



**To members of the North Northamptonshire Shadow Authority:**

Councillors Abram, Adams, Addison, Allebone, Anslow, Aslam, Bain, P Beattie, R Beattie, T Beattie, Beeby, Beirne, Bell, Bone, Boto, D Brackenbury, W Brackenbury, Brookfield, A Brown, C Brown, M Brown, Bunday, Burton, Caine, Carr, Carter, Cassidy, Colquhoun, Currall, Dady, Dalziel, Davies, De Capell Brooke, Dearing, Derbyshire, Don, Dutton, Edwards, Ekins, Elliston, Emerson, Eyles, Farrar, Ferguson, Francis, French, Gell, Glithero, Gough, Goult, Graves, Greenwood-Smith, Griffiths, Groome, Hakewell, Hakewill, Hales, Hallam, Harrington, Harrison, Henley, Henson, Hobbs, Hollobone, Holloman, Howell, Howes, D Hughes, S Hughes, Jackson, Jelley, B Jenney, D Jenney, Jones, Keane, Latta, G Lawan, L Lawman, Lee, Lewis, Maguire, Marks, Matthews, Maxwell, McCutcheon, McEwan, McGhee, A Mercer, G Mercer, Mitchell, Moreton, Morrall, Naden-Horley, North, O'Hara, Parker, Partridge-Underwood, Patel, Peacock, Pengelly, Pentland, Perry, J Pinnock, R Pinnock, Powell, Rahman, Reay, Reichhold, Riley, Roberts, Rowley, Scanlon, Scarborough, Scott, Scrimshaw, Shacklock, Simmons, Sims, Skittrall, Smith, Smithers, Smith-Haynes, Stanbra, Stanton, Stearn, Stevenson, Sumpter, Talbot, Tebbutt, Thurland, Titcombe, Tomas, Tye, Underwood, Vowles, Walia, Ward, M Waters, V Waters, Wathen, Watt, A Watts, B Watts, K Watts, Weatherill, Wellings, West, Wilkes, Wright, York

Dear Councillor,

**Meeting:** North Northamptonshire Shadow Authority

**Date:** Thursday, 17 September 2020

**Time:** 7:00 pm

**Venue:** Virtual meeting

Members of the North Northamptonshire Shadow Authority are summoned to attend the above meeting to consider the items of business listed on the agenda appended to this summons.

Yours sincerely,

Liz Elliott, Interim Head of Paid Service,  
North Northamptonshire Shadow Authority

**Proper Officer, 9<sup>th</sup> September 2020**

The meeting of the Shadow Authority will be available for the public to view live at the 'Democratic Services North Northants' youtube channel:-  
[https://www.youtube.com/channel/UCcH\\_JAaHaMtqHDeMQEVXi2g/videos](https://www.youtube.com/channel/UCcH_JAaHaMtqHDeMQEVXi2g/videos)



**Agenda for the meeting of the North Northamptonshire Shadow Authority taking place at 7.00pm, Thursday 17 September 2020.**

This agenda has been published by Democratic Services.  
Contact: [democraticservices@northnorthants.gov.uk](mailto:democraticservices@northnorthants.gov.uk)

| Item                              | Subject  | Page no. |
|-----------------------------------|--|----------|
| 01                                | <b>To note apologies for non-attendance</b>  |          |
| 02                                | <b>Members' Declarations of Interest</b>   |          |
| 03                                | <b>Minutes of the meeting held on 20 August 2020</b><br>Only matters relating to the accuracy of the minutes may be raised.  | 07 - 16  |
| 04                                | <b>Questions from the Public in accordance with Meeting Procedure Rule 11B</b><br>To be received by the Interim Monitoring Officer by 5:00 pm, Monday 14 September 2020.   |          |
| 05                                | <b>Questions from Members in accordance with Meeting Procedure Rule 11A</b><br>To be sent to the Monitoring Officer by 5:00pm Monday 14 September 2020.  |          |
| <b>Items requiring a decision</b> |  |          |
| 06                                | <b>Appointment of the Statutory Officers for the new Senior Leadership Team of North Northamptonshire Council</b>  | 17 - 22  |
| 07                                | <b>North Northamptonshire Unitary Council Draft Blueprint for approval</b>   | 23 - 58  |
| 08                                | <p><b>Notices of Motion received in accordance with Meeting Procedure Rule 12</b></p> <p><b>a) In relation to Shadow Executive functions</b></p> <p>i. This Shadow Authority notes that many councils across the country have agreed there is a climate emergency and commends the work that has already been undertaken locally to deal with that emergency.</p> <p>This Shadow Authority believes that as the shadow successor authority, we should treat this issue with the seriousness it deserves and which the public rightly expects.</p> <p>This Shadow Authority calls upon the Shadow Executive to set up a task and finish climate emergency group to advise on the way forward.</p> <p>When set up this Shadow Authority calls on this group to</p> |          |

consider and make proposals on:

- 1) how best to draw on the knowledge, expertise and commitment of climate emergency Groups.
- 2) how to engage all partners in this issue.
- 3) how to put the climate emergency on everyone's agenda and in everyone's work plan; and
- 4) how to ensure that this council's policies on the environment and the climate emergency are incorporated into its planning policies and implemented in the planning and development control decisions taken by the council after vesting day next year.

Proposer Cllr. Andrew Dutton  
Seconder Cllr. Chris Stanbra

ii. This Shadow Authority notes:

1. The publication by Government of the White Paper, 'Planning for the Future' on 6 August 2020, which sets out proposals on reforms to the planning process for the future.
2. That the vast majority of planning applications are given the go ahead by local authority planning committees, with permission granted to around 9 out of 10 applications.
3. That research by the Local Government Association has said that there are existing planning permissions for more than one million homes that have not yet been started.

This Shadow Authority is concerned that the proposals seek to:

1. Reduce or remove the right of residents to object to applications near them.
2. Grant automatic rights for developers to build on land identified as 'for growth'.
3. Remove section 106 payments for infrastructure and their replacement with a national levy.

This Shadow Authority further notes:

1. The Royal Institute for British Architects called the proposals 'shameful and which will do almost nothing to guarantee delivery of affordable, well-designed and sustainable homes. RIBA also said that proposals could lead to the next generation of slum housing.

2. The reforms are opposed by the all-party Local Government Association currently led by Conservative Councillors.

This Shadow Authority believes:

1. That existing planning procedures through our Sovereign Councils allow for local democratic engagement over future development and give local people a say in planning proposals that affect them.
2. That proposals for automatic rights to build in 'growth' areas, and increased permitted development rights, risk unregulated growth and unsustainable communities.
3. That local communities must be in the driving seat on shaping the future of their communities, and local determination of the planning framework and planning applications play an important part in this process.

This Shadow Authority resolves to:

1. Take part in the consultation in the planning proposals, and to make representations against the proposals as outlined in this motion.
2. Write to and lobby all of our local Members of Parliament, urging them to oppose these proposals and to circulate their replies to members.
3. Publish its consultation response through the Future Northants webpages.

Proposer Cllr. C Stanbra  
Seconder Cllr. A Dutton

**b) In relation to non-Shadow Executive Functions**

None notified

## Virtual Meetings

During the current Covid-19 pandemic, meetings of the Shadow Authority will be conducted via Zoom as virtual meetings. Those meetings which are normally accessible to the public will be live-streamed on YouTube at -

[https://www.youtube.com/channel/UCcH\\_JAaHaMtqHDeMQEVXi2g/videos](https://www.youtube.com/channel/UCcH_JAaHaMtqHDeMQEVXi2g/videos)

Where there is a need for the Authority to discuss exempt or confidential business, the press and public will be excluded from those parts of the meeting only and will be unable to view proceedings.

## Public Participation

The Shadow Authority has approved procedures for you to present petitions or request to address meetings of the Authority.

| ITEM                                       | NARRATIVE  | DEADLINE  |                     |             |                                  |         |  |  |             |   |  |
|--|--|---|---------------------|-------------|----------------------------------|---------|--|--|-------------|---|--|
| Members of the Public Questions            | Questions may be submitted by members of the Public to meetings of the committee. The question must be in writing and submitted 2 clear working days prior to the meeting. There are no supplementary questions permitted, and no debate on questions or answers. A period of 30 minutes (Chair's Discretion) is allocated for Public Questions.   | 5:00 pm<br>Monday<br>14 <sup>th</sup> September<br>2020   |                     |             |                                  |         |  |  |             |   |  |
| Members of the Public Agenda Statements    | Members of the Public may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The member of the Public has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Public Statements.   | 5:00 pm<br>Monday<br>14 <sup>th</sup> September<br>2020   |                     |             |                                  |         |  |  |             |   |  |
| Other Shadow Members Questions             | Written questions of up to 50 words maximum permitted. To be received at least 2 clear working days prior to the meeting. Chair's discretion on supplementary question. A period of 30 minutes (Chair's Discretion) is allocated for Other Shadow Members Questions.   | 5:00 pm<br>Monday<br>14 <sup>th</sup> September<br>2020   |                     |             |                                  |         |  |  |             |   |  |
| Other Shadow Members Agenda Statements     | Other Shadow Members may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The Shadow Member has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Shadow Member Statements.  | 5:00 pm<br>Monday<br>14 <sup>th</sup> September<br>2020   |                     |             |                                  |         |  |  |             |   |  |
| Members of the Public Petitions            | Anyone who lives, works or studies in North Northamptonshire may submit a petition to the Shadow Authority. Depending on the size of your petition it will be responded to as follows:- <table border="1" data-bbox="363 1646 1129 2136"> <thead> <tr> <th>Category</th> <th>Signatory Threshold</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Petition which triggers a debate</td> <td>1,500 +</td> <td>Any petition with 1,500 or more signatures will trigger a debate at a Full Authority meeting</td> </tr> <tr> <td>Petition which calls an officer to account</td> <td>750 – 1,499</td> <td>Any petition with 750 – 1,499 signatures will summon a senior officer of the Authority to give evidence at a public</td> </tr> </tbody> </table> | Category  | Signatory Threshold | Description | Petition which triggers a debate | 1,500 + | Any petition with 1,500 or more signatures will trigger a debate at a Full Authority meeting | Petition which calls an officer to account | 750 – 1,499 | Any petition with 750 – 1,499 signatures will summon a senior officer of the Authority to give evidence at a public |  |
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| Petition which triggers a debate           | 1,500 +  | Any petition with 1,500 or more signatures will trigger a debate at a Full Authority meeting                        |                     |             |                                  |         |  |  |             |   |  |
| Petition which calls an officer to account | 750 – 1,499  | Any petition with 750 – 1,499 signatures will summon a senior officer of the Authority to give evidence at a public |                     |             |                                  |         |  |  |             |   |  |

|  |                   |         |  |  |
|--|-------------------|---------|--|--|
|  |                   |         | Authority meeting  |  |
|  | Standard Petition | 5 – 749 | Any petition with 5 – 749 signatures will be referred to a senior officer of the Authority to provide a response |  |

These procedures are included within the Shadow Authority’s Constitution. Please contact [democraticservices@northnorthants.gov.uk](mailto:democraticservices@northnorthants.gov.uk) for more information.

**Members’ Declarations of Interest**

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

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

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

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

If Members have any queries as to whether a Declaration of Interest should be made please contact the Interim Monitoring Officer at - [Bhupinder.gill@northnorthants.gov.uk](mailto:Bhupinder.gill@northnorthants.gov.uk)

**Press & Media Enquiries**

Any press or media enquiries should be directed through the Authority’s Communications Team to [futurenorthants@northamptonshire.gov.uk](mailto:futurenorthants@northamptonshire.gov.uk)

**Public Enquiries**

Public enquiries regarding the Authority’s meetings can be made to [democraticservices@northnorthants.gov.uk](mailto:democraticservices@northnorthants.gov.uk)

**NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY**

**Minutes of the meeting of the  
North Northamptonshire Shadow Authority  
held virtually (and at Swanspool House, Wellingborough)  
on Thursday 20 August 2020**

**Those present:**

Councillors: Abram, Addison, Allebone, Anslow, Aslam, Beattie P, Beattie R, Beattie T, Beeby, Bell (Chairman), Brackenbury D (Vice-Chairman), Brackenbury W, Brookfield, Brown M, Bunday, Burton, Carr, Carter, Cassidy, Clark, Currall, Dady, Dalziel, Davies, Dearing, Dutton, Edwards, Ekins, Eyles, Farrar, Ferguson, Francis, Gell, Greenwood-Smith, Griffiths, Groome, Hakewill, Hales, Hallam, Harrington, Harrison, Henley, Hollobone, Holloman, Horley, Howell, Howes, Hughes D, Hughes S, Jelley, Jenney B, Jenney D, Keane, Lawman G, Lawman L, Lee, Lewis, Mark, Matthews, Maxwell, McGhee, Mercer A, Mercer G, Mitchell, Morrall, North, O'Hara, Partridge-Underwood, Peacock, Pengelly, Perry, Pinnock J, Reichhold, Riley, Roberts, Rowley, Scanlon, Scarborough, Scott, Scrimshaw, Shacklock, Skittrall, Smithers, Smith-Haynes, Stanbra, Stanton, Stevenson, Tebbutt, Thurland, Titcombe, Tomas, Tye, Walia, Waters M, Waters V, Watts Keli, Weatherill, Wellings, West, Wilkes, Wright and York;

Officers present: Mrs E Elliott, Interim Head of Paid Service (NNSA); Mr B Gill, Interim Monitoring Officer (NNSA); Mrs T Grant, Chief Executive (NCC); Mr G Hammons, Interim Chief Finance Officer/Section 151 officer (NNSA); Mr P Goult, Joint Lead Democratic Services Manager (NNSA); Mrs A Ireson, Democratic Services Manager (KBC), Mrs C A Mundy, Senior Democratic Services Officer (Committees & Members) (BCW), Miss L Tyers, Senior Democratic Services Officer (ENC), Ms F McHugo, Democratic Services Officer (NNSA), Mrs E Robinson, Democratic Services Officer (BCW).

