

Public Document Pack



Meeting: Scrutiny Commission
Date: Tuesday 1st November, 2022
Time: 6.00 pm
Venue: Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

To members of the Scrutiny Commission

Councillors Wendy Brackenbury (Chair), Kevin Watt (Vice Chair), Valerie Anslow, Robin Carter, John Currall, Mark Dearing, Jim Hakewill, Philip Irwin, Zoe McGhee, Andy Mercer, Gill Mercer, Geoff Shacklock and Lee Wilkes

Substitutes: Councillors Ken Harrington, Ian Jelley, Tom Partridge-Underwood, Lyn Buckingham, Anne Lee and Sarah Tubbs

Agenda			
Item	Subject	Presenting Officer	Page no.
01	Apologies for non-attendance		
02	Members' Declarations of Interest		
03	Notifications of requests to address the meeting		
04	Minutes of the meeting held on 4 October 2022		5 - 10
05	Call-In of Key Decision Relating to Green Waste: Future Service Provision	Adele Wylie	11 - 74
06	Children's Trust Annual Report 2021/22	AnnMarie Dodds	75 - 110
07	Performance Indicators Report 2022/23 (Period 5) <i>Members are requested, where possible, to identify those areas they wish to understand in further detail with the report author at least three working days prior to the meeting.</i>	Guy Holloway	111 – 142
08	Scrutiny Work Plan and Future Meetings	Democratic Services	143 - 158
Urgent Items			
To consider any items of business of which notice has been given to the Proper Officer and which the Chair considered to be urgent pursuant to the Local Government Act 1972			
09	Close of meeting		

Adele Wylie, Monitoring Officer
North Northamptonshire Council



Proper Officer
Monday 24 October 2022

This agenda has been published by Democratic Services.

Committee Administrator: Louise Tyers - Democratic Services

☎01832 742198

✉louise.tyers@northnorthants.gov.uk

Meetings at the Council Offices

Where there is a need for the Council to discuss exempt or confidential business, the press and public will be excluded from those parts of the meeting only and will have to vacate the room for the duration of that business.

Public Participation

The Council has approved procedures for you to request to address meetings of the Council.

ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	Requests to address the meeting must be received by 5pm two clear working days before the meeting. Statements must relate to matters detailed on the meeting agenda. You will have a maximum of 3 minutes in which to make your statement and you will make it at the start of the agenda item.	12 Noon Thursday 27 October 2022
Member Agenda Statements	Requests to address the meeting must be received by 5pm two clear working days before the meeting. Statements must relate to matters detailed on the meeting agenda. You will have a maximum of 3 minutes in which to make your statement and you will make it at the start of the agenda item.	12 Noon Thursday 27 October 2022

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

Members' Declarations of Interest

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

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

Where a matter arises at a meeting which **relates to** your own financial interest (and is not a Disclosable Pecuniary Interest) or **relates to** a financial interest of a relative, friend or

close associate, you must disclose the interest and not vote on the matter unless granted a dispensation. You may speak on the matter only if members of the public are also allowed to speak at the meeting.

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

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

Press & Media Enquiries

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

Public Enquiries

Public enquiries regarding the Authority's meetings can be made to democraticservices@northnorthants.gov.uk

This page is intentionally left blank



Scrutiny Commission

At 7:00pm on Tuesday 4 October 2022

Held in the Council Chamber, Corby Cube, George Street, Corby

Present:

Members

Councillor Wendy Brackenbury (Chair)

Councillor Valerie Anslow

Councillor Robin Carter

Councillor John Currall

Councillor Jim Hakewill

Councillor Philip Irwin

Councillor Zoe McGhee

Officers

David Watts – Executive Director for Adults, Communities and Wellbeing

Geoff Kent – Assistant Director of Customer Services

Guy Holloway – Assistant Chief Executive

Paul Goult – Democratic Services Manager

Louise Tyers – Senior Democratic Services Officer

34. Apologies for Non-Attendance

Apologies for non-attendance were received from Councillors Mark Dearing, Andy Mercer, Gill Mercer, Geoff Shacklock, Kevin Watts and Lee Wilkes.

35. Members' Declarations of Interest

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

No declarations of interest were made.

36. Notification of Requests to Address the Meeting

There were no requests to address the meeting.

37. Minutes of the Meeting Held on 6 September 2022

RESOLVED:

That the minutes of the meeting held on 6 September 2022 were approved as a correct record and signed.

38. Consideration of Any Matter Referred to the Commission for Call-In

It was confirmed that a valid call-in request had been received in relation to the Executive's decision on Green Waste: Future Service Provision made at their meeting on 27 September 2022. The date of when the call-in request would be considered would be advised shortly.

39. Local Government and Social Care Ombudsman Annual Report 2021/22

The Scrutiny Commission considered a report of the Assistant Director of Customer Services which presented the Local Government and Social Care Ombudsman (LGSCO) Annual Letter to the Council for 2021-22.

The LGSCO was the final stage for complaints about councils and social care after the Council's own complaints procedure had been exhausted. Each year an annual letter was issued that covered the complaints that had been received relating to each council and their outcome. The LGSCO had received 55 complaints in respect of NNC in 2021/22, which compared to 91 in respect of all the sovereign councils the previous year.

During the year, the LGSCO investigated both those cases that related to NNC as well as concluding several investigations into complaints which had been made in previous years which related to the five sovereign authorities.

The following number of complaints received by the LGSCO during the year, broken down by service area, was:

Service Area	Number
Adult Care Services	6
Benefits and Tax	8
Education and Children's Services	16
Environmental Services and Public Protection & Regulation	5
Highways and Transport	3
Housing	8
Planning and Development	9
Total	55

Of the 55 complaints made to the LGSCO, three were investigated with two of the cases being upheld. Summaries of the upheld cases were included within the report and both related to benefits and tax.

During discussion, the following principle points were noted:

- i. Members welcomed the report and felt that it would be useful to compare it to next year's report to identify any trends.
- ii. In response to a question about how payments for maladministration were calculated, the Assistant Director advised that there was a range of what payments should be and it was dependent on the issue. The calculations may take into account any expenses accrued pursuing the complaint, the financial effect, inconvenience and stress caused.

- iii. Complainants to NNC were advised at the end of our process of their right to make a complaint to the LGSCO. The LGSCO received more enquiries than they investigated as it was not always appropriate for them to do so, for example due to legislation or other statutory complaint processes. The LGSCO provided an independent view on a complaint.
- iv. Learning was an important part of the process and where necessary ongoing training was put in place. Training was also given to staff on complaints handling and this included admitting when we had made a mistake or got things wrong. However, there was also learning when we had got things right.
- v. It was noted that some of the complaints which related to the former Northamptonshire County Council related to adult social care charging and in one case an undercharge had been written off. The Executive Director for Adult Social Care and Wellbeing advised that since reorganisation NNC had been robust around charging but sometimes things did go wrong. Internal Audit also looked at some cases to provide assurance.

RESOLVED:

To note 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.

40. Performance Indicator Report 2022/23 (Period 4)

The Scrutiny Commission considered a report of the Assistant Chief Executive which provided an update on the Council's performance across a wide range of services, as measured by performance indicators. The report provided a summary of the performance of Council services and further detail including trend lines and exception reports.

Comments on several specific indicators were made, including:

- An explanation was requested as to what a 'tracking' indicator was, as there now appeared to be a lot more within the report. In response, officers advised that a tracking indicator was one where we may not be able to influence the outcome so a target was not set as it may be difficult to meet, for example, exclusions from school. However, these types of indicators were important. Within Adult Social Care they were used to check what demand for a service was and where setting a target may lead to behaviours we did not want. The Assistant Chief Executive undertook to find out from the Executive Director for Children's Services about the education tracking indicators and what they meant.
- Number of rough sleepers (AFL12) - It was noted that there was a large increase in the number of rough sleepers, however this could mean only 1 or 2 people.
- Number of electric vehicle charging points and number of electric vehicles per charge point (GSE04/05) - It was noted that information

relating to these indicators was not included in the information pack. The Assistant Chief Executive undertook to look at those indicators further as they may be new indicators and would get timescales for reporting. Members also requested a breakdown of how many vehicles used the current charging points.

- Vacancies – Members enquired how the data was used to see how the Council was progressing on vacancies. In response, officers advised that the vacancy information was part of a bigger picture and should be looked at alongside service and financial performance. Once the data was properly cleansed then it would provide more focussed information. It may be more useful for scrutiny to show trend data for vacancies. We also needed to understand why staff left the Council. It needed to be acknowledged that we may never be in a position to have a fixed headcount as a number of services may see peaks in demands when staff were needed. It also needed to be noted that not all vacancies were covered by agency staff and fixed term contracts were also often used. There were often issues trying to recruit to certain areas including carers and the trades. The budget scrutiny process would look at salary budgets to assure themselves that they were correct and could meet delivery of services.
- Total number of households living in temporary accommodation (AFL17) – it was important to understand how many households were in temporary accommodation both in and outside of North Northamptonshire.

The Chair encouraged members to provide, where possible, questions on performance in advance of the meeting so officers were able to provide full responses at the meeting.

RESOLVED:

To note the performance of the Council and its services.

41. Executive Forward Plan – October 2022 to January 2023

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

The following comments were made in relation to the Forward Plan:

- Knuston Hall – there was not a lot of description in the Forward Plan about what the decision actually was. A clearer description about what the Executive were being asked to consider was needed.
- The Case for Social Housing – this was a decision the Commission should look at before a decision is made, especially as Social Housing is on our work plan.
- Street Lighting Upgrade – this was also a decision which the Commission should look at.

RESOLVED:

To note the Executive Forward Plan.

42. Scrutiny Work Plan and Future Meetings

The Scrutiny Commission received the Scrutiny Work Plan, details of future meetings and other information relevant to the management of the Scrutiny Commission.

The following comments were made in relation to the work plan:

- The Case for Social Housing Executive Decision – to be added to the work plan for the next meeting.
- Children’s Trust and Spend – it was suggested that a working group be set up to look at the Children’s Trust compared to our close neighbours, including examining whether the issues affecting the Trust were a trend for other authorities or just affecting Northamptonshire.

RESOLVED:

- (i) To note the Scrutiny Work Plan and items for future consideration.
- (ii) To note the items being brought to future meetings.
- (iii) To note the progress of the Task and Finish Groups.

43. Close of Meeting

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

The meeting closed at 9.20pm.

Chair

Date

This page is intentionally left blank

Scrutiny Commission Tuesday 1 November 2022

Report Title	Call-In of Key Decision Relating to Garden Waste: Future Service Provision
Report Author	Adele Wylie, Director of Governance and HR

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

List of Appendices

Appendix A – Notice of Call-In of Key Decision

Appendix B – Extract from minutes of the Executive meeting held on 27 September 2022 (reconvened from 15 September 2022)

Appendix C – Report to Executive of 15 September 2022 - Garden Waste: Future Service Provision

1. Purpose of Report

- 1.1. To note the call-in by 9 councillors of an Executive key decision of 27 September 2022 in respect of Garden Waste: Future Services Provision, and to consider the next steps that the Scrutiny Commission may take in accordance with the Constitution's Scrutiny Procedure Rules relating to call-in.

2. Executive Summary

- 2.1. On 29 September 2022 a call-in request was received from Councillor Anne Lee, supported by Councillors Ross Armour, Lyn Buckingham, William Colquhoun, Martin Griffiths, Ken Harrington, Peter McEwan, Zoe McGhee and Simon Reilly.
- 2.2. The call-in request was considered against the list of requirements set out in paragraph 18.1 of Part 7.1 of the Council Constitution's Scrutiny Procedure Rules and considered valid by the Deputy Monitoring Officer on 4 October 2022.

2.3. The effect of the call in is to prevent the decision of the Executive to harmonise the garden waste collection service across North Northamptonshire from being implemented whilst the Scrutiny Commission considers any alternative course of action, or recommendations they wish to propose.

3. Recommendations

- 3.1. Following consideration of the call-in in respect of Garden Waste: Future Service Provision and the reasons given, the Scrutiny Commission is asked to either:-
- a) Refer the decision back to the Executive for reconsideration, setting out in writing the nature of its concerns and any alternative recommendations;
 - b) Refer the matter to full Council after seeking the advice of the Monitoring Officer and/or Chief Finance Officer (Section 151 Officer) in accordance with the Budget and Policy Framework Procedure Rules if it considers that the decision is outside the Council's budget and policy framework; or
 - c) Decide to take no further action and note accordingly the original Executive decision will be effective immediately.
- 3.2. *(Reason for Recommendations – To comply with good governance and the call-in procedure set out in paragraphs 17-21 of Part 7.1 of the Constitution's Scrutiny Procedure Rules.)*
- 3.3. *(Alternative Options Considered – In responding to the call-in, the Scrutiny Commission has three options to consider, to either refer back to the Executive, refer (in specific circumstances) to full Council, or to take no further action and allow the Executive decision to take effect.*

4. Report Background

- 4.1. Call-in is the exercise of the Council's Scrutiny Committees' statutory power in section 21(3) of the Local Government Act 2000 to review an Executive decision that has been made but not yet implemented. Where a decision is called in and a Scrutiny Committee decides to refer it back to the Executive for reconsideration, it cannot be implemented until the call-in procedure is complete.
- 4.2. A Key Decision which has been entered onto the Executive Forward Plan but not yet implemented is subject to call-in. A decision may be called in only once. Any call-in which may be considered to be within the terms of reference of both of the Council's scrutiny committees will be considered by the Monitoring Officer in consultation with the Chairs of the Scrutiny Committees, in order to

decide which of the Committees should consider the call-in. In this case, it has been considered that the Scrutiny Commission is the most appropriate Committee to consider the call-in.

4.3. A valid call-in was received by the Monitoring Officer on 29 September 2022 in relation to Garden Waste: Future Service Provision, a copy of which is attached to this report at Appendix A. The call-in is in respect of a decision by the Executive on 27 September 2022 relating to previous arrangements implemented by the legacy authorities which means the current garden waste service differs across North Northamptonshire. The Executive in making its decision has sought to harmonise the service so that residents across the area will receive the same level of service, and the service funded in the same way. An extract from the minutes and a copy of the Executive report setting out its reasoning is attached at Appendices B and C to this report respectively.

5. Issues and Choices

5.1. The received Call-In asserts that the following principles of decision making outlined in Part 1.1 of the Constitution have been breached by the making of the decision by the Executive allegedly not:-

i) Representing Best Value

- By charging for green waste this would encourage fly tipping, discourage gardening and cause drainage problems;

ii) Being Clear About What Trying to Achieve and What the Outcomes will be;

- By being incompatible with the Council's strategy for a greener North Northants and recycling.

iii) Considering whether an alternative option is more appropriate.

- By disregarding the recommendation of the Finance Scrutiny Committee with the costs coverable by reserves.

5.2. The detailed reasoning for these assertions is set out in the Notice of Call-In at Appendix A.

5.3. The call-in goes on to seek a proposed alternative course of action to that of the Executive decision, requesting instead that:-

i) a universal service be provided with no subscription charge, to operate for either 8 or 12 months of the year;

ii) Household garden waste collections be provided to every property in North Northamptonshire irrespective of individual household participation, with each property to be allocated one 240 litre container which will be collected from the point where the property meets the public highway on a fortnightly basis; and

iii) The garden waste service would be suspended for two weeks over the Christmas and New Year period and residents would be able to dispose of Christmas trees through the service on its resumption in January.

5.4. In considering the call-in, the Scrutiny Commission can choose to either:-

- a) Refer the decision back to the Executive for reconsideration, setting out in writing the nature of its concerns and any alternative recommendations;
- b) If it considers that the decision is outside the Council's budget and policy framework, refer the matter to full Council after seeking the advice of the Monitoring Officer and/or Chief Finance Officer (Section 151 Officer) in accordance with the Budget and Policy Framework Procedure Rules; or
- c) Decide to take no further action, in which case the original Executive decision will be effective immediately.

6. Next Steps

6.1. Depending on the Scrutiny Commission's decision, either the Executive will be requested to reconsider its decision, normally at its next meeting; the matter will be referred to full Council, or no further action will be taken and the decision will be effected immediately.

7. Implications (including financial implications)

7.1. Resources and Financial

7.1.1. The estimated annual costs and income (as well as three year projections) of the four options presented to the Executive on 27 September 2022 are set out in the Executive report at Appendix C - this includes the estimated costs and income of Option C (Subscription 12 month service), as approved by the Executive, together with the alternative Option A (Universal 12 month service) and Option B (Universal 8 month service) which are the proposed alternative courses of action set out by the call-in.

7.1.2. The full resources and financial implications are set out in paragraph 7 of the Executive Report (Appendix C to this report).

7.2. Legal and Governance

7.2.1. The legal and governance implications of the decision are set out in paragraph 7.2 of the Executive Report (Appendix C).

7.2.2. This report supports good governance by application of the procedure set out in the Council's constitution in respect of Call-in.

7.3. Relevant Policies and Plans

7.3.1. The made by the Executive is considered to be in line with the Council's Corporate Plan, particularly the commitments to provide modern public services and to create a greener, sustainable environment.

