



North  
Northamptonshire  
Council

# ANNUAL DELIVERY

*Plan*

2026/27

# Delivering our commitments to North Northamptonshire

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## Priority Theme: **FAMILY**

Key Commitment: Supporting people to live well, independently, and with dignity

Reference ID	Action	Year One Actions	Owner/Lead Contact
FAM-01-001	Expand reablement and community support services that help people stay in their own homes longer	<ol style="list-style-type: none"> <li>1. Use simple technology to help people stay independent. By June 2026, the Assistive Technology team will join our main contact point so staff can quickly see when simple technology could help someone at home, making it easier for people to get the right support early.</li> <li>2. Make home adaptations quicker and easier to get. By June 2026, we will introduce one simple way to request home adaptations and improve the grants process so changes can be made faster, helping people stay safe and independent at home.</li> <li>3. Open a single contact point for adult support. By June 2026, we will create a one-stop contact point that identifies what support someone needs straight away, reducing the need to repeat information and helping people get help sooner.</li> <li>4. Strengthen early support in local communities. By mid-2026, we will review how well these changes are helping people stay independent and increase work with community and voluntary groups so residents can get earlier support closer to home.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Manager: Therapy &amp; Assistive Technology</li> <li>• Head of Access and Hospital Discharge</li> <li>• Head of Private Sector Housing</li> </ul>
FAM-01-002	Make care services more personalised, focusing on what people can do rather than what they cannot	<ol style="list-style-type: none"> <li>1. Make sure first contacts are handled in a clear and consistent way. By the end of 2026, all first Contacts will be handled through the Adult Social Care new Access Team working alongside our Customer Service Centre using one simple process, so people get consistent advice and the right level of help as early as possible.</li> <li>2. Provide clearer information and advice to help people stay independent. By September 2026, we will introduce clearer and easier-to-understand information and advice so people can make informed choices and stay independent for longer.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Adult Services</li> </ul>
FAM-01-003	Work closely with health and other partners to modernise residential	<ol style="list-style-type: none"> <li>1. Create one clear and consistent way of supporting adults of working age. By the end of 2026, we will work with health and care partners to agree a</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Commissioning &amp; Performance</li> </ul>

	and nursing care provision to meet the needs of an ageing population	<p>straightforward, shared approach for supporting working-age adults, so everyone involved understands what good support looks like and people receive a more joined-up service.</p> <ol style="list-style-type: none"> <li>2. Review support for working-age adults to help them stay as independent as possible. From April 2026, a team of professionals will review how well current support helps people remain independent and will work with care providers to make sure support is right, effective and focused on independence.</li> <li>3. Review all aftercare support for people who are legally entitled to it. From April 2026, we will review aftercare packages to make sure people receive the correct support for their needs, helping them stay safe and supported at home or in their community.</li> </ol>	
FAM-01-004	Support the Voluntary, Community and Social Enterprise sector (VCSE) to ensure a wide range of services are available in the community that help people stay independent for longer.	<ol style="list-style-type: none"> <li>1. Strengthen early help by bringing Support North Northants (SNN) into the main Adult Social Care team, so more people can be quickly directed to early, community-based support that helps them stay independent for longer.</li> <li>2. Increase referrals into SNN by working more closely with partners. By September 2026, we will grow the number of people accessing early support by working with partners such as the police and Kettering General Hospital, and by linking SNN into new financial-resilience support so residents can get help before issues escalate.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Assistant Director of Adult Services</li> </ul>
FAM-01-005	Explore opportunities for retirement villages, providing independent living with optional care and support services.	<ol style="list-style-type: none"> <li>1. Agree our vision for supported accommodation. By June 2026, we will agree a clear vision for supported accommodation that helps people live independently and stay connected to their community, making sure future plans meet people's needs.</li> <li>2. Complete a review by March 2027 to identify where Extra Care housing is most needed, and set out our future plans, including possible council sites or opportunities for new development, so more people can live independently with the right support nearby.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Commissioning &amp; Performance</li> </ul>

## Key Commitment: Helping children and young people reach their potential at the earliest opportunity

Reference ID	Action	Year One Actions	Owner/Lead Contact
FAM-02-001	Work more effectively as Corporate Parents across all council services to improve outcomes and enhance the quality of life and opportunities for children and young people.	<ol style="list-style-type: none"> <li>1. Deliver the first year of the Corporate Parenting Strategy in 2026, establishing the foundations for full implementation over the three-year period. This will make sure everyone understands their role and what 'good care' should look like.</li> <li>2. Strengthen the role of the Corporate Parenting Board in bringing council services together to improve the support and experience for children in care and care-experienced young people.</li> <li>3. Launch "Ask of Services" so parents and carers can easily see what support is available across areas like leisure, housing and training.</li> <li>4. Provide additional training for councillors and leaders so they fully understand their corporate parenting responsibilities and can champion children's needs.</li> <li>5. Implement a structured Listening Framework during 2026 that enables councillors, officers and partners involved in the Corporate Parenting Board to actively engage with children and young people. This will enable stronger, more representative participation from children and young people with care experience, leading to decisions and improvements shaped directly by what matters most to them.</li> <li>6. Ensure that every directorate of the council has a care-experienced apprentice by March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Executive Director of Children's services</li> </ul>
FAM-02-002	Improve educational outcomes by working closely with schools, early years providers, Children's Trust and other partners to provide targeted support. We will adopt innovative approaches to help accelerate progress in this important area.	<ol style="list-style-type: none"> <li>1. Work together to give children the best start in life. This year, we'll work with schools, early years providers, health partners and families to build strong support networks, deliver the new Family Help model and share new ideas for inclusion so children get the right help early.</li> <li>2. Improve early years health checks and support. We'll increase the number of children receiving their 2 – 2½ year health reviews and adapt how these are delivered through Family Hubs. We'll develop a clear early-years health review support offer to identify needs sooner and help families access the right support.</li> <li>3. Provide a full programme of activities and early help through Family Hubs. Our Family Hubs will run a full timetable of activities and early-help</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Education, SEND &amp; Inclusion</li> <li>• Assistant Director of Family Services &amp; Strategic Partnerships</li> <li>• Deputy Director of Public Health</li> <li>• Strategic Lead Family Hubs aligned with Helene Denness Deputy Director Public Health</li> </ul>