(Also present Mr R Bridge, on Zoom and Miss K Denton, Assistant Director, (BCW) at Swanspool House.)

**1. APOLOGIES**

**RESOLVED** to note that apologies were received from Councillors Adams, Bone, C Brown, Caine, de Cappell Brooke, Elliston, Emerson, French, McEwan, Maguire, Patel, Pentland, Pinnock, Sims, Talbot, K Watt.

**2. DECLARATION OF INTEREST**

Councillor Groome made a declaration as an employee of Northamptonshire County Council's Library Service.

**RESOLVED** that this declaration be noted.

**3. MINUTES OF THE NORTH NORTHAMPTONSHIRE SHADOW MEETING HELD ON 4 JUNE 2020**

The minutes of the meeting held on 4 June 2020 were received. It was moved by Councillor D Brackenbury and seconded by Councillor I Jelley that the minutes be approved.

The chairman put the proposition to the vote.

Members voted, using the electronic poll on the Zoom platform. There were 94 votes in favour, zero votes against and zero abstentions.

**RESOLVED** that the minutes of the North Northamptonshire Shadow Authority held on 4 June 2020 be approved.

**4. RECORD OF DECISIONS OF THE SHADOW EXECUTIVE, AND MINUTES OF COMMITTEES AND SUB-COMMITTEES**

The minutes of the shadow executive decisions and committees held between 11 June 2020 and 6 August 2020 were received.

The Chairman reminded members that any questions about the accuracy of the shadow executive committee minutes or other committee minutes would need to be considered and determined by such committees and not at this meeting. The Chairman proposed the receipt and noting of the minutes.

Councillor Stanbra commented that he had spoken at the shadow executive meeting on 11 June 2020 on Item 5, whilst this was accurately stated in the minutes, he wished to make it clear that he had not left the meeting but had been removed by officers to be readmitted if he needed to speak again; he felt that an appropriate form of words should be used for future minutes. The chairman clarified that this would be referred to Democratic Services.

**RESOLVED** that the following minutes be noted:

- (i) Shadow Executive Committee meetings of 11 June 2020, 25 June 2020 and 23 July 2020;
- (ii) Shadow Overview & Scrutiny Committee meetings of 9 July 2020 and 6 August 2020;
- (iii) Shadow Senior Appointments committee of 9 July 2020.

**5. QUESTIONS FROM THE PUBLIC**

**RESOLVED** to note that no questions, from the public, to address the meeting had been received under meeting procedure rule 11B.

**6. QUESTIONS FROM MEMBERS**

**RESOLVED** to note that no questions, from members, to address the meeting had been received under meeting procedure rule 11A.

Members raised the issue of receipt of the agenda and reports for the meeting, expressing concern that the timescale for submitting questions for the meeting – which was two days after the date of the agenda publication



date - was insufficient to enable them to have read the reports and to make an informed decision on whether they wished to submit a question. Members also commented that the papers were issued at 5.45 pm on the publication date giving, in reality, only one working day to digest the reports and respond. Many commented that the physical copy of the agenda had not been received until some days after the submission date.

Mrs Grant and Mr Goult responded to members' concerns and explained that the agenda and papers were issued to members electronically, in accordance with publication dates. Each sovereign council then copied and disseminated the agenda and reports to their respective councillors. He apologised to those members who had not received their hard copy in good time, but the requirements to provide the agenda and papers electronically had been fulfilled.

Mrs Grant clarified that the papers had been issued on time within the clear working days electronically and reminded members that paper copies were an added bonus not a requirement.

Members were also reminded that the agenda item, questions from members, did not refer to the agenda, on which members could still ask questions.

## **7. SELECTION AND APPOINTMENT OF A PERMANENT CHIEF EXECUTIVE/HEAD OF PAID SERVICE**

The circulated report of the Chairman of the Shadow Senior Appointments Committee, Councillor Martin Griffiths, was received; this was also supplemented with a verbal statement from Councillor Griffiths, explaining how there had been a competitive national recruitment process. This had been followed by interviews with members, employees, trade unions and external partners. The calibre of the candidates interviewed had been high and the panel was pleased to recommend that Mr Rob Bridge be:

- (i) confirmed as Chief Executive designate for the North Northamptonshire Shadow Authority;
- (ii) confirmed as the new permanent Chief Executive, Head of Paid Service and Returning Officer for the North Northamptonshire Council from 1 April 2021; and
- (iii) appointed at a salary of £170,000 (within the advertised salary grade of £170,000 to £180,000).

Councillor Martin Griffiths formally proposed the above and this was seconded by Councillor Steven North.

Members voted on the proposal using the electronic poll on the Zoom platform. There were 94 votes in favour, one vote against and five abstentions.

**RESOLVED** that Rob Bridge be:

- (i) confirmed as Chief Executive for the North Northamptonshire Shadow Authority, with a start date to be agreed;

- (ii) confirmed as the permanent Chief Executive, Head of Paid Service and Returning Officer for the North Northamptonshire Council from 1 April 2021;
- (iii) appointed on a salary of £170,000 (within the advertised salary grade of £170,000 to £180,000).

The Chairman and members extended their congratulations to Mr Bridge on his appointment and wished him every success with his new position.

## **8. AMENDMENTS TO THE CONSTITUTION**

The circulated report of the Interim Monitoring Officer, Bhupinder Gill, was received in relation to various proposed amendments to the Shadow Authority's constitution.

Mr Gill presented the report and detailed the particular areas being referenced as follows:

- In-year changes to standing committee membership;
- Substitute members;
- Public and member public participation;
- Delegation of decisions and responsibilities to shadow executive;
- Committee members;
- Reformatting of the meeting procedure rules.

Members debated the proposed changes with many raising concern over the reduction in time limits for questions for members and the removal of more than one question being asked. It was considered that changes would not be democratic or sufficiently transparent. Many members supported the option to allow substitute named members. Members also referred to appendix D with some considering that executive powers should only be exercised by the Shadow Executive, as stipulated in the Structural Change Order (as amended), and not a single lead councillor.

The Interim Monitoring Officer responded to the concerns of members, explaining the necessity for the changes and the benefits that such changes would bring.

Councillor Wilkes proposed the following amendment to appendix C:

‘that reference to a 20 minute period for shadow member questions be increased to 30 minutes’. This was seconded by Councillor Hakewill.

The Chairman put this amendment to the vote.

Members voted on the amendment, using the electronic platform on Zoom. There were 67 votes in favour, 17 votes against and four abstentions.

The amendment was declared carried and became part of the substantive motion.

Councillor Wilkes proposed a second amendment, as follows, to appendix C:

'No more than one question per meeting from a shadow member is removed from the suggested amendment'. This was seconded by Councillor Hakewill.

The chairman put the amendment to the vote.

Members voted on the amendment, using the electronic poll on the Zoom platform. There were 58 votes in favour, 24 votes against and seven abstentions.

The amendment was declared carried and became part of the substantive motion.

A further debate ensued.

Councillor Lesley Thurland proposed the recommendation, including the substantive motions as above, and this was seconded by Councillor Wendy Brackenbury.

The Chairman proposed that for ease, a vote would be taken on each individual recommendation:

**Recommendation (i)** - Appendix A – Committee membership (in-year changes) – To approve the suggested procedure for in-year changes to committee membership and the filling of any vacant positions of Chairman and/or Vice-Chairman that may arise.

Members voted, using the electronic poll on the Zoom platform. There were 81 votes in favour, zero votes against and seven abstentions. This was declared carried.

**Recommendation (ii)** - Appendix B – Substitute committee members – To approve the introduction of substitute members for standing committees as detailed therein.

Members voted, using the electronic poll on the Zoom platform. There were 85 votes in favour, one against and two abstentions. This was declared carried.

**Recommendation (iii)** - Appendix C – Member and public participation - To approve the amendments for public and member participation, including the reference to a 20 minute period for shadow members questions being increased to 30 minutes and the removal of no more than one question per meeting from a shadow member.

Members voted, using the electronic poll on the Zoom platform. There were 75 votes in favour, 12 votes against and two abstentions. This was declared carried.

**Recommendation (iv)** - Appendix D – amendment to article 7 to allow the Leader to delegate decisions or responsibilities to other members of the executive committee.

Members voted, using the electronic poll on the Zoom platform. There were 61 votes in favour, 27 votes against and three abstentions. This was declared carried.

**Recommendation (v) - Appendix E – Removal of meeting procedure rule 8.**

Members voted, using the electronic poll on the Zoom platform. There were 48 votes in favour, 29 votes against and 12 abstentions. This was declared carried.

**Recommendation (vi) -** Members were asked to note the intention of the interim monitoring officer to reformat the meeting procedure rules to aid interpretation and recirculate the constitution.

Members voted, using the electronic poll on the Zoom platform. There were 75 votes in favour, seven against and six abstentions. This was declared carried.

**RESOLVED** that approval be given to:

- (i) the in-year changes as detailed at appendix A;
- (ii) the introduction of substitute members as detailed at appendix B;
- (iii) the amendments for public and member participation, as amended above, and as detailed in appendix C;
- (iv) the amendment to Article 7 of the constitution, to allow the Leader of the Authority to delegate decisions or responsibilities to other members of the Executive Committee, as detailed at appendix D;
- (v) the removal of the meeting procedure rule 8, as detailed in appendix E;
- (vi) note the intention of the Interim Monitoring Officer to reformat the Meeting Procedure Rules to aid interpretation, and to recirculate the updated constitution after such reformatting is completed.

**9. COMMITTEE PROPORTIONALITY AND APPOINTMENT OF MEMBERS TO COMMITTEE**

The circulated report of the interim monitoring officer was received to report various changes to the membership of political groups since the inaugural meeting in June 2020.

Mr Gill presented the report and detailed the changes to the number of councillors and the composition of the political groups since the meeting in June, and the allocation of seats thereto taking into account the principles that needed to be followed.

Councillor Tom Beattie proposed the motion, which was seconded by Councillor Gill Mercer.

Members debated the report and proposals, particularly around the Standards Committee membership and how the changes had impacted the membership of the Independent Group. Councillor Stanbra asked that it be noted that the Liberal Democrat seat on Standards would be taken by Councillor Dutton. Councillor A Mercer, who had originally been nominated to sit on overview and scrutiny, had been unable to do so as he was on a task and finish group.

The task and finish group had now concluded and he asked if he could be considered for membership of the Shadow Overview and Scrutiny Committee.

Mr Gill responded and noted the nomination of Councillor Dutton and confirmed that it would be permissible for membership of committees to be revisited by group leaders but that he would need to be notified of such changes.

*(Councillor Reichhold left the meeting at 8.45 pm and did not return.)*

Members voted, using the electronic poll on the Zoom platform. There were 79 votes in favour, four votes against and four abstentions. This was declared carried.

**RESOLVED** that:

- (i) the revised membership of the political groups be noted;
- (ii) approval be given to the revised allocation of places on committees between the political groups; and
- (iii) the revised membership of individual committees be approved.

#### **10. MEMBERS' ALLOWANCE SCHEME 2020-2021 – REPORT OF THE INDEPENDENT REMUNERATION PANEL**

The circulated report of the Chairman of the Governance Task and Finish group, Councillor Tom Beattie, was received.

The report detailed the findings and recommendations of the Independent Remuneration Panel in relation to the members' allowance scheme for 2020-2021 for the shadow authority.

Councillor Beattie highlighted the key recommendation of the Panel as follows:

- (i) a basic allowance of £1,000 be allocated to the members of the Shadow Authority;
- (ii) a special responsibility allowance (SRA) of £6,000 be allocated to the Authority's Leader;
- (iii) a special responsibility allowance (SRA) of £4,000 be allocated to the other members of the Executive;
- (iv) A special responsibility allowance (SRA) of £2,000 be allocated to the Chairman of the Overview and Scrutiny Committee and Appointments Committee;
- (v) A special responsibility allowance (SRA) of £4,000 be allocated to the Chairman of the Shadow Authority;
- (vi) All allowances be backdated to the date of the inception of the Shadow Authority;
- (vii) All travel and subsistence expenses and carers allowances be met by the five participating local authorities;
- (viii) It be noted that under the Structural Changes Order (as amended) that a Shadow Member may receive a basic allowance from the Shadow Authority OR continue to receive a basic allowance from their sovereign council, but cannot receive both; and

- (ix) It be noted under the Structural Changes Order (as amended) that a shadow member may receive one special responsibility allowance from the shadow authority OR where applicable continue to receive a special responsibility allowance from their sovereign council, but cannot receive both.

Councillor Beattie proposed the recommendation within the report and this was seconded by Councillor Gill Mercer.

Members debated the proposal and considered that in moving forward the Independent Remuneration Panel needed to consult with current councillors over allowances and that this be clearly referenced in the remit to the said panel with the Councillor Tom Beattie, the Chair of the Governance Task and Finish Group, emphasising this requirement. Other members felt that recommendations from the experienced Panel members should be listened to and not rejected, whilst also agreeing that the Panel would benefit from speaking with current members when work commenced on the Members' Allowance Scheme for the North Northamptonshire Council.

Councillor Stanbra proposed the following amendment, which was seconded by Councillor Hakewill:

'that the recommendations of the Independent Remuneration Panel be rejected and that all allowances be set at nil.'

The Chairman put the amendment to the vote.

Members voted on the amendment, using the electronic poll on Zoom. There were 26 votes in favour, 53 votes against and six abstentions. The amendment was declared lost.

The Chairman put the recommendations within the report to the vote.

