


**Meeting:** North Northamptonshire Shadow Executive  
**Date:** Thursday, 11 June 2020  
**Time:** 7:00 pm  
**Venue:** Virtual meeting via Zoom

The meeting will be available for the public to view live at the 'Democratic Services North Northants' youtube channel:-

[https://www.youtube.com/channel/UCcH\\_JAaHaMtgHDeMQEVXi2g/videos](https://www.youtube.com/channel/UCcH_JAaHaMtgHDeMQEVXi2g/videos)

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| Item                              | Subject  | Page no. |
|-----------------------------------|--|----------|
| 01                                | Apologies for non-attendance   |          |
| 02                                | Notification of requests to address the meeting.   |          |
| 03                                | Members' Declarations of Interest  |          |
| 04                                | Announcements  |          |
| <b>Items requiring a decision</b> |  |          |
| 05                                | The Joint Implementation Executive – Terms of Reference  | 3 - 7    |
| 06                                | West Northamptonshire Shadow Authority Task and Finish Groups – Terms of Reference   | 9-40     |
| 07                                | Update on Recruitment of Senior Officers   | 41-43    |
| <b>Exempt Items</b>               |  |          |
| 08                                | None notified.   |          |
| <b>Urgent Items</b>               |  |          |
| 09                                | To consider any items of business of which notice has been given to the Proper Officer prior to the first meeting of the Shadow Executive and the Chairman considers to be urgent pursuant to the LGA 1972.        |          |
|                                   | Theresa Grant, Chief Executive, Northamptonshire County Council<br><br><b>Proper Officer</b><br><b>27<sup>th</sup> May 2020</b> |          |

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# NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

## SHADOW EXECUTIVE MEETING

11 June 2020

### Report of the Enabling Lead: Legal and Democratic

|                     |  |
|---------------------|--|
| <b>Report Title</b> | <b>The Joint Implementation Executive - Terms of Reference</b> |
|---------------------|--|

#### 1. Purpose

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- 1.1 The purpose of this report is to set out for approval, terms of reference for the Joint Implementation Executive (JIE).

#### 2. Recommendations

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It is recommended that the Shadow Executive:

- (i) Approves Appendix 1 - the Joint Implementation Executive - Terms of Reference and Roles and Responsibilities.

#### 3. Issues and Choices

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##### 3.1 Report Background

- 3.1.1 At its meeting on 13 May 2020, the JIE drafted its Terms of Reference and Roles and Responsibilities as set out at Appendix 1. Included is:
- 3.1.2 **The purpose of the JIE** - to provide overall strategic direction and leadership for the timely delivery of the Future Northants Programme, with individual accountability to residents and their sovereign Councils, to a “Safe and Legal” standard, with additional transformation where possible (known as “plus”).
- 3.1.3 **The role of the JIE** - to maintain oversight for the activity, integrity and strategy of the Future Northants Programme.
- 3.1.4 **Membership and support.**
- 3.1.5 **Objectives** – a focus on the formal Governance (e.g. Parliamentary Orders) associated with the creation of the North and West Unitary Councils, the disaggregation of the County Council services, and the aggregation of Districts and Borough services, to a Safe and Legal Plus standard including transformation where possible.

- 3.1.6 **Ways of Working** – the JIE will operate with agendas, will commission, consider and review reports and agree on communication statements at each meeting. It will also escalate items for public awareness to the relevant Shadow Executives.
- 3.1.7 **Frequency of meetings** – monthly meetings are proposed, aligned with the Programme Implementation Board meetings schedule.
- 3.1.8 **Responsibilities** – these include: providing oversight of performance for the overall Programme; building productive relationships; providing leadership and oversight for the delivery of the design principles; making programme related recommendations to the respective Shadow Executives; managing the interface with other Members; building consensus by working collaboratively; overseeing the management of key strategic risks; being a point of escalation in respect of issues arising within Future Northants Programme; leadership at key communications events, and demonstrating advocacy and ownership of the Future Northants Programme.

### **3.2 Issues and Choices**

- 3.2.1 The approval and adoption of terms of reference allows business and issues to be dealt with in a structured manner and will enhance efficient and effective programme management. It is therefore proposed that the JIE's Terms of Reference and Roles and Responsibilities as set out at Appendix 1 be approved and adopted.

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

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### **4.1 Policy**

- 4.1.1 None specifically.

### **4.2 Resources and Risk**

- 4.2.1 The approval and adoption of the terms of reference will allow business and issues to be dealt with in a structured manner and reduce the risk of inefficient and ineffective programme management.

### **4.3 Legal**

- 4.3.1 None specifically.

### **4.4 Equality and Health**

- 4.4.1 None specifically

**Report Author:  
Andrew Hunkin  
Enabling Lead: Legal and Democratic**

**Joint Implementation Executive - Terms of Reference and  
Roles and Responsibilities**

**Purpose:** The purpose of the Joint Implementation Executive (JIE) is to provide overall strategic direction and leadership for the timely delivery of the Future Northants Programme, with individual accountability to residents and their sovereign Councils, to a “Safe and Legal” standard, with additional transformation where possible (known as “plus”).

**Role:** The role of the JIE is to maintain oversight for the activity, integrity and strategy of the Future Northants Programme. The JIE will ensure that key recommendations made for each stage of the Programme are considered, taking advice and recommendations from the Programme Implementation Board (PIB). The JIE is not a decision-making body, but may endorse recommendations and escalate them to the respective Shadow Executives.

**Membership (and Chair):** Membership will consist of the members of the Shadow Executives, supported by the PIB attendees: Strategic Delivery Director, Interim Statutory Officers, Programme Director, Council chief executives and others as required.

Leaders and members play a vital role in representing the communities they serve and play an intrinsic part in overseeing the Future Northants Programme.

The two Leaders of the Shadow Executives will alternate as chair and vice-chair of meetings of the JIE.

**Objectives:** The Programme will focus on the formal Governance (e.g. Parliamentary Orders) associated with the creation of the North and West Unitary Councils, the disaggregation of the County Council services, and the aggregation of Districts and Borough services, to a Safe and Legal Plus standard including transformation where possible.

**Ways of Working:** The original Future Northants Programme had a staged delivery including Discovery, Design, Planning and Implementation with an integrated approach and clear outputs of work as ‘deliverables’ at each stage, including Design Principles and a Blueprint design of the North and West Unitary Councils.

Following the COVID crisis and subsequent cancellation of elections, and reduction in workforce capacity due to extraction for COVID crisis work and/or self-isolation/illness, the leaders of the eight Northamptonshire councils unanimously agreed to rescope the programme to deliver Safe and Legal Plus on Vesting Day (1<sup>st</sup> April 2021) with transformation work where possible, followed by a planned two years of transformation work after Vesting Day.

The JIE will operate with agendas, will commission, consider and review reports and agree on communication statements at each meeting.

The JIE is not a meeting held in public, and meetings will be held in private. Items for public awareness will be escalated to the relevant Shadow Executives.

**Frequency of meetings:** Meeting schedules will reflect the stages of the programme of work, and are proposed as monthly meetings, in alignment with the PIB meetings schedule.

**Responsibilities:**

- Leaders will play a key role in setting strategy, policy, scrutiny and control of the Future Northants Programme, working closely with officers in formulating the design of the North and West Unitary Councils;
- To provide oversight of performance for the overall Programme, to ensure that key deadlines are met throughout the programme and removing blockages and barriers to decision making to avoid a material impact on delay and/or quality;
- To build productive relationships and have access to and credibility with key stakeholders including public, staff, partners, central government and suppliers throughout the life cycle of the Future Northants Programme;
- To own the vision for the overall strategic outcomes of the Future Northants Programme and be the 'champion' for improved outcomes, providing clear leadership and direction;
- To provide leadership and oversight for the delivery of the design principles, and using business intelligence and insight from the gathering of data to baseline services, review the outputs to ensure that the designs of the North and West Unitary Councils are translated into robust, fully funded designs, and implemented successfully;
- To make programme related recommendations to the respective Shadow Executives on where to invest finite resources to secure the best possible outcomes for residents;
- To manage the interface with other Members within each respective sovereign Council and ensure that interfaces and communications with all Elected Members are effective;
- To build consensus by working collaboratively with colleagues in discussing and resolving challenges as they emerge to reach the best possible conclusions and making evidence based decisions, as recommended by the PIB;
- To oversee the management of the key strategic risks inherent within the Future Northants Programme;
- To work with the governance arrangements set out for the Future Northants Programme including; Shadow Authorities and Shadow Executives, Member Task and Finish Groups, and the PIB, in delivering the best possible outcomes for residents through the Programme;
- To act as the key interface/link into strategic governance arrangements;
- To be a point of escalation in respect of issues arising within Future Northants Programme;
- Show visible leadership at key communications events, and

- Demonstrate advocacy and ownership of the Future Northants Programme.

As a member of the JIE, each participant will abide by the confidentiality and disclosure provisions in relation to information sharing and data security protocols.

All sovereign authorities will retain responsibility and accountability for their own statutory functions and decision making but will also assess those decisions and escalate them to the Future Northants Programme where they have an impact on the programme, or the new unitary authorities or other sovereign councils.

As the Programme evolves, the governance principles will remain but the focus will change; and so the structures and terms of reference will need to be reviewed and updated as appropriate to reflect the changing phase of the programme.

**Future Northants PMO**  
**V1 Drafted 29/04/2020**  
**V2 Drafted 30/04/2020**  
**V2.1 Drafted 06/05/2020**  
**Approved xxx**  
**Review date 1/10/2020**





# NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

## SHADOW EXECUTIVE MEETING

**11 June 2020**

**Report of the Enabling Lead: Legal and Democratic**

|                     |  |
|---------------------|--|
| <b>Report Title</b> | <b>North Northamptonshire Shadow Authority Task and Finish Groups – Terms of Reference</b> |
|---------------------|--|

### **1. Purpose**

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- 1.1 The purpose of this report is to set out for approval the terms of reference for the North Northamptonshire Shadow Authority Task and Finish Groups.

### **2. Recommendations**

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It is recommended that the Shadow Executive:

- (i) Approves the setting up of the following Task and Finish Groups:
- a. Council Governance
  - b. Council Tax Harmonisation
  - c. Budget and Medium Term Financial Plan (MTFP)
  - d. Senior Appointments
  - e. Vision and Culture
  - f. Transformation
  - g. Civic Functions
  - h. Equalities
  - i. Disaggregation
  - j. Communications and Engagement
  - k. Day One Accommodation.
- (ii) Approves the terms of reference for the North Northamptonshire Shadow Authority Task and Finish Groups (Appendices 1 to 11).

