)  *(A S42 enquiry must take place if there is reason to believe that abuse or neglect is taking place)		n/a	214	363	75	74	↓	No polarity	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	The number of concerns determined to be enquiries remained stable despite the increase in concerns received. The number of enquiries as a proportion of concerns received fell slightly month on month (24% v 21%). The number remains below the 2021-22 monthly average of 66.
Active, fulfilled lives	AFL06	Total number of open Deprivation of liberty Safeguard cases		n/a	1910	1795	1892	1795	↓G	Lower is better	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	Data is latest snapshot (year to date) The number of open cases has seen the most significant reduction this year, following a growth throughout Q1. The number of open cases is now 7% below the 2021-22 average.
Active, fulfilled lives	AFL07	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people 65 years +)		488.3 (All English Authorities 2020/21 - LG Inform)	147.85	259.12	211.87	259.12	↑	No polarity	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	170 admissions. 33 existing people as a result of change in setting following a review, 131 new admissions following an assessment and 6 new admissions following a period of Short Term Support to Maximise Independence. 2021-22 monthly average growth was around 50 per 100,000 population versus 49 per 100,000 for 2022-23.
Active, fulfilled lives	AFL08	Number of people who were prevented from requiring statutory care, or whose need was reduced  Delaying and reducing the need for care and support having received short term services to maximise independence (ST-MAX) services'		84.6% East Midlands Average, we are in the process of identifying more up to date benchmark data for this PI.	76.90%	77.0%	77.5%	77.0%	↓	Higher is better	No target - tracking indicator only	TBC The 2021-22 financial year will be used as a baseline to set benchmarks for the 2022-23 financial year.	This is a cumulative total. The proportion has seen a minor decrease this month following successive increases previously seen.

Adults, Communities & Wellbeing

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<b>Public Health</b>													
Active, fulfilled lives	AFL22	Smoking quit rate at 4 weeks		n/a	59.5% (Apr-Jun 2022) 226 out of 380	59.5% (Apr-Jun 2022) 226 out of 380	60.4% (Jun 2022) 61 out of 101	TBD	↑G (May - Jun)	Higher is better	60%	TBC by consultant and service lead	Lag in data for the preceding 2 months. Latest data received is for June 2022.  We are pleased to have met our target for June and look forward to building on this in the coming months.
Better, Brighter Futures	BBF02	% of infants due a new birth visit that received a new birth visit within 14 days of birth		88.2% (All English Authorities 2020/21 - LG Inform)	98.2% (Jun 2022) 652 out of 664	96.1% (Jul 2022) 641 out of 667	98.2% (Jun 2022) 652 out of 664	96.1% (Jul 2022) 641 out of 667	↓	Higher is better	90%	TBC	This indicator represents the whole of Northamptonshire. August 2022 data will be available in October's report. Benchmark updated: England 2020/21. The Health Visiting Service has reset, following COVID-19 school age vaccinations and is now able to undertake the required mandatory checks.
Active, fulfilled lives	AFL20	% of in-year eligible population offered an NHS Health Check		2% (All England Q2 2021/22 - PHE)	8.1% (Apr-Jun 2022) 1853 out of 22875	11.7% (Apr-Jul 2022) 2632 out of 22522	1.2% (Jun 2022) 280 out of 22875	3.5% (Jul 2022) 779 out of 22522	↑G	Higher is better	8.4% (100% annual target)	TBC	Benchmark is England Q2 2021/22.  (Reported monthly only)
Active, fulfilled lives	AFL21	% of in-year eligible population who received an NHS Health Check		0.8% (All England Q2 2021/22 - PHE)	3.2% (Apr-Jun 2022) 731 out of 22875	4.7% (Apr-Jul 2022) 1059 out of 22522	1.1% (Jun 2022) 250 out of 22875	1.5% (Jul 2022) 328 out of 22522	↑G	Higher is better	5% (60% annual target)	TBC	

Further detail on ALF20 and ALF21:-

The NHS Health Check programme has suffered through Covid-19. The programme was paused multiple times on a national and local level. The issues visible in the performance data are reflected nationally, and North Northants is not an outlier.

Before Covid-19, the England average for the percentage of the population offered an NHS Health Check per quarter was 4.3% (Q3, 19/20). This England average dropped to a low of 0.2% during Covid-19 and has only recovered since to 2% in recent quarters. The England average for percentage of the eligible population that received an NHS Health Check was 1.9% (Q3, 19/20) before Covid-19. The England average dropped to a low of 0.1% during Covid-19 and has only recovered to 0.8% since. These national averages help in demonstrating that the issue is not limited to North Northants, but is affecting delivery of the programme nationally.

To offer some local context as to why North Northants still sits slightly below the national average, the NHS Health Check programme in North Northants is delivered entirely by primary care, meaning we rely solely on GP providers for NHS Health Check delivery. As we are aware, primary care has been under a lot of pressure through Covid-19, and has been under pressure since to both catch-up, but also to meet new pressures (e.g., vaccine rollout). For this reason, NHS Health Checks cannot always be a priority. Local authorities all have different models for delivering NHS Health Checks, so naturally Local Authorities with non-primary care providers (e.g., in-house teams, specialist commissioned services, leisure providers, etc.) may not have faced the same challenges that North Northants has in their attempts to restart the NHS Health Check programme since national guidance allowed.

Update for June 2022: NNC have just awarded a new community provider an NHS Health Check contract, meaning further support for the programme. Although target patients groups and areas of operation need to be agreed, the aim is to deploy them across Corby, Wellingborough, Kettering and Rushden where need is greatest.

Update for August 2022: Practices are starting to report increased Covid-19 pressures, and some infection prevention measures are being re-introduced. Winter demands are expected to further restrict capacity as we move into autumn/winter months.

In efforts to make improvements, we are working with existing providers through training programmes and close contract and performance management to increase the amount of people offered an NHS Health, and also the amount of people that receive an NHS Health Check. Lakeside Healthcare (a large GP practice in Corby, whose patients eligible for an NHS Health Check make up over 10% of that of North Northants) are not currently delivering NHS Health Checks and will be targeted and worked with more closely. We are also looking to expand our NHS Health Checks programme to include community providers in North Northants that can support primary care by delivering NHS Health Checks away from GP practices. All PCN managers in North Northants have recently been engaged with and briefed on their respective PCNs performance and will be working closely with the practices to rectify this. Work is ongoing with the Workplace Wellbeing team to restart NHS Health Checks (and other health and wellbeing programmes) with external workplaces (offices, retail, factories, warehouses, etc.) allowing us to take NHS Health Checks to patients' places of work. Options surrounding digital NHS Health Checks and the development of an in-house team that can deliver NHS Health Checks are also being considered.



Adults, Communities & Wellbeing

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Better, Brighter Futures	BBF01	Breastfeeding rate at 6-8 weeks		47.6% (All English Authorities - 2021 - LAIT)	51.8% (Jun 2022) 347 out of 670	53.1% (Jul 2022) 363 out of 684	51.8% (Jun 2022) 347 out of 670	53.1% (Jul 2022) 363 out of 684	↑G (Jun - Jul)	Higher is better	55%	52.25% - 55%	This indicator represents the whole of Northamptonshire. August 2022 data will be available in October's report. Benchmark updated: England 2020/21. The Health Visiting Service has reset, following COVID-19 school age vaccinations and is now able to undertake the required mandatory checks. Breastfeeding peer support service has expand to the Corby and Wellingborough areas, which aims to contribute to increase the breastfeeding rate and the retention rate.
Better, Brighter Futures	BBF03	% of children who received a 6-8 week view by the time they were 8 weeks		81.2% (All English Authorities - Q2 2021/22)	97.9% (Jun 2022) 656 out of 670	98.2% (Jul 2022) 672 out of 684	97.9% (Jun 2022) 656 out of 670	98.2% (Jul 2022) 672 out of 684	↑G (Jun - Jul)	Higher is better	90%	TBC	This indicator represents the whole of Northamptonshire. August 2022 data will be available in October's report. Benchmark updated: England 2020/21. The Health Visiting Service has reset, following COVID-19 school age vaccinations and is now able to undertake the required mandatory checks, in line with the healthy child program guidelines
TBC	AFL23	% substance misuse clients waiting more than 3 weeks for their first intervention			Q1 data TBD	n/a	Q1 data TBD	n/a (reported quarterly)	n/a	Lower is better	No target - tracking indicator only	National target will be available in April 2024	The latest data is available for Q4 2021/22. Q1 2022/23 should be available next month.
<b>Housing Services</b>													
Active, fulfilled lives	AFL13	Number of households whose homelessness was prevented		n/a	70	110	20	20	→	Higher is better	240 (20 per month)	TBD	Performance continues to fluctuate between months due to a variety of factors. This reflects the difficulties the Housing Options Team are having trying to secure accommodation solutions, particularly in the private sector in order to prevent or relieve households homelessness locally. There is a recognised need for the team to move its focus further upstream to maximise homelessness prevention opportunities and action plan is being developed in this regard along with the Homelessness and Rough Sleeping Strategy. A North Northants Homelessness Conference is also being held in September bringing together a range of partners to help prioritise and support tackling homelessness locally.
Active, fulfilled lives	AFL14	Number of households whose homelessness was relieved		n/a	62	114	21	31	↑G	Higher is better	300 (25 per month)	276 (23 per month)	
Active, fulfilled lives	AFL12	Number of rough sleepers (single night snapshot figure)		12 (All English Authorities 2021 - LG Inform)	n/a	n/a	26	20	↓G	Lower is better	9	TBD	

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Safe and thriving places	STP11	Number of council housing lets completed		n/a	80	152	30	42	↑	No polarity	No target - tracking indicator only	N/A	This is a combined figure for Corby and Kettering teams to help monitor the number of council properties being let on a monthly basis. There has been an increase in the number of lets completed in August, 17 within Kettering area and 25 within Corby area. We are now coordinating the process across NNC to ensure that senior officers are able to prioritise workloads to avoid bottlenecks in the process. This will ensure the properties that are closest to having the physical works completed will have appropriate nominations. The number of lets can be impacted by several factors including tenancies ending and number of void properties ready to let so is currently a measure to help monitor flow.
Safe and thriving places	STP12	Number of council houses vacant and available to let		n/a	22	n/a	27	16	↓G	Lower is better	29	TBD (currently using standard 5%)	This is a combined snapshot figure for Corby and Kettering teams of the number of properties ready for tenants at the end of each month but which have not yet been allocated to customers. This figure tends to fluctuate month on month but the aim is to keep this number as low as possible. To help monitor numbers and ensure a consistent approach between Kettering and Corby, combined weekly meetings are already taking place to help monitor where each property is within the voids and lettings process and to determine what actions are needed. August has seen a significant fall in the number of properties vacant and ready to let.
Safe and thriving places	STP36	Number of voids - Kettering Area		n/a	n/a	n/a	47	50	↑R	Lower is better	No target - tracking indicator only	N/A	This data provides a snapshot of the number of void properties the team are processing at the end of the month. There has been an increase of 3 in the total number in Kettering and the number of voids in the process in Corby has remained static however this could be a combination of new void properties and properties being let. Joint meetings between teams that are already established will help ensure there is robust monitoring and regular review of all properties that are currently void to help agree next steps and prioritise properties as appropriate.
		Number of voids - Corby Area		n/a	n/a	n/a	80	80	→				
Safe and thriving places	STP37	Void turnaround time - Kettering Area (Mean Average)		TBD	n/a	n/a	101 days	109 days	↑R	Lower is better	No target - tracking indicator only	N/A	This performance measure monitors the time taken to turnaround a void property for both Corby and Kettering areas from keys in to keys out so covers several teams areas of work including landlord services, housing allocations and the repairs team. As mentioned above a new NNC wide strategic approach is now in place to help identify delays and areas where improvements can be made. This involves determining where each property is within the process; reasons for delay; specific actions agreed in order to move on properties or review processes and prioritising workloads within each team along with deciding when properties need to be advertised. Also the meeting involves forward planning by identifying properties that will become void in the next 4 weeks. There is an increase in the turnaround time for both areas due to a number of major void properties being let in month. In future we will look to separate out void turnaround time for standard and major voids to give a more accurate picture of the time taken to turn around void properties.
		Void turnaround time - Corby Area (Mean Average)		TBD	n/a	n/a	76 days	84 days	↑R				

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Safe and thriving places	STP08	% of properties with a valid gas safety certificate	<table border="1"> <caption>% of properties with a valid gas safety certificate</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>99.5%</td> <td>100%</td> </tr> <tr> <td>May</td> <td>99.5%</td> <td>100%</td> </tr> <tr> <td>June</td> <td>99.5%</td> <td>100%</td> </tr> <tr> <td>July</td> <td>99.5%</td> <td>100%</td> </tr> <tr> <td>August</td> <td>99.6%</td> <td>100%</td> </tr> </tbody> </table>	Month	Actual	Target	April	99.5%	100%	May	99.5%	100%	June	99.5%	100%	July	99.5%	100%	August	99.6%	100%	TBD	n/a	n/a	99.5%	99.6%	↑G	Higher is better	100%	99.5% and above	As at the end of August 2022, 30 properties were without a valid gas safety certificate. In the Corby area: 4 properties were serviced on 06/09/2022. 4 properties are now void and services have been scheduled. 14 properties are in the legal stages (3 properties have services booked, 4 properties have a court date booked for 13/09/2022 and 7 properties have a court date booked for 27/09/2022). 3 properties we obtained a warrant for and these were executed on 06/09/2022 (2 were capped off, 1 was serviced). We are limited to the number of properties we can take to court each fortnight to obtain right of entry warrants, so this is impacting compliance. In the Kettering area: 2 are now complete, 2 have had appointments made and one is a TA property and appointment TBC.
Month	Actual	Target																													
April	99.5%	100%																													
May	99.5%	100%																													
June	99.5%	100%																													
July	99.5%	100%																													
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Safe and thriving places	STP09	Total number of emergency repairs completed	<table border="1"> <caption>Total number of emergency repairs completed</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>~900</td> <td>~900</td> </tr> <tr> <td>May</td> <td>~950</td> <td>~950</td> </tr> <tr> <td>June</td> <td>~850</td> <td>~850</td> </tr> <tr> <td>July</td> <td>790</td> <td>~850</td> </tr> <tr> <td>August</td> <td>985</td> <td>~900</td> </tr> </tbody> </table>	Month	Actual	Trend	April	~900	~900	May	~950	~950	June	~850	~850	July	790	~850	August	985	~900	n/a	n/a	n/a	790	985	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	All emergency repairs are to be completed within 24 hours and this measure helps to monitor the level of demand for the service. In August the number of emergency repairs completed has seen a significant increase.
Month	Actual	Trend																													
April	~900	~900																													
May	~950	~950																													
June	~850	~850																													
July	790	~850																													
August	985	~900																													
Safe and thriving places	STP10	Total number of non-emergency repairs completed	<table border="1"> <caption>Total number of non-emergency repairs completed</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>~1100</td> <td>~1100</td> </tr> <tr> <td>May</td> <td>~1300</td> <td>~1300</td> </tr> <tr> <td>June</td> <td>~1400</td> <td>~1400</td> </tr> <tr> <td>July</td> <td>1450</td> <td>~1400</td> </tr> <tr> <td>August</td> <td>1442</td> <td>~1400</td> </tr> </tbody> </table>	Month	Actual	Trend	April	~1100	~1100	May	~1300	~1300	June	~1400	~1400	July	1450	~1400	August	1442	~1400	n/a	n/a	n/a	1450	1442	↓	N/A - Tracking	N/A - monitoring levels of demand	N/A	This monitors all other repairs that are not classed as an emergency and at present Kettering and Corby have different targets for these repairs. Kettering has 7 day, 28 day and 90 day timescales and Corby has 30 day target for all non emergency appointments. Work is being undertaken to review these targets and introduce standardised processes and procedures across both localities. In August there was a similar number of non-emergency repairs completed to the number in July.
Month	Actual	Trend																													
April	~1100	~1100																													
May	~1300	~1300																													
June	~1400	~1400																													
July	1450	~1400																													
August	1442	~1400																													
Safe and thriving places	STP04	Total Active applicants on the Keyways Housing Register	<table border="1"> <caption>Total Active applicants on the Keyways Housing Register</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>~3000</td> <td>~3000</td> </tr> <tr> <td>May</td> <td>~3000</td> <td>~3000</td> </tr> <tr> <td>June</td> <td>~3000</td> <td>~3000</td> </tr> <tr> <td>July</td> <td>3046</td> <td>~3000</td> </tr> <tr> <td>August</td> <td>3349</td> <td>~3000</td> </tr> </tbody> </table>	Month	Actual	Trend	April	~3000	~3000	May	~3000	~3000	June	~3000	~3000	July	3046	~3000	August	3349	~3000	n/a	n/a	n/a	3046	3349	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	This provides a snapshot of the number of applicants active on the Council's housing Register (Keyways). The large increase between July and August is due to a recent blitz day on Saturday 20th August in which 197 applications were assessed. Further blitz days are planned for September and are making a positive impact on the backlog. Please note that as applications are made active, previously active applications have the status changed to pending, suspended, closed and housed. This increase therefore is not how many applications are being assessed in total.
Month	Actual	Trend																													
April	~3000	~3000																													
May	~3000	~3000																													
June	~3000	~3000																													
July	3046	~3000																													
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Safe and thriving places	STP05	New Housing Applications Received	<table border="1"> <caption>New Housing Applications Received</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>~450</td> <td>~450</td> </tr> <tr> <td>May</td> <td>~450</td> <td>~450</td> </tr> <tr> <td>June</td> <td>~450</td> <td>~450</td> </tr> <tr> <td>July</td> <td>457</td> <td>~450</td> </tr> <tr> <td>August</td> <td>561</td> <td>~450</td> </tr> </tbody> </table>	Month	Actual	Trend	April	~450	~450	May	~450	~450	June	~450	~450	July	457	~450	August	561	~450	n/a	n/a	n/a	457	561	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	Larger increase from July to August than in previous months. There was also no significant increase in July to August 21 in comparison to highlight any trend.
Month	Actual	Trend																													
April	~450	~450																													
May	~450	~450																													
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Safe and thriving places	STP13	Number of Private Sector Disabled Facilities Grants (DFG) cases on waiting list		n/a	n/a	n/a	113	83	↓	N/A - Tracking	TBC	N/A	The numbers on the DFG waiting list are beginning to reduce since the return of a Full Time Senior Surveyor who has been able to pick up new cases and allocate others more efficiently on our newly created NNC waiting list. Recruitment is still ongoing for a Junior Surveyor, but we have recently offered somebody the Surveyor role. Once they have started with us, we hope to see a significant reduction on existing waiting list numbers, although we have agreed for the Occupational Therapy department to send through an increased number of referrals per month, which will of course increase new numbers.
Safe and thriving places	STP14	Number of Private Sector Disabled Facilities Grants completions		n/a	46	75	12	17	↑G	Higher is better	168 (14 per month)	TBD	The number of DFG completions remains relatively static due to lack of resources within the team. There are also difficulties with the number of contractors that have very long lead times due to their increased demand for work since Covid so it is taking much longer for jobs to start and finish. That said, we hope the completion rate will increase once the new surveyor is in post.
Active, fulfilled lives	AFL15	Total number of homeless approaches		n/a	862	1534	315	357	↑	N/A	N/A - monitoring levels of demand only	N/A	3,863 households approached the Council as homeless during 2021/22, which is an average of 320 approaches per month. Currently the Housing Options Team have a live caseload of approx. 1050 cases and during August there was an increase in the no of approaches from 315 - 357 so there remains a high incoming demand and concerns that this trend of increasing demand is set to continue further.
Active, fulfilled lives	AFL16	Number of households accepted as owed the main housing duty		n/a	66	100	8	26	↑	N/A	288 (24 per month)	TBD (currently using standard 5%)	This measure indicates the number of households that have been accepted by the Council as homeless due to being unintentionally homeless, eligible for assistance and have a priority need and for which the Council has been unable to achieve a positive housing solution during the prevention and relief stages of the process (AFL13 and AFL14). During 2021/22 there were 284 households accepted as being owed the main housing duty. There was a decrease in decisions made in July, likely impacted by annual leave but increased substantially in August.
Active, fulfilled lives	AFL17	Total number of households living in temporary accommodation		n/a	n/a	n/a	200	193	↓G	Lower is better	200	TBD	An average of almost ten new households have been placed into temporary accommodation each week over the last 6 weeks. Despite the sustained pressure on the service, the number of households placed outside of North Northamptonshire remains low. In addition, the use of nightly purchased, supplier managed temporary accommodation which is costly to the Council continues to reduce.  Please note that this overall figure is for statutory duty placements only and does not include the additional cohort of rough sleepers accommodated under discretionary powers.
Active, fulfilled lives	AFL18	Number of households with family commitments* living in bed and breakfast accommodation		n/a	n/a	n/a	0	0	→	Lower is better	0	TBD	The homelessness legislation specifies that Bed & Breakfast (B&B) accommodation is not regarded suitable for households with family commitments and should only be used as a last resort, and when it is used to house families in crisis, it must be for no longer than 6 weeks. The temporary accommodation team continues to ensure that use of B&B accommodation for those with family commitments is kept to an absolute minimum.
Active, fulfilled lives	AFL19	Number of rough sleepers rehoused into accommodation		n/a	20	41	8	13	↑G	Higher is better	60 per year (5 per month)	TBD	During August, 7 individual were supported into accommodation suitable for their needs direct from the streets, and a further 10 were placed into council discretionary Temporary Accommodation. Of these, 4 were NRPf (no recourse to public funds), and we have linked in with international light house who have assessed all cases and processed EU settled status (EUSS) applications. Since this we have had had one individual come back with settled status, which now allows us to claim relevant benefits and provide a move on plan to support his needs. Three individuals have moved on from discretionary Temporary Accommodation into long term accommodation, and we have another 4 individuals pending move on already for the month of September.

Adults, Communities & Wellbeing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
<b>Communities and Libraries</b>													
Active, fulfilled lives	AFL09	Number of physical visits to libraries		n/a	n/a	n/a	37,358	38,319	↑G	Higher is better	August target: 24,865 Annual target: 246,187	0	It has been a bumper Summer of family visits returning to near pre-pandemic levels. The Summer Reading Challenge and associated events have been extremely well attended. We are well on track to exceeding the target.

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## North Northamptonshire Council Performance Report - August 2022

### Key to Performance Status Colours

Progress Status Key:
Green - On target or over-performing against target
Amber - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance as specified)
Red - Under-performing against target by more than 5% (or other agreed tolerance as specified)
Dark Grey - Data missing
Grey - Target under review
Turquoise - Tracking Indicator only
Children's Trust Progress Status Key:
Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

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

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

#### Terminology key

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

Governance & HR

Human Resources

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Human Resources				Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments																																																																														
					Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23																																																																																			
Modern Public Services	MPS06	Average number of working days lost per Full time Equivalent (FTE) employee (short term)	<p>Days lost per FTE</p> <p>Legend: Short Term 21/22 (dark green), Long Term 21/22 (light green), Short Term 22/23 (yellow), Long Term 22/23 (orange), Target 2022/23 (dashed blue)</p> <table border="1"> <caption>Days lost per FTE by month</caption> <thead> <tr> <th>Month</th> <th>Short Term 21/22</th> <th>Long Term 21/22</th> <th>Short Term 22/23</th> <th>Long Term 22/23</th> <th>Target 2022/23</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>0.19</td><td>0.36</td><td>0.49</td><td>0.48</td><td>0.36</td></tr> <tr><td>May</td><td>0.16</td><td>0.36</td><td>0.26</td><td>0.54</td><td>0.36</td></tr> <tr><td>Jun</td><td>0.23</td><td>0.48</td><td>0.46</td><td>0.62</td><td>0.36</td></tr> <tr><td>Jul</td><td>0.34</td><td>0.46</td><td>0.26</td><td>0.54</td><td>0.36</td></tr> <tr><td>Aug</td><td>0.23</td><td>0.27</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> <tr><td>Sep</td><td>0.34</td><td>0.27</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> <tr><td>Oct</td><td>0.34</td><td>0.27</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> <tr><td>Nov</td><td>0.60</td><td>0.40</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> <tr><td>Dec</td><td>0.58</td><td>0.38</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> <tr><td>Jan</td><td>0.49</td><td>0.41</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> <tr><td>Feb</td><td>0.55</td><td>0.30</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> <tr><td>Mar</td><td>0.55</td><td>0.37</td><td>0.23</td><td>0.54</td><td>0.36</td></tr> </tbody> </table>	Month	Short Term 21/22	Long Term 21/22	Short Term 22/23	Long Term 22/23	Target 2022/23	Apr	0.19	0.36	0.49	0.48	0.36	May	0.16	0.36	0.26	0.54	0.36	Jun	0.23	0.48	0.46	0.62	0.36	Jul	0.34	0.46	0.26	0.54	0.36	Aug	0.23	0.27	0.23	0.54	0.36	Sep	0.34	0.27	0.23	0.54	0.36	Oct	0.34	0.27	0.23	0.54	0.36	Nov	0.60	0.40	0.23	0.54	0.36	Dec	0.58	0.38	0.23	0.54	0.36	Jan	0.49	0.41	0.23	0.54	0.36	Feb	0.55	0.30	0.23	0.54	0.36	Mar	0.55	0.37	0.23	0.54	0.36	Local Government 'single tier' national average - 9.2 days lost per employee over 12 months (0.77 days lost per month) ST average for 12 months is 3.8 days lost and LT is 5.4 days lost	0.8 days lost per Fte employee	1.46 days lost per FTE employee	0.35 days lost per Fte employee	0.23 Fte days lost per Fte employee	↓ G	Lower is better	Target for the full year is 9.2 days combined as per the Benchmark (3.8 ST and 5.4 LT). This equates to 0.77 days lost per FTE per month .	0.32 days (Tolerance = 15% - 0.32 - 0.37 days)	Both short term and long term sickness have reduced from the previous month which is to be expected over the summer holiday period. The overall Fte days lost for August was 0.77 which is in line with the Local Government benchmark
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MPS07	Average number of working days lost per Full time Equivalent (FTE) employee (long term)	1.7 days lost per Fte employee	3.12 days lost per FTE employee	0.62 days lost per Fte employee	0.54 Fte days lost per Fte employee	↓ G	Lower is better	0.45 days (Tolerance = 15% - 0.45 - 0.52 days)																																																																																			
Modern Public Services	MPS11	Amount of Spend on Agency Staff within each Directorate	<p>£0 £100,000 £200,000 £300,000 £400,000 £500,000</p> <table border="1"> <caption>Agency Staff Spend by Directorate</caption> <thead> <tr> <th>Directorate</th> <th>Apr-22</th> <th>May-22</th> <th>Jun-22</th> <th>Jul-22</th> <th>Aug-22</th> </tr> </thead> <tbody> <tr><td>Adults C&amp;W</td><td>£200,016</td><td>£215,018</td><td>£357,403</td><td>£296,816</td><td>£378,003</td></tr> <tr><td>CEX Office</td><td>£7,074</td><td>£10,912</td><td>£19,221</td><td>£13,503</td><td>£13,300</td></tr> <tr><td>Childrens</td><td>£29,892</td><td>£44,878</td><td>£151,294</td><td>£118,429</td><td>£171,022</td></tr> <tr><td>Finance</td><td>£14,830</td><td>£9,889</td><td>£15,816</td><td>£12,497</td><td>£14,445</td></tr> <tr><td>Gov &amp; HR</td><td>£61,606</td><td>£98,208</td><td>£108,880</td><td>£73,037</td><td>£117,461</td></tr> <tr><td>Place &amp; Ec</td><td>£130,564</td><td>£130,101</td><td>£185,989</td><td>£124,839</td><td>£138,691</td></tr> <tr><td>Transformation</td><td>£38,558</td><td>£21,854</td><td>£44,676</td><td>£38,662</td><td>£48,508</td></tr> </tbody> </table>	Directorate	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Adults C&W	£200,016	£215,018	£357,403	£296,816	£378,003	CEX Office	£7,074	£10,912	£19,221	£13,503	£13,300	Childrens	£29,892	£44,878	£151,294	£118,429	£171,022	Finance	£14,830	£9,889	£15,816	£12,497	£14,445	Gov & HR	£61,606	£98,208	£108,880	£73,037	£117,461	Place & Ec	£130,564	£130,101	£185,989	£124,839	£138,691	Transformation	£38,558	£21,854	£44,676	£38,662	£48,508	n/a	£1,864,458	£3,423,672	£677,785	£881,429	↑ R	Lower is better	No target - tracking indicator only	N/A	<p>Opus spend only, off contract spend not included. As with June, August's figure is based on a 5 week month which is the reason for the increase in spend over the previous month. Breakdown by Assistant Directorate is available on next page.</p> <p>Governance and HR:- Electoral Services, Legal Services and Democratic Services are in consultation and should be in a position to be able to recruit shortly. In Human Resources we are continuing to recruit to full establishment and pending this, we have some temporary agency staff to cover key roles and maintain service delivery.</p> <p>Adults Safeguarding, Wellbeing and Provider Services:- Where we provide direct provision to users of our services, we have had to cover critical shifts and ensure continuity of care, in particular within regulated provider services to mitigate against any risks.</p> <p>Adults and Commissioning:- Many of the agency staff are additional in relation to seasonal or fluctuating pressures in this service area and are funded via grants received such as COMF (Contain Outbreak Management Fund) and / or Winter / System pressures. Agency staff are used as these are often non recurrent funding streams for time limited periods.</p>																														
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## August 2022 HR Workforce Data Report

### Sickness Absence Data by Assistant Directorate - April 2022 - August 2022

YTD: Year to Date

FTE: Full Time Equivalent

Assistant Directorate*	Sickness Absence						
	YTD Fte days lost per Fte employee					Aug-22 % of workforce to have sickness	Aug-22 No' of employees to hit trigger
	Apr-22	May-22	Jun-22	Jul-22	Aug-22		
Adult Services	1.20	2.51	3.82	5.33	7.25	18.5%	24
Commissioning & Performance	0.46	0.98	1.07	1.67	3.10	4.5%	1
Housing and Communities	0.98	1.91	2.53	3.21	3.77	10.2%	13
HRA	1.05	2.45	4.07	6.05	7.91	12.1%	18
Public Health	0.35	0.78	0.99	1.29	1.47	3.6%	1
Safeguarding, Wellbeing and Provider Services	1.01	1.94	2.84	4.08	5.08	12.8%	16
<b>Adults, Communities and Wellbeing Services Total</b>	<b>0.95</b>	<b>1.98</b>	<b>2.94</b>	<b>4.13</b>	<b>5.34</b>	<b>12.0%</b>	<b>73</b>
Assistant Chief Executive	0.41	0.63	0.43	0.67	0.77	4.5%	0
Chief Executive's Office	0.00	0.00	0.00	1.17	1.18	0.0%	0
<b>Chief Executive Office Total</b>	<b>0.29</b>	<b>0.47</b>	<b>0.30</b>	<b>0.83</b>	<b>0.90</b>	<b>3.0%</b>	<b>0</b>
Assistant Director Education	0.63	1.13	1.49	2.48	2.92	2.9%	2
Commissioning & Partnerships (includes client role for Children's Tr	0.00	0.21	0.20	0.20	0.38	7.0%	0
Schools	0.42	0.84	1.25	3.08	3.88	5.2%	3
<b>Childrens Services Total</b>	<b>0.50</b>	<b>0.95</b>	<b>1.31</b>	<b>2.55</b>	<b>3.12</b>	<b>4.0%</b>	<b>5</b>
Audit and Risk	0.00	0.00	0.00	0.00	0.00	0.0%	0
Finance Accountancy	0.00	0.00	0.00	0.00	0.00	0.0%	0
Finance and Strategy	0.64	1.32	2.57	3.92	3.97	2.4%	1
Procurement	0.46	0.46	0.47	0.47	0.47	0.0%	0
Revenues and Benefits	1.01	2.00	3.26	4.06	4.70	9.1%	2
<b>Finance Services Total</b>	<b>0.80</b>	<b>1.57</b>	<b>2.63</b>	<b>3.57</b>	<b>3.97</b>	<b>6.0%</b>	<b>3</b>
Human Resources	0.10	0.29	0.67	0.96	1.16	3.7%	1
Legal and Democratic Services	0.45	0.81	1.43	2.06	2.64	5.6%	1
<b>Governance &amp; HR Total</b>	<b>0.24</b>	<b>0.51</b>	<b>0.99</b>	<b>1.42</b>	<b>1.78</b>	<b>4.0%</b>	<b>2</b>
Assets and Environment	0.64	1.35	2.73	4.09	5.25	8.7%	9
Directorate Management	0.00	0.00	0.00	0.00	0.00	0.0%	0
Growth and Regeneration	0.45	0.80	1.25	1.66	1.95	2.0%	1
Highways and Waste	0.98	2.85	4.45	5.94	7.02	17.5%	9
Regulatory Services	0.46	0.84	1.11	1.49	1.97	6.7%	3
<b>Place and Economy Services Total</b>	<b>0.67</b>	<b>1.60</b>	<b>2.69</b>	<b>3.75</b>	<b>4.60</b>	<b>9.0%</b>	<b>22</b>
Customer Services	1.18	2.03	3.33	5.15	6.11	12.1%	3
IT	0.00	0.14	0.35	1.01	1.12	3.0%	1
Transformation	0.40	1.22	2.22	3.41	3.55	5.6%	1
<b>Transformation Total</b>	<b>0.73</b>	<b>1.41</b>	<b>2.40</b>	<b>3.80</b>	<b>4.37</b>	<b>9.0%</b>	<b>5</b>
<b>NNC Total</b>	<b>0.78</b>	<b>1.64</b>	<b>2.55</b>	<b>3.66</b>	<b>4.58</b>	<b>10.0%</b>	<b>110</b>

	Aug-22			
	Monthly Fte days lost per Fte employee ST	Monthly Fte days lost per Fte employee LT	YTD Fte days lost per Fte employee ST	YTD Fte days lost per Fte employee LT
<b>Adults, Communities, Wellbeing</b>	0.31	0.68	1.77	3.57
<b>Chief Executive Office</b>	0.06	0.00	0.90	0.00
<b>Childrens Services</b>	0.09	0.43	0.93	2.18
<b>Finance Services</b>	0.14	0.17	0.92	3.05
<b>Governance &amp; HR</b>	0.08	0.26	0.73	1.06
<b>Place and Economy Services</b>	0.20	0.56	1.38	3.22
<b>Transformation</b>	0.19	0.22	1.45	2.91
<b>NNC Total</b>	<b>0.23</b>	<b>0.54</b>	<b>1.46</b>	<b>3.12</b>

#### Sickness Absence Definition - August

Fte days lost per Fte employee is a nationally used calculation where the total number of days of absence are divided by the total number of FTE (full time equivalent) employees available to work. April - August 2022/23 sickness data shows that on average each Fte employee has had 4.58 days of sickness so far this year with a projected figure for the year 2022/23 of 11 days.

Establishment Data by Assistant Directorate - August 2022

Assistant Directorate	Employees		Posts		Vacancies		Agency			Voluntary Turnover**			Starters	
	Headcount	Fte	Number	Fte	Number	Fte	Covering Vacancies	Super-numerate	Opus Agency Spend* (£000's)	Rolling	Monthly	No' of Leavers	No' of Starters	% of workforce
Adult Services	270	240.28	378	358.40	162	57.43	8		£52	17.7%	2.2%	6	6	2.2%
Commissioning & Performance	89	84.41	120	113.08	27	25.72	10		£39	15.4%	2.2%	2	3	3.4%
Housing and Communities	295	212.60	643	462.65	176	99.38	5		£64	16.7%	2.0%	6		0.0%
HRA	257	229.26	384	361.32	82	72.40	92		£78	20.5%	1.6%	4	3	1.2%
Public Health	138	127.26	223	213.91	66	60.78	28		£17	17.6%	0.7%	1	3	2.2%
Safeguarding, Wellbeing and Provider Services	290	244.22	360	341.44	99	32.32	47		£128	25.4%	1.4%	4	5	1.7%
<b>Adults, Communities and Wellbeing Services Total</b>	<b>1339</b>	<b>1138.03</b>	<b>2108</b>	<b>1850.80</b>	<b>612</b>	<b>348.03</b>	<b>190</b>	<b>0</b>	<b>£378</b>	<b>19.6%</b>	<b>1.7%</b>	<b>23</b>	<b>20</b>	<b>1.5%</b>
Assistant Chief Executive	22	20.40	41	39.18	17	16.48			£4	26.2%	9.1%	2	1	4.5%
Chief Executive's Office	12	11.16	16	15.54	4	4.00			£9	0.0%	0.0%			0.0%
<b>Chief Executive Office Total</b>	<b>34</b>	<b>31.56</b>	<b>57</b>	<b>54.72</b>	<b>21</b>	<b>20.48</b>	<b>0</b>	<b>0</b>	<b>£13</b>	<b>18.9%</b>	<b>5.9%</b>	<b>2</b>	<b>1</b>	<b>2.9%</b>
Assistant Director Education	103	98.12	150	147.54	44	42.60			£158	32.0%	3.9%	4	2	1.9%
Commissioning & Partnerships	15	13.23	19	19.00	3	3.00				14.9%	6.7%	1		0.0%
Schools	97	81.99	124	116.55	27	26.23			£13	6.1%	2.1%	2		0.0%
<b>Childrens Services Total</b>	<b>215</b>	<b>193.34</b>	<b>293</b>	<b>283.09</b>	<b>74</b>	<b>71.83</b>	<b>0</b>	<b>0</b>	<b>£171</b>	<b>19.5%</b>	<b>3.3%</b>	<b>7</b>	<b>2</b>	<b>0.9%</b>
Audit and Risk	7	6.62	15	15.00	8	8.00				72.7%	0.0%			0.0%
Finance Accountancy	4	2.72	23	21.45	13	11.59	6	1		23.2%	0.0%			0.0%
Finance and Strategy	42	39.94	37	35.76	11	11.00	2			20.2%	0.0%			0.0%
Procurement	9	8.43	14	13.00	4	4.00				11.2%	0.0%			0.0%
Revenue and Benefits	99	85.15	119	105.78	20	17.65	8		£14	11.9%	1.0%	1		0.0%
<b>Financial Services Total</b>	<b>161</b>	<b>142.86</b>	<b>208</b>	<b>190.99</b>	<b>56</b>	<b>52.24</b>	<b>16</b>	<b>1</b>	<b>£14</b>	<b>15.5%</b>	<b>0.6%</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>
Human Resources	82	72.65	115	109.57	25	25.00	4	2	£15	17.8%	1.2%	1	2	2.4%
Legal and Democratic Services	54	47.93	104	79.96	25	15.31	12		£102	17.3%	3.7%	2		0.0%
<b>Governance &amp; HR Total</b>	<b>136</b>	<b>120.58</b>	<b>219</b>	<b>189.53</b>	<b>50</b>	<b>40.31</b>	<b>16</b>	<b>2</b>	<b>£117</b>	<b>17.6%</b>	<b>2.2%</b>	<b>3</b>	<b>2</b>	<b>1.5%</b>
Assets and Environment	229	203.40	356	312.07	71	64.11	15		£47	18.6%	1.3%	3	5	2.2%
Directorate Management	5	5.00	5	5.00						0.0%	0.0%			0.0%
Growth and Regeneration	98	89.53	142	134.29	42	39.90	20	4	£53	10.4%	0.0%			0.0%
Highways and Waste	154	150.62	218	208.15	47	52.22	28		£2	13.6%	2.6%	4	1	0.6%
Regulatory Services	105	96.76	141	132.00	27.00	25.40	9	1	£36	18.5%	0.0%			0.0%
<b>Place and Economy Services Total</b>	<b>591</b>	<b>545.30</b>	<b>862</b>	<b>791.51</b>	<b>187</b>	<b>181.63</b>	<b>72</b>	<b>5</b>	<b>£139</b>	<b>15.8%</b>	<b>1.2%</b>	<b>7</b>	<b>6</b>	<b>1.0%</b>
Customer Services	91	72.12	118	104.37	16	11.45	5		£14	16.1%	1.1%	1	1	1.1%
IT	33	30.27	39	36.38	6	5.00		4	£31	18.3%	0.0%			0.0%
Transformation	36	35.86	38	38.00	2	2.00			£4	9.9%	0.0%			0.0%
<b>Transformation Total</b>	<b>160</b>	<b>138.26</b>	<b>195</b>	<b>178.75</b>	<b>24</b>	<b>18.45</b>	<b>5</b>	<b>4</b>	<b>£49</b>	<b>15.0%</b>	<b>0.6%</b>	<b>1</b>	<b>1</b>	<b>0.6%</b>
<b>NNC Total</b>	<b>2636</b>	<b>2309.93</b>	<b>3942</b>	<b>3539.39</b>	<b>1024.00</b>	<b>732.97</b>	<b>299</b>	<b>12</b>	<b>£881</b>	<b>18.1%</b>	<b>1.7%</b>	<b>44</b>	<b>32</b>	<b>1.2%</b>

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

\*\* LG average turnover benchmark (12.9%)

**Establishment Data by Assistant Directorate - Further Detail and Definitions**

<b>Establishment Data Heading</b>	<b>Definition</b>
<b>Employees</b>	The headcount and Fte (full time equivalent) shows by Directorate the total number and Fte of Employees (excluding casual/zero hours) who have a contract of employment with contracted hours.
<b>Posts</b>	The number and Fte (full time equivalent) of posts in each Directorate. The number of posts can differ from the Fte due to the post type, this predominantly relates to bucket posts where the post number is unique but more than one person can occupy the post, typically a bucket post will have budgeted hours of more than 37 (1 Fte) to allow for multiple occupants.
<b>Vacancies</b>	The number and Fte (full time equivalent) of vacant posts in each Directorate. The number of vacancies can differ from the Fte due to the post type, this predominantly relates to bucket posts where the post number is unique but more than one person can occupy the post, typically a bucket post will have budgeted hours of more than 37 (1 Fte) to allow for multiple occupants.
<b>Agency</b>	Opus People Solutions are the councils preferred supplier for temporary workers and provide a breakdown of spend each month, for more specialist roles temporary workers can also be procured through off contract agencies. Only spend through Opus is currently reported.
<b>Absence</b>	Fte days lost per Fte employee is a nationally used calculation where the total number of days of absence are divided by the total number of FTE (full time equivalent) employees available to work. April - August sickness data shows that on average each Fte employee has had 4.6 days of sickness so far this year with a projected figure for the year of 11.0.
<b>Voluntary Turnover</b>	Those employees (excluding casual/zero hours) who voluntarily left the organisation (including retirement) shown as a % of the average headcount over a rolling year.
<b>Starters</b>	New employees to the organisation (excluding casual/zero hours)

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## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Household Support Fund (HSF) 3</b>
<b>Report Author</b>	John Ashton, Director of Public Health - <a href="mailto:John.ashton@northnorthants.gov.uk">John.ashton@northnorthants.gov.uk</a>
<b>Lead Member</b>	Cllr Jason Smithers, Leader of the Council

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

### List of Appendices

#### Appendix A – Department for Work and Pensions (DWP) Final Guidelines HSF3

#### 1. Purpose of Report

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- 1.1 The Household Support Fund 3 scheme has been announced by government and the final version of the guidelines from DWP have been distributed attached **Appendix A**). Distribution options were proposed to officers (see section 5.1) for the period between October 2022 and March 2023.
- 1.2 The report sets out several options to complement the Public Health: Health and Wellbeing Strategy and indicates how the scheme could be delivered to maximise appropriate referrals across a wide set of situational needs.

