Meeting: North Northamptonshire Shadow Executive Committee

Date: Thursday, 25 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

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04	Members' Declarations of Interest	
05	Announcements	
Items requiring a decision		
06	The Assets, Capital Schemes and Reserves Notification Process	9-12
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Exempt Items		
08	None notified.	
Urgent Items		
09	To consider any items of business of which notice has been given to the Proper Officer prior to the meeting of the Shadow Executive and the Chairman considers to be urgent pursuant to the LGA 1972.	
	Liz Elliott, Interim Head of Paid Service, North Northamptonshire Shadow Authority

Proper Officer
17th June 2020 | |

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North Northamptonshire Shadow Executive Committee
Minutes of the Meeting held at 7:00 pm on Thursday 11th June 2020
Held as a virtual meeting via Zoom

Present:-

Shadow Members

Councillor R Roberts (Leader of the Shadow Authority and Chair)
Councillor I Jelley
Councillor T Partridge-Underwood
Councillor J Smithers
Councillor D Jenney

Councillor M Griffiths (Deputy Leader of the Shadow Authority and Vice Chair)
Councillor T Beattie
Councillor S North
Councillor W Brackenbury
Councillor J Addison

Officers

L Elliott – Interim Head of Paid Service
T Grant – Strategic Delivery Director
B Smith – North Northamptonshire Democratic Services
P Goult – North Northamptonshire Democratic Services
A Hunkin – Enabling Lead for Legal and Democratic

B Gill – Interim Monitoring Officer
G Hammons – Interim Chief Finance Officer
K Denton – Borough Council of Wellingborough
J Rawlings – Future Northants Programme

M Devlin-Hogg – Enabling Lead for Human Resources

Also in attendance

Councillor C Stanbra
Councillor J Hakewill

1   **Apologies for Absence**

No apologies were received.

2   **Notifications of requests to address the meeting**

Two requests had been received under the approved Public Participation Procedure to address the Shadow Executive Committee. Under Agenda Item 5 "The Joint Implementation Executive – Terms of Reference", both Councillor Chris Stanbra and Councillor Jim Hakewill had requested to speak.

3   **Members' Declaration of Interest**

Councillors were invited to declare any matters of interest on items to be discussed during the meeting. No declarations were made.

4   **Announcements**

There were no announcements.

5   The Joint Implementation Executive – Terms of Reference

Mr Andrew Hunkin (Enabling Lead for Legal and Democratic) introduced the report. The purpose of the report was to seek approval for the North Northamptonshire Shadow Executive Committee to participate in, and ratify the Terms of Reference of, the Joint Implementation Executive (JIE).

Membership of the Joint Implementation Executive would consist of the elected members of both the North and West Shadow Executive Committees, supported by interim statutory officers, officers from sovereign councils and members of the Programme Implementation Board (PIB).

The purpose of the Joint Implementation Executive would be to provide overall strategic direction for the timely delivery of the current Future Northants Programme. The Joint Implementation Executive would maintain an oversight of the activity and strategy of the Programme, and would ensure that key recommendations were made for each stage of the Programme for determination by respective Shadow Authority Executive Committees.

Appendix 1 accompanying the report, provided further details of the key objectives and responsibilities of the Joint Implementation Executive. It was noted that meetings would not be held in public, with items requiring greater public awareness being escalated through the respective Shadow Executive Committee.

It was being proposed, that the Joint Implementation Board would meet monthly, with items requiring formal elected member determination being directed to subsequent Shadow Executive Committee meetings.

The recommendation was MOVED by Councillor M Griffiths and SECONDED by Councillor I Jelley.

The Chair invited Councillor J Hakewill to address the Committee. Councillor Hakewill had submitted a number of questions, the first of which would be put direct to Committee, the remainder to be responded to in writing.

Councillor Hakewill asked "*In the interests of openness and transparency, what provision will be incorporated within the Shadow Executive Committee's decision (on Thursday 11ᵗʰ June) enabling any member of the Shadow Authority to attend virtually, or when permissible in person, any of the Authority's Task and Finish Panel meetings, including private and confidential items?*"

In response, the Chair informed Councillor Hakewill that he had submitted a similar written question to officers of the Shadow Authority the previous week; the answer provided by officers was unaltered.

