



# Corporate Overview and Scrutiny Committee

A meeting of the Corporate Overview and Scrutiny Committee will be held in The Council Chamber, Lodge Road, Daventry, NN11 4FP on Wednesday 15 September 2021 at 6.00 pm

## Agenda

1.	<b>Apologies for Absence and Notification of Substitute Members</b>
2.	<b>Declarations of Interest</b> Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.
3.	<b>Minutes</b> (Pages 5 - 8) To confirm the Minutes of the meeting of the Committee held on 6 July 2021.
4.	<b>Chair's Announcements</b> To receive communications from the Chair.
5.	<b>Urgent Business</b> The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.
6.	<b>Contract Management and Procurement</b> The Committee to receive a briefing from the Head of Procurement on contract monitoring and procurement and the links into Social Value.
7.	<b>Social Values Act 2013</b> The Committee to receive a briefing from the Executive Director – Corporate on the Social Values Act 2013.



## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence and the appointment of substitute Members should be notified to [democraticservices@westnorthants.gov.uk](mailto:democraticservices@westnorthants.gov.uk) prior to the start of the meeting.

### **Declarations of Interest**

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item

### **Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates**

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

### **Evacuation Procedure**

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### **Mobile Phones**

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### **Queries Regarding this Agenda**

If you have any queries about this agenda please contact Tracy Tiff, Democratic Services via the following:

Email: [democraticservices@westnorthants.gov.uk](mailto:democraticservices@westnorthants.gov.uk)

Or by writing to:

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Northampton  
NN1 1ED

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## Corporate Overview and Scrutiny Committee

Minutes of a meeting of the Corporate Overview and Scrutiny Committee held in The Council Chamber at The Guildhall, St Giles' Square, Northampton NN1 1DE on Tuesday 6 July 2021 at 6.00 pm.

Present      Councillor Danielle Stone (Chair)  
                  Councillor Sam Rumens (Vice-Chair)  
                  Councillor Mohammed Azizur Rahman (Aziz)  
                  Councillor Michael Brown  
                  Councillor Paul Clark  
                  Councillor Maggie Clubley  
                  Councillor Rupert Frost  
                  Councillor Andrew Grant  
                  Councillor David James  
                  Councillor Koulla Jolley  
                  Councillor Colin Morgan  
                  Councillor Ken Pritchard  
                  Councillor Walter Tarasiewicz

Apologies    Councillor Terrie Eales  
 for  
 Absence:     Councillor Mark Hughes

Officers:     Martin Henry, Executive Director - Finance (Section 151 Officer)  
                  James Edmunds, Democratic Services Assistant Manager  
                  Tracy Tiff, Deputy Democratic Services Manager  
                  Richard Woods, Democratic Services Officer

### 1. **Declarations of Interest**

There were no declarations of interest.

### 2. **Chair's Announcements**

The Chair welcomed all attendees to the inaugural meeting of the Committee and provided an opportunity for all Members and Officers in attendance to introduce themselves.

### 3. **Urgent Business**

There were no items of urgent business.

4. **Role of the Corporate Overview and Scrutiny Committee**

The Committee considered a report from the Deputy Democratic Services Manager which highlighted the various roles that the Corporate Overview and Scrutiny Committee could undertake in fulfilling its functions.

**Resolved**

(1) That the contents of the report be noted.

5. **Remit of Corporate Overview and Scrutiny Committee**

The Deputy Democratic Services Manager submitted a report which set out the remit for the Corporate Overview and Scrutiny Committee as approved by the Overview and Scrutiny Coordinating Group and sought the agreement of Members to reflect on how the level of public engagement in local democracy could be increased.

In considering the report, Members acknowledged that the remits for each Scrutiny Committee meant that potential areas of interest may cut across the remit of more than one Scrutiny Committee, therefore it would be necessary and important for each Committee to work cohesively together.

The Chair explained to Members that a number of options existed which could maximise public engagement in local democracy and the Overview and Scrutiny process, such as live webcasting to make Committee meetings more accessible, engaging in consultations with the public, and making better use of local surveys to gauge public opinion on specific topics of interest.

Members also felt that public engagement and engagement with Officers from across the Council was important, as it would work to promote inclusivity within the Overview and Scrutiny process.

**Resolved**

(1) That the remit for the Corporate Overview and Scrutiny Committee be approved.

(2) That it be noted that the Overview and Scrutiny Coordinating Group may consider and recommend which Scrutiny Committee, or Scrutiny Committees, are best-placed to deal with any cross-cutting matters that may arise.

(3) That, having given due consideration, the Committee agreed to reflect upon how the level of public engagement in local democracy could be optimised.

6. **Overview and Scrutiny Work Programming Process**

The Committee received a report from the Deputy Democratic Services Manager which set out the Scrutiny Work Programming process and timetable for 2021-2022

as approved by the Overview and Scrutiny Coordinating Group, and requested that Members consider the items that had been submitted to the Chair for consideration on the Corporate Overview and Scrutiny Committee Work Programme for 2021-2022.

In introducing the report, the Chair explained that the Overview and Scrutiny Coordinating Group had agreed that each Scrutiny Committee would be required to develop a short-term Work Programme, and that the Coordinating Group was responsible for approving such Work Programmes, with longer-term reviews and topics to be considered at a specialised work programming event to be held in the autumn of 2021.

In response to questions from the Committee regarding the work programming event, the Deputy Democratic Services Manager explained that prior to the event, a questionnaire would be devised to steer discussions and maximise the focus of the event, with Cabinet members, Executive Directors and Assistant Directors invited to speak in order to set out their priorities for the year ahead.

The Chair thanked Members for their work in submitting topics of interest for potential inclusion on the Corporate Overview and Scrutiny Committee Work Programme, and emphasised that a key role of the scrutiny process was to undertake focussed work programming to assist the Council in achieving its objectives, through a culture of honesty and a collegiate relationship between Members, Officers and the public.

#### **Resolved**

(1) That the Overview and Scrutiny Work Programming Process be noted.

### **7. Corporate Overview and Scrutiny Committee Work Programme 2021/2022**

The Chair provided a verbal update to the Committee on the potential topics of interest submitted by Members for inclusion on the Corporate Overview and Scrutiny Work Programme 2021-2022.

Members of the Committee proposed and considered a number of items of interest for inclusion on the short-term work programme, including a briefing on the Social Values Act 2013 and the procurement of contracts, contract management and social value, along with a further briefing on The Children's Trust Budget, and a comprehensive Q&A session on School Budgets.

The Committee agreed to hold a Work Programming Event in the autumn of 2021 in order to consider longer-term reviews and topics of interest for inclusion on the long-term work programme for 2021-2022.

#### **Resolved**

(1) That the draft Overview and Scrutiny Committee Work Programme 2021-2022 (annexe to the minutes) be endorsed.

- (2) That the Committee hold a Work Programming Event in the Autumn of 2021 to consider items for inclusion on the Long-Term Work Programme.

