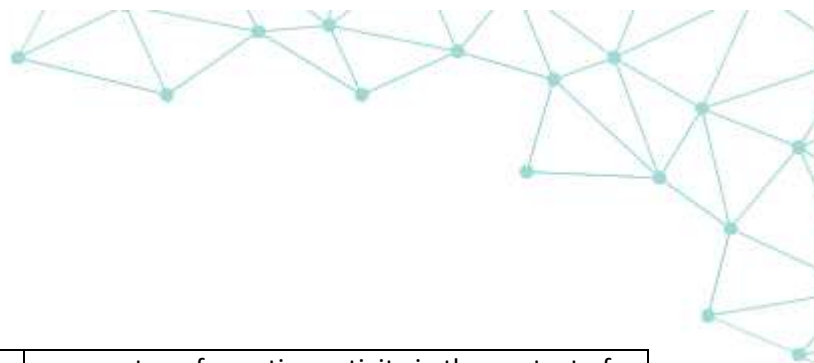
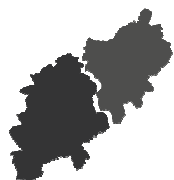


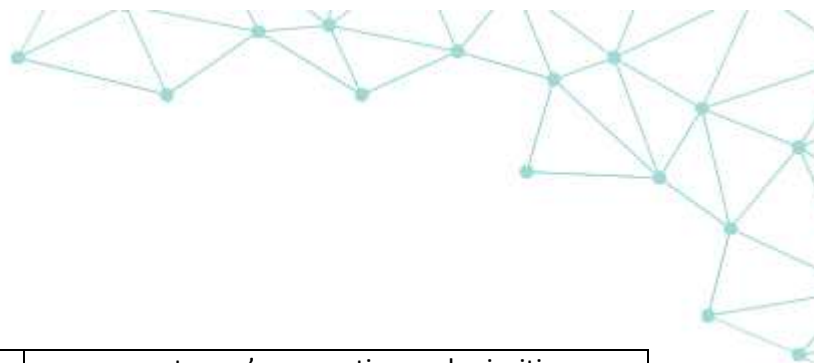
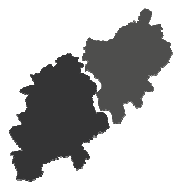
TASK AND FINISH GROUP TERMS OF REFERENCE

North Shadow Authority

TRANSFORMATION	
Purpose of the Group	
To develop a transformation programme to drive transformation that's embedded in officers' and members' day jobs in the new organisation.	
Description of the Task to be completed (Scope)	
<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>	
Key Activities	Outcomes Sought
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"> • To build a clear understanding of the transformation opportunities and the activities that may be underway. • To consider priorities and sequencing of

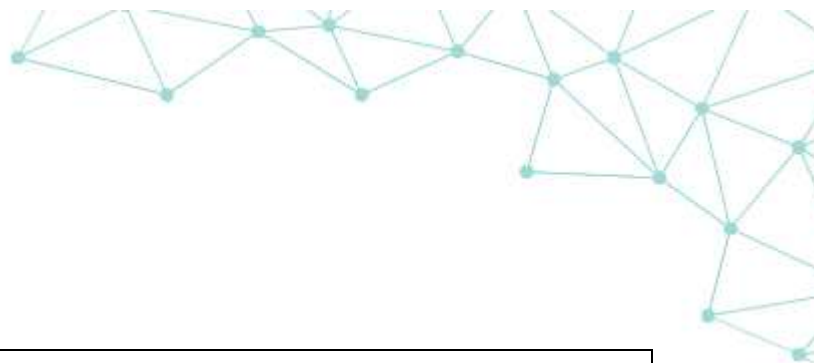
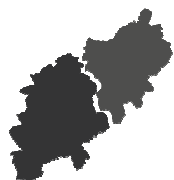


	<p>transformation activity in the context of ensuring safe and legal first.</p> <ul style="list-style-type: none">• To provide context in relation to the local demographics and priorities for areas of high priority in the North.
<p>Review demographic, economic data and value for money data to evaluate the priorities and help to build a profile of post vesting day priorities in the North.</p>	<ul style="list-style-type: none">• The ability to measure the impact of services to residents and prioritise in light of securing better outcomes in the North.• 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.
<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">• Create a high level strategy to close the outcome gap in the most deprived communities within North Northamptonshire.• Set out a road map to close the gap in outcomes for health, education, housing, employment and skills.• 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.
<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">• 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.• To oversee the development of a priority order for transformational change in the way services are delivered to residents.• To develop a clear understanding and priorities for reducing transactional unit costs through the role out of digital transformation.
<p>To consider from the residents' perspective the longer term vision for 21st century local authority service delivery.</p>	<ul style="list-style-type: none">• To oversee the creation of a transformation blueprint for customer service for the north that differentiates the North Northamptonshire from traditional service delivery methods.• 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



	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"> • To contribute to the work of the culture task and finish group. • 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.

Start date:	June 2020 , 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: July	Baseline data established. Priorities for the group established Transformation Highlight Reports commence to be provided by-monthly on existing activities.
August	Demand analysis undertaken and opportunities identified. 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. 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. Undertake joint task group meeting to consider co-dependencies for West. Transformation highlight reports considered.
November	Transformation working group outputs feed into the blueprint work for the new north unitary council. 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. 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:	April 2021 (It may be necessary that the role of the transformation member task and finish group continues beyond this date).
FREQUENCY OF MEETINGS	

How will we know when the Task is finished?

Members will have ownership and understanding of the priorities for transformation.

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.

There is a methodology for working across partners to improve outcomes for residents in the most deprived communities in North Northamptonshire.

Governance of future transformation programmes will be determined and ready to be implemented in the new organisation.

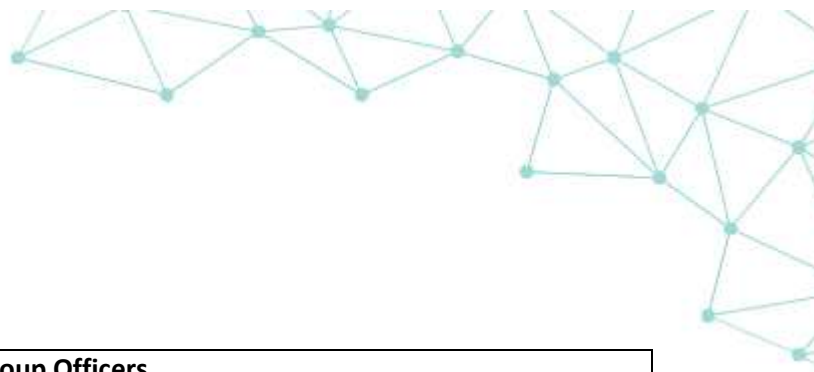
Members will be clear about co-dependencies and shared opportunities with the West.

The risks and issues with mitigations will be fully understood and owned at political level.

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.

Task Group Members

Chair:	Cllr. Steven North
Deputy Chair:	Cllr. Brian Skittrall
Member:	Cllr. Mike Tebbutt
Member:	Cllr. Glenvil Greenwood-Smith
Member:	Cllr. Ruth Groome



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

Any external Support or Input required	
External Support / Input	Output
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.

Dependencies
Vision and Culture Task and Finish Group.

Document owner: Paul Helsby – Programme Director

Draft published: 12 May 2020

Approved: DATE

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