The Chair invited Councillor C Stanbra to address the Committee. Councillor Stanbra raised concerns that meetings of the proposed Joint Executive Committee were to be held in private. Councillor Stanbra was concerned that there would be a lack of scrutiny by press, public and non-executive Members. Councillor Stanbra also noted that the Members on the Joint Implementation Executive and those on the Shadow Executive Committee were the same, so the chance of challenge at the point of formal determination of any recommendations was unlikely.

In response, the Chair thanked Councillor Stanbra for his comments; these were noted.

The Chair invited any other Shadow Executive Committee Member to comment. There were no further comments.

The recommendation having been MOVED and SECONDED was put to an electronic vote. There were 8 votes FOR, no votes AGAINST, and no ABSTENTIONS.

RESOLVED that:-

(i)   Appendix 1 – The Joint Implementation Executive Terms of Reference and roles and responsibilities be approved.

(Councillor Steven North joined the meeting at this point)

6   North Northamptonshire Shadow Authority Task and Finish Groups – Terms of Reference

Mr Andrew Hunkin (Enabling Lead for Legal and Democratic) introduced the report. The purpose of the report was to establish a series of Task and Finish Groups covering key topics to assist with the formulation of proposals, for consideration by the Shadow Executive Committee prior to Vesting Day.

Details of the proposed Task and Finish Groups, their respective membership and Terms of Reference were included in the report before Members.

It was proposed that each Task and Finish Group be chaired by a Shadow Executive Committee Member, whilst the remaining membership of each Group be drawn from the wider Shadow Authority.

It was noted, that the proposed membership for the Civic Functions and the Equalities groups were identical. The Committee were informed that in an earlier proposal, these two subject areas were combined, however the final proposal was that they would be treated separately, albeit with the same chair and membership arrangements.

The recommendations were MOVED by Councillor I Jelley and SECONDED by Councillor M Griffiths.

The Chair invited any other Shadow Executive Committee Member to comment. There were no further comments.

Councillor T Beattie queried why Civic Functions and Equalities had been separated. It was noted that these two areas each needed specialist officer support and would each require specific consideration. It was felt that better outcomes would be achieved by establishing two separate groups.

Councillors J Smithers and I Jelley spoke in support of the establishment of the groups and hoped to see constructive progress made over the coming months.

The recommendation having been MOVED and SECONDED was put to an electronic vote. There were 10 votes FOR, no votes AGAINST, and no ABSTENTIONS.

RESOLVED that:-

(i)   The setting up of the following Task and Finish Groups be approved:

  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; and

(ii)   The terms of reference for the North Northamptonshire Shadow Authority Task and Finish Groups (Appendix 1-11) be approved.

7   Update on Recruitment of Senior Officers

Ms Marie Devlin-Hogg (Enabling Lead for Human Resources) presented the report to Members. The report indicated the current level of recruitment being undertaken, seeking to appoint the senior members of staff for the new unitary authority. Ms Devlin-Hogg briefly indicated the key points of the current national recruitment campaign being undertaken.

Included within the report, was an indicative timeline of recruitment, culminating in full Shadow Authority ratification of preferred candidates in early Autumn 2020.

The recommendation was MOVED by Councillor W Brackenbury and SECONDED by Councillor J Smithers.

The Chair invited any other Shadow Executive Committee Member to comment. There were no further comments.

Councillor T Beattie sought clarification on the respective roles of the newly established Senior Appointments Task and Finish Group and the Senior Appointments Committee. Members were informed that both the chairing arrangements and membership of the Group and the Committee were the same. This would ensure consistency of approach through the process up to final appointment of successful candidates by the Shadow Authority.

The recommendation having been MOVED and SECONDED was put to an electronic vote. There were 10 votes FOR, no votes AGAINST, and no ABSTENTIONS.

RESOLVED that:-

(i)   The progress made and next steps with recruitment to the permanent roles be noted.

8   **Exempt Items**

The Chair informed the meeting that there were no exempt items to be determined on this occasion.

9   **Urgent Items**

The Chair informed the meeting that there were no urgent items to be determined on this occasion.

10   **Close of Meeting**

The Chair declared the meeting closed at 7:22 pm.