		<p>support, regularly listening to children and families so their views shape services and guide the Best Start in Life action plan.</p> <p>4. Identify and open the final Family Hub site in Corby. We are currently completing a major piece of work that will confirm the exact location and timeline. We expect to identify suitable sites and open the Hub during summer 2026.</p>	
FAM-02-003	Provide safe, supportive homes and facilities for children in care and care-experienced young people.	<ol style="list-style-type: none"> <li>1. Give care experienced young people fair access to housing. By June 2026, we'll introduce a shared housing approach across Northamptonshire so care-experienced young people are treated consistently and can secure stable homes more quickly.</li> <li>2. Recruit more foster carers through targeted activity by September 2026, giving more children safe and stable family homes.</li> <li>3. Increase the number of homes for children. By September 2026, we'll create more homes for children through new investment so more young people can live locally with the right support.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Commissioning &amp; Performance</li> <li>• Assistant Director of Assets &amp; Environment</li> <li>• Assistant Director of Family Services &amp; Strategic Partnerships</li> </ul>
FAM-02-004	Deliver targeted support for SEND children and their families.	<ol style="list-style-type: none"> <li>1. Make sure all schools understand the types of support that should be available for every child, including those with additional needs, so help is offered earlier and more consistently. This will be implemented by June 2026. <i>(This is known as Ordinarily Available Provision.)</i></li> <li>2. Review how top-up funding is allocated by September 2026 to ensure it is fair, consistent and helps children get the right support quickly.</li> <li>3. Co-produce the local inclusion offer by September 2026. We will work with early years settings and schools to help children get the right help sooner.</li> <li>4. Plan and deliver services jointly with the NHS. We will work closely to plan and deliver services together, giving families a smoother, more joined-up experience.</li> <li>5. Create a formal agreement with the Parent Carer Forum so parents and carers are regularly involved in shaping services and decisions. This will be achieved by June 2026.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Education, SEND &amp; Inclusion</li> </ul>
FAM-02-005	Enhance youth opportunities and Family Hubs to strengthen early support.	<ol style="list-style-type: none"> <li>1. Create a joined-up youth strategy. By June 2026, we'll work with partners, including our Best Start in Life approach, so children, young people and families can easily access the support and opportunities they need.</li> <li>2. Improve access to early help and make it easier to ask for support. By September 2026, we'll launch a new Request for Support process,</li> </ol>	<ul style="list-style-type: none"> <li>• Strategic Lead Family Hubs</li> </ul>

		<p>improve our online “digital front door,” and listen to children, young people and parents/carers to help strengthen early help services.</p> <p>3. Support youth-led community activity. By June 2026, we’ll launch small grants for local voluntary groups and introduce the Youth Champion Programme, giving young people more chances to design and lead community projects.</p>	
FAM-02-006	<p>Work with parents, carers, schools, police and our community partners to focus on early support, positive opportunities and strong role models to lead young people to make positive life choices.</p>	<p>1. Create a Community Grant Scheme. By June 2026 we’ll work with the Youth Advisory Council to fund local projects that help young people feel safer and take part in positive activities in their communities.</p> <p>2. Give young people more chances to help design programmes. We’ll work with the Thriving in Life service that support confident, informed and positive choices.</p>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Stronger &amp; Safer Communities</li> <li>• Deputy Director of Public Health</li> </ul>
FAM-02-007	<p>Prioritise investment in school buildings and facilities, focusing on making sure there are enough school places to meet the needs of the growing population.</p>	<p>1. Develop our strategy for planning future school places. By June 2026, we’ll develop our Education Organisation Strategy so we can plan future school places effectively and respond to growing demand.</p> <p>2. Start delivering the Local Development Plan from June 2026 to ensure there are enough school places in the areas that need them most.</p> <p>3. Create a 3–5-year investment plan for school places by April 2027 so we can meet the future needs of local communities.</p> <p>4. Set up local school-place planning meetings with schools and partners from June 2026 so we can understand needs in each community and respond more quickly.</p>	<ul style="list-style-type: none"> <li>• Head of Access and Sufficiency</li> <li>• Head of Capital Projects</li> </ul>

## Key Commitment: Promoting better health and wellbeing for all

Reference ID	Action	Year One Actions	Owner/Lead Contact
FAM-03-001	Address health inequalities by focusing on prevention and early detection of illnesses.	<ol style="list-style-type: none"> <li>1. Expand physical activity programmes. Throughout 2026/27, we'll expand our Active for Wellbeing and Active for Health services so more residents can benefit from supported physical activity.</li> <li>2. Improve Healthy Lifestyle Services. By December 2026, we'll complete improvements to Healthy Lifestyle Services to make support more compassionate and easier to access.</li> <li>3. Enhance access to stop smoking support during 2026/27 by widening access to medicines and providing targeted help for young people.</li> <li>4. Increase physical activity for all ages. Throughout 2026/27, we'll work with the Active Communities Partnership and use the Patchwork programme to help people build confidence and skills to be more active.</li> <li>5. Reduce health inequalities. From April 2026, we'll take a life-course approach that supports people's health at every stage of life.</li> <li>6. Strengthen early years health support. By June 2026, we'll recruit a Health Early Years Coordinator to help Family Hubs improve healthy eating, physical activity and child development.</li> <li>7. Support children's health in schools. During 2026/27 we'll pilot Healthy Schools Ambassadors and expand supervised toothbrushing in the areas that need it most.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Leisure</li> <li>• Public Health Lead</li> <li>• Deputy Director of Public Health</li> </ul>
FAM-03-002	Enhance youth opportunities, help people to be more physically active in their daily lives, and expand the family hubs offer to strengthen early support.	<ol style="list-style-type: none"> <li>1. Help more children and families be active. Throughout 2026/27, we'll work together to build physical-literacy skills in early years settings and expand the Active Families programme, especially in Kingswood, Lodge Park, Queensway and rural communities.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Leisure</li> </ul>

FAM-03-003	Work closely with the Local Area Partnerships to ensure services reflect the specific needs of local communities.	<ol style="list-style-type: none"> <li>1. Evaluate Local Area Partnership projects. Throughout 2026/27, we'll assess these projects to understand their impact on reducing health inequalities, strengthening community groups and improving local connections.</li> <li>2. Launch a new round of LAP projects by September 2026, using updated community profiles so support reflects local needs.</li> <li>3. Involve LAPs in delivering local health and wellbeing priorities. Throughout 2026/27, we'll involve LAPs in delivering the Health and Wellbeing Board strategy to ensure services respond to local priorities.</li> <li>4. Develop neighbourhood health models with partners. From April 2026, we'll work with the NHS and community organisations to create neighbourhood health models that focus on residents who face the biggest barriers to accessing services.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Stronger &amp; Safer Communities</li> <li>• Consultant in Public Health</li> <li>• Deputy Director of Public Health</li> </ul>
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### Key Commitment: Recognising and supporting carers

Reference ID	Action	Year One Actions	Owner/Lead Contact
FAM-04-003	Increase access to respite care services that enable carers to take a break from caring while the person they are caring for is looked after by someone else.	Launch a new externally commissioned bed-based respite provider by the end of 2026 to increase respite options for carers.	<ul style="list-style-type: none"> <li>• Assistant Director of Commissioning &amp; Performance</li> </ul>