#### 2. Executive Summary

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- 2.1 The [Household Support Fund \(3\), announced](#) by the Department for Work and Pensions on the 26<sup>th</sup> May 2022, is the third version of the Fund, the previous scheme (HSF2) operated successfully between 1<sup>st</sup> April 2022 and 30<sup>th</sup> September 2022 across North Northamptonshire.

- 2.2 **DWP Final Guidelines indicate** *“Authorities have the flexibility within The Fund to identify which vulnerable households are in most need of support and apply their own discretion when identifying eligibility. This may include, but is not limited to, people who are entitled to but not claiming qualifying benefits, people who are claiming Housing Benefit (HB) only, people who begin a claim or return to payment of a benefit after the relevant qualifying date as well as people who have fuel costs but who cannot access the £400 of energy support from the Energy Bill Support Scheme or the equivalence package confirmed on 29 July 2022. There may be groups who are vulnerable to rising prices even though they are supported through these schemes, for example large families or single-income families. It is important to stress that The Fund is intended to cover a wide range of low-income households in need including families with children of all ages, pensioners, unpaid carers, care leavers and disabled people.*
- 2.3 The expectation is that it should primarily be used to support households in the most need with food and energy bills because of the recent cost of living increases. The fund can also be used to support households with essential costs related to those items and other essential household costs.”
- 2.4 The final DWP guidelines have been issued for Household Support Fund 3 and the key changes from Household Support Fund 2 are that there will be no ringfence of any proportion of funding for any cohort of people. Also amongst the changes is a requirement for all authorities to operate at least part of their scheme on an application basis i.e., residents should have the opportunity to come forward to ask for support. There is also an expectation of authorities to particularly consider those groups who may not have benefitted from any of the recent cost of living support.
- 2.5 The latest fund can be delivered to households between 1<sup>st</sup> October 2022 and 31<sup>st</sup> March 2023. There is no DWP stipulation of how the funds must be allocated or indeed the recipient cohorts however we know from experience that families on low benefits with children on free school meals are reliant on financial support over school holidays.
- 2.6 North Northamptonshire Council (NNC) has been allocated a sum of (£2,465,491.77). Payment for the grant will be made in arrears, following the submission of an interim MI return by 25<sup>th</sup> January 2023 for spend for the period 1<sup>st</sup> October 2022 to 31<sup>st</sup> December 2022. A final Management Information return will be required showing total spend from 1<sup>st</sup> October 2022 to 31<sup>st</sup> March 2023 by 28<sup>th</sup> April 2023.
- 2.7 The report provides a background to the Household Support Fund and the recommendations section provides the key focus of the type of support that the Unitary is recommending. This support ranges from Children’s Winter Food Support; households who contain employed contributors but who are on low income and do not receive full cost-of-living benefits; to a food and fuel concept which is operated through the voluntary sector and community hubs. Management and oversight will be provided by the Public Health Recovery and Wellbeing Programme Team

### **3. Recommendations**

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#### 3.1 It is recommended that the Executive:

- a. Notes that the Household Support Fund (3) investment is to be managed locally.
- b. Approves the Recommended Scope and Diversity of Distribution as set out in section 4 of this report.
- c. Approves the control and oversight approach to be undertaken through a central operational team.
- d. Authorises any funds that have not been assigned or committed to by 31<sup>st</sup> January 2023, according to the distribution methodology set out in section 4, to be redistributed in line with the wider Department for Work and Pensions Guidelines (attached as Appendix A)

#### 3.2 Reason for Recommendations:

- It is recommended that the Household Support Fund (3) is directed to funding to a lower income sector of the working community, and families with children.
- The recommended option seeks to support eligible families, who have children receiving Free School Meals, through the School Holiday Food awards from October until the end of the scheme
- The option also provides alignment to community engagement activity, community hubs, food banks and support for winter emergencies

3.3 Alternative Options Considered – The Council could choose not to draw down the funds, but this is not recommended as many vulnerable residents would miss additional support at a time when there are increased concerns regarding the cost-of-living increases. In choosing to draw down the funds and by applying the DWP guidelines and local insights there are three options in terms of distribution of funding to the community, 1) through a highly distributed network, 2) via simplified segmentation, or 3) to the lower income sector. For the reasons set out in section 5 of the report, 'Issues and Choices', option 3 is recommended.

### **4. Report Background**

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#### **Building on the Success of Household Support Funds 1 and 2**

4.1 This report follows on from two successful Household Support Fund (HSF) scheme operating from December 2021 until March 2022 (referenced as HSF1), and April 2022 until September 2022 (HSF2) respectively.

- 4.2 During the operation of HSF 1 we were able to build a highly efficient on-line application portal which enabled residents to self-service their application rather than utilising the voluntary sector set up. Not only did this provide an effective option but it also removed a level of pressure from our partner, Citizens Advice. In total we were able to distribute close to 100k food and fuel vouchers across Northamptonshire and issue all funds provided for, as well as achieving over 82% of the funding going to families with children.
- 4.3 For HSF2 we were able to distribute funds across a number of cohorts; families with children, pensioners who received pension credit and additional funds for these pensioners who were also registered as disabled and households who evidenced that they were suffering poverty for both food and fuel. This last category was distributed, for the first time, by a set of voluntary organisations managed by the Northamptonshire Community Foundation. Each element of the distribution was successfully managed and over 96% of all allocated funds were distributed.
- 4.4 Following the announcement on 26<sup>th</sup> May 2022 of a third tranche of government funding from the Department of Work and Pensions, Table 1 below sets out our proposed methodology to reach out and distribute just under £2.5m to approximately 15,750 households. This acknowledges the increased hardship that families and individuals may experience over the period 1<sup>st</sup> October 2022 to 31<sup>st</sup> March 2023.



**Table 1 - Proposed Scope and Diversity of Funds Distribution:**

<b>Community Cohort</b>	<b>HSF3 Reference</b>	<b>£ Recommended</b>	<b>Average Award</b>	<b>Distribution Method</b>	<b>Households Supported</b>
<b>Families with Children</b>	Children's Food Support	1,000k	£15 payment per eligible child per week of school holidays	Retail Voucher	Circa 10,000
<b>Working but receiving a low wage</b>	Issued via application to Employed with Low Earnings	1,000k	Payments will be provided to an appropriate level of support to each applicant. The financials used to complete this report assumed an average of £125 x 2. However, this will be adjusted on a case-by-case basis but within the overall allocated funds. The 2 <sup>nd</sup> payment of the same amount will be pushed automatically to the applicant after 1-3 months to bank details held	Cash to Bank via 2 payments or voucher	4,000
<b>Community Engagement, Identified Household Needs, Food Banks and Winter Emergency Funding</b>	Local community groups and Central Operations Team (to include Food Bank Donations, Emergency Funding and individual bespoke referrals)	500k	Up to £500 per household Up to £20k per food bank and voluntary organisations/charities donation	Cash to Bank or Practical Products via third party or voucher	1,750

- 4.5 Where any funds have not been assigned or committed to by 31<sup>st</sup> January 2023 in accordance with the distribution methodology in table 1 above, in order to maximise the Council's reach and support to the community, it is proposed to redistribute them in line with the wider Department for Work and Pensions Guidelines (attached as **Appendix A**), and under the control and oversight of the Public Health Recovery and Wellbeing Programme Team, acting as a central operational team.

## **5. Issues and Choices**

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- 5.1 There were three options that have been considered by officers:
- 5.1.1 Wider Distribution Option – this option created a wide range of recipients for delivery over the six months of the scheme. It included families with children, households on low income, pensioners, community hubs and donations to food banks. It was felt that this option could be too complex and confusing to residents where applications were required. It was discounted due to feasibility concerns.
  - 5.1.2 Simple Segmentation – this option consolidated many of the recipient types which simplified and enhanced the understanding of the delivery scope. However, it was felt that a greater proportion of the funds should be provided to families with children and households who are receiving a very low income. It was discounted due to a desire to recalibrate the distribution of the funds.
  - 5.1.3 Lower Income Segment – was the preferred option and represents the recommendation within this report. This option rebalanced the funding for families with children and the lower income working segment of the community but also allowed funds to be allocated to the community through food banks, needs analysis, community and family hubs and winter emergencies.
- 5.2 Significant feedback was sought from recipients of the HSF1 and HSF2 schemes who recognised that within the requirement of the scope presented by DWP, their ability to apply for a proportion of the funding was essential. This provided a level of control to the households.
- 5.2.1. The use of an on-line application portal has been developed as this is a requirement of the Department for Work and Pensions. This will be used for applications from the sector who are working but remain on a low salary. Steps have been taken to adjust the design to ensure fraudulent activity is minimised and the application is simple to operate.
  - 5.2.2. The experienced of HSF 1 demonstrated that individual voluntary sector organisations have a limited capacity to meet the level of payment distribution in a short period of time and therefore a number

of voluntary organisations within the food support sector will be provided with funds proactively.

5.2.3 Utilising retail vouchers for some payments of the HSF award provides additional household income and enables fuel or food to be paid for which can offset the normal household bills.

5.2.4 The following table illustrates how the recommended option meets the guidelines and best practices set out by DWP.

<b>DWP Guidelines</b>	<b>Option 3 Delivering to the Lower Income Sector</b>
The Fund should be used to support households in the most need – particularly those who may not be eligible for the other support government has recently made available	MET
There may be groups who are vulnerable to rising prices even though they are supported through these schemes, for example large families or single-income families.	MET
The Fund is intended to cover a wide range of low-income households in need including families with children of all ages, pensioners, unpaid carers, care leavers, and disabled people.	MET
Support which can make a quick but sustainable impact on energy costs is particularly encouraged – for example, insulation of hot water tanks, fitting draft excluders to a door, or replacing inefficient lightbulbs or white goods.	MET
The Fund can also be used to support households with the cost of food and water bills, essential costs related to energy, food and water, and with wider essential costs.	MET
In exceptional cases of genuine emergency, it can additionally be used to support housing costs where existing housing support schemes do not meet this exceptional need.	MET
Authorities have the ability to deliver the scheme through a variety of routes including providing vouchers to households, making direct provision of food or goods, or issuing grants to third parties (with the exception of grants for advice provision).	MET
Every area must operate at least part of their scheme on an application basis i.e. residents should have the opportunity to come forward to ask for support.	MET

However, support is not restricted only to vulnerable households in receipt of benefits.	MET
Authorities should also use other sources of information to identify vulnerable households, including advice from professionals who come into contact with vulnerable households such as social workers and Supporting Families keyworkers and housing workers.	MET

## 6. Next Steps

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- 6.1 Should the recommendations in this report be approved, the framework for distributing the funds will be set up; the voluntary sector will be engaged fully, internal collaboration will be created with the Revenues and Benefits team, adequate staff will be recruited, the online application portal will be finalised, and the communication and website plan will be finalised.

## 7. Implications (including financial implications)

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### 7.1 Resources, Financial and Transformation

- 7.1.1 The Household Support Fund is incremental to the base budget for 2022/23. It is recommended that a temporary team is recruited to manage the fund and provide clear distribution controls to be approved formally. The staffing costs will be extracted as Administration Costs from the fund as allowed for in the terms and conditions. All fund monies are expected to be distributed into the community by the end of March 2023.

- 7.1.2 There are no direct resources or financial implications to Council budgets arising from the proposals that are not already covered by the grant.

### 7.2. Legal and Governance

- 7.2.1 There are no legal implications arising from the proposals

### 7.3 Relevant Policies and Plans

- 7.3.1 By focusing on the most vulnerable, and those affected by the cost-of-living increases the programme supports the Council's Public Health agenda to increase health and wellbeing within the community, as well as the corporate priorities.

## **7.4 Risk**

### **7.4.1 Identified Risks are:**

1. Excess requests, for use of funds, from the assumptions provided and therefore the grant will be exhausted. The mitigation would include utilisation of the other Public Health funds available as appropriate.
2. Excess funds remain prior to the closure of the scheme. The mitigation would provide weekly tracking of the funds run rate and as the distribution rate is modelled early contingency arrangements can be put in place
3. Duplicate requests may be received. The mitigation will be in the form of a control record, held at the centre, of all beneficiaries receiving the drawdowns from the fund.

## **7.5 Consultation**

7.5.1 Consultation with internal HSF stakeholders has occurred and a formal lessons learnt document has been produced post the closure of HSF (2). Consultation with the various voluntary organisations and Northamptonshire Community Foundation has also been undertaken to provide input to the wider use of the Voluntary Sector. As a result, changes to the application process, the product choice and the back-office procedures have been updated to be more efficient and user friendly.

## **7.6 Consideration by Executive Advisory Panel**

7.6.1 Not applicable as there is no Executive Advisory Panel in place for this scheme

## **7.7 Consideration by Scrutiny**

7.7.1 The Programme will ensure that any requests from the Scrutiny Commission will be responded to, and formal engagement or presentations required will take place.

## **7.8 Equality Implications**

7.8.1 The Equality Screening Assessment documentation was provided by the Household Support Fund management during June 2022. This will be reviewed for any changes to the distribution of funds since that period

7.8.2 The protected characteristics that are afforded protection against less favourable treatment within the Equality Act (2010) have been considered in the Equality Screening Assessment documentation produced.

7.8.3 To ensure that Officers are making informed decisions, all proposals requiring approval or consultation must have an Equality Screening Assessment completed. The Equality Screening Assessment provides evidence that the impact of the proposal on equality groups has been considered. This is also a requirement of the Equality Act (2010). The outcome of the initial assessment shows that there is minimal possibility of a negative impact on one or more equality groups.

## **7.9 Climate and Environment Impact**

7.9.1 There are no specific impacts relating to the recommendations in this report.

## **7.10 Community Impact**

7.10.1 The community will benefit significantly from this Programme. Additional funds will support those who are experiencing severe financial hardship during the winter period and working with voluntary organisations will enhance the co-ordination of the many referral teams within the council and external.

## **7.11 Crime and Disorder Implications**

7.11.1 No implications identified.

## **8. Background Papers**

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8.1 None



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## Household Support Fund: Draft Guidance for County Councils and Unitary Authorities in England (1 October 2022 to 31 March 2023)

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## Introduction

1. £421 million has been made available to County Councils and Unitary Authorities in England to support those most in need to help with global inflationary challenges and the significantly rising cost of living. This funding covers the period 1 October 2022 to 31 March 2023 inclusive. Local authorities (LAs) have discretion on exactly how this funding is used within the scope set out in the accompanying grant determination and this guidance. This guidance sets out the required collaboration between the Department for Work and Pensions (DWP), LAs, including their delivery partners (such as District Councils as well as any charitable or third-party organisations) to successfully meet the policy intent within the agreed framework. It also provides the framework that Authorities need to work within and the arrangements for distribution of funding and reporting.
2. DWP is providing funding to County Councils and Unitary Authorities (including Metropolitan Councils and London Boroughs), under section 31 of the Local Government Act 2003, to administer The Fund and provide assistance to households most in need. **Note: County Councils and Unitary Authorities will be referred to as 'Authorities' and the Household Support Fund will be referred to as 'The Fund' throughout the remainder of this guidance.** Authorities must work together with District Councils to ensure the funding meets its objectives by identifying those most in need.
3. The expectation is that The Fund should be used to support households in the most need; particularly those who may not be eligible for the other support government has recently made available but who are nevertheless in need. This includes the Cost of Living Payments set out on 26 May 2022 and the energy support set out on 3 February (enhanced on 26 May 2022), and detailed on [29 July 2022](#) (details on eligibility for these schemes are at **Annex A**). This may include, but is not limited to, people who are entitled to but not claiming qualifying benefits, people who are claiming Housing Benefit (HB) only, people who begin a claim or return to payment of a benefit after the relevant qualifying date as well as people who have fuel costs but who cannot access the £400 of energy support from the Energy Bill Support Scheme or the equivalence package confirmed on 29 July 2022. There may be groups who are vulnerable to rising prices even though they are supported through these schemes, for example large families or single-income families. It is important to stress that The Fund is intended to cover a wide range of low income households in need including families with children of all ages, pensioners, unpaid carers, care leavers and disabled people.
4. Energy bills may be of particular concern to low income households during the period of The Fund and LAs should prioritise supporting households with the cost of energy. Support which can make a quick but sustainable impact on energy costs is particularly encouraged; for example, insulation of hot water tanks, fitting draft excluders to a door, or replacing inefficient lightbulbs or white goods. The Fund can also be used to support households with the cost of food and water bills, essential costs related to energy, food and water, and with wider essential costs. In exceptional cases of genuine emergency, it can additionally be used to support housing costs where existing housing support schemes do not meet this exceptional need.
5. Authorities should also consider providing support to disabled people in their area. Disabled people in particular may be facing acute challenges due to the

disproportionate impact that rising costs bring for the additional services they need in order to manage their conditions, remain independent and avoid becoming socially isolated. For example, some disabled people may have increased utility bills due to the usage of equipment, aids or adaptations associated with their disability. They may also have additional heating, water or transport costs. Authorities are therefore encouraged to explore ways in which this group may be supported and must record the total value of awards granted to disabled people in their management information (MI) returns for this grant (see paragraphs 64-68).

6. Authorities have the ability to deliver the scheme through a variety of routes including providing vouchers to households, making direct provision of food or goods, or issuing grants to third parties (with the exception of grants for advice provision). Every area must operate at least part of their scheme on an application basis. In other words, residents should have the opportunity to come forward to ask for support. There is flexibility on exactly how this can be run, including through third parties rather than directly by the LA.
7. Authorities have access to DWP's Searchlight portal which provides information on individual citizens' entitlement to (and confirms receipt of) DWP welfare benefits. Since June 2021 we have provided Authorities with information relating to Universal Credit (UC) claims with limited capability for work or earnings below the Free School Meals (FSMs) and free prescription thresholds in their area. In April 2022, DWP established a data share covering people receiving the Guarantee Credit and/or Savings Credit elements of Pension Credit, as well as for all claimants on income-related (IR) Employment and Support Allowance (ESA IR). Authorities may find this information useful in identifying those most in need.
8. In October 2022, DWP will also introduce a further data share for those who are only in receipt of HB. This group is not eligible for the means-tested Cost of Living Payments unless they are of State Pension age or eligible for a Disability Cost of Living Payment. LAs should consider how they could use this data to provide support to this group.
9. However, support is not restricted only to vulnerable households in receipt of benefits. Therefore, Authorities should also use other sources of information to identify vulnerable households, including advice from professionals who come into contact with vulnerable households such as social workers and Supporting Families keyworkers and housing workers. As paragraph 5 above, Authorities should also have a process to consider applications for support.
10. This guidance applies to Authorities in England only and when finalised should be read in conjunction with the Household Support Fund Grant Determination issued alongside it.

## **Communication**

11. The Authority must, as appropriate and practical, reference that the grant is funded by the Department for Work and Pensions or the UK Government in any publicity material, including online channels and media releases.
12. LAs must make public their plans for The Fund, for example on their Authority website.

## Objective and key principles

13. The objective of The Fund is to provide support to vulnerable households in most need of support to help with significantly rising living costs.
14. Although this is considered an extension to the previous two Household Support Fund schemes, it is a new grant subject to its own grant conditions as is set out in the Grant Determination letter. Any underspends from the previous schemes cannot be carried forward.
15. Funds should be spent or committed before 31 March 2023 and cannot be carried over for future usage. All Authorities are encouraged to ensure, wherever possible, that any vouchers issued are redeemed before the end of The Fund, or shortly thereafter, or consider recycling unused vouchers. However, it is acceptable for vouchers that have been purchased and delivered to households before the end of The Fund to be spent shortly thereafter (see paragraphs 104 to 107 on committed spend).
16. When administering The Fund, Authorities are encouraged to adopt the following principles:
  - use discretion on how to identify and support those most in need, taking into account a wide range of information
  - use the funding from 1 October 2022 to 31 March 2023 to meet immediate needs and help those who are struggling to afford energy and water bills, food, and other related essentials. Authorities can also use the funding to support households who are struggling to afford wider essentials
  - **Note:** this includes payments made, or committed to, by the Authority or any person acting on behalf of the Authority, from 1 October 2022 to 31 March 2023
  - in exceptional cases of genuine emergency, the funding can additionally be used to support housing costs where existing housing support schemes do not meet this exceptional need, subject to the provisions at paragraph 30
  - work together with District Councils and third parties including, where necessary and appropriate, other local services. This may include social workers, housing and family support services and may incorporate intelligence and data from wider children's social care systems to help identify and support individuals, families and households within the scope of The Fund.
17. When deciding how to help people, Authorities should consider:
  - how they plan to provide support to vulnerable households, in other words, paying into bank accounts, use of cash and vouchers, provision of goods
  - any risks associated with these payment methods (see section 'Managing the risk of fraud' at paragraph 107 for further information).

## Working with other organisations

18. Authorities must work collaboratively with District Councils and other organisations in their area who may come into contact with those households who may benefit from this grant. Authorities that do not have the mechanisms in place to administer this grant should consider whether District Councils are better placed to do so on their behalf. Authorities are encouraged to engage with District Councils as quickly as

possible to ensure roles, responsibilities and effective arrangements are put in place to deliver The Fund promptly and efficiently.

19. Third party organisations (TPOs) may include but are not limited to:

- registered charities and voluntary organisations
- schools
- food banks
- general practitioners
- care organisations

20. Where Authorities are working with TPOs, this should be done on an objectively fair, transparent and non-discriminatory basis whilst having regard to the time available to deliver The Fund. As with District Councils, Authorities should make arrangements with any TPOs as quickly as possible.

### **Unused funding returned from a TPO**

21. Where a TPO returns unused funding after The Fund has ended the Authority can re-issue any returned funding within a reasonable timeframe, but only under the category that the spend was originally reported against. Authorities are able to distribute funding themselves and do not have to go back through the original TPO.

22. For audit purposes, where an Authority re-issues returned TPO funding they must confirm the following by email to [lawelfare.pdt@dwp.gov.uk](mailto:lawelfare.pdt@dwp.gov.uk) (copying in their Section 151 Officer):

- the amount that has been returned
- reason for the return (for example TPO underspend)
- what the original spend was reported against in their **final** management information (MI) return
- the intention to spend the total unspent amount against the same category of spend for the same group.

### **Establishing eligibility**

23. In accordance with their general legal duties, Authorities must have a clear rationale or documented policy/framework outlining their approach, including how they are defining eligibility and how households access The Fund. We expect Authorities to review any existing approach and to have a strong rationale for their targeting so that funding is available to the households who most need it.

24. Authorities have the flexibility within The Fund to identify which vulnerable households are in most need of support and apply their own discretion when identifying eligibility. Rather than focus on one specific vulnerable group, Authorities should use the wide range of data and sources of information at their disposal to identify and provide support to a broad cross section of vulnerable households to prevent escalation of problems. Authorities should ensure that they consider the needs of various households including families with children of all ages, pensioners, unpaid carers, care leavers and disabled people.

25. Authorities should particularly consider how they can support those vulnerable households who are ineligible for other government support with the cost of living, including the:

- Energy Bills Support Scheme and the equivalence package confirmed on 29 July 2022
- Council Tax Rebate and the associated £144 million Discretionary Fund
- Cost of Living Payments for those on means tested benefits
- £150 Disability Cost of Living Payment
- One-off £300 Pensioner Cost of Living Payment (through the Winter Fuel Payment)

26. The eligibility criteria for the schemes listed in paragraph 24 can be found at **Annex A**. The majority of households in England will receive some form of support from at least one of the above schemes. Authorities should have regard to the fact that receipt of any of the above support should not exclude a resident from receiving support through The Fund in principle and households in receipt of support from these schemes may still be in need. It remains at the discretion of Authorities to establish their local eligibility and identify those most in need in their area.

27. However, the schemes listed in paragraph 24 do not cover everyone and Authorities should consider prioritising those households, who (for example):

- are eligible for but not claiming qualifying benefits
- become eligible for benefits after the relevant qualifying dates
- are in receipt of HB only
- are ordinarily eligible for benefits but who had a nil award in the qualifying period due to, for example, a fluctuation in income
- have fuel costs but who cannot access the £400 of energy support from the Energy Bill Support Scheme or the equivalence package confirmed on 29 July 2022

This list is not exhaustive and there may additionally be households that are vulnerable to rising costs despite being in receipt of this government support with the cost of living.

28. Authorities must operate an application-based service for support to ensure those in need have a route to emergency support. This can be delivered directly by the LA or by a TPO on their behalf. Authorities should establish eligibility criteria for their application service and should communicate with residents to ensure that their scheme and the mechanism for applying is clear and accessible. Authorities could make the entirety of their scheme application-based. However, when an LA chooses to use all or part of this funding for an application based process, they must make sure that this support is clearly advertised to residents. Authorities can also proactively identify households who will benefit from support, as with previous schemes.

29. Where Authorities proactively identify households, they should consider how they can ensure that they are focusing on those in the most need to prevent escalation of problems. There is no requirement for Authorities to undertake a means test or conduct a benefit check unless this specifically forms part of the Authority's local eligibility criteria. However, in relation to housing costs, Authorities must establish whether other forms of support are available to the household, such as Discretionary Housing Payments (DHPs).

## **Types of support**

30. Eligible spend includes:

- Energy and water. The Fund should primarily be used to support energy bills for any form of fuel that is used for the purpose of domestic heating, cooking, or lighting, including oil or portable gas cylinders. It can also be used to support water bills including for drinking, washing, cooking, as well as for sanitary purposes and sewerage.
- Food. The Fund can be used to provide support with food, whether in kind or through vouchers or cash.
- Essentials linked to energy and water. The Fund can be used to provide support with essentials linked to energy and water (for example period products, warm clothing, soap, blankets, the purchase of equipment such as fridges, freezers, ovens, slow cookers), in recognition that a range of costs may arise which directly affect a household's ability to afford or access energy, food and water. In particular, we encourage LAs to consider supporting households on low incomes to repair or replace white goods and appliances with more energy efficient ones, or to invest in simple energy efficiency measures which will pay back quickly, such as insulating a hot water tank, fitting draft excluders to a front door, or replacing inefficient lightbulbs or white goods. The intention of this is to provide sustainable support which could result in both immediate and long-lasting savings for the household.
- Wider essentials. The Fund can be used to support wider essential needs not linked to energy and water should Authorities consider this appropriate in their area. These may include, but are not limited to, support with other bills including broadband or phone bills, clothing, and essential transport-related costs such as repairing a car, buying a bicycle, or paying for fuel. This list is not exhaustive.
- Housing costs. In exceptional cases of genuine emergency, where existing housing support schemes do not meet this exceptional need, the Fund can be used to support housing costs. Where eligible, ongoing housing support for rent must be provided through the Housing cost element of UC and HB rather than The Fund. In addition, eligibility for DHPs must first be considered before emergency housing support is offered through The Fund. The Authority must also first consider whether the claimant is at statutory risk of homelessness and therefore owed a duty of support through the Homelessness Prevention Grant (HPG).
- In exceptional cases of genuine emergency, households in receipt of HB, UC, or DHPs can still receive housing cost support through The Fund if it is

deemed necessary by their Authority. However, The Fund should not be used to provide housing support on an ongoing basis or to support unsustainable tenancies.

- Individuals in receipt of some other form of housing support could still qualify for the other elements of The Fund, such as food, energy, water, essentials linked to energy and water and wider essentials.
  - The Fund cannot be used to provide mortgage support, though homeowners could still qualify for the other elements of The Fund (such as energy, food, water, essentials linked to energy and water and wider essentials). Where a homeowner is having difficulty with their mortgage payments, they should contact their lender as soon as possible to discuss their circumstances as lenders will have a set procedure to assist.
  - The Fund can exceptionally and in genuine emergency be used to provide support for historic rent arrears built up prior to an existing benefit claim for households already in receipt of UC and HB. This is because these arrears are excluded from the criteria for DHPs. However, support with rent arrears is not the primary intent of the fund and should not be the focus of spend.
- Reasonable administrative costs. This includes reasonable costs incurred administering The Fund. These include for example:
    - staff costs
    - advertising and publicity to raise awareness of The Fund
    - web page design
    - printing application forms
    - small IT changes, for example, to facilitate MI production
  - Eligible spend does not include:
    - advice services including debt advice
    - mortgage costs.

31. It is expected that the focus of support should be on bills and that support for housing costs should only be given in exceptional cases of genuine emergency. Beyond this, Authorities have discretion to determine the most appropriate Fund for their area, based on their understanding of local need and with due regard to equality considerations.

32. There is no prescriptive definition of essentials. Authorities have discretion to assess what is reasonable to assist those in genuine need this winter with regard to the examples above.

33. Individual awards can be whatever type and amount is deemed appropriate by Authorities for the receiving household, bearing in mind the overall spend eligibility priorities listed above and the risk of fraud and error. Awards to any given household can cover several or only one of the spend eligibility categories listed above.

34. Authorities should not make The Fund eligibility conditional on being employed or self-employed, or directly linked to a loss of earnings from employment or self-



employment. This will ensure that there is no National Insurance contribution liability payable on any payments by either the citizen, the Authority or employer.

## **Funding overlap**

35. Authorities should consider household circumstances when making a decision on how to spend this grant. Households may be receiving other forms of support, and this should be taken into account to avoid duplicating provision where possible. In particular, LAs should prioritise those who have not already received additional support for the cost of living. However, families receiving other forms of assistance are not excluded from receiving support through The Fund.

## **Individuals with No Recourse to Public Funds**

36. Authorities can provide a basic safety net support to an individual, regardless of their immigration status, if there is a genuine care need that does not arise solely from destitution, for example if:

- there are community care needs
- they have serious health problems
- there is a risk to a child's wellbeing

37. The rules around immigration status have not changed. Authorities must use their judgement to decide what legal powers and funding can be used to support individuals who are ineligible for public funds or statutory housing assistance.

## **Access to data**

38. The Household Support Fund is being classified as Local Welfare Provision (LWP). The provision of DWP data to Authorities is under the terms of the Memorandum of Understanding (MoU) between the 'Department for Work and Pensions and LAs (Access, handling, exchange and protection of DWPss' and HM Revenue and Customs' data)'.

39. Authorities who have signed and returned the relevant section (Annex C) of the current DWP/LA MoU have legal permission to access DWP's Searchlight portal and specific UC, Pension Credit, ESA (IR) and HB only data through a monthly data share for the purpose of The Fund.

40. Authorities will need to ensure they sign future iterations of the MoU and the appropriate Annex to continue to have the legal permission to access the data sources for LWP.

41. Staff accessing Searchlight will need to be registered with the Employee Authentication System. Further information on Searchlight can be found in the Local Authority Searchlight Training Pack available in the Searchlight folder on Glasscubes (the LA/DWP online collaboration tool). If your Authority needs to discuss access to Glasscubes, contact DWP at [lawelfare.lasupport@dwp.gov.uk](mailto:lawelfare.lasupport@dwp.gov.uk)

## **DWP Searchlight**

42. This portal provides information on individual citizens' entitlement to (and confirms receipt of) DWP welfare benefits. Therefore, this data can be used to help Authorities

identify and target those families and individuals to support . Authorities may also wish to establish if other forms of support are available to the household. In relation to housing costs this must include checking whether the household could receive DHPs. The Authority must also first consider if the claimant is at statutory risk of homelessness and, therefore, owed a duty of support through the HPG.

43. Searchlight can only be used to verify a specific individual's DWP benefit information. Therefore, if an Authority identified a group of potential claimants who may be eligible for The Fund from their own records, they can access Searchlight to verify each claimant's DWP benefit entitlement (although benefit entitlement is not a condition of support).

### **Monthly data share**

44. We are providing Authorities with details of UC claimants in their Authority whose income is below the FSM and free prescription thresholds and those with Limited Capability For Work both at individual level and summary level by Ward. We are also providing Authorities with details of those in receipt of Guarantee Credit and/or Savings Credit element of Pension Credit and their appointees if appropriate, as well as for all claimants on ESA (IR). Authorities may find this information useful in identifying those most in need.

45. We are also introducing a further data share for those in receipt of HB only. Individuals in this group are not eligible for a means-tested Cost of Living Payment and so this data share will allow Authorities to identify them and more easily consider their need for support.

46. The UC, Pension Credit, ESA (IR) and HB only data will be provided monthly via Transfer Your File.

47. Authorities will receive two data shares on a monthly basis:

- **File one** - contains individual data of the National Insurance number and names of UC claimants within the Authority area and:
  - income below the thresholds of £7,400 per year for FSMs and income below the free prescription threshold of £935 per month as identified in their last UC assessment period
  - those with a Limited Capability for Work indicator within the last assessment period, and
  - the number of children in the household.
  - those whose award is subject to the benefit cap
  - those in receipt of the Removal of the Spare Room Subsidy and Local Housing Allowance (available from Autumn 2022)
- the National Insurance number, names, addresses and contact telephone numbers of those in receipt of Guarantee Credit and/or Savings Credit element of Pension Credit and their appointees if appropriate, as well as for all claimants on income-related ESA (IR).
- the National Insurance number, names, addresses and contact telephone numbers of customers who are in receipt of HB but not in receipt of a means tested benefit (for example: UC, Income based Jobseekers Allowance, ESA (IR), Income Support and Pension Credit)

**File two** - contains aggregate data showing those UC claimants that are:

- at or below the Free School Meal income threshold
- at or below the free prescription income threshold, and
- in the Limited Capability for Work group.

For a full breakdown of the file contents see **Local Welfare Provision monthly data share field definitions** at **Annex B**.

48. Authorities also have access to their own non-DWP data to help identify vulnerable households who may be eligible for support under The Fund.

## Reporting requirements

49. Authorities are required to make two Statements of Grant Usage and MI returns – see the **Grant Determination**.. The deadline for completing these returns is shown in the table below. Completed MI returns should be sent to [lawelfare.pdt@dwp.gov.uk](mailto:lawelfare.pdt@dwp.gov.uk)

50. An interim MI return is required by 25 January 2023 for spend for the period 1 October 2022 to 31 December 2022. The interim MI return will be used to determine eligible spend to 31 December 2022 and an interim grant payment will be made to your Authority for this period when the information in your return has been verified.

51. A final MI return is required by 28 April 2023 showing total spend from 1 October 2022 to 31 March 2023. The final MI return will be used to determine total eligible spend to 31 March 2023 and a final grant payment will be made to your Authority for this period when the information in your return has been verified.

52. Authorities should use the standard MI reporting template provided, which incorporates the Statement of Grant Usage. For the purpose of this section:

- **Grant allocation** refers to the amount of grant allocated to a TPO to distribute to vulnerable households.
- **Grant award or spend** refers to the amount provided or paid to vulnerable households under the remit of this grant.

MI return	Reporting period		Deadline
	From	To	
Interim MI return	1 October 2022	31 December 2022	25 January 2023
Final MI return	1 October 2022	31 March 2023	28 April 2023

53. It is the responsibility of Authorities to provide the MI returns to DWP. Failure to return the MI by the deadline may result in a delayed payment or a payment being refused.

54. Where Authorities (including District Councils) issue awards directly to vulnerable households they should either obtain information at source or via information or data they have access to, in order to complete the split of spend and number of awards

across the reporting categories. For example, households with children and pensioners; food, energy bills, essentials linked to food and energy bills, wider essentials and (in exceptional circumstances) housing support. Where Authorities decide to deliver support to vulnerable households through TPOs they should use whatever information the TPO holds, or other available data, to split the level of spend and volume of awards across the eligibility criteria to the best of their ability.

55. The different elements of the MI template are shown below together with guidance on how to complete them.

Table 1 Governance

Table 1: Governance	Response
Local Authority (full name)	
Section 151 officer (name)	
Section 151 officer (email address)	
Is the Section 151 officer / CFO copied into the return to DWP? (Y/N)	
Reporting Period	
Approved signed off by	
LA Single Point of Contact	
Date Returned to DWP	

56. Each MI return must include your Section 151 Officer's name and email address to provide assurance on validation of funding spend. If the Section 151 Officer is also the SPOC (single point of contact) for the scheme, please input details in both response fields.

57. We also require you to copy your Chief Financial Officer/Section 151 Officer into the email, providing this assurance when you return the MI template to DWP. This will be checked against DWP records. By doing this you confirm that the Section 151 Officer has agreed the correctness of spend reported.

58. Please indicate that you have done this in row 4 of the table "Is the section 151 Officer/CFO copied into the return to DWP?" If the MI is incomplete or incorrect it will be returned to the Authority by the DWP for correction and re-submission which must also be copied to your Chief Financial Officer/Section 151 Officer.

59. Table 2: Total Awards

Table 2: Total Awards	
Item	Spend (£s)
a) Total amount provided to vulnerable households	
b) Administration Costs	
c) Total LA spend (a+b)	£ -

60. Total amount provided to vulnerable households – this is the total amount of The Fund that has been paid or awarded to vulnerable households. It includes amounts paid by Authorities and by TPOs on behalf of Authorities. It should not include amounts allocated to TPOs that have not been spent during the reporting period. This cell will automatically populate from the total in table 3. Note, all cells which automatically populate are shaded grey and are protected.

61. Administration costs – this includes reasonable costs incurred administering The Fund. These include for example:

- staff costs
- advertising and publicity to raise awareness of The Fund
- web page design
- printing application forms
- small IT changes, for example, to facilitate MI production

62. Total LA spend – this is the total of the above. It is the amount that will be used to determine the grant funding payment from DWP to cover the full cost of administering the grant in an Authority area. A single grant payment will be made in arrears on the receipt of a fully completed and verified MI return. This cell will automatically populate from the figures in rows a and b.

63. Table 3: Total value of awards split by household composition

Table 3: Total Value of Awards Split by Household Composition						
		a) Households with Children	b) Households with Pensioners	c) Households with a Disabled Person	d) Other households	e) Total amount provided to vulnerable households (a+b+c+d)
Row 1	Spend (£s)					£ -
Row 2	Volumes					-
Row 3	Number of Households Helped					-

64. Table 3 relates to grant spend, the volume of awards made, and number of households helped in relation to households with children, pensioners, a disabled person and all other households. Rows 1 and 2 relate to grant awards made by Authorities (including District Councils) directly to vulnerable households, and grant awards to vulnerable households made by TPOs. Row 3 refers to the number of households helped.

65. Spend (£s) - this is the amount paid/awarded to vulnerable households within the eligibility criteria. Authorities should make every effort to gather information to establish the household type. For example, for households with children whether a child resides in the household (including being the only member of the household) in order to complete the template as fully as possible. This information is important for DWP to evaluate how successful The Fund has been in providing support to households with children.

66. Authorities should either gather information or check existing records they hold or have access to, in order to establish whether the household includes a child or a pensioner (as defined below) or a disabled person and complete columns a, b and c accordingly. Responsibility for MI reporting rests with Authorities. Where Shire Counties pass grant allocations to District Councils, District Councils should pass the information relating to columns a, b and c to the County Council/Unitary Authority to collate the information and send one collated template to DWP.

67. For the purposes of recording spend in the MI template, if an award relates to more than one of 'Households with Children', 'Households with Pensioners' (in other words, pensioners living with children) and 'Households with a Disabled Person' (for example disabled people living with children), Authorities have the flexibility to categorise and record the spend under the household composition(s) which they consider more fitting. In determining this, Authorities should, as far as is possible, consider who the award is principally intended to support.

68. For the purpose of the reporting requirements for this grant (and without prejudice to other schemes):

- The definition of a household with a child is a household containing any person:
  - who will be under the age of 19 at the time of award or,
  - a person aged 19 or over in respect of whom a child-related benefit (for example, Child Benefit) is paid or FSMs are provided.
  
- The definition of a household with a pensioner is any household containing any person:
  - who has reached State Pension age at the time of award
  
- The definition of disability and disabled people aligns with the definition in the Equality Act 2010. Therefore, a disabled person is someone who has a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on their ability to do normal daily activities:
  - ‘substantial’ is more than minor or trivial, for example it takes much longer than it normally would to complete a daily task like getting dressed;
  - ‘long-term’ means 12 months or more, for example a breathing condition that develops as a result of a lung infection.

69. For tables 3 to 6

- Volumes: this is the number of individual/separate payments made to vulnerable households within the eligibility criteria. If multiple awards are made to the same household throughout the period of The Fund each award should be counted separately. Where an award is made to a household with multiple children, it should be classed as a single award.
- Number of Households Helped: this is the number of individual households helped by The Fund within the eligibility criteria. There should be only one record for each household helped, even if multiple awards are made to the same household throughout the period of The Fund.
- Reporting TPO Spend and TPO Volumes: we acknowledge that some TPOs, for example, charitable and voluntary organisations such as food banks, have limited or no access to household information and may not be in a position to provide this information to the same level of accuracy as Authorities. We are therefore asking Authorities and TPOs to report the actual level of spend and the volume of awards across the different eligibility criteria in rows 1-3 to the best of their ability.

70. Table 4: Total Value of Awards Split by Category

		Table 4: Total Value of Awards Split by Category						
		a) Energy and Water	b) Food excluding FSM support in the holidays	c) Free School Meals support in the holidays	d) Essentials linked to Energy and Water	e) Wider Essentials	f) Housing Costs	g) Total amount provided to vulnerable households (a+b+c+d+e+f)
Row 1	Spend (£s)							£ -
Row 2	Volumes							-
Row 3	Number of Households Helped							-

71. Table 4 relates to grant spend, volume of awards made, and households helped in relation to food, energy and water bills, essentials linked to energy and water bills, wider essentials, and (in exceptional circumstances) housing costs.

72. Table 5: Total Value of Awards Split by Types of Support

Table 5: Total Value of Awards Split by Types of Support							
		a) Vouchers	b) Cash Awards	c) Third Party Organisations	d) Tangible Items	e) Other	f) Total amount provided to vulnerable households (a+b+c+d+e)
Row 1	Spend (£s)						£ -
Row 2	Volumes						-
Row 3	Number of Households Helped						-

73. Table 5 relates to grant spend, volume of awards made, and households helped in relation to Vouchers, Cash Awards, Third Party Organisations, Tangible Items and Other.

74. By 'Tangible Items' we mean products that are of a physical nature such as clothing or household items.

75. Table 6: Total Value of Awards Split by Access Routes

Table 6: Total Value of Awards Split by Access Routes					
		a) Application-based Support	b) Proactive Support	c) Other	d) Total amount provided to vulnerable households (a+b+c)
Row 1	Spend (£s)				£ -
Row 2	Volumes				-
Row 3	Number of Households Helped				-

76. Table 6 relates to grant spend, volume of awards made, and households helped in relation to Application-based support, Proactive Support and Other.

77. By application-based support, we mean any awards made through a successful application for support made to the Authority by eligible recipients or through third parties who run self-referral support services on behalf of the Authority.

78. By proactive support we mean any awards made as a result of the Authority proactively identifying recipients.

79. Total - Table 3 Row 1 column g, Table 4 row 1 column g, Table 5 Row 1 column f and Table 6 column row 1 d are protected and will automatically add up spend across the different headings. This figure will automatically populate Table 2 row a.