7.3.2. The Council approved its Waste and Recycling Collection Policy in October 2021, a full copy of which can be found at:- [Waste and Recycling Policy](#)

7.4. Risk

7.4.1. A number of key risks are identified in the report to the Executive which can be found at paragraph 7.4 (Appendix C).

7.5. Consultation

7.5.1. The Council conducted a public consultation exercise between March 2022 and April 2022, further details of which can be found in the report to the Executive which at paragraph 7.4 (Appendix C).

7.6. Consideration by Scrutiny

7.6.1. Future service provision for Green Waste was discussed at the meeting of the Finance and Resources Scrutiny Committee on 16th August 2022. To further enhance the decision making process, members of the Scrutiny Commission were also invited to attend the meeting. Following a debate, the Finance and Resources Scrutiny Committee held a majority view in favour of harmonising the service as a 12-month, universal service with no subscription charges for the collection of garden waste, including additional bins and optional sack collection.

7.7. Consideration by the Executive

7.7.1. At its meeting of 27 September 2022, the Executive approved the harmonisation of the garden waste collection service across North Northamptonshire, agreeing to recover some of the costs of providing the service by charging a subscription fee for a service operating 12 months of the year (option C). An extract from the minutes of the meeting, including the full decision can be found at Appendix B to this report.

7.8. Equality Implications

7.8.1. In line with the Equality Act 2010, an Equality Screening Assessment was undertaken and included in Appendix B to the Executive report.

7.9. Climate Impact

7.9.1. The climate and environment impact of the proposals set out to the Executive can be found in the report to the Executive at paragraph 7.9 (Appendix C).

7.10. **Community Impact**

7.10.1. Impacts to the community can be found in the report to the Executive at paragraph 7.10 (Appendix C).

7.11. **Crime and Disorder Impact**

7.11.1. Crime and Disorder impacts can be found in the report to the Executive at paragraph 7.11 (Appendix C).

8. Background Papers

- 8.1. Executive Update on Garden Waste Service – 22nd February 2022
<https://northnorthants.moderngov.co.uk/documents/s5739/Update%20on%20Garden%20Waste%20Service.pdf>
- 8.2. Consultation on the future provision of the garden waste service: results and analysis: <https://northnorthants.citizenspace.com/cet/garden-waste-service>



Notice of Call-In of Key Decision

In accordance with section 18 of the Scrutiny Procedure Rules within North Northamptonshire Council's Constitution, we the undersigned hereby give notice that we wish to Call-In the following key decision:

Resolution(s) to be called-in Garden Waste: Future Service Provision
Meeting at which the decision was made Executive meeting
Date of the Meeting 27 September 2022

We believe that the following principle(s) of decision making outlined in Part 1.1 of the Council's Constitution have been breached by the making of this decision (tick all relevant boxes and outline reasons):

Principle	Reasons why believed to be in breach	Tick relevant box
The agreed action is proportionate to the results we need to achieve		
That we consult where appropriate to do so		
That we respect human rights		

<p>That the decision represents best value for North Northamptonshire</p>	<p>This is incorrect.</p> <ul style="list-style-type: none"> * Charging for green waste will encourage fly tipping, discourage gardening and cause even more drainage problems by residents paving over or pouring tarmac over their (front) gardens. * NNC still needs to produce a statutory document called the Local Nature Recovery Strategy. NNC's ecologist can advise on the crucial role played by gardens. * We need to re-educate residents on the crucial role of recycling and separating waste. Charging for collecting green waste is a step back for the environment that we cannot afford. * Having a garden is no luxury. Gardens support biodiversity and nature. Gardening has a proven benefit for mental health, particularly when residents are facing increased financial pressure. * Gardens are immediately accessible for families with children without cars who cannot travel to places such as Chester House Estate. 	
<p>That we are open and transparent in the way we make decisions</p>		
<p>We are clear about what we trying to achieve and what the outcomes will be</p>	<p>This is incompatible with our strategy for a greener North Northants. Recycling green waste is environmentally friendly. Charging for collecting green waste will result in green waste ending up in the black bins.</p>	
<p>We have considered whether an alternative option is more appropriate</p>	<ul style="list-style-type: none"> * The Finance & Resources Committee advised against imposing this charge after examining the financial implications. The Executive decision has disregarded the recommendation of its own financial scrutiny committee. * The cost could be covered from reserves. 	
<p>We give reasons for why we have made decisions</p>		

Proposed alternative course of action/recommendations


Universal service with no subscription charge operating all year (12 months),
or 8 months

Household garden waste collections be provided to every property in North Northamptonshire irrespective of individual household participation. Each property to be allocated one 240 litre container which will be collected from the point where the property meets the public highway on a fortnightly basis. The garden waste service will be suspended for two weeks over the Christmas and New Year period and residents would be able to dispose of Christmas trees through the service on resumption in January.

Signatures of those members requesting the call-in of the decision:

Note: each member must insert their own name in the table below. A separate email from the member communicating this is sufficient but should be evidenced upon submission of the form.

Signed	Name	Date
1. Request originator Anne Lee	ANNE LEE	28/9/2022
2.	CLLr MARTIN GRIFFITHS	29.9.2022
3.	WILLIAM COLQUHOUN	29.9.22
4.	CLLr PETER MC AWAN	29/9/22
5.	CLLr Ross ARMOUR	29/9/22
6.	ZOE MCCANCE	29.9.22
7.	Simon Rully	29/9/22

8.		CHR. LYN BUCKINGHAM 39th SEPTEMBER 2022.

cur: HARRINGTON 29/9/22
MEN

Appendix B – Minutes of a meeting of the Executive reconvened from 15th September 2022

At 10.00 am on Tuesday 27th 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

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 15th September, two minor amendments were required to start dates (from 1st November 2022 to 1st 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 1st 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 16th 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 1st 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 1st 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 1st 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 1st 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 1st 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 1st 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.

This page is intentionally left blank

EXECUTIVE 15th September 2022

Report Title	Garden Waste: Future Service Provision
Report Author	George Candler, Executive Director of Place and Economy george.candler@northnorthants.gov.uk
Lead Member	Cllr Graham Lawman, Executive Member for Highways, Travel and Assets

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

List of Appendices

- Appendix A** – Equalities Screening
- Appendix B** – Equalities Impact Assessment
- Appendix C** – Fly tipping data

1. Purpose of Report

- 1.1. On 22nd February 2022, the Executive considered the current disparity in provision of kerbside collections of organic garden waste across North Northamptonshire (which have arisen as a result of local government reorganisation) and the options for harmonisation of the service. At that meeting, the Executive agreed to conduct a public consultation regarding the future provision of a kerbside garden waste collection service. The consultation has been conducted and the results are presented within this report. The Executive are now asked to consider the future of the garden waste service and how it will be funded. The steps required to implement the recommended service model are included within the report, together with the financial implications.

2. Executive Summary

- 2.1. As a result of previous arrangements implemented by the former local authorities, the current garden waste service differs across North Northamptonshire. The Executive are seeking to harmonise the service so that all residents receive the same level of service, and the service is funded in the same way.
- 2.2. A public consultation exercise was conducted during March and April 2022 to seek the views of residents on a range of factors relating to a future garden waste service.
- 2.3. The primary consideration for the Executive is to determine how the garden waste service is funded in the future. The service can be funded from general income, including taxation through the Council Tax charge, or it can be funded through a subscription paid by those who choose to use the service, or a balance between the two approaches. This paper presents options relating to all these funding models.
- 2.4. The current provision incurs a cost to the council. The annual net cost of providing the current garden waste service is £2.695m.
- 2.5. Using 2022/23 as a base year, it is estimated that a service funded by subscriptions set at £40/bin/year would contribute towards the costs of operating the service and improve the Council's financial position by £2.010m. It should be noted that the introduction of a subscription charge will not cover the full costs of operating the service and the Council will continue to cover some of the costs through general taxation and Council funding. A universal 12-month service would create a pressure on the Council's budget of £1.543m. There are also one-off costs associated with implementing a universal service which are estimated to be £692k, whilst the one-off costs associated with a subscription service are £182k.
- 2.6. It is proposed that those residents who choose to have more than one garden waste bin, will pay an additional charge for the additional bin(s). This rate will be set annually and will be set on a full recovery basis.
- 2.7. It is noted that not all residents require a garden waste service as they may not have a garden, or they may dispose of their garden waste through home composting or visiting one of the Council's Household Waste and Recycling Centres.
- 2.8. To contribute towards meeting the financial challenge presented by the Council's Medium Term Financial Plan, including the rising costs of inflation, it is recommended to fund the service through subscription charges.
- 2.9. The recommended option would provide residents with a 12-month service almost entirely funded by subscriptions from those who choose to receive the service. The subscription charge does not cover the full costs of operating the service and, therefore, those who do not use the service would still be

contributing to the operating costs through general taxation, albeit to a lesser extent.

- 2.10. The recommendation to provide subsidised home compost bins seeks to promote an environmentally sustainable alternative to kerbside collections and reduce the need for residents to subscribe to the garden waste kerbside collection. This approach reflects the Council's commitment to sustainable practices and to reducing the impact of the Council's services on the environment, including reducing carbon emissions.
- 2.11. In acknowledgement of the disparity between the different service offers across North Northamptonshire, inherited from the former districts and boroughs and, in particular the subscription charge that only applies in East Northamptonshire, it is proposed that existing garden waste customers in East Northamptonshire will receive a rebate of £20 on their garden waste subscription during the first year only of the new service.
- 2.12. The operational and financial implications for implementing the recommended option, as well as operational risks, are outlined in the report.

3. Recommendations

- 3.1. It is recommended that the Executive:
 - a) Agree 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) Agree that, from 1st 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) Agree 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 1st November 2022. Additional bins will be charged on a full cost recovery basis.
 - e) Agree 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 1st November 2022, for a period of 12 months only,
 - f) Agree 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) Delegate 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.

3.2. 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 1st November 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.
- 3.3 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.
 - 3.4 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.
 - 3.5 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.
 - 3.6 It would be possible to continue charging residents in East Northamptonshire £55/bin/year until 1st 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 1st 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.
 - 3.7 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.

- 3.8 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.
- 3.9 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.

4. Report Background

- 4.1. The Council currently offers fortnightly kerbside collection of household and garden waste for their residents. There are no proposals to change the arrangements for the collection of household waste.
- 4.2. Residents can also dispose of their household and garden waste, free of charge, at any of the Household Waste and Recycling Centres (HWRCs) in North Northamptonshire; which are sited in Corby, Kettering, Rushden and Wellingborough.
- 4.3. The former district and borough councils covering the area of North Northamptonshire operated kerbside garden waste services which differed from one another. These services were transferred to the new unitary authority on 1st April 2021 and remain in operation. The current services provided in each area are outlined below:

Area	Collection Period	Subscription Charge
Corby and Kettering	12 months, alternate weekly	Nil
East Northants	12 months, alternate weekly	£55 per annum
Wellingborough	Early Mar – Early Nov, alternate weekly	Nil

- 4.4. This current situation has resulted in disparities between the services across North Northamptonshire. Notably, the kerbside collection service in

Wellingborough operates for a shorter period (8 months of the year) and residents in the East Northamptonshire area who choose to use the service are required to subscribe for it and pay a subscription charge. In East Northamptonshire, the garden waste service is delivered by FCC, who are contracted by the Council to undertake all waste and street cleaning operations in the area. This contract runs until July 2025. Any significant change to the contract (such as adding additional properties to the garden waste service) will result in additional costs to the Council, which have been included in the financial analysis. It should be noted that in the East Northamptonshire area there is an additional private operator, separate to the Council, who offers a similar service to residents on a subscription basis.

- 4.5. The existing budget for the waste service for 2022/23 includes provision of £507,000 subscription income from the East Northamptonshire area, however, the actual income is approximately £625,000, fluctuating with take-up. Changes to the service will impact on the budget outturn for this fiscal year and for future years.
- 4.6. Research, conducted in October 2021, shows that over 80% of Waste Collection Authorities in England and Wales currently make a charge for the collection of garden waste. Charges vary across councils from £14 to £96 per annum, however, the national average was approximately £46 per annum.

5. Issues and Choices

- 5.1. The primary consideration for the Executive is to determine how the garden waste service is funded in the future. The service can be funded from general income, which includes Council Tax receipts, or it can be entirely paid for by those who choose to use the service through a subscription fee. The recommended option takes a balance of both whereby a subscription charge will cover most of the costs of operating the service and the Council will fund the remainder from general income.
- 5.2. Officers developed four main options to explore the costs and operational factors of each funding approach. A breakdown of the costs for each option can be found at 7.1.
- 5.3. **Option A – Universal service with no subscription charge operating all year (12 months):**
Household garden waste collections provided to every property in North Northamptonshire, irrespective of individual household participation. Each property to be allocated one 240 litre container which will be collected from the point where the property meets the public highway on a fortnightly basis. The garden waste service will have a suspension for two weeks over the Christmas and New Year period and residents would be able to dispose of Christmas trees through the service when it resumes in January.
- 5.4. **Option B – Universal service with no subscription charge operating during the growing season (eight months):**

Household garden waste collections provided to every property in North Northamptonshire, irrespective of individual household participation. Each property to be allocated one 240 litre container which will be collected from the point where the property meets the public highway on a fortnightly basis. The garden waste service would be suspended from operations between November and February. There would be no collection of Christmas trees.

5.5. Option C – Subscription based service operating all year (12 months):

Household garden waste collections provided to every property in North Northamptonshire on a pay-in-advance subscription basis. Each property may subscribe to multiple 240 litre containers which will be collected on a fortnightly basis from the point where the property meets the public highway. The garden waste service will have a suspension for two weeks over the Christmas and New Year period. Subscribers to the service would be able to dispose of Christmas trees through the service when it resumes in January.

5.6. Option D – Subscription based service operating during the growing season (eight months)

Household garden waste collections provided to every property in North Northamptonshire on a pay-in-advance subscription basis. Each property may subscribe to multiple 240 litre containers which will be collected on a fortnightly basis from the point where the property meets the public highway. The garden waste service would be suspended from operations between November and February. There would be no collection of Christmas trees.

5.7 Properties which are not suitable for wheeled bins may access the green waste service by way of a paper sack which can be presented in the same way as the wheeled bin. In Options C and D, these would be available through an ad hoc pre-pay solution, which residents could access via existing payment channels. The current cost of this service is £16.50 for 10 x 75litre compostable sacks.

5.8 As a result of introducing a standardised service, there will be a variety of implications, which are outlined in sections 5.9 and 5.10 below.

5.9 If either option relating to a universal service with no subscription charge (Options A and B) is approved, the following implications have been identified and inform part of the service design and mobilisation phases of the project. These implications are in addition to the financial costs outlined in 7.1.

- It will be necessary to provide current non-subscribers in the East Northamptonshire area with a garden waste service; this currently relates to approximately 30,000 households and would constitute a significant new service mobilisation for the former East Northamptonshire area. As collection services for this location are outsourced, it would require the current provider to lead and manage any mobilisation to offer this service universally in this area. It is expected that mobilisation costs would be approximately £687,000. This relates to costs associated with the delivery of a large number of containers over a relatively short time frame.

Existing subscribers may expect a refund for any future months which they have paid for, but, which would no longer be subject to a subscription fee.

This will be a significant administrative burden affecting the customer service teams and the existing waste administrative resource allocated to this service.

- Creation of a budget pressure for fiscal year 2022/23 because of lost income for the remaining months of the service. The full year impact is approximately £625,000; the actual loss will depend on when the service begins and how many residents are due to renew after that date. There will also be increased costs for the delivery of the service to all households which has not been previously included within budgets.
- The amount of garden waste material collected at the kerbside is likely to increase and it is estimated that this will relate to an approximate 1 – 2% increase in the Council's overall recycling rate.
- Implementation of this option will be dependent on the Council's contractor in East Northamptonshire being able to mobilise to service additional properties across East Northamptonshire who do not currently receive a garden waste collection. The time to mobilise vehicles and crews is significant and is likely to take months. The production of the necessary quantities of additional wheeled bins, and their subsequent distribution, is also significant and is expected to take several months. Exact timeframes would need to be agreed with the contractor but it is unlikely the service could commence in Spring 2023.

5.10 If either option relating to a subscription-based service (Options C and D) is approved, the following impacts have been identified and inform part of the service design and mobilisation phases of the project. These impacts are in addition to the financial costs outlined in 7.1.

- Based on comparison with similar Local Authorities that have introduced a subscription for garden waste collections, it is estimated that 50 - 60% of households will cease to participate in the service and some residents will request a retrieval of the redundant container. Large scale container retrieval is a costly and labour-intensive process if attempted over an abbreviated period and it would require significant additional resources to the service. To reduce these costs, the retrieval of bins will be offered on a longer term, geographically based collection basis. This is expected to require additional crews and delivery vehicles to respond to resident requests to remove their bin. Depending on demand, residents may have to wait several weeks before their bin is removed, however the council recognises this approach may need to be revisited should there be an increase in customer enquiries on this approach.
- Some residents may dispose of their garden waste via the non-recyclable waste stream. The existing waste collection processes have already been developed to address this behaviour. The policy enables the Council to use both educational and waste enforcement resources to raise awareness of the correct way to dispose of different waste-streams and, if necessary, to enforce those behaviours.