The meeting closed at 7.18 pm

Chair:

Date:



# WEST NORTHAMPTONSHIRE COUNCIL CABINET

14<sup>th</sup> SEPTEMBER 2021

Portfolio Holder for Finance – Councillor Malcolm Longley

Report Title	Quarter 1 Revenue monitoring report for the financial year 2021-22
Report Author	Martin Henry, Executive Director (Finance) <a href="mailto:Martin.henry@westnorthants.gov.uk">Martin.henry@westnorthants.gov.uk</a>

## Contributors/Checkers/Approvers

West MO	Catherine Whitehead	Email approval obtained and retained, 01/09/2021
West S151	Martin Henry	Email approval obtained and retained, 01/09/2021
West Communications team	Becky Hutson	Email approval obtained and retained, 02/09/2021
Legal	Edwina Adefehinti	Email approval obtained and retained, 02/09/2021
Portfolio Owner Approval	CLlr Malcolm Longley	Email approval obtained and retained, 03/09/2021

## List of Appendices

Appendix A – Provisional Outturn 2020-21 for Legacy Councils within West Northamptonshire

Appendix B – Northamptonshire County Council’s Reserves Disaggregation principles

Appendix C – Quarter 1 2021-22 Revenue Forecast Outturn by Directorate

Appendix D – Budget Savings Tracker

## **1. Purpose of Report**

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- 1.1. This report sets out the provisional revenue outturn position 2020-21 for all legacy Councils within West Northamptonshire, including an up-to-date assessment of the estimated levels of reserves and balances expected to be brought forward and transferred to West Northamptonshire Council. This position is provisional, as it is subject to the annual statutory audit.
- 1.2. The report also provides an assessment of the Council's financial performance against its approved 2021-22 budget, incorporating key financial risks, issues and opportunities identified since 1st April 2021 for General Fund and the Housing Revenue Account (HRA).
- 1.3. It is important to note that budgets for the new organisation's General Fund revenue budgets are complex and still settling, as they are a combination of disaggregated County Council budgets and an aggregation of District and Borough budgets from West Northamptonshire, and approved before the majority of service redesigns and staffing structures were implemented for the new council. The HRA budget is not subject to disaggregation and aggregation issues.
- 1.4. Therefore, the detailed general fund budgets are subject to continual review and challenge. Since the 1st April, Directorates and Finance have worked together, reviewing budgets, prioritised by risk, to zero base and ensure they are sufficient to cover West Northamptonshire Council's commitments, and adequately fund new service designs and ways of working. This report, sets out the financial implications of the detailed zero base budgeting work completed to date.

## **2. Executive Summary**

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- 2.1. West Northamptonshire Council provides a range of services to residents and businesses across the area including care to vulnerable adults and children, education, the collection and disposal of waste, household waste recycling, leisure and community wellbeing, highways, planning, economic development, collection of council tax and business rates, housing benefit, council tax support, housing and support for the homeless.
- 2.2. The creation of a new Council does present a number of opportunities, such as the financial benefits of economies of scale both from amalgamating four councils into one and from the consolidation of contracts, assets and the redesign of processes. However, there remains a significant amount of financial risk, such as the nationally recognised budget pressures for local government, not only from the longer-term impact of COVID-19 on costs and income, but also from demand led and other cost pressures which pre-date the pandemic.
- 2.3. The 2021-22 budget was the very first budget created for this authority. While significant due diligence was undertaken to create the baseline budgets transferring from the legacy Councils, there are some inherent financial risks associated with the demand for services in the first year of the new organisation as a result of the unprecedented impacts of the pandemic, and the 'actual' level of demand for services, which we would only be able to properly understand after the commencement of the new financial year.

- 2.4. A 'zero-based budgeting' (ZBB) costing exercise is being undertaken to review and validate staffing budgets against staffing establishments, test disaggregated and aggregated budget envelopes, review demand led budget allocations and ensure legacy decisions are fully funded. This exercise continues, and any emerging issues identified as part of the exercise will be highlighted in future reports.
- 2.5. The table below summarises the revenue forecast currently being estimated for this financial year. It highlights some identified service pressure which will seek to be managed within the year.

**Table One: Forecast Outturn 2021-22 by Directorate**

Directorate	Net Budget £'000	Forecast Net Spend at 31/03/22 £'000	Forecast Variance at 31/03/22 £'000	% Forecast Variance against budget
Corporate Services	20,837	21,407	570	3%
Chief Executive Office	1,757	2,090	333	19%
Children's Services	73,701	73,701	0	0%
Adults, Communities & Wellbeing	108,862	109,466	604	1%
Place, Economy and Environment	80,060	80,316	256	0.3%
Finance Directorate	10,359	10,220	(139)	-1%
Technical / Centrally Controlled Budgets	30,994	30,994	0	0%
<b>Total budgeted expenditure</b>	<b>326,570</b>	<b>328,194</b>	<b>1,624</b>	<b>0.5%</b>
Less funding	(326,570)	(326,570)	0	0%
<b>Net Position 2021-22</b>	<b>0</b>	<b>1,624</b>	<b>1,624</b>	
Less budget contingency		(1,624)	(1,624)	
<b>Overall Net Position 2021-22</b>		<b>0</b>	<b>0</b>	

- 2.6. The forecast outturn position for 2021-22 is an overspend of £1.6m, which is 0.5% of the net budget, before the application of the contingency budget.
- 2.7. The budget proposals included a general contingency of £5m to deal with any unexpected budget pressures that emerged in year, particularly as the levels of demand, and the true cost of service design could not be fully known until the new financial year commenced for the new organisation. The contingency is being held centrally within 'Centrally Controlled Budgets' and will be allocated to services at the discretion of the Executive Director of Finance and the portfolio holder for Finance.
- 2.8. However, there is an expectation that the service pressures highlighted above, will be mitigated in the year, through cost efficiencies and release of brought forward budgets deemed surplus to requirements. In the event, that full mitigation is not possible, then the contingency will be drawn down for the purpose it was intended.
- 2.9. The table above notionally assumes £2m of centrally held Waste contingency specifically set aside, will be released to address disaggregation pressures that emerged late in the budget setting process.

2.10. The HRA forecast outturn at the end of the first quarter is as follows:

**Table Two - HRA**

<b>Other Funds - HRA</b>	<b>Net Budget £'000</b>	<b>Forecast Net Spend at 31/03/22 £'000</b>	<b>Forecast Variance at 31/03/22 £'000</b>	<b>% Forecast Variance against budget</b>
Income (Rent & Services charges)	(54,735)	(54,307)	428	0.78%
Repairs & Maintenance	13,954	13,954	0	0.00%
General Management	8,959	8,959	0	0.00%
Special Services	4,854	4,854	0	0.00%
Rents, Rates, Taxes & Other Charges	302	302	0	0.00%
Bad Debt Provision Charge	400	400	0	0.00%
Recharges from the General Fund	2,650	2,650	0	0.00%
Interest & Financing Costs	7,186	7,186	0	0.00%
Revenue Contributions to Capital	642	642	0	0.00%
Depreciation	15,150	15,150	0	0.00%
Contribution to / (from) Reserves	639	211	(428)	0.00%
<b>Net Position 2021-22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

2.11. The Housing Revenue Account (HRA) new build programme suffered significant re-phasing of capital expenditure from 2020-21 into 2021-22 and beyond. Following a review of the current and future years' delivery programme for new build properties coming on stream, it is anticipated that there will be a pressure on rental and service charge income of £0.4m in the current year. This pressure will be mitigated by reducing the anticipated contribution to reserves that was anticipated during the year.

### **3. Recommendations**

3.1 It is recommended that the Cabinet;

- a) Note the final outturn 2020-21 for all legacy Councils within West Northamptonshire in Appendix A;
- b) Note the estimated reserves and balances brought forward from each legacy Council within West Northamptonshire in section 5;
- c) Note the early review of 2021-22 financial progress and associated financial risks by Directorate;
- d) Note the deliverability assessment of West Northamptonshire Council savings requirement for 2021-22 and 2022-23 in Appendix D.
- e) Agree to the virement that transfers £2.0m from the central contingency budget to the Place directorate budgets that require this funding.

### **4. Reason for Recommendations:**

- *To ensure that the Authority complies with its financial regulations*

## 5. Report Background

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- 5.1 It is good practice that authorities are required to submit outturn information, outlining their financial performance against approved budgets. This report shows the closing position for each of the legacy authorities for both the General Fund (GF) and the Housing Revenue Account (HRA).
- 5.2 The Council's budget for 2021-22 is £326.6m and was approved on 23 February 2021, the budget includes £13.4m of savings proposals. This report includes an early analysis of the deliverability of these savings proposals, and the in-year variations to budgeted assumptions.
- 5.3 The Coronavirus (Covid-19) has had considerable impact on the way services are provided by the Council and its partners, as well as presenting significant financial challenges due to the Council's crisis response. The implementation of nationwide lockdown has meant that the financial impact of the virus will continue to be felt on the 2021-22 budget and the medium term financial outlook.
- 5.4 However, it should be noted that this authority and the predecessor authorities have received COVID funding to assist in dealing with these pressures, as set out in Section 7.
- 5.5 This report provides a detailed commentary on the anticipated spending pressures and loss of income as a result of the Coronavirus, as well as the utilisation of government grant funding.