## Key Commitment: Stronger community networks that prevent crises before they happen.

Reference ID	Action	Year One Actions	Owner/Lead Contact
FAM-05-002	Collaborate and where appropriate design services with Voluntary, Community and Social Enterprise (VCSE) to build capacity for earlier intervention and local support networks. We will work more closely with the sector when designing new approaches, recognising the important role the sector plays in service delivery	<ol style="list-style-type: none"> <li>1. Co-produce two key community plans. By September 2026, we'll work with Voluntary, Community and Social Enterprise (VCSE) partners and residents to co-produce the Community Cohesion Action Plan and the Financial Resilience Action Plan, aligned with the new Crisis Resilience Fund.</li> <li>2. Develop a new Social Value Framework by March 2027 to ensure council contracts deliver maximum benefit for local communities, reflecting priorities identified through Local Area Partnerships, Place-Based Partnerships, and Pride in Place initiatives.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Safer and Stronger Communities</li> </ul>
FAM-05-003	Focus our efforts and service investments on embedding prevention and early intervention so residents remain healthy throughout life and don't require high-cost care.	<ol style="list-style-type: none"> <li>1. Secure extra Sport England funding for priority communities. By June 2026, we'll work with sports and health partners to bring additional Sport England funding into Queensway, Kingswood and Lodge Park to help more people be active and reduce health inequalities.</li> <li>2. Deliver new health and activity action plans. By September 2026, we'll complete and start delivering our action plans to help people of all ages be more active and improve their health.</li> <li>3. Update our understanding of local health needs. Throughout 2026/27, we'll update our assessment of local health and community needs so support is tailored to each area.</li> <li>4. Create neighbourhood-based health services. From April 2026, we'll work with health partners to create neighbourhood services that make it easier for people, especially those facing the biggest barriers, to get the help they need.</li> <li>5. Strengthen early help to prevent major health issues. From April 2026, we'll increase our focus on early help to reduce smoking, alcohol misuse and obesity, offering support tailored to people's different needs.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Leisure.</li> <li>• Director of Public Health, Communities &amp; Leisure</li> <li>• Public Health Lead</li> </ul>

## Priority Theme: **COMMUNITY**

### Key Commitment: Delivering better roads, pavements and transport connections

Reference ID	Action	Year One Actions	Owner/Lead Contact
COM-01-001	Repair potholes more quickly and resurface roads where needed the most. We will be upfront and honest about what we can and cannot afford to do.	<ol style="list-style-type: none"> <li>1. Speed up pothole repairs. We will repair potholes more quickly, so roads are safer and better to use, cutting the longest repair times from 180 days to 90 days. We'll continue fixing the most urgent potholes quickly aiming to do so within just 1 to 7 days to keep our roads safe and reliable for everyone.</li> <li>2. Prevent potholes from forming by using longer-lasting, 'right-first-time' repairs and taking a 'leave no defect behind' approach, helping keep our roads in better condition for longer.</li> <li>3. Prioritise safety-critical repairs. We will fix the defects that pose the biggest safety risks first.</li> <li>4. Keep residents informed about what we're fixing. We will clearly explain how we decide which repairs to do first and let residents know when improvement works are planned in their area.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Highways</li> </ul>
COM-01-002	Ensure the council is getting the most value out of its highways contract and expenditure.	<ol style="list-style-type: none"> <li>1. Carry out a major programme of preventative road maintenance. We will complete 330,000m<sup>2</sup> of preventative resurfacing (such as dressing treatments and micro-asphalt) and 55,000m<sup>2</sup> of full resurfacing improvements, to keep roads in good condition and reduce how often potholes form.</li> <li>2. Regularly review and manage the highways contract to make sure it follows best-practice and delivers good outcomes.</li> <li>3. Use the most efficient and cost-effective repair methods by June 2026 so money is spent wisely and work is done quickly and to a high standard.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Highways</li> </ul>
COM-01-003	Improve public transport, cycling and walking routes to make travel easier, safer and greener.	<ol style="list-style-type: none"> <li>1. Improve local bus services. New investment will expand bus services across North Northamptonshire this year, supported by £2 million of government funding. A further £0.9 million will be used to upgrade bus stops and install real-time information displays, making it easier for people to travel reliably, confidently and with up-to-date journey information.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Strategic Transport</li> <li>• Head of Culture Tourism &amp; Heritage</li> </ul>

		<ol style="list-style-type: none"> <li>2. Ask residents and stakeholders for views on the key cycling and walking schemes. We'll consult residents and stakeholders on the priority schemes in the Local Cycling &amp; Walking Improvement Plans.</li> <li>3. Continue building safe, green travel routes by progressing the Ise Valley Greenway.</li> <li>4. Complete the Deeble Way South Greenway routes to provide more safe walking and cycling options by September 2026.</li> </ol>	
COM-01-004	Invest in smarter street lighting and safer junctions.	<ol style="list-style-type: none"> <li>1. Upgrade streetlights to save energy and improve reliability. A £6.1 million investment is transforming street lighting across North Northamptonshire. By June 2026, we will have replaced 22,000 streetlights with energy-efficient LED lamps, cutting energy use and making lighting more consistent and reliable for residents.</li> <li>2. Complete the LED traffic signal upgrade programme by March 2027 to improve efficiency and reliability.</li> <li>3. Review the Council's priority Red Routes and deliver the recommended improvements by March 2027.</li> <li>4. Complete the planned road safety improvements on the A6 by June 2026.</li> <li>5. Communicate all road-safety improvement schemes to communities from June 2026 to March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Highways</li> </ul>

## Key Commitment: Shaping local communities so that they have the facilities they need in the future

Reference ID	Action	Year One Actions	Owner/Lead Contact
COM-02-001	Deliver a clear Local Plan that balances housing, economic growth, and environmental protection.	<ol style="list-style-type: none"> <li>1. Launch engagement and consultation on the Local Plan. We will begin engaging and consulting with residents during 2026/27 so they can help shape future housing, growth and land-use across North Northamptonshire.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Planning Policy and Place-making</li> </ul>
COM-02-002	We will work with our Towns, Villages and rural communities to enable them to shape need at a	<ol style="list-style-type: none"> <li>1. Support Town and Parish Councils to develop their Neighbourhood Plans from June 2026 to March 2027.</li> <li>2. Consider Neighbourhood Plans when making planning decisions.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Planning Policy and Place-making</li> </ul>

	local level through Neighbourhood Plans.	3. Lead the Pride in Place programme. From June 2026 to March 2027, we'll fulfil our responsibilities as the accountable body for the Pride in Place programme by supporting Neighbourhood Boards, strengthening community engagement, and helping shape regeneration plans.	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Economic Growth</li> </ul>
COM-02-003	Raise building design standards to ensure new developments meet local need today and in the future are accessible and enhance local identity.	<ol style="list-style-type: none"> <li>1. Secure high-quality design through the planning system. From June 2026 to March 2027, we will use the planning system to make sure new developments are well-designed and reflect the character of local areas.</li> <li>2. Work with developers, where possible, to agree local design guides for major developments, including Sustainable Urban Extensions, from June 2026 to March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Development Management and Planning Enforcement</li> <li>• Head of Planning Policy and Place-making</li> </ul>
COM-02-004	We will transform our planning service to ensure it is effective and efficient.	<ol style="list-style-type: none"> <li>1. Run a focused recruitment campaign to bring in skilled planning officers, completing this work by September 2026.</li> <li>2. Provide ongoing training and development for our planning officers throughout the year.</li> <li>3. Improve the online resident portal this year to make it easier for people to view planning applications and share their comments.</li> <li>4. Strengthen how we deal with breaches of planning rules by recruiting more staff, improving our processes, and focusing on issues that cause the most harm to communities and the environment. This work will be completed by March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Development Management and Planning Enforcement</li> </ul>
COM-02-005	Protect and enhance green spaces and heritage assets that matter to residents.	<ol style="list-style-type: none"> <li>1. Complete the roof replacement at Kettering Library &amp; Art Gallery and reopen the building to the public by December 2026.</li> <li>2. Continue work during 2026/27 on the Heritage Lottery funded Masterplan for Kettering Museum, setting out its future development.</li> <li>3. Work with the Corby Town's Fund Board throughout 2026/27 to develop proposals for a new multi-use community space at Grosvenor House, including a potential future home for Corby Heritage Centre, and submit a further funding bid by March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Culture, Tourism &amp; Heritage</li> <li>• Head of Capital Projects</li> </ul>