### **3. Issues and Choices**

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#### **3.1 Report Background**

- 3.1.1 The Joint Implementation Executive considered proposals for the Shadow Executives to establish Task and Finish Groups. The key benefits were to:

- Facilitate a wider understanding of the issues being dealt with through the FN Programme, including interdependencies.
  - Broaden political ownership of the issues, recommendations and decisions.
  - Enable Members in the Groups to hold each other to account and to test out ideas informally with each other and officers.
  - Spread the workload (for Members) - when there is so much to do and so many meetings to attend.
- 3.1.2 The Task and Finish Groups will concentrate on a more corporate approach to building the new authorities and avoid silo thinking when it comes to service and budget planning; and not focus on specific service areas.
- 3.1.3 The Task and Finish Groups will include five members to enable representation from different areas and political groups. Each Group will have a chair and vice-chair.
- 3.1.4 The Groups will have specific terms of references agreed by the Shadow Executive and be supported by officers and the interim statutory officers in investigating specific issues. The Groups will have no decision making power delegated.
- 3.1.5 As part of the Safe and Legal Plus Programme, the Joint Implementation Executive drafted terms of reference for the following Task and Finish Groups:
- Council Governance (Appendix 1)
  - Council Tax Harmonisation (Appendix 2)
  - Budget and Medium Term Financial Plan (MTFP) (Appendix 3)
  - Senior Appointments (Appendix 4)
  - Vision and Culture (Appendix 5)
  - Transformation (Appendix 6)
  - Civic Functions (Appendix 7)
  - Equalities (Appendix 8)
  - Disaggregation (Appendix 9)
  - Communications and Engagement (Appendix 10)
  - Day One Accommodation (Appendix 11).
- 3.1.6 Each Task and Finish Group will be chaired by a member of the Shadow Executive, with the remainder of the Group's membership being made up from other Members of the North Shadow Authority. Membership of the Senior Appointment Task and Finish Group will reflect the membership of the Senior Appointment Committee.
- 3.1.8 Each terms of reference contains:
- Purpose of the Group
  - Description of the Task to be completed
  - Key Activities and Outcomes Sought
  - Key Dates
  - A description of the finished task
  - Task Group Members
  - Task Group Officers

- Details of any external support or input required
- Dependencies.

3.1.9 Once the terms of reference have been agreed, each Task and Finish Group will agree a more detailed programme and meeting dates.

3.1.10 Each Task and Finish Group will report progress, recommendations and outcomes to the Joint Implementation Executive and onto the Shadow Executive either through the Programme Director's Update or, where decisions are required, through a separate report.

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

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### **4.1 Policy**

4.1.1 None specifically.

### **4.2 Resources and Risk**

4.2.1 The terms of reference set out the internal and external / specialist resources required. It will be important for each Task and Finish Group to keep those resources under review and to set out and manage a more detailed programme so as to mitigate the risk of not achieving the outcomes or key dates specified.

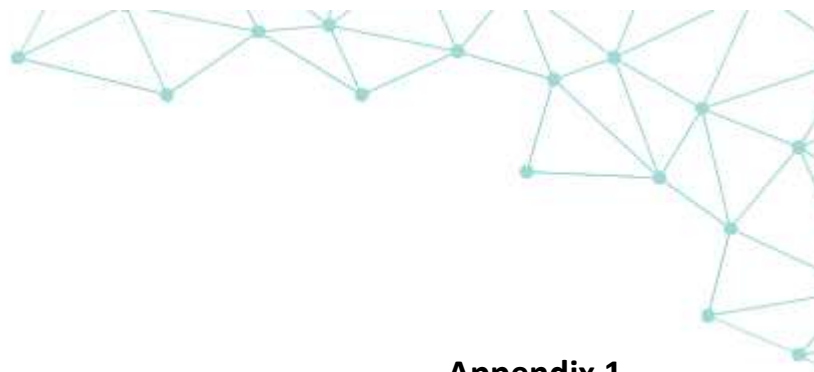
### **4.3 Legal**

4.3.1 None specifically

### **4.4 Equality and Health**

4.4.1 None specifically

**Report Author:  
Andrew Hunkin  
Enabling Lead: Legal and Democratic**

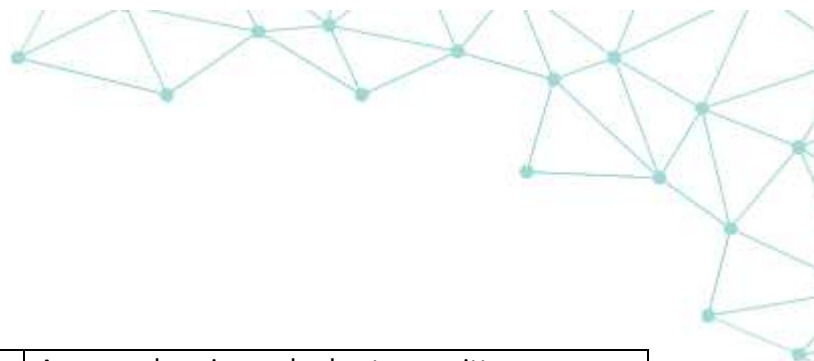


**TASK AND FINISH GROUP TERMS OF REFERENCE**

**North Shadow Authority**

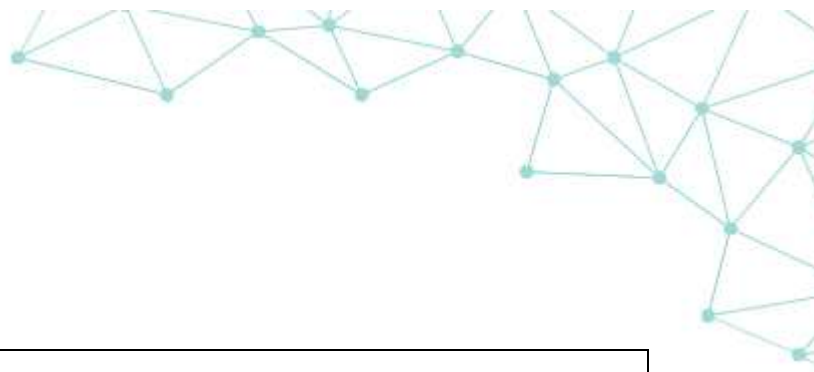
| <b>COUNCIL GOVERNANCE</b>  |  |
|--|--|
| <b>Purpose of the Group</b>  |  |
| To oversee the development and delivery of governance arrangements for both the shadow and unitary councils.   |  |
| <b>Description of the Task to be completed (Scope)</b>   |  |
| <p><b>Shadow Authority</b></p> <p>Ensure that all elements of the Structural Changes Order and associated Regulations have been implemented for the Shadow Unitary Authority. This will include: Constitution, code of conduct, members' allowances etc.</p> <p>Ensure that support and committee management system arrangements are in place, including arrangements for virtual meetings.</p> <p>Review the operation of the Shadow Authority's governance arrangements and make any necessary recommendations on amendments to the Shadow Authority.</p> <p><b>Unitary Authority</b></p> <p>Ensure that all elements of the Council's governance framework are in place. This will include: Constitution, code of conduct, members' allowances etc.</p> <p>Oversee the development of a Member training and development programme for the Unitary Authority.</p> <p>Ensure that support and committee management system arrangements are in place.</p> <p>Ensure Statutory Boards are set up with terms of reference.</p> |  |

| <b>Key Activities</b>  | <b>Outcomes Sought</b>   |
|--|--|
| Ensure that all elements of the Structural Changes Order and associated Regulations have been implemented.                         | All elements of the Structural Changes Order and associated Regulations implemented. |
| Oversee the development of a Members' Allowance Scheme for the Shadow Authority. NB this will be developed by the agreed IRP Panel | A Members' Allowance Scheme ready for adoption by the Shadow Authority               |



|  |  |
|--|--|
| Oversee the development of support and committee management system arrangements for the Shadow Authority, including arrangements for virtual meetings. | A comprehensive and robust committee management system and associated resources in place for the administration of the Shadow Authority                          |
| Review the operation of the Shadow Authority's governance arrangements and make any necessary recommendations on amendments to the Shadow Authority.   | Any amendments / improvements to the Shadow Authority's governance arrangements are made and implemented   |
| Develop all elements of the Unitary Council's governance framework. This will include: Constitution, code of conduct, members' allowances etc.         | A Constitution, code of conduct and members' allowance scheme ready for adoption at the inaugural Unitary Authority Council meeting                              |
| Oversee the development of a Member training and development programme for the Unitary Authority.  | A fully resourced and costed Member training and development programme for the Unitary Authority that can be implemented immediately after the unitary elections |
| Oversee the development of support and committee management system arrangements for the Unitary Authority.   | A comprehensive and robust committee management system and associated resources in place for the administration of the Unitary Authority                         |
| Oversee the development of terms of reference for all the Unitary Authority's Statutory Boards   | Terms of reference for all the Unitary Authority's Statutory Boards  |

|                                 |   |
|---------------------------------|---|
| <b>TIMESCALES</b>               |   |
| <b>Key dates:</b>               |   |
| May 2020                        | The Shadow Authority's Constitution   |
| May to July 2020                | The Members' Allowance Scheme for the Shadow Authority.   |
| May 2020                        | To oversee the development of support and committee management system arrangements for the Shadow Authority, including arrangements for virtual meetings. |
| October 2020                    | To review the operation of the Shadow Authority's governance arrangements.  |
| July 2020 to January 2021       | To develop all elements of the unitary council's governance framework. This will include: Constitution, code of conduct, members' allowances etc.         |
| September 2020 to February 2021 | To oversee the development of a Member training and development programme for the Unitary Authority.  |
| June 2020 to January 2021       | To oversee the development of support and committee management system arrangements for the Unitary Authority.   |
| July 2020 to January 2021       | To oversee the development of terms of reference for all the unitary authority's Statutory Boards   |
| Finish date:                    | <b>February 2021</b>  |
| <b>FREQUENCY OF MEETINGS</b>    | Monthly   |



|  |
|--|
| <b>How will we know when the Task is finished?</b> |
|--|

|  |
|--|
| All of the stipulated outcomes achieved. |
|--|

| <b>Task Group Members</b> |  |
|---------------------------|--|
|---------------------------|--|

|               |                    |
|---------------|--------------------|
| Chair:        | Cllr Tom Beattie   |
| Deputy Chair: | Cllr Helen Howell  |
| Member:       | Cllr Scott Edwards |
| Member:       | Cllr David Howes   |
| Member:       | Cllr Michael Tye   |

| <b>Task Group Officers</b> |  |
|----------------------------|--|
|----------------------------|--|

|                               |  |
|-------------------------------|--|
| Enabling Lead / Lead Officer: | Andrew Hunkin, Enabling Lead: Legal and Democratic   |
| Interim Statutory Officer:    | Monitoring Officer   |
| Support Officer:              | Mike Willis  |
| SME:                          | Paul Goult and Ben Smith – Joint Lead Democratic Services Managers   |
| SME:                          | Existing Council Monitoring Officers (as required)   |
| SME:                          | Rebecca Peck (AD to Chief Executive), Carol Mundy and Tracy Tiff (democratic services) - for training and development plan |

| <b>Any external Support or Input required</b> |  |
|---|--|
|---|--|

| <b>External Support / Input</b> | <b>Output</b> |
|---------------------------------|---------------|
|                                 |               |

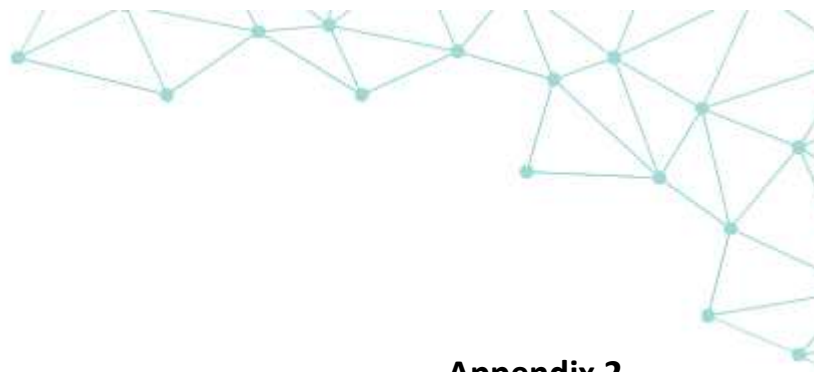
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| <b>Dependencies</b> |
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Document owner: Andrew Hunkin