## 6. Provisional Outturn 2020-21 - General Fund

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- 6.1 The latest outturn 2020-21 for each legacy West Northamptonshire authority is set out below in Table Three.

**Table Three**

<b>Legacy Authority</b>	<b>Net Budget £'000</b>	<b>Forecast Net Spend at 31/03/2021 £'000</b>	<b>Provisional Outturn Position £'000</b>	<b>% Variance to budget at 31/03/2021</b>
Northamptonshire County Council	445,705	439,297	(6,408)	-1%
Northampton Borough Council	30,835	30,170	(665)	-2%
Daventry District Council	18,316	17,851	(466)	-3%
South Northamptonshire Council	15,951	15,524	(427)	-3%
<b>Total</b>	<b>510,807</b>	<b>502,841</b>	<b>(7,966)</b>	<b>-2%</b>

*The outturn position shown above excludes underspend specifically relating to Business Rates funding as this will be transferred to the Business Rates reserve.*

- 6.2 It is important to note that the above information and carried forward balances, reflects all known actual expenditure and income for 2020-21, and the latest intelligence of accounting requirements through discussions with external auditors as part of the closure of accounts process. Until the 2020-21 accounts have been signed off as 'true and fair' the final balances cannot be confirmed. Any adjustments, and changes to the outturn position as a result of the audit will be set out in the final outturn report in due course.
- 6.3 The table above shows an £8m underspend across West Northamptonshire Districts and Boroughs and the County Council. The District and Borough underspends will be added to West Northamptonshire's General Balance. The £6.4m County Council underspend represents 100% of the County Council's position; and will be disaggregated across West and North Northants on a set of disaggregation principles agreed with each council, which are detailed in the Appendix B.
- 6.4 A detailed breakdown of this underspend is contained in Appendix A.
- 6.5 **Reserves Summary**
- 6.6 When the budget was set it was estimated the level of balances expected to transfer to West Northamptonshire would be £40m General fund balances and £55m Earmarked reserves.
- 6.7 The table below shows that General Fund reserves are now expected to be £42m and earmarked reserves are expected to be £106m. This figure does not include the unspent amounts of COVID funding which are contained in the bottom section of the table below.

**Table Four**

	<b>Total NCC £'000</b>	<b>NCC West £'000</b>	<b>NBC £'000</b>	<b>DDC £'000</b>	<b>SNC £'000</b>	<b>Grand Total £'000</b>
<b>General Fund Balance</b>	<b>26,889</b>	<b>14,227</b>	<b>4,000</b>	<b>21,900</b>	<b>2,212</b>	<b>42,339</b>
<b>Earmarked Reserves:</b>						
Budget Delivery Reserve	7,478	3,957				3,957
Public Health Reserve	17,383	8,935				8,935
Insurance reserve	2,830	1,415	803	171	158	2,547
LGSS reserves	692	366				366
Business Rates Reserve	14,045	770	6,098	9,031	1,335	17,234
Business Rates S31 grant		7,709	19,793	7,808	4,056	39,366
Service specific reserves	809	439	2,202	674		3,315
MTFP cash flow reserve	2,874	1,520	2,899			4,419
Environmental Services capital financing reserve			4700			4,700
Sixfields recovery reserve			270			270
Enterprise zone reserve			3549			3,549

Council tax income guarantee reserve			200		79	279
Other Earmarked reserves	3,279	1059		8311	8144	17,514
<b>Total Earmarked Reserves</b>	<b>49,391</b>	<b>26,171</b>	<b>40,514</b>	<b>25,995</b>	<b>13,772</b>	<b>106,452</b>
<b>COVID-19 Funding</b>						
Unringfenced general covid grant	22,061	11,137	936	1,227	0	13,300
COMF and Test & Trace	13,186	6,656	323	0	0	6,979
Other covid funding	1,814	916	120	0	201	1,237
<b>Total Covid-19 Funding</b>	<b>37,061</b>	<b>18,709</b>	<b>1,379</b>	<b>1,227</b>	<b>201</b>	<b>21,516</b>
<b>Grand Total</b>	<b>113,341</b>	<b>59,107</b>	<b>45,893</b>	<b>49,122</b>	<b>16,185</b>	<b>170,307</b>

6.8 However, it should be noted that £39.4m of the earmarked reserve balances of £106m specifically relates to Business Rates S31 grant which was not included in the final budget report figures as this is a grant that was received last year but had to be carried forward into this year to deal with the collection fund deficits arising as a result of the impact of COVID. Essentially, this was a receipt in advance from the Government and therefore was not included in the budget report.

6.9 As a result, the figure comparable to the estimated reserves set out in the budget report is as follows:

**Table Five**

	<b>Final Budget £m</b>	<b>Provisional Outturn £m</b>	<b>Increase in estimated reserves £m</b>
<b>Estimated Reserves</b>			
General Fund Reserves	40	42	2
Earmarked reserves (Excluding Business Rates S31 Grant)	55	67	12
<b>Grand Total</b>	<b>95</b>	<b>109</b>	<b>14</b>

6.10 The above analysis demonstrates that a prudent approach was taken in estimating the level of reserves when the budget was originally set in February 2021 and characterises the approach that West Northamptonshire are seeking to take in relation to financial management.

6.11 The County Council Reserves have been disaggregated across West and North Northants on a set of disaggregation principles agreed with each council, and are detailed in the Appendix B.

#### 6.12 **Statutory Accounts**

6.13 The completion of the prior year statutory accounts for the legacy Councils of West Northamptonshire is a key element of the transition from four Councils to one. Once external

auditors have approved the accounts this will enable the Council to have confirmation of its brought forward balances and assets and liabilities.

- 6.14 To this end the Statement of Accounts for Northamptonshire County Council and Northampton Borough Council for 2019-20 is expected to be approved by the Audit Committee meeting on 29 September 2021. This is dependent on the completion of work by the external auditors, EY. It is anticipated that following this, four sets of accounts for 2020-21 will be reviewed by the external auditors for each legacy council with approval taking place at Audit Committee meetings from September to early 2022. From 2021-22 there will be a single Statement of Accounts for West Northamptonshire Council.

## **7. Financial Overview by Directorate**

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- 7.1 This section of the report provides an update on progress on the zero based budgeting process (ZBB); the forecast variations against 2021-22 budget (BAU) and the anticipated financial implications of Covid-19 pandemic by directorate. A more detailed breakdown of the 2021-22 forecast is included in Appendix C.

### **7.2 Corporate Services**

Net Budget £20.8m  
Forecast Outturn £21.4m  
Forecast overspend £0.6m  
Variance percentage 3%

- 7.3 The Corporate Services directorate includes a number of support services such as IT, HR and Legal Services. The budgets for these services require further review and restructuring, as the previous council budgets were structured in different ways to reflect differing service delivery models across the former predecessor councils. Some stabilisation issues have also emerged across the council since vesting day, which teams within Corporate Services have been working to resolve. From an initial review of budgets for some elements of these services, there is historical shortfalls in service provision, e.g. in IT services, with regard to Cyber security; and capital recharge budgets, resulting in an estimated in year net shortfall of £0.4m.

- 7.4 In addition, following the transfer and consolidation of resource budgets there is an identified shortfall in budget, which will impact the delivery of the Service Aggregation savings proposal, resulting in an in year pressure of £0.2m.

### **7.5 Chief Executive Services**

Net Budget £1.8m  
Forecast Outturn £2.1m  
Forecast overspend £0.3m

Variance percentage 19%

7.6 The budget for Chief Executive Services is £1.8m and includes both Chief Executive and Assistant Chief Executive Services. Following a review of the budgets within the Directorate, as part of the 'zero-basing' exercise, a shortfall of £0.5m mainly attributable to staffing budgets has been identified. The Service Aggregation Savings proposal allocated to this budget is £1m, and does not fully match the budgets that were mapped across from the four legacy authorities. There are in year vacancies which partially mitigate this overspend of £0.2m, resulting in a net forecast variance of £0.3m.