## Key Commitment: Ensuring there is enough housing locally that people can afford and meets their needs

Reference ID	Action	Year One Actions	Owner/Lead Contact
COM-03-001	Work closely with social housing providers and developers to improve the housing offer in North Northamptonshire.	Set up two new partnership forums with local housing providers by September 2026 to improve how we work together. One will focus on housing management, including tenancy support, lettings and estate issues. The other will focus on new housing development, bringing together planning, Adult Social Care and other partners. These forums will help create a more consistent and joined-up approach to delivering housing services across the area.	<ul style="list-style-type: none"> <li>• Assistant Director of Strategic Housing, Development and Property</li> <li>• Housing Enabling and Strategy Manager</li> </ul>
COM-03-002	Take action to improve the quality and timeliness of housing repairs and maintenance provided to tenants of the council's housing stock.	<ol style="list-style-type: none"> <li>1. Improve the quality of council homes. Throughout 2026 and 2027, we'll invest in our council homes so more properties meet the Decent Homes Standard and national regulatory requirements. We aim to increase the number of homes that meet the Decent Homes Standard to 93% by March 2027 and 100% by March 2028.</li> <li>2. Fix non-emergency repairs faster. By September 2026, we will bring forward a permanent resourcing plan to speed up day-to-day repairs. Our goal is that all non-emergency repairs will be completed within 30 working days so tenants aren't left waiting longer than they should.</li> <li>3. Check how well we are performing against new national standards. From April 2026, we will start using our new performance indicators, which match the latest national standards. This means we will regularly check how well our Housing Maintenance and Development Service is doing, so we can spot problems early, make improvements quickly, and make sure all council homes continue to meet the right safety and quality standards.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Strategic Housing, Development and Property</li> <li>• Head of Housing Maintenance and Development</li> </ul>
COM-03-003	Develop joint approaches and strategies with housing partner agencies to improve the quantity and quality of housing as well as the advice and support available.	<ol style="list-style-type: none"> <li>1. Run a Multi-Agency Panel throughout 2026/27 to bring supported housing providers together and improve how services are coordinated in the area.</li> <li>2. Monitor the new Supported Housing (Regulatory Oversight) Act 2023 during 2026/27 to make sure providers are meeting national standards and residents receive safe, good-quality support.</li> <li>3. Continue delivering our grant-funded tenancy support service from April 2026, helping people in temporary accommodation and supported housing to maintain their tenancies and move towards more stable housing.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Strategic Housing, Development and Property</li> <li>• Head of Housing Solutions</li> </ul>

## Key Commitment: Maintaining safe, clean, and attractive neighbourhoods

Reference ID	Action	Year One Actions	Owner/Lead Contact
COM-04-001	Provide reliable refuse, recycling collections and green waste services that people value and participate in.	<ol style="list-style-type: none"> <li>1. Introduce food-waste collections for all residents across North Northamptonshire by September 2026.</li> <li>2. Make our collection rounds more efficient by September 2026 so we can run the service smoothly and get the best value for money.</li> <li>3. Keep residents well-informed about our waste and recycling services from June 2026 to March 2027, including what the service offers and how to use it.</li> <li>4. Agree clear council policies on bin capacity and what materials can be collected during 2026/27, so everyone knows what is allowed.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Waste</li> </ul>
COM-04-002	Keep streets and public spaces clean through proactive maintenance	<ol style="list-style-type: none"> <li>1. Review our arrangements in our street-cleansing service by September 2026 to make sure we can meet the growing need to keep North Northamptonshire clean.</li> <li>2. Use specialist contractors from September 2026 to clean hard-to-reach, high-risk routes such as the A14 and A45.</li> <li>3. Update and improve our cleansing routes by December 2026 so that cleaning is effective and provides good value for money.</li> <li>4. Work with the Probation Service throughout 2026/27 to target community-payback activity on cleaning up towns and villages.</li> <li>5. Work with Town and Parish Councils throughout 2026/27 to tackle litter and fly-tipping in local areas.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Waste</li> </ul>
COM-04-003	Take a zero-tolerance approach to fly-tipping, graffiti, and other forms of environmental crime, with a firm approach to enforcement and charging of penalties.	<ol style="list-style-type: none"> <li>1. Make sure our enforcement officers are fully trained and confident to act where needed, including steps that help prevent environmental crime.</li> <li>2. Set clear rules for how waste should be presented and stored, so residents understand what is expected of them.</li> <li>3. Work closely with partners such as the Police, DVLA and Environment Agency from June 2026 to March 2027 to tackle hotspot areas and deal with environmental crime linked to wider criminal activity.</li> <li>4. Review our Household Waste Recycling Centres by March 2027 to make sure they offer effective and easy ways for residents to dispose of waste.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Waste</li> </ul>

## Key Commitment: Strong action to make communities safer and protect residents and businesses

Reference ID	Action	Year One Actions	Owner/Lead Contact
COM-05-001	Respond robustly to anti-social behaviour that undermines neighbourhood quality of life.	<ol style="list-style-type: none"> <li>1. Increase our community safety presence by doubling the number of community safety officers by September 2026 (Subject to Council Budget approval). We'll have more community safety officers out in neighbourhoods, working with partners to reduce antisocial behaviour and help keep residents safe.</li> <li>2. Make it easier for people to report anti-social behaviour by improving the Noise App, so residents can send longer recordings, photos and videos. This will help us take faster action.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Stronger &amp; Safer Communities</li> <li>• Assistant Director of Regulatory Services</li> <li>• Head of Environmental Health</li> </ul>
COM-05-002	Tackle rogue landlords and unlicensed Houses of Multiple Occupation (HMOs), improving housing standards for tenants.	<ol style="list-style-type: none"> <li>1. Carry out targeted inspections of Houses of Multiple Occupation throughout 2026/27 to make sure properties are licensed where required and meet the right safety and housing standards. This includes taking enforcement action where conditions are unsafe.</li> <li>2. Review and update our Enforcement Policy by May 2026 to increase the use of civil penalties for landlords who breach housing rules.</li> <li>3. Work with partner agencies throughout 2026/27, to tackle properties linked to organised crime or people trafficking and improve safety for tenants.</li> <li>4. Provide ongoing training for our Private Sector Housing Officers so they can continue improving standards and support tenants across the private rented sector. To be completed in 2026.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Regulatory Services</li> <li>• Head of Private Sector Housing</li> </ul>
COM-05-003	Work with landlords, tenants, and partners to ensure safer, better-managed private rental homes.	<ol style="list-style-type: none"> <li>1. Implement our Empty Homes Strategy by June 2026 to bring long-term empty homes back into use and increase the supply of housing across North Northamptonshire.</li> <li>2. Launch a Landlords Forum in March 2026 to support private landlords and promote well-managed, good-quality private rented homes.</li> <li>3. Review our staffing and enforcement capacity throughout the year to make sure we can meet the new requirements introduced by the Renters' Rights Act 2025.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Regulatory Services</li> <li>• Head of Private Sector Housing</li> </ul>