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Version: 0.1



## Appendix 2

### TASK AND FINISH GROUP TERMS OF REFERENCE

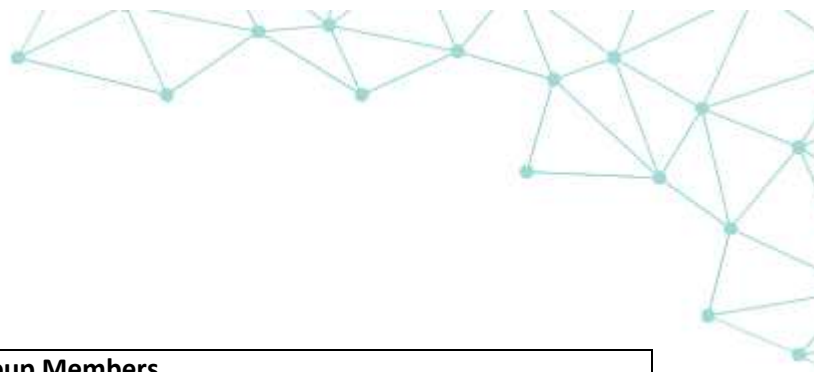
#### North Shadow Authority

| <b>COUNCIL TAX HARMONISATION</b>  |  |
|---|--|
| <b>Purpose of the Group</b>   |  |
| To develop a process whereby within an agreed period of time, council tax rates in all areas within the North Unitary Authority will become the same.   |  |
| <b>Description of the Task to be completed (Scope)</b>  |  |
| Develop a process whereby within an agreed period of time, council tax rates in all areas within North Northamptonshire will become the same. This will include developing the same Local Council Tax Support (LCTS) scheme for the whole area. |  |

| <b>Key Activities</b>  | <b>Outcomes Sought</b>   |
|--|--|
| Analysis and comparison of existing Local Council Tax support schemes, including Parish Impact.                              | Draft Local Council Tax Support Scheme for North Northamptonshire. |
| Analysis and comparison of existing District and Borough Council Tax levels, and aggregation with NCC disaggregated quantum. | Draft recommended Council Tax for North Northamptonshire.          |
| Consideration of referendum limit impact and potential phasing of harmonisation.   | Draft implementation plan.   |

|                              |   |
|------------------------------|---|
| Start date:                  | <b>May 2020</b>   |
| Key dates:                   |   |
| June 2020                    | Consideration of initial models and options.  |
| July 2020                    | Development of final option for approval.   |
| July 2020                    | Proposed Council Tax and harmonisation plan available for budget and MTFP task and finish group activity. |
| Finish Date                  | <b>August 2020</b>  |
| <b>FREQUENCY OF MEETINGS</b> |   |

|   |
|---|
| <b>How will we know when the Task is finished?</b>  |
| Harmonised Council Tax proposals will be available for the budget and MTFP task and finish group in August. |



| <b>Task Group Members</b> |                    |
|---------------------------|--------------------|
| Chair:                    | Cllr David Jenney  |
| Deputy Chair:             | Cllr Lloyd Bunday  |
| Member:                   | Cllr Paul Bell     |
| Member:                   | Cllr Lee Wilkes    |
| Member:                   | Cllr Chris Stanbra |

| <b>Task Group Officers</b>    |                           |
|-------------------------------|---------------------------|
| Enabling Lead / Lead Officer: | Barry Scarr/Audra Statham |
| Interim Statutory Officer:    | S151 Officer              |
| Support Officer:              | TBA                       |
| SME:                          | District S151 TBA         |
| SME:                          | District S151 TBA         |

| <b>Any external Support or Input required</b> |               |
|---|---------------|
| <b>External Support / Input</b>               | <b>Output</b> |
|   |               |

| <b>Dependencies</b> |
|---------------------|
|                     |

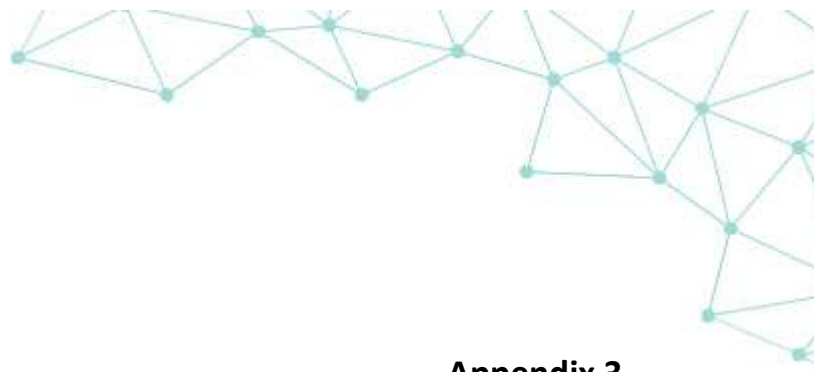
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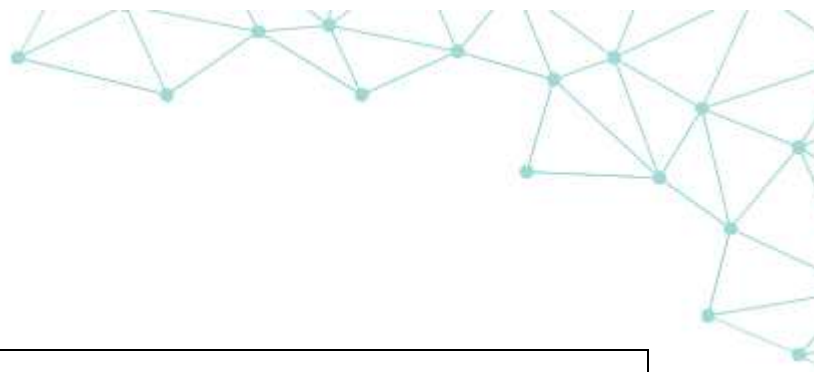
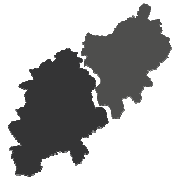
**TASK AND FINISH GROUP TERMS OF REFERENCE**

**North Shadow Authority**

| <b>BUDGET AND MEDIUM TERM FINANCIAL PLAN</b>  |
|---|
| <b>Purpose of the Group</b>   |
| To oversee the budget preparations and Medium Term Financial Plan for the North Unitary Authority.  |
| <b>Description of the Task to be completed (Scope)</b>  |
| To oversee the budget preparations and Medium Term Financial Plan for the new North Northamptonshire Council. This will include revenue budget, capital budget, the housing revenue account, collection fund and treasury management. |

| <b>Key Activities</b>  | <b>Outcomes Sought</b>                                      |
|--|---|
| Consolidate the NCC disaggregated budget and existing District and Borough baseline budgets. | Baseline net budget requirement for North Northamptonshire. |
| Model government funding and local income resources.   | Baseline resource envelope for North Northamptonshire.      |
| Adjust baseline budgets for known pressures and changes.                                     | Agree budget gap.   |
| Model future funding, spending, and income. Adjust for agreed transformation savings.        | Medium Term Financial Plan.                                 |
| Amalgamate capital Programmes.   | Capital Strategy.   |
| Amalgamate Housing Revenue Accounts.   | HRA Business Plan.  |

|                              |   |
|------------------------------|---|
| <b>Start date:</b>           | <b>August 2020</b>  |
| <b>Key dates:</b>            |   |
| August 2020                  | Develop baseline revenue budget.<br>Develop Resource base.<br>Aggregate Capital Programmes.<br>Aggregate HRA. |
| September 2020               | Agree budget gap.<br>Develop MTFP.  |
| October                      | Develop additional budget proposals – investment/savings.   |
| November 2020                | Draft Revenue Budget to Shadow Executive.   |
| <b>Finish date:</b>          | <b>November 2020</b>  |
| <b>FREQUENCY OF MEETINGS</b> |   |



**How will we know when the Task is finished?**

The draft budget and MTFP report is presented to the Shadow Executive.

**Task Group Members**

|               |                         |
|---------------|-------------------------|
| Chair:        | Cllr Ian Jelley         |
| Deputy Chair: | Cllr Graham Lawman      |
| Member:       | Cllr David Brackenbury  |
| Member:       | Cllr Alexandra Wellings |
| Member:       | Cllr Ray Beeby          |

**Task Group Officers**

|                               |                           |
|-------------------------------|---------------------------|
| Enabling Lead / Lead Officer: | Barry Scarr/Audra Statham |
| Interim Statutory Officer:    | S151 Officer              |
| Support Officer:              |                           |
| SME:                          | James Smith               |
| SME:                          | District S151 TBA         |

**Any external Support or Input required**

| External Support / Input | Output |
|--------------------------|--------|
|                          |        |

**Dependencies**

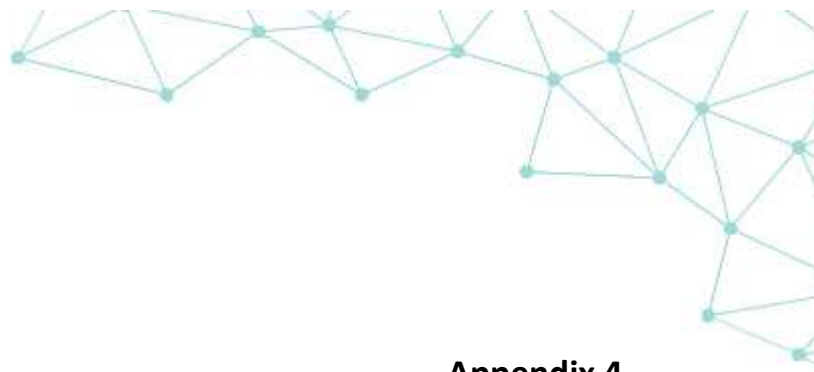
Council Tax Harmonisation Task and Finish Group.  
Disaggregation Task and Finish Group.

Document owner: Barry Scarr

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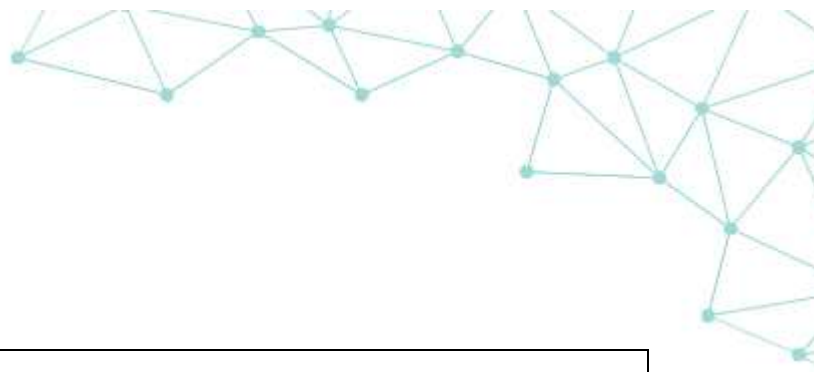
**TASK AND FINISH GROUP TERMS OF REFERENCE**

**North Shadow Authority**

| <b>SENIOR APPOINTMENTS</b>  |  |
|---|--|
| <b>Purpose of the Group</b>   |  |
| To ensure that agreed leadership structures and statutory officer appointments are in place for the North Unitary Authority.  |  |
| <b>Description of the Task to be completed (Scope)</b>  |  |
| To ensure that agreed leadership structure and statutory officer appointments are in place for the North Unitary Authority, including overseeing the permanent appointments process for statutory officers by the Shadow Authority. |  |

| <b>Key Activities</b>  | <b>Outcomes Sought</b>  |
|--|---|
| Support the design of role profiles and person specification documents | Agreed leadership structure in place and successful appointments made for statutory officer roles; and a clear time bound process in place to achieve this. |
| Recommend senior recruitment committee / panel for statutory roles     |   |
| Develop interview structure /format                                    |   |
| Develop and agree interview questions and presentation titles          |   |
| Develop and agree interview questions and presentation titles          |   |

|                              |   |
|------------------------------|---|
| <b>Key dates:</b>            |   |
| May 2020                     | Agreed role descriptions for statutory officers   |
| June 2020                    | Identification of senior recruitment committee / panels for statutory roles.  |
| June 2020                    | Agree selection process.  |
| June 2020                    | Develop interview questions and other selection tools for statutory roles.  |
| June /July 2020              | Develop recommendations for other senior roles within the structure and clear timeline to progress recruitment and selection for these. |
| Finish date:                 | <b>December 2020</b>  |
| <b>FREQUENCY OF MEETINGS</b> |   |



**How will we know when the Task is finished?**

Statutory Officer roles successfully appointed by December 2020. Leadership structure has been agreed and recruitment plan developed for other non- statutory officer senior roles.