- Residents who choose not to opt-in to the scheme would continue to have other options available to them to dispose of their garden waste, including:
 - Composting at home, which is the most environmentally sustainable way to dispose of garden waste.
 - Taking their waste to one of the Council's four HWRCs.
- To enable customers to access the garden waste service, including paying and managing their subscription, it is necessary to develop new processes, utilising existing Council systems and platforms.
- To enable the back-office teams to manage the subscription service, it will be necessary to increase the size of the team and develop back-office systems utilising existing Council systems and platforms.
- Some other waste disposal costs may increase, such as material received via HWRCs; additional disposal costs have been factored into the resource modelling to account for any increases. These figures are estimations as it is not known how residents will choose to dispose of their waste.

5.11 In acknowledgement of the disparity between the different service offers across North Northamptonshire, inherited from the former districts and boroughs, and in particular the subscription charge that only applies in East Northamptonshire, it is proposed that existing garden waste customers in East Northamptonshire will receive a rebate of £20/bin on their garden waste subscription when they renew their subscription during the first year only of the new service. In effect, these customers will pay £20/bin when they renew at the end of their current subscription period for the next 12 months only. This will be applied from 1st November 2022 onwards. This rebate will not be applied to new customers or to customers who have had a break in their subscription. The £20 has been determined by the new subscription rate of £40 less the current rate of £55 plus a small financial sum to reflect the disparity.

5.12 The Council currently offers a subsidised home composting container and it is recommended to enhance this 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. It is proposed that the Council subsidise the cost of home compost bins so that residents can buy a bin for £5 plus a delivery charge of £6.99. This is a subsidy provided by the Council of £17/bin. To limit the cost to the Council, this will be capped at 1,000 bins per year. These prices may be subject to change if the supplier alters their costs and charges. This scheme will be promoted widely to encourage take-up.

5.13 Consultation results (see background papers below for the website address to access the full results) indicate that many prospective subscribers would prefer to use direct debit as a method of payment for this service. As the Council is still operating legacy income management systems and processes, it is not currently possible to offer direct debit payments for new garden waste subscribers. If a subscription-based service is implemented, it is intended for direct debit payments (or recurring payments on card transactions) to be offered

as part of a later service development phase and is expected in 2023. Until then, existing cashless web-based payment portals are proposed to reduce the administration costs of providing the collection service and in turn reduce the cost to subscribers.

- 5.14 Through the consultation exercise, residents have indicated a concern that introducing a subscription-based service will increase fly tipping levels. Analysis of the waste data flow information, which is submitted to Defra each month, for East Northamptonshire over the last five years shows that incidents of fly tipping that are comprised of garden waste material constitute 7.5% of the overall numbers reported.
- 5.15 The data in **Appendix C** shows the actual number of reported fly tipping incidents that related to garden waste. This indicates that fly-tipping of garden waste material is rare. Furthermore, on inspecting this waste, it is often fly tipped by unauthorised contractors providing services to residents. The Council operates a zero-tolerance policy in respect of incidents of environmental crime and will seek to address any incidents of fly-tipping through education and enforcement activities. Residents are advised to only use contractors who have a valid Waste Carrier's License and ensure they know where the contractor is disposing of any garden waste arising from their property.

6 Next Steps

- 6.1 If Option C (a subscription-based service for 12 months) is approved, the following next steps will be required;
- Working with ICT and Customer Service teams, produce a workflow to manage subscriptions and users accessing the service;
 - Confirm user terms and conditions and produce service information for both hard copy and web-based communication channels;
 - Produce and deploy communication and engagement strategy, including a Frequently Asked Questions document, for changes to the service and information to residents;
 - Create an administrative centre with additional resource, for the service to provide customer assistance and query resolution;
 - Produce and deploy a communication and engagement strategy for changes to the service and information for residents;
 - Update the website and frequently asked questions;
 - Briefing information to be developed and deployed to key stakeholders;
 - Revise waste collections policies;
 - Introduce and promote the enhanced subsidy on home composting bins to promote this environmentally sustainable practice;
 - Procure and deploy resources to collect unwanted bins.
- 6.2 If approved, the intention is to implement Option C in Spring 2023 with the subscription service starting on 1st April 2023 for all residents in the former areas of Kettering, Corby and Wellingborough. This is likely to be the time of year when gardeners most value the service and seek to subscribe to it. It is intended that the service will allow residents to register their subscription prior

to the operational start date. This will allow the administration and routing to be planned. An additional benefit is that the Council can spread the customer contact requirements across a number of weeks and reduces the pressure during early April, which would conflict with the highest levels of Council Tax enquiries. It will be important to ensure the necessary administrative processes and resources are in place to respond to likely high demand. All residents wishing to access the service would need to start paying a subscription charge.

- 6.3 To support those in East Northamptonshire who are already paying a subscription charge, the Council will implement the new charge in this area from 1st November 2022 rather than continue to apply the existing charge of £55. This will help to avoid residents in East Northamptonshire paying a higher rate for months in 2023 compared to residents in the rest of North Northamptonshire. A rebate of £20/bin will be applied during the first year of operating the service in East Northamptonshire as explained above.

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 Overall, the number of customers who responded to the consultation who said that they would take up the new service, if introduced, was 27% of those that answered the question with a further 11% suggesting they would require a second bin. A further 19% said they did not know whether they would take up the service if a subscription was required. Within East Northamptonshire, the current subscription rate is approximately 31%. Additional residents choose to use an alternative private provider, but these numbers are unknown.
- 7.1.2 The participation rate of a subscription-based service will affect the tonnage collected as well as the income. If the tonnage goes up, the cost of disposal also increases. The higher the participation rate, the lower the cost per household of running the service.
- 7.1.3 The full year effect of removing subscriptions i.e., introducing a universal service, for existing services in East Northamptonshire would result in the loss of £624,423 income from the service's base budget. There are also additional operational costs because of providing the service to all residents, these costs are outlined below.
- 7.1.4 In order to compare the costs of delivering the four different options, base year scenarios have been created using costs from 2022/23. The scenarios are an estimation based on many assumptions regarding take-up of the service; disposal tonnages; disposal costs; resident behaviour; and supplier and contractor costs. These base year scenarios do not account for any future inflation. These scenarios are presented for comparative purposes and should not be used to set future budgets.
- 7.1.5 The base year scenarios assume a participation rate of 40% in a subscription service. Whilst this is used for modelling purposes, a 40% participation rate is not likely to be achieved in the first year of operation. The subscription service

within the base year scenarios assumes the subscription charge would be set at the recommended level of £40/bin/year. The 8-month subscription charge is pro-rated and rounded based on the 12-month charge.

7.1.6 The figures in Table 1 illustrate that the net cost to the Council of providing the current service is £2.695m, after the subscriptions for East Northamptonshire are included.

7.1.7 As has been previously mentioned in this report, the proposed subscription charge does not cover the full cost of operating the service. The base year scenarios indicate that if a 12-month subscription service were introduced, it would have a favourable effect on the Council's budget of £2.010m a year. A universal 12-month service would create a pressure on the Council's budget of £1.543m.

Table 1: Estimated annual costs and income of the options (Base Year Scenarios)

	Current service	Option A: Universal 12 months	Option B: Universal 8 months	Option C: Subscription 12 months	Option D: Subscription 8 months
Total Operational Costs	£3,319,958	£4,239,057	£4,120,830	£3,088,465	£2,637,064
Subscription income	(£624,423)	£0	£0	(£2,403,616)	(£1,617,818)
Net Cost to the Council	£2,695,535	£4,239,057	£4,120,830	£684,849	£1,019,246
Difference to current service (budgetary impact)	£0	£1,543,523	£1,425,295	(£2,010,686)	(£1,676,289)

Note: The base year scenarios do not include any future inflationary pressures and assume a participation rate of 40% for subscription services.

7.1.8 Projected costs of operating a 12-month subscription service over the next three years have also been modelled. This includes assumptions of future inflationary pressures and a steady rise in the participation rate. Table 2 illustrates that, in year 1, the service would cost £66 per household to operate. If the subscription charge were set at £40/bin/year, it would be insufficient to cover the total cost of operating the service. Under this proposal, the Council will continue to subsidise the service through general taxation. Compared to the current service costs, the service would still return a favourable effect on the Council's budget of £1.587m in year 1.

7.1.9 The subscription charge will be reviewed annually in line with the Council's process for setting fees and charges. The actual participation rate and cost of running the service can be used to inform the setting of the charge and the Council could adjust the charge if it were deemed to be over or under recovering compared to the cost of operating the service.

7.1.10 The provision of a limited number of subsidised home compost bins is expected to cost the Council £17k per year.

7.1.11 Providing a rebate of £20/bin to existing garden waste customers in East Northamptonshire during the first year of its operation in this area will reduce the anticipated income to the Council during 2022/23 by £152k and in 2023/24 by £142k. This assumes they all choose to renew at the end of their current subscription period. This will be met from within Council resources and as this

is a one-off cost it will be underwritten through reserves, using delegations available to the Executive Director of Finance.

Table 2: Three-year projection of 12-month subscription service

	Base Year (22/23)	Yr1 (23/24)	Yr2 (24/25)	Yr3 (25/26)
Participation Rate	40%	35%	40%	45%
Subscription rate	£40.00	£40.00	£40.00	£40.00
Total Operational Costs	£3,088,465	£3,449,787	£3,452,724	£3,582,649
Subscription income	(£2,403,616)	(£2,103,164)	(£2,403,616)	(£2,704,068)
Net Cost to the Council	£684,849	£1,346,623	£1,049,108	£878,581
Difference to current service (budgetary impact)	(£2,010,686)	(£1,587,466)	(£2,037,868)	(£2,339,729)
Operational cost per household	£51	£66	£57	£53

Mobilisation costs in 2022/23

- 7.1.12 In order to launch a 12-month subscription service (Option C) during Spring 2023, additional costs are expected to be incurred during the 2022/23 financial year. There is not currently any budget allocated to these activities within the 2022/23 budget.
- 7.1.13 ICT and back-office administration start-up costs for a subscription-based service are approximately £50,000 which will be required in 2022/23.
- 7.1.14 For options A or B, additional costs to provide services for an additional 30,000 properties in East Northamptonshire will incur an additional £687,000 in year one. It is assumed this would be allocated to capital expenditure but still represents a cost to the Council.

Table 3: Mobilisation costs in 2022/23

	Universal service (Options A or B)	Subscription service (Options C or D)	Funding source
ICT development	Nil	£40,000	Revenue
Recovery of bins	Nil	£92,000	Revenue
Communications	£5,000	£50,000	Revenue
Delivery of new bins (for East Northants)	£687,000	-	Capital
Total	£692,000	£182,000	

- 7.1.15 To develop further the customer journey for a subscription service, a further £50,000 will be required in 2023/24 to develop the direct debit payment option and integrate the service with new income management and customer relationship systems. An on-going revenue cost is also expected for paying for this service; this will be confirmed once the direct debit option has been designed and sufficient budget will be required to cover this cost.

Medium Term Financial Plan Context

- 7.1.16 As indicated in the Authority's medium-term financial plan, approved by Council at its meeting on 24th February 2022, the Council faces significant funding gaps in future years which must be addressed. The timing and scale of these will be dependent on the outcome of the Government consultation regarding the changes to the financing regime for Local Government, both in terms of business rates retention and the general funding allocation. As yet, this consultation has not been announced and the sector receives only single year budget settlements, which makes future planning difficult.
- 7.1.17 Further to this, and since the budget has been set, the Council, and Local Government in general, is facing a significant increase in costs resulting from high inflation and continuing growth in demand for services, particularly in areas such as social care, transport and housing. A recent announcement of the employer pay offer for 2022/23 also indicates that the costs for the pay award will outstrip the budget available, presenting the Council with a recurring pressure into future years. The pay offer has not yet been accepted.
- 7.1.18 The Council is statutorily required to present a balanced budget each year. Any forecast budget gap will need to be met through service change, greater efficiencies and/or income generation.
- 7.1.19 It is worth noting that, although Council Tax contributes to the overall funding of the Council, the total income budget of the Council comes from many sources beyond Council Tax including Business Rates, Government grants and contributions, use of reserves, fees and charges and other miscellaneous income. The Council must consider its obligation to set a balanced budget based on all income and expenditure across a wide range of services. Most of the funding a Local Authority receives is not specific to an individual service but is for the general provision of public services in areas such as Social Care, Waste Management, Highways and Education - services that are important to people either daily or at different points in their lives. Payment of Council Tax is a legal requirement, as set out in the Local Government Finance Act 1992 and subsequent regulations.

7.2 Legal and Governance

- 7.2.1 The Environmental Protection Act 1990 requires local authorities to provide waste collections to households (section 45) and the Waste (England and Wales) Regulations 2011 requires those collections to encompass arrangements to separately collect paper, metal, plastic, and glass as a minimum. The Environment Act 2021 amends these provisions to define recyclable waste as:

- (a) glass;
- (b) metal;
- (c) plastic;

- (d) paper and card;
- (e) food waste
- (f) garden waste.

7.2.2 The Environmental Protection Act 1990, at section 46, allows the Council to specify the size and type of containers in which waste is collected as well as the frequency of those collections.

7.2.3 The Council is permitted to charge for the collection of garden waste under Schedule 1 of the Controlled Waste (England and Wales) Regulations 2012. Section 45(3)(b) of the Environmental Protection Act 1990 further provides that any charge must be “reasonable”. The Act does not define “reasonable”, but the usual meaning is that the charges should be comparable with those levied by other authorities and service providers and reflect the costs of delivering the service.

7.2.4 It is a requirement that the Executive make a decision based upon the evidence before it. Members should look at the available information contained within the report and reach a considered view in light of their powers and duties.

7.2.5 The relevant considerations include but are not limited to;

- The recommendation;
- Responses to consultation and written/verbal representations received and the impact of these on the options provided;
- Cost of decision;
- Effects of decision on others (including but not limited to giving due regard to the Public Sector Equality Duty);
- Advice from officers both within the report and verbally;
- Alternative options.

7.2.6 The decision must be proportionate otherwise it may be considered “Wednesbury Unreasonable”, and members must therefore be satisfied that there are justifiable and compelling public interest reasons for why they are making the decision and have discounted alternative options. Reasons for decision are required for each element of the decision and those reasons must be proportionate and evidence based otherwise there is an increased risk of legal challenge.

7.2.6 A right to consultation is implied as part of the Council’s duty to act fairly and therefore a lack of proper and meaningful consultation could lead to a risk of legal challenge. Consultation responses have been provided to the Executive to enable them to consider these as part of their decision making. Where consultation responses differ from the recommended option, Members must have considered this as part of their decision making.

7.2.7 Whilst there is no legal requirement to harmonise all services across the unitary authority within a prescribed timeframe, it could be determined to be inequitable if services are paid for, or charged for, differently across the area. The risk of a successful legal challenge increases the longer any disparity exists.

7.2.8 Whilst the Council is mindful that some residents are paying for a service that others are not, this was as a result of local government reorganisation. The Transition Regulations, provide that any policies or decisions that were made by a predecessor authority continue to the new Council until such time as a decision is made by the new authority. It is therefore lawful that East Northamptonshire Council's decision to implement a subscription service has remained in place until such time as a decision is made by the new authority. The new authority is bound by previous decisions until such time as it makes new decisions. It should be noted that there has not been a decision until now to remove or change the subscription charge.

7.2.9 It is however noted that whilst the subscription charge is lawful and should be relied upon, it is neither an equitable nor fair situation for East Northamptonshire residents. It is recommended therefore within the report that for those customers who have previously paid a subscription charge and are signing up for the service again, they will receive a reduced subscription fee for one year (through a rebate). It should be noted that in making such a decision, there is a risk that there is disparity again for North Northamptonshire residents and an increased risk of legal challenge exists compared to not making the decision. However, the reasons for this decision are set out in the report and reflect the inequality and public interest reasons why the recommendation is considered reasonable and proportionate.

7.2.10 If the Council was seeking to "remake" East Northamptonshire's decision by rebating the entire subscription fee which has been in place since transition, then there would be a legal risk that the Council would be acting outside of its powers.

7.2.8 The public sector equality duty obliges local authorities, as a public body, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that the EqA 2010 prohibits.
- Advance equality of opportunity and foster good relations between those individuals who share a relevant protected characteristic and those who do not.

7.2.9 Although there is no legal obligation to complete a formal equalities impact assessment, the Equalities and Human Rights Commission favours undertaking an analysis of the effects on equality of the decision and therefore an Equality Impact Assessment was undertaken. This has been considered in forming the recommendations in addition to the Public Sector Equality Duty.