80. When allocating spend and the volume of awards across the eligibility criteria please follow the guidance below.

- Each award needs to be allocated four times – one allocation for each of Tables 3-6 so that when you report on the total spent on:
  - Table 3, award by household composition
  - Table 4 award by category of spend
  - Table 5 type of support
  - Table 6 access route

the total amount you have paid will be the same across the four tables.

81. Tables 3 to 6 ask for spend and award volumes to be recorded against four sets of criteria, one for each table. Therefore, the details of each award need to be recorded four times; once against one set of criteria in Table 3, then a second time for Table 4 and again in Tables 5 and 6. Shown below is a worked example of how the MI template should be completed.

82. Authorities are asked to report and manage spend in relation to all of these areas. For example, if a £100 award of vouchers is made following a successful application for support to a household with children for food, you would allocate £100 to the 'Households with children' section in Table 3, £100 to the 'food' section in Table 4,

£100 to the Vouchers section of Table 5 and £100 to the Application-based support of Table 6. You would also allocate one award and one household supported in these sections of Tables 3 to 6.

83. If The Fund payments are paid directly to a vulnerable household's Council Tax Account in lieu of a different payment method: for example for food excluding FSM in the holidays /energy and water; then the amount paid must be recorded under the intended heading, in this case food excluding FSM support in the holiday. If the payment is in relation to both food and energy in equal measures put 50% of the award in each of the two categories.

### **Additional guidance and examples when working with TPOs**

84. Include, where possible, the amount of spend across the following categories:

- households with children, households with pensioners, households with a disabled person, other households, and
- energy and water bills, essentials linked to energy and water bills, wider essentials, and (in exceptional circumstances) housing costs.

85. For example, if you have allocated:

- grant funding to a food bank to provide food to vulnerable people, establish the amount of that allocation the food bank has spent and enter in Table 4 the full amount spent under 'food excluding FSM through the school holidays' as you know that the grant allocation has been spent in respect of food in term time and not covering FSMs, and in Table 3 provide the split across household composition to the best of your ability in accordance with the example below.
- grant funding to a charity that specialises in providing vulnerable children with clothing, establish the amount of that allocation the charity has spent and enter the full amount spent in 'households with children' and the full amount of the grant spent in 'wider essentials'. This is because you know that the purpose of the grant is for children and the nature of support is clothing which comes under wider essentials.
- As this is TPO spend record the full amount of the grant spend under 'Third Party Organisations' in Table 5 and record the full amount of the grant spend under 'Other' in Table 6. For all entries, please add volumes of awards and numbers of households helped when completing the MI.

86. The amount of MI available will vary considerably across each TPO. Use whatever information is already available or reasonable to collect to be as accurate as possible.

87. Shown below are some examples of how to complete the template.

#### **Example 1**

88. A food bank operates on an open basis where anyone can turn up and pick up food and supplies. This is not an award made directly to vulnerable households by an Authority. The cost is picked up by a TPO, for example, the food bank. The MI template should be completed as per guidance below. The award was not made as a result of an application nor proactive support.

89. The total value of grant spent, the volume of awards made by the charity or voluntary organisations providing the food bank and number of households helped should be



entered in Table 3 (The Authority or food bank provider will need to provide the split between household composition to the best of their ability) and column b (Food Excluding FSM support in the holidays) of Table 4. These values should be reported in column c (Third Party Organisations) of Table 5 and column c (Other) of Table 6.

## Example 2

90. The Authority directly provides vouchers to vulnerable households as a result of the Authority proactively identifying the recipients. These could be redeemable at a number of food outlets including supermarkets or food banks. Food voucher amounts can vary depending on how many children reside in the household. Authorities are expected to collect or verify information to establish whether the award is made to a household with children or a household with pensioners or a disabled person. The MI template should be completed as follows:

- the value of awards should be entered in Table 3 in 'spend' row 1 column a (households with children), row 1 column b (households with pensioners), row 1 column c (households with a disabled person) and row 1 column d (other households) based on the information the Authority has been capturing to split spend across these categories.
- the volume of awards should be included in Table 3 row 2 (Volumes) column a and row 2 column b based on the information the Authority has been capturing to split the volume of awards spent across these categories.
- the number of households helped should be included in Table 3 row 3 (number of households helped) column a and row 3 column b based on the information the Authority has been capturing to split the number of households helped across these categories.
- the value of awards should be entered in Table 4 row 1 column b because it relates to food excluding FSM support outside the holidays.
- the volume of awards should be included in Table 4 row 2 column b because it relates to food
- the number of households helped should be included in Table 4 row 3 (number of households helped) column b because it relates to food
- the value of awards should be entered in Table 5 row 1 column a because it relates to vouchers
- the volume of awards should be included in Table 5 row 2 column a because it relates to vouchers
- the number of households helped should be included in Table 5 row 3 column a because it relates to vouchers
- the value of awards should be entered in Table 6 row 1 column b because it relates to proactive support
- the volume of awards should be included in Table 6 row 2 column b because it relates to proactive support
- the number of households helped should be included in Table 6 row 3 column b because it relates to proactive support

## **DWP engagement**

91. LA Performance Relationship Managers (PRMs) from DWPs LA Partnership, Engagement and Delivery (LA-PED) division will contact Authorities to provide support and gather information throughout The Fund. LA-PED will contact Authorities for initial compliance (where necessary) including where:

- the MI templates have not been completed and returned,
- the MI templates have not been copied to the Authority's Section 151 Officer or CFO.
- an incorrect template has been used – MI should only be returned on the MI template provided. No local versions or PDF copies are acceptable.

92. They will also contact Authorities where further clarification is needed in respect of the information provided on the MI reporting template, if for example:

- critical data is missing, or the data looks odd, or
- the Authority is reporting a high value of awards where they have not been able to establish the household composition. We may need the Authority to explain why that is the case and provide supporting evidence.
- the Authority is reporting a high value of administration costs. We may need the Authority to explain why that is the case and provide supporting evidence.
- there is a significant gap between actual and allocated spend. We may need the Authority to explain why spend was so low.

93. They will look to identify good practice and identify case studies where appropriate.

94. Authorities are required to complete a delivery plan to outline their intentions for The Fund and to demonstrate some of the ways in which they intend to allocate their funding. The delivery plan will be due one month after the start of The Fund on 28 October 2022. At the end of the The Fund we will also ask for a summary of spend against the final delivery plan with this due at the same time as the final MI in April 2023.

95. DWP will also continue to engage with Authorities throughout the course of The Fund and will provide opportunities to engage with the department and other Authorities to share good practice and work collaboratively. DWP will continue to respond to questions we receive via the designated inbox as quickly as possible.

96. Where Authorities work with District Councils and TPOs it is the responsibility of Authorities to collect and collate MI and complete one collated MI return and submit to DWP.

## **DWP funding arrangements**

97. The Fund is ring-fenced to be spent as detailed in this guidance and the accompanying grant determination. To ensure that the objectives of The Fund are being met during the course of the grant and reduce administration costs for all concerned, including the need for DWP to recover underspend, grant payment will be

made in arrears upon DWP being satisfied with the MI returns. This will enable DWP to adjust the amount of the payment based on the MI returns.

98. Payment of The Fund from DWP to Authorities will be made in arrears after the interim MI return in January 2023 and the final MI return at the end of grant period in April 2023 after we have verified the MI. If an Authority feels that the payment arrangements will create significant cash flow problems, please notify DWP as soon as possible with supporting evidence. Both an interim and a final MI return will be required and grant payments will be made in respect of the periods 1 October 2022 to 31 December 2022 and 1 October 2022 to 31 March 2023.
99. MI returns **must be endorsed by the Section 151** Officer in accordance with their statutory assurance responsibility in order for the grant payment to be made by copying your Chief Financial Officer and Section 151 Officer into the email.
100. The guidance for completion is provided on a separate tab within the MI template.
101. The definition of spend includes grant funding that has been provided to vulnerable households, within the scope of the eligibility criteria, and within the period of The Fund 1 October 2022 to 31 March 2023.
102. Spend also includes 'committed spend'. For the purpose of The Fund committed spend relates to grant funding that has been spent and delivered to vulnerable households even though the vulnerable household may not have used their grant funding. An example would be the award of a food voucher on 31 March 2023 to a vulnerable household. It would be unreasonable to expect the household to be restricted to redeem the voucher on the day of receipt. In this example, spend has been committed by the Authority, support has been provided to a vulnerable household and, therefore, should be included as eligible grant spend. It would be reasonable to expect the vulnerable household to redeem the food voucher during the month following the end of The Fund.
103. However, committed spend does not include large volumes of food vouchers, procured quite late in The Fund, which cannot be distributed to vulnerable households within the period of The Fund.
104. Authorities that plan to order vouchers in bulk should attempt to be realistic in the volumes ordered to avoid holding large stocks of unused vouchers at the end of The Fund. Alternatively, Authorities may want to consider:
  - purchasing vouchers on a sale or return basis, so that they can return any unused vouchers, or
  - expired vouchers returned to an Authority after The Fund has ended can be recycled and re-issued within a reasonable timeframe but must be done so under the same categories of spend as originally reported and under the same terms as The Fund they were issued under.
105. For audit purposes where an Authority recycles and reuses expired vouchers the Authority must confirm by email to [lawelfare.pdt@dwp.gov.uk](mailto:lawelfare.pdt@dwp.gov.uk), copying in the Section 151 Officer:
  - the amount that has been returned
  - reason for the return (for example, expired voucher)
  - what the original spend was reported against in their **FINAL MI** return

- confirm they intend to spend the total unspent amount against the same category of spend for the same group.

106. The definition of committed spend for the purpose of The Fund does not affect its accounting treatment in accordance with normal rules.

107. The timetable for provision of funding is as follows:

**Funding:**

<b>Payment</b>	<b>Amount (%)</b>	<b>Date</b>	<b>Notes</b>
Interim	Actual grant spend up to 100% of grant allocation*	February/March 2023	Payment made in arrears
Final	Actual grant spend up to 100% of grant allocation*	June/July 2023	Payment made in arrears

\*Subject to eligible spend criteria

**Managing the risk of fraud**

108. Fraudsters can target funds of this type.

109. As with any welfare payment to vulnerable recipients there is a risk of fraud, as recipients might appear to be eligible when they are not.

110. To help mitigate this risk, Authorities should involve District Councils and other organisations chosen to administer The Fund to help identify vulnerable families, households and individuals.

111. Authorities wishing to work with TPOs to deliver The Fund must carry out suitable due diligence checks to ensure they are viable and able to deliver the support. So, for example, ensuring all charities are registered and taking extra caution if they are new organisations.

112. Authorities are also encouraged to ensure checks are in place to verify the identity of those eligible.

113. Authorities are encouraged to ask neighbouring Authorities to work together to help prevent double provision and/or no provision – especially where allocation of provision is by school in one area and by residential address in another.

114. It is for Authorities to decide how payments are made to recipients. However, when making decisions, Authorities should consider the risks involved. Although they still carry fraud risks, vouchers should be used instead of cash where possible as this

helps to mitigate the risk of the money being spent by the recipient on things outside of the policy intent.

115. Authorities should ensure that they consider and put in place suitable controls when making use of vouchers as part of The Fund. Authorities may wish to consider restricting access to these vouchers; and also consider restricting usage to ensure that they cannot be spent outside the intended scope of The Fund.
116. It is important to be vigilant to fraud and error risks in relation to housing costs, and to assure yourself that the appropriate checks are in place. Authorities should take appropriate steps to ensure they take into consideration household income and rent liability which may be requested and reviewed as set out in the grant determination. We expect Authorities to work with district councils to ensure support is going to those with genuine need and to help minimise the risk of fraud on housing support.
117. Where possible, any payments made into a bank account should be in the same name of the person that is eligible for that payment. Authorities have access to a range of data sources, and checks can be carried out against this data to verify the identity of the recipient. Authorities are also encouraged to use existing tools at their disposal to verify personal bank accounts.
118. If the Authority has any grounds for suspecting financial irregularity in the use of any grant paid under this Determination, it must notify DWP immediately, explain what steps are being taken to investigate the suspicion and keep DWP informed about the progress of the investigation. For these purposes 'financial irregularity' includes fraud or other impropriety, mismanagement, and the use of grant for purposes other than those for which it was provided.
119. If you suspect fraud, you should notify DWP of the:
  - number of instances
  - total amount lost
120. This will help DWP identify any emerging threats and share them with other Authorities, so they can take steps to prevent and detect any fraud in their Fund.

### **Complying with Subsidy (previously State Aid) rules**

121. The funding is intended to benefit households most in need of support with energy bills, food, related essentials, wider essentials and (exceptionally) housing costs, in order to help with global inflationary challenges and the significantly rising cost of living. The funds should not be used for any economic undertaking.
122. Whichever way you use the funding, including where you work in partnership with others, you should consider all Subsidy rules (previously State Aid) issues. Check whether the 'de minimis' regulation exception applies. You should also follow government procurement procedures where relevant.

### **Administration costs**

123. The Household Support Fund funding allocation includes reasonable administration costs to enable Authorities to deliver The Fund. Authorities should deduct their administration costs from the total allocation to determine the amount remaining.
124. In all cases, Authorities should keep administrative costs to a reasonable level.

125. Administration costs for each Authority will be published on [www.gov.uk](http://www.gov.uk) alongside detail of all spend and volumes related to The Fund.

### **Public Sector Equality Duty**

126. In accordance with the public sector equality duty, DWP has had due regard for the potential equalities impacts of this grant.

127. Under the Equality Act 2010, all public authorities must comply with the Public Sector Equality Duty. For the purposes of this grant, you should consider how any support that helps people facing severe financial hardship impacts those with characteristics protected under the Equality Act.

128. When developing your local delivery frameworks, you should ensure people are not disadvantaged or treated unfairly by The Fund. For example, any application process should be easy to access and to navigate.

### **Contact**

129. If you have any queries about the content of this guidance or use of the funding, you can contact [lawelfare.pdt@dwp.gov.uk](mailto:lawelfare.pdt@dwp.gov.uk)

## **Eligibility for cost of living and energy support**

Detailed eligibility requirements for the Cost of Living Payments can be found at:

[Cost of Living Payment - GOV.UK \(www.gov.uk\)](https://www.gov.uk/cost-of-living-payment)

Further details on the Energy Bills Support Scheme can be found at:

[Energy Bills Support Scheme explainer - GOV.UK \(www.gov.uk\)](https://www.gov.uk/energy-bills-support-scheme-explainer)

Eligibility requirements for the Council Tax Rebate and information on the associated £144m Discretionary Fund can be found at:

[The council tax rebate 2022-23 – billing authority guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/council-tax-rebate-2022-23-billing-authority-guidance)

## Local Welfare Provision monthly data share field definitions

The definitions will be updated to include information regarding the additional data share of those who are in receipt of HB only when the details are confirmed.

### File 1 – The list of individuals:

Field Name	Description
claimant1_nino	The national insurance number (NINO) of the lead UC claimant
claimant1_surname	The surname of the lead UC claimant in the Household
claimant1_forename1	The forename of the lead UC claimant in the Household
claimant2_nino	If applicable the NINO of the UC partner in the household. In some cases this may be the same as the UC claimant NINO, usually where the partner NINO data is not available.
claimant2_surname	The surname of the UC partner if Claimant 2 NINO provided
claimant2_forename_1	The forename of the UC partner if Claimant 2 NINO provided
ap_start_date	The start date of the household's UC assessment period (AP)
ap_end_month	This will always be the month of the extract.
has_children_latest_ap	Set to 1 if the UC Household is recorded to have children in the AP used for the extract 1= children 0 = no children
total_children	The number of children recorded in the UC Household for the AP used in the extract, null = no children, the field HAS_CHILDREN_LATEST_AP will also be 0 if there are no children
has_lcw_latest_ap	Set to 1 if a member of the UC Household is in the UC limited capability for work group
eligible_prescription_latest_ap	Set to 1 if the UC Household is below the Free Prescription threshold
earnings_below_fsm_threshold	Set to 1 if the UC Household is below the Free School Meal threshold
country_name	England Scotland



	Wales
local_authority_name	Your LA name
local_authority_code	the standard lookup code for your authority
tyf_la_id_code	the LA ID code as registered on Transfer Your File for your authority
postcode_outward_code	Postcode sector in the ward
ward_name	Name of the ward
ward_code	Code of the ward
cap_applied	True, False or Null
spare_room_subsidy_removal	True, False or Null
local_housing_allowance_applied	True, False or Null
BENEFIT_TYPE	Will show one of the following: UC PC GC SC SC/GC ESA-IR HB
PC/ESA-IR/HB_NINO	The NINO of the PC/ESA-IR/HB customer
PC/ESA-IR/HB_SURNAME	The surname of the PC/ESA-IR/HB customer
PC/ESA-IR/HB_FORENAME_1	The first name of the PC/ESA-IR/HB customer
PC/ESA-IR/HB_ADDRESS_LINE_1	The PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
PC/ESA-IR/HB_ADDRESS_LINE_2	The PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
PC/ESA-IR/HB_ADDRESS_LINE_3	The PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
PC/ESA-IR/HB_ADDRESS_LINE_4	The PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
PC/ESA-IR/HB_POSTCODE	The postcode as recorded on the PC/ESA-IR/HB customer claim
PC/ESA-IR/HB_TELEPHONE_NO1	The telephone number of the PC/ESA-IR/HB customer as reported on the PC/ESA-IR/HB claim
PC/ESA-IR/HB_TELEPHONE_NO2	The second telephone number (if applicable) of the PC/ESA-IR/HB customer as reported on the PC/ESA-IR/HB claim
PC_APPOINTEE_SURNAME	If appropriate the surname of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_FORENAME_1	If appropriate the forename of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_ADDRESS_LINE_1	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim

PC_APPOINTEE_ADDRESS_LINE_2	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_ADDRESS_LINE_3	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_ADDRESS_LINE_4	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_POSTCODE	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_TELEPHONE_NO1	If appropriate the telephone number of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_TELEPHONE_NO2	If appropriate the second telephone number of the Personal/Corporate Acting Body as reported on the PC claim

## File 2 – The Aggregate file

This shows for your Authority:

Country (England, Scotland or Wales)

Local Authority (the name of your Authority)

LOCAL\_AUTHORITY\_CODE (the standard lookup code for your authority)

TYF\_LA\_ID\_CODE (the Transfer Your File code for your authority)

For each postcode sector (POSTCODE\_OUTWARD\_CODE) in a ward (WARD\_NAME), (WARD\_CODE)

Number of Households in the ward with UC Limited Capability to Work group (HAS\_LCW\_LATEST\_AP)

Number of UC households in the Authority without children

(HHS\_NO\_CHILDREN\_IN\_LA)

Number of UC households in the Authority with children

(HHS\_WITH\_CHILDREN\_IN\_LA)

Number of children in the Authority in UC households with children

(NO\_OF\_CHILDREN\_IN\_LA)

Number of UC households without children in the postcode sector that are below the Free School Meal income threshold and free prescription threshold

(HHS\_NO\_CHILDREN\_PRESC\_OR\_FSM)

Number of UC households without children in the postcode sector that are below the Free Prescription income threshold (HHS\_NO\_CHILDREN\_PRESC)

Number of UC households without children in the postcode sector that are below the Free School meal income threshold (HHS\_NO\_CHILDREN\_FSM)

Number of UC households with children in the postcode sector that are below the Free School Meal income threshold and free prescription threshold

(HHS\_WITH\_CHILDREN\_PRESC\_OR\_FSM)

Number of UC households with children in the postcode sector that are below the Free Prescription income threshold (HHS\_WITH\_CHILDREN\_PRESC)

Number of UC households with children in the postcode sector that are below the Free School meal income threshold (HHS\_WITH\_CHILDREN\_FSM)

Number of children in UC households in the postcode sector that are below the Free School Meal income threshold and free prescription threshold (CHILDREN\_PRESCRIPTIONS\_OR\_FSM)

Number of children in UC households in the postcode sector that are below the Free Prescription income threshold (CHILDREN\_PRESCRIPTION)

Number of children in UC households in the postcode sector that are below the Free School meal income threshold (CHILDREN\_FSM)

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## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Parking and Bus Lane Enforcement Service Options</b>
<b>Report Author</b>	George Candler, Executive Director of Place and Economy <a href="mailto:george.candler@northnorthants.gov.uk">george.candler@northnorthants.gov.uk</a>
<b>Lead Member</b>	Cllr Graham Lawman, Executive Member for Highways, Travel and Assets

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

### List of Appendices

#### Appendix A – Parking Enforcement Financial Summary of Options

#### 1. Purpose of Report

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1.1. Following from the decision by Shared Services Joint Committee to disaggregate the Highways and Transport service, the purpose of this report is to present a recommended operational model for the operation of a North Northamptonshire Council Civil Parking and Bus Lane Enforcement service that meets the needs of the Council to deliver the service in a safe, legal and efficient way from April 1<sup>st</sup> 2023, in a way that meets the requirements of the Traffic Management Act (TMA) 2004, summarised as follows:

- managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under section 16 of the TMA, Network Management Duty.
- improving road safety.
- improving the local environment.
- improving the quality and accessibility of public transport.

- meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car.
  - managing and reconciling the competing demands for kerb space.
- 1.2. The report recommends a preferred way forward for service delivery and seeks permission to establish the associated budget and commence the associated recruitment and procurement exercises required to establish the enforcement service.

## **2. Executive Summary**

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- 2.1. The Parking and Bus Lane Enforcement Service in Northamptonshire (excluding Kettering) is currently provided by the Highways and Transport service which is a hosted service provided by West Northamptonshire Council (WNC). The Highways and Transport service was disaggregated in September 2022. On 13<sup>th</sup> July 2022, the Shared Services Joint Committee approved a revised disaggregation date for the Parking and Bus Lane Enforcement service element, of 1<sup>st</sup> April 2023. This was to provide the time needed to establish a new way of operating the service by the Council and to ensure current contractual obligations are honoured.
- 2.2. This report explores the following models for the operational delivery of a Civil Parking and Bus Lane Enforcement service for North Northamptonshire that meets the deadline of 1<sup>st</sup> April 2023:
- Option 1 - In-house enforcement and in-house penalty notice processing
  - Option 2 – In-house enforcement with external penalty notice processing
- 2.3. Detailed financial modelling was undertaken to identify costs, income and risks involved using the best information available to identify the preferred option. Option 2 is proposed as it provides the lowest risk options for ensuring service delivery by April 2023, whilst presenting a cost neutral budget model, and ensuring the Council retains control over the deployment of its enforcement resources.

## **3. Recommendations**

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- 3.1. It is recommended that the Executive:
- a) Approves the Parking enforcement service model, as per Option 2: Delivery of enforcement services via an in-house enforcement team with external processing of penalty notices
  - b) Approves the amendment of budgets for 2022/23 and 2023/24, per the business case, to establish a net nil budget for the Parking

Enforcement service, noting that in year start-up costs will create a pressure.

- c) Delegate Authority to the Executive Member Highways, Travel & Assets, in consultation with the Assistant Director Assets & Environment, to enter into the contractual arrangements for the back-office processing of Parking Charge Notices.

### 3.2. Reasons for Recommendations:

The recommended course of action is considered the lowest risk and the most cost-effective, within the disaggregation deadline provided, for the following reasons:

- A detailed financial modelling exercise has been undertaken demonstrating that Option 2 (Delivery of enforcement services via an in-house enforcement team with external processing of penalty notices) is the most cost-effective option for delivery of the parking and bus lane enforcement system. It carries start-up costs that are estimated to be £42,000 lower than Option 1 because it requires the induction and training of the fewest staff.
- It is also estimated that the service can be provided under Option 2 on a cost neutral basis, with the ongoing revenue costs funded from the income generated largely by Penalty Charge Notices (PCNs), which, as detailed in the finance section of this report is income that can only be used in accordance with section 55 (as amended) of the Road Traffic Regulation Act 1984. Option 1 is estimated to cost around £14,000 a year more to operate than Option 2.
- Option 2 minimises recruitment risks: Based on the experiences of WNC, there are likely to be challenges to recruiting and training the back-office staff required for processing PCNs, who require specialist training to operate specialist systems in a complex area of law, often subject to challenge. In addition, the job market is currently challenging across all sectors, especially in specialist areas such as this.
- Option 2 enables the council to have full control over the Civil Enforcement Officers, directing them to areas of need, both with regards to enforcement, but also to other duties in the event of unforeseen emergencies.

### 3.3. Alternative Options Considered:

- Option 1 - Establishing an in-house Penalty Charge Notices (PCN) processing team was considered and rejected on the grounds that it is expected to carry both higher start-up cost and higher annual operation costs. This option also carries significant risk of failing to recruit sufficient qualified back-office staff for processing PCNs. The use of a specialist contractor for this function provides better value for money and minimises the staff recruitment, training, and retention risks.

- The option of a fully outsourced model (for both enforcement and processing) was considered but rejected on the grounds of that it could not be delivered within the required deadline and on the basis that it did not give the Council direct control over targeting enforcement.

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

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- 4.1. The Parking and Bus Lane Enforcement Service in Northamptonshire (excluding Kettering) is currently provided by the Highways and Transport service which is a hosted service provided by West Northamptonshire Council (WNC) which went live on Monday 12<sup>th</sup> September 2022. In July 2022, the Shared Service Joint Committee approved a change request to amend the timeline for the disaggregation of the Parking and Bus Lane Enforcement Service element to 31<sup>st</sup> March 2023. This was to provide the time needed to establish a new way of operating the service in North Northants and to ensure current contractual obligations are honoured.
- 4.2. Currently WNC provides the parking and enforcement service across the whole of Northamptonshire, except for Kettering which operates its own enforcement service provided by North Northamptonshire Council (NNC), although back-office support is provided by WNC in relation to the processing of Parking Charge Notice (PCN).
- 4.3. The WNC operational model employs in-house staff to provide some of the back office and management tasks involved in the processing of PCNs, including correspondence, appeals, referrals to Adjudicator and bailiffs. The IT and business systems required to process PCN's are provided for WNC by Imperial Civil Enforcement Solutions Ltd (Imperial), under a contract originally established by Northamptonshire County Council (NCC). Imperial are one of the UK's largest and most experienced providers of parking, environmental and traffic management systems. The WNC model commissions external Civil Enforcement Officers (CEO) to conduct the enforcement on the ground: This function is provided by NSL Services, under contract arrangements established by the former NCC. NSL are part of Marston Holdings Ltd who provide on-street parking services on behalf of local and central government, airports and the private sector across the UK.
- 4.4. WNC currently recharges the Council a cost per PCN for providing this service, with the current year's charges currently under review.
- 4.5. The disaggregation of the parking and bus lane service requires the Council to establish new systems for both on and off-street parking and bus lane enforcement as well as for processing the PCNs generated by the civil enforcement officers, by 1<sup>st</sup> April 2023. This deadline is challenging with regards both recruitment and procuring and/or continuing/varying the PCN processing services provided under the current legacy NCC contract. To ensure the service is operational by 1<sup>st</sup> April 2023, it is critical to begin the required contract variations and procurements as soon as possible. The recruitment process will need to start in December 2022, with the aim of inducting and training new staff ready for 1<sup>st</sup> April 2023.



- 4.6. Establishing the new service in the Council will also entail integrating with the parking enforcement services already provided by the Council in the Kettering area.

## **5. Issues and Choices**

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- 5.1. Two options were considered in detail:

- Option 1 - In-house enforcement and in-house penalty charge notice processing.
- Option 2 – In-house enforcement with external penalty charge notice processing.

The option of a fully outsourced service (for both enforcement and processing) was considered but rejected on the grounds of deliverability within the required deadline, given a lengthy procurement would need to be undertaken and on the basis that this solution would not provide the Council with direct control over enforcement.

- 5.2. Under Option 1, in addition to the direct employment of the CEOs, the back-office staff processing PCNs would also be delivered by officers directly employed by the Council. Under Option 2, the enforcement CEOs would be directly employed by the Council, but the processing of PCNs would be undertaken via a contract with a company specialising in this field.
- 5.3. Option 2 presents start-up cost estimated to be £42,000 lower than Option 1 and annual operational cost £14,000 lower than Option 1. This is principally due to the reduced cost of employing staff before April 2023. Further detail on start-up costs is provided under the finance section at 7.1.2.
- 5.4. Option 1 presents higher risks associated with recruiting the number of specialist staff required to undertake the processing of PCNs. No staff are due to transfer under TUPE from WNC as the relevant Processing Officer posts are vacant. This means there will be no experienced staff, familiar with the processing systems transferring to the Council. Under Option 2 this risk is minimised as this function would be largely contracted to a specialist company with only one in house processing officer required for correspondence, appeals, referrals to Adjudicator and bailiffs. It will also mean staff employed by the Council can focus on the deployment of on the ground enforcement, rather than back-office processing.
- 5.5. The number of staff required to provide a reasonable enforcement and processing service was informed by evaluating the input currently provided by WNC/NSL, as well as using the judgement and experience of operating the Kettering Warden team. The proposed team structure for Option 2 would be as follows:
- 2 X Senior CEOs

- 10 X CEOs
- 1 X Processing Officer

The above structure represents the basis on which the financial modelling is based. Given the current highly competitive job market it may take time to build up to the full contingent. The structure will also need to be reviewed once it has been operating over a number of months to evaluate the assessment of forecast income and the sufficiency of the resources to provide a robust enforcement service.

- 5.6. The management of the new service would be incorporated under that of the current Kettering Warden service, pending the completion of the wider Assets & Environment restructure, which will be undertaken over the next 12 months.

## 6. Next Steps

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- 6.1. Mobilise for the establishment of the new service including:

- Establishing a cost centre and budget, based on the business case undertaken.
- Establishing the new posts in the system and permissions to recruit
- Advertise posts from December 2022.
- Procure back-office systems, equipment and support services such as fleet vehicles that have longer lead-in times.
- Appoint new team circa February 2023 for induction and training

## 7. Implications (including financial implications)

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### 7.1. Resources, Financial and Transformation

- 7.1.1. Finance colleagues were involved in the evaluation of the financial models, as detailed in **Appendix A**.

- 7.1.2. There are revenue implications, notably in relation to the start-up costs of the service. There are estimated to be 'one off' start-up costs in the region of £124,000 that would need to be accommodated in the 2022-23 financial year, assuming the team is fully recruited to in February 2023. This will constitute an in-year revenue pressure arising largely from the cost of employing staff in February 2023 in advance of the service receiving income through PCNs from 1<sup>st</sup> April 2023. Based on an evaluation of risk, it is estimated that two months would be reasonable to enable the induction and training of the new team; the establishment of new working practices and new rotas; familiarisation of staff with a large operational area; the operation and troubleshooting of new and specialised back-office systems and software. The remainder of the pressure is from the purchase of equipment and setting up the necessary IT systems. Opportunities to capitalise the latter spend will be explored.

- 7.1.3. The on-going operational cost of the best value Option 2 is estimated at around £633,000/p.a. and it is estimated that this cost will be met from income derived from the reasonable enforcement of penalty charges and bus gate income, making it a revenue cost neutral service. This will need to be monitored as it is based on current data that each new CEO is likely to issue the same number of PCNs as happens under the current arrangement with NSL under the hosted arrangement with WNC. The income also includes PCN income forecast to be received from the Wellingborough Bus Gate. Close monitoring of the income and service impact will need to be undertaken in the first year of operation to ensure budgets are managed carefully.
- 7.1.4. Section 55 (as amended) of the Road Traffic Regulation Act 1984 (the Act) governs the way designated Authorities administer Parking Penalties. The purpose of penalty charges is to dissuade motorists from breaking parking restrictions. Parking charges and penalty charges should be proportionate, so authorities should not set them at unreasonable levels.
- 7.1.5. The income from on-street charging and any penalty charge payments received (whether for on-street or off-street enforcement) must be used in accordance with the Act. These controls are to prevent parking enforcement services becoming income generating initiatives for Local Authorities. The purposes for which the authority may lawfully incur expenditure include:
- The making good to the general fund of any amount charged to that fund (for provision of the service) in the 4 years immediately preceding the financial year in question
  - Meeting all or any part of the cost of the provision and maintenance by the local authority of off-street parking accommodation, whether in the open or under cover.
  - The making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation, whether in the open or under cover.

If it appears to the local authority that the provision in their area of further off-street parking accommodation is unnecessary or undesirable, the following purposes:

- Meeting costs incurred, whether by the local authority or by some other person, in the provision or operation of, or of facilities for, public passenger transport services,
- The purposes of a highway or road improvement project in the local authority's area,
- The purposes of environmental improvement in the local authority's area,

The Statutory guidance for local authorities in England on civil enforcement of parking contraventions (Updated 26<sup>th</sup> August 2022) specifies that the objective of civil parking enforcement should be for 100% compliance, with no penalty charges. Should penalty charges fall below business plan levels the council would need to rationalise the enforcement workforce accordingly.

7.1.6. Transforming the service will mean the staff for the new enforcement service will be employed on new job descriptions and grades. These will differ to the job descriptions and grades of the existing NNC Warden staff enforcing parking in the Kettering area; however, members of the existing Kettering team will have the opportunity to apply for roles in the new team should they wish to do so. Any subsequent changes to the Kettering service will be considered as part of the Assets & Environment restructure.

## 7.2. Legal and Governance

7.2.1. The specific Acts relevant to the provision of a civil parking enforcement service are:

- The Road Traffic Regulation Act 1984
- The Traffic Management Act 2004

7.2.2 NNC already conducts civil parking enforcement in the Kettering area under authorisation from the Department for Transport under powers adopted from the former legacy authority of Kettering Borough Council. WNC enforce under an Inter-Agency Agreement within the remainder of North Northants. There is authorisation from the Department for Transport for this activity to take place in these locations.

7.2.3 Statutory guidance published by the Secretary of State for Transport under section 87 of The Traffic Management Act 2004 states the following:

The objectives of civil parking enforcement that civil parking enforcement should contribute to the authority's transport objectives. A good civil parking enforcement regime is one that uses quality-based standards that the public understands, and which are enforced fairly, accurately and expeditiously. Enforcement authorities should aim to increase compliance with parking restrictions through clear, well-designed, legal and enforced parking controls. Civil parking enforcement provides a means by which an authority can effectively deliver wider transport strategies and objectives. Enforcement authorities should not view it in isolation or as a way of raising revenue. Local authorities should ensure that parking in town centres and other shopping areas is convenient, safe and secure, including appropriate provision for motorcycles and deliveries. Parking policies, including enforcement, should be proportionate and should not undermine the vitality of town centres. Enforcement authorities should design their parking policies with particular regard to:

- managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under section 16 of the TMA, Network Management Duty
- improving road safety
- improving the local environment
- improving the quality and accessibility of public transport
- meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car

- managing and reconciling the competing demands for kerb space

7.2.5 As described in the Finance section above, Section 55 (as amended) of the Road Traffic Regulation Act 1984 (the Act) governs the way designated Authorities administer Parking Penalties. The purpose of penalty charges is to dissuade motorists from breaking parking restrictions. Parking charges and penalty charges should be proportionate, so authorities should not set them at unreasonable levels.

7.2.6 The income from on-street charging and any penalty charge payments received (whether for on-street or off-street enforcement) must be used in accordance with the Act.

7.2.7 The current legal requirement to enforce is provided by Traffic Regulation Orders (TRO). These are currently in place for Day 1 enforcement. There will be a subsequent review to consolidate some of these Orders in due course. The Country Parks Order is currently being discussed with the TRO Team.

7.2.8 With regards to Procurement and contractual matters, support has been obtained from the council's Procurement and Legal Officers, particularly to help evaluate the procurement and contract options in relation to processing PCNs. Subject to Legal and procurement advice the Council would engage the specialist provider who is currently providing PCN processing support for WNC. The options being considered to ensure compliance include the use of a procurement framework for either a direct award, a waiver, or a tendering process.

### 7.3. **Relevant Policies and Plans**

7.3.1. The proposals will assist the Council in meeting its commitments, in the Corporate Plan to help achieve safe and thriving places and to provide modern public services

7.3.2 The Joint Committee (Shared Services) Highways and Transport service disaggregation process is a key driver of the need to establish a new NNC enforcement service.

### 7.4. **Risk**

7.4.1. The risk of not making the recommended decision would be potentially incurring higher start-up and ongoing operational costs and/or a delay resulting in no enforcement of civil parking or bus lanes in North Northamptonshire until an operational model is decided upon and mobilised. A delay would include 'writing off' on Day 1, any PCNs that have been referred at Court, for bailiff action.

7.4.2. Specific risks in relation to the options presented are primarily financial and recruitment related, summarised as follows:

- 7.4.3 The first key financial assumption is based on anticipating the likely income raised through the issuing of PCNs. The business plan estimates the new NNC enforcement officers are likely to issue a similar number of PCN notices/year/officer by operating in a reasonable manner and in accordance with the law. Whilst this model is greater than those issued by the Kettering Wardens, it is less than the overall figure issued by WNC/NSL officers across the whole of Northamptonshire. The circa 4.4 FTE NSL officers currently contracted by WNC to deliver enforcement in North Northamptonshire issue on average around 950 PCNs per officer across the county and this is the figure used for the financial modelling. The mixed role of the Kettering Wardens means the level of enforcement can vary depending on their working day
- 7.4.4 The second key financial assumption is that the income resulting from bus lane enforcement in Wellingborough has stabilised and continues as a consistent pattern. The introduction of a new bus lane enforcement system would show an increased level of PCNs being issued at go live. This decreases over time as customer behaviours change and recent data would indicate this being the case. The bus lane enforcement system in Market Street, Wellingborough was introduced in February 2021; the monthly number of penalty notices started to stabilise at a reasonably consistent level from February 2022 and the current levels have been used for future projections.
- 7.4.5 For the financial modelling, the salaries of the new Civil Enforcement and Processing Officer posts have been estimated by benchmarking against similar WNC posts. The new posts are currently undergoing a pay/grading evaluation within NNC and there is a risk that they could be higher or lower than the estimate. To mitigate assumptions and other unexpected costs involved in establishing the new service, a contingency of 5% has been included in the financial model's operational costs. Other mitigation of financial risks includes obtaining information from WNC parking managers and informally 'sense checking' assumptions with WNC as well as taking a low to mid-range estimate in relation to the two key financial assumptions.
- 7.4.6 There are risks and uncertainties regarding recruiting sufficient and suitable staff for the 13 new posts required to deliver the service. The jobs market is already challenging with low levels of unemployment and inflation influencing the attractiveness of some jobs. Mitigation of this risk will include working with HR on delivering a strong targeted advertising campaign, profiling the roles and the benefits of working for NNC. It has been budgeted on the assumption of recruiting a full team and will build up towards this. The implications of not recruiting a full complement of staff will be a reduced level of enforcement until capacity is obtained.
- 7.4.7 There are risks associated with the lengths of time associated with different procurement options for a back office PCN processing function. A requirement to pursue a full tender process is unlikely to enable the new system to be operational by 1<sup>st</sup> April 2023. An inability to process PCNs is likely to cost the council around £53,000/month in lost income. In mitigation of this we are currently working with Procurement and Legal officers on the options for a call off from a current purchasing framework using the current provider. If this is not

suitable, a waiver may need to be requested to enable the system to be operational by 1<sup>st</sup> April 2023.

## **7.5. Consultation**

7.5.1. Public consultation on the enforcement delivery model is not required.

7.5.2 Statutory consultation on the amendments to parking orders will be undertaken in accordance with the relevant legislation by the TRO Team to ensure a legal basis for enforcement across all areas within the Council.

7.5.3 The trade unions have been informed of the proposal by a verbal update to the Directorate Consultation Forum on Wednesday 7<sup>th</sup> September 2022. A formal update is to follow on 2nd November 2022.

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

7.6.1. This report is eligible to be considered by the Executive Advisory Panel Service Delivery, Performance, and Customers should they wish to do so.

## **7.7. Consideration by Scrutiny**

7.7.1. The report and the future operation of the service is eligible to be considered to the Scrutiny Commission, as part of their work plan.

## **7.8. Equality Implications**

7.8.1. An Equality Screening Assessment has been completed in consultation with the Equalities Team and no negative equality impacts have been identified.

## **7.9. Climate and Environment Impact**

- 7.9.1. There should be a positive benefit for climate impact resulting from:
- Managing the traffic network to ensure expeditious movement of traffic and aiming to reduce congestion and emissions in built up areas.
  - A good level of parking enforcement also discourages anti-social parking which may be detrimental the environment.
  - Parking enforcement can also play a part in drivers to switch to greener transport methods, as it discourages parking of cars on street in built up areas and prioritising the competing demands for kerb space.

## **7.10. Community Impact**

7.10.1. There should be a positive benefit as a result of:

- managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under section 16 of the TMA, Network Management Duty
- improving road safety
- improving the local environment
- improving the quality and accessibility of public transport
- meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car
- managing and reconciling the competing demands for kerb space

## 7.11. Crime and Disorder Impact

7.11.1. There should be a positive benefit as a result of:

- managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under section 16 of the TMA, Network Management Duty
- improving road safety
- improving the local environment
- improving the quality and accessibility of public transport
- meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car
- managing and reconciling the competing demands for kerb space
- meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car
- managing and reconciling the competing demands for kerb space

## 8. Background Papers

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- 8.1. Shared Service Joint Committee: Parking and Bus Lane Enforcement Disaggregation – Change to Timeline report:  
<https://westnorthants.moderngov.co.uk/documents/s6962/Parking%20and%20Bus%20Lane%20Enforcement%20Disaggregation%20Change%20to%20Timeline.pdf>



## Appendix A Parking Enforcement – Financial Summary of Options

<b>OPTION - 1 IN HOUSE ENFORCEMENT AND PCN PROCESSING</b>	
	<b>23-24</b>
Enforcement cost	£409,580
Processing cost	£206,858
Contingency @ 5%	£30,822
Income	-£634,805
<b>OPERATIONAL COST BALANCE</b>	<b>£12,455</b>
<b>2022/23 in year start up cost for Option 1</b>	<b>£165,835</b>
<b>OPTION 2 - IN HOUSE ENFORCEMENT WITH EXTERNAL PCN PROCESSING</b>	
	<b>23-24</b>
Enforcement cost	£409,580
Processing cost	£193,493
Contingency @ 5%	£30,154
Income	-£634,805
<b>OPERATIONAL COST BALANCE</b>	<b>-£1,579</b>
<b>2022/23 in year start up cost for Option 2</b>	<b>£123,735</b>

### Assumptions:

- Team of 12 staff: 2 senior enforcement officers, and 10 enforcement officers.
- Income of £634k assumes similar number of PCNs issued per annum by each enforcement officer, annual bus gate income of £250k as forecast for 2022.23.
- Imperial Civil Enforcement Solutions Ltd. Recharge of £6.25 per PCN issued to cover the cost of processing and collecting PCN income.
- The salaries of the new Civil Enforcement and Processing Officer posts have been estimated by benchmarking against similar WNC posts. The new posts are currently undergoing a pay/grading evaluation within NNC and there is a risk that they could be higher or lower than the estimate, so a 5% contingency has been factored into the budget assumptions.