**Task Group Members (same Members as on the Senior Appointments Committee)**

|               |                               |
|---------------|-------------------------------|
| Chair:        | CLlr Martin Griffiths         |
| Deputy Chair: | CLlr Lesley Thurland          |
| Member:       | CLlr Annabel de Capell-Brooke |
| Member:       | CLlr Jean Addison             |
| Member:       | CLlr Barbara Jenney           |

**Task Group Officers**

|                               |                                      |
|-------------------------------|--------------------------------------|
| Enabling Lead / Lead Officer: | Marie Devlin-Hogg, Enabling Lead: HR |
| Interim Statutory Officer:    | Chief Executive                      |
| Support Officer:              |                                      |
| SME:                          |                                      |
| SME:                          |                                      |

**Any external Support or Input required**

| External Support / Input  | Output  |
|---|---|
| Penna for executive Search and Select support for statutory senior roles. | Wide pool of high calibre candidates put forward for selection process. |

**Dependencies**

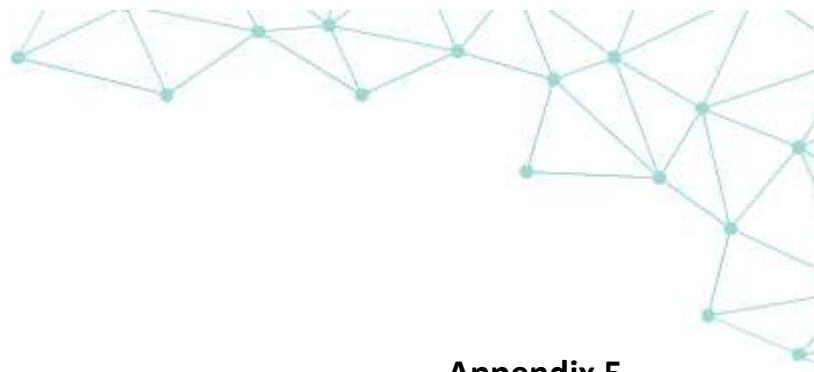
Vision and Culture Task and Finish Group.

Document owner: Marie Devlin-Hogg

Draft published: 6 May 2020

Approved:

Version: 0.1



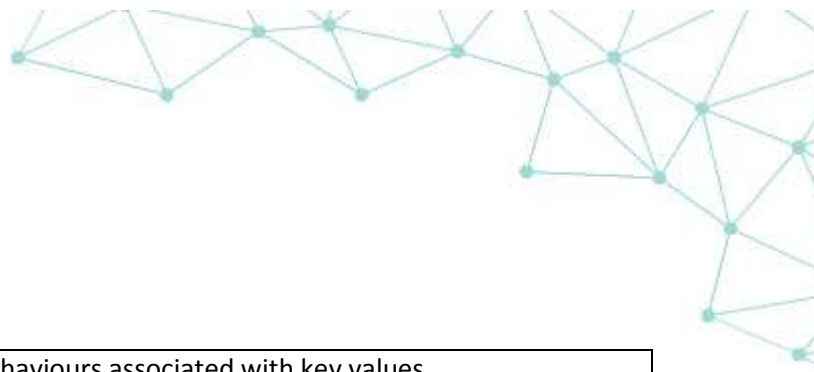
## TASK AND FINISH GROUP TERMS OF REFERENCE

### North Shadow Authority

| <b>VISION AND CULTURE</b>  |  |
|--|--|
| <b>Purpose of the Group</b>  |  |
| To establish a high level vision and values statement for the North Unitary Authority.   |  |
| <b>Description of the Task to be completed (Scope)</b>   |  |
| To establish a high level vision and values statement for the North Unitary Authority, working with external support and the permanent CEO and Statutory Officers. |  |

| <b>Key Activities</b>  | <b>Outcomes Sought</b>  |
|--|---|
| Engagement Session with members and Head of Paid Service to identify key values; reviewing work on values in January 2019. | Develop new blueprints for overarching vision statement and set of harmonised values and behaviours for the new authority.  |
| Review of key values against prospectus for change key principles.   |   |
| Engagement / focus groups with existing staff across the Sovereign Councils.   |   |
| Develop and agree overarching new vision for the new authority.  |   |
| Develop a set of high level values that reflects the vision.   |   |
| Identify and agree expected behaviours that support vision and values.   |   |
| Agree communication of vision and values as part of the on-boarding process.   | Vision and values an integral part of the TUPE induction / on-boarding process where high level values are understood by employees and prospective new employees. |

|                |  |
|----------------|--|
| Start date:    | <b>July 2020</b>   |
| Key dates:     |  |
| July 2020      | T&FG Engagement session to map out plan and key requirements and outcome.                      |
| August 2020    | Review previous work on vision and values.   |
| September 2020 | Focus groups with members to explore and identify overarching vision statement and key values. |



|                              |   |
|------------------------------|---|
| October 2020                 | Identify a set of behaviours associated with key values.                              |
| November / December          | Explore vision statement, key values and behaviours with existing staff focus groups. |
| January / February 2021      | Agree vision statement, high level values and behaviours for new authority.           |
| Finish date:                 | <b>February 2021</b>  |
| <b>FREQUENCY OF MEETINGS</b> |   |

**How will we know when the Task is finished?**

The authority will have high level vision statement and values agreed; with a set of behaviours that support these.

**Task Group Members**

|               |                       |
|---------------|-----------------------|
| Chair:        | Cllr Russell Roberts  |
| Deputy Chair: | Cllr Martin Griffiths |
| Member:       | Cllr Ken Harrington   |
| Member:       | Cllr Kevin Watts      |
| Member:       | Cllr John Farrar      |

**Task Group Officers**

|                               |                   |
|-------------------------------|-------------------|
| Enabling Lead / Lead Officer: | Marie Devlin-Hogg |
| Interim Statutory Officer:    | Chief Executive   |
| Support Officer:              |                   |
| SME:                          |                   |
| SME:                          |                   |

**Any external Support or Input required**

| External Support / Input | Output |
|--------------------------|--------|
|                          |        |

**Dependencies**

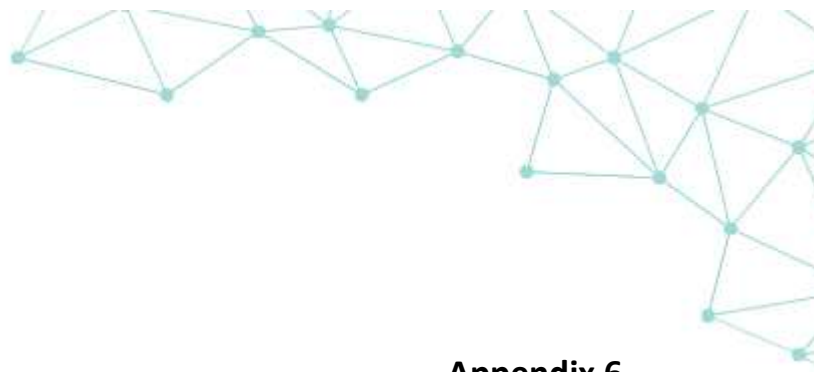
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Approved:

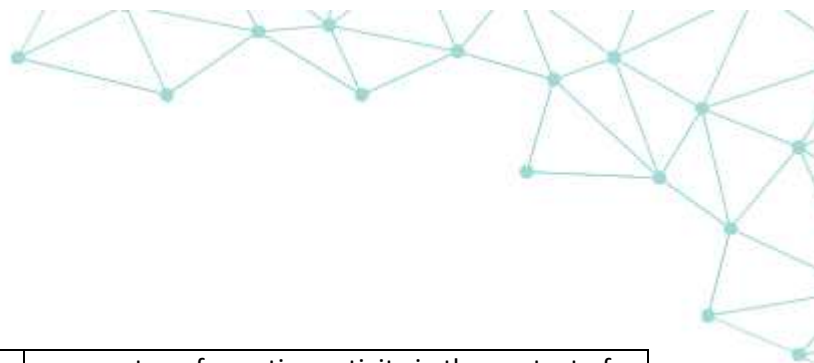
Version: 0.1



## TASK AND FINISH GROUP TERMS OF REFERENCE

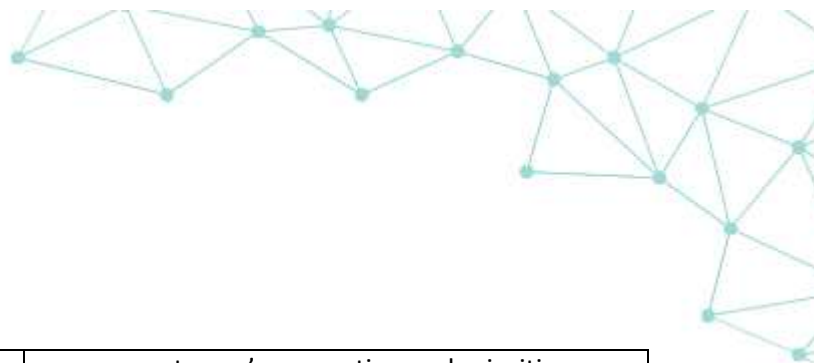
### North Shadow Authority

| <b>TRANSFORMATION</b>  |   |
|--|---|
| <b>Purpose of the Group</b>  |   |
| To develop a transformation programme to drive transformation that's embedded in officers' and members' day jobs in the new organisation.  |   |
| <b>Description of the Task to be completed (Scope)</b>   |   |
| <p>The members will receive and consider updates on transformation activity underway (The Plus) leading up to Vesting Day. They will work as a group to develop priorities based upon better outcomes for communities and to maximise value for money, putting forward recommendations to the Shadow Executive.</p> <p>Elected members, with senior officers, will be encouraged to undertake an assessment of their future organisation based on current data and intelligence to consider Place and the role of the Authority in recommending priority areas for transformation and how that can be augmented through digital and technology making it easier for residents to do business with the Council and support the workforce to work in more agile ways.</p> <p>This group will link closely with the Vision and Culture Task and Finish Group and the outcomes and priorities for the Council Strategy considering recommendations for greater self-reliance over time through revenue generation, thus becoming less dependent upon Government funding.</p> <p>The group will consider service demand and how this can be better managed by gaining a good understanding of causes of cost in demand lead services and participate in the development of strategies to reduce demand. This also includes considering and making recommendations on priorities and where services are no longer relevant and need to cease in order to prioritise resources into areas that are most relevant to communities and businesses.</p> |   |
| <b>Key Activities</b>  | <b>Outcomes Sought</b>  |
| To maintain oversight of progress on the 'plus' opportunities in the lead up to vesting day through regular updates from the programme and corporate directors where relevant.   | <ul style="list-style-type: none"> <li>• To build a clear understanding of the transformation opportunities and the activities that may be underway.</li> <li>• To consider priorities and sequencing of</li> </ul> |