		<ol style="list-style-type: none"> <li>4. Promote and manage energy-support schemes all year round to help residents living in fuel poverty access grants and advice.</li> <li>5. Recruit specialist Landlord Liaison Officers from April 2026 to strengthen relationships with landlords and improve access to good-quality private rented homes.</li> <li>6. Develop and launch a Private Rented Sector Access Scheme by June 2026 to help residents find safe, suitable homes in the private rented sector.</li> </ol>	
COM-05-004	Enforce trading standards to protect residents and legitimate businesses.	<ol style="list-style-type: none"> <li>1. Increase our focus on tackling illegal and unsafe products by reviewing our resources and running targeted joint operations to disrupt the sale of counterfeit tobacco and vapes by March 2027.</li> <li>2. Run programmes throughout the year to prevent underage sales of alcohol, tobacco, vapes, knives and other harmful products, helping to keep young people safe. These will be achieved by March 2027.</li> <li>3. Strengthen our 'Buy with Confidence' scheme by encouraging more local traders to join, especially in home-improvement sectors, and promoting the scheme so residents can easily find trusted, Trading Standards-approved businesses. This action will run for the next 2 years.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Regulatory Services</li> <li>• Head of Trading Standards and Bereavement Services</li> </ul>

## Key commitment: Supporting community life, leisure and shared spaces

Reference ID	Action	Year One Actions	Owner/Lead Contact
COM-06-001	Support the maintenance and improvement of parks and green spaces, as well as facilities for leisure, to promote wellbeing, community events and biodiversity.	<ol style="list-style-type: none"> <li>1. Undertake a comprehensive assessment of our parks and green spaces to improve them and make them more efficient to maintain.</li> <li>2. Use our parks and green areas to help deliver the Local Nature Recovery Strategy.</li> <li>3. Put our new Tree Management Policy into action.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> </ul>
COM-06-002	We will work with local communities where they want to take greater control of facilities and open spaces.	Put a new, clear process in place for handing over buildings and services to Town and Parish Councils or local community groups.	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Stronger &amp; Safer Communities</li> <li>• Assistant Director of Assets &amp; Environment</li> </ul>

COM-06-003	Provide support to community centres to help them be hubs for local activities and support services where there is demand.	<ol style="list-style-type: none"> <li>1. Use the Crisis Resilience funding to support community centres and similar venues, helping them stay open as warm spaces and community hubs that offer a wide range of local activities for residents by March 2027.</li> <li>2. Complete a review of all community centres across North Northamptonshire to understand what they currently offer and to help decide how the Council and other organisations can support them to thrive.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Stronger &amp; Safer Communities</li> </ul>
COM-06-004	Encourage volunteering and community-led projects that strengthen local pride.	<ol style="list-style-type: none"> <li>1. Launch our new staff volunteering scheme by September 2026, giving council employees more opportunities to support local community projects.</li> <li>2. Finalise and adopt a volunteering policy for residents by September 2026, making it easier for people to volunteer safely and effectively in support of council services.</li> <li>3. Support and monitor the voluntary and community sector throughout 2026, helping local organisations access funding, strengthen their volunteer programmes, and build capacity to deliver community projects.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Head of Stronger &amp; Safer Communities</li> <li>• Head of Workforce &amp; Organisation Development</li> <li>• Woodlands Manager</li> </ul>

## Priority Theme: **PROSPERITY**

### Key Commitment: Supporting a vibrant and sustainable local economy

Reference ID	Action	Year One Action	Owner/Lead Contact
PRO-01-001	Attract business investment and more diverse and skilled employment to the area, ensuring businesses can make a healthy contribution to the local economy through investment, skills development and community engagement.	Promote North Northamptonshire to attract new investment and jobs. We will showcase North Northamptonshire at a major national regeneration and investment event to help secure new funding, attract quality jobs, and support the future growth of our towns and communities.	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Economic Growth &amp; Sustainability</li> </ul>
PRO-01-002	Support small and medium sized businesses to survive and thrive in North Northamptonshire, such as farming, food and drink and the visitor economy.	<ol style="list-style-type: none"> <li>1. Continue delivering business support in our libraries throughout 2026, helping new and growing small businesses through the Business &amp; Intellectual Property Centre (BIPC) programme.</li> <li>2. Offer training and support to local tourism businesses throughout 2026, including help with accessibility, being environmentally friendly, and marketing, so they can grow and succeed.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Culture, Heritage &amp; Tourism</li> </ul>
PRO-01-003	Help small businesses and community enterprises access grants, training and local markets.	Support local community-led businesses to grow by promoting them through the 'Buy Local' Directory and related campaigns throughout the year	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Stronger &amp; Safer Communities</li> </ul>
PRO-01-004	Work with partners and the private sector to ensure the opportunities of developing brownfields sites are maximised.	Use the Local Plan to find suitable brownfield sites and decide which ones could be used for future development throughout the year.	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Planning Policy and Place Making</li> </ul>
PRO-01-005	Ensure North Northamptonshire benefits from wider opportunities such as the Oxford-Cambridge Corridor and the investment from	<ol style="list-style-type: none"> <li>1. Work with nearby councils to promote the wider region together.</li> <li>2. Promote North Northamptonshire as a great place for business and growth at regional and national events.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Economic Growth &amp; Sustainability</li> </ul>

	Universal Studios and other visitor attractions in the surrounding area.		
PRO-01-006	Explore opportunities for devolution of powers from central to local government where there are clear benefits for the local area to do so.	<ol style="list-style-type: none"> <li>1. Get local leaders and businesses to agree on moving forward with a South Midlands Strategic Authority.</li> <li>2. Talk with the Government about setting up a new Foundation Strategic Authority.</li> <li>3. Submit the formal case for creating this new Authority.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Economic Growth &amp; Sustainability</li> </ul>

### Key Commitment: Celebrating our heritage and culture and promoting tourism and our town centres

Reference ID	Action	Year One Action	Owner/Lead Contact
PRO-02-001	Work with partners and the Local Visitor Economy Partnership (LVEP) to grow sustainable tourism and increase visitors.	Deliver the plan to help grow local tourism, including creating a business strategy, and make sure we make the most of the opportunities big regional developments like Universal Studios present.	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Culture, Heritage &amp; Tourism</li> </ul>
PRO-02-002	Protect and promote heritage sites and historic communities.	<ol style="list-style-type: none"> <li>1. Complete the roof replacement at Kettering Library &amp; Art Gallery, reopen the venue and hold a public launch by the end of the year.</li> <li>2. Develop a masterplan setting out the future vision for Kettering Museum by the end of the year.</li> <li>3. Secure Heritage Lottery funding to support further investment in Grosvenor House, helping it become the future home of the Corby Heritage Centre and a multi-use cultural and community hub by March 2027.</li> <li>4. Complete a review of future governance options for Chester House to identify the best long-term and sustainable arrangements for the site and its heritage assets by March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Culture, Heritage &amp; Tourism</li> <li>• Head of Capital Projects</li> </ul>
PRO-02-003	Help improve town centres and provide support to help them reshape what they have to offer.	<ol style="list-style-type: none"> <li>1. Develop a masterplan for Wellingborough town centre by September 2026. This will ensure the town develops in a planned, positive way, making it stronger, more attractive and better able to meet future needs.</li> <li>2. Develop a masterplan for Kettering town centre by March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> <li>• Head of Capital projects</li> </ul>