7.3 Relevant Policies and Plans

7.3.1 The proposal is in line with the Council's Corporate Plan, particularly the commitments to provide modern public services and create a greener, sustainable environment. The recommendations seek to promote a harmonised service, which is easy to use and cost effective to provide. The recommendations include the promotion of home composting as an environmentally sustainable alternative to kerbside collections. Furthermore, a

subscription service will reduce the Council's fuel use, which will reduce carbon dioxide emissions associated with this activity and contribute positively to the Council's climate change and air quality objectives

7.3.2 The Council approved its Waste and Recycling Collection Policy in October 2021. A full copy of the policy can be found at this link: <https://northnorthants.moderngov.co.uk/documents/s3804/Appx%20A%20-%20NNC%20Waste%20Recycling%20Policy%20V0.1%2013.10.21.pdf>

7.3.3 These policies have been designed to meet our statutory obligations in relation to waste collection and recycling and to ensure that there are clearly defined policies and standards in relation to the collection and disposal of waste and recyclable materials.

7.4 Risk

7.4.1 The risk of a successful legal challenge increases the longer any disparity between different service offers exists. It is therefore recommended that the Council seek to harmonise the garden waste service across North Northamptonshire at the beginning of the next financial year rather than leave it to be resolved at a later date.

7.4.2 Due to global factors, lead times and costs for all materials, products and services that form part of the wider infrastructure that provide critical support to waste collection services such as fuel, vehicles, replacement parts and containers are increasing. These factors negatively impact the service delivery teams' ability to expedite service updates at pace and may extend the timeframes for the delivery of new services or service changes. There is a particular risk of delay from ordering large quantities of new bins for a universal service.

7.4.3 Whilst the projected costs of operating a subscription service have included inflationary increases, these are estimates and may not reflect reality. Processors of waste charge the Council a gate fee, which is a charge per tonne of material accepted at their site. This contributes towards the cost of their operations. Gate fees, together with any inflationary change, are set as part of the procurement and contract agreement stages. The cost for disposing of garden waste through a composting facility remains less expensive than disposing of it as general waste, largely because general waste attracts a landfill tax per tonne. The Council will be re-procuring its garden waste disposal contract later this year. If gate fees for garden waste disposal increase, this will put a further pressure on the service. Given the current economic conditions, this is likely.

7.4.4 If subscription rates are lower than expected, this would also put pressure on the income and the financial risk and implications, would fall to the Council.

7.4.5 The Council holds an overarching risk for the waste and recycling service which is recorded on the Council's corporate risk register: *H&W08 - Waste collection (kerbside and HWRC (Household Waste Recycling Centre) services) and street*

cleaning services that fail to perform statutory functions. Failure could result from disruption to waste disposal facilities, disruption to collection arrangements (vehicle break-down or staff shortages), or lack of budget to provide adequate services.

7.4.6 The table below highlights the key risks and control measures in place if a universal service funded by wider taxation is approved.

Risk	Potential Controls
Creation of a budget pressure due to the removal of subscriptions for residents in East Northamptonshire, which cannot be met from in-service efficiencies.	<ul style="list-style-type: none"> • Additional budget provided in 2022/23 to off-set the loss. • Budgets to be readjusted from 2023/24 to account for the loss of income. • Fully costed options analysis available to identify all resourcing potential for the service.
Increase in calls to Customer Contact Centres requesting information	<ul style="list-style-type: none"> • Funding for additional short-term resources will be required to assist existing teams • Full and detailed Frequently Asked Questions available for end users and colleagues.
Increase in complaints / dissatisfaction with the service.	<ul style="list-style-type: none"> • Funding for additional short-term resources will be required to assist existing teams • Full and detailed Frequently Asked Questions available for end users and colleagues.

7.4.7 The table below highlights the key risks and control measures in place if a subscription-based service is approved.

Risk	Potential Controls
Residents may begin to dispose of their garden waste in their household waste bin, increasing landfill costs to the authority	<ul style="list-style-type: none"> • Waste collection policy specifically prohibits disposal of organic waste via the non-recyclable containers. • Awareness raising, and where necessary, enforcement of these policies. • Information to be provided to residents to encourage the use of free or subsidised home composting containers or self-

	<p>delivery of garden waste to HWRCs</p> <ul style="list-style-type: none"> • Full and detailed Frequently Asked Questions available for end users and colleagues.
Potential increase in fly-tips containing garden waste	<ul style="list-style-type: none"> • Information to be provided to residents to encourage the use of free or subsidised home composting bins or self-delivery of garden waste to HWRC's • Awareness raising, and where necessary, enforcement activity to combat this behaviour • Full and detailed Frequently Asked Questions available for end users and colleagues.
Environmental issues due to increase in residents burning garden waste	<ul style="list-style-type: none"> • Information to be provided to residents on how to avoid causing nuisance in conjunction with Environmental Protection. • Full and detailed Frequently Asked Questions available for end users and colleagues.
Reduced customer satisfaction and increased complaints	<ul style="list-style-type: none"> • Ensure that decisions regarding the service are communicated timely and effectively. • Full and detailed Frequently Asked Questions available for end users and colleagues.
Households attempt to access the service without paying subscription.	<ul style="list-style-type: none"> • Deploy use of a bin sticker for subscribers to assist collection personnel to identify active users. • Full and detailed Frequently Asked Questions available for end users and colleagues.

7.4.8 During the consultation phase, to inform the emerging Environment Bill, the Government asked whether local authorities should be required to introduce a free fortnightly garden waste collection service. Although the outcome of that consultation has still not been published, the Environment Bill is now enshrined into UK law, having been granted Royal Assent in November 2021. Within the Act, there is no restriction on charging for the collection of garden waste. The Government may still change the regulations and restrict local authorities' flexibility to charge residents a fee to receive a garden waste service, but, they have not indicated any further intention to do so. If Government were to do so, the Council may have to pay to reintroduce a universal service and may lose the subscription income, unless the Government reimbursed the authority for these costs.

7.4.9 The Government has indicated in the drafting of the Environment Bill that separate food waste collections will become a statutory requirement for all authorities in the coming years. Whilst the timeframes or details have not yet been confirmed by Government, this would come at a significant cost to introduce and sustain. This could be an additional financial pressure on the Council which is currently unbudgeted.

7.5 Consultation

7.5.1 The Council conducted a consultation exercise between March 2022 and April 2022. The public consultation was conducted by the Council's Consultation and Engagement Team. The structure and design of the consultation set out the proposals and enabled both online and non-digital means of participation, in accordance with nationally recognised good practice.

7.5.2 During the Garden Waste Collection Service consultation period, using the various means available to consultees, local people, interested parties and organisations contributed to the consultation 9,587 times. Nearly all the feedback received was via the questionnaire, with 9,447 respondents participating via the questionnaire and 140 respondents submitting a written response.

7.5.3 99.5% of the respondents to the consultation said they had a garden.

7.5.4 73.2% of respondents either strongly agreed or tended to agree that the service should be the same for all residents.

7.5.5 Respondents were then presented with the following two statements and asked which option they agreed with the most:

- Kerbside garden waste collection should be paid for by only those households who use the service and those households should pay a subscription charge. 21.1% of respondents agreed most with this statement.
- Kerbside garden waste collection should be paid for through wider taxation, so all households contribute to its cost even if they do not use the service. 78.9% of respondents agreed most with this statement.

7.5.6 When reviewing the feedback given by respondents who said, 'Kerbside Garden waste collection should be paid for through wider taxation, so all households contribute to its cost even if they do not use the service,' their comments focussed mainly on three themes which are listed below.

- Respondents were concerned that introducing a subscription charge would lead some residents to fly-tip their garden waste rather than pay for the service.
- Respondents noted that they already receive kerbside collection for garden waste as part of their Council Tax and that they would be reluctant to pay more, particularly in the light of current cost of living increases.

- Respondents asked questions about what makes garden waste collection different from other services, and why is it not funded as part of the services already covered by Council Tax.

7.5.7 Out of all the respondents, 45.8% said they would stop using the service if they had to pay a subscription charge. The likelihood of respondents subscribing to a chargeable service slowly declined from 37% to 8% as the cost increased from £40-£45 to £56-£60 per year.

7.5.8 A copy of the full analysis report can be found at the link provided in the Background Papers section below.

7.5.9 Consultation responses have been considered in making the recommendations within the report and balanced against the other factors as set out within the report. Although the majority of respondents were in favour of a universal service funded through general taxation and funding, the recommendation to introduce a subscription charge has been made when considering the financial implications and context of the Council's MTFP, as outlined in the relevant sections above. It is also acknowledged that a universal service is funded by residents who do not need or choose to use the kerbside garden waste collection; the recommendation seeks to reduce this by covering the majority of the operating costs through a subscription charge paid by those residents who opt to use the service. The proposed approach is considered to be more equitable. The additional offer of subsidised compost bins, the opportunity to use sacks for ad-hoc collections also ensures alternatives to subscribing have been taken into consideration.

7.6 Consideration by Executive Advisory Panel

7.6.1 The results of the survey were presented to the Service Delivery, Performance and Customers Executive Advisory Panel on 29th June 2022. Members of the Climate Change, Environment and Growth Executive Advisory Panel were also invited to attend the meeting.

7.6.2 The Panel supported the proposal to harmonise the garden waste service so that all residents receive the same service and for the service to be funded in the same way across North Northamptonshire. They supported the introduction of a 12-month service rather than an eight month one. They noted that whilst the consultation results were informative, they did not necessarily represent the views of all residents because the vast majority (>99%) of respondents had a garden. If more residents without a garden had responded, the panel believed the responses to the questions regarding how the service should be funded may have been different.

7.6.3 In light of the cost-of-living pressures experienced at present, the panel noted that a subscription service could put further pressure on some households and this should be considered when making any decision.

7.6.4 The Panel were generally interested in the waste treatment process and the end destination of the garden waste. Officers explained the material is sent for composting and the majority of the resultant compost is used as soil conditioner on agricultural land.

7.6.5 To raise awareness of the benefits of home composting and to encourage sustainable methods of maintaining gardens, a Members' Awareness Session on home composting was provided at the Climate Change, Environment and Growth Executive Advisory Panel on 4th August 2022. All Members were invited to attend, and the meeting is available on You Tube: <https://www.youtube.com/watch?v=jOJG8MvO534>

7.7 Consideration by Scrutiny

7.7.1 The matter was discussed at the meeting of the Finance and Resources Scrutiny Committee on 16th August 2022. To further enhance the decision-making process, members of the Scrutiny Commission were also invited to attend this meeting. Following a debate, the Finance and Resources Scrutiny Committee held a majority view in favour of harmonising the service as a 12-month, universal service with no subscription charges for the collection of garden waste, including additional bins and optional sack collection.

7.8 Equality Implications

7.8.1 In line with the Equality Act 2010, an Equality Screening Assessment has been undertaken and included as part of this report.

7.9 Climate and Environment Impact

7.9.1 The Council's Garden waste collection service supports the environment by diverting organic waste from the processes used to treat and dispose of non-recyclable material, thereby avoiding the cost of landfill tax and the associated production of methane and leachate, which will contribute positively to the Council's climate change objectives.

7.9.2 The Council is committed to promoting home composting as an environmentally sustainable alternative to kerbside collections. The provision of subsidised home compost bins seeks to encourage this environmental practice and reduce the need for residents to use the kerbside collection service.

7.9.3 A universal service is expected to capture higher rates of garden waste through the kerbside collection than a subscription service. Some of this material is likely to be taken to the Council's HWRCs rather than be collected as part of the kerbside collection. A change in the tonnages collected at the kerbside or the HWRCs would affect the Council's recycling rate.

7.9.4 The application of a subscription service will result in fewer Council vehicles being used for the service and a reduction in the Council's fuel use, which will reduce carbon dioxide emissions associated with this activity and contribute positively to the Council's climate change and air quality objectives.

7.9.5 Depending on how residents choose to dispose of their garden waste, a subscription service may increase the number of private vehicles travelling to the HWRCs. This could lead to an increase in vehicle emissions from these vehicles.

7.10 Community Impact

7.10.1 The recommendations in this report will benefit the community by contributing to a sustainable and appropriately resourced waste collection service. Waste collection services are highly valued by all residents and any service updates contribute to overall wellbeing and economic development for the area.

7.10.2 The introduction of a subscription charge may affect some residents who rely on the kerbside collection service but feel unable to pay a subscription charge for the service. They will have a choice to compost their garden waste at home, purchase sacks or take it to the HWRCs.

7.11 Crime and Disorder Impact

7.11.1 There is a concern that there will be an increase in environmental crime, specifically the offence of fly tipping which is a criminal offence under Section 33 of the Environmental Protection Act. The Council operates a zero-tolerance policy in respect of incidents of environmental crime.

8 Background Papers

8.1 Executive Update on Garden Waste Service – 22nd February 2022
<https://northnorthants.moderngov.co.uk/documents/s5739/Update%20on%20Garden%20Waste%20Service.pdf>

8.2 Consultation on the future provision of the garden waste service: results and analysis: <https://northnorthants.citizenspace.com/cet/garden-waste-service>



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

Page 53

Requirement	Detail
Title of proposal	Potential introduction of subscription-based garden waste service
Type of proposal: new policy / change to policy / new service / change to service / removal of service / project / event/ budget	Change to policy (Corby, Kettering & Wellingborough areas), charges already in place in East Northants area
What is the objective of this proposal?	To provide a sustainable kerbside garden waste collection service that offers parity to all residents in North Northamptonshire
Has there been/when will there be consultation on this proposal? (List all the groups / communities, including dates)	Yes – consultation has been carried out in March / April 2022
Did the consultation on this proposal highlight any positive or negative impact on protected groups? (If yes, give details)	Waste Collection services are available to all residents irrespective of any protected characteristics and impacts have been considered for all users.

Requirement	Detail
What processes are in place to monitor and review the impact of this proposal?	Waste collection services are continually monitored in terms of performance data and tonnage yield. Systems are in place to monitor complaints and general service customer satisfaction.
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>Age</p> <p>Different age groups that may be affected by the proposal in different ways.</p>	<p>Where residents have mobility or accessibility needs, we offer alternative arrangement and suitable adjustments where required.</p> <p>Where resident's main income is a pension, they may have less disposable income.</p>	<p>Assisted collections are available for garden waste as with other waste collections.</p> <p>Ad - hoc sack collection service that residents can use rather than a subscription service, which further reduces additional costs for users.</p>	<p>Neutral</p> <p>Negative</p>
<p>Sex</p> <p>Is one sex affected more than another or are they affected the same?</p>			<p>Neutral</p>
<p>Disability</p> <p>It is likely to have an effect on a particular type of disability? Why?</p>	<p>Where residents have mobility or accessibility needs, we offer alternative arrangement and suitable adjustments where required.</p>	<p>Assisted collections are available for garden waste as with other waste collections.</p>	<p>Neutral</p>

Protected Groups	General Equality Duty Considerations	Changes	Impact
	<ul style="list-style-type: none"> • Include factual evidence of how people in this group may be affected. • Consider the outcomes and processes. • Does this seek to eliminate discrimination? • Does this promote fostering good relations? <p>Some people may have difficulty in accessing or using payment mechanisms.</p> <p>Some people may be less able to access alternatives such as Household Waste Recycling Centres.</p>	<ul style="list-style-type: none"> • What changes can be made to mitigate any negative impact? • Are there opportunities to remove possible barriers or disadvantages that a group may face? <p>The Council's corporate payment systems allow for some flexibility to access services.</p> <p>Ensuring that the service operates on the most cost efficient manner to limit the increases past on to users.</p> <p>Encourage residents to share containers where appropriate, or use is sporadic.</p> <p>Ad- hoc sack collection service that residents rather than a subscription service, which further reduces additional costs for users.</p>	<p>Delete as appropriate.</p> <p>There can be more than one answer per protected group.</p> <p>Negative</p>
<p>Gender Reassignment</p> <p>Will there be an impact on trans males and/or trans females?</p>			Neutral
<p>Race</p> <p>Are people from one ethnic group affected more than people from another ethnic group?</p>			Neutral


Protected Groups	General Equality Duty Considerations	Changes	Impact
<p>Sexual Orientation</p> <p>Are people of one sexual orientation affected differently to people of another sexual orientation?</p>			Neutral
<p>Marriage & Civil Partnership</p> <p>Are people in a Marriage or Civil Partnership treated less favourably?</p>			Neutral
<p>Pregnancy & Maternity</p> <p>Are people who are pregnant, or have a baby of 6 months old or younger, effected by this proposal?</p>	Where residents have mobility or accessibility requirements, we offer alternative arrangement and suitable adjustments where required.	Assisted collections are available for garden waste as with other waste collections.	Neutral
<p>Religion or Belief</p> <p>Does the proposal effect people differently depending on whether they have or do not have a religion or a belief?</p>			Neutral
<p>Health & Wellbeing</p> <p>1. Health behaviours (E.g. diet, exercise, alcohol, smoking)</p>	Potential reduction in emissions from waste collection vehicles which will only visit areas on the service.	Making the service affordable will mitigate any negative impact and alternative options such as home composting exist.	Neutral

Protected Groups	General Equality Duty Considerations	Changes	Impact
<p>2. Support (E.g. community cohesion, rural isolation)</p> <p>3. Socio economic (E.g. income, education).</p> <p>4. Environment (E.g. green spaces, fuel poverty, housing standards).</p>	<p>Potential impact of increase in fly-tipping.</p> <p>Additional charge to households currently struggling due to current economic conditions e.g., increases in energy costs</p> <p>Potential increase in users at Household Waste Recycling Centres, increasing traffic on the roads</p>	<p>Consideration of subsidised home composting scheme.</p> <p>Encourage residents to share containers where appropriate, or use is sporadic.</p> <p>Ad- hoc sack collection service that residents can use rather than a subscription service, which further reduces additional costs for users.</p> <p>Monitoring of fly-tipping incidents to assess whether there is an impact and reviewing operation of scheme on a regular basis.</p> <p>Only those needing the service are contributing to it.</p>	<p>Delete as appropriate.</p> <p>There can be more than one answer per protected group.</p> <p>Negative</p>

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.	Potentially Negative
Does an Equality Impact Assessment need to be completed? (Yes, if any negative impact is found.)	Yes If yes, this Equality Screening Assessment must be adjoined to the Equality Impact Assessment.
Copy attached to relevant report?	Yes (Executive – July 2022)
Is this document going to be published with the relevant report?	Yes

4: Ownership

Question	Response
Directorate	Place & Economy
Service area	Highways & Waste
Lead officer's name	Charlotte Tompkins
Lead officer's job title	Waste Services Manager
Lead officer's contact details	Charlotte.Tompkins@northnorthants.gov.uk
Lead officer's signature	
Date completed	08.06.22

Completed forms must be sent to Equalities@northnorthants.gov.uk

This page is intentionally left blank



Equality Impact Assessment

1: Background

Requirement	Detail
Title of proposal	Options for the ongoing provision of separate kerbside collections of organic garden waste
Type of proposal: new policy / change to policy / new service / change to service / removal of service / project	Change to service
Directorate	Place and Economy
Service area	Highway and Waste
Lead Officer's name	Charlotte Tompkins
Lead Officer's job title	Waste Services Manager
Officer who completed Equality Screening Assessment	Charlotte Tompkins
Equality Screening Assessment completion date	08 June 2022
Date Director informed of full assessment requirement	08 June 2022
Equality Impact Assessment completion date	08 June 2022

2: Legal Requirements

The Equality Act (2010) places a general duty on all public bodies to have `due regard` to:

- Eliminate discrimination, harassment and victimisation.
- Foster good relations.
- Advance the opportunity of equality.