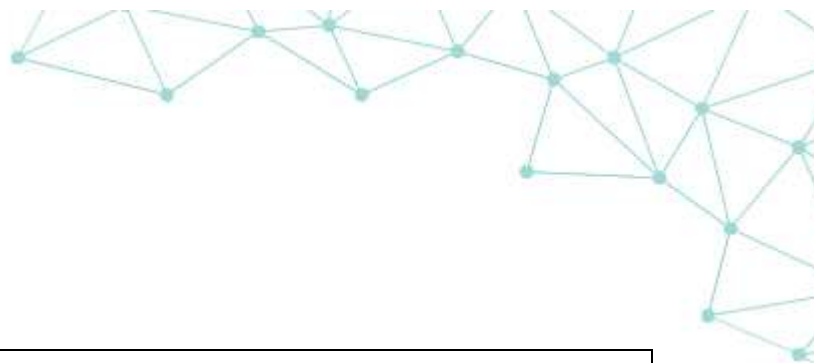
|  |   |
|--|---|
|  | <p>transformation activity in the context of ensuring safe and legal first.</p> <ul style="list-style-type: none"> <li>To provide context in relation to the local demographics and priorities for areas of high priority in the North.</li> </ul>  |
| <p>Review demographic, economic data and value for money data to evaluate the priorities and help to build a profile of post vesting day priorities in the North.</p>  | <ul style="list-style-type: none"> <li>The ability to measure the impact of services to residents and prioritise in light of securing better outcomes in the North.</li> <li>A clear understanding of where better value for money can be secured through the redesign of services using technology to transform and reduce unit costs and free up resources to focus on value add activities that improve customer service.</li> </ul>   |
| <p>To consider and develop placed based proposals to ensure that outcomes and outcome variations are fully understood through data and intelligence. Identify priorities for the new Council as a system leader to work with health partners, Town and Parish Councils, the voluntary sector and community groups to champion outcomes for residents and close the gap in health, education and employment outcomes.</p> | <ul style="list-style-type: none"> <li>Create a high level strategy to close the outcome gap in the most deprived communities within North Northamptonshire.</li> <li>Set out a road map to close the gap in outcomes for health, education, housing, employment and skills.</li> <li>Develop a methodology for working with partners to take forward a place based transformative approach that closes the gap and improves the life chances of all North Northamptonshire residents.</li> </ul> |
| <p>To receive and consider service demand data and the underlying causes of demand on both front line services and back office impact.</p>   | <ul style="list-style-type: none"> <li>To work with officers to have oversight on the approaches to reduce demand wherever the demand is avoidable and does not add value to residents.</li> <li>To oversee the development of a priority order for transformational change in the way services are delivered to residents.</li> <li>To develop a clear understanding and priorities for reducing transactional unit costs through the role out of digital transformation.</li> </ul>             |
| <p>To consider from the residents' perspective the longer term vision for 21<sup>st</sup> century local authority service delivery.</p>  | <ul style="list-style-type: none"> <li>To oversee the creation of a transformation blueprint for customer service for the north that differentiates the North Northamptonshire from traditional service delivery methods.</li> <li>To identify services that are no longer relevant and could be de-commissioned in order to prioritise resources in the areas that provide the biggest impact on</li> </ul>  |





|  |   |
|--|---|
|  | customer's perception and priorities through the use of technology to transform service delivery.   |
| To consider how organisational capacity, behaviours and culture impact positively or negatively upon the ability of the organisation to drive transformational activities at pace. | <ul style="list-style-type: none"> <li>To contribute to the work of the culture task and finish group.</li> <li>To develop a transformation programme governance structure and programme resource plan that supports North Northamptonshire to drive transformation that's embedded in officers' and members' day jobs in the new organisations.</li> </ul> |

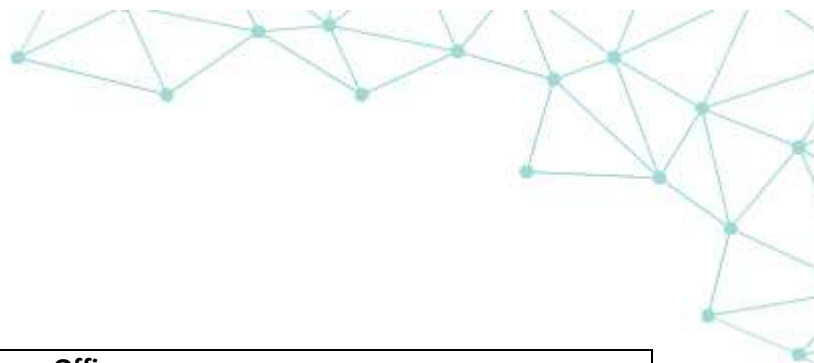
|                    |   |
|--------------------|---|
| Start date:        | <b>June 2020</b> , to agree the terms of reference and ensure all the task group members are familiar with purpose of the group and the approach that it will be taking.  |
| Key dates:<br>July | Baseline data established.<br><br>Priorities for the group established<br><br>Transformation Highlight Reports commence to be provided by-monthly on existing activities.   |
| August             | <b>Demand analysis</b> undertaken and opportunities identified.<br><br>Run a partner workshop to consider inequalities across North Northamptonshire aimed at developing a shared understanding of impact of outcomes and how partners can work together in the future to improve outcomes.   |
| September          | Transformation blueprint for the North at draft level for consideration by the North Shadow Executive.<br><br>Transformation highlight reports considered.  |
| October            | Resource plans for the transformation programme drafted for approval together with a programme governance structure for the new North unitary to oversee the transformation programmes and plans.<br><br>Undertake joint task group meeting to consider co-dependencies for West.<br><br>Transformation highlight reports considered. |
| November           | Transformation working group outputs feed into the blueprint work for the new north unitary council.<br><br>Transformation and Governance plans submitted to North Shadow Executive for approval.   |
| December           | Roadmap for transformation in the North unitary established.  |



|                              |   |
|------------------------------|---|
|                              | Transformation highlight reports considered.  |
| January                      | Risk analysis and mitigations strategy developed to ensure the plans for transformation are robust and prioritised.   |
| February                     | Joint meeting of North and West Member Task and Fish Groups to consider impact and opportunities across the system within Northamptonshire.<br><br>Transformation highlight reports considered. |
| March                        | Review of outputs and outcomes of the task and finish group with recommendations report for North Shadow Executive to consider.   |
| Finish date:                 | <b>April 2021</b> (It may be necessary that the role of the transformation member task and finish group continues beyond this date).  |
| <b>FREQUENCY OF MEETINGS</b> |   |

|  |
|--|
| <b>How will we know when the Task is finished?</b>   |
| <p>Members will have ownership and understanding of the priorities for transformation.</p> <p>There will be a clear road map for the future transformation plans that's built into the North's blueprint, strategic plans and operational activities.</p> <p>There is a methodology for working across partners to improve outcomes for residents in the most deprived communities in North Northamptonshire.</p> <p>Governance of future transformation programmes will be determined and ready to be implemented in the new organisation.</p> <p>Members will be clear about co-dependencies and shared opportunities with the West.</p> <p>The risks and issues with mitigations will be fully understood and owned at political level.</p> <p>Members will be fully engaged in and have a clear understanding of the 'plus' transformation activities and outcomes prior to vesting day and what will not be delivered by vesting day.</p> |

| <b>Task Group Members</b> |                               |
|---------------------------|-------------------------------|
| Chair:                    | Cllr. Steven North            |
| Deputy Chair:             | Cllr. Brian Skittrall         |
| Member:                   | Cllr. Mike Tebbutt            |
| Member:                   | Cllr. Glenvil Greenwood-Smith |
| Member:                   | Cllr. Ruth Groome             |



| <b>Task Group Officers</b>    |                                  |
|-------------------------------|----------------------------------|
| Enabling Lead / Lead Officer: | Paul Helsby, Programme Director  |
| Interim Statutory Officer:    | Chief Executive                  |
| Support Officer:              | Elaine Davies                    |
| SME:                          | Cheryl Doran, Enabling Lead: ICT |

| <b>Any external Support or Input required</b>                     |  |
|---|--|
| <b>External Support / Input</b>                                   | <b>Output</b>  |
| Public Health Consultant/Director                                 | Provides the expertise to identify and prioritise the improvement of health outcomes.  |
| Adult Social Care Senior Management and Newton Europe Consultants | Share knowledge and expertise to inform wider planning and priorities for North Northamptonshire.  |
| Business Intelligence and Data Analyst                            | Create a data led understanding of the causes relating to poor outcomes across the key demographic groups in North Northamptonshire providing the task and finish groups with key intelligence.      |
| Programme Director  | Provide the interface between programme and members to facilitate discussions on the current activities and the future planning.   |
| ICT Enabler   | To ensure the group is well briefed on technological solutions that can facilitate transformation.   |
| Service Directors as required                                     | To provide updates in key transformation activities.   |
| Relevant Programme Managers relation to the above                 | As required to help inform content and outputs and any considerations for members of the group on the programmes of work, particularly where this is cross cutting such as back office and customer. |

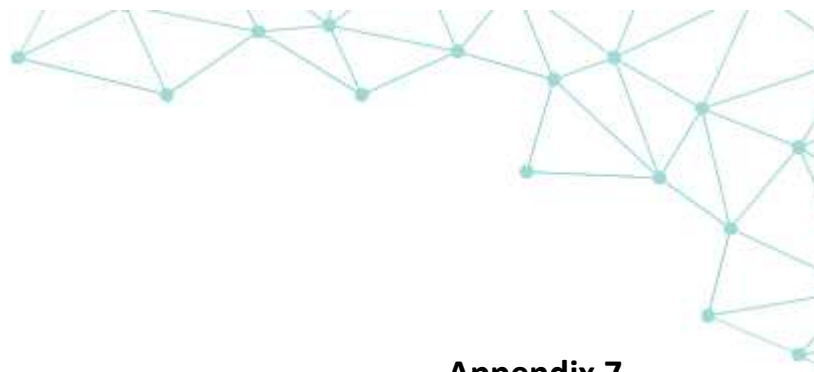
| <b>Dependencies</b>                       |
|---|
| Vision and Culture Task and Finish Group. |

Document owner: Paul Helsby – Programme Director

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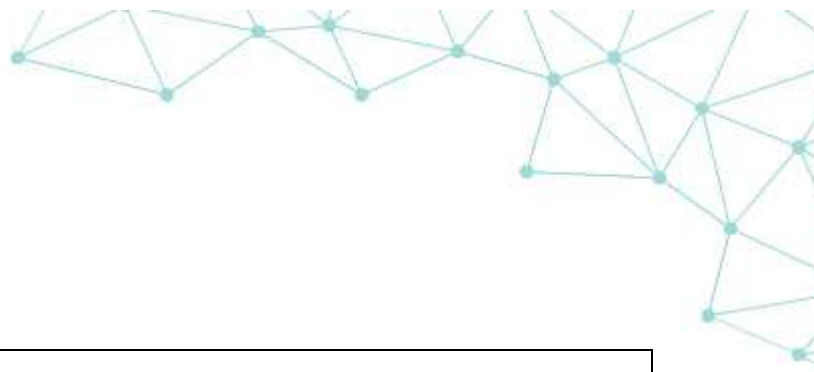
## TASK AND FINISH GROUP TERMS OF REFERENCE