Members voted, using the electronic poll, on the Zoom platform. There were 66 votes in favour, eight votes against and seven abstentions. The vote was declared carried.

**RESOLVED** that:

- (i) approval be given to the recommendations contained within the Independent Remuneration Panel's report; and
- (ii) It be noted that the Independent Remuneration Panel will commence work on drawing-up recommendations for a members' allowances scheme for North Northamptonshire Council, as required by the Structural Changes Order (as amended), with a request that all members be consulted by the panel.

## **11. NOTICE OF MOTION RECEIVED IN ACCORDANCE WITH MEETING PROCEDURE RULE 12**

(a) In relation to Shadow Executive functions:

The Chairman referred to the notice that had been received, as detailed on the agenda, and reminded members that in accordance with meeting Procedure Rule 12, a maximum of 15 minutes was allowed for debate on a notice of motion. Such period included any speeches made by the mover, and seconder. Councillor Jason Smithers, Cabinet Member for Highways (NCC), would also have the opportunity to speak. No speeches shall exceed three minutes. No amendments to the motion may be moved. The motion was moved by Councillor Stanbra and seconded by Councillor Dutton as follows:

- (i) The recent decision by Northamptonshire County Council to go ahead with arranging and awarding the Highways Maintenance Contract is premature.

The new North Northamptonshire Council should make these decisions as the contract need not start until 2022 and its impact will be felt for years to come.

This shadow council is asked, therefore, to request that Northamptonshire County Council does not adopt a new Highways Maintenance contract covering North Northamptonshire and that approval of any contract is deferred until it can be considered by the new North Northamptonshire Council in 2021 and as part of that process, the option of bringing the maintenance work in-house is thoroughly assessed.

Councillor Smithers responded to the concerns raised. Full details of the procurement process had been shared with the Local Government Reform Programme, the Joint Implementation Executive, district and borough councils as well as the county council, and was also available on the county council website. Work needed to commence on the procurement process to ensure that a new contract was in place before the end of the current contract. He emphasised that the contract would not be completed before 2021 and the two new unitary councils would award such contract. The current work was the starting point and reiterated that the contract would not be awarded prior to the new unitary councils coming into force. The contract would take into consideration options for the provision of in-house or external contractors.

Members debated the motion. Many felt that the county council should not be considering a new contract and that this work should wait until the new unitary council was in place. Concern that commitments to a long contract would be made without full consideration were raised. There were a number of considerations that needed to be worked through such as whether town and parish councils wished to make their own arrangements for highway repairs, whereby they could potentially get smaller local contractors to carry out repairs much quicker than a larger contractor could do. There was some concern raised that the contract would be awarded by the county council, and that any commitment for the two unitary councils would be unfair. It was, however, appreciated that contracts of this size needed preparation and were time consuming and very involved and complex and that work needed to be commenced with a view to this being decided by the two unitary councils after April 2021.

The Chairman concluded the debate and confirmed that the motion would be referred to the Shadow Executive Committee.

(b) In relation to non-Shadow Executive functions:

No motions were received.

## **12. CLOSE OF MEETING**

There being no further business the Chairman, thanked everyone for their attendance, and closed the meeting at 9.30 pm.

**Councillor Paul Bell**

Chairman of North Northamptonshire Shadow Authority



# NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

## SHADOW AUTHORITY MEETING

Thursday 17<sup>th</sup> September 2020

### Report of the Chair of the Senior Appointments Committee

|              |  |
|--------------|--|
| Report Title | Appointment of the Statutory Officers for the new Senior Leadership Team of North Northamptonshire Council |
|--------------|--|

#### 1. Purpose

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- 1.1 The purpose of this report is to recommend to the Shadow Authority the permanent appointment of the Senior and Statutory Officer roles for the new leadership team for the North Northamptonshire Council.

#### 2. Recommendations

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- 2.1 That the following be confirmed as Directors and designated statutory officers for the North Northamptonshire Shadow Authority and the North Northamptonshire Council:

- Janice Gotts as Director of Finance and Statutory Section 151 Officer (Chief Finance Officer); to be appointed to a salary of £135,000 (*within the advertised grade of £130,000 - £140,000*)
- Adele Wylie as Director of Legal and Democratic Services and Statutory Monitoring Officer; to be appointed to a salary of £110,000 (*within the advertised grade of £110,000 - £115,000*)
- David Watts as Director of Adult Social Service and Statutory DASS officer; to be appointed to a salary of £135,000 (*within the advertised grade of £130,000 - £140,000*)
- Cathi Hadley as Shared Director of Children's Services and Statutory DCS (joint with West Northamptonshire Council); to be appointed to a salary of £150,000 (*within the advertised grade of £145,000 - £155,000*).

*(Reason for Recommendations – The appointment of Statutory officers is for decision by the Shadow Authority. In line with government guidance and the importance of transparency and of objective justification for senior salaries the basis for the recommended salary is set out in this paper.)*

- 2.2 That recommendations be brought to the Council meeting on 17<sup>th</sup> September regarding the continuance of interim statutory officers (see section 6 of this report) should the Council agree to the permanent appointment recommendations in 2.1 above.

### **3. Report Background**

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- 3.1 The appointment of the senior leadership team is a significant step towards establishing the new North Northamptonshire Council. It will enable Members, supported by the recently appointed permanent Chief Executive, Rob Bridge, to drive forward what is needed to successfully transition to the new unitary authority on 1<sup>st</sup> April 2021. The new Chief Executive will commence in his role on Monday 2<sup>nd</sup> November 2020.
- 3.2 The Northamptonshire (Structural Changes) Order 2020 specifies that, 'each shadow authority must before 31<sup>st</sup> December 2020 appoint a person to become, on and after that date: i) the Council's Monitoring Officer; ii) the council's Chief Finance Officer; and iii) the council's Head of Paid Service'.
- 3.3 Prior to the formation of the Senior Appointments Committee and the Senior Appointments Task and Finish group in June 2020, Council Leaders agreed that these three statutory roles, along with some further leadership roles in Adults and Children's social care, should be recruited to for the North Northamptonshire Council:-
- Chief Executive; incorporating Head of Paid Service statutory designation;
  - Director of Finance; incorporating Chief Finance Officer / S151(CFO) statutory designation;
  - Director of Legal and Democratic Services; incorporating the Monitoring Officer statutory designation;
  - Director of Adult Social Service; incorporating the DASS statutory designation;
  - A shared Director of Children's Services; incorporating the DCS statutory designation to sit across both unitary authorities; with oversight of the Children's Trust.
- 3.4 To ensure that we make the best appointments possible and ensure compliance with the Structural Changes Order (2020) to appoint statutory designations before 31<sup>st</sup> December 2020; leaders agreed to launch a national recruitment campaign in May 2020.
- 3.5 This campaign was developed by Leaders in conjunction with the Future Northants HR Programme and Penna, our external executive search partner. This resulted in a national advertisement campaign "Shaping our future" being launched in the Municipal Journal and online throughout the months of May and June. The Shadow Leader also positively encouraged internal employees to apply.
- 3.6 A benchmarking exercise was undertaken to agree salary ranges for these senior roles; based on roles in comparable Unitary councils, both in terms of the size and complexity of services delivered.

- 3.7 The Shadow Senior Appointments Committee and Task and Finish Group was established following the first Shadow Council meeting in June 2020. The selection strategy and appointment process was developed in the Task and Finish Group meetings during June. The Shadow Senior Appointments Committee agreed a series of recommendations on 9<sup>th</sup> July 2020.
- 3.8 A transparent and inclusive selection approach was agreed; with the aim of involving as many Councillors and stakeholders as possible in these key appointment decisions. To enable this wider involvement of councillors in the decision making, the Senior Appointments Committee on 9<sup>th</sup> July established a main appointment interview panel (as sub-committees under the constitution) and Member panels to advise together with the partner panels. The interview panels conducted the interviews confidentially during the 1<sup>st</sup> week of September 2020.

The interview panels were each led by a member of the Shadow Executive and included over 36 different members from across the Shadow Council in the multiple panels for each role. We were also very grateful for the positive involvement of stakeholders from our partners in Health, Police and the voluntary sector. Their valuable involvement and feedback gave the interview panels a different perspective on candidates and allowed the selection to take into account feedback on each candidate's approach to working with partners.

Our new Chief Executive, Rob Bridge, was also able to take part in the interviews as a senior adviser to the main panels; supporting the shaping of North Northamptonshire's new leadership team.

- 3.9 The appointment panels received a briefing and training on recruitment and selection prior to the interviews by the Local Government Association during July and August 2020.

#### **4. Leadership Appointments – Panels and Recommended Appointments**

##### **4.1 Recommended Appointment of Director of Finance (CFO/ S151)**

The main appointment panel was chaired by Cllr Jelley; who was joined by Cllr Greenwood- Smith, Cllr Lawman, Cllr Bunday and Cllr Elliston.

The appointment panel received a total of 10 applications for this recruitment campaign and longlisted 7 candidates to undertake the technical assessment process. 5 candidates were shortlisted and interviewed on Tuesday 1<sup>st</sup> September 2020.

The conclusion of the main appointment panel is to recommend the appointment of Janice Gotts as North Northamptonshire's permanent Director of Finance and Section 151 Officer.

Janice is currently the Deputy City Treasurer (Deputy s151 Officer) at Manchester City Council. Janice brings with her a wealth of experience in the public sector, working for over 30 years in both local government and the NHS. She has in-depth knowledge of local government finance and service

delivery; as well as the political environment and regulatory framework within which it operates.

#### **4.2 Recommended Appointment of Director of Legal and Democratic Services (MO)**

The main appointment panel was chaired by Cllr David Jenney; who was joined by Cllr Waters, Cllr Partridge-Underwood, Cllr Smithers and Cllr Pengelly.

The appointment panel received a total of 8 applications from this recruitment campaign and longlisted 6 candidates to undertake the technical the assessment process. 3 candidates were shortlisted and interviewed on Wednesday 2<sup>nd</sup> September 2020.

The conclusion of the main appointment panel is to recommend the appointment of Adele Wylie as North Northamptonshire's permanent Director of Legal and Democratic Services and Monitoring Officer.

Adele is currently the Director of Governance & Regulatory Services and Monitoring Officer for Melton Borough Council. She brings a wide range of management and leadership experience; as well as playing a lead role in transforming services.

#### **4.3 Recommended Appointment of Director of Adult Social Services (DASS)**

The main appointment panel was chaired by Cllr Griffiths; who was joined by Cllr Howell, Cllr Skittrall, Cllr Brackenbury and Cllr Lee.

The appointment panel received a total of 17 applications from this recruitment campaign and longlisted 9 candidates to undertake the technical the assessment process. 4 candidates were shortlisted and interviewed on Thursday 3<sup>rd</sup> September 2020.

The conclusion of the main appointment panel is to recommend the appointment of David Watts as North Northamptonshire's permanent Director of Adult Services (DASS).

David is currently the Director of Adult Services (DASS) for the City of Wolverhampton Council. He is an experienced director in local government, with a national profile; as well as a qualified social worker with over 20 years' service in adult social care.

#### **4.4 Recommended Joint Appointment of Director of Children's Services (DCS)**

This role has been agreed by North and West Northamptonshire Councils as a joint role and a joint appointment. The agreed employer for this shared role is North Northamptonshire Council from 1<sup>st</sup> April 2021.

The joint appointment panel comprised:

Cllr Wendy Brackenbury, Cllr Edwards and Cllr McGhee for the North Shadow Authority; and Cllr Golby, Cllr Baker and Cllr Birch for the West Shadow Authority.

The appointment panel received a total of 5 applications from this recruitment campaign and longlisted 2 candidates to undertake the technical assessment process. 1 candidate was shortlisted and interviewed on Tuesday 8<sup>th</sup> September 2020.

The conclusion of the joint appointment panel is to recommend the appointment of Cathi Hadley as the shared Director of Children's Services for the North and West Northamptonshire Councils; and the shared DCS Statutory Officer designation for both councils.

Cathi is currently the Director of Children's Services/DCS for Northamptonshire County Council. Cathi is a highly experienced senior leader who has successfully undertaken roles in both the private and the public sector. Ensuring the delivery of quality services for children and families has been a core driver throughout her career.

## **5. Issues and Choices**

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- 5.1 In accordance with part F of the Shadow Authority's Constitution, the Staff Employment Procedure Rules the recommendation for each of the above appointments was sent in confidence to each member of the Shadow Executive Committee in order to establish if any member of the Shadow Executive Committee has any objection to the proposed appointment. No objections from the Leader, on behalf of the Shadow Executive Committee have been raised to this recommendation.

Subject to ratification by the Shadow Authority, a start date will be confirmed with the candidates; taking into account their notice obligations.

## **6. Interim Statutory Officers**

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- 6.1 At the inaugural meeting of the shadow authority on 4<sup>th</sup> June 2020, the Shadow Council appointed three interim statutory officers as per the requirements set out in the Northamptonshire (Structural Changes) Order 2020.

These roles are necessary for the operation of the Shadow Council until the permanent appointments are made, which is the subject of this report. It is expected that should the Shadow Council agree to the appointments in 2.1 contractual starting dates would need to be agreed and interim statutory roles would be needed for a continued period.

The current interim officers for the Head of Paid Service and Monitoring Officer have indicated that they wish to end their interim designations so recommendations will be made to the Shadow Council meeting on 17<sup>th</sup> to enable these designations to continue.

The interim roles and colleagues undertaking them have been critical in the progress made to date and we are very grateful for colleagues having taken on these roles.

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

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### **7.1 Policy**

The appointment of Statutory Officers by 31 December 2020 is a requirement that is laid down in the Northamptonshire (Structural Changes) Order 2020.

### **7.2 Resources and Risk**

The appointment of Statutory Officers will enable a safe and legal transition from the shadow authority to the Unitary Council in 2021.