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## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Award of Contract for Highway Professional Services to WSP UK Limited</b>
<b>Report Author</b>	George Candler – Executive Director of Place & Economy
<b>Lead Member</b>	Cllr Graham Lawman, Executive Member for Highways, Travel and Assets

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

### List of Appendices

#### Appendix A – Equality Screening Assessment

#### 1. Purpose of Report

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- 1.1. To advise the Executive that following the completion of the KierWSP Highways Services Contract, there are a small number of service activities and projects on which retaining the professional services of WSP UK Limited (WSP) is important to support the Council and protect it from any reputational or financial risk.
- 1.2. This report seeks Executive approval to award a contract to WSP to deliver service activities and projects until they reach a suitable stage to transition to the new Highways Services Contract provider (Kier) or be delivered by another specialist provider through a separate procurement process.

## **2. Executive Summary**

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- 2.1. The new Highway Services Contract awarded to Kier came into operation on 12<sup>th</sup> September 2022. Officers have identified a small number of service activities and projects where the ongoing technical support from WSP is required to ensure continuity of delivery until such time as a natural break has been reached. Appointing an alternative service provider at key stages of these service activities and projects will result in delay, additional work, at a cost to the Council and reputational and financial risk to the Council.
- 2.2. This report seeks Executive approval for a direct contract award to WSP under the Crown Commercial Services Construction Professional Services framework Lot 1: Built Environment.

## **3. Recommendations**

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- 3.1. It is recommended that the Executive approves a direct award to WSP under the Crown Commercial Services (CCS) Construction Professional Services framework Lot 1: Built Environment.
- 3.2. Reasons for Recommendation
  - The proposed direct award to WSP is for the continuation of technical support on projects which WSP have already commenced work on and built up a working knowledge and experience. Changing service provider at this stage would result in delays as a new service provider becomes acquainted with the work as well as additional costs for reviewing WSP's prior work and possible re-working.
  - Council officers have reviewed the intended scope of any direct award to ensure that WSP are only retained on those service activities and projects where to not retain WSP is considered likely to result in reputational and financial risk to the Authority. It is not intended to use this award to commission new work with WSP and officers will be working to hand work over to the new highways service provider as soon as practicable.
  - The CCS Construction Professional Services framework was assessed as being available for use by the Council and offering the most advantageous route to a direct award based on WSP's rates and fee percentage; offering better value for money than the alternative available frameworks.
- 3.3. Alternative Options Considered: The Council has a number of options regarding how to manage these projects namely:

- Passing them onto the new Highways Services Contract provider, Kier, to pick up the remaining work and continue it until it is completed.
  - Procuring a new supplier to pick up the remaining work and continue it until it is completed.
  - Procuring a contract with WSP to continue with the work until it is completed or at a suitable stage to hand over to another supplier.
- 3.3.1 Either of the first two options would result in additional risks and cost to the Council. This is because a new supplier who had not previously worked on the projects would need to satisfy themselves as to the adequacy of any previous work undertaken by others prior to taking on liability, if indeed they were willing to do so. They would also result in delays to projects while this process took place and whilst the new supplier became acquainted with all relevant aspects of the project.
- 3.3.2 The third option in awarding a contract to WSP to continue delivering these service activities and projects would not result in either of these risks.
- 3.3.3 Whilst other suppliers could pick up the work currently being undertaken by WSP under the now expired KierWSP Highways Services Contract, there are significant financial and reputational risks to the Council due to delays, if we are not to retain the existing WSP resources to complete their current commissions. On this basis, the alternative options considered primarily relate to procurement routes available to enable a direct award to WSP, as follows:-
- ESPO – ESPO is a public sector owned framework which the Council has access to. WSP are approved suppliers on the ESPO framework. The ESPO terms and conditions vary between direct award and award following mini competition. WSP confirmed that they would not be able to agree to the terms and conditions for a direct award under ESPO and this option was therefore discounted.
  - PAGABO – PAGABO is a commercially owned and managed framework, as opposed to being publicly managed. It is open for use by any employing organisation, including the private sector. WSP are approved suppliers to the PAGABO framework and, whilst their rates are comparable to the CCS framework, WSP's fee percentage or margin was approximately three times higher under PAGABO than under the CCS framework. This route has therefore been discounted on the basis of not providing value for money.

## 4. Report Background

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- 4.1. The previous Highways Services Contract with KierWSP ended on Sunday, 11<sup>th</sup> September 2022 with the new contract with Kier commencing Monday, 12<sup>th</sup> September 2022. WSP UK Limited are not involved in the new contract. As is normal at the end of a longstanding contract, such as the KierWSP contract (which ran from 2008 to 2022), there are a number of projects which WSP have commenced work on, but, either the work is incomplete, or the work has not reached a sensible hold point where work can be packaged up for handover to another provider.
- 4.2. Following the award of the new contract to Kier, a review of all service areas and projects within the Highways Service was undertaken and this identified some service activities or projects where Council officers consider that retaining technical support from WSP would be in the Council's best interests, either to avoid programme delays, costs for abortive work or reputational risk with funding bodies or stakeholders. The scope of the proposed direct award has been challenged to ensure that only those existing works which cannot be picked up by the new highways service provider are included and where WSP's ongoing support is, therefore, considered essential. These work areas include:-
- Support to Council officers in managing the delivery of a number of developments and planning applications where delays could impact on the Council's reputation with developers or prevent the Highway Authority from responding to a planning application within the timescales defined within the Town and Country Planning Act. These developments are the large and high-profile sites and losing support from WSP could result in major applications being delayed or considered without adequate input from officers on the highways impacts of a development.
  - Continued management and operation of the Northamptonshire Strategic Transport Model which is used by the Authority to determine and assess the impact of schemes and development proposals on the highways network and enable officers to negotiate schemes of mitigation with developers.
  - Continued support to a small number of capital projects where project knowledge is heavily reliant on WSP resource. These schemes include the Corby Town Investment Plan schemes, which are a high priority for the Council and time-bound in terms of maintaining committed programme dates with stakeholders including funding bodies.
  - Completion of the Local Cycling & Walking Improvement Plans for Corby and Kettering.
- 4.3. Officers will be managing these services and projects with a view to reaching sensible hold points with WSP when the work can be handed over to Kier as part of the new highways contract or be subject to a new procurement process.

- 4.4. Officers from the Highways Service have been working alongside colleagues from Procurement to investigate procurement options which facilitate a direct award to WSP on the best possible terms for the Council. This work has concluded that the Crown Commercial Services Construction Professional Services framework offers the most beneficial route to a direct award with WSP.
- 4.5. As the KierWSP contract finished on 11<sup>th</sup> September 2022, an interim order has been issued to enable the WSP support to continue until such time as this report could be presented and Executive approval sought for a direct award of a larger value. This interim order was approved by the Council's Purchasing Gateway Group on Wednesday 31<sup>st</sup> August 2022.
- 4.6. Detailed project briefs and fee proposals have been agreed with WSP for the work covered by this report, but the full value will exceed the £500,000 threshold and, hence, require Executive approval.
- 4.7. It is not intended to use this direct award to commission any new works via WSP and new work will be commissioned either via the new Highways Contract with Kier or by engaging new suppliers through new procurement processes where appropriate to do so.
- 4.8. Separately, the Council has appointed WSP to continue work on the A509 Isham Bypass. This was progressed in line with the Executive decision on Thursday 16<sup>th</sup> June 2022 and taken under delegated decision by the Executive Member for Highways, Travel and Assets on 16<sup>th</sup> September 2022.

## **5. Issues and Choices**

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- 5.1. As set out in Section 3, the Council has a number of options for managing these service activities and projects to their completion including; awarding the work to Kier under the new Highways Services Contract; going to the market to procure a new supplier to complete WSP's work; or a direct award of limited scope to WSP to complete existing commissions until such time as the work can be transferred to another supplier without risk to the Council.
- 5.2. Using another supplier to complete works already in hand with WSP will introduce delays affecting response times on planning applications and resulting in increased costs for projects. This is because a new supplier must review work to date and potentially revise it, prior to assuming liability for work by others. The recommendation to engage WSP via a direct award eliminates these risks and the proposal to use the Crown Commercial Services Contract Construction Professional Services framework Lot 1 provides comfort that we are using a tested procurement route offering value for money to the Council.

## **6. Next Steps**

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- 6.1. As stated in Section 4.1 above, an interim contract of a value below £500,000 has been approved by the Council's Purchasing Gateway Group and a contract

set up with WSP. Subject to Executive approval, the cost ceiling of this order can be increased as a “compensation event” under the contract terms. The contract in place does not commit the Council to the higher spend and the contract can be cancelled should the Executive not confirm the suggested approach for a direct award.

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

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### **7.1. Resources and Financial**

- 7.1.1. The works by WSP which are the subject of this report are existing projects funded from existing budgets with all necessary approvals already in place. The direct award of this work to WSP requires no further financial approval from the Executive.
- 7.1.2. Further costs associated with delays and abortive works may be incurred if the Council does not award this work to WSP and chooses to appoint another supplier who will then have to spend time becoming fully acquainted with these works. This additional expenditure could result in expenditure exceeding current approval levels.
- 7.1.3. Subject to the Executive confirming the recommendations of this report, then there are no resource or financial implications to the Authority arising from the proposals.

### **7.2. Legal and Governance**

- 7.2.1. The Council’s legal team have been consulted and it has been confirmed that procuring the services from the Crown Commercial Services (CCS) framework agreement (with reference number RM6165) is compliant with the Public Contracts Regulations 2015 (as amended) subject to all internal governance considerations, and approvals.
- 7.2.2 Under the suite of contracts comprising the CCS RM6165 framework agreement, the NEC3 professional services contract will be used and this will form the basis upon which the terms and conditions of contract between the Council and WSP are formalised and executed.

### **7.3. Relevant Policies and Plans**

- 7.3.1 The work contributes to the Council’s Corporate Plan priority of Safe and Thriving Places by ensuring that the highway implications of all new developments are fully considered and, where required, mitigation measures are identified and delivered as part of the implementation of the permitted development proposals.
- 7.3.2 This work supports the delivery of major development and sustainable growth as proposed in the Local Plans covering North Northamptonshire.



#### **7.4. Risk**

7.4.1. The report covers the appointment of WSP via a direct contract award to support a number of service activities and projects within the Highways Service. Overall, risks will be managed by Council officers at service or project level.

7.4.2. Risks of not securing continuity of service from WSP include not meeting response times and service level agreements for technical audits of development proposals and inability to provide responses to planning applications, resulting in delays to the planning process or planning consents which do not include for mitigation of highways impacts. This could impact on growth targets and result in the Council suffering reputational damage with developers and central Government. On capital projects, not appointing WSP will result in additional costs as alternative service providers will charge the Authority for assuming responsibility for, or re-working, WSP's work.

#### **7.5. Consultation**

7.5.1. Internal consultation has taken place with key officers through the Purchasing Gateway Group.

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

7.6.1 The proposal for the direct contract award has not been considered by an Executive Advisory Panel. The ongoing work or engagement with WSP could be considered by an appropriate Panel if requested by the Chair.

#### **7.7. Consideration by Scrutiny**

7.7.1. The proposal has not been considered by the Scrutiny Commission but the ongoing work, subject to approval, with WSP could be considered as requested.

#### **7.8. Equality Implications**

7.8.1. The report covers the appointment of WSP to deliver a range of technical service activities and projects. In undertaking the works covered by any direct award, officers will ensure that WSP are aware of and meet the Council's obligations in respect of equality and will be managed at a project or service level. This includes ensuring consultations on projects associated with the Corby Town Improvement Plan are held in accessible venues and that printed material and web content complies with the Council's accessibility guidance. When designing highway schemes or undertaking audits of developer proposals, officers will ensure that WSP are required to meet or exceed good practice or design standards for mobility or sight impaired highway users, e.g. audible equipment at controlled crossings, tactile paving to indicate crossing points and hazards.

7.8.2. An Equality Screening Assessment is included in **Appendix A**.

## **7.9. Climate and Environment Impact**

7.9.1. As this proposal is to continue with existing service activities and projects, including statutory services, with a specific provider, WSP, the climate impacts of the projects and services we are seeking to award have already been considered by the relevant project teams or will be considered as work develops.

7.9.2. The work to support the Northamptonshire Strategic Transport Model and responding to planning applications has a specific and positive climate impact in that these work areas enable the Council to identify the environmental impacts of developments and agree schemes of mitigation. If we are unable to secure this support from WSP then it is highly likely that developments will proceed without appropriate mitigation for related traffic and associated climate impacts.

## **7.10. Community Impact**

7.10.1. The contract award would cover works and projects across the whole of North Northamptonshire, so no specific community impacts are identified with this decision. Community impacts will be identified and managed at a project level for those specific projects that WSP will continue to support under this proposal.

## **7.11. Crime and Disorder Impact**

7.11.1. It is not considered that there will be any implications in respect of Section 17 of the Crime and Disorder Act 1998 arising as a direct consequence of the recommendations contained within this report.

## **8. Background Papers**

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8.1 Executive decision on Thursday 16<sup>th</sup> June 2022 and taken under delegated decision by the Executive Member for Highways, Travel and Assets on 16<sup>th</sup> September 2022. [Decision Details](https://northnorthants.moderngov.co.uk/ieDecisionDetails.aspx?AllId=3887)  
<https://northnorthants.moderngov.co.uk/ieDecisionDetails.aspx?AllId=3887>



## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Safer Streets Fund Round 4 – 2022/23</b>
<b>Report Author</b>	David Watts, Executive Director for Adults, Communities and Wellbeing (DASS)
<b>Lead Member</b>	Councillor Matthew Binley - Executive Member for Housing, Communities and Levelling Up

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

### List of Appendices

- Appendix A** – Location Maps
- Appendix B** – Project Timeline
- Appendix C** – Equalities Screening Assessment

### 1. Purpose of Report

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- 1.1. This report asks the Executive to approve the implementation of the Safer Streets Round 4 projects for William Knibb/All Saints, Kettering; and Queensway Wellingborough. The geographical areas each project covers are set out in **Appendix A**. The funding for these projects has been awarded by HM Government (Home Office).

### 2. Executive Summary

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- 2.1. The Home Office Safer Streets Fund provides funding for interventions aimed at tackling neighbourhood crime, anti-social behaviour and violence against women and girls; and overall, improve the safety of our public spaces for all.

- 2.2. As with earlier rounds, round 4 was open to police and crime commissioners, local authorities, British Transport Police and eligible civil society organisations, who could lead projects and make applications of their own. However, all applications required endorsement by the local police and crime commissioner before submission. Again, as with previous rounds, each application's proposals had to demonstrate that the localities were affected disproportionately and persistently by the crime types the fund aims to tackle.
- 2.3. North Northamptonshire Council has been awarded funding for a project in the William Knibb/All Saints area of Kettering. We are also a delivery partner in the Northamptonshire Police, Fire and Crime Commissioner's (OPF&CC) bid for its project in Queensway, Wellingborough. Furthermore, North Northamptonshire will benefit from the OPF&CC's project for tackling violence against women and girls (VAWG), as that focuses on the county's two significant night-time economies of Northampton and Kettering.
- 2.4. In both the William Knibb/All Saints and the Queensway projects, the funding will support a range of community safety interventions including: controlled access to alleyways (alleygating) where residents are experiencing persistent ASB and high levels of crime; extending our CCTV networks to provide 24/7 monitoring and recording in those areas; providing vulnerable residents with home security packs and target hardening; and providing and improving facilities and amenities to divert young people away from crime.

### **3. Recommendations**

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- 3.1 It is recommended that the Executive:
  - a) Approves the implementation of the Safer Streets Round 4 projects, using the funding award as detailed in this report and appendices.
  - b) Delegates authority to the Executive Member Housing Communities and Levelling Up, in conjunction with the Executive Director Adults, Communities and Wellbeing, to take any necessary action to ensure these projects are implemented.
- 3.2 Reason for Recommendations: To ensure the funding available from the 2022/23 Safer Streets Funding programme is invested as set out in the Funding Agreements and the projects delivered as set out in this report.
- 3.3 Alternative Options Considered:
  - a) The Council was not duty-bound to apply to the Safer Streets Fund or confirm support for the OPF&CC bids. However, it would have presented a significant missed opportunity to secure Government funding for making improvements to localities suffering significant crime.
  - b) The Council could also have rejected the Home Office's offer of grant funding for the William Knibb/All Saints project, and or withdraw our support

for the Queensway one. Both bids had a high level of work from officers in terms of preparations and such rejections and withdrawal could impact negatively on the Council's reputation both as a responsible partner organisation in the community safety partnership, and as the unitary authority responsible for the project areas.

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

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- 4.1. The Government's Safer Streets fund supports key interventions in local communities that are disproportionately and persistently affected by neighbourhood crime including: domestic burglary, robbery and vehicle crimes; ASB and VAWG. The county has seen just under £3.5M investment so far from previous rounds. Four further projects have been awarded a total of £1.49M from this latest round (round 4).
- 4.2. The timescales for applications to the Safer Streets Fund were tight with an application turnaround time of approximately 10 weeks from the launch of the scheme. Successful applicants were notified in July. The Council was awarded £261,000 for a project in part of the William Knibb and All Saints area of Kettering. The project will facilitate a range of home security and crime reduction measures to the most vulnerable residential properties in the area; put access control measures in place (alleygating) where residents are suffering from ASB and criminal activities; and extending Kettering's CCTV network to the area to provide increased surveillance.
- 4.3. We are also a delivery partner in the OPF&CC's project in the Queensway area of Wellingborough. This is a £689,000 project in total, led by the OPF&CC with delivery on key components from the Council, Greatwell Homes and Northants Police. The Council will manage the CCTV elements, outdoor gym equipment provision and enhancements to a local bike track, totalling £285,000.
- 4.4. Both project areas suffer from disproportionate levels of crime and ASB. William Knibb and All Saints have suffered with stubborn neighbourhood crime due to the structure and physical nature of the buildings, which provide opportunities for offenders to move around undetected. Restricting access to alleyways and increasing CCTV will help combat this. Furthermore, William Knibb and All Saints are within the Kettering town area, which has been identified as having issues with heroin and crack cocaine supply. The Safer Streets 4 project in this area will be complementary to the previous Safer Streets round 2 project in a neighbouring part of All Saints, which is now seeing the early signs of deflection due to the physical improvements achieved with that earlier funding.
- 4.5. The Queensway area has also seen higher levels of violent and knife crime including the murder of a then 16-year-old male in August 2021. There are a high number of young people involved in gang culture and this is seen as a generational issue within the Queensway area. Motorcycle nuisance has become a prevalent factor across the estate and that has grown since the tragic murder last year, of which the victim was enthusiastic about motorbikes.

The estate has a bike track owned by the Council that needs developing, and in doing so will provide a worthwhile facility offering positive activities for young people. The project has a funding provision for undertaking that work.

- 4.6. The OPF&CC has also been awarded £448,000 for tackling violence against women and girls in the night-time economies of Northampton and Kettering. There are no requirements on North Northamptonshire Council to manage or lead on any elements of the project.
- 4.7. Tackling the crimes experienced in these project areas requires both physical improvements and other initiatives, all of which provide a public health approach to tackling the root causes of such problems. Already several activities have emerged in the project areas, including targeted and detached youth work; drug treatment and recovery programmes and the opportunity to provide places for positive activities for young people.

## **5. Issues and Choices**

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- 5.1. Capital funding opportunities for community safety improvements are very limited and the Safer Streets programme is a very valuable funding stream for helping to counteract this. Its flexibility means bids can cover complementary diversionary activity aspects such as the bike track and outdoor gym equipment, which working alongside the proven crime fighting tools such as CCTV and alley-gates, will help make the areas feel safer.
- 5.2. The Safer Streets funding has up to now been confined to annual rounds and is a competitive programme. The funding secured from this round 4 will continue our investment in those localities experiencing significant neighbourhood crime and ASB, one of which (Queensway) is part of our levelling up programme.
- 5.3. Northants Police analysts and crime prevention officers provided critical information and data, which helped identify the localities and the issues that needed tackling. As highlighted above, the turnaround period for applications to the fund was tight so officers had a limited timeframe to analyse data and information, identify key improvements and obtain costings for the work required. As a significant amount of officer time was investing in preparing the bids for the fund, the offer of funding to North Northamptonshire Council for William Knibb/All Saints was accepted, and our continued support for OPF&CC's Queensway bid confirmed.
- 5.4. The two projects will be delivered over the period from now until September 2023, based on staged completion and draw down of the grant funding from the Home Office. The objectives/outcomes of the projects, which the bids were based on are:-
  - Increased detection of crimes.
  - Reduced incidents of crime and ASB
  - Reduced knife-related crime incidents

- Residents saying they feel safer as a result of the improvements
- High levels of satisfaction with the improvements
- Increased participation of young people in positive activities

Some of these outcomes will of course be realised over the long-term, and beyond the completion of the projects.

## **6. Next Steps**

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- 6.1. The next steps will be the implementation of the projects, as set out in the Project Timeline at **Appendix B**.

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

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### **7.1. Resources, Financial and Transformation**

- 7.1.1. The funding for the William Knibb/All Saints project will come from the Home Office directly to the Council through a drawdown process on completion of each stage of the project. The grant drawdown points for each stage are included within the project timeline (**Appendix B**). Officers have completed a Grant Agreement with the Home Office. Officers will have regular project monitoring meetings with the Home Office team responsible for the Safer Streets Fund.
- 7.1.2. Funding for the components the Council is responsible for in the Queensway project will be drawn down via the OPF&CC. At the time of preparing this report, the OPF&CC were about to issue a Funding Agreement between them and the Council for managing this process. This will also include regular oversight and progress meetings between the Strategic Lead for Community Safety and the OPF&CC's Director for Delivery.
- 7.1.3. Both project applications were required to indicate match funding. In both projects that match funding equates to our running costs for operating CCTV and officer time involved in developing further proposals for developing the bike track in the Queensway project. No further revenue or capital commitments are required from the Council.
- 7.1.4. Oversight and management of the financial processes at the Council for both projects will be undertaken by the Strategic Lead for Community Safety.

### **7.2. Legal and Governance**

- 7.2.1 Installing alleygates in public locations requires the Council to make a Public Spaces Protection Order (PSPO) under section 59 to 75 of the Anti-Social Behaviour, Crime and Policing Act 2014. This is relevant to the Queensway project as the units are proposed for alleyways currently on public land. The

PSPO consultation is underway and likely to raise controversial issues. In accordance with Council's Scheme of Delegation, consideration and approval of the PSPO will be required by the Executive at its meeting in November 2022. A PSPO for the alley-gate proposals in the William Knibb/All Saints projects is not required as the alleyways are private to the residential properties.

7.2.2 There are procurement requirements in both projects which officers are progressing.

7.2.3 CCTV installations require planning consent and the appropriate applications for that will be submitted as part of the work to deliver the project. The installations are also subject to Data Protection Impact Assessments (DPIA) prior to being commissioned and this will include the installation of the necessary signage indicating CCTV monitoring and recording is taking place in the areas.

7.2.4 As identified above, project management and governance arrangements are in place for the projects.

### 7.3. Relevant Policies and Plans

7.3.1 The Safer Streets projects support the following policies and plans:-

- **Corporate Plan 2022-25:** tackling the causes of difficult issues leading to nuisance, crime and anti-social behaviour. The projects will help make our public places and spaces safer for all.
- **North Northants Community Safety Plan 2022-25:** this is the plan of the North Northants Community Safety Partnership. Tackling the root causes of neighbourhood crime, serious violence and ASB requires a public health approach with all partners committed to working collaboratively.

### 7.4. Risk

7.4.1. The main risk associated with both projects is delays on delivery lead times for items associated with CCTV installations. The current economic climate is placing significant pressures on global supply chains.

7.4.2. As part of preparing the bids to the fund, officers were mindful to aim to complete the CCTV installation in the Queensway project in the earlier period of the project timeline. This would allow for slippage if required (up to 30<sup>th</sup> September 2023 as opposed to 31<sup>st</sup> March 2023) if supply issues became apparent.



## 7.5. **Consultation**

7.5.1 Consultation with partner organisations such as the Police, was undertaken to help shape and inform the preparations of the funding bids prior to submission.

7.5.2 A series of consultation events are currently underway in both project areas to seek residents' views on where priority locations should be for alleygates and CCTV units.

## 7.6. **Consideration by Executive Advisory Panel and Strategic Capital Board**

7.6.1. This report has not been considered by an Executive Advisory Panel.

## 7.7. **Consideration by Scrutiny**

7.7.1. Scrutiny has not considered the proposals at this stage.

## 7.8. **Equality Implications**

7.8.1. An Equalities Screening Assessment has been completed for the Safer Streets projects and is appended to the report at **Appendix C**. This demonstrates that the projects have the potential for only positive and neutral impacts on identified equality groups, based on the proposed amendments.

## 7.9. **Climate Impact**

7.9.1. There are no specific climate issues or impacts arising from the recommendations.

## 7.10. **Community Impact**

7.10.1 The Safer Streets projects will make improvements that support people's quality of life, especially those who are currently experiencing ASB, neighbourhood crime and serious violence. Some of the impact will be realised over the medium to long-term as the initiatives become established and make improvements.

## 7.11. **Crime and Disorder Impact**

7.11.1 The Safer Streets projects will support tackling the root causes of neighbourhood crime, serious violence and anti-social behaviour. These crimes can be complex and require joint approaches by partners as well as residents and businesses if they are to be tackled effectively.

## **8. Background Papers**

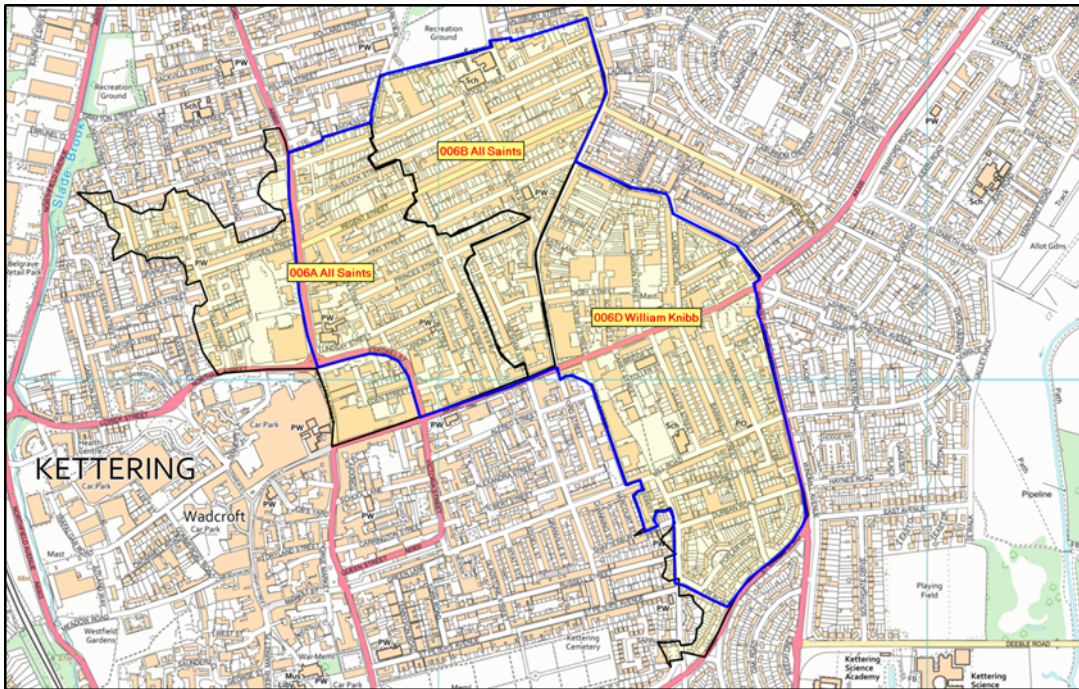
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- **Anti-social Behaviour, Crime and Policing Act 2014**
- **Crime and Disorder Act 1998**

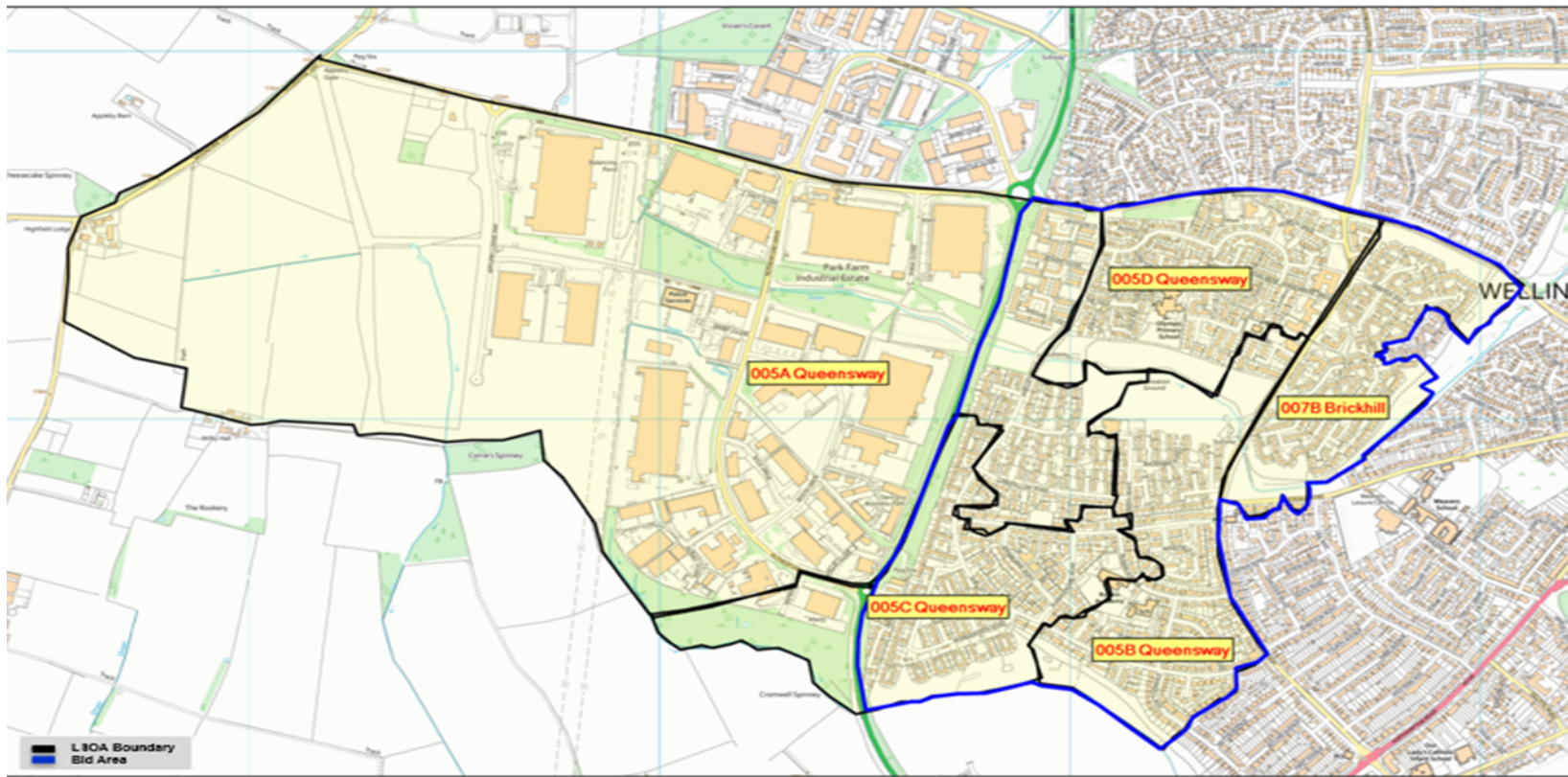
Safer Streets Round 4

Appendix A – Project locations

William Knibb/All Saints, Kettering



# Queensway, Wellingborough – Bid Area



SAFER STREETS FUNDING - WILLIAM KNIBB

Operation/Activity	Detail/deadlines	Resource	Completion Dates																						
			Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23								
<b>ALLEYGATES</b>																									
Consultation	Consult with identified residents	JK/KL	→																						
Confirm locations on OS Base map				19.09.22																					
Procurement documents	Prepare RFQ documents	MG/JK/Proc Team		30.09.22																					
Advertise	Load up to Contracts Finder	MG/JK/Proc Team			03.10.22																				
Procurement process	RFQ period	MG/JK/Proc Team			17.10.22																				
	Evaluation	MG/JK/Proc Team			26.10.22																				
	Outcome letters issued	MG/JK/Proc Team			28.10.22																				
	Contract	Issue contract and complete	MG/JK/Proc/Legal Teams			07.11.22																			
	Award Notice on Contracts Finder	MG/JK/Proc Team			18.11.22																				
	Add to ERP Contracts Register	MG/JK/Proc Team			21.11.22																				
	Raise order	JK			22.11.22																				
	Works completion	MG/JK			→					31.03.23															
	Contract completion sign off	MG			→					31.03.23															
Grant claims		MG									30.04.23	█													
<b>CCTV</b>																									
Confirm locations and feasibility/DPIA	Feasibility appraisal	JK	→																						
Planning consent	Submit application	MG/JK						05.12.22																	
	Processing period	Planning						→		09.01.23															
Procurement documents	Prepare RFQ documents	MG/JK/Proc Team								27.01.23															
Advertise	Load up to Contracts Finder	MG/JK/Proc Team								30.01.23															
Procurement process	RFQ period	MG/JK/Proc Team									13.02.23														
	Evaluation	MG/JK/Proc Team									22.02.23														
	Outcome letters issued	MG/JK/Proc Team									24.02.23														
	Contract	Issue contract and complete	MG/JK/Proc/Legal Teams									13.03.23													
	Award Notice on Contracts Finder	MG/JK/Proc Team									15.03.23														
	Add to ERP Contracts Register	MG/JK/Proc Team									16.03.23														
	Raise order	JK									20.03.23														
	Works completion	MG/JK									→					31.08.23									
	Contract completion sign off	MG									→					31.08.23									
Grant claims		MG														04.09.23	█								
																30.09.23	█								
<b>TARGET HARDENING - VIDEO DOORBELLS</b>																									
Consultation	Consult with identified residents	JK/KL	→																						
Confirm locations on OS Base map				19.09.22																					
Procurement documents	Prepare RFQ documents	MG/JK/Proc Team		30.09.22																					
Advertise	Load up to Contracts Finder	MG/JK/Proc Team			03.10.22																				
Procurement process	RFQ period	MG/JK/Proc Team			17.10.22																				
	Evaluation	MG/JK/Proc Team			26.10.22																				
	Outcome letters issued	MG/JK/Proc Team			28.10.22																				
	Contract	Issue contract and complete	MG/JK/Proc/Legal Teams			07.11.22																			
	Award Notice on Contracts Finder	MG/JK/Proc Team			18.11.22																				
	Add to ERP Contracts Register	MG/JK/Proc Team			21.11.22																				
	Raise order	JK			22.11.22																				
	Works completion	MG/JK			→					31.03.23															
	Contract completion sign off	MG			→					31.03.23															
Grant claims		MG									30.04.23	█													





## Equality Screening Assessment

The Equality Screening Assessment form must be completed to evidence what impact the proposal may have on equality groups within our community or workforce. Any proposal that identifies a negative impact must have a full Equality Impact Assessment completed before the proposal progresses further.

### 1: Proposal

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Requirement	Detail
Title of proposal	<b>Safer Streets Fund Round 4 – 2022/23</b> Approval of implementation of the Safer Streets Rd 4 projects in William Knibb/All Saints, Kettering and Queensway, Wellingborough.
Type of proposal: new policy / change to policy / new service / change to service / removal of service / project / event/ budget	Project
What is the objective of this proposal?	To implement a range of proposals to help tackle neighbourhood crime, serious violence and ASB in the project areas.
Has there been/when will there be consultation on this proposal? (List all the groups / communities, including dates)	There are a series of consultation events aimed at engaging residents and other stakeholders in prioritising locations for CCTV and alleygating.
Did the consultation on this proposal highlight any positive or negative impact on protected groups? (If yes, give details)	The consultation is ongoing. No particular equalities issues have been raised.

Requirement	Detail
	The events will inform the process of making a Public Spaces Protection Order for Queensway's alleygating proposals.
What processes are in place to monitor and review the impact of this proposal?	Through the delivery of the projects.
Who will approve this proposal? (Committee, CLT)	Executive

## 2: Equality Consideration

In turn, consider each protected group to ensure we meet our legal obligations of the Equality Act (2010).

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Protected Groups	General Equality Duty Considerations	Changes	Impact
	<ul style="list-style-type: none"> <li>• Include factual evidence of how people in this group may be affected.</li> <li>• Consider the outcomes and processes.</li> <li>• Does this seek to <b>eliminate discrimination</b>?</li> <li>• Does this promote <b>fostering good relations</b>?</li> </ul>	<ul style="list-style-type: none"> <li>• What changes can be made to mitigate any negative impact?</li> <li>• Are there opportunities to <b>remove possible barriers or disadvantages</b> that a group may face?</li> </ul>	Delete as appropriate. There can be more than one answer per protected group.
<b>Age</b> Different age groups that may be affected by the proposal in different ways.	The Queensway project has identified a significant number of young people involved in serious violence and knife crime. The project has proposals to improve local amenities for young people, with the inclusion of an outdoor style gym unit.		Positive Neutral Negative
<b>Sex</b> Is one sex affected more than another or are they affected the same?	None known		Positive Neutral Negative
<b>Disability</b>	None known		Positive Neutral




Protected Groups	General Equality Duty Considerations	Changes	Impact
It is likely to have an effect on a particular type of disability? Why?			Delete as appropriate. There can be more than one answer per protected group.
<b>Gender Reassignment</b> Will there be an impact on trans males and/or trans females?	None known		Positive Neutral Negative
<b>Race</b> Are people from one ethnic group affected more than people from another ethnic group?	None known		Positive Neutral Negative
<b>Sexual Orientation</b> Are people of one sexual orientation affected differently to people of another sexual orientation?	None known		Positive Neutral Negative
<b>Marriage &amp; Civil Partnership</b> Are people in a Marriage or Civil Partnership treated less favourably?	None known		Positive Neutral Negative
<b>Pregnancy &amp; Maternity</b> Are people who are pregnant, or have a baby of 6 months old or younger, effected by this proposal?	None known		Positive Neutral Negative
<b>Religion or Belief</b>	None known		Positive Neutral

Protected Groups	<b>General Equality Duty Considerations</b> <ul style="list-style-type: none"> <li>• Include factual evidence of how people in this group may be affected.</li> <li>• Consider the outcomes and processes.</li> <li>• Does this seek to <b>eliminate discrimination</b>?</li> <li>• Does this promote <b>fostering good relations</b>?</li> </ul>	<b>Changes</b> <ul style="list-style-type: none"> <li>• What changes can be made to mitigate any negative impact?</li> <li>• Are there opportunities to <b>remove possible barriers or disadvantages</b> that a group may face?</li> </ul>	<b>Impact</b> Delete as appropriate. There can be more than one answer per protected group.
Does the proposal effect people differently depending on whether they have or do not have a religion or a belief?			<b>Negative</b>
<b>Health &amp; Wellbeing</b> <ol style="list-style-type: none"> <li>1. Health behaviours (E.g. diet, exercise, alcohol, smoking)</li> <li>2. Support (E.g. community cohesion, rural isolation)</li> <li>3. Socio economic (E.g. income, education).</li> <li>4. Environment (E.g. green spaces, fuel poverty, housing standards).</li> </ol>	The projects aim to reduce the levels of crime and anti-social behaviour in the area which improves the well-being of residents, an improved feeling of safety in their locality, and an increased sense of community cohesion.		Positive <del>Neutral</del> Negative

### 3: Equality Impact

Question	Response
What overall impact does the proposal have on the protected groups? If a negative impact is identified anywhere in section 2, the response will be Negative Impact.	No Impact / Positive Impact / Negative Impact
Does an Equality Impact Assessment need to be completed? (Yes, if any negative impact is found.)	Yes/ No
Copy attached to relevant report?	Yes/ No
Is this document going to be published with the relevant report?	Yes / No

#### 4: Ownership

Question	Response
Directorate	Adults, Communities and Wellbeing
Service area	Housing and Communities
Lead officer's name	Mike Greenway
Lead officer's job title	Strategic Lead for Community Safety
Lead officer's contact details	07739 611132 <a href="mailto:Mike.greenway@northnorthants.gov.uk">Mike.greenway@northnorthants.gov.uk</a>
Lead officer's signature	
Date completed	07/09/2022

Completed forms must be sent to [Equalities@northnorthants.gov.uk](mailto:Equalities@northnorthants.gov.uk)

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## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Kettering Station Quarter Masterplan</b>
<b>Report Author</b>	George Candler – Executive Director of Place and Economy <a href="mailto:George.Candler@northnorthants.gov.uk">George.Candler@northnorthants.gov.uk</a>
<b>Lead Member</b>	Councillor David Brackenbury – Executive Member for Growth and Regeneration

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

### List of Appendices

None

### 1. Purpose of Report

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- 1.1. This report is to inform Members of the content of the Kettering Station Quarter Masterplan; and to seek Members approval of the Masterplan document and agree ways for the Council to promote the delivery of improvements to the station and investment in the surrounding area.

### 2. Executive Summary

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- 2.1. In 2019, the Northamptonshire Property Partnership, which included Kettering Borough Council, was successful in an application to secure up to £115,000 of capacity funding from One Public Estate Phase 7. This was to prepare a joint Services & Assets Delivery Plan which would establish detailed options for the delivery of housing sites, commercial floor space, and the provision of car parking to serve Kettering railway station. This is referred to as the Kettering Station Quarter Masterplan.

- 2.2. Western Williamson & Partners were appointed as consultants to lead on the development of the document and formed a Project Board to work alongside it to ensure that key partners were aligned. The Board included representatives from the Council, Network Rail, East Midlands Railway and Northamptonshire County Council Highways.
- 2.3. Early pieces of work involved identifying constraints and opportunities with the site. One such issue was around conflict that occurs at the station entrance with pedestrians/cyclists, drop-off and pick up, taxis and car parking traffic all trying to use the same space. It was also identified there was opportunity for significant improvements to the immediate environment and enhancing the business potential of the area, including the prospect of a western access to the station platforms and improving accessibility across the line for pedestrians and cyclists, not just those using the rail service.
- 2.4. During the development of the Masterplan, the Covid-19 pandemic influenced the parameters of the project, significantly reducing the numbers of commuters using the services provided and raising doubts as to whether they would return with the same frequency or at all. This clearly also had implications for car parking requirements, which is land hungry. A reduced requirement could open more land up for potential development opportunities.
- 2.5. A phased strategy was agreed, with five interlinked strands to it. This involved a change to the parking strategy and a new interchange/plaza on the eastern site of the station as phase 1, before creating a new access and car parking on the western side of the station, further development of open space for housing, and environmental improvements associated with the Slade Brook.
- 2.6. The Masterplan finds challenges to viability in delivering the full scheme proposals. This report seeks Members agreement to a series of steps to explore to improve the viability or deliver projects within the Kettering Station Quarter Masterplan.

### **3. Recommendations**

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- 3.1. That the Executive:
  - i) Approve the content of the Kettering Station Quarter Masterplan as a document to guide investment and redevelopment opportunities and form a part of the Council's evidence base in terms of planning policy;
  - ii) Agree ways for the Council to promote the delivery of improvements to the station and investment in the surrounding area.