PRO-02-004	Ensure car parks and on-street parking approach complements the town centre visitor and tourism strategies.	<ol style="list-style-type: none"> <li>1. Adopt a North Northamptonshire Parking Strategy to set out how we will manage off-street parking in our towns.</li> <li>2. Continue expanding the parking enforcement team so it can meet local needs and be ready for new Government pavement-parking enforcement powers expected by March 2027.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> <li>• Head of Environment</li> </ul>
PRO-02-005	Promote cultural events and festivals that celebrate local identity and build a stronger sense of local belonging.	<ol style="list-style-type: none"> <li>1. Work with council services, community partners and local groups throughout 2026 to deliver events that bring people together and celebrate our diverse communities as part of the Community Cohesion Plan and Discover Northamptonshire programme.</li> <li>2. Expand the events programme at Chester House during 2026, and develop a new programme linked to the library, gallery and museum in Kettering to celebrate local history, culture and community.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Culture, Heritage &amp; Tourism</li> </ul>

## Key Commitment: Protecting and enhancing our countryside and local environment

Reference ID	Action	Year One Action	Owner/Lead Contact
PRO-03-001	Protect wildlife habitats and promote nature recovery of our greenspaces through biodiversity initiatives and tree planting.	<ol style="list-style-type: none"> <li>1. Advance the Local Nature Recovery Strategy by March 2027 by working with partners to agree and prioritise a pipeline of nature projects, boosting nature recovery and protecting habitats through strong, collaborative delivery.</li> <li>2. Create a clear approach for selling Biodiversity Net Gain units on council land, helping fund rewilding and nature recovery.</li> <li>3. Grow tree canopy and biodiversity by delivering the Council's tree-planting programme, meeting targets by March 2027, and strengthening aftercare, biosecurity and community involvement.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> <li>• Head of Environment</li> </ul>
PRO-03-002	Through the relevant strategy, policy and action, ensure that local countryside is protected and enhanced for the current and future generations to enjoy.	<ol style="list-style-type: none"> <li>1. Improve the proactive protection of nature sites in the future. We will use our Local Plan and other means to do so.</li> </ol>	<ul style="list-style-type: none"> <li>• Director of Highways, Waste and Growth</li> <li>• Head of Planning Policy and Place Making</li> </ul>

PRO-03-003	Reduce waste, promote recycling and improve energy efficiency across services.	<ol style="list-style-type: none"> <li>1. Carry out actions that make our council buildings more energy-efficient, more efficient to run and improve recycling.</li> <li>2. Buy a new, more efficient vehicle fleet ready for use in 2027 to cut costs and emissions, and support more reliable council services.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> <li>• Head of Environment</li> </ul>
PRO-03-004	Cut the council's carbon footprint in a sensible, pragmatic way, saving money as well as the environment and support communities to do the same should they wish to do so.	<ol style="list-style-type: none"> <li>1. Deliver the actions in the Carbon Management Plan this year to make our buildings, vehicles and other assets more efficient, saving money, cutting carbon emissions, and reducing our impact on the environment.</li> <li>2. Publish a yearly report showing our carbon footprint, emissions and progress.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> <li>• Head of Economic Growth &amp; Sustainability</li> </ul>

## Key Commitment: Better rural connectivity and services

Reference ID	Action	Year One Action	Owner/Lead Contact
PRO-04-001	Expand rural transport options and improve road maintenance in remote areas.	<ol style="list-style-type: none"> <li>1. Invest in preventative road maintenance. This year, we'll invest £9 million in preventative repairs and resurfacing across the whole road network to stop roads from deteriorating and tackle areas that need it most.</li> <li>2. Fix the most safety-critical issues first.</li> <li>3. Keep residents informed about our repair standards and when improvement works are planned.</li> <li>4. Improve local bus services with new investment. We will invest £2 million to expand bus services across North Northamptonshire and a further £0.9 million to upgrade bus stops and real-time information displays, making public transport more reliable and easier to use.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Highways</li> <li>• Head of Strategic Transport</li> </ul>
PRO-04-002	Continue the roll-out of better broadband and digital connectivity for rural homes and businesses.	<ol style="list-style-type: none"> <li>1. Provide an update on how much of the area has access to good broadband.</li> <li>2. Work with national programmes and broadband companies to improve future coverage.</li> <li>3. Tackle the issues that slow down broadband installation.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Economic Growth &amp; Sustainability</li> </ul>
PRO-04-003	Ensure more equitable access to health, education, community and council services for all communities.	<ol style="list-style-type: none"> <li>1. Complete our review of future leisure services throughout the year so we can decide the best way to run and manage leisure centres and community activity programmes. This will help ensure residents have access to high-quality, consistent opportunities to be active and improve</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Communities and Leisure</li> <li>• Head of Leisure,</li> <li>• Head of Adult Learning</li> </ul>

		<p>their health, including people managing or recovering from long-term conditions.</p> <p>2. Continue expanding our Adult Learning offer throughout 2026 to help reduce the skills gap, support people to gain new qualifications, and build confidence, community connections and personal resilience.</p>	
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## Key Commitment: Making the most of our natural assets

Reference ID	Action	Year One Action	Owner/Lead Contact
PRO-05-001	Maintain and improve public rights of way, trails, and open spaces.	Maintain and improve our Public Rights of Way network. By April 2027, we will invest £150,000 to maintain and improve the 1,157 km network of public footpaths, bridleways and trails. We will update and publish the Council's Rights of Way Improvement Plan.	<ul style="list-style-type: none"> <li>• Assistant Director of Highways, Waste and Growth</li> <li>• Head of Highways</li> </ul>
PRO-05-002	Support initiatives that encourage outdoor activity for health and wellbeing.	<ol style="list-style-type: none"> <li>1. Support projects that help more people enjoy being active outdoors and make it easier for them to use local green spaces.</li> <li>2. Continue growing the work of the Woodland Education Ranger team, including their support for children's services and Adult Social Care.</li> </ol>	<ul style="list-style-type: none"> <li>• Consultant in Public Health</li> <li>• Woodlands Manager</li> <li>• Head of Environment</li> </ul>
PRO-05-003	Work with volunteers and local groups to care for green spaces.	Expand and strengthen the network of 'Friends of Groups' across North Northamptonshire, increasing volunteering opportunities, supporting community cohesion, sharing practical skills, and empowering residents to care for and manage woodlands, parks and open spaces.	<ul style="list-style-type: none"> <li>• Head of Environment</li> <li>• Woodlands Manager</li> </ul>