### **7.3 Legal**

The appointments to the Statutory Officer designations ensures compliance with the Northamptonshire (Structural Changes) Order 2020.

### **7.4 Equality and Health**

The appointment process followed a fair and transparent process. Eligible candidates were invited to apply to a national and open recruitment campaign.

#### **Report Author:**

**Marie Devlin-Hogg – Unitary HR Enabler, Future Northants Programme  
(On behalf of Cllr Martin Griffiths, the chair of Shadow Senior Appointments  
Committee)**

# NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

## SHADOW AUTHORITY MEETING

17<sup>th</sup> September 2020

|                     |  |
|---------------------|--|
| <b>Report Title</b> | <b>North Northamptonshire Unitary Council Draft Blueprint for approval</b> |
|---------------------|--|

### 1. Purpose

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- 1.1 The purpose of this report is to set out the draft blueprint for North Northamptonshire Unitary Council and how services are generally expected to be organised at vesting day, as well as an overview of some key areas, our plans to ensure a safe transfer and aspects of service improvement.

### 2. Recommendations

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- 2.1 It is recommended that the Shadow Authority:
- 2.1.1 Notes the progress made on preparation for the new Unitary Council and approves the Draft Blueprint including how the services are likely to be configured within the new Council, taking into account the arrangements agreed with the Shadow Executive with regard to the disaggregation of Northamptonshire County Council (NCC) Services and aggregation of District and Borough Services.
- 2.1.2 Notes the aspirations and opportunities set out in the papers as a result of bringing services together and the underpinning capabilities being progressed in relation to our digital transformation as well as consider future aspirations for the People and Place of North Northamptonshire,
- 2.1.3 Endorses the wider engagement programme as set out in section 4 of this report with all Members and stakeholders on the content of the blueprint and more detailed work that sits below the summary presented today, in order to understand the service plans for day 1.

### 3. Report Background

- 3.1 Work on the potential designs for the two new Unitary Councils was progressing well at the start of 2020 when the COVID-19 Pandemic struck. As a result of the situation, the programme and normal Council services were forced to pause and all attention and focus was rightly targeted at dealing with the risks and consequences of the pandemic.

- 3.2 With this in mind, and recognising the demands COVID placed on all our Councils, it was agreed that the Future Northants programme would continue but the focus would shift to achieving a reduced “safe and legal plus” transfer. This means our priority has been ensuring all services could safely operate and that all day 1 “must haves” were in place in order for us to meet the Structural Changes Order legal deadline of April 2021 for the new Councils to go live.
- 3.3 However, all members of the Shadow Executive agreed that we would also:
- seek wherever possible to implement transformation, wherever safe to do so, (the “plus”) prior to vesting day, and
  - that where possible, and only if it is safe and practical, we would split NCC services and staff into the two new unitary footprints on day 1 this will reduce service and staff disruption later.
- 3.4 Since then the Future Northants Programme, working with Chief Executives, has been developing a “blueprint” of how the new Council service might look on day 1 and specifically how we would split out “disaggregate” the NCC services and bring them together with the District and Borough services to create a functioning Council. The draft blueprint presented to the Shadow Authority today now provides an overview of what is proposed for approval.

#### **4. Approach to the Draft Blueprints**

- 4.1 The draft Blueprint set out in the supporting papers is not designed to be a structure chart for the new Council, but represents a functional view of how services will come together. Behind this high level view sits more details about the activities to transfer services, day 1 must haves and staff in scope of each of the functions.
- 4.2 This work provides the foundations for the next step of the plan as we prepare for implementation and the basis to commence discussions with the staff and unions about how staff will be designated to the North or West Northants Councils. This will form part of a formal consultation process on future plans and TUPE arrangements.
- 4.3 It should be noted that Adults Social Care intends to create its new Shadow North and West service structures during 2020 and ahead of the Vesting day. This is being done to align the changes resulting from service transformation, which is already underway, and to ensure that there is minimal disruption for staff and Adults customers on day 1. This is being done in a specific formal consultation process with the Unions and Staff which has now commenced.
- 4.4 Members should particularly note the new Council “Service maps” on pages 13 (North) and 11 (West) respectively which sets out how each of the new Unitary Councils will be made up from the NCC & District & Borough services. Given the nature of NCC services, the complexity of splitting them or the limitations of existing arrangements, it was agreed that different treatment of the services was required to ensure we could remain safe and legal and in some cases existing contract arrangements may need to continue for a while



or one Unitary may need to act as the 'lead' commissioning Council or temporary 'host' of services for the other.

- 4.5 There are 4 main ways that NCC services have been treated when deciding the day 1 blueprint, these are:
- Disaggregate - These are NCC services that can clearly be split on day 1 into North & West Unitary Council Services
  - Externally Provided - These are NCC services that are provided by other organisations to NCC now and will continue to be provided in that way to the new authorities.
  - Hosted - These are NCC services that will need to be hosted by one **Unitary Council** and provided to the other for a period until any prerequisites or dependencies are resolved to support a future split. Primarily, this will be for up to 12 months with a few areas being hosted for longer until key tasks or contract periods are ended, at which point they will be split.
  - Lead - These are NCC services that we plan to move to Lead Authority model where one Unitary Council provides services to the other under an SLA because splitting them will detrimentally effect services for Council staff or in some cases external customers of those services.
- 4.6 For District and Borough services, it is assumed that all current functions and staff for Corby Borough Council, Kettering Borough Council, East Northants Council and Borough of Wellingborough Council will move to the North Unitary and that current functions and staff for South Northants, Northampton Borough Council and Daventry District Council will move to the West.
- 4.7 At this stage it is assumed that staff will remain in their current locations for day 1 unless, as in Adults Services, it is agreed as part of consultation with staff and Unions that service will operate from new locations.

## **5. Transformation and Future Council Aspirations**

- 5.1 First and foremost, it is essential that Members can feel confident that services will operate safely and effectively on day 1 and the supporting papers set out how Members can feel assured of this in key areas of our People services, Place services and in terms of our IT and Customer services functions.
- 5.2 But all areas of the programme have also considered the opportunities to transform before vesting day (the "plus") or to prepare a roadmap for future transformation opportunities to be taken up and delivered by the new Councils. Where possible the "plus" transformation changes have been built into the Blueprint designs for day 1 and key aspects of the changes being made have been included. But the papers also set out some of the significant future opportunities we now have to bring the component parts of all the existing Councils together and make North and West Northants great places **to grow up, get on and grow old.**
- 5.3 Members should note that while at this stage the functional Blueprint is generic by virtue of the stage we are at, the aspirations that have been articulated could now provide the foundation for developing the future designs

and plans for the new Council and link into the Task and Finish Group Work on the Vision and Values that will truly shape the future organisation model for North Northamptonshire Council.

- 5.4 Mid Term Financial Plan (MTFP) Task and Finish group which will be looking at the future budgets for North Northamptonshire Council taking into account the disaggregation of NCC services and any additional costs created as a result of splitting services, the aggregation of District and Borough services, the impacts of COVID, the progress of all existing MTFP savings initiatives and the government settlement when announced later in the year.
- 5.5 Until that is complete, we will not be able to include additional transformation initiatives for delivery but we will continue to build a pipeline of opportunities for implementation and the transformation teams will continue beyond vesting day to provide the capacity and capability to maintain ongoing transformation priorities for each Council. The Transformation Member Task and Finish Group can start to review and assess priorities for transformation beyond vesting day and feed into the planning process.

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

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### **6.1 Policy**

- 6.1.1 There are no policy implications of the blueprints although they may help inform future Council plans as political priorities are set.

### **6.2 Resources and Risk**

- 6.2.1 From a finance perspective, Members should note that the Draft Blueprint, day 1 plans and the “plus” elements of the programme have all been budgeted for within the existing programme arrangements. These will feed into the MTFP Task and Finish group which will be looking at the future budgets for North Northants Council taking into account the disaggregation of NCC services and any additional costs created as a result of splitting services, the aggregation of District and Borough services, the impacts of COVID, the progress of all existing MTFP savings initiatives and the government settlement when announced later in the year.
- 6.2.2 Throughout the recent programme development work, the greatest risk faced by the programme was the ability to progress plans robustly in the context of wider COVID pressure and in a way that would ensure that services could safely transfer and ensure that all legal duties would be maintained. Alongside the wider Blueprint development there has been considerable work undertaken to ensure that all services and functions have identified all the critical products and day 1 must haves that will be required for the safe and legal transfer. Work has already been completed to baseline all services and subject to Shadow Council approval on the draft Blueprints, stakeholder briefings will take place on the details behind these and implementation work will commence.

### **6.3 Legal**

- 6.3.1 There are no legal implications of the Blueprints at this stage although their formation is a critical part of the steps towards fulfilling the requirements of the Structural Change Order.

### **6.4 Equality and Health**

- 6.4.1 There are no health Equality and Health assessments at this stage as these are high level Blueprints about future form. Where there are any impacts on residents or staff through a proposed change in service or delivery, this will be consulted on in line with the duties of the Council. Wider stakeholder briefings are also planned and this will be followed by more detailed staff engagement and Member consultation as the detailed plans are confirmed.

**Report Author: Anna Earnshaw**  
**Deputy Chief Executive & Director of Adults, Communities & Wellbeing**



# FUTURE NORTHANTS

## Unitary Council DRAFT Blueprints



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# Objectives Today



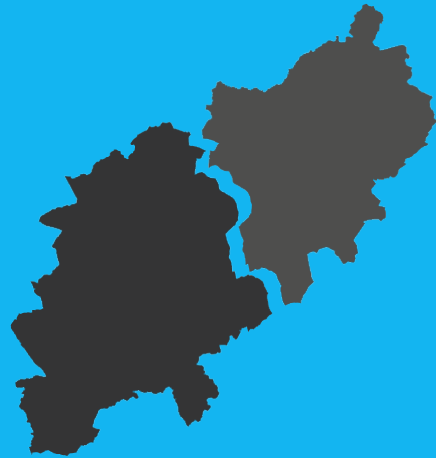
- Presentation of the Draft Service Blueprints to Members.
- That members consider the draft blueprints / alongside the disaggregation and aggregation proposals for staff and services and endorse the direction of travel.
- Agree that we will hold separate North & West detailed Blueprint sessions with members.
- Agree we can share the outline blueprints with staff & unions.
- Agree what is going to the Shadow Executive in terms of detail.

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# What we're going to show you



- The steps taken to complete the DRAFT blueprints
- Overall draft blueprint for the future Councils
  - Overarching view - how the services will be delivered & fit together
  - Confirmation – what will be delivered by who and where
  - Sense of Place and People - approaches in the new Unitaries
  - Transformation - being delivered for Adults and in Customer and Digital Services
- Supported by background material
  - detailed service function blueprint manuals
  - Details of year 1 plans and plans to split hosted services

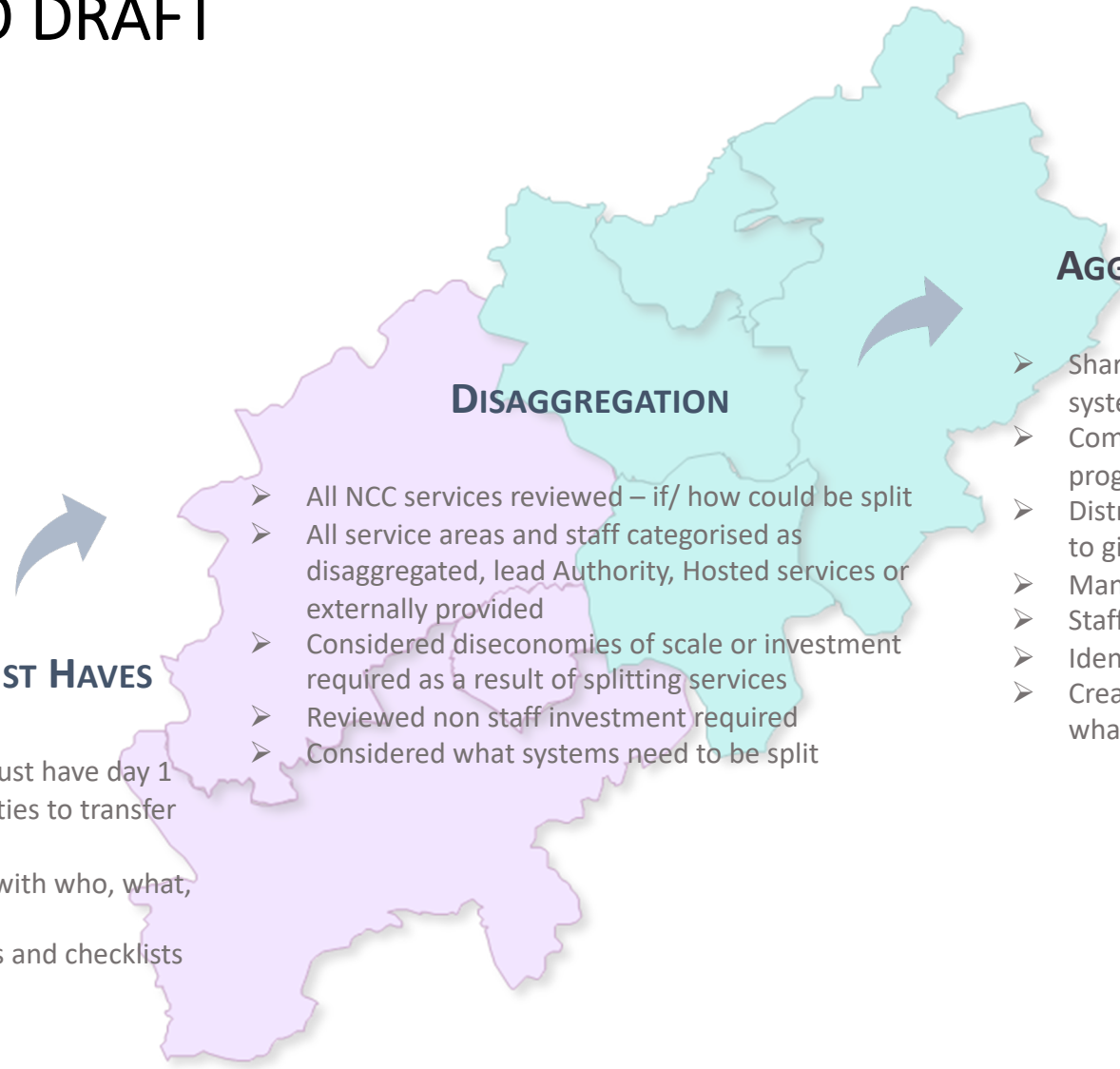


# FUTURE NORTHANTS

## Unitary Council Draft Blueprints

### Background & Context

# OUR JOURNEY TO DRAFT BLUEPRINTS



## SAFE & LEGAL DAY 1 MUST HAVES

- All services areas consulted on must have day 1 products, capabilities and certainties to transfer safely and legally
- Collated lists of all requirements with who, what, when and how defined.
- All programmes tracking products and checklists of critical must haves

## DISAGGREGATION

- All NCC services reviewed – if/ how could be split
- All service areas and staff categorised as disaggregated, lead Authority, Hosted services or externally provided
- Considered diseconomies of scale or investment required as a result of splitting services
- Reviewed non staff investment required
- Considered what systems need to be split

## AGGREGATION & BLUEPRINT PRODUCTION

- Shared systems and cross cutting tools, capabilities and systems identified for implementation.
- Common policy and procedure areas identified and progressing for Day 1
- District & Borough staff reviewed & overlaid NCC staffing to give total staffing picture for all functions.
- Management posts and structures identified for functions
- Staff & functions assigned to Portfolio
- Identify “plus”, COVID learning and transformation
- Creation of blueprints setting out the day 1 services: what transfers as is, what changes and how things work.