Equality Impact Assessments help us evidence that we have met the requirements of the General Equality Duty. As a local authority we also have a specific duty to publish information about people who are affected by our policies and practices. All Equality Impact Assessments will be published with the Equality Screening Assessment (ESA) on the [North Northamptonshire Council website](#).

3: Proposal Details

Description of the proposal:

Consideration of the introduction of a chargeable garden waste service across North Northamptonshire Council (NNC). The Executive is considering how to fund the provision of a garden waste service. This EqIA is to assess whether the introduction of a subscription charge would have any negative impacts on groups or individuals with protected characteristics.

What are the key objectives of this proposal?

To provide a financially sustainable kerbside garden waste collection service that offers parity to all residents in North Northamptonshire

Who will benefit from this proposal?

To harmonise the service across NNC, to remove the current disparity between the services transferred from the predecessor authorities, which was as follows:

- East Northamptonshire – year-round service with £55 annual subscription fee

- Kettering & Corby – year-round service at no extra charge
- Wellingborough – March to November service at no extra charge

Waste collection services are one of the highest profile universal services provided by the Council. A universal service provides the same service to all residents. This model would be funded from the Council’s general budget and does not carry a subscription charge for users. This model means everyone contributes to the scheme through their Council Tax even if they do not need or use the service. Alternatively, the Council could fund the service through a subscription charge paid by residents who choose to use the service.

Costs to operate and provide this service are significant. If the current services were harmonised to provide a universal service with no subscription charge, it would cost the Council over £1million a year to provide. This would reduce the budget available to provide other services to residents, which could impact on groups with protected characteristics.

What were the findings of the initial Equality Screening Assessment?

Negative impact on the following Protected Groups: Age, Disability, Health and Wellbeing

4: Data Evidence

What information or data, additional to that found in the ESA, have you obtained?

Number of green waste fly-tipping incidents 2020/21 by area		
East Northamptonshire Council	Apr 20 - Jun 20	6
East Northamptonshire Council	Jul 20 - Sep 20	22
East Northamptonshire Council	Oct 20 - Dec 20	7
East Northamptonshire Council	Jan 21 - Mar 21	10
Total		45

Wellingborough Borough Council	Apr 20 - Jun 20	13
Wellingborough Borough Council	Jul 20 - Sep 20	9
Wellingborough Borough Council	Oct 20 - Dec 20	18
Wellingborough Borough Council	Jan 21 - Mar 21	6
Total		46
Kettering Borough Council	Apr 20 - Jun 20	10
Kettering Borough Council	Jul 20 - Sep 20	12
Kettering Borough Council	Oct 20 - Dec 20	2
Kettering Borough Council	Jan 21 - Mar 21	2
Total		26
Corby Borough Council	Apr 20 - Jun 20	0
Corby Borough Council	Jul 20 - Sep 20	9
Corby Borough Council	Oct 20 - Dec 20	4
Corby Borough Council	Jan 21 - Mar 21	0
Total		13

How does this data or information help you assess the impact of the proposal on protected groups?

In 20/21 the number of fly-tipping incidents of green waste in East Northamptonshire (where a subscription charge is in place) was equivalent to those in Wellingborough (where the service is provided from March to November at no extra charge to residents).

In total, there were 5507 incidents of fly-tipping in 2020/21 across the North Northamptonshire area, only 2.3% of these relate to incidents with green/garden waste. 42% of the total incidents were for fly-tipped loads by a small van or larger vehicle, so less likely to originate directly from a household source (unless someone has been paid to do work at a premises).

What changes do you recommend being made to the proposal as a result of this evidence?

Consider the provision of subsidised composting containers which remove the need for use of the service.

Consider if the Council wishes to increase the level of subsidy for subscribers of the service who are negatively impacted.

What impact could these changes have on the overall outcome of the proposal?

Reduce the impact on increased household costs

Increase the impact on costs which increases the financial pressure on the Council.

Could these changes have a negative impact on any other equality group(s)?

No

5: Equality Impact

Using the evidence gathered above, describe the potential negative impact this proposal may have on individuals or groups because of their characteristics in the table below. Ensure you consider different groups within each of the protected groups.

Characteristic	Potential negative impact
Age	Additional charge to households currently struggling due to current economic conditions e.g., increases in energy costs
Disability	Additional charge to households currently struggling due to current economic conditions e.g., increases in energy costs
Sex	
Marriage or Civil Partnership	
Pregnancy or Maternity	
Race	

Characteristic	Potential negative impact
Religion or Belief	
Gender Reassignment	
Sexual Orientation	
Health and Wellbeing	<p>Additional charge to households currently struggling due to current economic conditions e.g., increases in energy costs</p> <p>Potential impact of increased in fly-tipping, although the data indicates that any potential increase is small or negligible.</p> <p>Potential increase in users at Household Waste Recycling Centres, increasing traffic on the roads.</p>

6: Consultation

Who has been consulted with as part of this Equality Impact Assessment?

Who was consulted?	Date(s)	Why was this group consulted?	Any negative impact on equality groups identified?	What change(s) will be made as a result of this consultation?
The Council conducted a public consultation exercise	April – May 2022	To inform the options analysis prior to recommendations to the Executive.	Yes	Potential to offer subsidised home composters to remove the need for the service.

Are further consultations planned? (Give dates, explain reason why this group is to be consulted).

The Service Delivery, Performance and Customers Executive Advisory Panel is considering the consultation results at their meeting on 29th June 2022.

7: Assessing the Impact

Will the negative impact identified in the ESA have been eliminated once the above changes have been implemented?

No.

If no, an Equality Impact Assessment Action Plan must be completed to evidence how the negative impact will be mitigated, reduced and reviewed. (Please see action plan template at the end of this document).

Page 66

8: Monitoring and Evaluation

What monitoring systems are in place to measure and monitor the impact that the proposals have on protected groups?

Equalities monitoring information to be included in registration process to identify if the take up of the service is negatively impacting on any specific groups. This activity will inform service design principles for subsequent phases of the service updates.

Active monitoring of the process will enable the service design team to develop targeted measures for individual groups based on the specific needs of those identified.

9: Decision Making Summary

Findings should be summarised here. Highlight how the proposal contributes towards the General Equality Duty. Include changes you have made as part of this process.

10: Authorisation

	Signature	Date
Approved by Equalities Team		
Authorised by Department Director	Graeme Kane, Assistant Director Highways and Waste	28.06.22

- A signed copy should be retained by the owner for audit purposes.
- A completed copy should be attached to the relevant report/policy/proposal.
- An electronic copy must be emailed to [NNC Equalities](#) to be logged and published.

10: Equality Impact Assessment Action Plan

Negative impact	Action to eliminate or reduce negative impact.	Officer responsible	Action target date	Review outcome (has the action had the intended outcome)
<p>Additional charge to households currently struggling due to current economic conditions e.g., increases in energy costs</p> <p>Where resident's main income is a pension they may have less disposable income.</p>	<p>Equalities information included as part of the initial registration process</p>	<p>Charlotte Tompkins</p>	<p>Summer 2022</p>	<p>Registration process User Acceptance Testing (UAT) confirms equalities monitoring information is included and data is appropriately stored in line with all privacy considerations.</p>
	<p>Consider allowing sharing of bins between neighbours to reduce costs.</p>	<p>Charlotte Tompkins</p>	<p>Summer 2022</p>	
	<p>Consideration of a sack collection service that residents can use on an ad-hoc basis rather than a subscription service.</p>	<p>Charlotte Tompkins</p>	<p>Summer 2022</p>	
<p>As above</p>	<p>Review equalities monitoring data to identify impact on any specific protected groups</p>	<p>Graeme Kane / Charlotte Tompkins</p>	<p>April 2023</p>	<p>Produce analysis of data for review</p>

Negative impact	Action to eliminate or reduce negative impact.	Officer responsible	Action target date	Review outcome (has the action had the intended outcome)
As above	Include any additional initiatives for targeted support into service design principles for phase 2 and 3 service updates	Graeme Kane / Charlotte Tompkins	December 2023	Monitoring data shows reduction of impact.
Some people may be less able to access alternatives such as Household Waste Recycling Centres.	<p>Recommend to Executive to set a reasonable charge compared to other providers and services will help to mitigate any negative impact and alternative options such as home composting exist.</p> <p>Recommend to Executive to allow sharing of bins between neighbours to reduce costs.</p> <p>Recommend to Executive to introduce a parallel sack collection service that residents can use on an ad-hoc basis rather than a subscription service</p>	Graeme Kane	July 2022	

This page is intentionally left blank

Appendix – XX
Fly tipping data 2016 – 2021

Total number of reported fly tips compared with the number of those that reported green waste as the primary waste type.

Comparison is from April 2016 – March 2020

Other areas included for comparison that have similar charging policies to the recommendation.

	Wellingborough		Corby		Kettering		East Northants		Vale of White Horse		Chiltern District		South Ribble District	
	Green	Total	Green	Total	Green	Total	Green	Total	Green	Total	Green	Total	Green	Total
Q1 16/17	2	66	3	472	12	237	7	172	5	66	3	87	6	135
Q2 16/17	1	40	4	361	8	225	11	119	5	60	5	116	6	143
Q3 16/17	6	173	1	378	12	233	13	143	8	65	2	89	7	145
Q4 16/17	2	218	1	361	13	328	11	129	5	97	5	116	1	105
Q1 17/18	4	159	3	367	16	267	25	193	9	86	11	112	6	112
Q2 17/18	7	180	10	522	10	263	23	147	7	97	3	92	5	118
Q3 17/18	6	159	6	384	8	251	9	135	2	90	5	93	7	129
Q4 17/18	4	181	3	341	7	254	4	108	8	124	18	63	7	97
Q1 18/19	10	203	5	408	13	252	12	147	4	92	6	70	4	81
Q2 18/19	5	208	17	511	10	265	12	155	7	122	7	75	15	134
Q3 18/19	6	113	3	438	6	257	11	157	4	103	3	70	12	156
Q4 18/19	3	138	3	404	27	398	11	188	7	141	5	90	2	99

Q1 19/20	10	173	4	235	20	352	15	191	8	83	3	119	7	115
Q2 19/20	11	210	4	300	7	282	16	172	7	106	3	92	15	116
Q3 19/20	3	148	6	342	8	273	12	220	4	85	7	35	14	115
Q4 19/20	12	204	21	1184	5	303	4	165	8	116	8	121	3	107
Total	94	1440	94	6108	182	4439	196	2541	98	1533	94	1440	117	1907
Ave	7.59%		1.60%		4.02%		7.73%		6.66%		7.59%		6.03%	



SCRUTINY COMMISSION Tuesday 1 November 2022

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

List of Appendices

Appendix A – NCT 2021-22 Annual Report

1. Purpose of Report

- 1.1. To provide the Scrutiny Commission with an update on the Annual Report of Northamptonshire Children’s Trust prior to its consideration by the Executive and Full Council.

2. Executive Summary

- 2.1. As part of the contractual arrangements between Northamptonshire Children’s Trust and North and West Northamptonshire Councils, there is a requirement to produce an Annual Report. The purpose of the Annual Report is:
- to consider the quality of practice in the provision of children’s social care services
 - to facilitate the Councils’ quality assurance of the operation of the agreements with NCT
 - to enable the Councils to review the discharge of its statutory functions delivered by NCT
 - for the Councils and NCT to consider whether changes to the contractual agreements are required
 - for the Councils and NCT to consider all applicable factors in relation to the setting of future Contract Sums paid to NCT including for the next financial year
- 2.2. NCT have produced the Annual Report in line with timescales and requirements of the Service Delivery Contract. The report has been reviewed

by the Operational and Strategic Group meetings that focus on management of the contractual agreements between NCT and the Councils.

- 2.3. The Report proposes some potential changes to the contractual agreements, including the Key Performance Indicators used to monitor NCT's performance. However, it proposes that these are discussed in more detail and agreed following the Ofsted Inspection of Local Authority Children's Services (ILACS) that is due to take place in Autumn 2022.

3. Recommendations

3.1. It is recommended that the Scrutiny Commission:

- a) Note the content of the Annual Report that was completed in line with the service delivery contract.
- b) Note the proposal to further discuss and agree any amendments to the Service Delivery Contract following the Ofsted Inspection of the Local Authority Children's Services (ILACS) due to take place in Autumn 2022.
- c) Make any comments to the Executive on the annual report.

3.2. Reason for Recommendations –

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

3.3. Alternative Options Considered –

- No other options considered

4. Report Background

- 4.1. Following a statutory direction from the Secretary of State for Education, Northamptonshire County Council was required to oversee work towards the establishment of a Trust for the delivery of children's social care services in Northamptonshire, transferring operational control for children's social care services from the Council to the Trust. Upon the creation of the two new unitary councils, the commissioning and ownership of Northamptonshire Children's Trust (NCT) was transferred to North and West Northamptonshire Councils.

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

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

5. Issues and Choices

Content of the Annual Report

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

Proposed changes as a result of the Annual Review

- 5.2. A key part of the annual review process is considering whether any changes need to be made to the contractual agreements between NCT and the Councils. The parties have had several conversations about potential changes, and these are summarised in section 15 of the annual report.
- 5.3. NCT have put forward some initial suggested amendments to the current basket of KPIs that are used to monitor NCT's performance. Now the arrangements have been in operation for almost two years, it is timely to review the appropriateness of the KPIs as well as the targets and tolerance levels that are used to assess levels of performance.
- 5.4. However, it has been agreed that any changes will not be finally agreed until after the Ofsted Inspection of Local Authority Children's Services, that is

expected at some point in Autumn 2022. The inspection is a good time to take stock of services delivered by NCT and future arrangements.

- 5.5. Following the inspection, senior leaders from NCT and the Councils will meet to develop plans to discuss what services will look like by Autumn 2025, the expected date of the next Ofsted inspection.
- 5.6. This discussion will lead to a plan to discuss and agree any changes to the contractual agreements with the aim of having a set of changes agreed and operational by the start of the 2023/24 financial year. Once a set of proposals have been provisionally agreed, they will be brought to a future meeting of the Children's Trust Joint Committee.