7.7 Services within the Directorate are in the process of restructuring and further savings are envisaged as a result, which will further mitigate the budget shortfall.

7.8 **Children's Services (including the Children's Trust)**

Net Budget £73.7m  
Forecast Outturn £73.7m  
Forecast under/overspend £0  
Variance percentage 0%

7.9 The Children's Directorate is made up of Council services which deliver statutory education functions across approximately 200 duties as set out in various Education and Children Acts, and regulations including but not limited to school quality assurance and intervention, pupil place planning and admissions, early years and special educational needs.

7.10 The Northamptonshire Children's Trust (NCT), was established as a company limited by guarantee on 1<sup>st</sup> November 2020, and from 1<sup>st</sup> April 2021 is wholly owned by West and North Northamptonshire Councils. NCT deliver children's social care and targeted early help services on behalf of the Councils including front door and safeguarding services, support and placements for children in care and disabled children, and in house fostering and residential provisions. The provision of these services is set out in a contractual arrangement between NCT as the provider, and the Councils which retain statutory responsibility for these services.

7.11 Following a review of the budgets within the Education Service, as part of the 'zero-basing' exercise, there are no general fund financial implications at this current stage. Staffing budgets have been realigned across the Service within the existing resources and the additional costs of disaggregation are in line with the budgeted sum of £0.3m. Base budget pressures of £0.2m due to previously un-ring fenced grant income being removed and £0.1m tribunal legal costs have

been offset by other non-pay budgets identified across the Directorate as no longer required and budgets realigned accordingly.

- 7.12 During the Covid-19 pandemic, there have been significant changes and challenges across Children and Education Services in meeting statutory duties, and in adapting delivery to best support children, young people and families.
- 7.13 As Covid-19 restrictions have been lifting, the Directorate and NCT have been focussed on understanding the impact on the flow of work and demand following the pandemic, to maintain effective service delivery and anticipate possible trends as a result of the additional challenges faced, increase in demand, complexity and uncertainty.

### **Education**

- 7.14 Nationally, the area of SEND (Special Educational Needs and Disability) has a high profile with significant parent and legal advisor focus on the implementation and delivery of the Children and Families Act 2014. There is a likely requirement for additional capacity in the Education and Healthcare (EHC) statutory team which manages the assessment and educational placements of children and young people, to manage increasing workloads whilst ensuring timeliness of assessments is in line with Department for Education expectations and in comparison with regional authorities.
- 7.15 Linked to the likely additional resource requirement in the EHC team following the increasing demand in this area, there have been delays in receiving statutory advice from the Educational Psychology team due to staff vacancies. There is a national shortage of professionals in the area and there is some reliance on agency Educational Psychologists to cover these vacant posts – the cost of which is offset by underspends due to staffing vacancies. Due to the focus on completing statutory work, there is a resultant impact on the ability to do traded work, which in turn poses a risk to meeting budgeted income targets.
- 7.16 Managing these risks across the whole Directorate financial position is under continuous review and the financial implications will be reported to future Cabinet meetings.

### **Northamptonshire Children's Trust**

- 7.17 NCT was established from 1st November 2020 to deliver early help and social care services for children and families on behalf of NCC until 31st March 2021; with ownership then transferring to the two new unitary authorities thereafter.

- 7.18 The initial NCT contract sum spans a 17-month period (1<sup>st</sup> November 2020 to 31<sup>st</sup> March 2022). The part year impact of the core budget for the Northamptonshire Children’s Trust was determined largely based on 5 months of the annual 2020-21 approved budget for in scope services (with the exception of legal and transport budgets which are for 6 months based on the profile of demand forecasts), plus the 2021-22 approved full year budget, plus the material additional costs of running a Trust (additional management costs and pensions deficit contribution). The contract sum also includes notional sums for the buyback of property, support services and insurance which continue to be provided by the Councils and collectively are termed as “other agreements”.
- 7.19 The savings targets as identified in the Councils’ MTFPs are incorporated into the initial 17 month Northamptonshire Children’s Trust budget and financial performance is monitored through the Finance Mechanism. A monthly financial monitoring report is presented at the Operational Commissioning Group, including a review of the delivery of the transformation and savings programme.
- 7.20 NCT are currently forecasting nil variance to the agreed contract sum across both West and North Northamptonshire Councils. The forecast outturn position for 2021-22, is an initial overspend of £0.3m against the approved budget of £123.4m. The Trust is reporting a balanced budget position and drawing down from the £1.1m reserve, to offset the forecast overspend position.
- 7.21 **Adults, Communities & Wellbeing**
- Net Budget £108.9m  
Forecast Outturn £109.5m  
Forecast overspend £0.6m  
Variance percentage 0.5%
- 7.22 The Adults, Communities and Wellbeing Directorate consists of Adult Social care services that provides support to older people or those living with disabilities or with mental or physical illness, under the Care Act, to promote their independence and improve their well-being. This support enables them to manage their needs and live life to the fullest regardless of the challenges they may face as a result of their circumstances. The directorate also has responsibility for housing, sport and leisure and a range of community services alongside responsibility for public health.
- 7.23 The Adults, Communities and Wellbeing Directorate are forecasting an overall £0.6m pressure against budget for 2021-22. There are a number of areas of pressure that have been identified

through the zero basing exercise post vesting day, most notably emerging pressures within Independent Care and the continued impact of the Covid 19 pandemic.

- 7.24 A forecast pressure of £0.9m against Independent Care budgets is being driven by a combination of increased referrals across client groups and cost pressures in the market. There are a combination of drivers that include significant pressures on hospital discharge, capacity amongst independent care market due to inability to recruit staff and quality concerns raised of some providers.
- 7.25 Following the budget review £0.1m of pressure has been identified within Adult Social Care comparing the staffing establishment to base budget. In addition, this review has also evidenced a shortfall in base budget of £0.1m from the disaggregation of Library Services.
- 7.26 Forecast underspends of £0.5m are being driven against staffing budgets within Adult Social Care services due to the increasing difficulty of recruitment to the number of vacancies across both provider services and locality teams.
- 7.27 Following review of in year budgets across Housing and Communities; the service are forecasting one off underspends to mitigate the £0.4m pressure of the non deliverable saving for service aggregation. These forecast underspends have been identified from a number of service areas, from in depth review of both staffing and non staffing budgets with budget managers.
- 7.28 There is an additional in year budget pressure across the Housing & Communities service associated with agency costs and unachievable vacancy factor targets. The service is seeking to manage these pressures during the financial year.

### **Covid Pressures**

- 7.29 It is expected that £0.1m of MTFP savings will not be delivered this year from the delayed opening of the new specialist centre for step down care for Mental Health and Acquired Brain injury. This project has been significantly delayed due to the impact of the pandemic, and is expected to open in the Autumn.
- 7.30 Additionally, there are a number of pressures across the service that are of a direct result of the continued Covid pandemic. This includes an in year pressure on income targets across the Library Service of £0.1m where income levels have currently been forecast at 50% of target. There is also a risk in the delivery of Civil Penalty Income in the Private Sector Housing service where it is currently anticipated that there will be an in year pressure against target income of £0.4m. Despite being impacted by Covid 19, there is a number of other risks associated with issuing Civil Penalty Notices. These risks include, the debt taking longer than expected to recover and

spanning financial years, and also the amount of actual debt recovery following First Tier Tribunal (FTT) hearings.

7.31 Whilst the Covid 19 pandemic continues to have an impact it is anticipated that support payments to Leisure Centres across South Northants and Daventry will continue to providers totalling £0.7m. In addition to this, it is not expected income from Leisure Centre providers will be achieved, resulting in a further budget pressure of £0.5m.

7.32 A £1.5m forecast pressure has been identified against Learning Disability Independent care budgets. This is as a direct result of the pandemic over the last 18 months, where vulnerable clients have not accessed services and have had heavy reliance on family carers and now require services in a crisis.