# REMINDER: UNITARY BUSINESS IMPERATIVES



Business imperatives we must achieve



## Day one Safe & Legal

First and foremost all programmes must achieve **a safe and legal day 1 transition.**

That means that we must have the staff, systems, budgets, procedures and policies to deliver our statutory duties.

We need to avoid disruption to services to our residents and businesses and that nothing falls through the net in the transfer, especially protecting vulnerable residents and children.



## Support Services

We agreed to ensure the continuity and robustness of key LGSS support services for our new Councils and partners (who share & buy them) that we would keep these services together under a lead authority model.



## Cost-Effective

We need to ensure our blue prints are affordable and we continue to deliver balanced budgets & planned savings. We will need to look at the diseconomy of splitting things and the opportunity for innovation and from bringing things together to get a total picture.

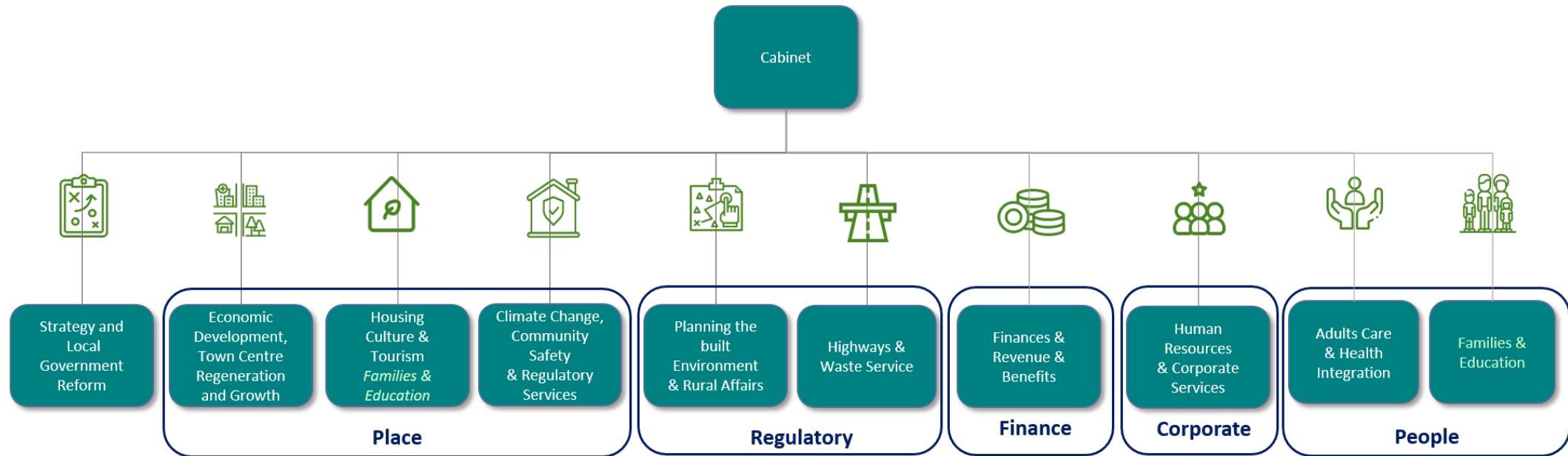


## Transformation

Wherever and its safe and doable, we want to find ways and opportunities to transform and deliver “plus” elements in the programme.

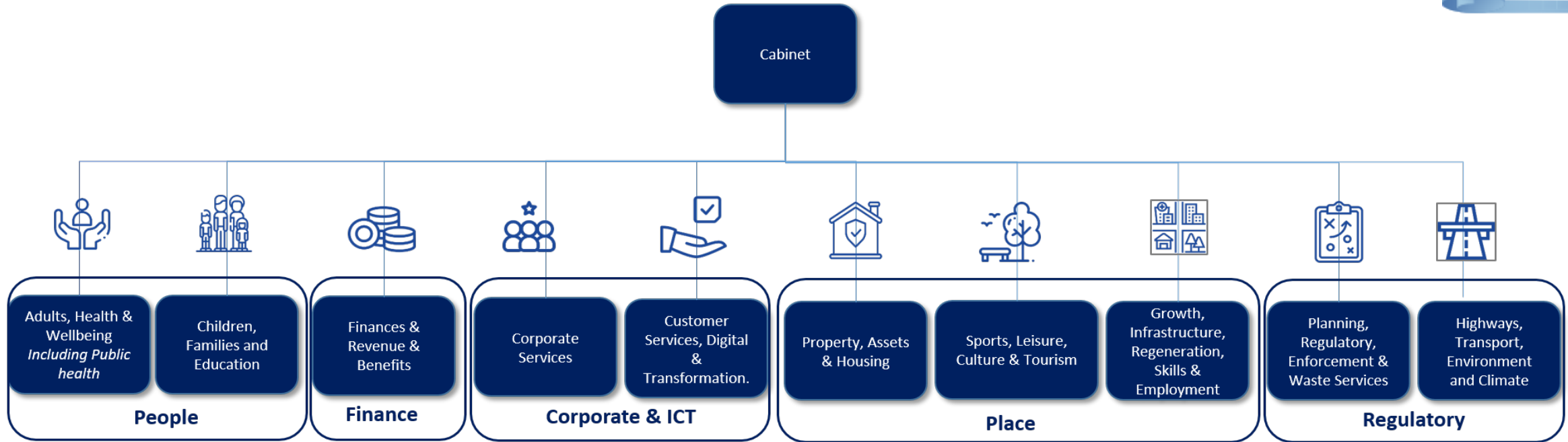
Where we cant do it this side of Unitary we will set out the opportunities, ideas and new ways of working that we want to pursue and build a pipeline of transformation projects that the two Unitaries can implement to improve services efficiencies and best practice post day 1.

# West Portfolios



The Blueprints have been set out in chapters that reflect key themes or directorates that underpin in Unitary Councils portfolios

# North Portfolios



The Blueprints have been set out in chapters that reflect key themes or directorates that underpin in Unitary Councils portfolios



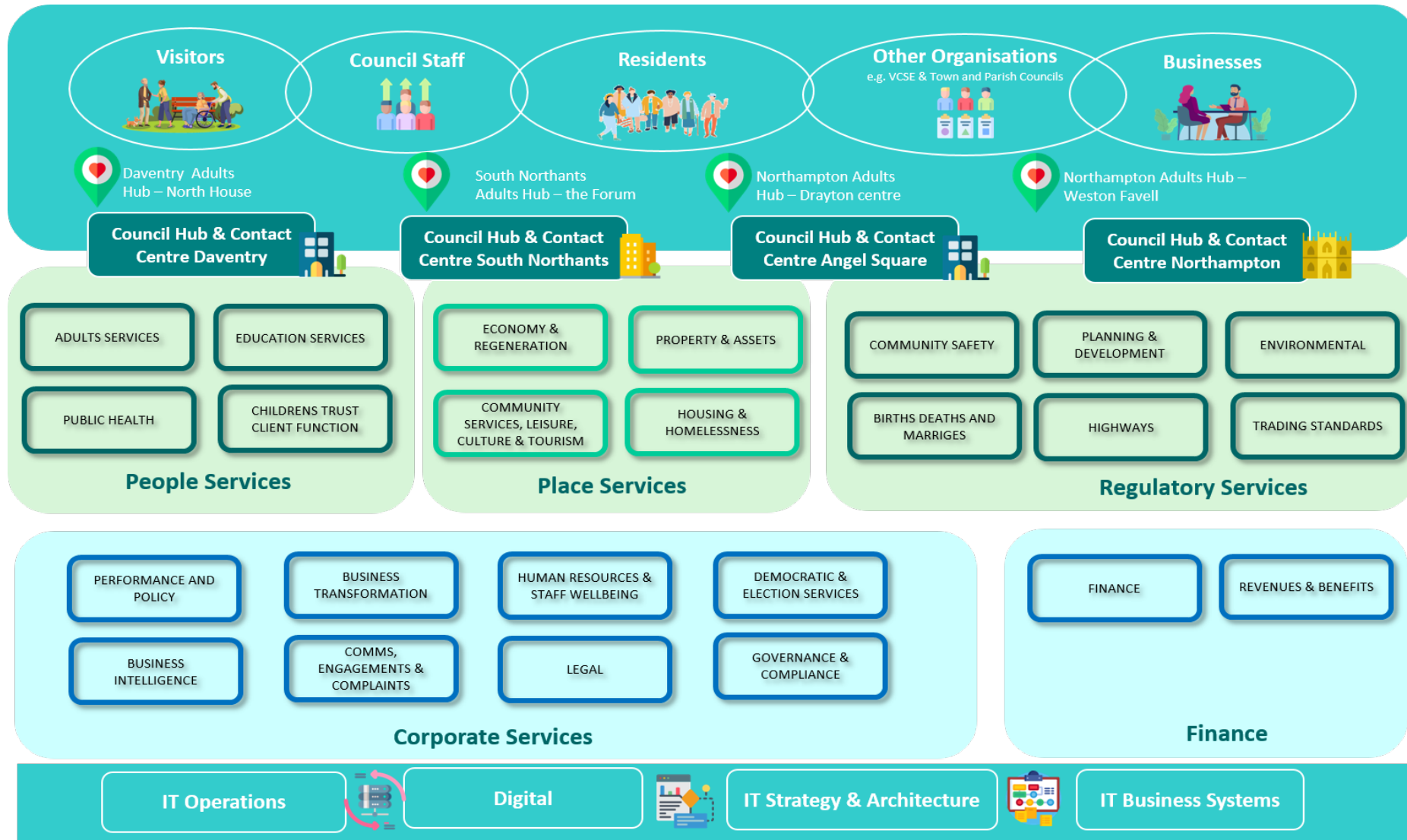
# FUTURE NORTHANTS

## Unitary Draft Council Blueprints



DRAFT Blueprints

# West Draft Blueprint – Functional Map



## Customer Service Front door

Range of access points supported by professionals & contact centre technology to route calls and automate more on-line transactions

## Fulfilment Services

Providing a range of services to the people and places within the unitary footprint