### North Shadow Authority

| <b>CIVIC FUNCTIONS</b>  |
|---|
| <b>Purpose of the Group</b>   |
| To develop the necessary Consequential Order(s), and any other procedures required to ensure that civic and ceremonial arrangements are transferred to the North Unitary Authority.   |
| <b>Description of the Task to be completed (Scope)</b>  |
| Oversee the development of the necessary Consequential Order(s), and any other procedures required to ensure that all the necessary Civic and Ceremonial arrangements are transferred and in place for the North Unitary Authority. |

| <b>Key Activities</b>   | <b>Outcomes Sought</b>  |
|---|---|
| Determine what needs to be included within the Consequential Order(s).  | Clarity on what will be included in the Consequential Order(s).   |
| Determine any other procedures required outside of the Consequential Order(s) to ensure that all the necessary Civic and Ceremonial arrangements are transferred. | Clarity on any other procedures to ensure that all the necessary Civic and Ceremonial arrangements are transferred. |
| Oversee the development of the Consequential Order(s) (Requires considerable input from MHCLG).   | A Consequential Order that has received Government approval.  |
| Develop any other procedures required outside of the Consequential Order(s) to ensure that all the necessary Civic and Ceremonial arrangements are transferred.   | Procedures in place to ensure all the necessary Civic and Ceremonial arrangements are transferred.                  |

| <b>TIMESCALES</b>              |   |
|--------------------------------|---|
| <b>Key dates:</b>              |   |
| June to August 2020            | What needs to be included within the Consequential Order(s).  |
| June to September 2020         | Any other procedures required to ensure that all the necessary Civic and Ceremonial arrangements are transferred.         |
| September 2020 to January 2021 | Development of the Consequential Order(s) .   |
| October to December 2020       | Develop any other procedures required to ensure that all the necessary Civic and Ceremonial arrangements are transferred. |



|                              |                     |
|------------------------------|---------------------|
| Finish date:                 | <b>January 2021</b> |
| <b>FREQUENCY OF MEETINGS</b> |                     |

|  |
|--|
| <b>How will we know when the Task is finished?</b>   |
| A Consequential Order(s) that has been approved by Government is in place.   |
| Any other procedures required to ensure that all the necessary Civic and Ceremonial arrangements are transferred are in place. |

| <b>Task Group Members</b> |                              |
|---------------------------|------------------------------|
| Chair:                    | Cllr Tom Partridge-Underwood |
| Deputy Chair:             | Cllr Colin Wright            |
| Member:                   | Cllr Jon-Paul Carr           |
| Member:                   | Cllr Chris Smith-Haynes      |
| Member:                   | Cllr Elayne Francis          |

| <b>Task Group Officers</b>    |  |
|-------------------------------|--|
| Enabling Lead / Lead Officer: | Andrew Hunkin, Enabling Lead: Legal and Democratic                   |
| Interim Statutory Officer:    | Monitoring Officer   |
| Support Officer:              | Mike Willis  |
| SME:                          | Existing Councils' democratic services staff and monitoring officers |

| <b>Any external Support or Input required</b> |  |
|---|--|
| <b>External Support / Input</b>               | <b>Output</b>  |
| MHCLG Lawyers.                                | A completed Consequential Order(s).  |
| Other government departments.                 | The General Regulations can be quite vague in place and need input and agreement from some government departments. |

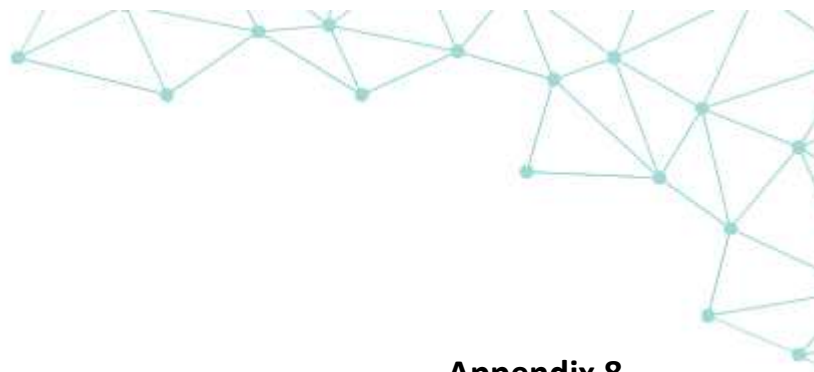
| <b>Dependencies</b>   |
|---|
| Need to work closely with the West Civil Functions Task and Finish Group. |

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## TASK AND FINISH GROUP TERMS OF REFERENCE

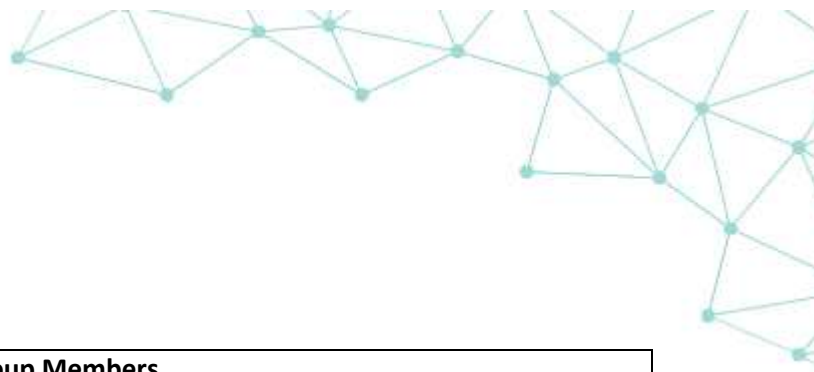
### North Shadow Authority

| <b>EQUALITIES</b>   |
|---|
| <b>Purpose of the Group</b>   |
| To oversee the development of an equalities framework for the Unitary Authority, its services and functions, staff and Members.   |
| <b>Description of the Task to be completed (Scope)</b>  |
| Oversee the development of an equalities framework for the Unitary Authority, its services and functions, staff and Members by bringing together and refining the existing policies from all eight constituent authorities and developing new policies as appropriate for the new organisation. |

| <b>Key Activities</b>  | <b>Outcomes Sought</b>                                    |
|--|---|
| To identify and review all the existing equality policies.   | A comprehensive picture of all current equality policies. |
| From the review of the existing policies develop new policies as appropriate for the new organisation. | An equalities framework for the Unitary Authority.        |

| <b>TIMESCALES</b>            |   |
|------------------------------|---|
| <b>Key dates:</b>            |   |
| July to August 2020          | Identify and review all existing equality policies.           |
| September to November 2020   | Develop new policies as appropriate for the new organisation. |
| Finish date:                 | <b>November 2020</b>  |
| <b>FREQUENCY OF MEETINGS</b> | Monthly.  |

| <b>How will we know when the Task is finished?</b> |
|--|
| A new equality framework will be in place.         |



| <b>Task Group Members</b> |                              |
|---------------------------|------------------------------|
| Chair:                    | Cllr Tom Partridge-Underwood |
| Deputy Chair:             | Cllr Colin Wright            |
| Member:                   | Cllr John-Paul Carr          |
| Member:                   | Cllr Chris Smith-Haynes      |
| Member:                   | Cllr Elayne Francis          |

| <b>Task Group Officers</b>    |   |
|-------------------------------|---|
| Enabling Lead / Lead Officer: | Andrew Hunkin, Lead Enabler: Legal and Democratic                                 |
| Interim Statutory Officer:    | Monitoring Officer  |
| Support Officer:              | Mike Willis   |
| SME:                          | An existing officer with significant knowledge and experience of equality matters |

| <b>Any external Support or Input required</b> |               |
|---|---------------|
| <b>External Support / Input</b>               | <b>Output</b> |
|   |               |

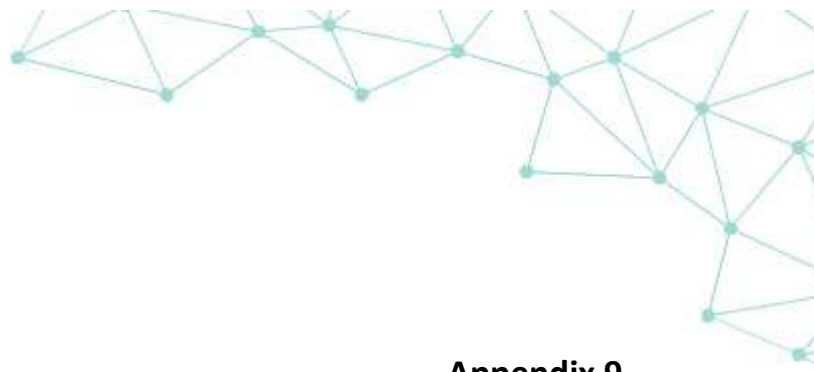
| <b>Dependencies</b> |
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Version: 0.1



## TASK AND FINISH GROUP TERMS OF REFERENCE

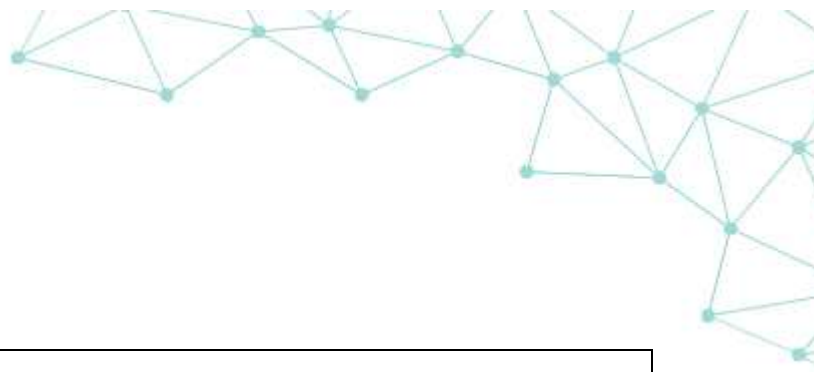
### North Shadow Authority

| <b>DISAGGREGATION</b>   |
|---|
| <b>Purpose of the Group</b>   |
| To determine how Northamptonshire County Council services and their related budgets will be split to the new unitary authorities.   |
| <b>Description of the Task to be completed (Scope)</b>  |
| The identification of services and their related budgets currently provided by Northamptonshire County Council, and how these services and budgets are split in principle to the new North and West Northamptonshire Unitary Councils. This will include revenue budgets, capital budgets, the collection fund, Housing revenue accounts, and all balance sheet assets and liabilities. |

| <b>Key Activities</b>   | <b>Outcomes Sought</b>  |
|---|---|
| Splitting Northamptonshire County Council's services budgets between North and West.  | Agreed geographic allocation of existing NCC service budgets.   |
| Splitting Northamptonshire County Council's non service budget between North and West, for example Treasury Management and Contingencies. | Agreed geographic allocation of existing NCC non service budgets.   |
| Splitting Northamptonshire County Council's balance sheet between North and West, including loans and reserves.                           | Agreed geographic allocation of NCC assets and liabilities.   |
| Splitting Northamptonshire County Council's capital strategy between North and West.  | Agreed geographic allocation of NCC Capital Strategy.   |
| Aggregating existing District and Borough figures into disaggregated NCC budget.  | Baseline Revenue Budget, Capital Strategy, Balance Sheet, Collection Fund and Housing Revenue Account for the North Shadow Authority. |

|             |  |
|-------------|--|
| Start date: | <b>May 2020</b>  |
| Key dates:  |  |
| May 2020    | Review work done so far and agree principles.                                  |
| June 2020   | Review and refine disaggregation models.                                       |
| July 2020   | Propose final disaggregated budgets for Budget and MTFP task and finish group. |





|                              |                  |
|------------------------------|------------------|
| Finish date:                 | <b>July 2020</b> |
| <b>FREQUENCY OF MEETINGS</b> |                  |

**How will we know when the Task is finished?**

The disaggregation of the County Councils; budget and balance sheet into North and West versions will be agreed. Baseline budgets, balance sheets, Housing Revenue Accounts and Collection Funds will be agreed for the North Shadow Authority and passed to the Budget and MTFP Task and Finish Groups.