7.33 There is also a £1.0m pressure on independent care budgets as a result of the inability to deliver base budget savings from the Admissions Avoidance project. This was a cost avoidance scheme to reduce hospital admissions by placing social care resource at the front door of the hospitals. In 2020-21 no savings were delivered against this scheme due to Covid 19 and these savings were carried forward into 2021-22 budgets.

7.34 The Directorate will be mitigating the above Covid pressures through the use of non ring-fenced Covid grant.

7.35 **Place and Economy**

Net Budget £80.1m  
Forecast Outturn £80.3m  
Forecast overspend £0.3m  
Variance percentage 0.3%

7.36 Cabinet are asked to approve a virement of £2.0m, currently centrally held in contingency to specifically address known disaggregation issues in the Highways & Waste area that emerged late during the budget setting process.

7.37 Overall the Place & Economy Directorate will be reporting a pressure of £0.3m, which is made up of the following variances within the Place & Economy Directorate:

- 7.38 The Highways & Waste area is reporting a pressure of £0.2m. This includes a £0.2m pressure resulting from demobilisation costs of the existing Highways contract, which is partially offset by a number of smaller over and underspends.
- 7.39 The Assets & Environment area is reporting a pressure of £0.2m. This is made up of structural budget pressures of £0.2m, mainly related to expected insurance rebates being less than budgeted in the Schools PFI area; and a number of smaller in-year variances.
- 7.40 The Regulatory Services area is reporting an overall pressure of £0.1m. This includes £0.1m of structural budget pressures (mainly around staffing budgets); and other minor in-year variances.
- 7.41 The Growth, Climate & Regeneration area is reporting an overall underspend of £0.3m. This includes £0.3m of forecast in-year underspends against staffing due to vacant posts having not yet been filled. This is partially offset by a structural budget issue on staffing of £0.1m.

### **Covid Pressures**

- 7.42 Within Place & Economy directorate, there are various pressures associated with continuing to deliver services during the COVID pandemic, these include: £0.8m in Highways & Waste; £0.1m in Regulatory Services area due to lost income from Licensing. Additionally, there are significant COVID pressures of £2m in Assets & Environment area due to loss of income from car parks, estates management, catering and others, and additional costs including extra cleaning costs. However, it is assumed that these COVID pressures will be offset against the non-ring fenced COVID grant.

### **7.43 Finance**

Net Budget £10.4m  
Forecast Outturn £10.2m  
Forecast underspend £0.1m  
Variance percentage -1%

- 7.44 Following a review of the budgets within the Directorate, a shortfall of £0.1m has been identified within the Procurement Service, mainly attributable to a historical now non-achievable income stream, and additional licensing costs. Additional one off income will be received this year that will mitigate this budget shortfall.
- 7.45 Further areas of potential risk are the Lead Authority Support Services (former LGSS), which are undergoing a charging review.

7.46 The Finance function has several vacancies and as such is reporting an in year underspend of £0.1m.

**7.47 Technical/Centrally Held Items**

Net Budget £40m  
 Forecast Outturn £40m  
 Forecast under/overspend £0m  
 Variance percentage 0%

7.48 Technical and centrally controlled budgets include the pension deficit contribution payments for West Northants, and the contingency budgets which cover identified risks such as Covid impact, budget disaggregation.

7.49 The Council is currently reviewing its Minimum Revenue Provision charge, following the external audit review work for Northamptonshire County Council and Northampton Borough Council as part of the ongoing statutory closure of accounts work. West Northamptonshire will then have one consolidated charge in order to repay its debt, the financial implications of this review will be presented in future reports.

**8. Covid Summary**

8.1 There are continuing pressures associated with the delivery of services during the COVID pandemic as detailed in the directorate sections. The table below details the forecast position as at the end of first quarter; Covid grant available to utilise, and forecast cost pressures:

**Table Six**

Directorate	Savings undelivered due to covid £'000	Other covid related pressures £'000	Total Pressure forecast as at Q1 £'000	Unringfenced General Covid Grant Available £'000
Funding Balances ( <i>B/fwd. reserve £13.3m as set out in Table Four; and £6.7m in the 2021-22 budget</i> )				19,981
Corporate Services	0	0	0	
Chief Executive Office	0	0	0	
Children's Including Trust	0	0	0	
Adults, Communities & Wellbeing	94	4,030	4,124	
Place, Economy and Environment	0	2,833	2,833	
Finance Directorate	0	0	0	
Technical / Centrally Controlled Budgets	0	0	0	
<b>Total Covid pressures</b>			<b>6,957</b>	
Less: Assumed use of Non ring-fenced Covid grant			(6,957)	(6,957)
<b>Net position</b>			<b>0</b>	<b>13,024</b>

8.2 The balance of unringfenced Covid funding received from the government by legacy Councils, brought forward and available to utilise in 2021-22 totals £13.3m. Alongside this there is additional funding within the 2021-22 budget of £6.7m, resulting in a total available funding of £20m.

## 9. Summary of Savings Delivery 2021-22 and 2022-23

9.1 The Council has a savings requirement within its 2021-22 budget of £13.4m, and an expectation of savings to be delivered of £6.9m in 2022-23, within its medium term financial plan.

9.2 Finance and Service Directors have undertaken an early BRAG analysis of each saving proposal, with the summary risk position reported in the table below:

**Table Seven**

Directorate	2021-22 Savings Proposals £'000				
	BRAG Analysis				Total
	Blue	Green	Amber	Red	
Adults, Communities & Wellbeing	(2,622)	(71)	(2,376)	(506)	(5,575)
Chief Executive Office	0	(458)	0	(523)	(981)
Children's Directorate	(5)	0	0	0	(5)
Children's Trust	0	(1,489)	(385)	0	(1,874)
Corporate Services	0	(761)	(451)	(128)	(1,340)
Finance Directorate	0	(296)	(113)	0	(409)
Place, Economy and Environment	(1,445)	(113)	(1,392)	0	(2,950)
Finance - Technical Adjustment	(230)	0	0	0	(230)
<b>Total</b>	<b>(4,302)</b>	<b>(3,188)</b>	<b>(4,717)</b>	<b>(1,157)</b>	<b>(13,364)</b>
<b>% Total Savings</b>	<b>32%</b>	<b>24%</b>	<b>35%</b>	<b>9%</b>	

**Key:** Blue = Delivered and Confirmed  
 Green = Deliverable, on target  
 Amber = Deliverable, with risks  
 Red = Unlikely to be delivered

9.3 Overall, there are only four savings target for 2021-22 that are considered to be 'red' and are at high risk of not being delivered by the end of the financial year. This is set out in the directorate section.

9.4 The savings targets highlighted as 'red' in the above analysis have also been included as a pressure in the budget monitoring figures contained in the report.

9.5 There are a significant number of savings still classified as 'amber'. This is because budget holders are still getting to grips with some aspects of their budgets and therefore feel they cannot finally confirm delivery of some savings until they have reached the end of this exercise and a

of proposals still subject to risk. It is expected that as the year progresses they will gain more confidence in their budgets and therefore the deliverability of savings contained within them and we would expect that the savings classified as amber will be moved into the 'green' category.

9.6 A detailed assessment of the individual savings proposals is set out in Appendix D.

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

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### **10.1 Resources and Financial**

10.2 The resource and financial implications of the West Northamptonshire Council are set out in the body of, and appendices to, this report.

### **10.3 Legal**

10.4 There are no legal implications arising from the proposals. The report has been cleared by Legal Services

### **10.5 Financial Risks**

10.6 This report sets out the financial forecast and risks identified following the Quarter 1 review of the council's budgets.

### **10.7 Consultation**

10.8 All 2021-22 Budget proposals were consulted on prior to the budget being approved by Full Council in February 2021.

10.9 Any management interventions that require a policy change will be subject to a consultation before any decision is taken.

10.10 Where consultation is necessary, full details will be presented to Cabinet separately. Cabinet can only make a decision after taking careful account of the results of such consultation in order to reach an informed decision.