- 3.2. Reason for Recommendation: To provide Member awareness; approve the Kettering Station Quarter Masterplan; and agree ways for supporting the delivery of improvement, investment and redevelopment opportunities at the station and surrounding area.
- 3.3. Alternative Options Considered: The Council could determine not to agree the Masterplan, or part of its content, but this would weaken its ability to secure solutions to issues (e.g. access conflict at the entrance and flooding) and encourage investment in the area. To progress most of the Masterplan projects still needs further detailed design and costings work, as well as consultation. For the Council to decline to approve the Masterplan, would reduce the impetus gained to date, and the potential for delivering a significant regeneration project, based around sustainability and public land, to Kettering and North Northamptonshire.

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

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- 4.1. In March 2019 Kettering Borough Council, and partners making up the Northamptonshire Property Partnership, were successful in securing £115,000 of capacity funding from One Public Estate Phase 7 to prepare a joint Services & Assets Delivery Plan which would establish detailed options for the delivery of housing sites, commercial floor space, and the provision of car parking to serve Kettering railway station. The award included a sustainable grant of £25,000 which had to be returned before the end of the spend period, leaving £90,000 for investment in the project. The One Public Estate programme is a joint initiative between the Cabinet Office, the Department for Levelling Up, Housing and Communities and the Local Government Association. The period of the project was 24 months (starting in June 2019) with multiple partners involved including Network Rail, East Midlands Railway and Northamptonshire County Council.
- 4.2. The purpose of the project was to formulate a Station Quarter Delivery Plan that sets out development principles for housing sites, commercial floorspace, and the provision of car parking to serve the railway station. The Plan was also to design and layout improved access and public realm for a new station forecourt, including a multimodal interchange area and a potential second entrance to the station from the land to the west, opening up this land as a potential redevelopment opportunity with direct links to access the railway station and the rail network.
- 4.3. This report provides images captured from the Kettering Station Quarter Masterplan. The Kettering Station Quarter Masterplan has been added to the Kettering Area pages of North Northamptonshire Council's website at the following link: [Kettering Station Quarter Report \(December 2021\) - Draft | North Northamptonshire Council - Kettering Area](#)
- 4.4. Weston Williamson +Partners were successful in their tender submission, bringing with them a vast amount of experience in design of railway station

schemes. The first task was to identify the extent of the area of focus, which is provided in the aerial map below.



*Kettering Station Quarter Masterplan: Area for Consideration*

- 4.5. Whilst the study was progressing, East Midlands Railway (the train operator) had its own contractual commitments to meet, including delivery of an additional 200 car parking spaces and 70 cycle parking spaces. In addition, Network Rail had identified land to the south of the station to construct a stabling facility to be used for the maintenance of the electric trains operating on the line.
- 4.6. The study area is mainly in public ownership, with Network Rail owning a major part of the land to the east of the station and railway line, and the Council owning

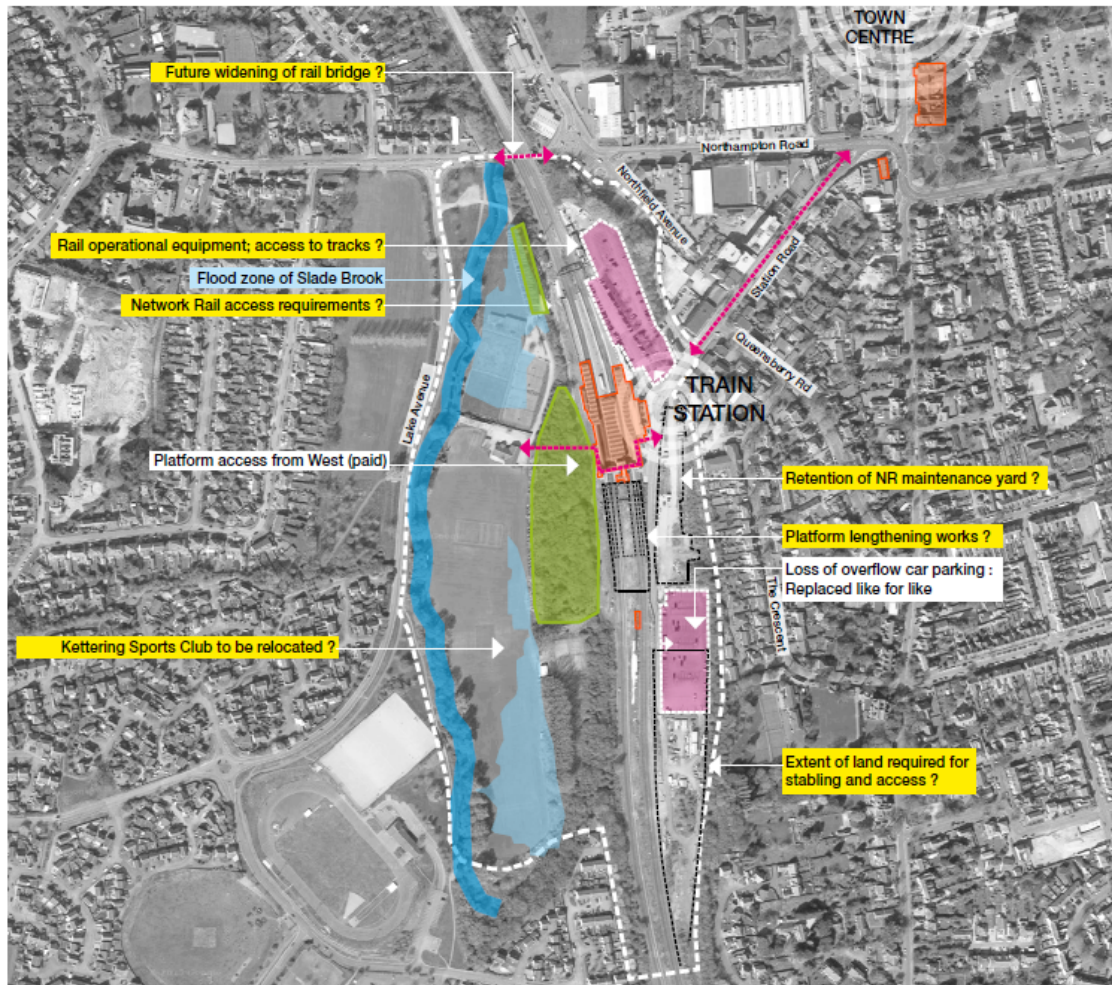


the open space to the west of the station, on either side of Lake Avenue. The Kettering Sports Club owns recreational land to the south of the Council's land.



- 4.7. In terms of methodology, a key objective of the commission was to engage with all key stakeholders, this included the Council, Network Rail, East Midlands Railway, and the Northamptonshire County Council Highways team; Stagecoach as bus service provider was also involved at times.

- 4.8. The group, led by Weston Williamson & Partners, initially undertook a baseline assessment to identify constraints and opportunities associated with the delivery of additional car parking facilities and a potential western entrance to the platforms. An initial stakeholder workshop followed which mapped out the group's requirements and aspirations and helped to start drafting options regarding potential car parking locations and intermodal layouts around the station. The point here being that additional car parking at the station was a prerequisite, but space was needing to be found to accommodate improvements to the station entrance for its users, in creating a more attractive environment and setting.



*Constraints & opportunities*

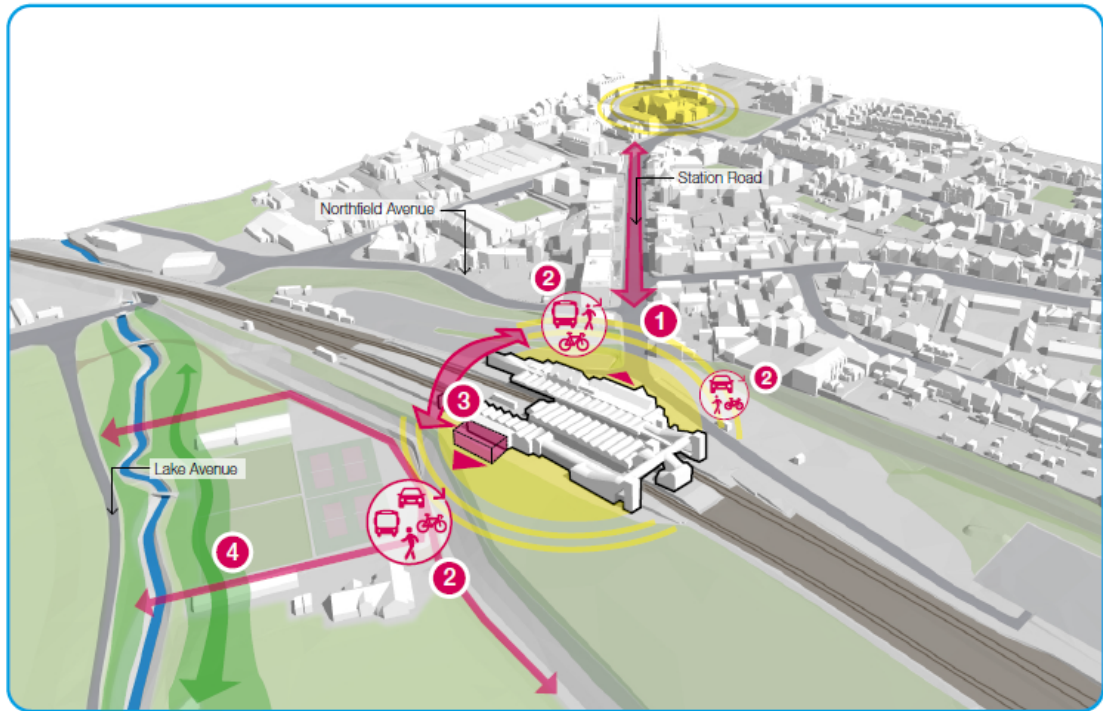
### Site Analysis

- 4.9. The Kettering Station is a short walk from the town centre, although on exiting the station its location isn't that clear or visible. The immediate station environment consists of surface car parks, vacant land, and conflict between the different types of users using the space. It also doesn't allow for direct bus access, the nearest bus stop being in Northfield Avenue. There are quite severe level changes with properties in The Crescent sitting on higher ground, with a drop to the Station and railway line, and then a further drop in levels down an embankment to the open space/recreational land and Lake Avenue.

- 4.10. The railway corridor running north/south creates a physical barrier between East and West Kettering. The links over or under the railway line are not all of high quality. One of note is in Northampton Road, which is a narrow, low arched bridge for use by vehicles and pedestrians. The arch means taller vehicles need to wait to use the centre of the road, contributing to delays and at times queues. The narrow pavements are also particularly unattractive for pedestrians and cyclists, compounded by the Slade Brook running beneath it which means that at times of heavy rain, water gathers making it almost impassable with vehicles creating bow waves over the footpaths.
- 4.11. The physical constraints to development also include issues of flood risk, the listed station building, and operational components including access points, substation, stabling works and the Maintenance Delivery Unit (now complete). The embankment and level changes is another constraint, but also opportunity, and the green corridor and leisure opportunities also present constraints to be mitigated.

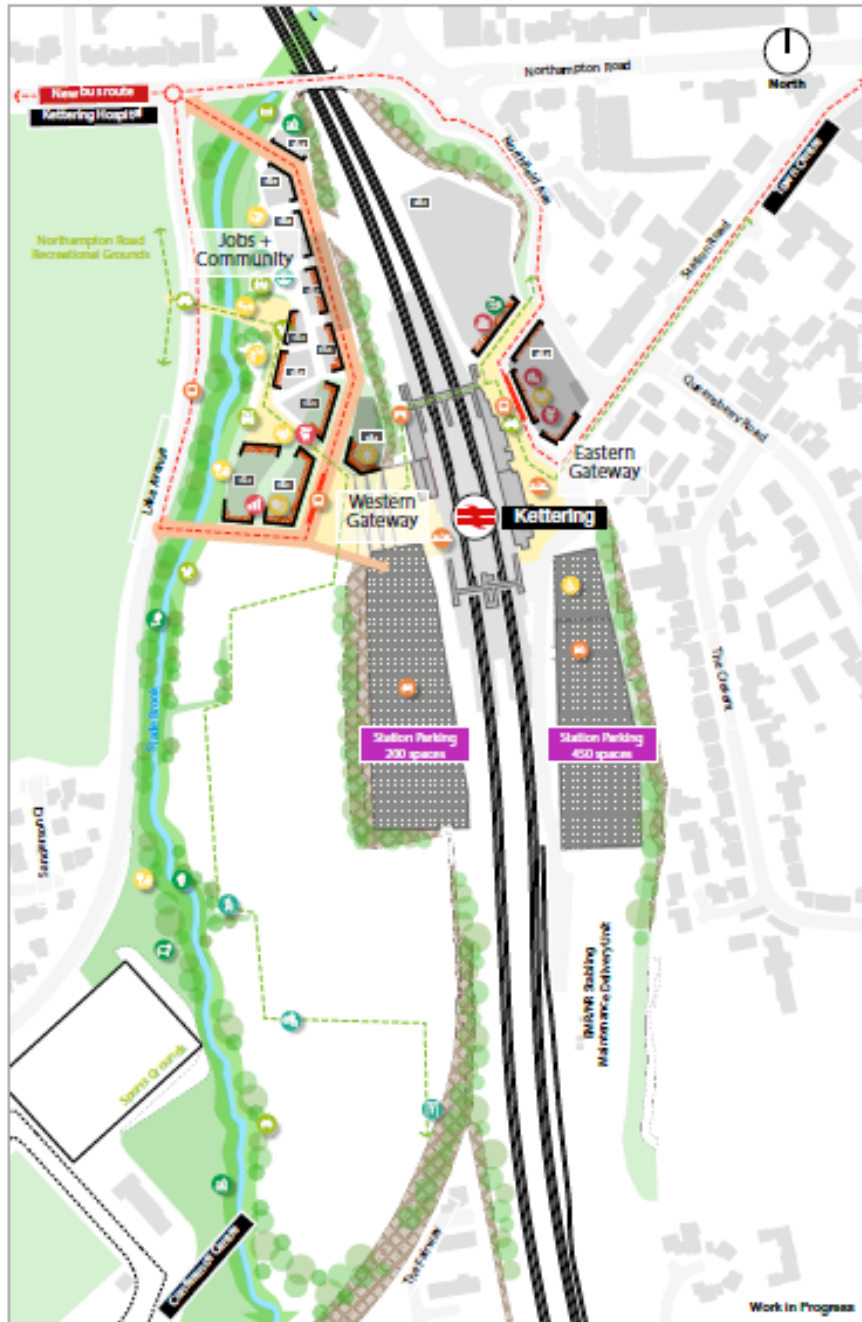
### **Aspirations and Vision**

- 4.12. The Station Quarter was recognised as having real potential for playing more of a strategic role within Kettering as it connects different parts of the town and is the point of convergence of some key routes. In addition, an improvement in the frequency of the rail service offered from Kettering station enhances the status of the area and town as a destination for travelling both south towards London St. Pancras and to the towns and cities in the north.
- 4.13. The Masterplan proposal is built around 4 key concepts, these being
- A Quality Gateway to Kettering: Improvement to the links to the town centre, the urban realm and the future of the station.
  - Delivering a well-integrated transport hub: creation of a station forecourt and reconfiguration of the station car parks and intermodal connections.
  - Providing accessibility and permeability across the railway: potential extension of the existing station footbridge, opening of a new entrance on the western side and improvement of routes and wayfinding around the Station Quarter.
  - Potential for releasing public land and enhancing the green corridor; sustainable ways of moving and living encouraged throughout.
- 4.14. A concept masterplan was drawn up, providing a long-term vision designed around two hubs: the Eastern and Western Gateways.



*Eastern and Western Gateways*

- 4.15. **In the East** – the link to the town centre is enhanced by improvements made to Station Road and way finding; the station benefits from a generous forecourt dedicated to pedestrians and cyclists; buses can serve the station through a new intermodal loop off Northfield Avenue; two development plots are released on the former north car park, these plots will be available for some commercial and community uses at ground floor level and residential above.



Early masterplan development identifying character areas, improved connectivity and potential development plots

- KEY:**
- New bus route
  - New pedestrian and cycle routes (nature trail)
  - Active frontages (community or commercial uses)
  - Main vehicular route

4.16. **In the West** – another loop road off Lake Avenue serves the new station hub; the station sits on the embankment accessed via a set of steps and landscaped ramp overlooking new development. The intermodal area is at the lower level on the edge of a generous pedestrian plaza which becomes the heart of the community with commercial and community uses and a higher density of development (3-5 storeys); a mix of townhouses, detached and semi-detached houses are arranged around local public spaces and community uses.

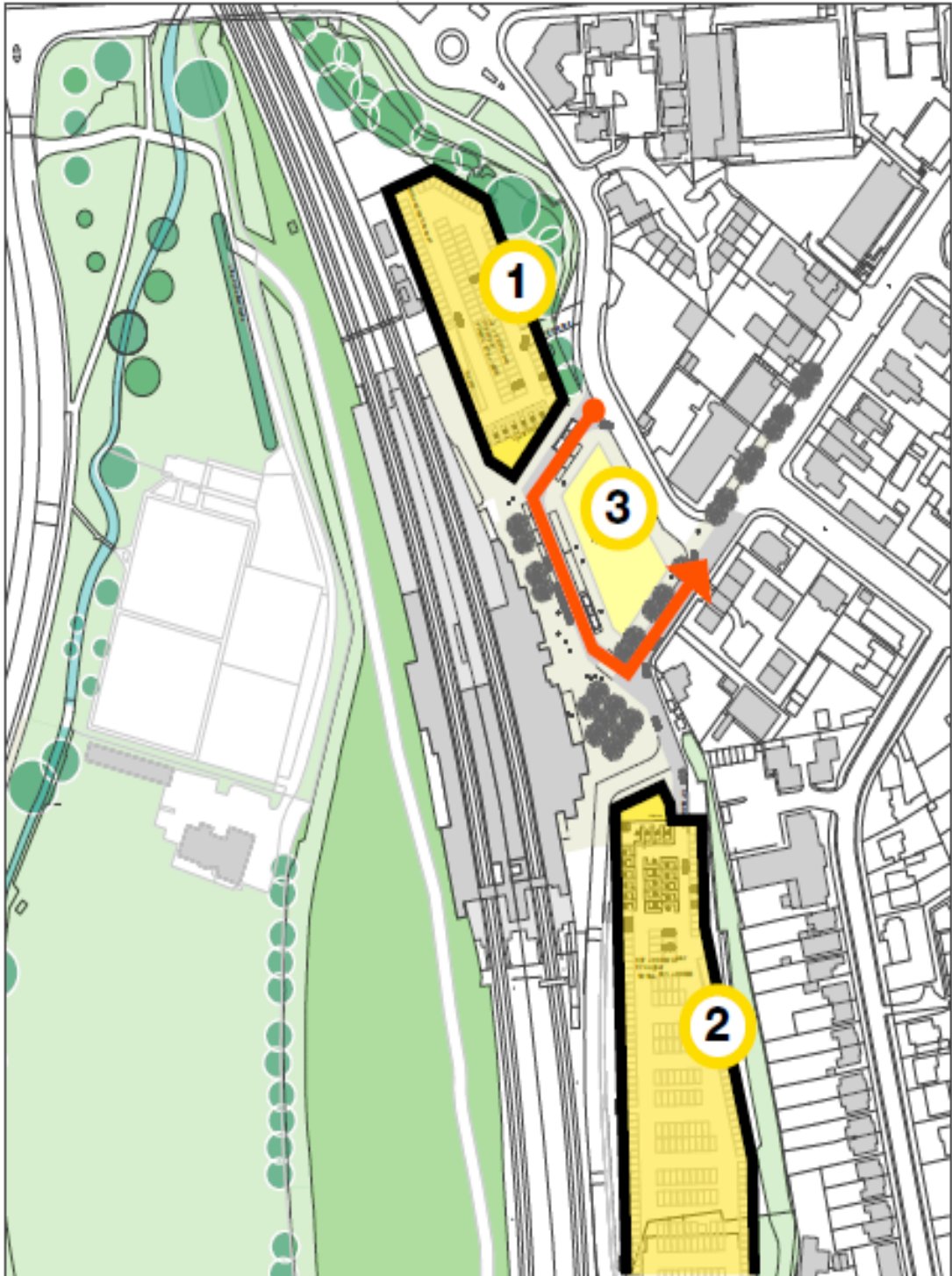
- 4.17. Slade Brook is aligned and naturalised to maximise the development parcel and help with the flood mitigation strategy.
- 4.18. A stakeholder Workshop was undertaken on 27<sup>th</sup> February 2020 with transport, planning, health, housing, leisure, senior managers and local residents involved. The feedback in general was very supportive of the concept and prospects for the Station Quarter area going forward.

### **Covid-19 Pandemic**

- 4.19. Shortly after the town centre consultation, with the Masterplan in its final stages before completion and approval, the Covid-19 pandemic struck, and the country went into lockdown. The project team continued to meet virtually, but it became evident quite quickly there was a strong potential that travel habits, commuting in particular, would likely change as a result, and that this may be on a more permanent basis. Given this, the team sought to forecast the change, and the impacts this would have on the Station Quarter Masterplan and Business Case.
- 4.20. The conclusion soon after the lifting of lockdown was that patronage on the railways had changed and could fluctuate for a period to come. Commuter traffic had fallen away significantly, with people reducing their commute by train in favour of working from home. However, there had been significant growth in leisure travel, in more recent months increasing passenger numbers nearer to pre-pandemic levels.

### **Phasing Strategy**

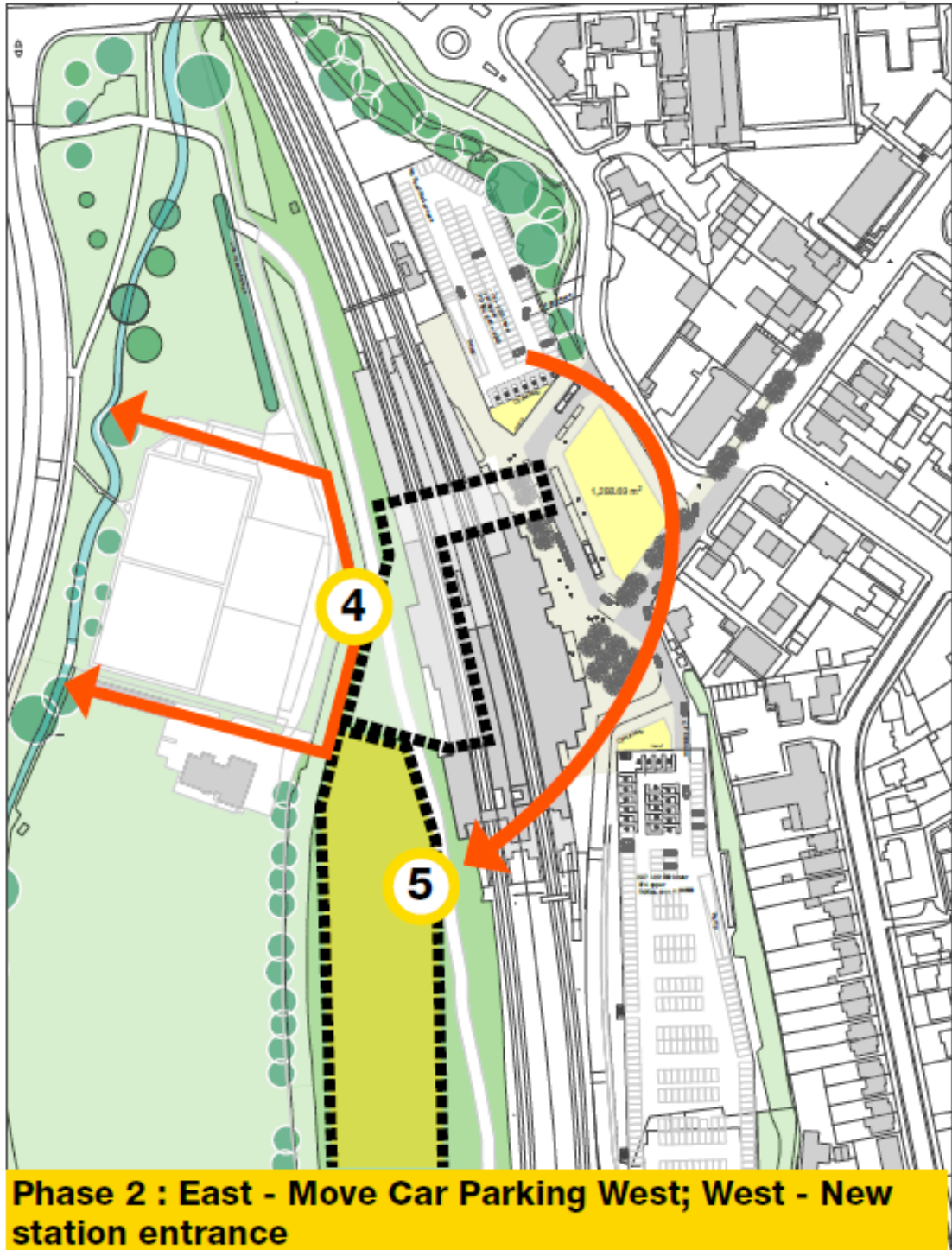
- 4.21. A potential phasing and delivery strategy was developed in order to address the requirements and aspirations of all stakeholders involved. The timeframes in the first instance were indicative only, as the phasing strategy will be dependent on the availability of funding.
- 4.22. **Phase 1: East – Car parking; interchange area**
  - 1. Car Park North reduced to 150 spaces
  - 2. Car Park South redesigned and extended to accommodate extra spaces from CP North
  - 3. New loop road (intermodal + new development plot) and pedestrian friendly station forecourt



**Phase 1 : East - Car Parking; Interchange Area**

4.23. **Phase 2: East – Move car parking west: West – New station entrance**

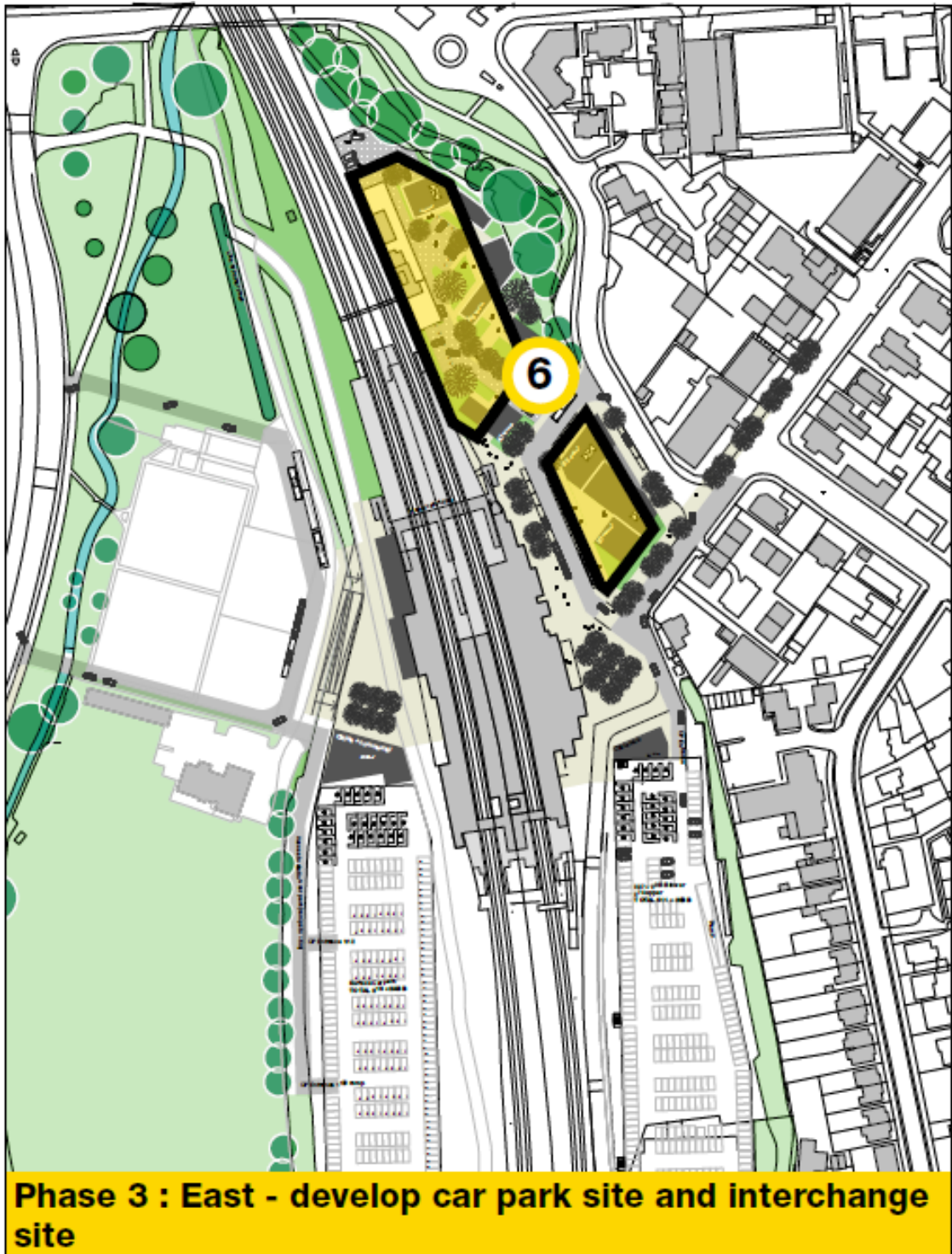
4. New entrance West and intermodal loop west of the tracks
5. Car Park North relocated to the western side of the tracks





4.24. Phase 3: East – Develop car park site and interchange

6. New development plots unlocked to the East



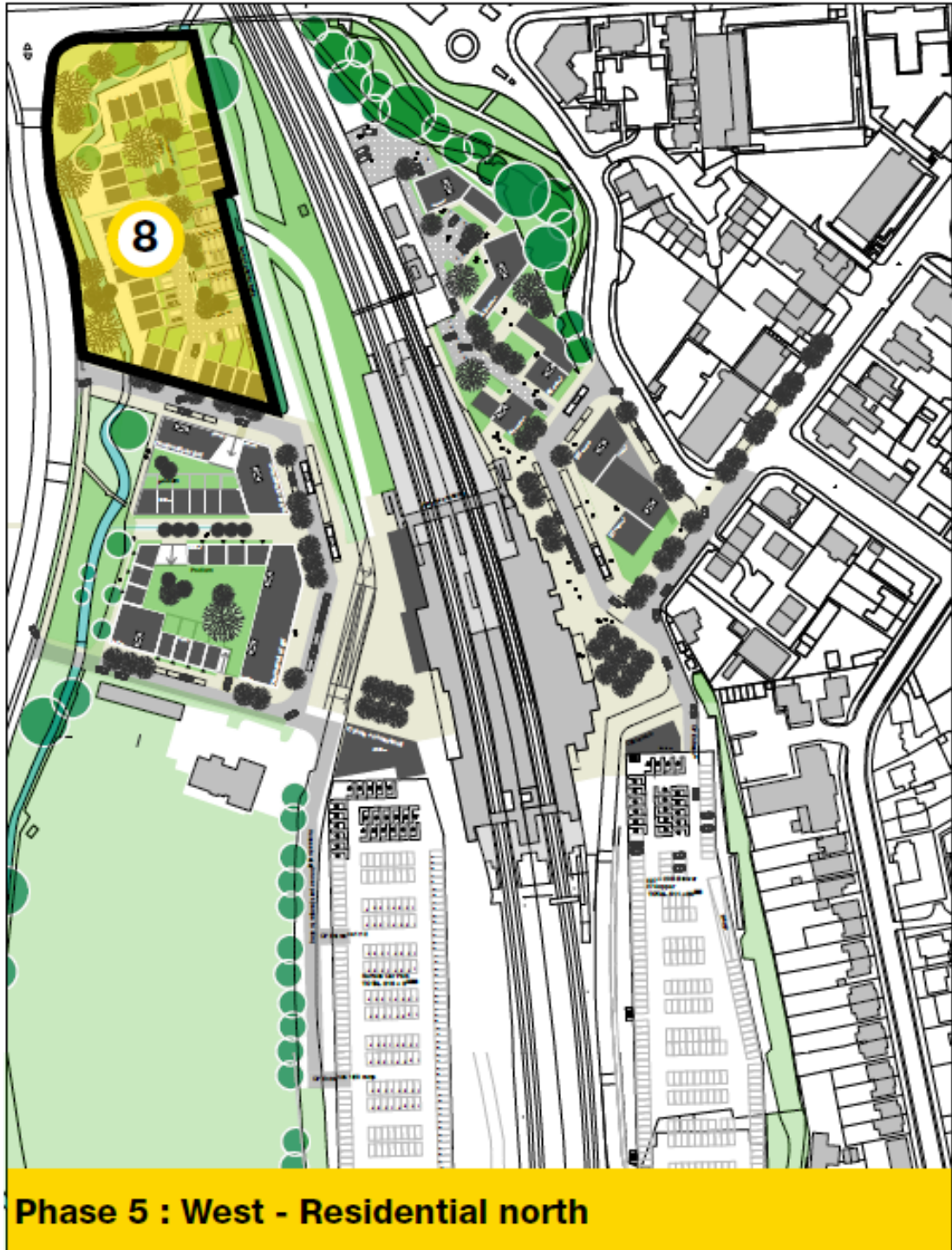
#### 4.25. Phase 4: West – Loop road development

7. New development plots unlocked to the West on public land (flood mitigation measures required)



#### 4.26. Phase 5: West – Residential north

8. Slade Brook realigned to unlock additional development plots to the West on publicly owned land (flood mitigation measures required)



- 4.27. A viability appraisal has been undertaken based on the conclusions contained within the Masterplan. This reports the development of housing and commercial units would result in excess of an £11m deficit, meaning the development would be unviable. Factors contributing towards this include high costs associated with flood risk measures and reduced land available for

development; brook realignment, bridges and other infrastructure; and a weak market for apartments/flats in Kettering (reducing the density possible from the scheme). The assumptions used are that the scheme would deliver 95 private dwellings and 4 commercial units. For the scheme to be deliverable, there's a clear need for interventions and changes for the phases to be delivered in full. The consultants have indicated that circumstances can and will change over time, forecasting that the scheme has potential for improvements in its viability by 2028-29.

### **Next Steps**

- 4.28. **Stakeholder engagement** – on-going stakeholder engagement to ensure alignment of priorities & delivery timescale. Public engagement for phase 1 could be undertaken so when a funding opportunity arises the project has an impetus and is already adopted in principle by the local community. Members of the Kettering Station Quarter Project Board haven't met for over a year, so it will be worthwhile to re-engage and work collaboratively to progress investment ideas for the Station Quarter, following the principles set out in the Masterplan.
- 4.29. **Priority projects** – work up the detail for early phase priority projects to the east to improve onward travel and station facilities. This can be in the form of a potential future double deck of the EMR new car parking facility (south car park) which would unlock opportunities for redevelopment of part of the north Car Park site. It could also be around investing in the station environment in terms of supporting uses or use of building space.
- 4.30. **Flood risk** – progress conversations with the Environment Agency to establish flood mitigation solutions for the Slade Brook, and potential funding opportunities to improve flood resilience, and as a result the viability of development at the site.
- 4.31. **Post Covid update** – A requirement of East Midlands Railway's franchise agreement was the provision of an additional 200 car parking spaces to serve the station. If this requirement has changed as a result of reduced need following Covid-19, then this has the potential for freeing up more land at the station for development, which could also enhance scheme viability. Enquiries should be made of both with Network Rail and East Midlands Railway to establish this as a scenario.
- 4.32. **Link to other strategies** – Initiatives, proposals and opportunities are always emerging or being developed which could develop or benefit the project areas highlighted through the Masterplan and this report. It is important that these are matched up with the Masterplan, and mutually supportive projects developed. An example of this is the preparation of the Kettering Local Cycling & Walking Infrastructure Plan (LCWIP). The delivery of specific elements of this, as it relates to the Station Quarter, is likely to lead to investment and improvements for cyclists and pedestrians using the railway station.
- 4.33. **Funding potential** – Kettering station's designation as a hub station, meaning it provides services for passengers using both the Inter-city and Commuter services, means it has an increased passenger potential serving North

Northamptonshire residents and visitors, and as such growth potential making it an attractive location for those needing to commute, and for business. In addition, Kettering is identified as a Priority 1 settlement in the Government's Levelling Up Fund Index. Furthermore, parts of Kettering are recognised as the most deprived wards nationally.

- 4.34. As such, investment in the area could enhance key deficits, and improve the area from an economic recovery and growth perspective, as well as providing improved transport connectivity and the regeneration of land in a highly sustainable location. Two Government funds with potential for investment in delivering on the projects making up phases of the Masterplan include the Shared Prosperity Fund and Levelling Up Fund.
- 4.35. Members are asked to approve the Kettering Station Quarter Masterplan, and agree the "Next Steps" noted above, to promote the delivery of improvements to the station and investment in the surrounding area.

## **5. Issues and Choices**

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- 5.1. Unpredictability with rail travel in relation to passenger numbers and car parking requirements at stations as a result of a change in commute patterns following Covid-19 has added to the risk and uncertainty for the scheme. As a result, the consultants have taken a more cautious approach to the timing of delivery, by rolling it back to 2028-29.
- 5.2. The deliverables are identified with in the report. However, the resultant benefits of investment in the railway station and surrounding land are far greater than those identified for the immediate area. The benefit of creating an attractive and easily accessible railway station will likely encourage more passengers to use the rail service, improving the environment and investing in climate change. In addition, it's also likely to encourage people to use Kettering and its facilities, as well as attract them to live and/or invest in the area.

## **6. Next Steps**

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- 6.1. To promote the contents of the Kettering Station Quarter Masterplan, adding it to the Council's website and leading by engaging with partners and stakeholders in discussions and strategies to progress projects within the Masterplan. The "Next Steps" listed above should be the framework to work from in developing Kettering Station Quarter further.

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

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### **7.1. Resources, Financial and Transformation**

- 7.1.1. The majority of the Kettering Station Quarter Masterplan was funded through One Public Estate, a small contribution of £3,600 was required from the

Council's Planning Policy budget to enable a refund of a £25,000 sustainability grant. The Planning Policy and Economic Development teams will work with the Council's partners in progressing the ambitions within the Masterplan.

## 7.2. Legal and Governance

7.2.1. There are no legal implications with the approval of this document, and officers continuing to have discussions with stakeholder partners and agencies. In terms of governance, the Executive Member will be kept briefed on progress being made in discussions, and the Council's Planning Policy Executive Advisory Panel will be involved at key milestones, to help input into and shape any future initiatives on behalf of the Council.

## 7.3. Relevant Policies and Plans

7.3.1. Investment in the Station Quarter would be beneficial for many reasons of policy, including meeting the requirements of the following Development Plan policies and those contained in the Council's Corporate Plan.

7.3.2. There are numerous planning policies of relevance contained within the North Northamptonshire Joint Core Strategy including: Policy 2 – *Historic Environment*; Policy 4 – *Biodiversity and Geodiversity*; Policy 5 – *Water Environment, Resources and Flood Risk Management*; Policy 7 – *Community Services and Facilities*; Policy 8 – *North Northamptonshire Place Shaping Principles*; Policy 10 – *Provision of Infrastructure*; Policy 12 – *Town Centre and Town Centre Uses*; Policy 16 – *Connecting the Network of Settlements*; Policy 17 – *North Northamptonshire's Strategic Connections*; Policy 19 – The Delivery of Green Infrastructure.

7.3.3. The Masterplan also goes about delivering on the vision for the Kettering Town Centre Area Action Plan, and the 8 quarters contained within it, one of which is of course the Station Quarter. Of particular note is Policy 9 – *Public Transport*, which provides a focus on the Station Quarter Interchange and public realm enhancements.

7.3.4. In terms of the Council's Corporate Plan Priorities, the Masterplan will: create *Safe and Thriving Places* served by good transport links; and deliver a *Greener, Sustainable Environment* taking active steps to promote more sustainable, active travel and enhance the natural environment and ecology.

## 7.4. Risk

7.4.1 There are no significant risks associated with endorsing this Masterplan. However, it's worth noting that travel habits, commuting in particular, have changed since the pandemic, and it remains unclear in terms of forecasting how the rail network will be used in the future, or the space needed around the station to accommodate car parking. In addition, fragility in the economy at the moment will bring with it uncertainty and risk.

7.4.2 Partners will continue to work proactively in monitoring the situation and working collaboratively to find ways of reducing risk and increasing the prospects for delivering on projects, following the strategy set by the Masterplan.

## **7.5. Consultation**

7.5.1. A Stakeholder Workshop was undertaken on 27<sup>th</sup> February 2020 with transport, planning, health, housing, leisure, senior managers and local residents involved. The feedback was positive, with attendees very supportive of the concept and prospects for the Station Quarter area. It is acknowledged that involvement was quite limited, so it would be worthwhile undertaking more focussed engagement on specific projects as details of the specific projects emerge.

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

7.6.1. The content of this report was presented to Members of the Climate Change, Environment & Growth Executive Advisory Panel on 31<sup>st</sup> August 2022, and the Planning Policy Executive Advisory Panel on 5<sup>th</sup> September 2022.

7.6.2. The Climate Change, Environment & Growth EAP raised issues including concern over the possibility of the removal of trees, and loss of green spaces, and the resultant implications for their use for recreation and loss of wildlife habitats.

7.6.3. The Planning Policy EAP commented on the high quality of the Masterplan and the design principle to tackle the conflict that exists between pedestrians, cars and taxis at the station's eastern entrance. Members also expressed concern at the loss of any sports facilities without alternative replacement or improved facilities being provided. In addition, cycle access was supported, and addressing junction capacity in the surrounding area was considered important. Members had concerns over the viability, but commented it was a brilliant idea, and it would be good to get the scheme up to speed with the support of funding bids.

## **7.7. Consideration by Scrutiny**

7.7.1. This report has not been considered by Scrutiny.

## **7.8. Equality Implications**

7.8.1. An Equalities Screening Assessment has been completed. There are no negative equality impacts identified.

## **7.9. Climate and Environment Impact**

- 7.9.1. Investment in the Station Quarter area will make it a more attractive environment to use, for travel, to live, work or to visit. It's benefit as an interchange will encourage increased journeys using public transport and active travel. In addition, investment in removing the open culverted Slade Brook in favour of its naturalising will reduce flood risk and enhance the area wildlife, providing important habitats. The area will become more resilient to climate change.
- 7.9.2. Biodiversity Net Gain requirements of at least 10% will need to feature in future development proposed within the Station Quarter, helped by naturalising of the Slade Brook and the creation of wildlife habitats, as well as other initiatives to benefit biodiversity at the site.

## **7.10. Community Impact**

- 7.10.1. The Masterplan sets out a design-led approach to a mixed range of uses that will deliver improvements to the eastern entrance to the station, creating an improved multi-modal transport interchange and making provision for a new access to the station from the west. It also plans for the efficient use of land for car parking, reallocating surplus land for enhanced public realm development potential supporting the community. In addition, the Masterplan designs homes for a new community, enhancing the Slade Brook and reducing flood risk whilst creating an improved wildlife habitat. The loss of recreational space would need to be replaced elsewhere, or other land intensified for leisure use.