6. Next Steps

- 6.1. The Annual Report will be taken to the Executive on 10th November and Full Council on 24th November.
- 6.2. Following the publication of the Ofsted report following the Inspection of Local Authority Children's Services that took place in October 2022, Officers from both West and North Northamptonshire Council and NCT will discuss any possible changes to the Service Delivery Contract to be put in place from April 2022.
- 6.3. Any changes to the Service Delivery Contract will be agreed by the Children's Trust Joint Committee.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. The cost of delivering services in 2021/22 is set out in section 4 of the report. The overall contract sum paid to NCT for 2021/22 was £137.15 million. Subtracting grant income passported to NCT and the cost of support services delivered by the Councils, leads to a budget of £123.348 million. North Northamptonshire's share of the contract sum (including grant passporting) was £60.74 million.
- 7.1.2. The gross outturn against this budget is an overspend of £3.701 million. This has been mitigated by £2.631 million worth of covid funding that was provided to NCT to cope with specific service pressures that were caused by covid-19.
- 7.1.3. The remaining £1.070 million pressure was mitigated using the carry forward reserve of £1.089 million. This carry forward relates to an underspend in the financial period Nov 2020–Mar 2021 following NCT's creation in November 2020. These mitigations leave a net underspend position of £0.019 million.
- 7.1.4. In the report, NCT have identified potential issues that will impact upon their budget for the 2022/23 financial year. These issues are detailed in the report

but are largely related to placements for children in care. The current levels of volatility, efficiency of joint funding processes and current flux of emergency placements, increasing complexity of need in a market where demand outstrips supply are all impacting on NCT's ability to meet children's needs within the current budget envelope.

7.2. Legal and Governance

7.2.1. There are no legal implications arising from the proposals.

7.3. Relevant Policies and Plans

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

7.4. Risk

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

7.5. Consultation

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

7.6. Consideration by Executive Advisory Panel

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

7.7. Equality Implications

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

7.8. Climate and Environment Impact

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

7.9. Community Impact

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

7.10. **Crime and Disorder Impact**

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

8. Background Papers

8.1. None

This page is intentionally left blank



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

Contents

Annual Report of the Service Delivery Contract between Northamptonshire Children’s Trust and West and North Northamptonshire Councils	1
1. Background and Purpose of the Annual Review	4
2. Summary of NCT performance against the KPIs	4
2.1. What worked well	4
2.2. Challenges and areas to work on	5
3. Summary of the Councils Performance of its obligations	5
3.1. Support Services provided to NCT by the Councils	6
3.2. Property	6
3.3. Retained functions and their interface with NCT	7
3.4. Procure for NCT data, databases, and casework records	7
3.5. Transfer information from government, information regarding partnerships, policies and procedures and casework records to NCT	7
3.6. Act as the Corporate Parent	8
3.7. Consult NCT on any corporate or property strategy	8
3.8. Support NCT with grant funding	8
3.9. Implement any actions resulting from a regulatory inspection	8
3.10. Ensure NCT is adequately insured	9
3.11. Procure provision of appropriate ICT to enable the Emergency Duty service 9	
4. Cost of delivering services in 2021/22	9
5. A summary of any changes to the Service Delivery Contract	10
6. Service demand in 2021/22 and expected demand 2022-24	11
7. Actual or anticipated changes in legislation and their effects	11
7.1. Unregulated and unregistered placements	11
7.2. The Competition and Markets Authority report on Children’s Social Care ...	11
7.3. National standards for providers of supported accommodation	12
7.4. Independent Review of Children’s Social Care	12
7.5. Child Safeguarding Practice Reviews	13
7.6. Inspection of Local Authority Children’s Services	13
7.7. Consultation on the SEND and Alternative Provision Green Paper: SEND review: right support, right place, right time	13
7.8. Mental Capacity (Amendment) Act 2019, which replaces the Deprivation of Liberty Safeguards (DoLS) with Liberty Protection Safeguards	14
7.9. Family Hubs	14
7.10. Integrated Care Systems	14

8. The strategic priorities and outcomes for the Services	14
9. Any social, demographic or other relevant factors which may impact on the services.....	15
9.1. Impact of covid-19	15
9.2. Cost of living and its impact on families	15
9.3. Asylum seekers from Afghanistan and Ukraine	16
9.4. Deportation to Rwanda.....	17
9.5. National and local workforce issues	17
9.6. Increased demand for services and increase in waiting times	17
9.7. Timeliness of initial and review health assessments for children in care	17
9.8. Impact of historical poor social care practice and previously under developed early help offer	18
9.9. Education Sufficiency	18
10. The results of any audits or surveys in 2021-22	18
10.1. Internal audit	18
10.2. List of Audits.....	19
10.3. Self Evaluation	20
10.4. Quality assurance of our practice with children and families	20
10.5. Surveys of our workforce	21
Leadership Development Programme	21
10.6. Surveys of children and young people	23
11. The outcomes of any Rectification Plans.....	23
12. High-level review of applicable Central Government funding Government funding.....	24
13. Risk register.....	24
14. The outcome of any regulatory inspections	25
15. Any proposes changes to the SDC.....	26
Appendices	29

1. Background and Purpose of the Annual Review

The overarching aims and objectives of the Annual Review are:

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

2. Summary of NCT performance against the KPIs

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

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

2.1. *What worked well*

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

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

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

2.2. Challenges and areas to work on

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

3. Summary of the Councils Performance of its obligations

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

3.1. Support Services provided to NCT by the Councils

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

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

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

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

3.2. Property

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

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

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

3.3. Retained functions and their interface with NCT

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

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

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

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

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

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

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

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

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

3.6. Act as the Corporate Parent

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

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

3.7. Consult NCT on any corporate or property strategy

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

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

3.8. Support NCT with grant funding

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

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

3.9. Implement any actions resulting from a regulatory inspection

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

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

3.10. Ensure NCT is adequately insured

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

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

This was successfully delivered by the Councils.

4. Cost of delivering services in 2021/22

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

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

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

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

Key Issues

Placements (£1.7m overspend)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



LAC Modelling June
22.pptx

7. Actual or anticipated changes in legislation and their effects

7.1. Unregulated and unregistered placements

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

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

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

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

7.3. National standards for providers of supported accommodation

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

7.4. Independent Review of Children's Social Care

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

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

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

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

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

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

7.5. Child Safeguarding Practice Reviews

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

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

The national recommendations from the report are:

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

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

7.6. Inspection of Local Authority Children’s Services

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

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

The Green Paper proposes:

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

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

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

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

7.9. *Family Hubs*

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

7.10. *Integrated Care Systems*

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

8. The strategic priorities and outcomes for the Services

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

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

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

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

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

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

9.1. *Impact of covid-19*

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

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

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

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

9.3. *Asylum seekers from Afghanistan and Ukraine*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

9.4. *Deportation to Rwanda*

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

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

9.5. National and local workforce issues

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

9.6. Increased demand for services and increase in waiting times

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

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

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

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

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

9.9. Education Sufficiency

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

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

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

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

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

10.1. Internal audit

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

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

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

10.2. List of Audits

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

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

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

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

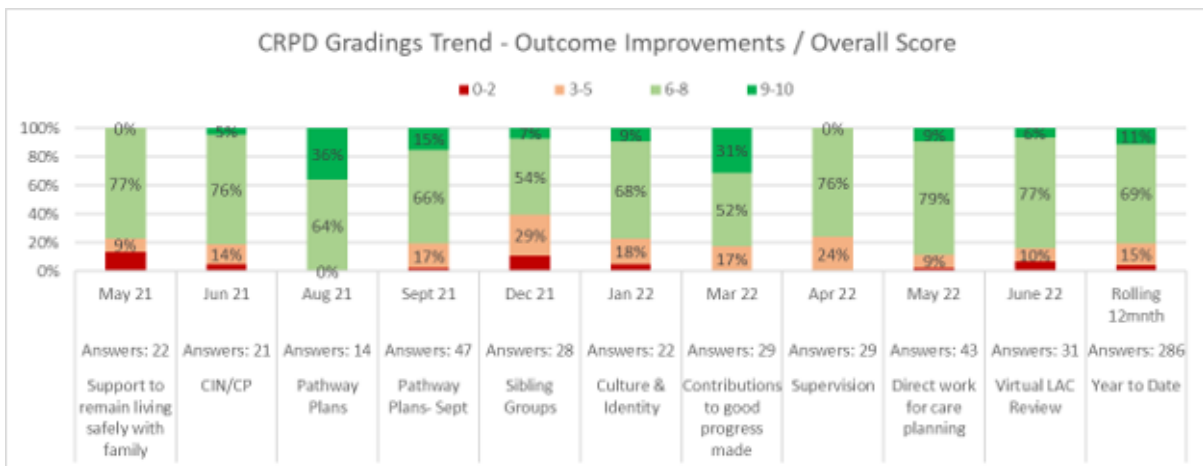
10.3. Self Evaluation

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

10.4. Quality assurance of our practice with children and families

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

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



10.5. Surveys of our workforce

Equalities surveys

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

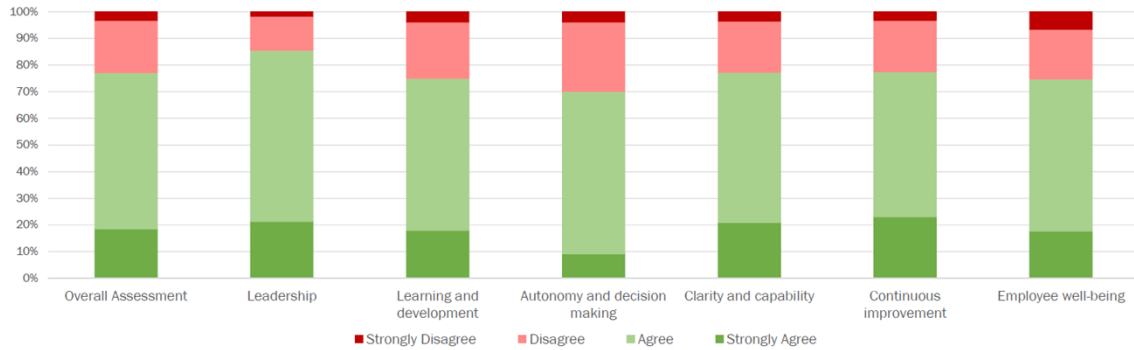
- 77% feel equality, diversity and inclusion has become more of a priority since we became NCT
- 66% feel supported to progress their career in NCT
- Membership of the forum is building confidence to work with diverse families
- Important to recognise we don’t know everything, so good to talk to other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

Social Worker survey (Frontline)

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

Figure 3: Social Worker survey results

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



Leadership Development Programme

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

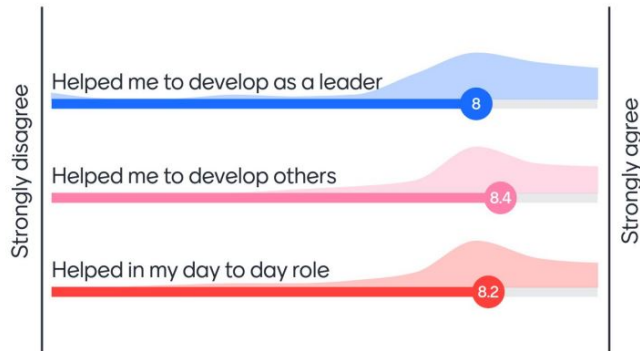
Results from October 2021

Leadership Development Programme



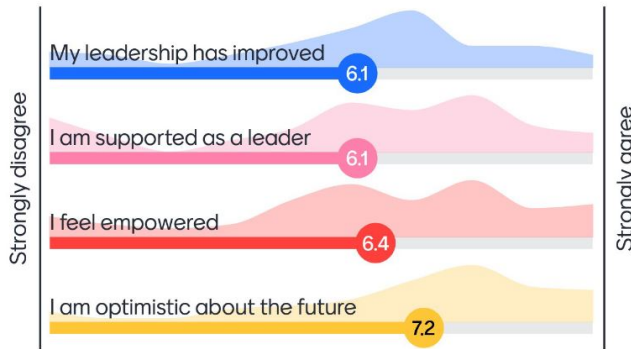
Results from February 2022

Leadership Development Programme



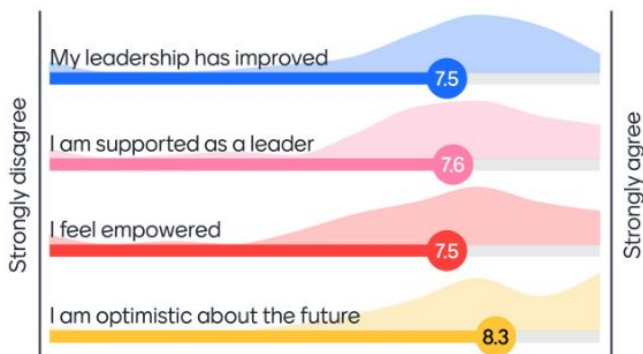
Results from October 2021

Your Leadership



Results from February 2022

Your Leadership



10.6. Surveys of children and young people

Children in care reviews

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

Mind of My Own

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

Young people receiving support from Youth offending service

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

11. The outcomes of any Rectification Plans

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

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

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

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

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

Other Government Revenue Grants

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

13. Risk register

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

14. The outcome of any regulatory inspections

Ofsted Monitoring Visits of Children's Social Care

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

July 2021, North and west Northamptonshire, Child Protection and Child in Need
[Ofsted | North Northamptonshire](https://www.ofsted.gov.uk/inspections/50173511)
[Ofsted | West Northamptonshire](https://www.ofsted.gov.uk/inspections/50173510)

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

Independent Fostering Agency Inspection – October 21
[Ofsted | Northamptonshire Children's Trust Fostering Agency](https://www.ofsted.gov.uk/inspections/50179378)
Judgement: Requires Improvement to be good

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

Judgement: Good

NCT Children's Homes

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

15. Any proposed changes to the SDC

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

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

- Integrated Care System

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

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

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

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

NOTE:

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

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

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

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

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

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

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

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

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

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

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

The performance mechanism

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

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

Council dependencies

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



Governance arrangements

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

Contract sum negotiations

The timeline is attached as appendix 4.

Appendices

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

SCRUTINY COMMISSION 1st November 2022

Report Title	Performance Indicator Report 2022/23 (Period 5)
Report Author	Guy Holloway, Assistant Chief Executive Email: Guy.holloway@northnorthants.gov.uk
Executive Member	Cllr Jason Smithers Leader of the Council

List of Appendices

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

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

1. Purpose of Report

- 1.1. To provide members with an update on the Council's performance across a wide range of services, as measured by performance indicators, with the aim of informing scrutiny.
- 1.1 Set out some of the actions the Council is taking to develop its performance monitoring arrangements.

2. Executive Summary

- 2.1 The Scrutiny Commission identified the need for regular performance reports on the Council's services and key local outcomes at its Scrutiny Conference back in October 2021. Performance reporting has been built into the Scrutiny Work Programme as a routine and regular feature.
- 2.2 This report provides an assessment of the Council's performance in relation to the Corporate Plan Indicators for 2022/23 as at period 5.
- 2.3 A detailed assessment of the performance of services as measured by corporate performance indicators for period 5 has been included as **Appendix A**.
- 2.4 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.

- 2.5 Members of the Scrutiny Commission are advised to flag up areas they wish to understand in further detail with the report author at least three working days prior to the meeting. This is by no means essential but given the broad range of information included within the appendices of this report, it will help ensure a more thorough answer is provided at the meeting.

3. Recommendations

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

4. Report Background

Context

- 4.1 The availability of accurate, timely and relevant information about the performance of services is good practice. It enables operational and policy decisions to be made, and it informs healthy debate and scrutiny of services.

Performance Report

- 4.2 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.

5. Issues and Choices

- 5.1 There are no issues or choices arising from this report.

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 There are no direct resource or financial implications arising from this report. However, the financial performance of the Council is an important metric when gauging how the Council is performing. The scarcity of resources inevitably means there is a trade-off between performance and affordability. The goal is to ensure that efficiency, economy and effectiveness are maximised within realistic parameters.

6.2 Legal

6.2.1 There are no legal implications arising from this report.

6.3 Risk

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

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

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

6.4 Consultation

6.4.1 The Council carried out a public consultation on its vision, values, key commitments and priorities during the Autumn of 2021. These have been used to help guide the development of a revised set of Corporate Plan performance indicators for 2022/23.

6.5 Climate Impact

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

6.5.2 The Council currently measure and report on the following Greener, Sustainable Environment performance indicators:

Indicator Reference Number	Indicator Name	New (2022/23) or Existing (2021/22) Indicator
GSE01	Number of E-Scooter trips	New
GSE02	Number of E-Scooter users	New

GSE03	Co2 savings from E-Scooters	New
GSE04	Number of electric vehicle charging points publicly available	New
GSE05	Number of electric vehicles per charge point	New
GSE06	Fly tipping: number of fly tips reported	Existing
GSE07	Percentage of waste diverted from landfill	Existing

6.5.3 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 25th 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.

6.6 Community Impact

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

7. Background Papers

7.1 [Performance Indicator Report Period 4 2022-23](#)

presented at the Scrutiny Commission meeting on the 4th October 2022.

7.2 [Proposed Corporate Plan Indicator Set 2022/23](#)

presented at the Scrutiny Commission meeting on the 29th March 2022.



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
Information Governance													
Modern Public Services	MPS12	% of Freedom of Information Requests completed in 20 working days		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%	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. 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.
Modern Public Services	MPS13	% Environmental Information Regulation Requests completed in 20 working days		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%	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. 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.
Modern Public Services	MPS14	% Individual Rights requests completed within statutory timescale (Data Protection (DP) Right to Access requests)		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%	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. 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.