## **11. Background Papers**

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11.1 The following documents disclose important facts on which the report is based and have been relied upon in preparing the report:

- Previous reports to West Northamptonshire Shadow Executive, 23 February 2021: [Meeting of West Northamptonshire Shadow Authority on Tuesday 23rd February 2021 - West Northamptonshire Council \(modern.gov.co.uk\)](#)

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Appendix A – Provisional Outturn 2020-21 for Legacy Councils within West Northamptonshire

Details on Movement since reported position to Cabinet		Position Reported to Cabinet £000	Movement £000	Provisional Outturn £000
Northamptonshire County Council	Position reported to NCC Cabinet in February 2021	(7,133)		(7,133)
	Increase in Doubtful Debt Provision within the Technical Finance budgets of £4.2m, based on a risk analysis of the current aged debt.		4,247	4,247
	Favourable movement in Children's Services following reassessment of high cost placements.		(379)	(379)
	An increase underspend position in Place Services with a favourable movement across a number of areas, most significantly Strategic Assets (£0.4m), Waste (£0.4m) and Asset, Traffic Management and Regulations (£0.4m).		(1,021)	(1,021)
	An increased underspend within Corporate Services. Key movements include additional external audit fees in relation to the 2018-19 audit (£0.4m), offset by an increase in the Lead Authority Service share of the underspend (0.35m); the Occupation Health Services contract (£0.2m); and increased underspend on transformation costs due to the full funding of LGR costs (£0.2m)		(537)	(537)
	An increase in Adult Social Care underspend. Key movements include an overall £1.1m pressure on client contribution budgets where lower numbers of clients have driven a reduction in income. This pressure has been offset by increases in the underspend position on independent care budgets of £0.8m; £0.9m of care home support grants to offset staffing costs within in house provider services during covid; £0.8m of transport savings for both staff and clients; and £0.4m favourable balance from the closure of Olympus Care Services		(1,447)	(1,447)
	Other minor variances		(138)	(138)
<b>Net Position – NCC</b>		<b>(7,133)</b>	<b>725</b>	<b>(6,408)</b>
Northampton Borough Council	Position reported to NBC Cabinet at 03 March 2021	(278)		(278)
	Increased underspend in the Economy, Assets & Culture area. £0.125m of this is in the Property Maintenance area due to works being delayed as a result of Covid		(185)	(185)
	Improvement in the debt financing and Minimum Revenue Provision year end position.		(161)	(161)
	Decreased overspend in the Housing & Wellbeing area due to reduced pressure on temporary accommodation; and associated reduced bad debt provision requirement, in the Housing Options & Advice area		(129)	(129)
	Increased overspend in the Chief Finance Officer area. This increased overspend is mainly in the Revenues & Benefits area.		251	251
	Other smaller variances across the rest of Northampton Borough Council		(163)	(163)
	<b>Net Position – NBC</b>		<b>(278)</b>	<b>(387)</b>
Daventry District Council	Position reported to DDC Portfolio Holders meeting on 29 January 2021	241		241
	Reduced income from Planning fees from applications for new developments		75	75
	Reduced costs and increased income on the Waste Management Contract with West Northamptonshire Norse		(130)	(130)
	Reduced costs and increased income on the Investment Portfolio		(161)	(161)
	Additional income from service charge review		(115)	(115)
	Reduced costs/pressures on covid monies		(250)	(250)
	Reduced costs elsewhere in the outturn		(125)	(125)
<b>Net Position – DDC</b>		<b>241</b>	<b>(707)</b>	<b>(466)</b>
South Northamptonshire Council	Position reported South Northamptonshire Council's Cabinet BPM on 29 March 2021	(342)		(342)
	Increased Leisure Centre reopening costs £0.11m, reduction in Planning Application and Building Control Fee income £0.14m and a reduction in the cost of Legal & professional fees £0.12m		37	37
	Decreased recycling tonnages and street cleansing £0.047m, a reduction in interest received £0.016m and a reduction in other minor overspends £0.067m		(130)	(130)
	Provision for overtime claim		6	6
	Clearance of a residual balance		2	2
	<b>Net Position – SNC</b>		<b>(342)</b>	<b>(85)</b>
<b>Grand Total:</b>		<b>(7,512)</b>	<b>(454)</b>	<b>(7,966)</b>

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## Appendix B - Northamptonshire County Council Reserves Disaggregation Principles

Reserve	Disaggregation Principle	Allocation %	
		West Northants	North Northants
General Fund	Disaggregated NCC 2020/21 Budget Baseline	52.90%	47.10%
Insurance Reserve	Split 50/50 pending confirmation of actuarial assessment of insurance liabilities	50.00%	50.00%
Budget Delivery Reserve	Disaggregated NCC savings in the MTFP	52.90%	47.10%
LGSS Central Management	Disaggregated NCC 2020/21 Budget Baseline	52.90%	47.10%
Carry Forward	Estimated based on individual carry forward	Allocation based on individual carry forward	
Business Rates Retention Reserve	Based on allocation of S31 grant October Pooling Return	55.00%	45.00%
Public Health Reserves	Public Health grant formula	51.40%	48.60%
COVID 19	COVID Relative Needs Formula	50.50%	49.50%
Children's Trust Ring-fenced Reserves	Children's Trust Reserves - client function managed in North Northants	0.00%	100.00%
Other Reserves*	Disaggregated NCC 2020/21 Budget Baseline	52.90%	47.10%

*\*Within the Other reserves, earmarked reserves relating to specific items have been allocated to the host authority, and the remaining balance disaggregated based upon above principles.*

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Appendix C: Quarter 1 2021-22 Revenue Forecast Outturn by Directorate

		Quarter 1 £000
Corporate Services	<b>Savings Delivery Pressure (£1,340k savings target):</b>	
	Shortfall on service aggregation savings	128
		<b>128</b>
	<b>In-Year Budget Variations – Overspends:</b>	
	ZBB budget pressures on staffing budgets - IT	200
	ZBB budget pressures on staffing budgets due to non achievable staff capital recharge	200
	ZBB budget pressures on staffing budgets - Corporate Management	42
		<b>442</b>
	<b>Covid pressures</b>	
	No variances to report	0
	<b>0</b>	
<b>In-Year Budget Variations – Underspends:</b>		
No variances to report	0	
	<b>0</b>	
<b>Management Actions:</b>		
Assumed use of Non ring-fenced Covid grant	0	
	<b>0</b>	
		<b>570</b>
Chief Executive Services	<b>Savings Delivery Pressure (£982k savings target):</b>	
	Shortfall on service aggregation savings	523
		<b>523</b>
	<b>In-Year Budget Variations – Overspends:</b>	
	No variances to report	0
		<b>0</b>
	<b>Covid pressures</b>	
	No variances to report	0
		<b>0</b>
	<b>In Year Budget Variations – Underspends:</b>	
Staff vacancies	(190)	
	<b>(190)</b>	
<b>Management Actions:</b>		
Assumed use of Non ring-fenced Covid grant	0	
	<b>0</b>	
		<b>333</b>
Children's Including Trust	<b>Savings Delivery Pressure (£1,879k savings target):</b>	
	No variances to report	0
		<b>0</b>
	<b>In-Year Budget Variations – Overspends:</b>	
	No variances to report	0
		<b>0</b>
	<b>Covid pressures</b>	
	No variances to report	0
		<b>0</b>
	<b>In Year Budget Variations – Underspends:</b>	
No variances to report	0	
	<b>0</b>	
<b>Management Actions:</b>		
Assumed use of Non ring-fenced Covid grant	0	
	<b>0</b>	
		<b>0</b>
Adults, Communities & Wellbeing	<b>Savings Delivery Pressure (£5,575k savings target):</b>	
	Housing and Communities service aggregation pressures – the transformation changes are planned for later in the financial year so are	412
	18-001-16 Specialist centre for – Step down Care Mental Health and Acquired brain injury	94
		<b>506</b>
	<b>In-Year Budget Variations – Overspends:</b>	
	Adult Social Care - ZBB review - Structural budget pressure across services	121
	Adult Social Care Independent care budget pressure driven by cost pressures in the market	922
	Housing & Communities - ZBB Review - Disaggregation of Libraries service	85
		<b>1,128</b>
	<b>Covid pressures</b>	
Housing & Communities - Libraries Income pressure due to Covid	55	
Housing & Communities - Private Sector Housing Civil Penalty Income due to Covid	353	
Housing & Communities - Leisure Centre Support Payments & Loss of Income due to Covid	1,197	
Adult Social Care - Learning Disability Independent care budget pressure due to Covid	1,467	
Rapid response falls & admission avoidance service 20-21 brought forward saving delivery continues to be delayed by covid	958	
	<b>4,030</b>	
<b>In Year Budget Variations – Underspends:</b>		
Housing and Communities – Forecast one off underspends across services identified to mitigate service aggregation pressure	(412)	
Adult Social Care - Forecast underspend due to in year vacancies across care teams	(441)	
Adult Social Care - Forecast underspend within Provider services	(83)	
	<b>(936)</b>	
<b>Management Actions:</b>		
Use of Non ring-fenced Covid grant	(4,124)	
	<b>(4,124)</b>	
		<b>604</b>