**Task Group Members**

|               |                     |
|---------------|---------------------|
| Chair:        | Cllr Jason Smithers |
| Deputy Chair: | Cllr Andy Mercer    |
| Member:       | Cllr David Sims     |
| Member:       | Cllr Cliff Moreton  |
| Member:       | Cllr Matt Keane     |

**Task Group Officers**

|                               |                  |
|-------------------------------|------------------|
| Enabling Lead / Lead Officer: | Barry Scarr      |
| Interim Statutory Officer:    | S151 Officer     |
| Support Officer:              | TBA              |
| SME:                          | James Smith      |
| SME:                          | Debbie Middleton |

**Any external Support or Input required**

| <b>External Support / Input</b> | <b>Output</b> |
|---------------------------------|---------------|
|                                 |               |

**Dependencies**

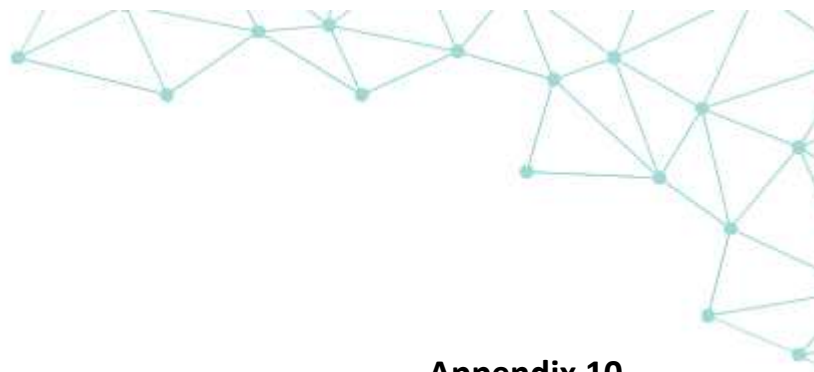
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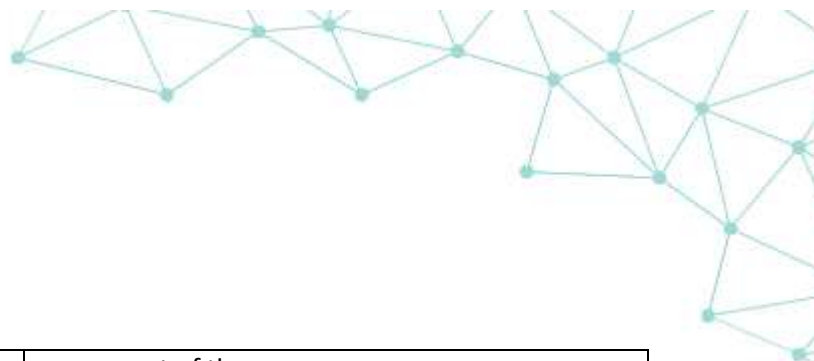


**TASK AND FINISH GROUP TERMS OF REFERENCE**

**North Shadow Authority**

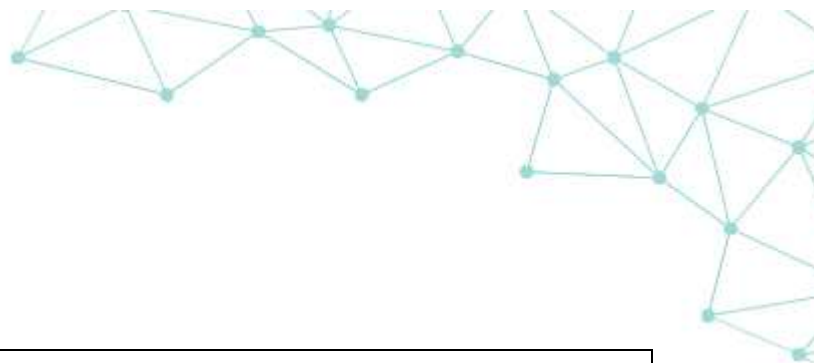
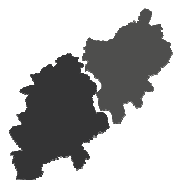
| <b>COMMUNICATIONS AND ENGAGEMENT</b>   |  |
|--|--|
| <b>Purpose of the Group</b>  |  |
| <p>To:</p> <ul style="list-style-type: none"> <li>oversee delivery of the communications and engagement activity in the Future Northants programme.</li> <li>develop visual identities for the North Shadow Authority and for the North Northamptonshire Council.</li> </ul>   |  |
| <b>Description of the Task to be completed (Scope)</b>   |  |
| <p><b><u>Communications and Engagement</u></b></p> <ul style="list-style-type: none"> <li>To support the communications group in delivering communications and engagement plans that meet all statutory and supplementary requirements.</li> <li>To ensure the strategy remains fit for purpose throughout the programme.</li> <li>To provide feedback from the wider membership on the effectiveness of the communications activity and help to shape future delivery.</li> <li>To oversee communications and engagement plans, to support the communications and engagement group on delivering activity, to participate in engagement activity where appropriate, to encourage others to participate in engagement activity, to assess feedback from communications and engagement activity.</li> </ul> <p><b><u>Visual identity</u></b></p> <ul style="list-style-type: none"> <li>To support the communications group in developing a shadow visual identity for the North Shadow Authority and for the North Northamptonshire Council.</li> <li>To oversee a development plan, to provide feedback on designs presented and to help develop a recommendation on a preferred option for the North unitary authority.</li> </ul> |  |

| <b>Key Activities</b>  | <b>Outcomes Sought</b>                                   |
|--|--|
| <b>Communications</b>  |  |
| Review and agree revised communications approach including timings and channels. | Agreed approach to communications with all stakeholders. |
| Support the operational delivery of  | Communications activity carried out with the             |



|   |   |
|---|---|
| communications activity.  | agreement of the group.   |
| <b>Engagement</b>   |   |
| Review and agree revised engagement approach including timings and channels.  | Agreed approach to engagement with all stakeholders.  |
| Communicate and engage with members on the revised approach.  | Members engaged in process.   |
| Support the operational delivery of engagement activity by communicating with fellow members and other stakeholders the opportunities available to take part. | All agreed stakeholders engaged in process.   |
| <b>Visual identity</b>  |   |
| Review and agree visual identity strategy and recommendations for implementation.   | Agreed strategy on developing visual identity<br>Agreed implementation plan.                    |
| Review and agree visual identity specification.   | Agreed spec to enable development of visual identity.   |
| Initial designs reviewed.   | Preferred options agreed ready for stakeholder testing.   |
| Support test design with stakeholders.  | Meaningful feedback gathered on the preferred options to enable further development of designs. |
| Agree preferred option.   | Preferred option agreed to take to JIE and shadow authority for approval.                       |
| Agree finalised design following feedback from JIE and shadow authority.  | Sign off design.  |

|                              |   |
|------------------------------|---|
| <b>Communications</b>        |   |
| Start date:                  | <b>May 2020</b>   |
| <b>Key dates:</b>            |   |
| May 2020                     | Establish communications and engagement task and finish group with agreed scope and Terms of Reference.   |
| May 2020 – Mar 2021          | Updates to agreed stakeholders on unitary programme progress as per an agreed plan, including: <ul style="list-style-type: none"> <li>• Shadow set up, meetings, outcomes, etc.</li> <li>• Appointments – interim and permanent</li> <li>• Budget development</li> <li>• Disaggregation work</li> <li>• Council Tax setting</li> <li>• Elections</li> <li>• Development of staff policies and procedures</li> <li>• Day One readiness.</li> </ul> |
| Finish date:                 | <b>March 2021</b>   |
| <b>FREQUENCY OF MEETINGS</b> | To be agreed by group   |

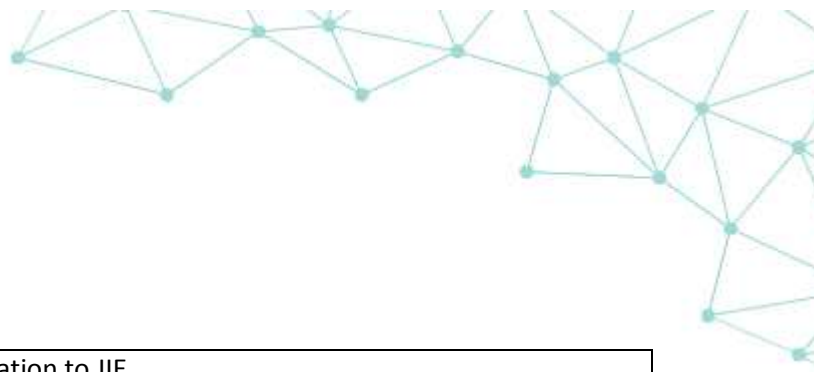


|  |
|--|
| <b>How will we know when the Task is finished?</b> |
| The communications plan is complete.               |

|                              |  |
|------------------------------|--|
| <b>Engagement</b>            |  |
| Start date:                  | <b>May 2020</b>  |
| <b>Key dates:</b>            |  |
| May 2020                     | Establish engagement task and finish group with agreed scope and Terms of Reference. |
|                              | Other engagement activity to be confirmed as detail becomes available.               |
| Finish date:                 | <b>March 2021</b>  |
| <b>FREQUENCY OF MEETINGS</b> | To be confirmed by group.  |

|  |
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| <b>How will we know when the Task is finished?</b> |
| The engagement plan is complete.                   |

|   |   |
|---|---|
| <b>Visual identity - North Shadow Authority</b>         |   |
| Start date:   | <b>May 2020</b>   |
| <b>Key dates:</b>                                       |   |
| May 2020  | Establish visual identity task and finish group with agreed scope and Terms of Reference. |
| May 2020  | Agree visual identity spec with task and finish group.                                    |
| June 2020   | Present designs to and agree preferred option with task and finish group.                 |
| June 2020   | Tweak design.   |
| July 2020   | Make recommendation to JIE.   |
| July 2020   | Make recommendation to Shadow Executive.  |
| July/ August 2020                                       | Finalise logo design and visual identity guidelines.                                      |
| August 2020   | Start new visual identity implementation.   |
| Finish date:  | <b>January 2021</b>   |
| <b>FREQUENCY OF MEETINGS</b>                            | To be confirmed by group.   |
| <b>Visual identity – North Northamptonshire Council</b> |   |
| Start date:   | <b>May 2020</b>   |
| <b>Key dates:</b>                                       |   |
| May 2020  | Establish visual identity task and finish group with agreed scope and Terms of Reference  |
| May 2020  | Agree visual identity spec with task and finish group                                     |
| June 2020   | Present initial designs to task and finish group  |
| June 2020   | Test designs with stakeholders  |
| September 2020  | Agree preferred option with task and finish group   |



|                              |   |
|------------------------------|---|
| October 2020                 | Make recommendation to JIE                          |
| November 2020                | Make recommendation to Shadow Executive             |
| December 2020                | Finalise logo design and visual identity guidelines |
| January 2021                 | Start new visual identity implementation            |
| Finish date:                 | <b>January 2021</b>                                 |
| <b>FREQUENCY OF MEETINGS</b> | To be confirmed by group                            |