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																								
Information Governance																																					
Modern Public Services	MPS15	Total number of data breaches	<table border="1"> <caption>Data Breaches</caption> <thead> <tr> <th>Month</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>3</td> </tr> <tr> <td>May</td> <td>6</td> </tr> <tr> <td>June</td> <td>5</td> </tr> <tr> <td>July</td> <td>8</td> </tr> <tr> <td>August</td> <td>12</td> </tr> </tbody> </table>	Month	Actual	April	3	May	6	June	5	July	8	August	12	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 (Information Commissioners Office)). 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 (Information Governance) 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 (Corporate Management Team). 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>												
Month	Actual																																				
April	3																																				
May	6																																				
June	5																																				
July	8																																				
August	12																																				
Registrations																																					
Connected communities	CNC03	% of Deaths registered within 5 working days	<table border="1"> <caption>Deaths Registered</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>55%</td> <td>80%</td> <td>55%</td> </tr> <tr> <td>May</td> <td>68%</td> <td>80%</td> <td>68%</td> </tr> <tr> <td>June</td> <td>65%</td> <td>80%</td> <td>65%</td> </tr> <tr> <td>July</td> <td>68%</td> <td>80%</td> <td>68%</td> </tr> <tr> <td>August</td> <td>60%</td> <td>80%</td> <td>60%</td> </tr> </tbody> </table>	Month	Actual	Target	Trend	April	55%	80%	55%	May	68%	80%	68%	June	65%	80%	65%	July	68%	80%	68%	August	60%	80%	60%	(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 (year to date). 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>
Month	Actual	Target	Trend																																		
April	55%	80%	55%																																		
May	68%	80%	68%																																		
June	65%	80%	65%																																		
July	68%	80%	68%																																		
August	60%	80%	60%																																		
Connected communities	CNC04	% of Births registered within 42 days	<table border="1"> <caption>Births Registered</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>92%</td> <td>90%</td> <td>92%</td> </tr> <tr> <td>May</td> <td>95%</td> <td>90%</td> <td>95%</td> </tr> <tr> <td>June</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> <tr> <td>July</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> <tr> <td>August</td> <td>88%</td> <td>90%</td> <td>88%</td> </tr> </tbody> </table>	Month	Actual	Target	Trend	April	92%	90%	92%	May	95%	90%	95%	June	90%	90%	90%	July	90%	90%	90%	August	88%	90%	88%	(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 (Annual Leave) in August, this was further compounded by staff illness.</p>
Month	Actual	Target	Trend																																		
April	92%	90%	92%																																		
May	95%	90%	95%																																		
June	90%	90%	90%																																		
July	90%	90%	90%																																		
August	88%	90%	88%																																		

Finance Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Quarter 1 22-23	Year to Date 2022/23	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments	
Finance														
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
Revenues & Benefits														
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					
Customer Services													
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)		n/a	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		n/a	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 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments																																			
Modern public services.	MPS40	% Calls answered within 60 seconds in customer services	<table border="1"> <caption>% Calls answered within 60 seconds in customer services</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>78%</td> <td>80%</td> </tr> <tr> <td>May</td> <td>78%</td> <td>80%</td> </tr> <tr> <td>June</td> <td>75%</td> <td>80%</td> </tr> <tr> <td>July</td> <td>72%</td> <td>80%</td> </tr> <tr> <td>August</td> <td>72%</td> <td>80%</td> </tr> </tbody> </table>	Month	Actual	Target	April	78%	80%	May	78%	80%	June	75%	80%	July	72%	80%	August	72%	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	78%	80%																																														
May	78%	80%																																														
June	75%	80%																																														
July	72%	80%																																														
August	72%	80%																																														
Modern public services.	MPS41	Number of customers helped by customer services	<table border="1"> <caption>Number of customers helped by customer services</caption> <thead> <tr> <th>Month</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>42,000</td> </tr> <tr> <td>May</td> <td>46,000</td> </tr> <tr> <td>June</td> <td>48,000</td> </tr> <tr> <td>July</td> <td>46,000</td> </tr> <tr> <td>August</td> <td>51,000</td> </tr> </tbody> </table>	Month	Total	April	42,000	May	46,000	June	48,000	July	46,000	August	51,000	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.																							
Month	Total																																															
April	42,000																																															
May	46,000																																															
June	48,000																																															
July	46,000																																															
August	51,000																																															
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>Number of customer interactions to customer services</caption> <thead> <tr> <th>Month</th> <th>Telephone</th> <th>Face to face</th> <th>E-forms</th> <th>Emails</th> <th>Web chat</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>28,000</td> <td>3,000</td> <td>1,000</td> <td>10,000</td> <td>0</td> </tr> <tr> <td>May</td> <td>30,000</td> <td>3,000</td> <td>1,000</td> <td>12,000</td> <td>0</td> </tr> <tr> <td>June</td> <td>32,000</td> <td>3,000</td> <td>1,000</td> <td>12,000</td> <td>0</td> </tr> <tr> <td>July</td> <td>32,000</td> <td>3,000</td> <td>1,000</td> <td>11,000</td> <td>0</td> </tr> <tr> <td>August</td> <td>35,000</td> <td>3,000</td> <td>1,000</td> <td>12,000</td> <td>0</td> </tr> </tbody> </table>	Month	Telephone	Face to face	E-forms	Emails	Web chat	April	28,000	3,000	1,000	10,000	0	May	30,000	3,000	1,000	12,000	0	June	32,000	3,000	1,000	12,000	0	July	32,000	3,000	1,000	11,000	0	August	35,000	3,000	1,000	12,000	0	n/a	Telephone 90829 Face to Face 7120 E-Forms 9098 Emails 29528 Web Chat 1728	Telephone 157549 Face to Face 11831 E-Forms 15294 Emails 49718 Web Chat 2722	Telephone 31329 Face to Face 2189 E-Forms 2924 Emails 9996 Web Chat 432	Telephone 35391 Face to Face 2522 E-Forms 3272 Emails 10194 Web Chat 562	↑	N/A	No target - tracking indicator only	N/A
Month	Telephone	Face to face	E-forms	Emails	Web chat																																											
April	28,000	3,000	1,000	10,000	0																																											
May	30,000	3,000	1,000	12,000	0																																											
June	32,000	3,000	1,000	12,000	0																																											
July	32,000	3,000	1,000	11,000	0																																											
August	35,000	3,000	1,000	12,000	0																																											
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>98%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>May</td> <td>98%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>June</td> <td>98%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>July</td> <td>98%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>August</td> <td>98%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	Month	Actual	Target	Trend	April	98%	95%	95%	May	98%	95%	95%	June	98%	95%	95%	July	98%	95%	95%	August	98%	95%	95%	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	98%	95%	95%																																													
May	98%	95%	95%																																													
June	98%	95%	95%																																													
July	98%	95%	95%																																													
August	98%	95%	95%																																													

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					
Assets & Environment													
Modern Public Services	MPS26	% occupancy of Corby Enterprise Centre	<p>Legend: ● CEC 2021-22 ● CIH 2021-22 ● ENEC 2021-22 ▲ CEC 2022-23 ▲ CIH 2022-23 ▲ ENEC 2022-23</p>	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 (%)	<p>Legend: ● Actual 2022-23 - - Target Trend</p>	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	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
Growth & Regeneration													
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	

Page 122

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					
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
Highways & Waste													
Safe and thriving places	STP29	Number of Defects Outstanding on the network (at end of period), split by category		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
		No P1 defects			No P1 defects	No P1 defects	No P1 defects	n/a					
		13			19	16	19	↑R					
		252			277	289	277	↓G					
		564			479	514	479	↓G					
Safe and thriving places	STP30	Number of Defects Repaired in the network in period, split by category		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.
		No P1 defects			No P1 defects	No P1 defects	No P1 defects	n/a					
		423			559	95	41	↓R					
		3492			5051	825	734	↓R					
		1547			2627	525	555	↑G					
Safe and thriving places	STP31	Percentage of defects responded to within the timeframes specified, split by category		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.
		No P1 defects			No P1 defects	No P1 defects	No P1 defects	N/A					
		100% 423 out of 423			100% 559 out of 559	100% 95 out of 95	100% 41 out of 41	→					
		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					
		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					
Greener, sustainable environment	GSE07	Percentage of waste diverted from landfill	<p>90.73% of waste diverted from landfill</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
Regulatory Services													
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					
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	Year to Date	April	May	June	July	August	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
					22-23		2022/23	2022/23	2022/23	2022/23	2022/23					
Children's Trust																
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. 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	Year to Date	April	May 2022/23	June	July	August	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments
					22-23		2022/23		2022/23		2022/23					
Learning, Skills & Education																
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 Extra detail on PI: 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. Includes all state funded schools (LA maintained and Academy schools) in North Northants.
					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 Extra detail on PI: 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. Includes all state funded schools (LA maintained and Academy schools) in North Northants.
					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 Extra detail on PI: 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. Includes all state funded schools (LA maintained and Academy schools) in North Northants.
					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%		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. Extra detail on PI: 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
Adult Social Care													
Active, fulfilled lives	AFL01	Total number of people allocated to each team	<p>Line chart showing total number of people allocated to each team from April to March for 2021/22, 2022/23, and a trend line. The y-axis ranges from 0 to 6000. Actual 2021/22 is shown with a red line and circles, Actual 2022/23 with a blue line and triangles, and Trend 2021/22 with a green dotted line.</p>	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	<p>Line chart showing number of unscheduled review requests from April to March for 2021/22, 2022/23, and a trend line. The y-axis ranges from 0 to 260. Actual 2021/22 is shown with a red line and circles, Actual 2022/23 with a blue line and triangles, and Trend 2021/22 with a green dotted line.</p>	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)	<p>Line chart showing percentage of new requests for services where route of access was discharge from hospital from April to March for 2021/22, 2022/23, and a trend line. The y-axis ranges from 28% to 42%. Actual 2021/22 is shown with a red line and circles, Actual 2022/23 with a blue line and triangles, and Trend 2021/22 with a green dotted line.</p>	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	<p>Line chart showing number of new safeguarding concerns received per month from April to March for 2021/22, 2022/23, and a trend line. The y-axis ranges from 150 to 370. Actual 2021/22 is shown with a red line and circles, Actual 2022/23 with a blue line and triangles, and Trend 2021/22 with a green dotted line.</p>	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

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
Public Health													
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

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
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.
Housing Services													
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	

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
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				

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																		
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 (Temporary Accommodation) property and appointment TBC.
Month	Actual	Target																													
April	99.5%	100%																													
May	99.5%	100%																													
June	99.5%	100%																													
July	99.5%	100%																													
August	99.6%	100%																													
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> </tr> </thead> <tbody> <tr> <td>April</td> <td>~900</td> </tr> <tr> <td>May</td> <td>~950</td> </tr> <tr> <td>June</td> <td>~850</td> </tr> <tr> <td>July</td> <td>790</td> </tr> <tr> <td>August</td> <td>985</td> </tr> </tbody> </table>	Month	Actual	April	~900	May	~950	June	~850	July	790	August	985	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																														
April	~900																														
May	~950																														
June	~850																														
July	790																														
August	985																														
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> </tr> </thead> <tbody> <tr> <td>April</td> <td>~1100</td> </tr> <tr> <td>May</td> <td>~1300</td> </tr> <tr> <td>June</td> <td>~1500</td> </tr> <tr> <td>July</td> <td>1450</td> </tr> <tr> <td>August</td> <td>1442</td> </tr> </tbody> </table>	Month	Actual	April	~1100	May	~1300	June	~1500	July	1450	August	1442	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																														
April	~1100																														
May	~1300																														
June	~1500																														
July	1450																														
August	1442																														
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> </tr> </thead> <tbody> <tr> <td>April</td> <td>~3000</td> </tr> <tr> <td>May</td> <td>~3000</td> </tr> <tr> <td>June</td> <td>~3000</td> </tr> <tr> <td>July</td> <td>3046</td> </tr> <tr> <td>August</td> <td>3349</td> </tr> </tbody> </table>	Month	Actual	April	~3000	May	~3000	June	~3000	July	3046	August	3349	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																														
April	~3000																														
May	~3000																														
June	~3000																														
July	3046																														
August	3349																														
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> </tr> </thead> <tbody> <tr> <td>April</td> <td>~450</td> </tr> <tr> <td>May</td> <td>~450</td> </tr> <tr> <td>June</td> <td>~400</td> </tr> <tr> <td>July</td> <td>457</td> </tr> <tr> <td>August</td> <td>561</td> </tr> </tbody> </table>	Month	Actual	April	~450	May	~450	June	~400	July	457	August	561	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																														
April	~450																														
May	~450																														
June	~400																														
July	457																														
August	561																														

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
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 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												
Communities and Libraries																									
Active, fulfilled lives	AFL09	Number of physical visits to libraries	<table border="1"> <caption>Actual Physical Visits to Libraries (2022/23)</caption> <thead> <tr> <th>Month</th> <th>Actual Visits</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>~30,000</td> </tr> <tr> <td>May</td> <td>~32,000</td> </tr> <tr> <td>June</td> <td>~31,000</td> </tr> <tr> <td>July</td> <td>~36,000</td> </tr> <tr> <td>August</td> <td>38,319</td> </tr> </tbody> </table>	Month	Actual Visits	April	~30,000	May	~32,000	June	~31,000	July	~36,000	August	38,319	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.
Month	Actual Visits																								
April	~30,000																								
May	~32,000																								
June	~31,000																								
July	~36,000																								
August	38,319																								

This page is intentionally left blank



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	Quarter 1 22-23	Year to Date	July 2022/23	August 2022/23	Direction of Travel (Jul - Aug or Latest)	Polarity	Target	Tolerance	Comments																																																																														
Modern Public Services	MPS06	Average number of working days lost per Full time Equivalent (FTE) employee (short term)	<p>Days lost per FTE</p> <table border="1"> <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>0.49</td><td>0.36</td><td>0.48</td><td>0.36</td><td>0.36</td></tr> <tr><td>May</td><td>0.43</td><td>0.38</td><td>0.54</td><td>0.38</td><td>0.38</td></tr> <tr><td>Jun</td><td>0.23</td><td>0.43</td><td>0.43</td><td>0.43</td><td>0.43</td></tr> <tr><td>Jul</td><td>0.26</td><td>0.46</td><td>0.46</td><td>0.46</td><td>0.46</td></tr> <tr><td>Aug</td><td>0.23</td><td>0.54</td><td>0.54</td><td>0.54</td><td>0.54</td></tr> <tr><td>Sep</td><td>0.27</td><td>0.54</td><td>0.54</td><td>0.54</td><td>0.54</td></tr> <tr><td>Oct</td><td>0.34</td><td>0.57</td><td>0.57</td><td>0.57</td><td>0.57</td></tr> <tr><td>Nov</td><td>0.60</td><td>0.40</td><td>0.40</td><td>0.40</td><td>0.40</td></tr> <tr><td>Dec</td><td>0.55</td><td>0.38</td><td>0.38</td><td>0.38</td><td>0.38</td></tr> <tr><td>Jan</td><td>0.43</td><td>0.47</td><td>0.47</td><td>0.47</td><td>0.47</td></tr> <tr><td>Feb</td><td>0.55</td><td>0.30</td><td>0.30</td><td>0.30</td><td>0.30</td></tr> <tr><td>Mar</td><td>0.55</td><td>0.37</td><td>0.37</td><td>0.37</td><td>0.37</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	0.49	0.36	0.48	0.36	0.36	May	0.43	0.38	0.54	0.38	0.38	Jun	0.23	0.43	0.43	0.43	0.43	Jul	0.26	0.46	0.46	0.46	0.46	Aug	0.23	0.54	0.54	0.54	0.54	Sep	0.27	0.54	0.54	0.54	0.54	Oct	0.34	0.57	0.57	0.57	0.57	Nov	0.60	0.40	0.40	0.40	0.40	Dec	0.55	0.38	0.38	0.38	0.38	Jan	0.43	0.47	0.47	0.47	0.47	Feb	0.55	0.30	0.30	0.30	0.30	Mar	0.55	0.37	0.37	0.37	0.37	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
	Month	Short Term 21/22		Long Term 21/22	Short Term 22/23	Long Term 22/23	Target 2022/23																																																																																				
Apr	0.49	0.36	0.48	0.36	0.36																																																																																						
May	0.43	0.38	0.54	0.38	0.38																																																																																						
Jun	0.23	0.43	0.43	0.43	0.43																																																																																						
Jul	0.26	0.46	0.46	0.46	0.46																																																																																						
Aug	0.23	0.54	0.54	0.54	0.54																																																																																						
Sep	0.27	0.54	0.54	0.54	0.54																																																																																						
Oct	0.34	0.57	0.57	0.57	0.57																																																																																						
Nov	0.60	0.40	0.40	0.40	0.40																																																																																						
Dec	0.55	0.38	0.38	0.38	0.38																																																																																						
Jan	0.43	0.47	0.47	0.47	0.47																																																																																						
Feb	0.55	0.30	0.30	0.30	0.30																																																																																						
Mar	0.55	0.37	0.37	0.37	0.37																																																																																						
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"> <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&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>£3,889</td><td>£15,816</td><td>£12,497</td><td>£14,445</td></tr> <tr><td>Gov & HR</td><td>£61,606</td><td>£56,208</td><td>£108,880</td><td>£73,037</td><td>£117,461</td></tr> <tr><td>Place & Ec</td><td>£124,839</td><td>£130,584</td><td>£130,101</td><td>£185,989</td><td>£124,839</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	£3,889	£15,816	£12,497	£14,445	Gov & HR	£61,606	£56,208	£108,880	£73,037	£117,461	Place & Ec	£124,839	£130,584	£130,101	£185,989	£124,839	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 additionality 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>																														
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	£3,889	£15,816	£12,497	£14,445																																																																																						
Gov & HR	£61,606	£56,208	£108,880	£73,037	£117,461																																																																																						
Place & Ec	£124,839	£130,584	£130,101	£185,989	£124,839																																																																																						
Transformation	£38,558	£21,854	£44,676	£38,662	£48,508																																																																																						