## **7.11. Crime and Disorder Impact**

- 7.11.1. The Masterplan is prepared in accordance with national planning policy and guidance which seeks to deliver healthy, inclusive, and safe places.

## **8. Background Papers**

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- 8.1. North Northamptonshire Climate Change, Environment & Growth Executive Advisory Panel – 31<sup>st</sup> August 2022  
<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=154&MId=829>
- 8.2. North Northamptonshire Planning Policy Executive Advisory Panel – 5<sup>th</sup> September 2022  
<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=831>





## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>The Chief Principal Social Worker's Annual Report</b>
<b>Report Author</b>	David Watts, Executive Director of Adults, Communities and Wellbeing <a href="mailto:david.watts@northnorthants.gov.uk">david.watts@northnorthants.gov.uk</a> Sarah Morris, Chief Principal Social Worker <a href="mailto:sarah.morris@northnorthants.gov.uk">sarah.morris@northnorthants.gov.uk</a>
<b>Lead Member</b>	Councillor Helen Harrison, Executive Member for Adults, Health and Wellbeing

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

### List of Appendices

#### Appendix A – The Chief Principal Social Worker's Annual Report

##### 1. Purpose of Report

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- 1.1. To provide the Executive with a report of the work undertaken by the Chief Principal Social Worker during 2021/22, her reflections on this and the priorities for her work in 2022/23.

##### 2. Executive Summary

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- 2.1. The Chief Principal Social Worker joined the Council in August 2021; the Council had not had anyone in that post prior to that. Therefore, the report relates to work completed between August 2021 and March 2022.

- 2.2. The work completed by the Chief Principal Social Worker during 2021/22 includes a review of our Strengths-Based working, a review of policies, procedures and guidance, the draft of a practice audit, and chairing of a practitioner forum. The Chief Principal Social Worker has been very involved in work on Workforce Retention and Recognition and is the lead for Social Worker development, supporting numbers of workers to undertake a variety of professional training. The Chief Principal Social Worker is the Council's representative on the Teaching Partnership's Operational Group, and she has facilitated social worker peer group sessions.
- 2.3. Priorities for 2022/23 as laid out in the report are preparing for the Care Quality Commission's inspections which will begin in 2023; this will entail ensuring that Adult Social Care has assurance processes in place. Co-production work needs to be developed so that the Council understands what the people of North Northamptonshire need and want, and that future services are developed in partnership with them. This includes ensuring that there is an understanding of the diverse makeup of the people of North Northamptonshire and the staff of Adult Social Care, and that the Council supports all these people appropriately. Adult Social Care needs to prepare for the implementation of Liberty Protection Safeguards, new legislation which will change the way the Council works with people who lack capacity. The Workforce Retention and Recognition work is vital in preparing for this, making sure that the Council has and can retain and develop the numbers of registered workers required to deliver future legislation.

### **3. Recommendations**

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- 3.1. It is recommended that the Executive note the contents of this report and the priorities for 2022/23.
- 3.2. Reasons for Recommendation- These priorities are ones which have been identified through the Chief Principal Social Worker's work, through work with the Senior Leadership Team and with front line workers, and they align with Adult Social Care's priorities to provide an excellent service for the people of North Northamptonshire.
- 3.3. Further priorities may be identified during the year and work picked up. The Chief Principal Social Worker's work includes wider themes and priorities will continuously be monitored and reviewed.
- 3.4. Alternative Options Considered: The Chief Principal Social Worker is responsible for completing an annual report to highlight work undertaken, priorities for the forthcoming year and the Chief PSW's view of the Council's Adult Social Care Services. As such it is important the Executive is provided with the same report that has been presented to Corporate Leadership Team; not to do so would leave Executive without information that has been presented to CLT and that is provided within a report that sits within Social Care statute.

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

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- 4.1. There is a requirement, under the Care Act Guidance for Local Authorities to have a qualified and registered social work professional practice lead in post, to lead and oversee social work practice and development.
- 4.2. The Principal Social Worker's Annual Report is an opportunity for the Chief Principal Social Worker to report on work undertaken during the preceding year, her reflections on Adult Social Care and her priorities for the coming year.
- 4.3. Please see the report attached as **Appendix A**.

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

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- 5.1. N/A

#### **6. Next Steps**

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- 6.1. N/A

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

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##### **7.1. Resources, Financial and Transformation**

- 7.1.1. There are no resources or financial implications arising from the report. Any future work will consider resources or financial implications.

##### **7.2. Legal and Governance**

- 7.2.1. There are no legal implications arising from this report. Any future work undertaken will consider the legal and governance issues.

##### **7.3. Relevant Policies and Plans**

- 7.3.1. The work of the Chief Principal Social Worker progresses the priorities of Adult Social Care as detailed in the Service Plans for Adult Services; Safeguarding, Wellbeing and Providers; and Commissioning and Performance. These identify how Adult Social Care's work aligns with and promotes North Northamptonshire Council's priorities.

##### **7.4. Risk**

- 7.4.1. There are no significant risks arising from the proposed recommendations in this report. Any work undertaken will consider risks and mitigations required.

## **7.5. Consultation**

7.5.1. Not applicable.

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

7.6.1. Not applicable.

## **7.7. Consideration by Scrutiny**

7.7.1. Not applicable.

## **7.8. Equality Implications**

7.8.1. Equality implications will be considered in any work undertaken.

## **7.9. Climate Impact**

7.9.1. None identified. Climate impact implications will be considered within any specific pieces of work undertaken.

## **7.10. Community Impact**

7.10.1. All work undertaken will include the consideration of its impact on specific communities.

## **7.11. Crime and Disorder Impact**

7.11.1. None identified.

## **8. Background Papers**

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8.1. Not applicable.

# **The Chief Principal Social Worker's**

Annual Report 2021/22



## Welcome

I have been a social worker since 1997, when I began my career in an Older People's Mental Health Team for Leicester City Council. I continued to work for LCC until I moved here in August 2021, working across a variety of teams both front line and in Contracting, Performance and Service Development but finally managing their Adult Mental Health services.

The move to North Northamptonshire Council was an opportunity to take on a new challenge, to work in a new Council and be part of developing the Adult Social Care services that the people of North Northants want and supporting the development of the social workers and social care staff who provide those services.

We're here to serve the people of North Northants and it's my role to support our social care workers so that they're providing the very best service they can, and are enjoying, developing and progressing in their role and career.

### Sarah Morris

The Chief Principal Social Worker

## Background

Northamptonshire County Council and the Boroughs within Northants were re-organised at the start of April 2021 to form two unitary Local Authorities: North Northants Council and West Northants Council. The Chief PSW for Adults for Northamptonshire joined West Northants and so North Northants was without a Chief PSW for Adults until I joined the Council at the start of August 2021.



# North Northants Adult Social Care in 2021/22

2021/22 has been a year of establishing North Northants Adult Social Care and developing the culture of the new organisation.

There were a number of vacancies within the management structure initially and credit must be given to those who worked across a number of areas, supporting colleagues whilst new appointments were made. The new Authority inherited Northamptonshire's policies and these are being prioritised for review. Northamptonshire had worked with Newton Europe to design and implement a new Target Operating Model; new structures and ways of working aiming to deliver strengths-based practice and a better service for the people of Northamptonshire.

North Northants has been keen to review these new ways of working to ensure that they are delivering the improvements intended; this review is underway and details of it are included within the work reported below.

It is of concern however, that workers do not feel that the changes of culture have happened as quickly as they would have hoped they would. The feedback from the Local Government Association's Annual Health check for social workers detailed that workers do not feel that they are able to access continuous professional development, and do not feel that the Council shows a commitment to anti-racism and supports everyone to develop.



**Warwick University - Social Work Apprenticeship offer**

**3 Apprentices;  
5 more from  
September 2022**

We also did not score well in several questions that were around how training, supervision, and appraisal supports social workers and their development/registration requirements. Workers said that they wouldn't recommend North Northants as an employer to friends. There were, however, areas where we scored well. Workers feel they're able to make autonomous decisions, using their professional judgement, they know where to get help within the organisation for their wellbeing and they feel a sense of pride in the work that they do. It must be acknowledged that there was a low response rate; 21 out of approximately 60 responded. However, it does give us a picture of the areas we need to discuss further with workers and address.



- **Strength Based Working**
- **Best Practice Forum**
- **Policy Reviews**
- **Case File Audits**
- **Northamptonshire Safeguarding Adults Strategic Board**
- **Disaggregation**
- **Professional Development Standards Group**
- **Teaching Partnership**
- **World Social Work Week**
- **Promoting Training Opportunities**
- **Peer Supervisions**
- **East Midlands PSW Network**
- **Workforce Retention and Recognition**

2021/2022



I chair a forum for practitioners from across our social care teams to come together, identify barriers to best practice and find and implement solutions for these. The practitioners are workers sitting within a range of roles and come with a strong commitment to breaking down those barriers and providing the very best service that we can.

The team were asked to choose a name for the group and chose 'Steering the North to Make it Happen'. The group shares best practice and good news stories, promoting these across their teams, and acts as a forum for senior management to consult with. In the future, we would like to broaden out the members of this group to include colleagues from across Adult Social Care.

## Work Undertaken During the Period

I have appointed, and manage, a Principal Social Worker responsible for supporting teams in the roll out of strengths-based working and the 3 conversations model.

These new ways of working had been developed within Northamptonshire County Council in 2020 and rolled out following successful innovation sites. There is, however, a recognition that the pressures of workload have meant that some teams have 'slipped' from the model of practice that was envisaged, and that there are gaps in workers' knowledge and confidence that prevent them from practising as they'd wish. There are also gaps in our links with our communities which form barriers to us delivering the service we'd wish to for the people of North Northants.

The PSW has worked with teams to observe their practice and offer support, advice, learning from other teams, identify priorities for staff development and support, and to then deliver tools that support practice by providing examples of good practice.

She and I have delivered short training sessions to teams on working with people with mental health problems (which had been identified as a priority) and are now finalising a similar course on Mental Capacity.

I have been involved in reviewing, and in some cases writing, a number of policies which were reconsidered following the establishment of North Northants Council; this includes:

- No Recourse to Public Funds,
- The Supervision Policy,
- Ordinary Residence,
- Persons in Positions of Trust policy,
- Using the Ethical Framework in Making Decisions.

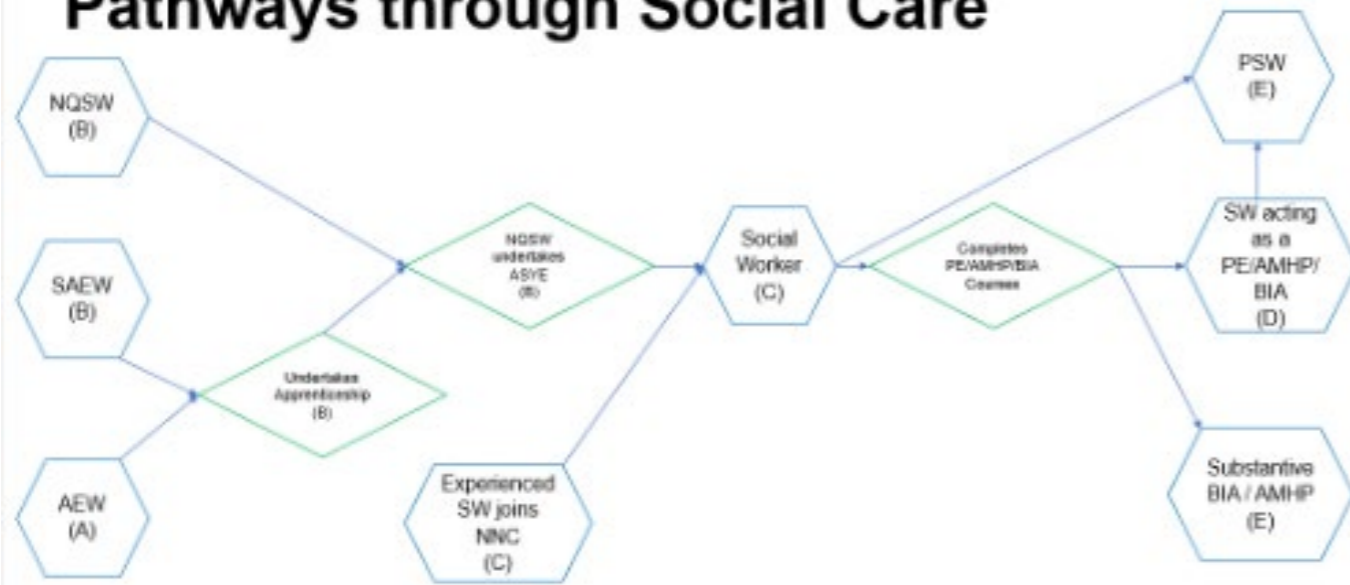
I have reviewed and re-drafted a case file audit tool and procedure for us; this has been circulated to managers for comments and is just awaiting final sign off from Service Managers to send live to pilot it.

All managers will audit a case file each month where feedback will be given to the worker, their manager and myself. Service Manager colleagues and I will be responsible for moderating these, agreeing themes and how these should be addressed.

A Workforce Retention and Recognition working group has been established and I have undertaken work to design a social worker career pathway. I have worked with colleagues to review our job descriptions and forecast the numbers of workers we would want within each social work 'level' and am working with HR and Finance to scope our options for taking this work forwards.



## Pathways through Social Care



I have worked with the Deprivation of Liberty Safeguards team, and colleagues in our Transformation Team, to disaggregate the service between the two Councils on 1st April 2022, and then to successfully apply for a re-evaluation of the Best Interests Assessor post.

With West Northants, Northamptonshire Children's Trust and Health colleagues have begun to plan for the implementation of the Mental Capacity Amendment Act, under which the Deprivation of Liberty Safeguards will be replaced by the Liberty Protection Safeguards. This was intended to be implemented on 1st April 2022 but has been postponed by Government with no agreed implementation date yet. However, I have begun work to estimate the numbers of people who might fall within the remit of the new legislation, and with Learning and Development colleagues to plan for the training that will be required. The consultation on the draft Code of Practice and regulations has been published and I am leading North Northants' response to this.

In the last quarter of 2021/22 Adult Social

Care established a Professional Development Standards Group; I chair the Social Worker Development workstream of this Group.

The Adult Social Worker Development Workstream will audit and review the training and development opportunities for social workers and aspiring social workers, consider the gaps in those opportunities, make recommendations to the PDSG on future requirements, and prioritise these.

The initial priority that the workstream will be looking at is supervision and putting in place an assurance process so that we can be confident that all workers are receiving quality reflective supervision that supports their development and progression.

In July 2021 North and West Northants Councils, Northamptonshire Children's Trust, and the University of Northampton were awarded the status and funding of a Teaching Partnership.

I am North Northants' representative on the Operational Group and attend the Executive Board.

The Teaching Partnership has funded an

additional cohort of Practice Educator training and has agreed that we will fund research into the experiences of students and newly qualified social workers from a variety of ethnic minorities. This will enable us to understand any barriers to people accessing the same opportunities as their peers so that we can remove these and provide any additional support required.

I was part of the group across North and West Northants, and the Northamptonshire Children's Trust, which organised a series of events across the week of World Social Work week.

We invited a range of external speakers to talk on a variety of contemporary social work issues; The Teaching Partnership funded the costs of any of those speakers who charged to attend.

I take a lead on arranging and promoting social work training opportunities. Over the last year I have identified workers that we will support to train as BIAs and AMHPs, Practice Educators and Social Workers on the Apprenticeship Degree Course. North Northamptonshire will be supporting 5 new SW apprentices who will begin their degree course with Warwick University in September 2022. I have also worked moderating newly qualified social workers' Assessed and Supported Year in Employment (ASYE) portfolios and sit on the ASYE moderation panel for North and West Northants, and St Matthews.

I have attended and participated in a number of social work peer supervision sessions and have been involved in discussions as to how we provide the same offer across all social work teams. I have therefore completed a survey with Social Workers as to what they want from peer supervision and will be facilitating them by setting up a number of groups across Adult Social Care and then supporting them to run these for themselves.

I am a member of the East Midlands PSW Network where we share best practice and discuss shared issues.

I have also attended the National PSW Network and attend fortnightly catch ups with the Chief Social Worker for Adults, Lyn Romeo. The East Midlands Association of Directors of Adult Social Services (ADASS) organises peer reviews across Local Authorities, and I have been involved in discussions as to what key lines of enquiry we wish one of our fellow East Midlands Directors of Adult Social Care to consider when we are reviewed.

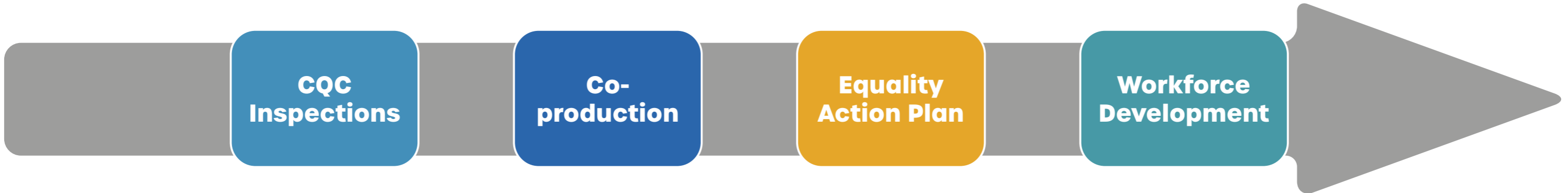
I also contributed to the Annual Conversation; again arranged by the East Midlands ADASS, reviewing how prepared we are for the Care Quality Commission inspections which will begin in 2023.

I am a member of the Northamptonshire Safeguarding Adults Strategic Board, and the Learning and Development Workstream.

We organised a Safeguarding week of learning where colleagues from across agencies could attend a variety of training sessions and are planning for weeks in 2022/23.

I have worked with colleagues to respond to the Internal Audit of Safeguarding and to begin to draft an audit for Safeguarding.





**CQC Inspections**

The Local Authority needs to be prepared for the Care Quality Commission's (CQC) inspections that will commence in 2023. Work will be required to ensure that we have the assurance in place to report on, understand and address our performance. Implementing the audit process will allow us to understand the quality of our work within a range of areas (supporting people to be fully involved in their assessment/support planning, safeguarding people, quality recording) and put in place steps to address any issues. Similarly, the work that I am leading on in the PDSG Social Worker Development Workstream will assure us that workers are receiving quality, reflective supervision that develops them, and give us the information to support managers who may have areas for development.

**LPS**

We do not have an implementation date for the Liberty Protection Safeguards but across 2022/23 we need to ensure that North Northants is prepared for LPS; a working group has been set up which will consider resources, training and systems required. Alongside this we will need to work with colleagues across West Northants and our Health partners as future Responsible Bodies in Northamptonshire, to prepare for LPS.

**Co-Production**

North Northants needs to develop its approach to co-production and to asking and understanding what people think of the support that we provide. Our performance information is currently very focussed on quantity, we need to understand what this really means for the diverse population of North Northamptonshire, whether our support is having its desired effect. Co-producing support in the future will ensure that the support designed, and provided, is that which is required by the people who will be receiving that support; recognising that people from different communities may want different services, and that we need to understand these wishes and work with those communities to provide what is needed.

**Equality Action Plan**

Over the next year Adult Social Care will be required to create and implement an Equality Action Plan; reviewing the services that we provide across the communities of North Northants but also ensuring that we support all of our staff and they all feel that they have opportunities to progress. We need to understand the data in terms of the make up of the people receiving services from Adult Social Care, and the people employed by Adult Social Care compared to the population of North Northants, work with staff to identify and remove barriers to people progressing in their careers with North Northants and identify and provide support that will enable them to do so.

**We have an excellent base to take forward all of this work; a staff and management team who are committed to the people they serve and plans in place to support them and provide them with the development opportunities that they want and need in order to progress in their career within North Northamptonshire Council.**

**Workforce Development and Retention**

The development and retention of our workforce is a priority for the next year. North Northants has a number of challenges:

- We need to rebalance our registered and non-registered workforce. The Liberty Protection Safeguards require assessments to be completed by a registered worker and North Northants will struggle to resource this.
- We currently have 13 Social Worker vacancies, and we need to be able to attract and retain Social Workers within North Northants.
- We do not have the Practice Educators required to support students and newly qualified social workers, to give them the positive experience that will encourage them to apply for roles here or continue to work here.
- The AMHP service and EDT are due to be disaggregated over the next year. We need to determine what out of hours service we want for North Northants.
- There is a national shortage of AMHPs and whilst a market forces supplement has been agreed for our substantive AMHPs for a year, we may need to consider the post going forwards to ensure that we remain competitive within the area.

There is corporate pay and grading work underway but the timescales for this are not known and we need to be able to evidence to workers over the next year that we are committed to supporting their development and progression. The Workforce Retention and Recognition work will be vital in this, in establishing a pathway for social workers to develop and progress and for workers to feel that there is that route and choices for them to take to progress their careers.



# **The Chief Principal Social Worker's**

Annual Report 2021/22

[www.northnotherants.gov.uk](http://www.northnotherants.gov.uk)

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## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Transforming NNC Adult Social Care Provider Services - Strategy and Case for Change</b>
<b>Report Author</b>	David Watts, Executive Director of Adults, Communities and Wellbeing (DASS)  Zakia Loughead, Assistant Director Safeguarding, Wellbeing and Provider Services
<b>Lead Member</b>	Cllr Helen Harrison, Executive Member for Adults, Health and Wellbeing

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 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	Not Applicable

### List of Appendices

**Appendix A** - Transforming NNC Adult Social Care Provider Services - Strategy and Case for Change v3.2

**Appendix B** - Equality Screening Assessment

#### 1. Purpose of Report

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- 1.1 To seek Executive approval to consult on the proposed strategy for transforming in-house Adult Social Care Provider Services with people that use those services.
- 1.2 The proposed strategy will enable the Council to deliver the highest quality assessment, re-ablement and enablement to support people to live their lives independently and be ambitious for their future.

## **2. Executive Summary**

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- 2.1 It is recommended that the Executive endorse and approve the service to begin consultation on the transformation of Adult Social Care Provider Services.
- 2.2 The report puts forward the necessary steps required for enabling significant improvement for both the workforce and the user outcomes within regulated services working conditions and the acceptable level of quality for users of these services.
- 2.3 Enablement, re-ablement and developing independence will be at the heart of our in-house regulated provider services approaches. This will require a change in focus, culture, and delivery, moving away from longer term provision, unless there is a need for a service that the wider care market is not able to deliver.
- 2.4 Investment in both the physical buildings, the terms, conditions, skills, and career potential of our staff is key to delivering high quality provider services and retaining the best people to deliver better outcomes for people that have care and support needs in North Northamptonshire.
- 2.5 Efficient use of our resources and progression through re-ablement or enablement programmes will ensure that more people have access to the right support, in the right place at the right time.
- 2.6 By moving the focus of our in-house provider services to core aims of promoting independence and re-ablement will also put the council in direct control of delivering these outcomes that are key in positively managing demand faced by adult social care services and contributing to the longer-term financial sustainability of the Council.

## **3. Recommendations**

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- 3.1 It is recommended that the Executive:
  - a) Consider the strategy and case for change and approve the proposal recommended option 3 (set out in section 3.3 of this report), to consult with regular users of NNC CQC regulated provider services on the future proposed strategy and implications
  - b) Approve the request to engage with Unions and staff affected on the strategy, case for change and the four proposed phases of transformation
  - c) Delegate final decision making, following consultation, to the Executive Member for Adults, Health and Wellbeing, in Consultation with Executive Director for Adults, Communities and Wellbeing, to conclude the statutory consultation with people that use those services
  - d) Delegate the final decision, to the Executive Member for Adults, Health and Wellbeing, in Consultation with the Executive Director for Adults, Communities and Wellbeing, as to whether to implement the strategy and

phased proposals and after that decision to enter into formal consultation with unions and affected staff

- e) Note that as part of phase 1 proposals that due diligence is being undertaken to consider and make recommendations to the Executive on the business case for running a Specialist Care Centre. It is anticipated that final proposals will be brought to the Executive for consideration at its meeting on 10<sup>th</sup> November 2022

### 3.2 Reason for recommendations:

- a) The main physical buildings involved in delivering two of the services were transferred to the council on vesting day having had insufficient investment necessary to develop the sites for the future.
- b) Investing in newer facilities will enable us to provide the environments for our staff to deliver better quality services & the right environments to maximise assessment, re-ablement, enablement and opportunities for independent living for people that use the services.
- c) The current facilities are in poor condition and require significant investment to return them to an acceptable level of quality, and even if that decision were made the buildings would need to be vacated for significant periods of time to enable the level of works required to be completed and would still struggle to achieve the desired outcomes for the services due to limitations within both sites.
- d) Our own staff had experienced impacts on their pay and reward growth over the last decade, and their training and development has been minimal within previous organisations.
- e) We have a finite budget within which to work with, which will require a phased approach to transforming ASC Provider Services over the coming three years and will focus initially on those Care Quality Commission (CQC) regulated services.
- f) There is a role for the local authority in delivering services that we struggle to get from the independent sector, or that with more direct control over there is the opportunity to significantly improve outcomes.
- g) It is beneficial for the local authority to retain some services to enable it to be a provider of last resort should that ever be required e.g., following provider failure.
- h) The people that use the services will get a clear understanding of the intended vision and strategy to invest in these services for the future and intended benefits to different stakeholders are explored in this report and the strategy and case for change.
- i) With a clear strategy, strong leadership, improved environments and investment in care and support staff, there should be a marked improvement

in recruitment and retention. There should also be a demonstrable impact in areas of improvement required as identified in recent CQC inspection reports.

### 3.3 Alternative Options Considered:

**Option 1** – Invest in existing services to make them fit for purpose and address all building issues to maximise capacity.

- All options considered require significant, prohibitive investment
- There is an inability to pay our staff the market rates, as we have a finite budget within which to work with
- We have difficulty in competing with other sectors
- There is also retention and recruitment difficulties in ASC Provider Services
- Residents that live in Beech Close or use Pine Lodge would have to vacate the buildings for the entire period of refurbishment
- Whilst improving the environment this would not achieve the optimum building environment for either of the building-based services due to constraints on working within the existing footprints and building designs
- For example, an options appraisal commissioned in March 2022 for the Beech Close site explored the following potential options, costs and timescales:

Option	Scope of works	Rooms/ units	Estimated project costs*	Duration
Current provision (do nothing)	42 Bedded residential care home (currently only 21 beds are used due to works required in other areas)	21 current 42 maximum	N/A	N/A
1a	Invest in existing property to make fit for purpose and address all existing building issues, reduce number of beds to provide en-suite facilities	24 ensuite	£6,070,000	33 months
1b	Invest in existing property to make fit for purpose, but with elements of new build to maximise the number of beds	33 ensuite	£7,480,000	35 months
2	Rebuild new residential home fit for purpose with en-suite facilities, and focused delivery for acute dementia beds	41 ensuite	£8,455,000	40 months
3	Rebuild Extra Care provision with individual flats on existing site	20 apartments	£7,515,000	40 months
4	Demolish the existing building to enable the sale of the site	0	£410,000	12 months

\*Estimated project costs for each of the proposed option include Professional and Design fees, Planning costs and Employer Risk Allowances



## **Option 2 – Continue as currently (do nothing)**

This option is not recommended, as this will:

- Continue to compound recruitment and retention issues experienced by the service
- Continued undesirable inspection outcomes of Regulated Services and possible closure
- Poor working conditions for our staff
- Poor outcomes for our users
- Poor quality of support
- Increasing building repair costs, including critical failure of certain aspects of the building-based services including hot water and heating.
- Uncertainty for staff
- Inability to control reablement delivery and outcomes

## **Option 3 – Consult on a new strategy for our in-house services and phased approach to transformation**

This is the recommended option as it will:

- Ensure that there is a clear, strategy and vision for our in-house provider services that is clear to people that use those services and to staff that work in them.
- Fulfils a gap in the market and places our own services at the heart of maximising independence for people in North Northamptonshire
- Provides a generational change and investment in the direction of travel for our provider services, creating a fit for purpose offer with clear ambitions.
- Improve working conditions for our provider services staff
- Create strong foundations on which to evolve our provider services

## **4. Report Background**

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- 4.1 The strategy and case for change attached as appendix (**Appendix A**), sets out an ambitious strategy for developing NNCs in-house Adult Social Care Services for the future. There are points where decisions must be made on strategy but also the conditions that may influence that strategy. Whilst external factors such as changing demand, advancement in reablement outcomes and government policy will always be considered, additional factors that must be considered. For us are the working and environmental conditions within our current services, and access to, and control of, our ability to directly impact on delivering the best possible reablement, enablement and independence services to people with care and support needs in North Northamptonshire.
- 4.2 In June 2022, bed-based care services, Beech Close and Pine Lodge, were inspected by CQC and rated requires improvement at both establishments for all domains. The ratings highlight the conditions of the environment but also the ability to recruit, train, retain and invest in our care staff.

- 4.3 There is a continued risk that CQC ratings will not improve or could become worse if bold steps are not taken. There has continued to be uncertainty for staff, because of multiple factors such as Local Government Reform (LGR) and history of outsourcing and bringing back in-house these services that has created instability. A strong clear strategy, for staff to understand, get behind and deliver will help them to understand the future of services but also plans to invest in them, their development and growth. As the strategy will lead to changes in some services, we must consult with people that use those services before making that decision, but it is important that we engage with the unions and our staff on the current thinking and ambitions for the services moving forward, prior to any formal consultation.
- 4.4 Many of the physical care assets have not been invested in and the costs and difficulties in making those assets fit for the future are prohibitive and unlikely to give the best return for any investment made. Whilst any improvement made would also require people to vacate those buildings whilst work is completed. Investing in newer facilities will enable us to provide the environments for our staff to deliver the best quality services.
- 4.5 Our own staff had experienced impacts on their pay and reward growth over the last decade, and their training and development has been minimal within previous organisations.
- 4.6 Retaining a workforce that can get behind the philosophy we want for provider services and significant improvement in physical space are two of the key factors at the heart of the CQC ratings for building based services such as Beech Close and Pine Lodge. Now, it is difficult to compete with other sectors that reward people better for work that carries less responsibility, less unsociable hours, and lower levels of stress.
- 4.7 The anticipated outcomes include providing a high-quality building that can be used flexibly to meet current needs around admission avoidance, assessment and reablement. This will also reduce the risk around the current physical environment in ASC Regulated Services impacting on CQC ratings.

## **5. Issues and Choices**

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- 5.1 The care market is under significant pressure in terms of recruitment and retention. The council is struggling to recruit staff to any of its ASC Regulated Services. It has been carrying several vacancies for a significant period as well the reliance on high volume of agency staff to maintain safe statutory levels of staff and impacts on quality of care delivered.
- 5.2 It would be favourable to support this strategy to transform ASC Provider Services in a significant way within the current financial envelope if possible. There is a strong evidence base for the rationale to invest in reablement services. Background reading, authored by John Bolton (2016, 2021) is referenced at section 8 of this report.

- 5.3 People that use services, their families and local councillors and MPs will wish to understand the explanation on why we cannot invest in our current locations for Regulated Services. We have undertaken several building surveys and sought external assessments of the costs and implications of undertaking such works.
- 5.4 This would require significant investment and service disruption that would not necessarily ensure better outcomes and address the current pressures in the services in the way that a bolder strategy would aim to achieve this. There are also other buildings in the ownership of the council that are currently used as care settings and available to be further developed and are in far better condition and more fit for purpose. Due to these being related to a previous Private Finance Initiative (PFI), due diligence is currently being undertaken to explore the possibilities and financial implications prior to making final recommendations to the Executive.
- 5.5 Breaches in regulation if not addressed satisfactorily and in a timely manner, could result in legal enforcement action taken by CQC.
- 5.6 There is also continued spend in the independent sector due to having insufficient reablement capacity that delivers our expected outcomes including length of stay and level of dependency on leaving the service that could be somewhat mitigated by redirecting some of our current resources towards this new strategy.

## **6. Next Steps**

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- 6.1 The indicative approach that would be used for each phase of the transformation is set out in the strategy and case for change on **page 19 of Appendix A**.
- 6.2 The phased approaches set out on **page 8 of Appendix A** do not need to be linear, and it may be possible to bring forward phases 2 and 3 if the strategy and phase 1 are implemented following consultation.

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

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### **7.1 Resources, Financial and Transformation**

- 7.1.1 Various due diligence modelling exercises are underway to establish the financial implications of the proposed transformation, including:
- 7.1.2 Exploring the roles and responsibilities of care staff to take on a greater level of responsibility in re-abling and enabling people to live more independent lives across CQC regulated provider services. Exploring various delivery models, for a Specialist Care Centre, to advise Executive about any financial and anticipated outcomes for residents in North Northamptonshire because of those proposed models.

7.1.3 Modelling financial savings associated with having greater control over reablement activities that may offset the costs of implementing the proposed models.

## 7.2 Legal and Governance

7.2.1 Appropriate consultation with people that regularly use services on the proposed strategy and changes to services will be required as set out within this report to inform the decision of the Executive.

## 7.3 Relevant Policies and Plans

7.3.1 The strategy for the Transformation of NNC ASC Provider Services will deliver against the corporate vision and priorities including:

- enabling everyone to have the best opportunities and quality of life
- creating modern public services by providing efficient, effective, and affordable services which make a real difference to our local communities
- enabling people to lead active, fulfilled lives by enabling people to be healthier, more active, and promote independence
- ensuring services are of a high quality and standards meet statutory requirements with all professionals working together to shape and promote the safety of residents

## 7.4 Risk

7.4.1 There is a level of risk in operating a service in buildings that require significant investment.

7.4.2 Risks regarding recruitment and retention of staff further increase higher usage of agency staff meaning that delivery of high-quality services is more difficult without a core group of staff that understand the strategy and build relationships with each other to better deliver services.

7.4.3 Closure of residential/relocation of care homes may attract significant media attention regardless of the limitations of the current site and buildings for improvement.

7.4.4 Uncertainty for staff may arise because of proposed transformation in ASC Provider Services. Whilst we believe there will be roles for any staff within provider services, we are exploring rates of pay that would be commensurate with additional responsibilities. There are, therefore, implications for staff that whilst should be positive, may not always be the preferred outcome for those staff. These risks will be assessed as part of the consultation on the strategy and case for change.

7.4.5 Risk around CQC ratings becoming worse for ASC Regulated Services if the proposed recommendations are not approved.

## 7.5 Consultation

7.5.1 The executive paper is seeking permission to consult on the strategy, case for change and phases of transformation with people that use services and their carers. Other key stakeholders will also be engaged with to inform the consultation.

7.5.2 Any staffing matters would not be formally consulted on until a final decision is made post consultation, however engagement with unions and staff will take place to discuss proposals and seek feedback

## 7.6 Consideration by Executive Advisory Panel

7.6.1 As part of the consultation period the Director will present the strategy and case for change to the Executive Advisory Panel for Health Wellbeing and Vulnerable People.

## 7.7 Consideration by Scrutiny

7.7.1 As part of the consultation period – details of the consultation will be shared with Scrutiny Commission who may wish to consider adding the strategy and proposed changes to their work plan.

## 7.8 Equality Implications

7.8.1 The Transformation of Provider Services strategy does not adversely affect any protected characteristics as part of the Equality Act 2010.

7.8.2 An Equality Screening Assessment has been undertaken and is attached as **Appendix B**. Further equalities assessments will be carried out if the final decision is to approve the strategy for adoption following consultation and permission to progress is agreed.

## 7.9 Climate and Environment Impact

7.9.1 There are no Climate Implications resulting directly from this report, however the two main buildings referenced in this report are poorly insulated and would require significant investment to bring up to standard to reduce the carbon footprint of the service. Alternatives being explored would be more efficient.

## 7.10 Community Impact

7.10.1 The Community Impact of the ASC Provider Services strategy seeks to evolve provider services to deliver better outcomes for our communities, in particular those people that use adult social care services

7.10.2 The strategy and proposed approach aim to improve the working conditions for our staff and aims to improve recruitment and retention, of which most recruitment to care roles happens near where services are delivered and therefore create employment opportunities for our communities.

## 7.11 Crime and Disorder Impact

7.11.1 There are no identified impacts on crime and disorder because of this report.

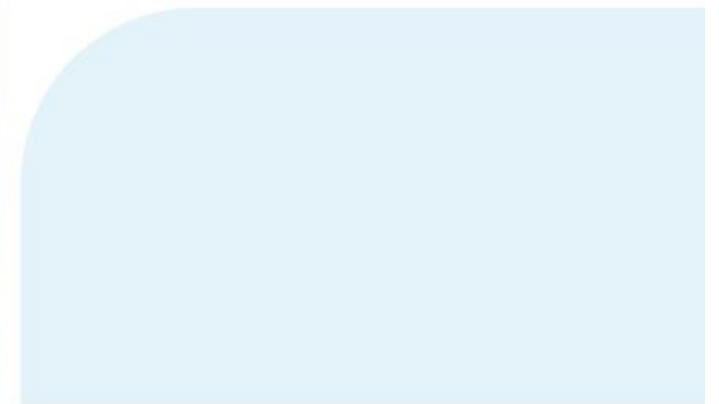
## 8 Background Papers

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8.1 Bolton, J (2021) "Developing a capacity and demand model for out-of-hospital care – Learning from supporting seven health and care systems", Local Government Association. Accessed 23.09.2022 [Developing a capacity and demand model for out-of-hospital care \(local.gov.uk\)](https://www.local.gov.uk/resources/developing-a-capacity-and-demand-model-for-out-of-hospital-care)

8.2 Bolton, J (2016) "Predicting and managing demand and social care", Local Government Association. Accessed 23.06.2022 [John Bolton Predicting and managing demand in social care-IPC discussion paper April 2016.pdf \(brookes.ac.uk\)](https://www.brookes.ac.uk/research/working-papers/John-Bolton-Predicting-and-managing-demand-in-social-care-IPC-discussion-paper-April-2016.pdf)

# Adults, Communities & Wellbeing



Transforming NNC Adult  
Social Care Provider Services

Strategy and Case for Change

23 September 2022 v3.2

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# Strategy for Transforming In-House Adult Social Care Provider Services



North  
Northamptonshire  
Council

# Vision & Principles for In-House Adult Social Care Provider Services

## Our Vision

“Delivering the highest quality assessment, re-ablement and enablement to support people to live their lives independently and be ambitious for their future”

## Principles

- Our in-house regulated care providers will have enablement, re-ablement and developing independence at the heart of their approaches
- Our provider services will embed strengths and asset-based practice
- We will retain services to ensure capacity to be a provider of last resort should be required
- We will not compete where the independent care market is able to readily deliver support
- We will consider delivering services that we struggle to get from the independent sector





## Independence & Reablement ... the right support, in the right place, at the right time

Enablement, re-ablement and developing independence will be at the heart of our in-house regulated provider services approaches. This will require a change in focus, culture and delivery, moving away from longer term provision, unless there is a need for a service that the wider care market is not able to deliver.

Investment in both the physical buildings, the terms, conditions, skills and career potential of our staff is key to delivering high quality provider services and retaining the best people to deliver better outcomes for people that have care and support needs in North Northamptonshire.

Efficient use of our resources and progression through re-ablement or enablement programmes will ensure that more people have access to the right support, in the right place at the right time.

By moving the focus of our in-house provider services to core aims of promoting independence and re-ablement will also put the council in direct control of delivering these outcomes that are key in positively managing demand faced by services and contributing to the longer-term financial sustainability of the council.

# Achieving ambitions

Evolving the core purpose of our regulated in-house provider services creates fantastic opportunities to focus at key points in peoples lives and help them to explore and achieve their ambitions.

There are currently missed opportunities around a number of areas, particularly when working with younger adults. They include:

- Transitions from children's to adult services
- Transforming Care Programme (complex learning disabilities cases)
- Physical disabilities where people have had life changing events or degenerative

People with disabilities have the same ambitions as everyone else including having their own home, having relationships and families, travelling, working and taking up hobbies and pastimes they are interested in.

Sometimes this requires positive risk-taking and working with other stakeholders on understanding and mitigating risks where possible. This requires a change in culture and investment in skills to act in this enabling way.





## Empowered, people-focused staff

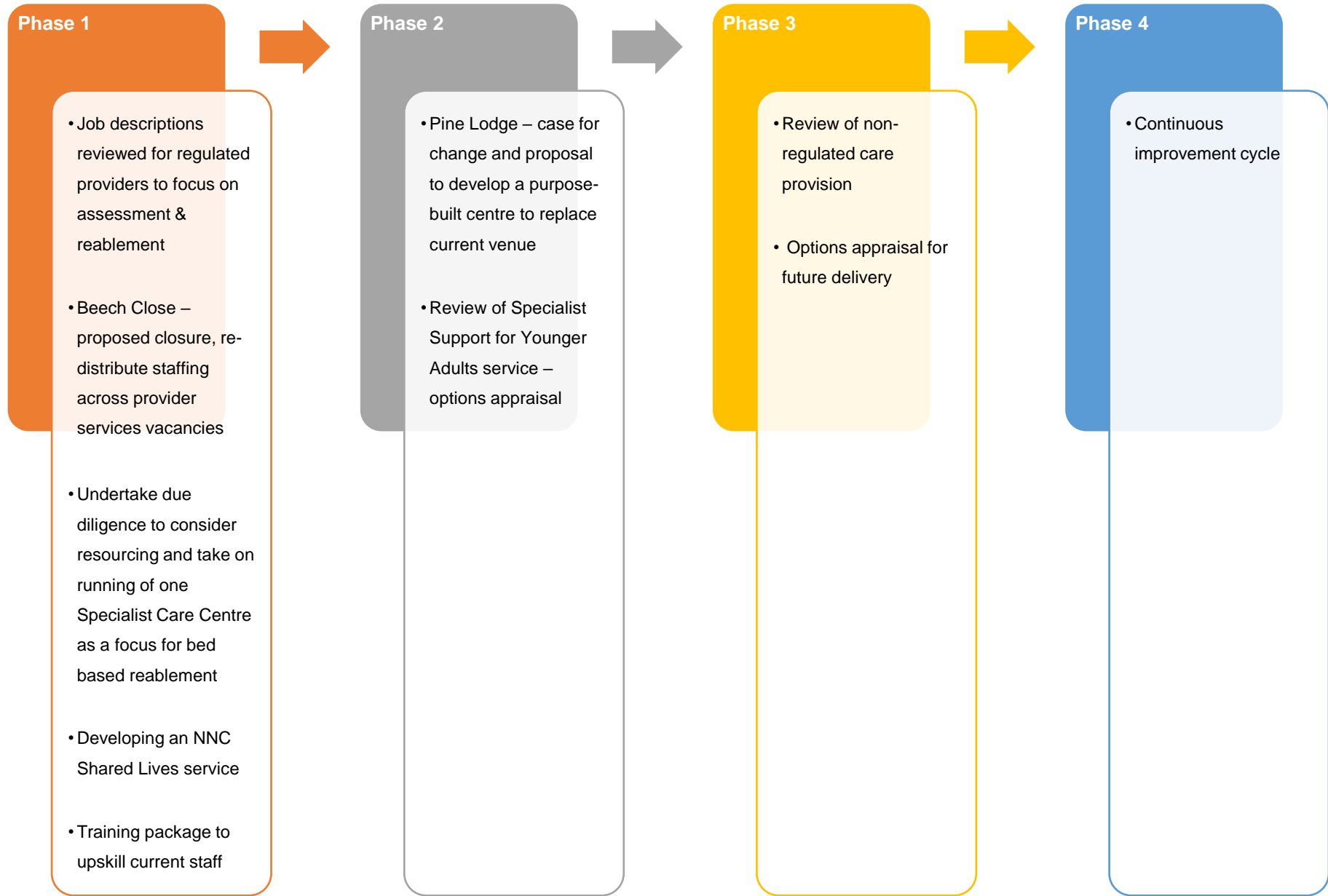
Our in-house care and support staff have been significantly affected by the uncertainty and financial challenges experienced in the previous Northamptonshire County Council.