## Priority Theme: SMARTER, FASTER, FAIRER PUBLIC SERVICES

Key Commitment: Make the most out of the money, assets, people and technology we have available

Reference ID	Action	Year One Actions	Owner/Lead Contact
SFF-01-001	We will only spend what we can afford, but we will do all we can to get the best deal from government for North Northamptonshire whilst getting the most benefit for local residents from the resources we have available.	<ol style="list-style-type: none"> <li>1. Develop and approve a council-wide transformation plan by the end of September 2026. This plan will outline projects, initiatives and approaches that drive continued delivery of the council's corporate priorities and savings targets set out in the medium-term financial plan.</li> <li>2. Proactively use our connections with government, the Local Government Association (LGA) and County Council's Network (CCN) to set out North Northamptonshire's case for fairer funding.</li> <li>3. Strengthen financial management across the council by developing manager's financial and budget management skills.</li> </ol>	<ul style="list-style-type: none"> <li>• Director of Transformation and Strategy</li> <li>• Assistant Director of Finance and Accountancy</li> <li>• Corporate Leadership Network</li> </ul>
SFF-01-002	We will question how services can be met in more efficient and effective ways, investing in initiatives that save money and seeking new, innovative ways to reduce demand for services through partnership working, early intervention and prevention initiatives.	<ol style="list-style-type: none"> <li>1. Aim to deliver 12 service improvement workshops over the year, with cross-directorate representation to ensure challenge and innovation. We will focus on completing at least one improvement workshop per month.</li> <li>2. Produce more, light-touch, evidence-based business cases with the aim of utilising the council's innovation fund to deliver ongoing savings in the council revenue budget.</li> <li>3. Use AI to improve our phone and webchat services. We'll use AI to answer routine questions more quickly, freeing staff to support people with more complex needs.</li> <li>4. Make it easier to find help online. We will improve digital signposting so residents can quickly find support with finances, wellbeing and community services. We'll train staff to feel confident using digital tools and AI.</li> <li>5. Develop strong business cases that explain why improvements are needed, the benefits they will bring, and how they support prevention, early help and better partnership working.</li> <li>6. Design efficient organisational structures and service delivery models, with consistent spans of control.</li> </ol>	<ul style="list-style-type: none"> <li>• Director of Transformation and Strategy</li> <li>• Assistant Director of Technology</li> <li>• Assistant Director of Customer Experience</li> <li>• Head of Performance, Intelligence and Partnerships</li> <li>• Assistant Director of Human Resources and Organisational Development</li> </ul>

		7. Develop strong leaders with the skills and competence to drive future-ready services and continuous improvement.	
SFF-01-003	Focus on maximizing income through government grants, investment from businesses and public sector partners in the area and from income from services where appropriate to do so.	<ol style="list-style-type: none"> <li>1. Check all council buildings and land. By September 2026, we'll review all buildings and land the council owns to make sure they are well looked after and used in the best way.</li> <li>2. Plan how buildings can generate more income. By September 2026, we'll assess how our buildings could be improved or used differently to bring in more income to support local services.</li> <li>3. Bring building management into one team. We'll move responsibility for all council buildings into a single team, so they are managed consistently, cared for properly and run more efficiently.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> </ul>
SFF-01-004	Seek opportunities to share resources, data, assets and approaches with partners such as the NHS and police in order to get the maximum benefit from public expenditure.	<ol style="list-style-type: none"> <li>1. Work with the NHS and the Police to share phone and online systems. From 2027, we will look at aligning technology so people can get help more easily.</li> <li>2. Make sure organisations can safely share information. We will agree clear rules so services can work together and support people better.</li> <li>3. Run joint events with partner organisations. We will team up with other agencies to hold local events that help people get advice and support in one place.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Technology</li> <li>• Assistant Director of Customer Experience</li> <li>• Head of Digital</li> </ul>

## Key Commitment: Collective focus on early intervention and prevention

Reference ID	Action	Year One Actions	Owner/Lead Contact
SFF-02-001	Challenge the way we do things, ask difficult questions and work with our partners such as the NHS and police to develop new, more effective approaches to tackling the problems our communities face.	Work with West Northamptonshire Council to help adults get support earlier. This year, we'll make it easier for people to get early help by offering personalised guidance that connects them with local activities, groups and support in their community, alongside the Working Well initiative. By working together, more help will be provided by local charities, volunteers and community organisations, so people can get support closer to where they live.	<ul style="list-style-type: none"> <li>• Director of Public Health</li> <li>• Assistant Director of Communities &amp; Leisure</li> <li>• Consultant in Public Health</li> </ul>
SFF-02-002	Integrate and use data we have more intelligently to build a better picture of what needs improving.	<ol style="list-style-type: none"> <li>1. Start using the new Fabric data system. From June 2026, we'll use this system to give us up-to-date information about how services are</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Customer Experience</li> </ul>

	We will use this 'big data' to help predict future occurrences and identify risks earlier in important areas such as social care, public health, skills and education, and community safety.	<p>performing, helping us spot issues sooner and improve support for residents.</p> <ol style="list-style-type: none"> <li>2. Create simple, real-time information screens. During 2026, we'll create easy-to-read information screens so managers and councillors can quickly see what's happening and make better decisions.</li> <li>3. Set up a Data Centre of Excellence. By September 2026, we'll establish a specialist team to help staff understand and use data confidently, enabling the Council to work smarter and provide better services.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Performance, Intelligence and Partnerships</li> </ul>
SFF-02-003	Develop digital tools and approaches that help families, communities, and rural residents access preventative support more easily.	<ol style="list-style-type: none"> <li>1. Launch an online chatbot. By June 2026, we'll add a chatbot to the council website so residents can get quicker answers and be guided to the right service at any time.</li> <li>2. Pilot three new AI tools. By March 2027, we'll test three AI tools to see where they can improve services for residents.</li> <li>3. Put more services online. By March 2027, we'll make more council services available online, so tasks are quicker and easier without needing to call or visit us</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Technology</li> </ul>

## Key Commitment: Be at the forefront of innovation in service delivery, partnership working and communication with our residents

Reference ID	Action	Year One Actions	Owner/Lead Contact
SFF-03-001	More effectively communicate and engage with residents. We will look for more effective ways to get messages across and ensure that residents understand what services they receive and how they can best benefit from local public services.	<ol style="list-style-type: none"> <li>1. Initiate delivery of our new Communications Enabling Strategy, with an increased focus on social media, digital-first contact methods and human-centred stories.</li> <li>2. Adjust the focus of our corporate communications team so that it focuses on social media and digital communications methods, putting short, human-centred videos and stories centre stage. This will be a high priority for 2026.</li> <li>3. Launch a marketing campaign in Summer 2026 to raise awareness of our new Customer Experience Strategy. This will feature videos and use social media as the main channel of communication.</li> <li>4. Implement a new, electronic sign-up / opt-in e-newsletter by the end of September 2026.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Chief Executive</li> <li>• Consultation and Engagement Manager</li> <li>• Assistant Director of Customer Experience</li> </ul>