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
Adults, Communities and Wellbeing Services Total	0.95	1.98	2.94	4.13	5.34	12.0%	73
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
Chief Executive Office Total	0.29	0.47	0.30	0.83	0.90	3.0%	0
Assistant Director Education	0.63	1.13	1.49	2.48	2.92	2.9%	2
Commissioning & Partnerships (includes client role for Children's T	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
Childrens Services Total	0.50	0.95	1.31	2.55	3.12	4.0%	5
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
Finance Services Total	0.80	1.57	2.63	3.57	3.97	6.0%	3
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
Governance & HR Total	0.24	0.51	0.99	1.42	1.78	4.0%	2
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
Place and Economy Services Total	0.67	1.60	2.69	3.75	4.60	9.0%	22
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
Transformation Total	0.73	1.41	2.40	3.80	4.37	9.0%	5
NNC Total	0.78	1.64	2.55	3.66	4.58	10.0%	110

	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
Adults, Communities, Wellbeing	0.31	0.68	1.77	3.57
Chief Executive Office	0.06	0.00	0.90	0.00
Childrens Services	0.09	0.43	0.93	2.18
Finance Services	0.14	0.17	0.92	3.05
Governance & HR	0.08	0.26	0.73	1.06
Place and Economy Services	0.20	0.56	1.38	3.22
Transformation	0.19	0.22	1.45	2.91
NNC Total	0.23	0.54	1.46	3.12

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%
Adults, Communities and Wellbeing Services Total	1339	1138.03	2108	1850.80	612	348.03	190	0	£378	19.6%	1.7%	23	20	1.5%
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%
Chief Executive Office Total	34	31.56	57	54.72	21	20.48	0	0	£13	18.9%	5.9%	2	1	2.9%
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%
Childrens Services Total	215	193.34	293	283.09	74	71.83	0	0	£171	19.5%	3.3%	7	2	0.9%
Audit and Risk	7	6.62	15	15.00	8	8.00				72.7%	0.0%			0.0%
Financial Accounting	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%
Revenues and Benefits	99	85.15	119	105.78	20	17.65	8		£14	11.9%	1.0%	1		0.0%
Finance Services Total	161	142.86	208	190.99	56	52.24	16	1	£14	15.5%	0.6%	1	0	0.0%
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%
Governance & HR Total	136	120.58	219	189.53	50	40.31	16	2	£117	17.6%	2.2%	3	2	1.5%
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%
Place and Economy Services Total	591	545.30	862	791.51	187	181.63	72	5	£139	15.8%	1.2%	7	6	1.0%
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%
Transformation Total	160	138.26	195	178.75	24	18.45	5	4	£49	15.0%	0.6%	1	1	0.6%
NNC Total	2636	2309.93	3942	3539.39	1024.00	732.97	299	12	£881	18.1%	1.7%	44	32	1.2%

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

** LG average turnover benchmark (12.9%)

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

Establishment Data by Assistant Directorate - Further Detail and Definitions

Establishment Data Heading	Definition
Employees	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.
Posts	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.
Vacancies	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.
Agency	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.
Absence	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.
Voluntary Turnover	Those employees (excluding casual/zero hours) who voluntarily left the organisation (including retirement) shown as a % of the average headcount over a rolling year.
Starters	New employees to the organisation (excluding casual/zero hours)

This page is intentionally left blank

Scrutiny Commission 1 November 2022

Report Title	Scrutiny Work Plan and Future Meetings
Report Author	Louise Tyers, Senior Democratic Services Officer louise.tyers@northnorthants.gov.uk

List of Appendices

Appendix 1 – Scrutiny Work Plan 2021/23

Appendix 2 – Future Meetings

Appendix 3 – Task and Finish Groups Progress Report

1. Purpose of Report

- 1.1. This report sets out the Scrutiny Work Plan, provides an update on future meetings and provides Members with information relevant to the management of the Commission.

2. Recommendations

- 2.1 That the Work Plan be noted.
- 2.2 That the items being brought to future meetings be noted.
- 2.3 That the current progress of the agreed Task and Finish Groups be noted.

3. Report Background

- 3.1 The Scrutiny Commission is invited to consider the Scrutiny Work Plan at each of its meetings. Although some flexibility needs to be retained to enable items to be added at relatively short notice, planning the Commission's work programme assists in the commissioning of reports and helps to ensure that planned work is considered in a timely manner. The Scrutiny Work Plan is attached at Appendix 1.

4. Issues and Choices

- 4.1 The Commission's draft work programme for future meetings is attached at Appendix 2.
- 4.2 The Commission can establish task and finish groups to complete work on the agreed work plan. It undertakes a co-ordination role for the groups which have

been identified as important within the organisation. The progress of the task and finish groups is attached at Appendix 3.

5. Implications (including financial implications)

5.1 Resources and Financial

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

5.2 Legal and Governance

5.2.1 There are no legal implications arising from the report.

5.3 Relevant Policies and Plans

5.3.1 The work of Scrutiny assists with the delivery of the Corporate Plan.

5.4 Risk

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

5.5 Consultation

5.5.1 No consultation has not been undertaken.

5.6 Equality Implications

5.6.1 There are no equality implications arising from the report.

5.7 Climate Impact

5.7.1 There are no climate impacts arising from the report.

5.8 Community Impact

5.8.1 There is no community impact arising from the report.

5.9 Crime and Disorder Impact

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

6. Background Papers

6.1 None

Scrutiny Work Plan 2021/2023 (Updated: 24 October 2022)

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

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

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

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

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

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

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

SCRUTINY REVIEWS

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

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

Suggested Topics	Officer and Member and Chair	Date Commenced	Date to be Completed	Notes	Date added to the Workplan
Asset Rationalisation and Use	George Candler Jonathan Waterworth Cllr Graham Lawman	January 2022	TBC	<ul style="list-style-type: none"> Understand the Council's assets and ensure they are being utilised appropriately. Develop methodologies around the use and cost of assets against the value those assets bring to the community. Understand how cost efficient the council's buildings are To provide recommendations on the commercial use of our assets and opportunities To understand whether buildings should be rationalised 	25 January 2022
Grant Maintained Nurseries	AnnMarie Dodds Cllr Scott Edwards	July 2022	October 2022 (Review at this time)	<ul style="list-style-type: none"> Review of finances, provision and performance arrangements of maintained nurseries. 	29 March 2022
Outside Bodies	Adele Wylie	Annual		Standing Panel to annually review appointments to outside bodies.	24 August 2021
Knife Crime				<ul style="list-style-type: none"> Examine knife crime and the associated risks factors present 	

				before serious knife crime takes place.	
Section 106 Monitoring	George Candler Rob Harbour Cllr David Brackenbury	Suggest the work to scope out the review starts once the internal review/audit of S.106 has concluded (likely to be December 2021)		<ul style="list-style-type: none"> • Determine whether S106 monies are being fully utilised • Whether members have access to S106 information for their wards. • Identify where S106 money was not effectively used. • Review how effective the S106 policies have been in each area • Understand where and why there have been slippages against the programme and • Develop a consistent and combined S106 methodology looking at new legislative requirements of the Council, i.e. biodiversity, carbon offsetting, building in green initiatives. • To provide recommendations on procedures to ensure that S106 money is always put to good use in time, before entitlement lapses. • To provide recommendations on recording of S106 spend that is transparent and accessible 	
Levelling Up Communities	David Watts Cllr Zoe McGhee	August 2021	July 2022	<ul style="list-style-type: none"> • Recommendations to Executive / Council • To provide initial recommendations to feed into the budget review process 	24 August 2021

ONE OFF ITEMS/ ANNUAL ITEMS/RECURRING ITEMS

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

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

Suggested Topics	Committee/ Commission	Format	Meeting Date	Notes	Date added to the Workplan	Recurring Item
Budget Monitoring	Finance and Resources	Report	Each Meeting	To undertake budget monitoring		Each meeting
Performance Indicators	Commission/ Finance and Resources (corporate services)	Report	Each Meeting	To scrutinise performance of services using performance data		Each Meeting
Review of Executive Forward Plan	Commission/ Finance and Resources	Document	Each Meeting	To review upcoming matters and determine if there are any matters which require scrutiny input		Each meeting
Garden Waste Future Service Provision	Commission	Report	1 November 2022	To consider call-in of Executive Decision.		One-off
Children's Trust Annual Report	Commission	Report	1 November 2022	To scrutinise the Children's Trust Annual Report.		Annual
Mental Health Strategy	Commission	Report	29 November 2022	To consider the Mental Health Strategy.	25 March 2022	One-off
The Case for Social Housing	Commission	Report	29 November 2022	Pre-decision scrutiny of Executive Decision. Recommendations to Executive.	4 October 2022	One-off

Page 148

Northamptonshire Safeguarding Adults Board (NSAB) Annual Report	Commission	Report	29 November 2022	To scrutinise the NSAB Annual Report.		Annual
Scrutiny Annual Report	Commission Finance and Resources	Report	18 April 2023 for Finance & Resources and 9 May 2023 for Commission (to be reported to July 2023 Council) Chairs to sign off.	Report detailing the work of the Scrutiny Committees over the previous 12 months		Annual
Integrated Care System (ICS) (Health Scrutiny)	Commission	Report/Presentation	9 May 2023	Scrutinising the impact of the ICS over the last 12 months.		Annual
New Highways Contract Provider (Highways and Transport)	Commission	Report/Presentation	September 2023	Review of performance of the new highways contract providers following the first year of service.		Recurring
Local Government and Social Care Ombudsman Annual Report	Commission	Report	October 2023	To review the Annual Report from the LGO and determine if there are any matters which require scrutiny input		Annual
Annual Budget Process	Finance and Resources	Report followed by T&F Groups	October 2023 Budget sessions to take place during January and feedback provided to the Executive for their meeting	To approve the annual budget process and agree to T&F Groups to scrutinise budget proposals.		Annual

			on 9 February 2023.			
Bus Services Improvement Plan (Highways and Transport)	Commission	Report/Presentation	TBC	Review of the delivery of the Bus Services Improvement Plan and outcomes of the Enhanced Partnership.		Recurring
Children's Trust Finance Scrutiny-Mid Year Review	Finance and Resources	Report/Presentation	TBC	Detailed review of finance of Children's Trust (additional to usual budget monitoring)		Annual Recurring invitation three times per year
Crime and Disorder	Commission	Report and Presentation	TBC (Looked at by Levelling Up Scrutiny Review Group – consider once report received)	<u>Crime and Anti-social behaviour, including knife crime and county lines</u> <ul style="list-style-type: none"> To gain a better understanding of the issues and how they are being addressed, including reducing knife crime and associated violence and drug related crime and safeguarding vulnerable children and young people. Provide crime figures to councillors per ward, split the current figures that are combined for violent crime and sexual offences. Map out how many police officers are actually on duty at any time and check whether it is enough for the workload. Determine if a quarterly, time limited (Zoom or in person) meeting with police teams to ask questions could be delivered. 		Annual

				<ul style="list-style-type: none"> • Understand if a multi-agency approach to youth provision could work building and enhancing on the good work of the community sector, using asset-based community modelling. 		
Climate Change	Commission	Document	Place to confirm	Scrutinising the implementation of the Climate Action Plan and whether it is progressing adequately		One off
Homelessness, including Registered Social Landlords	Commission	Report/Presentation		<ul style="list-style-type: none"> • To understand how NNC are supporting homeless people. • To review the Council's knowledge of hidden demand including sofa surfing, domestic violence, marital breakdown, mental health • To understand if a collaborative approach with partners is being utilised and if so if it provides ideas for solutions to help families needing temporary accommodation. • Find ways to expand Supporting Tenancies to help tenants who face crisis. • Review the rough sleeper's initiative after it has had the opportunity to embed and show results. 		One off
Public Transport, including bus services &	Commission			<ul style="list-style-type: none"> • Review of progress against the Bus Service Improvement Plan. 		One-off

strategy and rail services				<ul style="list-style-type: none"> Understand about how the Council is working towards an integrated transport solution. Understand how rural isolation and accessibility to work and education is being addressed to enable travel to work and education. 		
Highways and Transport	Commission	Report/Presentation	29 March 2022	Scrutiny session on major highway capital works and how they are prioritised for implementation within existing budgets.		
Children's Trust	Commission (all invited)	Presentation	25 November 2021	Introductory Presentation <ul style="list-style-type: none"> the relationship between the Trust and Council the governance, improvement plan. How is the funding for the Trust decided and divided? 		Recurring invitation three times per year
Children's Trust	Commission	Report/presentation	17 May 2022	Performance and inspection readiness		Recurring invitation three times per year
Health Scrutiny - Kettering General Hospital	Commission	Report/Presentation	5 July 2022	To receive a briefing on the proposed redevelopment of Kettering General Hospital.		One-off
Performance of Special Educational Needs "SEND"	Commission	Report/Presentation	2 August 2022	Review of performance of Special Educational Needs (SEND).		One-off

Garden Waste Future Service Provision	Finance and Resources	Report	16 August 2022	Pre-decision scrutiny of Executive Decision. Recommendations to Executive.	15 July 2022	One-off
---	--------------------------	--------	----------------	--	--------------	---------

PENDING ITEMS

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

Suggested Topics	Committee/Commission	Suggested by	Notes
Customer Services Operations (To consider issues and actions around the customer service centres)	Commission	Scrutiny Commission	Added to pending items – 25 March 2022
Adoption of Roads (Does the Council have a strategy and if yes, what is that strategy?)	Commission	Scrutiny Commission	Response received from Assistant Director of Highways and Waste.
Keyways Information on Keyways including waiting times, bands of eligibility, priority needs)	Commission	Scrutiny Commission	Added to pending items – 05 July 2022
Staff vacancies, including the cost of agency staff	Commission	Scrutiny Commission	Added to pending items – 05 July 2022
Housing repairs service (length of time for repairs and what are the delays)	Commission	Scrutiny Commission	Added to pending items – 05 July 2022

**Scrutiny Commission
2022/23 Future Meetings
(Updated: 24 October 2022)**

Date	Item	Purpose	Comments
29 November 2022	The Case for Social Housing	To scrutinise the proposed Executive Decision.	Pre-decision scrutiny Executive – 22 nd December
	Mental Health Strategy	To consider the Mental Health Strategy.	
	Northamptonshire Adults Safeguarding Board Annual Report 2021/22	To scrutinise the Annual Report.	
	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item
31 January 2023	Youth Justice Plan	To scrutinise the Youth Justice Plan	TBC
	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item
28 February 2023	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item
04 April 2023	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item
09 May 2023	Integrated Care System	To scrutinise the impact of the ICS over the last 12 months.	Annual Item (Health Scrutiny)
	Scrutiny Annual Report 2022/23	To consider the draft Scrutiny Annual Report.	Annual Item
	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item
23 May 2023	Performance Indicators Report	To scrutinise performance of services using performance data.	Standing Item

Scrutiny Commission
Task and Finish Groups Progress Report 2022/23
(Updated: 24 October 2022)

Review	Membership	Current Position	RAG
Levelling Up Communities	Cllr Zoe McGhee (Lead) Cllr Valerie Anslow Cllr Robin Carter Cllr King Lawal Cllr Anne Lee Cllr Paul Marks Cllr Kevin Watt	<ul style="list-style-type: none"> Final report of Working Group received by Scrutiny Commission on 5 July 2022 and forwarded to the Executive. The Executive received the report at their meeting on 25 August 2022. 	Completed
Assets Rationalisation and Use	Cllr Wendy Brackenbury (Lead) Cllr Jon-Paul Carr Cllr Robin Carter Cllr Gill Mercer Cllr John Currall Cllr Simon Rielly	<ul style="list-style-type: none"> Has held two meetings. Site visit to Corby Cube was held on 5th October. 	In progress
Maintained Nurseries	Cllr Mark Pengelly (Lead) Cllr Valerie Anslow Cllr Jim Hakewill Cllr Richard Levell Cllr Paul Marks Cllr Steven North Cllr Malcolm Ward	<ul style="list-style-type: none"> Scoping document agreed by the Commission on 5 July 2022. First meeting of Task and Finish Group to be held on 8 September 2022. Following this meeting, visits to each of the nurseries will be arranged. Visits to the four nurseries took place between 7th and 17th October. 	In progress

This page is intentionally left blank