The buildings in which they work have not had the right investment to support staff in delivering the best possible care and support. There have been historic challenges around pay, terms and conditions that have impacted on recruitment and retention that then means that staff are under additional stress when trying to deliver services as they have to complete overtime or work with agency staff that are not so familiar with the services.

Our aim in setting a new vision and focus for provider services is to address long-term problems such as the built environment but also in having a strong emphasis on developing skills, having clear career pathways and attracting and retaining great staff into roles that they are fairly rewarded for and that they enjoy as they are supporting to become more independent or are taking positive steps to meeting ambitions that will improve their lives.

Phase 1 will focus on this element for staff in regulated care settings, however phase 3 will explore this for staff in other services such as day care settings.

# Phased transformation

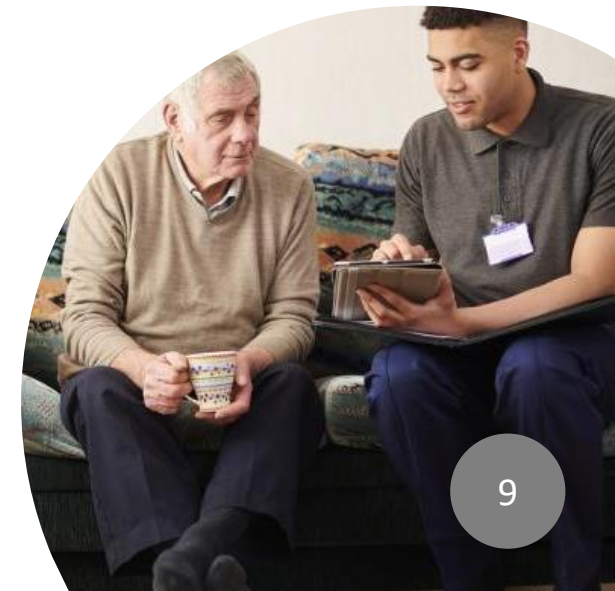




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## Transforming In-House Adult Social Care Provider services

### The Case for Change



# Provider Services – Here and now

- Many of the physical care assets have not been invested in and the costs and difficulties in making those assets fit for the future are prohibitive and investing in newer facilities will enable us to provide the environments for our staff to deliver the best quality services
- Our own staff are poorly paid and their training and development has been minimal within previous organisations but we have a finite budget within which to work
- CQC ratings
  - Beech Close (CQC requires improvement)
  - Pine Lode (CQC requires improvement)
  - Specialist Support for Younger Adults (CQC requires improvement)
  - Reablement North (CQC Good)
- Retaining a workforce that can get behind the philosophy we want for provider services and significant improvement in physical space are two of the key factors at the heart of the CQC ratings for building based services such as Beech Close and Pine Lodge
- At the moment it is difficult to compete with other sectors that reward people better for work that carries less responsibility, less unsociable hours and lower levels of stress



# Relevant factors

Poor condition of facilities mean even to meet significant investment required to return them to an acceptable level of quality. Even then the environments would not be ideal for the people that now need supporting in them

## Beech Close

- Bedroom sizes below minimum standards
- No en-suite facilities
- Full replacement of heating systems required
- Bathrooms unfit for undertaking hoisted transfers
- Whole areas out of action reducing occupancy to circa 50%

## Pine Lodge

- Similar challenges
- Circa 60% of home has been out of action due to damage to property by people being supported in that environment
- Lack of de-escalation space and low arousal environments



## Other Assets

Sanders close or Patrick Road – potential to re-develop as “New Pine Lodge”

# The case for change

- The local authority **should not be competing as a provider** in a market where the independent sector is active and there is capacity
- There is a role for the local authority in **delivering services that we struggle to get from the independent sector**
- It is beneficial for the local authority to retain some services in order to **enable it to be a provider of last resort should that ever be required** e.g. following provider failure
- Having **direct control over re-ablement** and re-focusing all our in-house regulated care providers to have enablement, re-ablement and developing independence at their core of their ethos puts us in the best position to:
  - understand the return on investment in providing re-ablement
  - deliver cost reductions in long term care budgets
  - improving working conditions for our staff
  - Support people to maximise opportunities through more independent living

# Specialist Care Centres - Background

- Shaw Private Finance Initiative (PFI), circa 7 years left on PFI, ownership of properties revert to public sector organisation at end of that period (NNC is freeholder of both Thackley Green and Spinneyfields)
- Properties are under 20 years old and have been maintained by Shaw through the PFI period
- WNC have approached NNC about potentially running a Specialist Care Centre In North Northamptonshire
- WNC have been unable to run Thackley Green at full capacity (51 beds in each), due to the current staffing budgets not enabling WNC to staff the services to that level. If the council were to take on the running, we would need to invest to deliver a different type of service, for example with more intensive staffing, not try and deliver the same service within the same budget envelope
- We currently purchase around 4.5 beds from the independent sector market every week due to not being able to utilise SCC beds at the level of complexity required

## Thackley Green Specialist Care Centre

**CARE HOME WITH NURSING**

Off Lewin Road, Great Oakley, Corby, Northants NN18 8J5

📞 **Contact Northamptonshire County Council on (01604) 368910**



# Opportunities

- Re-invest financial and people resources from Beech Close into other provider services
- Change focus of residential and domiciliary care away from longer –term provision to one that delivers assessment, enablement and re-ablement as part of maximising opportunities for individuals, and promoting independence and positive risk-taking
- Develop a capital strategy to invest in a younger adults service to build a purpose built 16-20 bedded unit that provides flexible assessment, transitions matching and Transforming Care Programme repatriation of people that are currently supported out of area. Respite would continue to be provided to people that currently use it or as part of an emergency assessment, possibly including a community hub for e.g. health checks, carers assessments etc
- Re-distribute all revenue funding from Beech Close whilst re-grading roles to take on greater responsibilities including providing re-ablement
- Re-deploy care staff from Beech Close – reducing recruitment challenges, increasing job satisfaction and increasing retention
- Reduce spend in independent care sector through:
  - not purchasing D2A beds at inflated market rates,
  - achieving better re-ablement – leading to reduced length of stay/later admissions to residential care
- Consider opportunities to base therapy and reablement staff from Reablement North in a reablement hub that implements a “pull model” to move people through bed based and community reablement and out efficiently and with confidence. Successful models regularly see length of around an average of 21 days significantly increasing available capacity through efficiency

# Risks

- Closure of residential/relocation of care homes attract significant attention, however showing how this will benefit residents and staff in the medium to longer term will be key
- Uncertainty for staff – can be managed through engagement and clear comms plan
- Assumption we can redeploy staff from Beech Close to take up roles in domiciliary care roles at Re-ablement North or Specialist Support for Younger Adults or, if due diligence supports the recommendation, at an SCC run by North Northants Council
- Risk around CQC ratings becoming worse for Beech CI and Pine Lodge (reputational damage)
- There is a risk in not doing anything – e.g. being unable to access the types of services required from an SCC in the North geography, or not having direct control over re-ablement delivery and outcomes

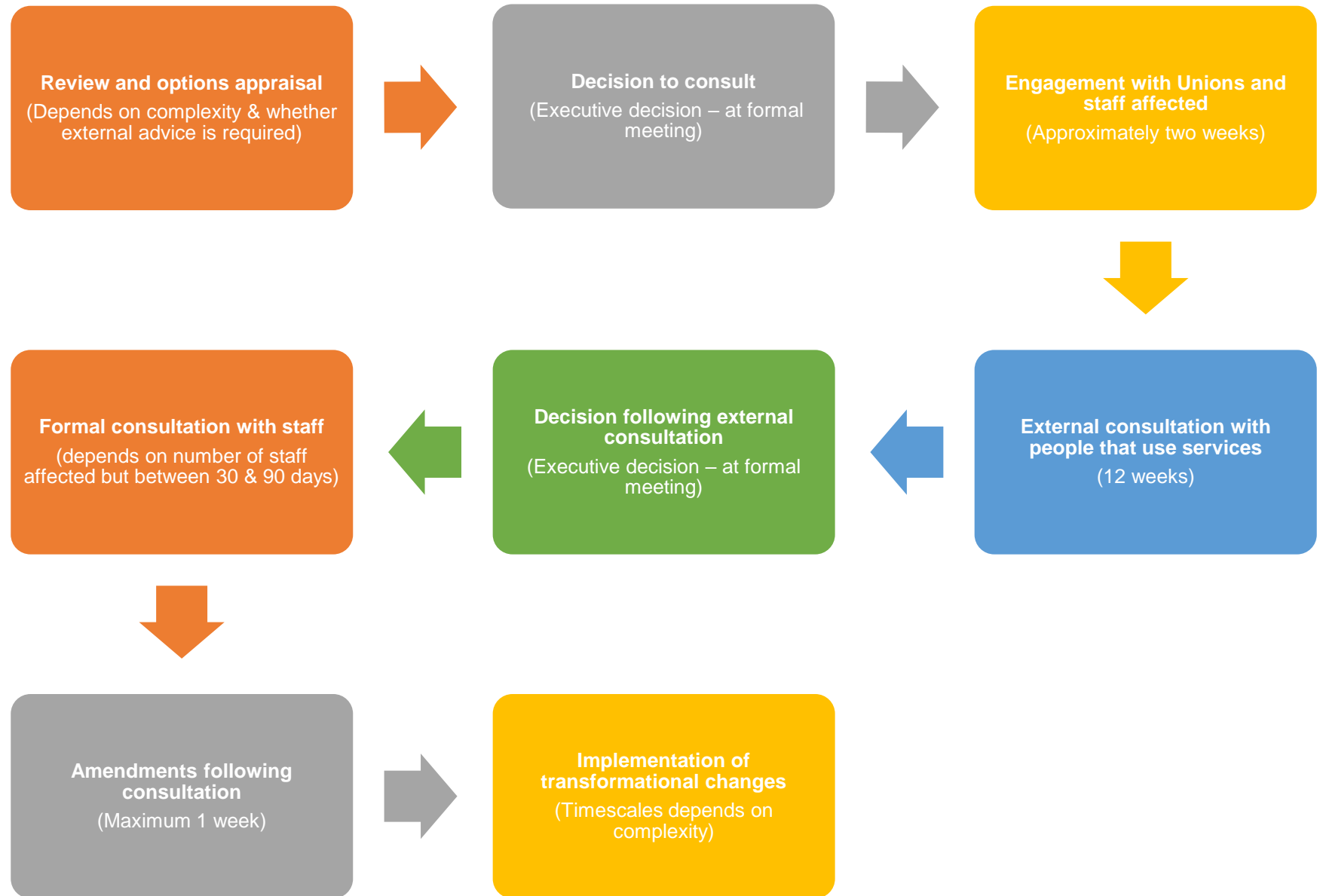
# Anticipated outcomes

- If due diligence supports the recommendation to take on the running of an SCC, we could end up with a higher quality building with 51 beds to be used flexibly dependent on current need around admission avoidance, assessment, respite and re-ablement
- We end up with a new build purpose built younger adults resource that will focus on reducing costs for LD younger adults through flexible use of space around enablement, re-ablement, matching, assessment and transition
- Reduce risk around physical environment at Beech Close and Pine lodge impacting on CQC ratings and improving the places of work for staff by investing in newer facilities
- Investing in our own staffing so we become a care employer of choice with well trained staff that sensitively and competently support people to develop or regain their independence

## Financial case for change – activities being undertaken and due diligence

1. Model cost of increasing care staff pay in regulated services as a result of re-focusing core activity on delivering reablement activity
2. Model cost of running Thackley Green Specialist Care Centre with enhanced staffing to run at 51 beds occupancy with care staff pay in line with point 1 above
3. Consider and model any impacts for supervisory roles
4. Determine additional capacity created by more efficient running of a specialist care centre
5. Determine any efficiencies through better outcomes delivered in SCC as a result of us running the service
6. Determine any efficiencies that can be made as a result of the following parameters
  - a. less people going into Res vs current avg per month
  - b. People delayed going into res vs current avg
  - c. Impact on double handed care package reduction through more appropriate bed based reablement
  - d. Reduction in avg cost of new starters for domiciliary care as a result of better outcomes
  - e. Reduction in avg costs as part of a review
  - f. Financial benefits of admission avoidance as a result of preventing people going into hospital and improved outcomes
  - g. Increasing shared lives provision through an NNC team and model associated cost savings

# Indicative timeline of activities required for each phase





## Equality Screening Assessment

The Equality Screening Assessment form must be completed to evidence what impact the proposal may have on equality groups within our community or workforce. Any proposal that identifies a negative impact must have a full Equality Impact Assessment completed before the proposal progresses further.

### 1: Proposal

Requirement	Detail
Title of proposal	Transforming NNC Adult Social Care Provider Services
Type of proposal: new policy / change to policy / new service / change to service / removal of service / project / event/ budget	Strategy and Case for Change
What is the objective of this proposal?	Delivering the highest quality assessment, re-ablement and enablement to support people to live their lives independently and be ambitious for their future”
Has there been/when will there be consultation on this proposal? (List all the groups / communities, including dates)	16 <sup>th</sup> of October 2022 – Executive
Did the consultation on this proposal highlight any positive or negative impact on protected groups? (If yes, give details)	TBC
What processes are in place to monitor and review the impact of this proposal?	TBC
Who will approve this proposal? (Committee, CLT)	Executive

## 2: Equality Consideration

In turn, consider each protected group to ensure we meet our legal obligations of the Equality Act (2010).

Protected Groups	General Equality Duty Considerations	Changes	Impact
<p><b>Age</b></p> <p>Different age groups that may be affected by the proposal in different ways.</p>	<ul style="list-style-type: none"> <li>• Service Users: looking at age groups that may be adversely affected</li> <li>• Phase 1: older adults</li> <li>• Phase 2: younger adults</li> <li>• Short term: change/adjustment which will be managed by the staff</li> <li>• Long term: better facilities and better quality of care</li> </ul>	<ul style="list-style-type: none"> <li>• There is an opportunity here to make a very positive change to enhance people's lives and provide better working conditions for staff too.</li> <li>• Better training, pay and conditions for staff. In particular those of young age categories for where this may be their first employment opportunity, but also for those who have been in the sector for a considerable number of years.</li> <li>• It is expected that this will lead to a lower turnover that in turn will create a more stable environment and continuity for those using the service.</li> </ul>	<p>Positive</p>
<p><b>Sex</b></p> <p>Is one sex affected more than another or are they affected the same?</p>	<ul style="list-style-type: none"> <li>• Workforce has higher proportion of female: SSYA: 109 female/10 male</li> </ul>	<ul style="list-style-type: none"> <li>• An option to look into gender neutral toilets for staff, due to ratios, all</li> </ul>	<p>Neutral</p>

Protected Groups	General Equality Duty Considerations	Changes	Impact
	<ul style="list-style-type: none"> <li>• Include factual evidence of how people in this group may be affected.</li> <li>• Consider the outcomes and processes.</li> <li>• Does this seek to <b>eliminate discrimination</b>?</li> <li>• Does this promote <b>fostering good relations</b>?</li> </ul>	<ul style="list-style-type: none"> <li>• What changes can be made to mitigate any negative impact?</li> <li>• Are there opportunities to <b>remove possible barriers or disadvantages</b> that a group may face?</li> </ul>	Delete as appropriate. There can be more than one answer per protected group.
	<p>Pine: 26 female/2 male Beech: 45 female/4 male</p> <ul style="list-style-type: none"> <li>• Service users are of equal ratio, one sex is not affected more than another.</li> <li>• Services are accessible to men and women.</li> </ul>	facilities can be utilised. This would not be affected should the ratios change.	
<p><b>Disability</b> It is likely to have an effect on a particular type of disability? Why?</p>	<ul style="list-style-type: none"> <li>• Better trained staff to understand disabilities</li> <li>• Accessibility for service users and staff</li> <li>• Better facilities and equipment e.g., hoists, en-suites and acoustic sensor based technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities will be explored at the point of project moving forward/identified new property. An ESA will be done for each project to identify opportunities.</li> </ul>	Positive
<p><b>Gender Reassignment</b> Will there be an impact on trans males and/or trans females?</p>	<ul style="list-style-type: none"> <li>• Staff to be trained to feel empowered to communicate appropriately with trans customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities to look at gender neutral facilities</li> <li>• Training in understanding gender reassignment</li> </ul>	Neutral
<p><b>Race</b> Are people from one ethnic group affected more than people from another ethnic group?</p>	<ul style="list-style-type: none"> <li>• Promote facilities to encourage those from communities that do not access the facilities to use them</li> <li>• To include stats/ratios which are to be confirmed by HR</li> </ul>	<ul style="list-style-type: none"> <li>• The service will explore reasons why there is an imbalance</li> <li>• Better premises may provide an opportunity to be more representative of the local community</li> </ul>	Neutral

Protected Groups	General Equality Duty Considerations	Changes	Impact
	<ul style="list-style-type: none"> <li>• Include factual evidence of how people in this group may be affected.</li> <li>• Consider the outcomes and processes.</li> <li>• Does this seek to <b>eliminate discrimination</b>?</li> <li>• Does this promote <b>fostering good relations</b>?</li> </ul>	<ul style="list-style-type: none"> <li>• What changes can be made to mitigate any negative impact?</li> <li>• Are there opportunities to <b>remove possible barriers or disadvantages</b> that a group may face?</li> </ul>	Delete as appropriate. There can be more than one answer per protected group.
<p><b>Sexual Orientation</b></p> <p>Are people of one sexual orientation affected differently to people of another sexual orientation?</p>	<ul style="list-style-type: none"> <li>• Regulated Services currently have a majority of carers who are predominately White British, which is representative of the North Northants population</li> <li>• Ethnic identity information is provided on a voluntary basis, so the figures below are not a full analysis of the entire staff cohort. Please see totals below for those who provided their data: <ul style="list-style-type: none"> <li>- Beech Close: 8/9 staff members identify as White British</li> <li>- Pine Lodge: 13/15 staff members identify as White British</li> <li>- SSYA: 56/62 staff members identify as White British</li> </ul> </li> <li>• Sexual orientation data is not available at time of review</li> <li>• There will be continued engagement and consultation to understand and assess any impact of the proposal on this group.</li> </ul>	<ul style="list-style-type: none"> <li>• It is anticipated that the proposal will support engagement with all affected staff and users.</li> </ul>	Neutral


Protected Groups	General Equality Duty Considerations	Changes	Impact
<p><b>Marriage &amp; Civil Partnership</b></p> <p>Are people in a Marriage or Civil Partnership treated less favourably?</p>	<ul style="list-style-type: none"> <li>• There is not evidence to suggest that the current policies, process and information impact on marriage and civil partnerships of users or staff</li> <li>• There is an inclusive approach to care provision</li> </ul>	<ul style="list-style-type: none"> <li>• The future operating model would look at better room sizes where users could cohabit</li> <li>• The future policy could support services for those who are married or are in a civil partnership.</li> </ul>	Neutral
<p><b>Pregnancy &amp; Maternity</b></p> <p>Are people who are pregnant, or have a baby of 6 months old or younger, effected by this proposal?</p>	<ul style="list-style-type: none"> <li>• If this happens, new facilities could incorporate facilities for this</li> <li>• There are policies in place currently to ensure this is managed well</li> <li>• Relevant risk assessment are carried out by services</li> </ul>	<ul style="list-style-type: none"> <li>• There is a policy or outline to be written here to outline this criteria regarding residents</li> </ul>	Neutral
<p><b>Religion or Belief</b></p> <p>Does the proposal effect people differently depending on whether they have or do not have a religion or a belief?</p>	<ul style="list-style-type: none"> <li>• To ensure religion and beliefs are respected</li> <li>• Anyone with religious needs is supported to access any services to facilitate the involvement of any religious activities</li> <li>• Dietary requirements and celebration of festivals are supported with the service for users and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Training in place to ensure this is respected and how to manage these situations</li> </ul>	Neutral

Protected Groups	General Equality Duty Considerations	Changes	Impact
<b>Health &amp; Wellbeing</b> 1. Health behaviours (E.g. diet, exercise, alcohol, smoking) 2. Support (E.g. community cohesion, rural isolation) 3. Socio economic (E.g. income, education). 4. Environment (E.g. green spaces, fuel poverty, housing standards).	<ul style="list-style-type: none"> <li>• Include factual evidence of how people in this group may be affected.</li> <li>• Consider the outcomes and processes.</li> <li>• Does this seek to <b>eliminate discrimination</b>?</li> <li>• Does this promote <b>fostering good relations</b>?</li> </ul> <ul style="list-style-type: none"> <li>• There will be better opportunities for users to be able to enjoy healthy food, exercise, to be part of their community, a more happy working place for the staff, better incomes for staff and an overall better environment including green spaces</li> </ul>	<ul style="list-style-type: none"> <li>• What changes can be made to mitigate any negative impact?</li> <li>• Are there opportunities to <b>remove possible barriers or disadvantages</b> that a group may face?</li> </ul> <ul style="list-style-type: none"> <li>• Explore new opportunities for exercise and green space access for users</li> <li>• Promote health and wellbeing across these services</li> <li>• Improve pay and progression</li> </ul>	Delete as appropriate. There can be more than one answer per protected group.  Positive

### 3: Equality Impact

Question	Response
What overall impact does the proposal have on the protected groups? If a negative impact is identified anywhere in section 2, the response will be Negative Impact.	Positive Impact
Does an Equality Impact Assessment need to be completed? (Yes, if any negative impact is found.)	No  If yes, this Equality Screening Assessment must be adjoined to the Equality Impact Assessment.
Copy attached to relevant report?	Yes
Is this document going to be published with the relevant report?	Yes

#### 4: Ownership

Question	Response
Directorate	Adults, Communities and Wellbeing
Service area	Adult Social Care Provider Services
Lead officer's name	David Watts
Lead officer's job title	Executive Director of Adults, Communities and Wellbeing
Lead officer's contact details	<a href="mailto:David.Watts@northnorthants.gov.uk">David.Watts@northnorthants.gov.uk</a>
Lead officer's signature	
Date completed	16.09.2022

Completed forms must be sent to [NNC Equalities](#)

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## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	<b>Capital Programme Update 2022/23</b>
<b>Report Authors</b>	Janice Gotts, Executive Director of Finance <a href="mailto:Janice.gotts@northnorthants.gov.uk">Janice.gotts@northnorthants.gov.uk</a>
<b>Lead Member</b>	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

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

### 1. Purpose of Report

- 1.1 The purpose of this report is to request approval for a capital scheme that has come forward for inclusion in the Council's Capital Programme. Approval of the scheme and associated funding will allow the schemes to move forward to procurement and delivery.

### 2. Executive Summary

- 2.1 This report contains details of 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 must complete a business case setting out the changes requested to the Capital Programme, including the purpose of the spend, the expected outcomes and the financial implications together with funding routes.

### **3. Recommendations**

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- 3.1 It is recommended that Executive approve the following changes to the capital programme:
- a. Earls Barton Library Improvements, increase of £0.051m to the capital programme for 2022/23, to be funded from Section 106 Developer Contributions.
  - b. Safer Streets, increase of £0.546m to the capital programme; £0.312m in 2022/23 and £0.234m in 2023/24, which is to be funded from Home Office Safer Streets Fund and in partnership with the Office of the Northamptonshire Police, Fire and Crime Commissioner.
- 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 facilities at the Earls Barton library.
  - To promote safer streets in targeted areas with higher-than-average crime and anti-social behaviour.
- 3.3 Alternative Options Considered:
- Use of the funding is in line with the agreement, there is no alternative option proposed.
  - By not approving these recommendations there would be an adverse impact on service provision and the completion of projects in North Northamptonshire.

### **4. Report Background**

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- 4.1 The Capital Programme is the Council's plan for investing in assets to efficiently deliver its statutory services, and to improve the local infrastructure of North Northamptonshire, with the benefits lasting over a number of years. The Council is required to set a balanced revenue budget and therefore must ensure that where borrowing is proposed to fund the cost of capital that the cost of servicing the debt is affordable within the Council's revenue budget.
- 4.2 Resources come from a number of sources including Government grants, capital receipts from surplus land and buildings, revenue contributions, other external contributions and borrowing. The Council captures its projected capital expenditure within the Capital Programme to monitor the same, help to control costs and ensure transparency. Given that the Capital Programme is approved by Executive, changes to it are also approved by Executive unless authority has been delegated in accordance with the Council's constitution.
- 4.3 This report provides an update to the Capital Programme 2022/23 as adopted by the Council in February 2022 and requests that the proposed changes are approved and reflected within the programme.

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

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- 5.1 **Earls Barton Library Improvement – budget approval for £0.051m.** An amount of £51,157 of Section 106 funding is allocated to Earls Barton Library and the proposal is to provide a small extension to the side of the library building. This new space will provide a vital storage area for chairs and other equipment necessary for the ambitious programme of literary and other library activities which is already well established at this library.
- 5.2 An expansion of this programme is planned, with potential to grow the external hire of the premises, to increase the potential community hub and community engagement, as well as income generation. The new space will be designed to be easily accessible from within the library.
- 5.3 **Safer Streets – budget approval for £0.546m.** The Council submitted a successful bid to the Home Office Safer Streets Fund Round 4 and is a delivery partner in another successful bid to the same fund by the Office of the Northamptonshire Police, Fire and Crime Commissioner; £0.312 in 22/23 and £0.234m in 23/24.
- 5.4 The funding will support community safety improvements for the residents and businesses located in the two project areas: William Knibb and All Saints, Kettering and Queensway, Wellingborough. Such things include providing controlled access to alleyways where residents are experiencing persistent ASB and high levels of crime; extending our CCTV networks to provide 24/7 monitoring and recording; providing vulnerable residents with home security packs and target hardening; and providing facilities and amenities to divert young people away from crime.
- 5.5 Both project areas suffer from disproportionate levels of crime and ASB. William Knibb and All Saints have suffered with stubborn neighbourhood crime due to the structure and physical nature of its buildings that provide opportunity for offenders to move around undetected. Restricting access to alleyways and increasing CCTV will help combat this. Furthermore, William Knibb and All Saints are within the Kettering town area, which has identified issues with heroin and crack cocaine supply. The SS4 project in this area will be complementary to the previous Safer Streets round 2 project in a neighbouring part of All Saints, which is now seeing the early signs of deflection from the physical improvements achieved with that earlier funding.
- 5.6 The Queensway area has also seen higher levels of violent and knife crime including the murder of a then 16-year-old male in August 2021. There are a high number of young people involved in gang culture and this is seen as intergenerational within the Queensway area. Motorcycle nuisance has become a prevalent factor across the estate and that has grown since the tragic murder last year, of which the victim was enthusiastic about motorbikes. The estate has a bike track owned by NNC that needs developing, and in doing so will provide a worthwhile facility offering positive activities for young people. The project has a funding provision for undertaking that work.

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

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### **6.1 Resources, Finance and Transformation**

6.1.1 The additional budget requirements are funded from the use of external grants and contributions.

6.1.2 The investments in safer streets will help to improve community safety in North Northamptonshire. For Earls Barton library it will support an improved customer experience at the library facilities and encourage greater participation.

### **6.2 Legal**

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

### **6.3 Risk**

6.3.1 The deliverability of the 2022/23 Capital Programme is monitored by each accountable project manager and senior officer. There is further review throughout the financial year reported through the Executive.

6.3.2 If any overspends or emerging pressures are identified during the year, then mitigating actions will be sought and management interventions undertaken.

6.3.3 With most capital projects there is a risk that delays, and cost increases may arise as a result of 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 at present the level of inflation is much higher than in previous periods and indeed when funding bids were originally submitted, and therefore this may pose a risk to the deliverability of the projects as originally envisaged within budget.

6.3.4 There is a risk in relation to funding, particularly where it is from third parties including grants, and appropriate agreements must be entered into to ensure that the funding is secured and spend is in accordance with any criteria stipulated by the funder, both the nature of the spend and the timing (where a deadline applies).

### **6.4 Relevant Policies and Plans**

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

## **6.5 Consultation**

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

## **6.6 Consideration by the Executive Advisory Panel**

6.6.1 Not applicable

## **6.7 Consideration by Scrutiny**

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

## **6.8 Equality Implications**

6.8.1 Nothing specific within this report

## **6.9 Climate and Environmental Impact**

6.9.1 The climate and environmental impact of each capital project will be considered and managed within the relevant scheme.

## **6.10 Community Impact**

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

## **6.11 Crime and Disorder Impact**

6.11.1 Nothing specific within this report.

## **7. Background Documents**

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

[Capital Programme Budget 2022/23, North Northamptonshire Council, 24<sup>th</sup> February 2022.](#)

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## EXECUTIVE 13<sup>th</sup> October 2022

<b>Report Title</b>	Budget Forecast 2022/23 as at Period 5
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<b>Lead Member</b>	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

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

### List of Appendices

Appendix A – Savings Schedule

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

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- 1.1. The revenue budgets (2022/23) and Medium-Term Financial Plans for North Northamptonshire Council for the General Fund and the Housing Revenue Account were approved by Council at its meeting on 24<sup>th</sup> February 2022. The purpose of this report is to set out the forecast outturn position 2022/23 for the Council for the General Fund and the Housing Revenue Account.
- 1.2. This monitoring report sets out the material financial issues identified since the 2022/23 budget was set, based on the income and expenditure as at end of August 2022 (Period 5) and reflects the views of the budget managers within the Directorates.
- 1.3. As part of the ongoing monitoring process, work will continue to examine income and expenditure and activity data, against the available budgets to support the position presented and also help to shape the medium-term financial plan.
- 1.4. Some areas remain unchanged from the previous report, however, the detail of these variances is included within the report for completeness.

## 2. Executive Summary

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- 2.1 This report provides commentary on the Council's current forecast for the revenue outturn position for 2022/23 based on the information available as at Period 5 (August 2022). This includes both the General Fund and the Housing Revenue Account. The Council will continue to assess and refine the forecasts on a regular basis using the latest intelligence available. The forecast presented in the report is based on the best available data and information of the operations of the Council. However, determining the outturn at this stage of the financial year, with limited data on actual spend and areas of uncertainty posed by inflation and other factors, presents an element of risk which will continue to be closely monitored during the year.
- 2.2 The Council retains a level of contingency within the base budget, which is referred to elsewhere in this report. The contingency can be used to manage risks and other changes, including pressures that were unknown at the time the budget was set. At present the contingency is considered to be fully committed by year end, however, if the contingency budget is not used then it can fall back to support the reserves position for future years.
- 2.3 At this point it should be noted that the balances on the reserves brought forward to the Council for the start of the year will not be agreed until the accounts of its predecessor Councils are signed off. The following table provides an update on the current position for the four former Council's in North Northamptonshire:

Legacy Authority	2020/21	Comments
<b>Kettering</b>	Completed	
<b>Wellingborough</b>	Completed	
<b>Corby</b>	Draft Accounts	Draft accounts for 2020/21 issued.
<b>East Northamptonshire</b>	Completed	

- 2.4 The closure of the 2020/21 accounts for the former County Council is being led by West Northamptonshire Council. This has been progressing well, with a small number of outstanding items requiring confirmation, this includes a national issue regarding the treatment of infrastructure assets.

## 3. Recommendations

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- 3.1 It is recommended that the Executive:
- Note the Council's forecast outturn position for 2022/23 as summarised in Section 4, alongside the further analysis, risks and other considerations as set out in Section 5 and Section 6 of the report.
  - Note the assessment of the current deliverability of the 2022/23 savings proposals in Appendix A.



- c) Note the release of £500k of the contingency budget which was set aside to fund increased utility costs when the budget was set (see paragraph 5.48).
- d) Note an increase in the gross budget of £2.466m to provide support for families and individuals in specific financial hardship to be funded from the Household Support Fund 3 grant (see paragraph 5.72).
- 3.2 Reason for Recommendations – to note the forecast financial position for 2022/23 as at Period 5 and consider the impact on this year and future years budgets.
- 3.3 Alternative Options Considered: The report focuses on the forecast revenue outturn against budget for 2022/23 and makes recommendations for the Executive to note the current budgetary position as such there are no specific choices within the report.

## 4. Report Background

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### General Fund

- 4.1 The Council's Revenue Budget for 2022/23 was set at the Council meeting on 24<sup>th</sup> February 2022. The overall outturn forecast for the General Fund for 2022/23, as at Period 5 is a forecast overspend of £3.700m against the approved budget of £300.075m. This is summarised in the table below

<b>General Fund Forecast Outturn 2022/23</b>			
	<b>Net Budget £000</b>	<b>Forecast Position at 31/03/2023 £000</b>	<b>Forecast Variance £000</b>
<b>Net Available Resources</b>	<b>300,075</b>	<b>300,075</b>	<b>0</b>
<b>Total Corporate Budgets</b>	<b>26,994</b>	<b>26,994</b>	<b>0</b>
Children and Education	64,024	66,734	2,710
Adults, Communities and Wellbeing Services	116,627	116,697	70
Place and Economy	59,021	61,893	2,872
Enabling and Support Services	33,409	31,457	(1,952)
<b>Total Directorate Budgets</b>	<b>273,081</b>	<b>276,781</b>	<b>3,700</b>
<b>Total Budget</b>	<b>300,075</b>	<b>303,775</b>	<b>3,700</b>
<b>Net Position</b>	<b>(0)</b>	<b>3,700</b>	<b>3,700</b>

**Note – Favourable variances are shown in brackets**

- 4.2 The net budget was increased by £4.168m from £295.907m in Period 2 to £300.075m in Period 3. This reflects the use of earmarked reserves of £3.938m which was approved by the Executive at the meeting on 14<sup>th</sup> July 2022, and was

to mitigate in year pressures relating to Home to School Transport, short-term vehicle leasing costs, commercial income for grounds maintenance and facilities management from the previous Wellingborough NORSE contract, and Knuston Hall. The Executive also approved a further contribution of £230k from the Public Health Reserve to underwrite the potential shortfall in the School Holiday Food Voucher Scheme over the Summer break.

- 4.3 The forecast position at Period 5 is an overspend of £3.700m this is a favourable movement of £908k since the last report to Executive (Period 4) where an overspend of £4.608m was reported. The following table summarises the movement.

	Report Ref	Net Budget	P4 Forecast Variance	Movement in Forecast	P5 Forecast Variance
		£000	£000	£000	£000
<b>Children and Education</b>		<b>64,024</b>	<b>2,782</b>	<b>(72)</b>	<b>2,710</b>
Assistant Director of Education	5.8	6,318	(365)	47	(318)
Commissioning and Partnerships	5.16	57,706	3,147	(119)	3,028
<b>Adults, Communities and Wellbeing Services</b>		<b>116,627</b>	<b>5</b>	<b>65</b>	<b>70</b>
Adult Services	5.30	89,796	(90)	(210)	(300)
Safeguarding and Wellbeing	5.30	10,383	0	0	0
Commissioning and Performance	5.30	6,378	0	0	0
Public Health	5.41	138	0	(138)	(138)
Housing and Community Services	5.42	9,932	95	413	508
<b>Place and Economy</b>		<b>59,021</b>	<b>2,454</b>	<b>418</b>	<b>2,872</b>
Assets and Environment	5.47	2,343	1,036	531	1,567
Growth and Regeneration	5.50	3,891	(44)	235	191
Highways and Waste	5.52	50,057	1,245	(380)	865
Regulatory Services	5.55	2,109	217	32	249
Directorate Management	5.57	621	0	0	0
<b>Enabling and Support Services</b>		<b>60,403</b>	<b>(633)</b>	<b>(1,319)</b>	<b>(1,952)</b>
Finance and Corporate	5.3 and 5.59-5.60	37,296	(273)	(501)	(774)
Chief Executive	5.61	1,998	(4)	(484)	(488)
HR, Legal and Democratic Services	5.62-5.67	8,591	(68)	(331)	(399)
Transformation	5.68-5.71	12,518	(288)	(3)	(291)
<b>Total</b>		<b>300,075</b>	<b>4,608</b>	<b>(908)</b>	<b>3,700</b>

## Housing Revenue Account

- 4.4 The Housing Revenue Account (HRA) is a separate ring-fenced account within the Council for the income and expenditure associated with its housing stock. The HRA does not directly impact on the Council's wider General Fund budget or on the level of council tax. Income to the HRA is primarily received through the rents and other charges paid by tenants and leaseholders.
- 4.5 Within North Northamptonshire prior to 1<sup>st</sup> April 2021 there were two HRA accounts, covering the sovereign Councils of Kettering and Corby respectively. As part of the move to a single unitary council for North Northamptonshire, there was a statutory requirement to create a single HRA for the area. Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts, these being:
- the Corby Neighbourhood Account - responsible for the stock that was managed by Corby Borough Council and
  - the Kettering Neighbourhood Account - responsible for the stock that was managed by Kettering Borough Council.
- 4.6 The Council's overall outturn forecast for the Housing Revenue Account as at Period 5, is a forecast underspend of £126k (Period 4 £335k Underspend) against the approved budget of £36.270m. This is summarised in the table below and further details are set out in Section 6. It is important to note that this is subject to continual review.

<b>Housing Revenue Account Forecast Outturn 2022/23</b>				
<b>Directorate</b>	<b>Budget</b>			<b>P5 Forecast Variance at 31/03/23</b>
	<b>Expenditure</b>	<b>Income</b>	<b>Net</b>	
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Corby Neighbourhood Account	20,141	(20,141)	0	(195)
Kettering Neighbourhood Account	16,129	(16,129)	0	69
<b>Net Position 2022/23 (under)/over</b>	<b>36,270</b>	<b>(36,270)</b>	<b>0</b>	<b>(126)</b>

## National Context

- 4.7 The national, and indeed the global, economy is seeing significant inflationary pressures that could not have been foreseen at this scale only a few months ago.
- 4.8 In the Bank of England's financial stability report, released in July 2022, inflation was forecast to rise to over 11% by the end of the year. The Bank of England also warned that the UK will enter a recession (two successive quarters of negative growth) later this year. There are conflicting views on the likely position for 2023, with some commentators believing that it may rise up to 18%<sup>1</sup> and beyond in early 2023.

<sup>1</sup> Citi Bank Forecast reported 23<sup>rd</sup> August 2022.

- 4.9 Central banks across the world have responded to inflationary pressures by tightening monetary policy or signalling their intention to do so. Market interest rates have risen sharply, reflecting expectations of further policy tightening in response to renewed risks of more persistent, higher inflation and increasing credit risk. In the UK, the market-implied path for the Bank Rate has also risen materially, suggesting that it will reach around 2.8% by end-2022 and peak at 3.3% in 2023.
- 4.10 The Bank of England increased the Base Rate by 0.50% to 2.25% on 22<sup>nd</sup> September 2022 this is the highest level the Base Rate has been since Dec 2008 when the rate was 2%.
- 4.11 The inflation figures for August are slightly lower than in July. The 12 month CPI figure for August is 9.9% compared to 10.1% in July. The RPI 12 month figure for August remains unchanged to that in July at 12.1%.
- 4.12 Councils like most organisations continue to see the impact of price rises, particularly around fuel and energy costs (for example, the street lighting PFI). A number of services are provided under contract, and it is likely that the Authority will experience some pressure from suppliers regarding current arrangements and any new contracts entered in to. As part of the budget setting for 2022/23, the Council included growth to address forecast inflationary increases in light of the position known at the time. However, the significant and continuing increase in the rate of inflation has added further risk to the 2022/23 position and likely future costs into the Medium-Term Financial Plan. The authority holds £500k in contingency in 2022/23 to help offset further costs but it is anticipated that additional support may be required, for which mitigation elsewhere will be sought.
- 4.13 The Government on 21<sup>st</sup> September announced a new 6 month scheme for businesses and other non-domestic energy users, which includes charities and public sector organisations like schools – more detail is awaited to understand if and how this applies to Local Government
- 4.14 There will be a review in 3 months' time to consider where this should be targeted to make sure those most in need get support. After this initial 6 month scheme, the government have indicate that they will provide ongoing focused support for vulnerable industries.
- 4.15 Further risk to Local Government funding comes from the high street as the Country potentially enters a recession and individuals have less disposal income. This poses a risk for the Council's future income generation from business rates should businesses cease to trade. It may also see more people seeking to access Council Tax Support and other financial support which could reduce the overall Council Tax yield.
- 4.16 Alongside this there is a recognition that the demand for services may increase in areas such as housing and homelessness and social care and the Council will review its service offer in all areas as part of future financial and service planning.

- 4.17 The context of the national and global economy along with potential changes to the local government financial landscape in the future through reforms of funding mechanisms and Social Care are key considerations for the Council as it continues to deliver its services for 2022/23 and considers the 2023/24 draft budget proposals as part of its Medium-Term Financial Plan over the coming months.

## **5. Overview of Forecast Position 2022/23**

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### **Available Resources and Corporate Costs**

- 5.1 The Council is responsible for the collection of local taxes (Council Tax and Business Rates). At the end of August 2022 48.55% of Council Tax had been collected (August 2021 – 47.50%). Business Rates collection is 46.36% at the end of August 2022 (August 2021 – 39.03%). It should be noted that in 2021/22 there were technical changes to the collectable debit owing to how COVID Retail Relief was applied. Initially reliefs for the period April 2021 to March 2022 were granted at 100% and then in July 21 the reliefs were adjusted to 50% for the period July 21 to March 22 in line with the requirements of the scheme, this meant that where businesses had received retail relief, bills for the year were reissued in July and in effect businesses commenced payments from this point rather than April giving rise to a lower collection rate in August 2021 compared to August 2022. Therefore, the figures are not directly comparable, the current collection rate for 2022/23 remains strong.
- 5.2 It is unknown how businesses will be affected in the longer term following the reduction / cessation of financial support. Further to this discretionary rate relief applications have been issued and the impact of the subsequent awards is likely to be positive on the collection rate.

### **Corporate Resources**

- 5.3 The total net budget for Corporate Resources is £26.494m which consists of the contingency budget and budgets for treasury related costs.
- 5.4 The contingency budget is held to meet unknown or unplanned/ unbudgeted costs. The contingency budget for 2022/23 was £4.750m and as at Period 5 the balance is £2.450m the movement of £500k reflects the use of contingency to partially offset the ongoing utility cost pressures.
- 5.5 At this stage the contingency budget is currently being assumed to be used in full during the year. This will include inflationary and demand pressures as well as helping to offset the potential additional cost of the pay award. Based on the current offer from the employers which, for the majority of staff, is a flat rate of £1,925 per employee, the pay award will be significantly higher than the 3% budgeted.