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|--|
| <b>How will we know when the Task is finished?</b> |
| Visual identity agreed for implementation.         |

| <b>Task Group Members</b> |                        |
|---------------------------|------------------------|
| Chair:                    | Cllr. Martin Griffiths |
| Deputy Chair:             | Cllr. Russell Roberts  |
| Member:                   | Cllr. Barry Graves     |
| Member:                   | Cllr. Harriet Pentland |
| Member:                   | Cllr. Keli Watts       |

| <b>Task Group Officers</b>    |   |
|-------------------------------|---|
| Enabling Lead / Lead Officer: | Louise Spolton, Lead Enabler: Communications and Engagement   |
| Interim Statutory Officer:    | Chief Executive   |
| Support Officer:              | Rachel Hand, Project Manager - Visual Identity<br>Becky Hutson, deputy enabler – comms and engagement |
| SME:                          | Guy Holloway, comms lead, Kettering Borough Council   |
| SME:                          | Chris Wykes, comms lead, East Northamptonshire Council  |
| SME:                          | Engagement/ consultation officer, Northamptonshire County Council                                     |

| <b>Any external Support or Input required</b> |                    |
|---|--------------------|
| <b>External Support / Input</b>               | <b>Output</b>      |
| Possible external graphic design resource     | Visual identity    |
| Possible engagement resource                  | Engagement support |

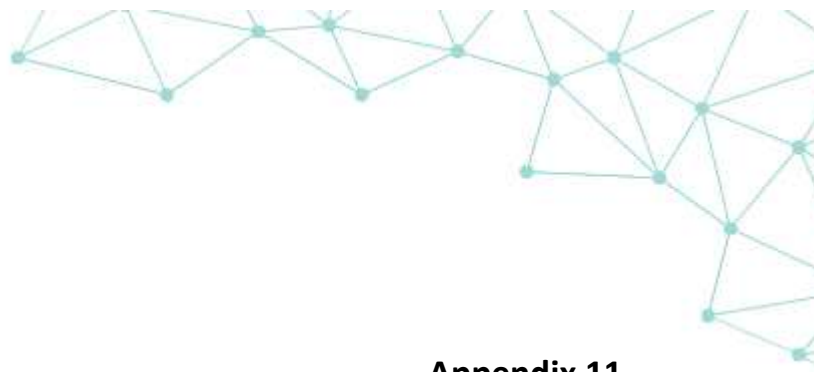
|                     |
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| <b>Dependencies</b> |
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Document owner: Louise Spolton

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Approved: DATE

Version: 0.2



**TASK AND FINISH GROUP TERMS OF REFERENCE**

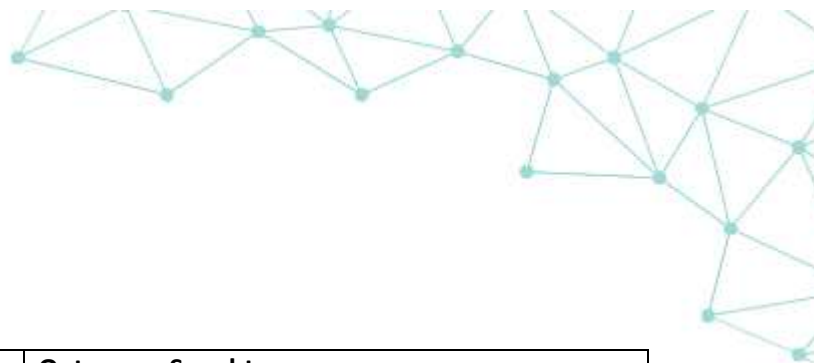
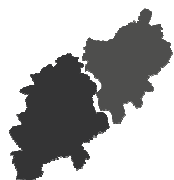
**North Shadow Authority**

|   |
|---|
| <b>DAY ONE ACCOMMODATION</b>  |
| <b>Purpose of the Group</b>   |
| To ensure the unitary authority has the required accommodation to meet its safe and legal responsibilities from Day One.  |
| <b>Description of the Task to be completed (Scope)</b>  |
| <b>NORTH AUTHORITY ACCOMMODATION</b>  |
| To ensure the North Unitary Authority has the required accommodation to meet its Safe and Legal responsibilities from Day One, incorporating Base and Service Office locations.   |
| <b>MEMBERS' ACCOMMODATION (FULL COUNCIL MEETING)</b>  |
| To ensure the North Unitary Authority has the required accommodation so it can meet its Safe and Legal Democratic obligations for Members, incorporating Full Council Meetings (including Shadow Council meetings if required). |

| <b>Key Activities</b>                 | <b>Outcomes Sought</b>                  |
|---------------------------------------|---|
| <b>North Authority Accommodation:</b> |   |
| Define Requirements                   | Agreed accommodation requirements.      |
| Define Options                        | Agreed accommodation locations.         |
| Implement                             | Implemented accommodation requirements. |

|               | <b>North Authority Accommodation</b>     |
|---------------|--|
| Start date:   | <b>1 June</b>                            |
| Key dates:    |  |
| 31 August     | Requirements defined and approved.       |
| 30 September  | Options defined, evaluated and selected. |
| 31 March 2021 | Solutions implemented.                   |
| Finish date:  | <b>31 March 2021</b>                     |

|  |
|--|
| <b>How will we know when the Task is finished?</b>               |
| Accommodation requirements are in place for the North Authority. |



| Key Activities  | Outcomes Sought  |
|---|--|
| <b>Members' Accommodation:</b>  |  |
| Agree accommodation requirements for Full Council Meeting (including Shadow Authority if required). | Agreed Full Council Meetings accommodation requirements. |
| Define accommodation options.   | Agreed accommodation location.                           |
| Implement.  | Set up Full Council Meeting accommodation.               |

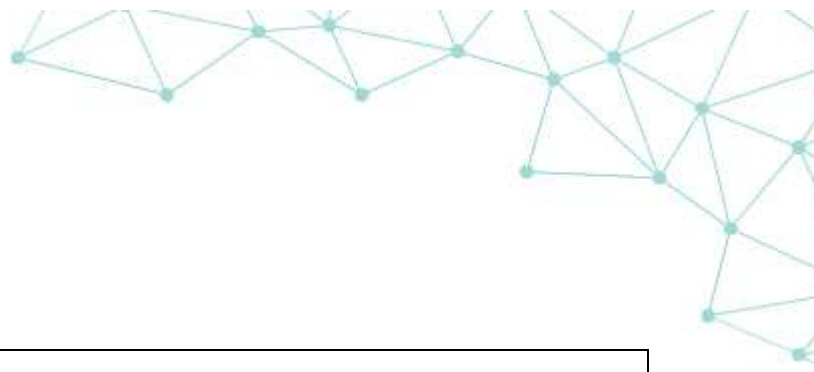
|                              | Members' Accommodation  |
|------------------------------|---|
| Start date:                  | <b>1 June</b>   |
| Key dates:                   |   |
| 31 July                      | Requirements defined and approved.                                |
| 30 September                 | Members' preferred accommodation option(s) selected.              |
| 31 October                   | Shadow Council (Full Council Meeting) accommodation implemented.  |
| 31 March 2021                | North Authority (Full Council Meeting) accommodation implemented. |
| Finish date:                 | <b>31 March 2021</b>  |
| <b>FREQUENCY OF MEETINGS</b> |   |

| How will we know when the Task is finished?  |
|--|
| <b>Members' Accommodation:</b> <ul style="list-style-type: none"> <li>• Full Council Meeting accommodation (Shadow Council) is in place.</li> <li>• North Authority's Full Council Meetings accommodation is in place..</li> </ul> |

| Task Group Members |                         |
|--------------------|-------------------------|
| Chair:             | CLlr Wendy Brackenbury  |
| Deputy Chair:      | CLlr Tim Allebone       |
| Member:            | CLlr Mark Dearing       |
| Member:            | CLlr Gill Mercer        |
| Member:            | CLlr Andrew Scarborough |

| Task Group Officers           |                                   |
|-------------------------------|-----------------------------------|
| Enabling Lead / Lead Officer: | Brian Degruchy, Programme Manager |
| Interim Statutory Officer:    | Chief Executive                   |
| Support Officer:              |                                   |
| SME:                          |                                   |
| SME:                          |                                   |

| Any external Support or Input required |        |
|--|--------|
| External Support / Input               | Output |
|  |        |



|                     |
|---------------------|
| <b>Dependencies</b> |
|                     |

Document owner: Brian Degruchy

Draft published: 6 May 2020

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Version: 0.1



# NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

## SHADOW EXECUTIVE MEETING

11th June 2020

|                      |   |
|----------------------|---|
| <b>Report Title</b>  | Permanent Recruitment Update  |
| <b>Report Author</b> | Rebecca Peck, Assistant Director to Chief Executive<br><a href="mailto:rpeck@northamptonshire.gov.uk">rpeck@northamptonshire.gov.uk</a> |

### 1. Purpose

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- 1.1 The purpose of this report is to provide an update on the Statutory Officer Permanent Recruitment Process; including:
- Progress to date
  - Timeline for next steps

### 2. Recommendations

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- 2.1 It is recommended that the Shadow Executive note the progress made and next steps with recruitment to the permanent roles.

### 3. Report Background

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- 3.1 Following agreement from Leaders a national recruitment campaign is underway to recruit the following roles:

North Northamptonshire:

- Chief Executive
- Director of Finance (Section 151)
- Director of Adult Social Services (DASS)
- Director of Legal and Democratic Services (Monitoring Officer)

West Northamptonshire:

- Chief Executive
- Director of Finance (Section 151)
- Director of Adult Social Services (DASS)
- Director of Legal and Democratic Services (Monitoring Officer)

Joint West and North Northamptonshire:

- A single Director Children's Services to sit across both unitary authorities; with oversight of the Children's Trust.

## 3.2 Progress

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- 3.2.1 The national recruitment campaign launched in the MJ on 28 May 2020 with a [supporting editorial](#) from Councillor Roberts, Councillor McCord and Theresa Grant outlining the opportunities available and ambitions for the future. A [microsite](#) has been launched with details of the roles.
- 3.2.2 Councillor Roberts and Councillor McCord wrote to colleagues in districts, boroughs and the county on 27 May 2020 ahead of the campaign launch to encourage them to consider applying for the roles and to consider a positive future with the new unitary authorities.
- 3.2.3 Full training will be provided to members taking part in the recruitment and selection process in partnership with our specialist recruitment consultants Penna and the Local Government Association.

## 3.3 Timetable

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| Date                   | Activity  |
|------------------------|---|
| w/c 4 May              | Training provided to interim member recruitment panels  |
| Through May            | Advertising and Microsite Marketing Developed and Approved<br>Search Mapping and Candidate Identification and Targeting |
| w/c 25 May             | Advertising campaign launched   |
| June                   | Training for permanent member recruitment panels  |
| 29 June                | Closing Date for Applications – Chief Executives  |
| July/ August           | Assessment and Interview Programmes Chief Executives  |
| 20 July                | Closing Date for Applications – Directors   |
| August/Early September | Assessment and Interview Programmes Directors   |
| September/ October     | Full Shadow Authority Ratification  |
| October/November       | Chief Executives Commence (dependent upon notice)   |
| November/ December     | Directors Commence (dependent upon notice)  |

## 4. Implications (including financial implications)

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### 4.1 Policy

#### 4.1.1 N/A

## **4.2 Resources and Risk**

4.2.1 Roles have been advertised in line with national benchmarks for equivalent positions.

## **4.3 Legal**

4.3.1 The recruitment process is in line with the statutory requirements set out in the Structural Change Order.

## **4.4 Equality and Health**

4.4.1 The recruitment process will be carried out in line with equalities legislation and best practice.