Appendix C: Quarter 1 2021-22 Revenue Forecast Outturn by Directorate

		Quarter 1 £000
Place, Economy and Environment	<b>Savings Delivery Pressure (£2,950k savings target):</b>	
	No variances to report	0
		<b>0</b>
	<b>In year variations - overspend:</b>	
	Regulatory Services - structural budget pressures - predominantly staffing	142
	Regulatory Services - various small variances	2
	Highways & Waste - mainly demobilisation of highways contract (£243k), partially offset by smaller underspends elsewhere.	180
	Assets & Environment - structural budget pressures - mainly on schools PFI	238
	Growth, Climate & Regen - structural budget pressures - staffing	65
		<b>627</b>
	<b>Covid pressures</b>	
	Regulatory Services - COVID income pressure - Licencing	52
	Highways & Waste - COVID pressures	770
	Assets & Environment - COVID pressures - including loss of income from car parks, estates management, catering and others, and	2,011
	<b>2,833</b>	
<b>In year variations - underspend:</b>		
Growth, Climate & Regen - underspends due to vacancies remaining unfilled.	(328)	
Assets & Environment - various smaller items	(43)	
	<b>(371)</b>	
<b>Management Actions:</b>		
Assumed use of Non ring-fenced Covid grant	(2,833)	
	<b>(2,833)</b>	
<b>Net Position – Place</b>		<b>256</b>
Finance Directorate	<b>Savings Delivery Pressure (£409k savings target):</b>	
	No variances to report	0
		<b>0</b>
	<b>In year variations - overspend:</b>	
	ZBB budget pressures due to unachievable historic income target and new license costs in Procurement	52
		<b>52</b>
	<b>In year variations - underspend:</b>	
	One off income from additional Highways procurement work	(50)
Staffing vacancies within Finance	(141)	
	<b>(191)</b>	
<b>Management mitigation:</b>		
No variances to report	0	
	<b>0</b>	
<b>Net Position – Finance Directorate</b>		<b>(139)</b>
Technical /Centrally Held Budgets	<b>Savings Delivery Pressure (£230k savings target):</b>	
	No variances to report	0
		<b>0</b>
	<b>In year variations - overspend:</b>	
	No variances to report	0
	<b>0</b>	
<b>Management Actions:</b>		
No variances to report	0	
	<b>0</b>	
<b>Net Position – Technical/ Centrally held budgets</b>		<b>0</b>
	Less: Funding	0
<b>Total WNC:</b>		<b>1,624</b>

Directorate	Proposal Title	Proposal Description and service impact	2021/22 £k	2021/22 Delivery RAG Rating				2021/22 Delivered to date	2021/22 Forecast to Year End	2022/23 £k	2022/23 Delivery RAG Rating			
				Blue	Green	Amber	Red				Blue	Green	Amber	Red
Adults, Communities & Wellbeing	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(241)	0	0	(241)	0	0	(241)	0	0	0	0	
Adults, Communities & Wellbeing	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(412)	0	0	0	(412)	0	(412)	0	0	0	0	
Adults, Communities & Wellbeing	Strengths based working	Continued transformation of adult social care pathways and processes to ensure focus on client outcomes, increased independence, better decision making and best practice approaches to reduce delays, crisis decision making and long term care spend.	(2,467)	(2,070)	0	(397)	0	(2,070)	(2,467)	(2,467)	0	0	(2,467)	0
Adults, Communities & Wellbeing	Admission avoidance service	Business rate pilot funded -A new service provided between health and Care within the frailty assessment unit is hospitals - providing support following falls in the home and reduced hospital admissions and likelihood of long term social care support being required.	(1,763)	(119)	0	(1,644)	0	(119)	(1,763)	(594)	0	0	(594)	0
Adults, Communities & Wellbeing	Learning Disability Provider Framework efficiencies	Business rate pilot funded -Review activity to support progression for people with a Learning Disability, including implementation of new provider framework with improved pricing strategy, outcomes and incentivised step down	(193)	(193)	0	0	0	(193)	(193)	0	0	0	0	0
Adults, Communities & Wellbeing	Specialist centre for – Step down Care Mental Health and Acquired brain injury	Moray Lodge development by Northampton Borough Council and Northampton Partnership Homes to provide specialist and step down supported living for people with an acquired brain Injury and mental health support needs.	(188)	0	0	(94)	(94)	0	(188)	0	0	0	0	0
Adults, Communities & Wellbeing	Contract cessation and redesign	The new adult social care Target Operating Model has resulted in the decision to not renew historic contracts (following their termination dates expiring). These services will now be delivered through an overarching approach to service delivery.	(175)	(175)	0	0	0	(175)	(175)	0	0	0	0	0

Directorate	Proposal Title	Proposal Description and service impact	2021/22 £k	2021/22 Delivery RAG Rating				2021/22 Delivered to date	2021/22 Forecast to Year End	2022/23 £k	2022/23 Delivery RAG Rating			
				Blue	Green	Amber	Red				Blue	Green	Amber	Red
Adults, Communities & Wellbeing	Library Services Savings	Reduction in budget for book supplies to reflect move to on-line resources and removal of budget for agency staff only required during reorganisation.	(71)	0	(71)	0	0	0	(71)	0	0	0	0	
Adults, Communities & Wellbeing	Sheltered Housing Contracts cessation/redesign	The new adult social care Target Operating Model has resulted in the decision to not renew historic contracts (following their termination dates expiring). These services will now be delivered through an overarching approach to service delivery.	(65)	(65)	0	0	0	(65)	(65)	0	0	0	0	
Chief Executive Office	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(956)	0	(433)	0	(523)	0	(956)	0	0	0	0	
Chief Executive Office	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(25)	0	(25)	0	0	0	(25)	0	0	0	0	
Children's Directorate	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(5)	(5)	0	0	0	(5)	(5)	0	0	0	0	
Children's Trust	Improvement in capacity building in foster care	Ensuring that adolescents are not placed in residential home settings due to lack of in house fostering capacity, skill and abilities through the development of an in house specialist fostering service. Positive impact on children placed in a family setting, and savings will be delivered through reduced reliance on residential placements.	(606)	0	(606)	0	0	0	(606)	(213)	0	(213)	0	
Children's Trust	Improved children's outcomes	Ensuring that only children and young people who need to be in public care are placed, as a result of improved 'edge of care' support and intervention with families. Working towards minimising the amount of time a child is in care before they are united with their parents.	(399)	0	(237)	(162)	0	0	(399)	(519)	0	(519)	0	
Children's Trust	Reducing reliance on agency staff	Business rate pilot funded -A proposal to increase the proportion of permanent staffing within the Children's Trust, reducing reliance on agency staff, through a refreshed Workforce Strategy and Quality Assurance Framework that creates a stable and effective workforce.	(135)	0	(135)	0	0	0	(135)	(290)	0	(290)	0	
Children's Trust	Northamptonshire Children's Trust contract savings	Savings included as part of the Northamptonshire Children's Trust contract as a result of continued transformation of Early Help and Social Care services.	(734)	0	(511)	(223)	0	0	(734)	(711)	0	(711)	0	
Corporate Services	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(269)	0	0	(141)	(128)	0	(269)	0	0	0	0	