### **Directorate Budgets**

- 5.6 This section of the report provides an analysis of the forecast variations against the 2022/23 General Fund for each of the Directorates as set out in the table at paragraph 4.3.

## Children's Services Directorate

- 5.7 The budget for Children's and Education Services includes the Commissioning and Partnerships including Northamptonshire Children's Trust and Education Services not funded by the Dedicated Schools Grant (DSG).
- 5.8 The net forecast position for Period 5 for Children's and Education Services is an overspend of £2.710m (Period 4 - £2.782m overspend). The forecast outturn position consists of a net underspend of £318k (Period 4 - £365k underspend) in Education Services and an overspend of £3.028m (Period 4 - £3.147m overspend) in Commissioning and Partnerships, which also includes the Northamptonshire Children's Trust contract sum.

### Education

<b>Assistant Director of Education</b>	<b>£'000</b>
Expenditure	11,366
Income	(5,048)
<b>Net Budget</b>	<b>6,318</b>
Forecast	6,000
<b>Variance</b>	<b>(318)</b>

- 5.9 The forecast underspend relating to Education Services comprises of the following variances.
- 5.10 The Teacher's Pension Strain was disaggregated between the North and West, the 2021/22 budget assumed a split 44% North and 56% West which was in line with the contract sum. The budget for the North is £1.109m, however following a further review, the cost to the North was revised to £834k. This resulted in a forecast underspend of £275k, which is unchanged from Period 4.
- 5.11 The Teachers' Pension strain is funded from DSG and the amount of DSG funding was previously understated, resulting in additional DSG income of £462k. In addition, a further £20k of DSG income is being used to fund the Specialist Support Service resulting in an overall net benefit of £482k (Period 4 - £482k underspend).
- 5.12 The School Improvement Monitoring and Brokering Grant was budgeted at £226k this grant should have been disaggregated between the North and West, but the full grant was reflected in the North. The actual grant is being phased out and 2022/23 is the final year that this grant will be paid – the amount that will be received has reduced to £50k in 2022/23 resulting in a pressure of £176k (Period 4 - £176k pressure).
- 5.13 There are a number of vacant posts across the service which are currently being filled by agency staff, which is forecast to result in a net pressure of £100k (Period 4 - £107k pressure).
- 5.14 The Teachers' Pension is funded via the DSG, with the exception of those teachers who were employed post 2013. The budget for this amounted to £236k and the forecast is £270k resulting in a pressure of £34k (Period 4 - £34k pressure).

- 5.15 There is a forecast pressure of £42k (Period 4 - £47k pressure) in relation to reduced income in Education Services. In addition, there are other minor pressures across the service which result in an adverse variance of £87k (Period 4 - £28k pressure).

### Commissioning and Partnerships

- 5.16 The net revenue budget for Commissioning and Partnerships is set out in the table below, this includes the Northamptonshire Children's Trust.

<b>Commissioning and Partnerships</b>	<b>£'000</b>
Expenditure	63,028
Income	(5,322)
<b>Net Budget</b>	<b>57,706</b>
Forecast	60,734
<b>Variance</b>	<b>3,028</b>

- 5.17 Commissioning and Partnerships is forecasting a pressure of £3.028m (Period 4 - £3.147m Pressure). The main reason for the forecast overspend relates to pressures at the Children's Trust where the forecast overspend is £7.930m – this is unchanged from Period 4. This poses a financial risk to the Council in the event the Trust cannot find the financial measures to mitigate the pressure. The cost to NNC based on an overspend at NCT of £7.930m is £3.489m, this reflects how the contract sum is split between North Northamptonshire Council (44%) and West Northamptonshire Council (56%).
- 5.18 The main pressure within the Children's Trust relates to placements for children in care – this amounts to £7.643m. The market and availability of placements remains challenging. The placements budget will continue to remain under pressure as it remains extremely volatile both locally and nationally. The Trust is working on how these pressures can be mitigated in the current and in future years. The following table provides further detail around the pressure from placements.

<b>Placement Type</b>	<b>Net Budget £'000</b>	<b>Projected Outturn £'000</b>	<b>Variance £'000</b>
In House Fostering	8,542	8,342	(200)
Agency Foster Care Placements	14,924	16,507	1,583
Residential Placements	17,216	20,120	2,904
Supported Accommodation	3,312	6,348	3,036
18+ Agency Placements	4,806	5,540	734
Welfare Secure	308	310	2
Disabled Children's Placements	3,814	3,432	(382)
UASC	4,569	4,794	225
Remand Secure	274	15	(259)
<b>Total</b>	<b>57,765</b>	<b>65,408</b>	<b>7,643</b>

- 5.19 There are also pressures on transport costs of £558k, this is as a result of an increase in fuel costs. There is a risk that the inflation on transport costs could

be above current levels and the recent increase in covid infections, may reduce the opportunities to reduce demand.

- 5.20 The current staffing budget across the Trust is projected to be £271k less than budget. Pressures exist within the Prevention and Safeguarding and Corporate Parenting services and in the agency market. These are offset by vacancies across the service.
- 5.21 There is a significant risk with staffing budgets for the Trust, the forecast incorporates an allowance for a 2% pay award, as provided in the contract sum. National announcements on the current pay offer will have an impact on projections, these discussions are currently ongoing nationally, once agreed the forecasts will be amended to reflect any changes in pay award.
- 5.22 The Children's and Education Services remaining in the Council include the Intelligent Client Function for the Northamptonshire Children's Trust and the Local Authority statutory education functions as listed below:
- Education Inclusion
  - Education Psychology
  - Support for children with Special Educational Needs and Disabilities (SEND)
  - School Improvement
  - Virtual Schools (lead in the North Northamptonshire Unitary Authority)
  - School admissions and school place planning
  - Early Education and Child Care
- 5.23 The Council's share of the NCT contract agreement in 2022/23 is £60.7m. Included within the contract sum was an amount for support services provided to NCT by both North and West Northamptonshire, of which the Council budgeted to receive £1.758m. This assumed support services were provided in line with how the contract sum had been split. However, it is anticipated that the Council will provide less support services and this will be in line with those provided in the previous year. This will in effect reduce the Council's income to £1.258m, resulting in a pressure of £500k – this is unchanged from Period 4.
- 5.24 There is budgetary provision of £691k which was to meet any unforeseen pressures within the Commissioning Service, this will be used in full to mitigate the financial pressures being forecast and this position is unchanged from Period 4.
- 5.25 There is a favourable variance of £172k which relates to the budget provision being higher than the contract with NCT this is unchanged to that reported in Period 4.
- 5.26 There are other minor forecast savings which amount to £98k (Period 4 - £21k pressure).
- 5.27 The Children's Trust Budget is monitored in year through regular meetings between officers of both North and West Northamptonshire Councils and the Trust.



- 5.28 The Executive at the meeting on 27<sup>th</sup> September received a report on developing a Family Hubs Model. The Council successfully applied to the DfE for a three-year Family Hubs Transformation Grant. The grant was confirmed in writing on 10th August 2022.
- 5.29 The Executive delegated authority for the distribution of the grant to the Executive Member for Children, Families, Education and Skills in consultation with the Executive Director of Children’s Service, the grant will cover a three-year period (2022/23 to 2024/25) and whilst the exact amount is still to be confirmed the grant will range between £3.93m and £4.11m. The amount of grant relating to 2022/23 is around £1m and the budgets will be updated to reflect the increase in expenditure and funding, there will no impact to the Council’s net budget as the expenditure will be fully funded by grant.

### **Adults, Communities and Wellbeing Directorate**

- 5.30 The revenue budget covers Adult Social Services, Community Services and Public Health and Wellbeing. The details of the forecast outturn position are set out in the paragraphs which follow.

### **Adults, Communities and Wellbeing Directorate**

#### **Adult Social Care, Safeguarding and Wellbeing and Commissioning and Performance Services**

<b>Adult Services</b>	<b>£'000</b>
Expenditure	106,937
Income	(17,141)
<b>Net Budget</b>	<b>89,796</b>
Forecast	89,496
<b>Variance</b>	<b>(300)</b>

<b>Safeguarding and Wellbeing</b>	<b>£'000</b>
Expenditure	16,536
Income	(6,153)
<b>Net Budget</b>	<b>10,383</b>
Forecast	10,383
<b>Variance</b>	<b>0</b>

<b>Commissioning and Performance</b>	<b>£'000</b>
Expenditure	14,600
Income	(8,222)
<b>Net Budget</b>	<b>6,378</b>
Forecast	6,378
<b>Variance</b>	<b>0</b>

- 5.31 Under the 2014 Care Act, local authority Adults Services have a responsibility to make sure that people aged over 18 years who live in their areas are provided with personal day to day care (helping people get dressed, washed, going to the bathroom, eating etc) where they cannot do things for themselves or access

family support. The service also provides other physical or psychological support to people with disabilities in order to help them live a full life. The overriding responsibility is to keep people safe and protect them from harm or neglect.

- 5.32 Care can take in many forms and can be provided directly by the Council, through contracted organisations or families can receive a personal budget to buy suitable care for themselves. Although receiving formal or long-term care is subject to people meeting the Council's eligibility criteria, the service also has a key responsibility for helping people to stay independent and preventing or delaying the need for care.
- 5.33 The service has supported an uplift award of 6.5% to care providers for providing care packages on framework rates during 2022/23, this is expected to cost approximately £2.7m during the year which has been met through additional investment in Adult Social Care as part of the 2022/23 budget setting process.
- 5.34 Within Adult Social Care there is £3.6m for demographic growth of which £0.5m relates to Mental Health Services; these are driven by the forecast number of additional people requesting care. The past four years' growth in adult social care costs in Northamptonshire have tended to be driven by two factors, general market inflation (predominately wage related) and acute care needs for existing clients, rather than increased clients due to demographic changes. However, it is too early to confirm whether this trend will continue in North Northamptonshire.
- 5.35 To support with the implementation of the Adult Social Care reform £852k of grant has been allocated in 2022/23. The impacts of social care reform include the introduction of the care cap of £86k from October 2023, which is a lifetime contribution of care costs, impact of means testing and fair funding for self-funders. It also includes the introduction of fair cost of care
- 5.36 In addition to this a new grant has been awarded to support local authorities to prepare for reform in Adult Social Care for NNC this is an additional £98k and Members approved the inclusion of this funding and additional expenditure at the July Executive meeting.
- 5.37 The existing savings programme includes saving proposals being delivered over a number of financial years. These include savings proposals that formed part of the Future Northants Transformation Programme covering:
- Admissions Avoidance Service (£0.647m), which is a new service (initially funded by the business rates pilot fund) provided by Adult Social Care with health partners. The Admission Avoidance care model focuses on patients/clients presenting at acute hospitals with relevant conditions who can be rapidly assessed, diagnosed and treated without being admitted to a ward, if clinically safe to do so. Currently the Crises Response Team supports the back door discharges at the acute hospitals, where Admission Avoidance will focus on the significant opportunity to provide care on/at the front door to avoid hospital admissions and care costs increases client outcomes.

- Strength Based Working Project (£2.2m) which is the Transformation of Adults Services pathways and processes to ensure focus on client outcomes, independence, better decision making, and best practice approaches reduce delays and spend.
- Other savings include the increased use of PPP block purchased beds (£0.932m) this will involve reducing the spend within the independent market and increase the use of the beds for hospital discharges.

5.38 The current forecast is an underspend of £300k (Period 4 - £90k Underspend), the forecast assumes that the savings detailed in 5.35 are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports. In addition to the in- year monitoring the 2021/22 trends have been used to assist in the monitoring of this year's budget; however, this has limitations as there is only one year's data and this was significantly impacted by the Covid pandemic. The trends of spend and activity will continue to be updated to support future forecasts.

5.39 Similar, to the previous reports, the current monitoring identifies a number of pressures within working aged adults, this is being offset by savings within services for older people, work is continuing to realign these budgets and to understand the potential risks to the forecast, particularly in light of inflation and changes in demand.

5.40 Such examples of potential pressures include an unexpected increase in demand during the winter period, e.g., an increase in flu and other respiratory diseases, unexpected provider failures, additional pressures from acute hospitals, changes in caselaw and adverse weather. Mitigations would be sought to manage these pressures including, in exceptional circumstances, the use of reserves. This is an area the Council will continue to monitor closely.

## Public Health

5.41 Public Health and Wellbeing is forecasting an underspend of £138k this reflects the split between grant and expenditure and that Public Health costs are fully funded through the Public Health grant.

Public Health	£'000
Expenditure	20,657
Income	(20,519)
<b>Net Budget</b>	<b>138</b>
Forecast	0
<b>Variance</b>	<b>(138)</b>

## Housing and Community Services

5.42 Housing and Community Services includes provision of housing services and support for homeless people. It also includes libraries, cultural facilities (such as museums, theatres, art galleries and heritage sites), sports and leisure facilities (such as swimming pools, tennis courts, golf, playing pitches, indoor courts/sports halls etc), archaeological archiving and activities and access to parks and open spaces for play and recreation. The Service is also responsible

for community grants as well as providing education and outreach services and advice and support.

<b>Housing and Community Services</b>	<b>£'000</b>
Expenditure	16,181
Income	(6,249)
<b>Net Budget</b>	<b>9,932</b>
Forecast	10,440
<b>Variance</b>	<b>508</b>

- 5.43 The forecast includes a pressure of £95k (Period 4 - £95k pressure) relating to the under achievement of income at the Lodge Park Sports Centre in Corby; this has not yet recovered to pre pandemic levels. This is off-set by additional income of £30k (Period 4 - £0k).
- 5.44 The forecast includes a pressure of £770k (Period 4 - £200k pressure) for electricity and gas at the Corby International Pool. This reflects current market conditions where utility costs have increased significantly and is an area the Council will continue to monitor closely.
- 5.45 These pressures are partially offset by additional revenue of £200k (Period 4 - £200k underspend) for temporary accommodation within the homelessness service where housing policies have been harmonised. There are also savings on staff costs of £127k which are able to be capitalised against the Disabled Facilities capital project.

### **Place and Economy**

- 5.46 The Place and Economy budget covers the following four functional areas plus Management Costs:
- Assets and Environment
  - Growth and Regeneration
  - Highways and Waste
  - Regulatory Services

### **Assets and Environment**

- 5.47 Assets and Environment, includes Facilities Management, Property Estate Management, Energy and Fleet Management, Grounds Maintenance, Parks and Open Spaces and On and Off-street parking enforcement. It also includes Asset and Capital Management of the Council's corporate assets and capital programmes, together with the effective management of the Council's strategic assets and landholdings. Key income and cost drivers include footfalls to the high street for parking income, number of visitors to parks and heritage sites, demand for commercial rental spaces, use of office space and use of energy.

<b>Assets and Environment</b>	<b>£'000</b>
Expenditure	23,067
Income	(20,724)
<b>Net Budget</b>	<b>2,343</b>

<b>Assets and Environment</b>	<b>£'000</b>
Forecast	3,910
<b>Variance</b>	<b>1,567</b>

5.48 The Assets and Environment Service is forecasting a pressure £1.567m (Period 4 - £1.036m Pressure). The main variances within the Service are outlined below. Officers are looking to mitigate the in-year pressures detailed below including some specific actions linked to Knuston Hall and Fleet Vehicles detailed below:

- **Country Parks and Outdoor Learning** (£107k Saving – Period 4 £159k Pressure).  
This relates to a projected saving of £141k (Period 4 - £95k Pressure) at Knuston Hall (this is after the budgets were realigned in Period 2 had the budgets not been realigned the pressure would have been £473k). The main variances relating to Knuston Hall comprises of savings in salary costs of £239k and lower running costs of £194k. The savings are reduced by £292k due to a reduction in income, this follows the current temporary closure of this facility. A separate paper on the future of Knuston Hall was considered by the Executive at the September meeting. There is a projected pressure of £34k (Period 4 - £67k Pressure) within Country Parks relating to salaries and repairs and maintenance.
- **Grounds Maintenance** – (£96k Saving – Period 4 Nil)  
There are additional costs incurred on specialist waste disposal of £47k (as a result of market volatility on costs of disposal), a one-off spend to purchase equipment and tools of £42k and other various net minor overspends of £9k. These are offset by a one-off grant of Local Authority Tree Fund grant of £89k and salary savings due to vacancies of £105k.
- **Car Parks (Corby and Kettering)** – (£97k Pressure – Period 4 £138k Pressure)  
The relates to the cost of Business Rates (£62k) for the Corby Car Parks for which no budgetary provision had been included within the legacy authority. There is also a net pressure of £82k due to a reduction in car parking income across Corby sites as this has not returned to pre-pandemic levels and remains under budget. This is offset by salary savings due to vacancies of £47k.
- **Public Realm** (£117k Pressure – Period 4 £63k Pressure)  
This relates to additional staffing costs for works in respect of the Corby Town Investment Plan for which there is no budget.
- **Property and Facilities Management** – (£1.065m pressure – Period 4 £54k Pressure)  
The majority of the pressure relates to an estimated £800k overspend on utilities across the service. The total forecast pressure was £1.3m, the Council's corporate contingency included £500k for utility pressures and this has been drawn down in Period 5 to partially offset this pressure. Work is ongoing and more accurate figures will be known in November when suppliers will confirm pricing for the next tranche of bills. This is also being

reviewed in light of government support announced recently for businesses which will also apply to local councils. The service is continuing to look at ways to mitigate the increase in utility costs. There is a projected overspend of £22k on the Business Centres which comprises of an increase in security (£10k) and general maintenance (£12k) costs. There is also a pressure of £40k on business rates on Sheerness House and a projected reduction in garage income of £42k. Furthermore, there is a projected loss of rental income for the Enterprise Centre of £206k and additional costs of £54k at Eaton Walk and a further £44k increase in repair and maintenance building costs. There is a further pressure of £33k relating to unbudgeted Business Rates on buildings within Corby and a £42k pressure on general security, cleaning, and waste disposal budgets. The pressures are partially off-set by additional rental income (due to rent reviews) of £218k.

- **Fleet Vehicles** – (£257k Pressure – Period 4 £364k Pressure)  
This relates to an estimated increase in the cost of fuel (£294k) and leasing costs (£132k) for 2 extra vehicles which is partially offset by an underspend on fleet costs of £169k. A separate paper on the leasing of fleet vehicles for the Wellingborough area was recently considered by Executive which should see a positive impact on these figures once worked through.
- **Parking (Bus Lane Enforcement)-** (£218k Pressure – Period 4 £272k Pressure)  
There is a reduction in the forecasted income from bus lane enforcement.
- **Minor variances** for Assets and Environment amount to a pressure of £16k (Period 4 £14k Saving).

5.49 The Period 2 Monitoring report included pressures relating to Wellingborough NORSE (£932k) and Knuston Hall (£614k). The Executive at the meeting on 14<sup>th</sup> July agreed to underwrite these pressures through the use of reserves. This provides the capacity to enable a longer-term approach to be established which will form part of the future budget strategy and this has been reflected in the forecasts from Period 3.

### Growth and Regeneration

5.50 Growth and Regeneration includes Planning Services, Economic Development, Growth and infrastructure, Regeneration, Digital Infrastructure, Climate Change and Flood and Water Management. Key income/costs drivers include local demand and volume of Planning services, including major development fees, availability of Planning resources e.g., Surveyors and demand for economic activities.

<b>Growth and Regeneration</b>	<b>£'000</b>
Expenditure	7,307
Income	(3,416)
<b>Net Budget</b>	<b>3,891</b>
Forecast	4,082
<b>Variance</b>	<b>191</b>

5.51 The Growth and Regeneration Service is forecasting a pressure of £191k (Period 4 – £44k saving). The main variances within the Service are outlined below

- **Planning Policy** – (£26k Saving – Period 4 £19k Pressure)  
This comprises of a salary underspend of £88k due to staff vacancies and is partially offset by a reduction in income of £62k due to income no longer being received from the Joint Planning Unit, resulting in an overall saving of £26k.
- **Development Management** – (£415k Pressure – Period 4 £127k Pressure)  
This comprises a projected overspend on staffing of £348k and £137k on legal and professional fees. This is offset by a projected increase in overall income of £70k.
- **Economic Development** – (£60k Underspend – Period 4 £56k Underspend)  
This comprises of a salary underspend of £114k due to staff vacancies and is partially offset by a reduction in income of £54k which relates to a grant which is no longer received.
- **Environment Planning, Transport Management and Climate** – (£138k Underspend – Period 4 £134k Underspend)  
There is a net underspend of £178k which relates to a legacy budget which is no longer required. This is offset by additional agency costs of £40k.

### Highways and Waste

5.52 Highways and Waste includes street cleaning, waste and recycling collections and disposals, including the household waste and recycling centres and Transport Management. The highways services maintain the extensive network of public roads, footpaths, and rights of way, including highway related infrastructure such as streetlights, traffic signals, bridges, gullies, and highway trees. Services also include School Transport and Concessionary fares. Key cost drivers include the tonnes of waste materials collected from households, businesses, and litter bins for recycling and disposal, variations to costs per tonnage, existing conditions, and Investment on various highway assets, as well as the impact of extreme weather conditions, school age population for school transport and the agility of the older population for concessionary fares.

<b>Highways and Waste</b>	<b>£'000</b>
Expenditure	55,797
Income	(5,740)
<b>Net Budget</b>	<b>50,057</b>
Forecast	50,922
<b>Variance</b>	<b>865</b>

5.53 The Highways and Waste Service is forecasting a pressure of £865k (Period 4 £1.245m). Officers are looking to mitigate the in-year pressures detailed below through a number of means. Detailed discussions continue on Home to School Transport to explore how the increased costs can be mitigated for the remainder of 2022/23. The variances within the Service are outlined below:

- **Highways and Traffic Management** – (£1.178m Pressure – Period 4 £1.178m Pressure)  
There is a forecast pressure of £1.033m for streetlighting and a further £185k on Netcom (traffic signals, these are both as a result of increasing energy costs. There are also minor savings amounting to £40k. Officers are looking at how to mitigate the streetlighting pressure through investment in LED lighting, therefore reducing the energy usage and costs. This work continues.
- **Waste Management** – (£281k saving– Period 4 £99k Pressure)  
This relates to a pressure of £218k on domestic waste disposal and assumes the same tonnages in 2022/23 as 2021/22 and reflects an increase in price per tonne of £8.89. This is offset by additional income of £254k relating to a one-off performance payment from the contractor relating to the diversion of tonnages from land fill and a saving of £245k on the Household Waste Recycling Centre (HWRC) resulting from:
  - £55k saving from HWRC specialist waste disposal.
  - £55k saving on HWRC land fill tax.
  - £112k saving - HWRC additional income.
  - £23k staffing and other efficiency savings.
- **Refuse and Recycling** – (£170k Pressure – Period 4 £170k Pressure)  
There is a reduction in income of £145k from the Commercial Trade Waste Service within the Wellingborough area following the NORSE contract coming to an end and a pressure on the Kettering and Corby supplies and services budget of £25k.
- **Transport and Contract Management** – (£202k Saving – Period 4 £202k Saving)  
This relates to a £46k salary saving. In addition, there is a £156k saving on concessionary fares as we are paying operators a fixed annual rate based on pre-Covid levels (i.e., an average for the actual number of journeys in the winter months prior to the COVID-19 outbreak - December 2019 to February 2020 – as per the current methodology set by the Department for Transport (DFT)). The Executive on 22 April 2022 agreed to reimburse bus operators for concessionary travel at 100% of pre-Covid levels until 30th September 2022 and then at 90% of pre-Covid levels until 31st March 2023. The government are currently reviewing the guidance for 2023/24.

5.54 The Period 2 Monitoring report included overspends relating to Transport and Contract Management of £2.392m. The Executive at the meeting on 14th July agreed to underwrite these pressures through the use of reserves. This provides the capacity to enable a longer-term approach to be established which will form part of the future budget strategy and this has been reflected in forecasts from P3.

### **Regulatory Services**

5.55 Regulatory Services includes Bereavement Services, Building Control, Emergency Planning, Environmental Health, Trading Standards and the Travellers Unit. The main income and cost drivers include the local economy and market for Building Control income, age/morbidity demographic rate for



bereavement services (burials and cremations), public health demand for Environmental Health services, and legal/statutory obligations for building regulations and licensing.

<b>Regulatory Services</b>	<b>£'000</b>
Expenditure	9,848
Income	(7,739)
<b>Net Budget</b>	<b>2,109</b>
Forecast	2,358
<b>Variance</b>	<b>249</b>

5.56 Regulatory services is forecasting a pressure of £249k (Period 4 – £217k Pressure) The variances within the Service, are outlined below:

- **Building Control** (£30k Pressure – Period 4 £30k Pressure)  
This is made up of a projected salary underspend of £200k due to vacancies, offset by the cost of employing agency staff to cover a number of these vacancies (£170k). There is projected loss of income of £60k relating to Building Control and Local Land charges.
- **Environmental Health** (£95k Saving – Period 4 £95k Saving)  
Relates to a salary underspend due to vacancies (£100k) offset in part by a minor overspend of £5k on the supplies and services budgets.
- **Licencing** (£95k Saving – Period 4 £95k Saving)  
This relates to a salary underspend due to vacant posts of £182k, offset by the cost of employing agency staff to cover vacancies of £106k and a £19k savings on professional fees.
- **Resilience** (£56k Saving – Period 4 £21k Saving)  
The underspend relates to staffing vacancies
- **Trading Standards** (£50k Pressure – Period 4 £50k Pressure)  
Net overspends relating to the employment of a CX Database Consultant after offsetting against salary underspends.
- **Bereavement Services** (£375k Pressure – Period 4 £308k Pressure)  
Relates to projected loss of income in the service at Wellingborough and Kettering - this is an area that is currently being reviewed.
- **Highways and Private Sewers and Countywide Travellers Unit** (£40k Pressure – Period 4 £40k Pressure)  
Relates to pressures on Street Lighting and electricity based on current costs.

### **Place and Economy Management**

5.57 This area includes the management costs for the Place and Economy Directorate and is forecast to be on budget and is unchanged from Period 5.

<b>Directorate Management</b>	<b>£'000</b>
Expenditure	621
Income	0
<b>Net Budget</b>	<b>621</b>
Forecast	621
<b>Variance</b>	<b>0</b>

### Enabling and Support Services

5.58 Enabling and Support Services consists of the following main grouping of services which also includes a number of corporate budget areas:

- Finance, Procurement and Revenues and Benefits Service
- Chief Executive – Policy, Performance and Communications
- Human Resources and Governance
- Transformation, ICT and Customer Services

### Finance, Procurement and Revenues and Benefits Service

<b>Finance and Corporate</b>	<b>£'000</b>
Expenditure	81,189
Income	(70,387)
<b>Net Budget</b>	<b>10,802</b>
Forecast	10,028
<b>Variance</b>	<b>(774)</b>

5.59 There is a pressure of £277k relating to the Lead Authority finance operations functions following changes to service levels within shared services as a result of LGR and service redesigns due to growing demand now starting to be implemented, this is offset by an underspend of £450k in relation to the disaggregation of legacy pension budgets. This position is unchanged from Period 4.

5.60 There is a forecast saving in relation to borrowing costs of £601k (Period 4 - £100k Saving) due to lower levels of external borrowing than originally forecast.

### Chief Executive's Office

<b>Chief Executive</b>	<b>£'000</b>
Expenditure	2,037
Income	(39)
<b>Net Budget</b>	<b>1,998</b>
Forecast	1,510
<b>Variance</b>	<b>(488)</b>

5.61 There is a forecast net underspend of £488k (Period 4 - £4k Underspend), resulting from staff savings through vacancies which amount to £495k which are partially offset by minor pressures of £7k.

## HR, Legal and Democratic Services

<b>HR, Legal and Democratic Services</b>	<b>£'000</b>
Expenditure	10,874
Income	(2,283)
<b>Net Budget</b>	<b>8,591</b>
Forecast	8,192
<b>Variance</b>	<b>(399)</b>

- 5.62 There are anticipated savings of £236k within HR, relating to the timing of recruitment, where current vacancies have been analysed to identify likely appointment dates. These savings are offset by additional costs of £99k for Agency workers.
- 5.63 There is a pressure of £303k relating to income targets that are no longer considered achievable within HR and Health and Safety following disaggregation of the services and associated budgets. This has in part been offset by additional income of £196k relating to one-off workforce development work and lower costs within related supplies and services budgets.
- 5.64 The resulting forecast for HR is a forecast net saving of £30k, which is a favourable movement of £17k from Period 4 where a net saving of £13k was reported.
- 5.65 Within the Legal and Governance service there is a forecast saving on salary costs of £1.097m, netted down by consequent Agency costs of £698k; this provides a net saving of £399k (Period 4 £175k Saving).
- 5.66 There is an anticipated pressure of £100k in the coroner's service related to the usage of the leys storage facility, which is a cold storage facility brought into use in late 2021/22. This is unchanged from Period 4.
- 5.67 There are further minor favourable variances that amount to £70k (Period 4 - £10k Saving).

## Transformation

<b>Transformation</b>	<b>£'000</b>
Expenditure	12,627
Income	(109)
<b>Net Budget</b>	<b>12,518</b>
Forecast	12,227
<b>Variance</b>	<b>(291)</b>

- 5.68 There is a forecast pressure of £70k within the Customer Services team arising from the issuing of blue badges, this remains unchanged from Period 4. This was as a result of the disaggregation of the County Council's budget.
- 5.69 There is anticipated underspend on Customer Services salaries of £109k (Period 4 - £106k underspend) due to vacant posts.

- 5.70 There is an anticipated underspend of £636k on salaries within the transformation team predominantly due to vacancies and the anticipated timing of recruitment, £365k of this is being funded through reserves so has no bottom-line impact on the budget and £271k is reflected as a saving and is unchanged from Period 4.
- 5.71 There are other small anticipated pressures across the Directorate totalling £19k, (Period 4 - £19k Pressures) arising mainly from software licences and staff training.

### **Household Support Fund 3**

- 5.72 There is a separate report to this meeting of the Executive relating to a grant that the Council has been allocated of £2,465,491 from the Department for Work and Pensions (DWP) for the Household Support Fund 3 for distribution across households in North Northamptonshire. This will be allocated, via various packages, to eligible families and individuals in specific financial hardship. The grant covers the period 1<sup>st</sup> October 2022 to 31<sup>st</sup> March 2023.

## **6. Housing Revenue Account**

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- 6.1 Within North Northamptonshire prior to 1<sup>st</sup> April 2021 there were two HRA accounts, covering the sovereign Councils of Kettering and Corby respectively. As part of the move to a single unitary council for North Northamptonshire, there was a statutory requirement to create a single HRA for the area. Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts (Corby Neighbourhood Account and the Kettering Neighbourhood Account).

### **Corby Neighbourhood Account**

- 6.2 The forecast position for the Corby Neighbourhood Account at the end of Period 5 shows an underspend of £195k (Period 4 - £236k) This is summarised in the following table:

<b>Corby Neighbourhood Account</b>			
	<b>Current Budget 2022/23</b>	<b>Projection P5 2022/23</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>INCOME</b>			
Rents - Dwellings Only	19,480	19,429	51
Service Charges	641	654	(13)
HRA Investment Income	20	20	0
<b>Total Income</b>	<b>20,141</b>	<b>20,103</b>	<b>38</b>
<b>EXPENDITURE</b>			
Repairs and Maintenance	5,676	5,646	(30)
General Management	5,275	5,120	(155)
HRA Self Financing	2,125	2,125	0
Revenue Contribution to Capital	3,876	3,876	0
Transfer To / (From) Reserves	1,972	1,972	0
Special Services	763	715	(48)
Other	454	454	0
<b>Total Expenditure</b>	<b>20,141</b>	<b>19,908</b>	<b>(233)</b>
<b>Net Operating Expenditure</b>	<b>0</b>	<b>(195)</b>	<b>(195)</b>

- 6.3 The forecast position for rental income from dwellings at Period 5 is £51k less income than budget – this is a result of the Right to Buy Sales being 12 higher than the budgeted amount of 40 in 2021/22, resulting in a lower number of dwellings as at 1st April 2022 resulting in a lower rental yield. At this stage the assumptions for the number of Right to Buy Sales in 2022/23 remain unchanged at 50 and the void rate remains unchanged at 0.90%. The number of sales and void rates are areas that will be closely monitored during the course of the year. This pressure is partially off-set by additional Service Charge Income of £13k.
- 6.4 The savings within Repairs and Maintenance, General Management and Special Services amounts to £233k which primarily reflects a £300k reduction in the cost of the insurance premium due to increasing the amount of insurance excess. These savings are partially offset by increases in utility costs of £53k and other minor pressure of £14k.

### **Kettering Neighbourhood Account**

- 6.5 The forecast position for the Kettering Neighbourhood Account at the end of Period 5 shows an overspend of £69k (Period 4 - £99k underspend). This is summarised in the following Table:

<b>Kettering Neighbourhood Account</b>			
	<b>Current Budget 2022/23</b>	<b>P5 Projection 2022/23</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>INCOME</b>			
Rents - Dwellings Only	15,679	15,674	5
Service Charges	443	446	(3)
HRA Investment Income	7	7	0
<b>Total Income</b>	<b>16,129</b>	<b>16,127</b>	<b>2</b>
<b>EXPENDITURE</b>			
Repairs and Maintenance	4,025	4,139	114
General Management	2,857	2,805	(52)
HRA Self Financing	4,513	4,513	0
Revenue Contribution to Capital	2,728	2,728	0
Transfer To / (From) Reserves	208	208	0
Special Services	1,146	1,151	5
Other	652	652	0
<b>Total Expenditure</b>	<b>16,129</b>	<b>16,196</b>	<b>67</b>
<b>Net Operating Expenditure</b>	<b>0</b>	<b>69</b>	<b>69</b>

- 6.6 The forecast position for rental income from dwellings at Period 5 is £5k lower than budget – a rent gain of £36k is a result of the Right to Buy Sales being 8 less the budgeted amount of 30 in 2021/22, resulting in a higher number of dwellings at 1<sup>st</sup> April 2022 resulting in a higher rental yield; however, this is mitigated by a shortfall of £41k due to lost income from a slighter higher void rate. At this stage the assumptions for the number of Right to Buy Sales in 2022/23 remain unchanged at 30. The number of sales and void rates are areas that will be closely monitored during the course of the year. There is a minor favourable variance on service charge income of £3k resulting in income being £2k lower than budget.
- 6.7 The forecast position for Period 5 is an increase in expenditure of £67k. Salary costs are £171k higher than budget due to the use of agency staff and Stock costs are £182k higher due to inflationary price increases. This pressure is offset by Repairs and maintenance costs being £92k lower than budget and subcontractor costs being £140k lower than budget due to services being brought back in-house. There are other minor savings of £54k.

### **Pay award**

- 6.8 The formal response to the 2022/23 pay award is still awaited from all the trades unions. The main offer is a flat rate increase of £1,925 per employee. If this were agreed the pay award would be significantly higher than the 3% budgeted. This could be mitigated through the forecast staffing underspends, the use of the contingency budget and the use of reserves (if further mitigations are not identified).

## **7. Conclusions**

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- 7.1 The forecast for 2022/23 is an overspend of £3.700m based on the position as at the end of Period 5 (Period 4 - £4.608m). This is a still a comparatively early indication of the pressures for the financial year and Service Directors will be working to mitigate these pressures in-year, including those of the Children's Trust. The Council does hold a contingency budget which, as yet, is not fully committed, however, this will likely be required to help offset pay and other inflationary pressures. The Council also holds earmarked reserves which may be used to underwrite the current pressures while Service Directors work to address them.
- 7.2 The key risks which are set out in the report will continue to be monitored and actions sought as required throughout 2022/23. The achievement of the approved savings targets is also integral to this process and will continue to be monitored and reported.

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

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### **8.1 Resources, Financial and Transformation**

- 8.1.1 The financial implications are set out in this report. The current forecast position for the General Fund is an overspend of £3.700m (Period 4 - £4.608m) and the Housing Revenue Account is forecasting an underspend of £126k (Period 4 - £335k). This position is prior to settlement of the pay award for 2022/23, which is expected to have a significant impact on the forecast financial outturn. A contingency is held to help offset potential costs that were not known at the time of budget setting. Currently £2.450m of the contingency is available to meet further pressures.

### **8.2 Legal and Governance**

- 8.2.1 The provisions of the Local Government Finance Act 1992 set out requirements for the Council to set a balanced budget with regard to the advice of its Chief Finance Officer (Section 151 Officer).
- 8.2.2 The robustness of the budget estimates and the adequacy of the proposed reserves were considered under Section 25 of the Local Government Act 2003 prior to the Council agreeing its 2022/23 budget.

### **8.3 Relevant Policies and Plans**

- 8.3.1 The budget provides the financial resources to enable the Council to deliver on its plans and meet corporate priorities as set out in the Council's Corporate Plan.

## 8.4 Risk

8.4.1 The deliverability of the 2022/23 Revenue Budget is monitored by Budget Managers and Assistant Directors. Where any variances or emerging pressures are identified during the year then mitigating actions will be sought and management interventions undertaken.

8.4.2 Details of pressures, risks and mitigating actions implemented will be provided as part of the finance monitoring reports as the year progresses. The main risks identified include demand led services such as Adult Social Care, children's services and home to school transport together with the impact of high levels of inflation.

8.4.3 Whilst services will work hard to offset pressures, the Council holds a contingency and a number of reserves to help safeguard against the risks inherent within the budget for 2022/23.

## 8.5 Consultation

8.5.1 The 2022/23 budget was subject to consultation prior to approval by Council in February 2022.

## 8.6 Consideration by Executive Advisory Panel

8.6.1 Not applicable.

## 8.7 Consideration by Scrutiny

8.7.1 The budget monitoring reports are presented to the Finance and Resources Scrutiny Committee for review after they have been presented to the Executive Committee.

## 8.8 Equality Implications

8.8.1 There are no specific issues as a result of this report.

## 8.9 Climate and Environment Impact

8.9.1 Among the new Council's priorities will be putting in place plans to improve the local environment and tackle the ongoing climate emergency. Where these have a financial impact then it will be reflected in the budget.

## 8.10 Community Impact

8.10.1 No distinct community impacts have been identified because of the proposals included in this report.



## **8.11 Crime and Disorder Impact**

8.11.1 There are no specific issues arising from this report.

## **9 Issues and Choices**

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9.1 The report focuses on the forecast revenue outturn against budget for 2022/23 and makes recommendations for the Executive to note the current budgetary position and as such there are no specific choices within the report.

## **10 Background Papers**

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

Final Budget 2022/23 and Medium-Term Financial Plans, including the Council Tax Resolution, North Northamptonshire Council, 24<sup>th</sup> February 2022.

Monthly Budget Forecast Reports to the Executive.

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Directorate	Proposal Title	Proposal Description	Category	2022/23 £000	RAG
Adults, Communities & Wellbeing	Shaw PPP	Reduction in number of residential placements made in the independent sector owing to increase utilisation beds in PPP properties.	Demographic/service demand	(497)	A
Adults, Communities & Wellbeing	Shaw PPP	Increase utilisation of capacity within discharge to access	Demographic/service demand	(441)	A
Adults, Communities & Wellbeing	VCS Delivery	Front door direction to Voluntary Care Sector (VCS) delivery as appropriate.	Contract & Other Inflation	(110)	A
Adults, Communities & Wellbeing	Contract Rationalisation	Review of smaller contracts for efficiencies	Contract & Other Inflation	(60)	A
Adults, Communities & Wellbeing	Extra care expansion	Contract Rationalisation	Transformation	(180)	A
Adults, Communities & Wellbeing	CCG Discharge Packages Covid 19	Reversal of one off Covid Pressure in 2021/22	Covid pressures	(3,399)	G
Adults, Communities & Wellbeing	Rapid response falls & admission avoidance service	A new service (initially funded by business rate pilot fund) provided by health, social care and East Midlands Ambulance Service providing support following falls in the home to reduce hospital admissions and likelihood of long term social care.	Full year effects of previous decisions	(647)	G
Adults, Communities & Wellbeing	Strengths based working	Transformation of adult social care pathways and processes to ensure focus on client outcomes, independence, better decision making and best practice approaches to reduce delays and spend.	Full year effects of previous decisions	(2,153)	A
Adults, Communities & Wellbeing	Theatre Interim Mgt Costs	Reduction in Contract Costs relating to the Castle Theatre	Full year effects of previous decisions	(98)	G
Adults, Communities & Wellbeing	Leisure	Reversal of one off Covid Pressure in 2021/22	Covid pressures	(962)	G
Place & Economy	Enterprise Centre Business Case	Increase in income based on appointed operators business case.	Full year effects of previous decisions	(178)	A
Place & Economy	Subscriptions	Rationalisation of subscriptions in Planning Services	Contract & Other Inflation	(8)	G
Place & Economy	Commercial Income	Part reversal of one off Covid Pressure in 2021/22	Covid pressures	(572)	G
Place & Economy	additional income	Garage Income	Covid pressures	(10)	A
Place & Economy	Bus Lane Enforcement	Income not included within base budget for 2021/22 following disaggregation	Technical changes	(482)	R
Place & Economy	Structure - Assets & Environment	Assets & Environment Service Improvement and Redesign	Transformation	(95)	A
Place & Economy	Promote food waste	Benefit of promoting the food waste service in the Corby East Northants Area	Demographic/service demand	(40)	A
Place & Economy	Commercial Income	Additional income from Enterprise / Innovation Centres	Demographic/service demand	(50)	A
Place & Economy	Reduction in costs asset portfolio	Efficiency savings from temporary building hibernation.	Transformation	(84)	A
Place & Economy	Household Waste Collection	Reversal of one off Covid Pressure in 2021/22	Covid pressures	(25)	G
Place & Economy	Concessionary Fares	Removal of surplus budget for Concessionary Fares based on forecast underutilisation of the scheme.	Full year effects of previous decisions	(118)	G
Place & Economy	Highways Contract Procurement	Partial release of the budget for the procurement which was originally included within the 2021-22 MTFP for the new highways services contract.	Contract & Other Inflation	(275)	A
Place & Economy	Structure - Waste	Service Improvement and Redesign to create a single tier waste authority.	Transformation	(70)	A
Place & Economy	Land charges	Adjustment to budget to reflect the closure of Land and Property Data Project	Full year effects of previous decisions	(48)	G
Place & Economy	Restructure	Rationalisation of service provision	Transformation	(69)	A
Enabling & Support Services	Housing Benefit Subsidy	Additional income relating to Housing Benefit Subsidy	Technical changes	(148)	G
Enabling & Support Services	Business Rates Cost of Collection	Additional income in relation to costs of collection for business rates	Technical changes	(53)	G
Enabling & Support Services	Blue badge income	Additional income not budgeted for due to the disaggregation of NCC	Contract & Other Inflation	(29)	G
Enabling & Support Services	Local Elections	Removal of expenditure included in base for local elections	Legislative changes	(450)	G
Enabling & Support Services	Local Elections	Contribution to reserves for future local elections	Technical changes	(150)	G
Enabling & Support Services	Replacement of Case Management System? & Telephone System	Case management system replacement & Telephony	Transformation	(264)	A
Enabling & Support Services	Treasury Investments	Increase investments in property funds	Technical changes	(500)	A

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# Agenda Item 15

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