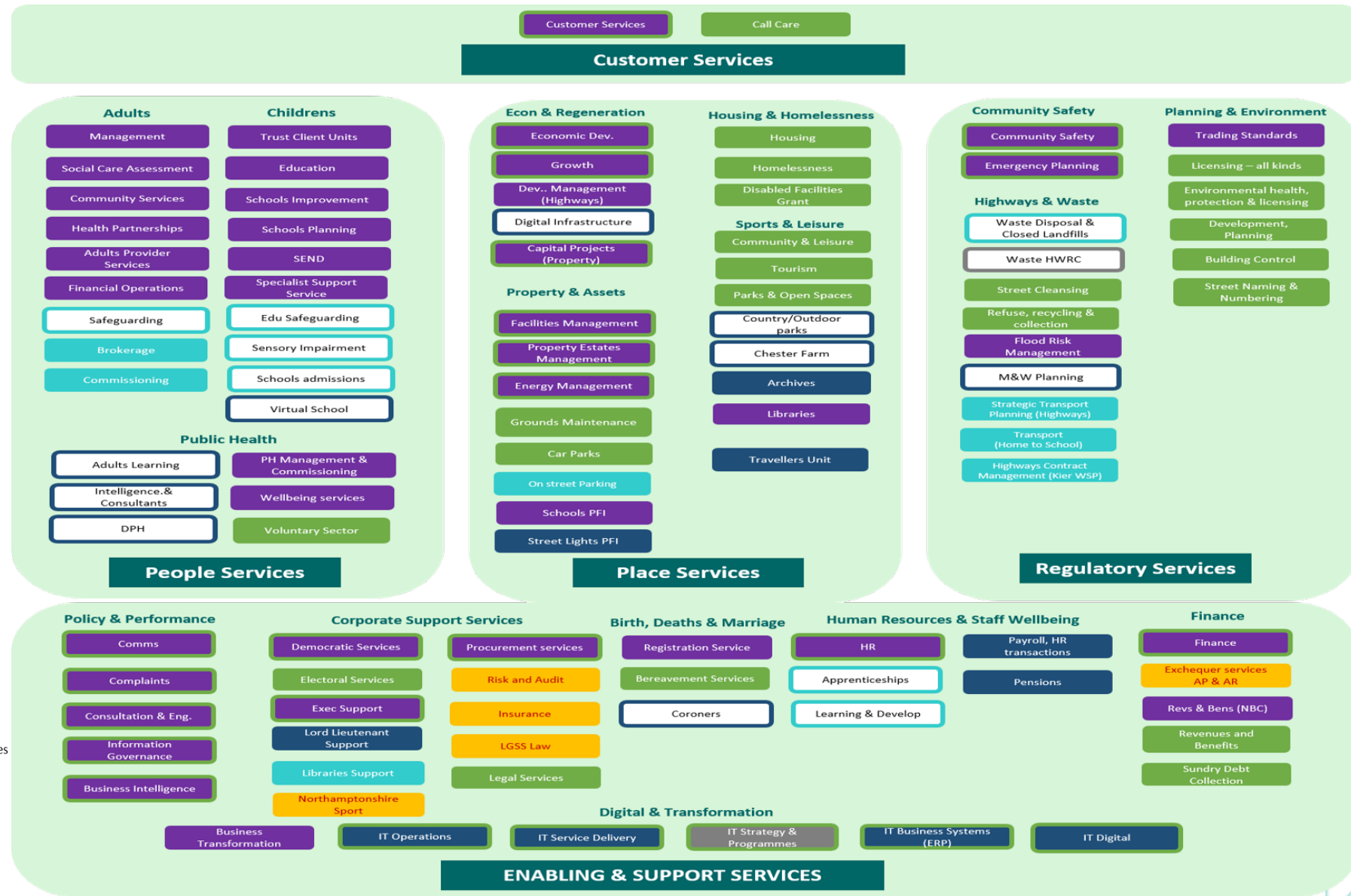
## Enabling and Support Services

Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

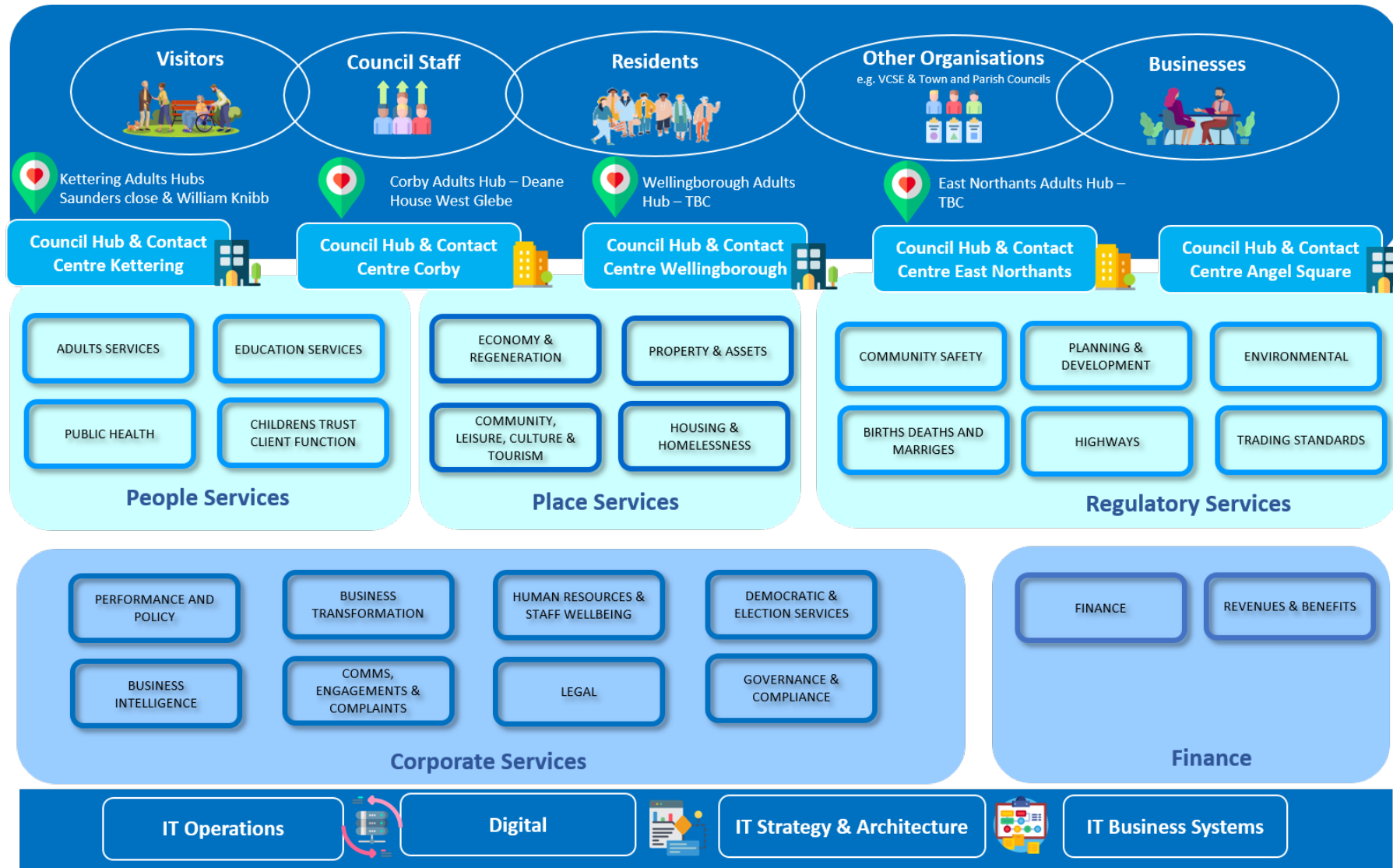
# West Draft Blueprint

This is how the West blue print is made up from the NCC & D&B services

- Key:**
- NCC only function that is disaggregated
  - NCC & D&B Common function
  - District & Borough only function that is aggregated
  - NCC function that is Lead Authority - Provider
  - NCC function that is Lead Authority - Receiver
  - NCC function hosted for up to 12 months - Provider
  - NCC function hosted for up to 12 months - Receiver
  - NCC function hosted for more than 12 months - Provider
  - NCC function hosted for more than 12 months - Receiver
  - Function provided by other organisations to the new authorities



# North Draft blueprint – Functional Map



**Customer Service Front door**  
Range of access points supported by professionals & contact centre technology to route calls and automate more on-line transactions

**Fulfilment Services**  
Providing a range of services to the people and places within the unitary footprint

**Enabling and Support Services**  
Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

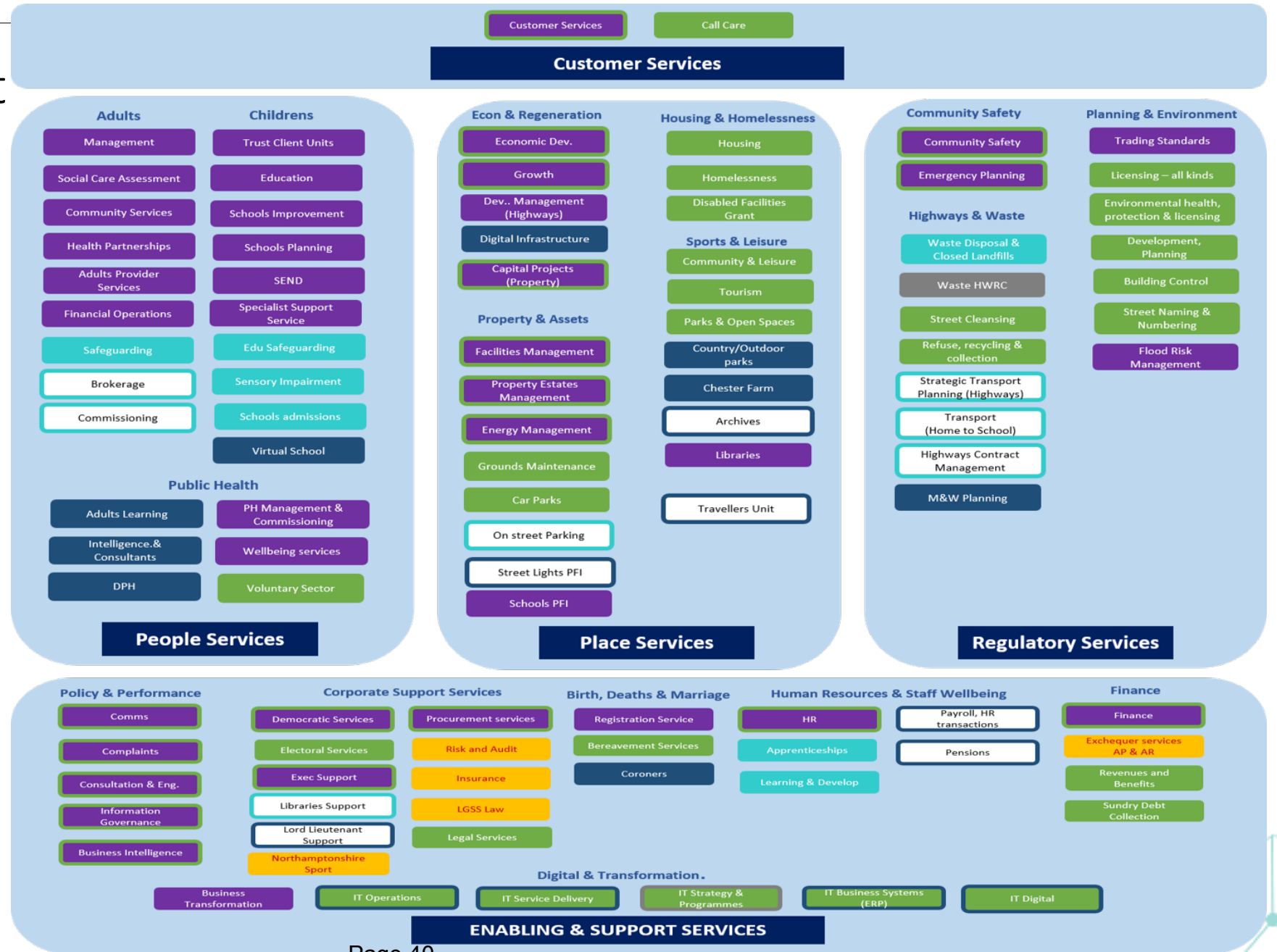


# North Draft Blueprint

This is how the North blue print is made up from the NCC & D&B services

**Key:**

- NCC only function that is disaggregated
- NCC & D&B Common function
- District & Borough only function that is aggregated
- NCC function that is Lead Authority - Provider
- NCC function that is Lead Authority - Receiver
- NCC function hosted for up to 12 months - Provider
- NCC function hosted for up to 12 months - Receiver
- NCC function hosted for more than 12 months - Provider
- NCC function hosted for more than 12 months - Receiver
- Function provided by other organisations to the new authorities







# FUTURE NORTHANTS

## Unitary Draft Council Blueprints

Key Directorate Themes  
and Opportunities

# Our People, Our Place

With the blueprint “wiring” complete and agreed we now have the opportunity to bring our component parts together and make West and North Northants great places **to grow up, get on and grow old. The next slides provide some of potential opportunities**



# BLUEPRINT FOR TOMORROW – PEOPLE SERVICES



## *Aspirations for our residents wellbeing*

Integrated Health and Social care services organised around our residents and focused on good health outcomes.

People are living longer and healthier lives than ever before, with good health outcomes and a reducing gap in inequalities.

Our residents live independent, fulfilling lives, within strong, healthy, inclusive and resilient communities.

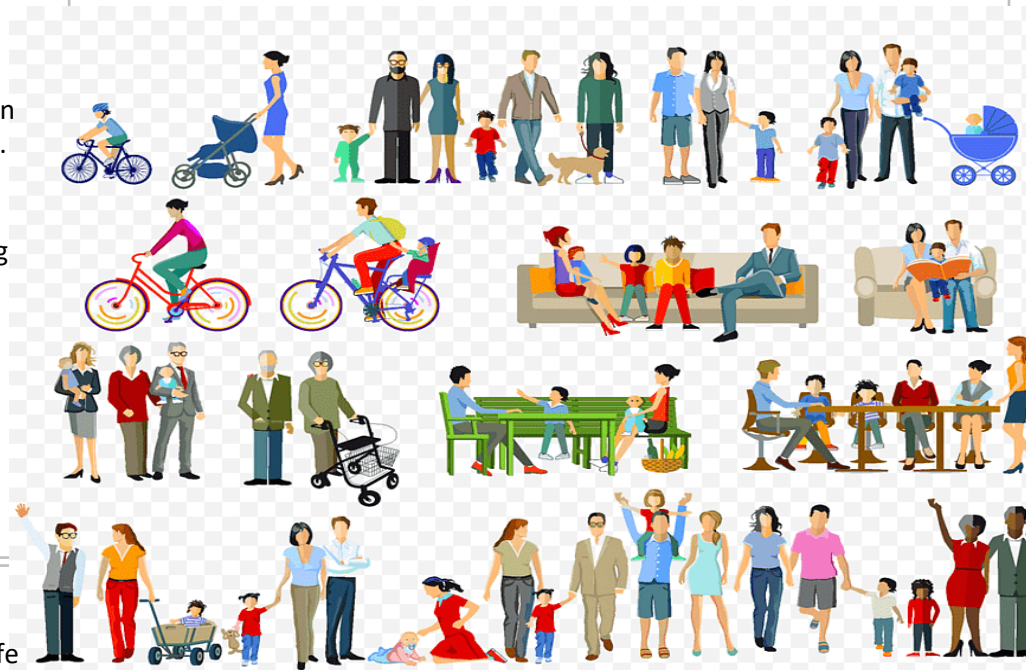
We work with people & their communities supporting them to help themselves and connecting them to the assets and services around them.