		<ol style="list-style-type: none"> <li>5. Develop a new resident engagement strategy by the end of September 2026. This will start with a survey of stakeholder need.</li> <li>6. Develop a new suite of social media, newsletters and local events throughout 2026/27 to share key messages, including our digital options and the Customer Charter.</li> <li>7. Create easy-to-understand, plain-English guides for our most-used services to help residents get the right support quickly. We will do this progressively, throughout 2026.</li> </ol>	
SFF-03-002	Invest in technology and use automation and Artificial Intelligence to improve service delivery and make it faster and more cost effective for our residents.	<ol style="list-style-type: none"> <li>1. Build colleagues' confidence in digital and Artificial Intelligence (AI) this year, so they can use AI safely and confidently, making the most of new tools to improve services.</li> <li>2. Expand the AI telephone assistant. Throughout 2026/27, we'll expand our AI telephone assistant, starting with waste services and then moving into other areas, to reduce waiting times.</li> <li>3. Create simple video-upload tools from July 2026, so residents can quickly share information when it helps a service respond faster.</li> <li>4. Modernise how we handle mail. By December 2026, we'll develop a modern digital post room so more mail can be handled electronically and dealt with faster and more efficiently.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Technology</li> <li>• Assistant Director of Customer Experience</li> <li>• Assistant Director of Human Resources and Organisational Development</li> </ul>
SFF-03-003	Continuously review services and approaches to ensure they are efficient, cost-effective, and focused on outcomes that make the biggest difference to the lives of local residents. We will actively listen to customer feedback as a key part of the process of service improvement.	<ol style="list-style-type: none"> <li>1. Spot patterns in complaints earlier. From April 2026, we'll use a new system to identify trends in complaints and publish simple quarterly reports to show where services need to improve.</li> <li>2. Create an easy-to-read Customer Experience Dashboard so we can keep a closer eye on how services are performing and fix issues sooner.</li> <li>3. Launch phone-service satisfaction surveys. By early 2027, we'll introduce customer satisfaction surveys for our phone services, publish the results each quarter and use the feedback to keep improving.</li> <li>4. Expand the use of text message updates for customers so that they can keep up to date and informed.</li> <li>5. Review and update our ME Time appraisal framework, linking appraisal outcomes to delivery of the Annual Delivery and Service Plans and strengthening our focus on service improvement and excellence.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Customer Experience</li> <li>• Assistant Director of Human Resources and Organisational Development</li> </ul>
SFF-03-004	Make full use of the council's available office space to foster an environment of collaboration and	<ol style="list-style-type: none"> <li>1. Pilot a Customer Experience Hub at Haylock House by September 2026 to test co-locating colleagues from multiple contact centres and improve collaboration.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Customer Experience</li> </ul>

	<p>innovation, where the office-based workforce can add maximum value to the services the council provides.</p>	<ol style="list-style-type: none"> <li>2. Review office space utilisation and produce a plan for consolidating contact-centre space by April 2027.</li> <li>3. Continue delivering the Workspace and Ways of Working Transformation programme throughout the year to modernise workspaces and support flexible and collaborative working.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Assets &amp; Environment</li> <li>• Assistant Director of Human Resources and Organisational Development</li> </ul>
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## Key Commitment: Improving customer experience

Reference ID	Action	Year One Actions	Owner/Lead Contact
SFF-04-001	<p>We will respond to our customers in a faster and more effective way, working to resolve their issues first time and on time.</p>	<ol style="list-style-type: none"> <li>1. Work with services throughout 2026/27 to introduce a ‘one front door’ approach, making it easier for customers to get the right help first time.</li> <li>2. Provide training for our customer service teams to help them resolve issues faster and more consistently, while embedding our new Customer Charter. Our aim is to train 70 colleagues by September 2026.</li> <li>3. Implement, by June 2026, a ‘Help and Support’ team approach to tackling below target-time responses to member and customer enquiries. This will involve sending in proactive colleagues from across services to help improve practices and processes leading to below target response times.</li> <li>4. Use feedback from complaints, MPs and Councillors to spot recurring issues and fix them so services keep improving.</li> <li>5. Explore the implementation of a mystery shopper programme, focusing on hot-spot and priority areas.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Customer Experience</li> </ul>
SFF-04-003	<p>Modernise customer contact systems including the use of advanced AI webchat that will be available 24/7 to help residents access the information they need when they need it.</p>	<p><b>Improving our website:</b></p> <ol style="list-style-type: none"> <li>1. Introduce a new AI chat service on the council’s website by June 2026, giving residents quick answers and guiding them to the right service 24/7 through a friendly, conversational chatbot.</li> <li>2. Improve the council website throughout 2026 so it supports more online services, making it quicker to use and able to support more online services in the future.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Technology</li> <li>• Head of Digital</li> <li>• Assistant Director of Customer Experience</li> </ul>

		<ol style="list-style-type: none"> <li>3. Consolidate websites to simplify the user experience where possible during 2026 to create a more consistent and cost-effective digital journey for residents.</li> <li>4. Explore new national digital tools. Throughout the year we'll work with national digital partners to explore tools such as the GOV.UK app. These could make it easier for residents to access council services.</li> </ol> <p><b>Improving our Contact Centre (2026/27):</b></p> <ol style="list-style-type: none"> <li>1. Expand our AI telephone assistant, starting with waste services in early 2026 and expanding to more services during the year to reduce waiting times.</li> <li>2. Automate email handling from April 2026 so enquiries are dealt with more quickly.</li> <li>3. Introduce automatic call summary notes from mid-2026, reducing admin time and freeing staff to help more customers.</li> <li>4. Use AI supported quality checks to improve consistency and make sure residents receive a reliable service every time.</li> </ol>	
SFF-04-004	Keep traditional contact options open for those who cannot or prefer not to use digital services.	<ol style="list-style-type: none"> <li>1. Hold rural drop-in sessions where they're needed most. From June 2026 to March 2027, we'll identify which rural areas need the most support and hold local drop-in sessions ("surgeries") in those communities.</li> <li>2. Reassure residents that non-digital contact is still available. Throughout 2026/27, we'll run targeted campaigns to reassure residents that they can still contact the Council in non-digital ways, using local information to tailor messages to each community.</li> <li>3. Improve the appearance and ease of use of our in-person customer contact centres throughout 2026.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Customer Experience</li> </ul>
SFF-04-005	Expand our customer service presence in rural areas based on demand for services. We will bring customer services closer to you in a convenient and familiar location.	<ol style="list-style-type: none"> <li>1. Start running rural drop-in sessions. By September 2026, we'll begin holding drop-in sessions in rural areas where residents have asked for more support.</li> <li>2. Host sessions in local libraries and community centres. Throughout 2026/27, we'll work with local libraries and community centres to host these sessions, making it easier for residents to speak to us in person.</li> </ol>	<ul style="list-style-type: none"> <li>• Assistant Director of Customer Experience</li> </ul>

3. Move sessions to where they're needed most. We'll monitor attendance and shift sessions to different locations if needed, so support is offered where it helps the most.
4. Offer advice and assistance to customers in rural areas on how they can access our services digitally where there is interest.
5. Work with BIG50 partners to help identify opportunities for more joint community outreach activities.