Directorate	Proposal Title	Proposal Description and service impact	2021/22 £k	2021/22 Delivery RAG Rating				2021/22 Delivered to date	2021/22 Forecast to Year End	2022/23 £k	2022/23 Delivery RAG Rating			
				Blue	Green	Amber	Red				Blue	Green	Amber	Red
Corporate Services	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(310)	0	0	(310)	0	0	(310)	0	0	0	0	
Corporate Services	Elections Base Budgets	Removal of existing base budgets as elections for 2021 and 2025 will be funded through the already established Elections reserves held across West Northants.	(761)	0	(761)	0	0	(761)	0	0	0	0	0	
Finance Directorate	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(180)	0	(67)	(113)	0	(180)	0	0	0	0	0	
Finance Directorate	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(229)	0	(229)	0	0	(229)	0	0	0	0	0	
Place, Economy and Environment	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(231)	0	0	(231)	0	(231)	0	0	0	0	0	
Place, Economy and Environment	Service Aggregation savings	Savings as a result of the merging of four councils into one, including reduced senior management costs and other aggregation savings. To be allocated to Directorates following recruitment and implementation of new structure.	(886)	0	0	(886)	0	(886)	0	0	0	0	0	
Place, Economy and Environment	Additional Green Waste Income from Northampton Borough Residents	Increased income reflecting increased take up of Green Waste collection service in Northampton	(750)	(750)	0	0	0	(750)	(750)	0	0	0	0	
Place, Economy and Environment	Environmental Services Savings	Reductions in the costs of Environmental Services to West Northamptonshire	(695)	(695)	0	0	0	(695)	(695)	0	0	0	0	
Place, Economy and Environment	Removal of one-off budget for externally commissioned Employment Appraisal	One off budget not required in 2021/22	(200)	0	0	(200)	0	(200)	0	0	0	0	0	
Place, Economy and Environment	Removal of one-off budgets for Council Offices	Fitting of solar panels and safety works scheduled to be completed in 2020/21. This is a one off budget that is not required in 2021/22	(113)	0	(113)	0	0	(113)	0	0	0	0	0	
Place, Economy and Environment	Environmental Services Savings	Adjustment to budget to reflect actual charges from Veolia to NBC in 2020/21	(75)	0	0	(75)	0	(75)	0	0	0	0	0	
Place, Economy and Environment	Exploitation of Superfast Broadband	Increase the optimisation of Superfast Broadband to over 50%, which will trigger further sharing of one off benefits in 2022-23.	0	0	0	0	0	0	(560)	0	0	(560)	0	
Finance - Technical Adjustment	Reductions in Technical Finance Budgets	Removal of base budget relating to the cost of Commissioners at NCC.	(230)	(230)	0	0	0	(230)	(230)	0	0	0	0	
Finance - Technical Adjustment	Other Business Rate Pilot Savings	Target for other LGR savings through the transformation of IT systems, reduction in costs and renegotiation on third party contracts.	0	0	0	0	0	0	(1,530)	0	0	0	(1,530)	
		<b>Net Position</b>	<b>(13,364)</b>	<b>(4,302)</b>	<b>(3,188)</b>	<b>(4,717)</b>	<b>(1,157)</b>	<b>(4,302)</b>	<b>(13,364)</b>	<b>(6,884)</b>	<b>0</b>	<b>(519)</b>	<b>(4,835)</b>	<b>(1,530)</b>

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**West Northamptonshire Council**

**Corporate Overview and Scrutiny Work Programme 2021-2022**

This work programme comprises a number of key issues and topics to inform the short-term work programme for 2021 -2022. Longer term reviews and topics are also listed which will be considered at the work programming event that the Corporate Overview and Scrutiny Committee will host in the autumn 2021.

**Short Term Work Programme 2021/2022**

<b>Topic</b>	<b>Proposed purpose</b>	<b>Date of Committee meeting</b>	<b>Cabinet Member and Executive Director</b>	<b>Proposed Task and Finish Group</b>	<b>Comments</b>
Social Values Act 2013	The Committee to receive a briefing on the Social Values Act 2013	15 September 2021	To be determined	No but following the briefing the Committee may consider setting up a Task and Finish Group	The Committee to receive a briefing on the Social Values Act 2013 and the procurement of contracts, contract management and social value to enable Members to decide on how it will undertake further scrutiny activity on that topic.
Contract management and procurement	To receive a presentation on contract monitoring and procurement and the links into Social Value	15 September 2021	Executive Director Finance and Head of Procurement	No	Highlighted at the first meeting as an area of interest with particular reference to social value
The Children’s Trust Budget	The Committee to receive a briefing on the Children’s Trust budget	15 September 2021	Cabinet Member for Finance Executive Director for Finance	No but following the briefing the Committee may consider setting up a Task and Finish Group	The Committee to receive a briefing on the Children’s Trust Budget to enable Members to decide on how it will undertake further scrutiny activity on that topic.
Work Programming Event	The Committee to confirm the date for its Work Programming event	15 September 2021	Executive Director for Finance  Cabinet Members to be invited to the work programme event	No	

Schools Budgets	To receive a briefing on the way schools need funding and how this is calculated	9 November 2021	Cabinet Member for Finance Executive Director for Finance	Not at the meeting on 9 November 2021, The Committee may consider setting up a Task and Finish Group to undertake a review schools' budgets	The meeting on 9 November 2021 will comprise a comprehensive question and answer session (Scrutiny Inquiry) to inform a potential scrutiny review.
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#### Potential Longer-Term Work Programme topics 2021/2022

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member and Executive Director	Proposed Task and Finish Group	Comments
Draft West Northamptonshire Council budget 2022-2023	To provide scrutiny input into the draft budget	18 January 2021; and potentially a further additional meeting of the Committee to be scheduled as required.	Cabinet Member for Finance Executive Director for Finance	To be confirmed	Budget scrutiny is a key role of this Committee. The Committee could decide on which budgets it would scrutinise in-depth at a later meeting (to be set)

#### Potential regular items for inclusion on the Work Programme 2021/2022

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member and Executive Director	Proposed Task and Finish Group	Comments
Quarterly Budget Monitoring Reports	The Committee to receive regular budget monitoring reports at its meetings	15 September 2021 9 November 18 January 2022 15 March 2022	Cabinet Member for Finance Executive Director for Finance	No	To receive a budget monitoring reports to each meeting which will inform the budget scrutiny role of this Committee.
Performance Monitoring Report	The Committee to consider the Performance Monitoring Report to inform Performance Management Scrutiny	15 September 2021 9 November 18 January 2022 15 March 2022	Cabinet Member for Finance Executive Director for Finance	No	

Performance Management Scrutiny	The Committee to undertake Performance Management Scrutiny	9 November 18 January 2022 15 March 2022	Executive Director Finance and relevant Cabinet Members dependent upon the key performance indicator to be reviewed	No	
Transformation Projects	The Committee to review transformation projects: Definition of the Transformation Projects Spend on transformation Savings	9 November 2021 18 January 2022 15 March	Director – Transformation Relevant Cabinet Member(s)	No	
Overview and Scrutiny Annual Report 2021/2022	The Committee to consider its Annual Report 2021/2022 for submission to full Council for information	15 March 2022	The Chair of the Corporate Scrutiny Committee	No	

**Potential cross-cutting themes for the Scrutiny Committees**

<b>Topic</b>	<b>Proposed purpose</b>	<b>Committees to be involved in this review</b>	<b>Cabinet Member and Executive Director</b>	<b>Proposed Task and Finish Group</b>	<b>Comments</b>
The Impact of Car Parking Charges on the Town Centre	To review the impact of car parking charges on the town centre	To be confirmed	To be confirmed	To be confirmed	

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