We continue to work with our partners and communities to innovate and improve our offer, helping people recover from illness sooner, promoting fostering, reducing social isolation and loneliness, and supporting our most vulnerable residents

## *Aspirations for protecting the Vulnerable*

We support people to deal with the challenges of life before they become too hard to manage, through early help and intervention.

We make sure children and adults, particularly those who need more help, are healthy, safe and protected from harm.



## *Aspirations – a child Friendly Councils*

Supporting families to give children the best start in life

Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes

Improving social, emotional and mental health and wellbeing

Help young people into adulthood, to develop life skills, and be ready for work

## *Aspirations – a age Friendly Councils*

Making our County a great place to grow old.

Prioritising prevention; Promoting opportunities for older people to be healthy, active, included and respected

Developing accessible and affordable transport options to help older people get around

strong focus on social networks within neighbourhoods - Helping older people participate and reducing social isolation.

# BLUEPRINT FOR TOMORROW – PEOPLE SERVICES - ADULTS



**OUR MISSION IS TO MAKE THE BEST USE OF THE AVAILABLE RESOURCES TO KEEP PEOPLE IN NORTHAMPTONSHIRE SAFE AND INDEPENDENT**

## Assurance for transfer

**Unitary Teams in place** – Adults teams will have been operating in their new Unitary structures and out in their community hubs since October 2020 ensuring service continuity and minimal disruption.

**Legal Duties.** Adults service that meets its 6 statutory duties: advice and signposting, helping people support themselves, providing social care assessments, meeting eligible social care need, developing social care markets, protecting the vulnerable

**Ensuring quality across Adult Services:** The new model of service provision means that we will provide services of a high quality and in such a manner that the whole system is simpler to use and access for all people, carers and partners.

**Financially Sustainable** - A service that meets the needs of all residents in such a manner that it delivers the good outcomes they require, they value and within budget - helping them as far as possible to remain in their own homes.

## PLUS Areas being delivered for Day 1

**Sticks like glue:** Our people will have the time to understand and listen to our residents and be well connecting in the community. The service will help people maintain control over their lives, sticking like glue to them until they achieve their outcomes and avoiding hand-offs.

There will be **no presumption of ongoing support.** We will be **easy to get in touch** with, and always have a conversation.

People will **tell us their story once**, we'll listen to their problems to make sure we really understand what they want and need.

We'll **think differently** about how we support them through their crisis, and increase their links into communities, charities and family. Where we connect people to services we'll 'stick like glue' to make sure everything works out.

If people need ongoing help **we'll think creatively** to design the support they need, and once they're settled we'll check in to make sure it's **working for them.** We'll also get in touch annually to make sure the right options are in place.

## TRANSFORMATION Opportunities to Develop

**Integrated place and People services** - Adult social care transformation gives greater opportunity through the use of strengths based and place based working to integrate with current district and borough services as well as current NCC services. This includes housing, well being services, library and information services, community engagement and safety.

**Integrated Care across Northamptonshire (ICAN)** - The opportunity to further develop and embed the integrated health and Care through our joint programme with 3 aims

- Ensuring people stay well
- Ensuring people stay at home
- Ensuring no one is in hospital unless they have to be

**Community Resilience** - Further strengthen links to the voluntary and third sector

**Commissioning strategies** to be place & population based. Strengthen prevention services across health, social care and communities.

**Accommodation strategy** that underpins collaborative working with communities.

# BLUEPRINT FOR TOMORROW – PEOPLE SERVICES - CHILDREN



## Assurance for transfer

**Childrens Trust Client Unit in place** – childrens managed against a clear set of outcomes for children and ongoing improvement, helped to account through a clear contract and performance measures and financial transparency.

**Legal Duties.** An Education service that meets its statutory duties and the associated timescales expected of a Local Authority.

**Disaggregation** of the DSG and Base Budget for Education to meet the service requirements.

**Partnership working:** Education Working with key partners and stakeholders to support and challenge improvement where needed through solid performance information.

**Ensuring quality** across Education Services: through pathways which meet the children and young peoples needs both of Education and for the Children's Trust

**Trust as part of Council** - Ensure that the trust remains connected to and part of the Councils corporate plan

## PLUS Areas being delivered for Day 1

**Getting the Best Start in Life** : An Education service that is focused upon improving Education outcomes for all of our Children and Young People

**Childrens Trust** - Work with Children's Trust to embed SLA and KPI – efficient pathways for children accessing both services

**Schools Sufficiency and Specialist School Placements** – medium term transformation

**Vulnerable Learners** - Medium term strategy for DSG and Vulnerable Learners – specifically use of EHE, AP and culture with the schools

.

## TRANSFORMATION Opportunities to Develop

**Creating a bright future** - creating a place where all children are given the best start in life and young people grow up inspired to exceed expectations

**Integrated early help offer** in our communities incorporating maternity, health visiting, antenatal and parenting support services, all working to identify issues early and respond to those needing support.

**Education Journey** - Our children have a good primary education and successful transition to secondary school, attending and achieving throughout

**life ready children** on exit from secondary school, equipped for work and life-long learning

**Additional support** - children and families requiring specialist and additional support have their needs identified early and appropriate person centred support is provided

# BLUEPRINT FOR TOMORROW – PEOPLE SERVICES – PUBLIC HEALTH



## Assurance for transfer

**Legal Duties** –service that meets its duties across the system through the statutory appointment of a Director Public Health to be responsible on behalf of the council for the following functions: weighing and measuring of children, health check assessments, sexual health services, public health advice service to health partners, health protection.

**The money:** Public Health will discharge its statutory duties and be able to meet the needs of residents and deliver good outcomes within its budget and according to grant conditions.

**Services:** Public Health service commissioning and delivery will be based on intelligence, best practice and modelled with future demand and trajectories in mind.

**Focused:** Public Health will target its services using intelligence and insight, to address local inequalities within North Northamptonshire.

**Sharing more:** Public Health will have a presence at a strategic (ICS) and operational (ICP) level to ensure staff skills mix is maximised.

## PLUS Areas being delivered for Day 1

**Public Health has a strong focus on outcomes** across the county and targeting areas of inequality and poor health outcomes.

**Preventative strategies** means that all individuals who live in Northamptonshire can and do benefit from such an approach.

**strong focus** on community within PH which impacts positively across Leisure, communities, housing and the environment.

**Intelligence led strategies and plans** – significant use of and access to data ensuring that all decisions improve outcomes across the community.

## TRANSFORMATION Opportunities to Develop

**Transformation** – Public Health transformation gives greater opportunity through place based working to integrate health and wellbeing services across the unitary functions and align with Growth Strategy and our Climate Change ambitions.

**Integration** - The opportunity to further develop and embed the integrated care system with health across both unitary councils.

**Commissioning strategies** and opportunities to be able to develop further and more quickly.

**Strengthen prevention** services across health, social care and communities.

Consider an accommodation strategy that underpins **collaborative working with communities**.



# BLUEPRINT FOR TOMORROW – PLACE SERVICES

## **Aspirations for Housing & Wellbeing**

*Boost the pace of housing development and improve the quality, choice and affordability of the homes on offer so that our housing markets meet the requirements and aspirations of existing and future residents.*

*We need to create a housing offer to meet the needs and aspirations of existing and future residents.*

*support improved health across the whole population, encouraging and supporting people to make healthier choices, promoting wellbeing and preventing homelessness and ill-health in the first place*

## **Aspirations for Leisure & Tourism**

*Increased local and national awareness of, pride in, and engagement with our culture, leisure and visitor economy*

*Provide the infrastructure and embed behaviours that enable more of our residents to be more active, more often, improving their health, well-being and quality of life.*

*To develop and market as a great area to visit. To enhance the sporting, historic & cultural offer of the area to increase visitors.*

*residents and visitors more involved with, contribute to, and benefit from our wider cultural ambition and assets*



## **Aspirations for Communities**

*Build on the strengths and perseverance of our communities over during recent months and COVID-19.*

*Work together with local VCSE sector groups and Parish & Town Councils to enable communities to support themselves and co-produce future services.*

*Implement integrated place-based services at a neighbourhood level that are able to be responsive to local need and build on the assets of the community and capacity to deliver change, survive, adapt and grow in the face of challenges*

*continue to work to make all our communities safe for everyone, preventing risks, threats and harm*

## **Aspirations for Planning & Economy**

*Improved economic growth and reduced inequality in economic outcomes across our places and population. Increased business start-ups and inward investment, and improved business performance.*

*Town centres as a critical for our future success - ensuring our town centres can be re-purposed and modernised through transformational development so they can become quality places to live and work, balancing new higher-density residential development with quality cultural facilities, public spaces, a good environment for walking and cycling, public services, retail, entertainment, and employment opportunity.*

# BLUEPRINT FOR TOMORROW – Housing, Wellbeing & Leisure



## **Assurance for transfer**

*Maintain our COVID focus on community compliance and wellbeing.*

*For day one safe and legal there will be **minimal disruption** to current working arrangements.*

*We see the majority of the workforce working in the same buildings as they do now – minimising disruption and work*

*For our residents they will still be able to access local services locally as they do now and all service delivery locations will remain the same for day one.*

*Minimal disruption to existing IT systems.*

*Policies and practices will remain the same where possible only essential or legal changes made before vesting day.*

*Fees and charges for leisure usage will remain unharmonized to avoid adversely affecting take up of services and price differentials in local markets.*

*Alignment of existing websites to new single website will minimise potential disruption to on line service delivery ensuring that current access channels are not broken on day one.*

## **PLUS Areas being delivered for Day 1**

*A single IT system used for Housing options services .*

*COVID- 19 recovery and reset plan to be dovetailed into new operational models with greater integrated multi-agency working and a focus on prevention and crisis management..*

*Maintain our Homelessness and Rough Sleeping COVID successes with 5 key areas of focus that provide the framework for our work:*

- *Minimise rough sleeping*
- *Maximise homeless prevention*
- *Future role of housing related support*
- *Care leavers and youth homelessness*
- *A focus on priority groups*

*Develop a seamless response between housing and social care so that we can better meet the challenges posed by children leaving care and other people with complex health and social needs; helping them to make the transition to independent living.*

## **TRANSFORMATION Opportunities to Develop**

***Work to optimise the Local plan and harmonise the 5 year land supply*** in a way that brings forward opportunities to build new homes – including affordable homes while respecting the need for sustainable rural communities.

***Work with developers and builders to meet housing needs***, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and population need for different stages of life.

***The expansion of the three conversations model*** across housing - provide a springboard, not just a safety net – a future focus on life chances.

***Join up of Leisure services with the proactive work of public health*** to provide a better informed service based on strong evidence & research

*Integrated leisure offer in partnership with all leisure operators, enabling residents to move between facilities and experience the leisure offer they want, when and where they want it.*



# BLUEPRINT FOR TOMORROW – Economy, Infrastructure & Growth



## **Assurance for transfer**

*For day one safe and legal there will be minimal disruption to current working arrangements.*

*Review and harmonise existing scheme of delegations, policies, statements and procedures.*

*Review and alignment of systems and processes*

*Alignment of existing portals to new website will minimise potential disruption to on line service delivery ensuring that current access channels are not broken on day one.*

## **PLUS Areas being delivered for Day 1**

*Complete work on economic recovery from COVID and maximise the opportunities for funding, new skills, new and early release of investment in Town developments, active schemes and infrastructure.*

*Review into business/market intelligence and regional analysis to understand areas of diversification and business growth and job creation of the future.*

*Look at Place strategy from a people perspective linking people to services and employment, enabling people to better manage their wellbeing and increasing the number of people choosing active travel and public transport*

*A joined up approach to digital technology, data, infrastructure, digital literacy and skills across the whole city is vital to our future success*

*A single asset management strategy for operational/ service property and Pan Northamptonshire Estate Framework (One Public Estate)*

*An investment strategy for commercial property investment to attract new businesses, grow existing businesses and generate an income for the new authorities*

## **TRANSFORMATION Opportunities to Develop**

*Investing in **people** - their health and wellbeing, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system*

*A focus on **place** will mean developing and regenerating places, supporting neighbourhoods, communities and centres to respond to economic change, growing our economic presence at the heart of the Country and alongside the Arc to pursue the opportunities for major economic hubs around the County.*

*Supporting economic recovery from COVID-19 and building longer-term economic resilience – including a sustainable and joined up infrastructure helping us respond to our challenges. A resource-efficient and connected area will be a better, healthier place to live, more competitive and better placed to ride out future economic and climate shocks.*

*Supporting growth and investment, helping everyone benefit from the economy to their full potential  
Supporting businesses and residents to improve skills, helping people into work and into better jobs*

*Targeting interventions to tackle poverty in priority neighbourhoods*

# BLUEPRINT FOR TOMORROW – Customer & Digital Aspirations



## Aspirations for Customer services

Customers will have access everywhere and anywhere to council services through mobile applications.

Fast and effective referrals to services for people needing more help or in a crisis and needing expert support.

Through our technology we will provide a one stop shop for our customers allowing them quicker and easier access to information and transactions with a true 24/7 capability.

## Aspirations for Customer services

The aim of the strategy is to make digital the preferred channel for most of our residents, businesses and visitors. This will enable us to manage demand more effectively and deploy our people where they are most needed.

A modern platform will mean we have inbuilt capability from day one to continuously extend the range of digital services offered.



## Aspirations for Digital services

Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working pattern.

Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention.

Consolidate and rationalise duplicated features of legacy systems to reduce cost and improve services.

## Aspirations for Digital services

Holistic view of the customer to enable customer profiling and the delivery of the right services to the right customers.

A safety net that allows vulnerable residents the opportunity to be guided through digital platforms.

Enable intra-organisation and external collaboration to streamline case management.

# BLUEPRINT FOR TOMORROW – Customer & Digital



## Key Customer & Digital Assurance Tasks – Day 1

Ensuring that both organisation can provide statutory reports from day one is a key requirement.

Retain the Street Doctor or equivalent reporting tool to maintain ability to report potholes and road issues.

The ERP implementation is critical across three instances and essential the the Children’s company instance is created no later than 1st November 2020 to ensure sufficient time to build and test the North and West instances. This is further complicated by the ERP system being a live environment that also supports two other councils.

The Education Capita system requires two instances for day one with data split accordingly and moved to cloud hosting in line with our wider move to a cloud leaning approach.

Eclipse must be live for adult social care records along with interim arrangements for managing the financials pending the development and roll out of the Eclipse finance module post vesting day. Children’s Eclipse implementation to commence pre vesting day.

MS 365 roll out is critical for day one to provide the new email capability and new email addresses for every employee.

## PLUS Areas being delivered for Day 1

New website developed with increased self-serve and better customer experience

MS365: work from anywhere, Teams, SharePoint online, integrated solution.

24/7 working, flexible and remote working enabled by the underpinning infrastructure and learning from COVID.

Customer service contact centres are harmonised, increased remote working

Harmonised opening hours

Systems are developed/ implemented to provide single view of the customer

Tell Us Once centralised / Out of Hours reviewed and implement a service to meet the customers needs

Face to Face to be developed to enable more self serve and be in locations customers need

One telephone number

Implement automation to handle non complex email enquiries

## TRANSFORMATION Opportunities to Develop

Systems and process alignment. Unitary CRM system and workforce management is designed.

Increased self serve and digital services based on user needs. Automation and robotics developed and roll out commenced.

Telephony contact centre solution is reviewed and developed.

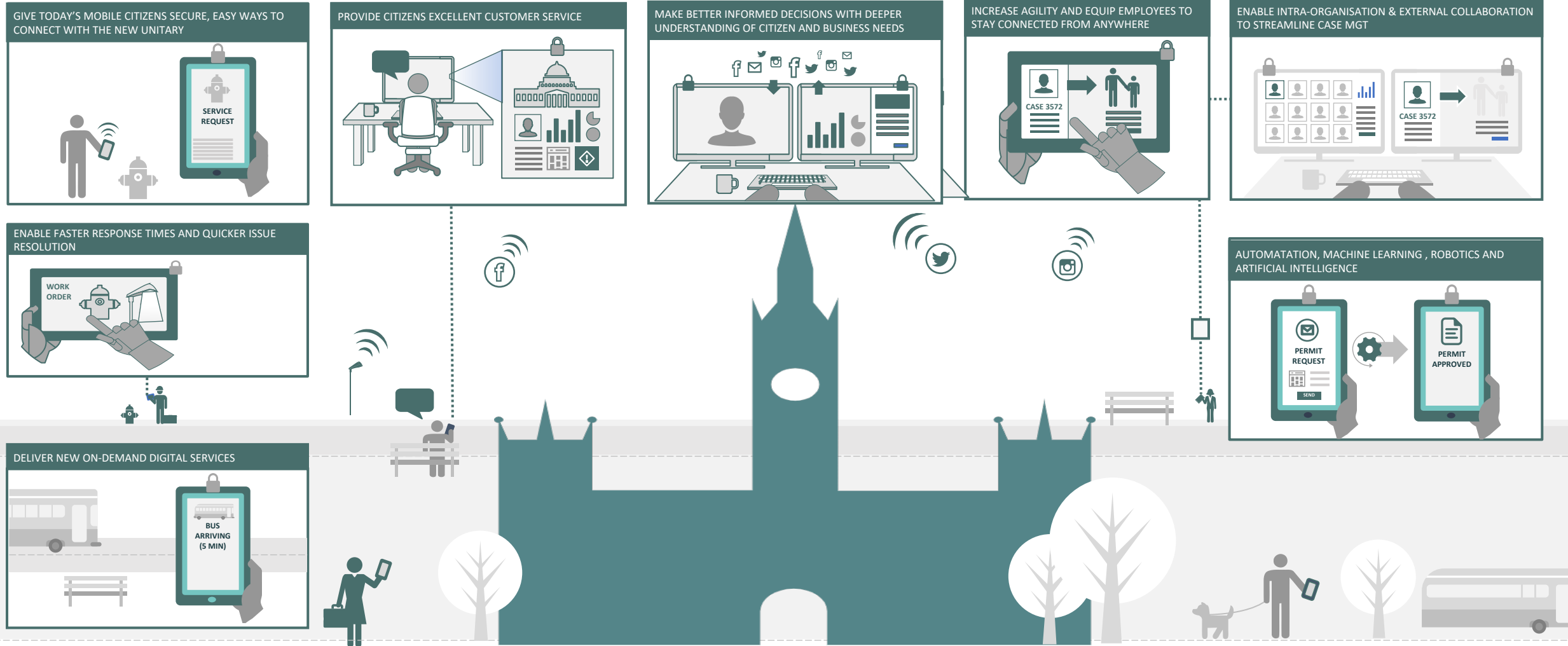
Out of Hours services and provision is reviewed and changes implemented.

Tell Us Once is centralised process led by customer services.

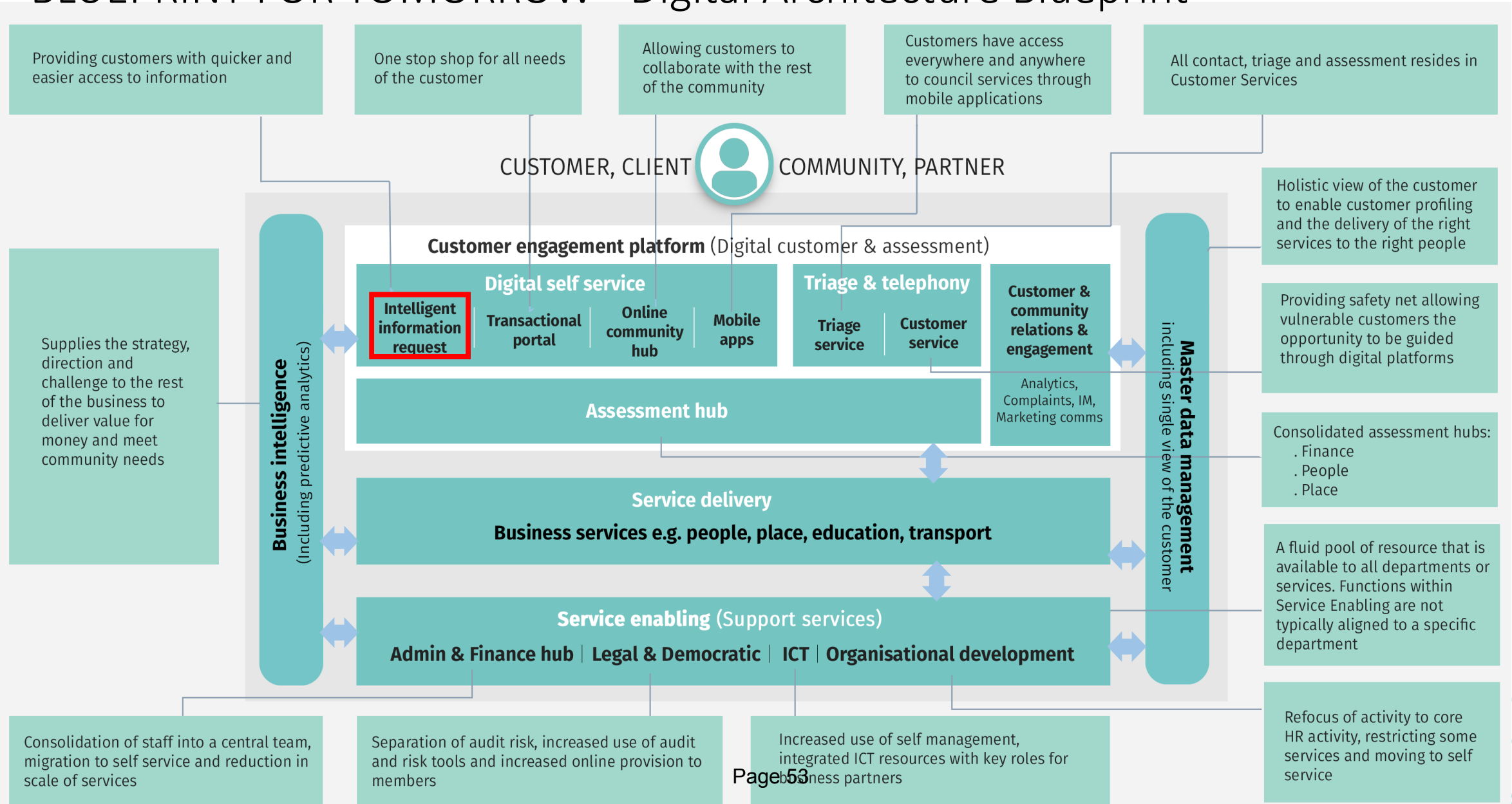
Decommissioning of legacy systems to reduce licence costs and radically reduce silo working through better information flow and single view of customer.

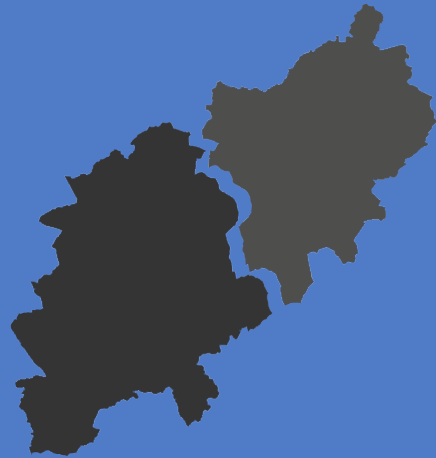
COVID 19 has accelerated the pace of change for digital adoption, for all users of our services (internal and external)

# BLUEPRINT FOR TOMORROW – Customer & Staff Digital Transformation



# BLUEPRINT FOR TOMORROW – Digital Architecture Blueprint





# FUTURE NORTHANTS

## Unitary Council Blueprints

Key Areas of Focus and  
Development at Next Stage



# BLUEPRINT FOR TOMMORROW – Next Steps

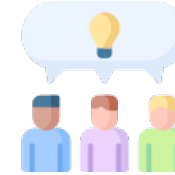
## Focus on Staff and Customers



**Digital Strategy** - Complete work and embed our digital capabilities to ensure we maximise the use of tools and technology to improve and transform the way the councils work, provide services and engage with residents.



**Communications** enable us to clearly explain the challenges and opportunities to our residents, partners and other key stakeholders, and to engage them in being a part of the solutions, further strengthening these vital relationships and collaborative working.



**People Strategy** - set out our ambition to be the best place to work, retain talent, and develop leaders – underpinned by a culture of fairness, diversity and collaboration. focus on keeping our staff safe whilst building in flexibility across the workforce in response to the pandemic.



**Staff Engagement** - Ramp up comms and engagement on our plans and focus on what will change ahead of day 1, what will stay the same and things we will need to change post day 1.

Communicate and engage on TUPE arrangements and plans to provide certainty.

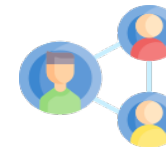
## Opportunities to Integrate and Consolidate



**Progress Integrated Care** Across Northamptonshire (ICAN) programme to care for more people at home, keep them out of hospital, discharge them in a timely way and ensure they recover to independence.



**Estate Management Strategy** – develop approach to managing the councils land and buildings helping us deliver a modern, efficient, sustainable estate and workplaces that remain fit for purpose as we adapt to new ways – and places – of working.



**Joint working and shared teams** - Look at more joined up working across teams and sharing of resource within new Council area, initially on COVID priorities or where gaps in staffing but with increasing focus on opportunities to improve services or make efficiencies.



**Integration** – look for more partnership working and integration opportunities to deliver differently, building resilience and safety and create thriving town and communities.

# BLUEPRINT FOR TOMMORROW – Next Steps

## Governance & Organisational



**Childrens Trust** - Create the West and North Children's Trust client unit with clear outcomes, requirements and protocols to ensure smooth working and pathways.



**Statutory Boards** - Agree and set up arrangements for the Adults Safeguarding board so can meet duties for children and Adults working with key partners.



**Diseconomy of Scale** - Complete Check and Challenge of all NCC service additional costs from diseconomies and prepare options for members consideration.



**Develop Cultural values and behaviours** for the new Councils that underpins everything they do and how they work to achieve their ambitions and commitments to residents, businesses and staff.

## Efficiency and Value for Money



**Financial Strategy** set out plans to be financially sustainable and resilient, safeguarding public funds while achieving value for money.  
Ensure we are well placed to respond to the significant funding uncertainties and pressures we face – exacerbated by coronavirus – and to target our money to where it can make the most difference.



**Creating innovation and maximising commercial opportunities.** We will need this to truly transform and make the most of our skills. For e.g. selling planners time, advice to businesses and commercial waste and using our assets to generate income.



**Contract rationalisation & consolidation** - Review all contracts looking for opportunities for future quick wins, medium term and long term opportunities to reduce cost or get better economy of scale.



Develop an integrated strategy for attracting investment and business into the new authority areas and generating skills and employment opportunities building on freedoms and initiatives post COVID.





# FUTURE NORTHANTS

## Unitary Council Draft Blueprints

Decisions and Next Steps

# Timetable Next Steps