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NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

25 June 2020

Report of the Enabling Lead: Legal and Democratic

Report Title	The Assets, Capital Schemes and Reserves Notification Process

1.   Purpose

1.1   The purpose of this report is to set out for approval and adoption, a process that allows discussions to be held and conclusions reached in a managed manner on proposals from existing councils concerning assets, capital schemes and reserves.

2.   Recommendations

It is recommended that the Shadow Executive:

(i)   Approves and adopts the Assets, Capital Schemes and Reserves Notification Process as set out at Appendix 1.

3.   Issues and Choices

3.1   Report Background

3.1.1 Existing councils are free to continue to run their affairs and make decisions without taking into account the impact upon the new unitary councils.

3.1.2 With the new unitary councils coming into existence from 1 April 2021, resources, investments and assets from the predecessor councils will transfer to one or other of them at that date. It is important therefore that decisions and actions taken in the existing councils are made against the background of not adversely having an impact on the new unitary councils.

3.1.3 There is already a spirit of collaboration and co-operation in managing resources, investments and assets amongst the existing councils, and it is felt that this would be enhanced by having a process that allows discussions to be held, and conclusions reached in a managed manner.

3.1.4 This could be dealt with through a Section 24 notice (Local Government and Public Involvement in Health Act 2007), which deals with the control of disposals, contracts and the reserves of authorities to be dissolved by orders.

3.1.5 A Section 24 notice was not stipulated in the Structural Changes Order and, whilst it can be a helpful tool in protecting the future finances and assets of a new unitary council, it is rather a crude instrument and can capture things it was not intended to e.g. care packages; and not stop things that could have an adverse impact e.g. transfer of car parks to town councils. It is considered best to develop a process that would be more akin to our local needs.

3.1.6 A de minimis level of £100,000 is proposed in order to avoid the process becoming unmanageable. This is in line with the de minimis level stipulated in a Section 24 notice. The spirit of this process is that a council should not be breaking down items into parts in order that they become lower than the de minimis level.

3.1.7 The key areas covered by the process include the purchase, disposal and transfer of assets, new capital schemes with on-going financial commitments and use of reserves above those already set out in each council's budget.

3.1.8 Some exceptions are stipulated:

- Adult and Children care packages
- HR matters and issues.

3.2 Issues and Choices

3.2.1 There is already a spirit of collaboration and co-operation in managing resources, investments and assets amongst the existing councils, and it is felt that this would be enhanced by adopting a process that allows discussions to be held, and conclusions reached in a managed manner.

3.2.2 It is therefore proposed that the process set out at Appendix 1 be approved and adopted.

4. Implications (including financial implications)

4.1 Policy

4.1.1 None specifically.

4.2 Resources and Risk

4.2.1 The approval and adoption of the Assets, Capital Schemes and Reserves Notification Process will allow discussions to be held, and conclusions reached in a managed manner; and therefore reduce the risk of an individual council making a decision that may be detrimental to the unitary council(s).

4.3   Legal

4.3.1   The Assets, Capital Schemes and Reserves Notification Process is an alternative to a Section 24 notice and allows local needs to be met, such as certain exceptions, and builds on the spirit of collaboration and co-operation in managing resources, investments and assets that already exists amongst the existing councils.

4.4   Equality and Health

4.4.1   None specifically

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Report Author:
Andrew Hunkin
Enabling Lead: Legal and Democratic

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Assets, Capital Schemes and Reserves Notification Process

Any **proposed** purchase, disposal and transfer of assets, new capital schemes with on-going financial commitments and use of reserves **above those already set out in each council's budget**, by any of the existing councils above a set de minimis level must be notified to the relevant Shadow Executive(s)[1].

The de minimis level above which notification for financial proposals must be made is £100,000.

The notification requirement and de minimis level will apply to both capital and revenue proposals.

Exceptions will be:

- Adult and Children care packages
- HR matters and issues.

The spirit of this process is that a council should not be breaking down items into parts in order that they become lower than the de minimis level.

Any proposal must be submitted by the existing council's chief executive or s151 officer to the Interim Chief Executive(s); or later on, to the Permanent Chief Executive(s). They will arrange for this to be discussed at the next meeting of the Shadow Executive(s).

The Shadow Executive(s) will act as a consultee and will be asked to endorse, rather than approve the proposal put before it.

If the proposal needs discussion before a scheduled Shadow Executive meeting, then endorsement will be sought from the Leader(s) of the Shadow Executive(s).

The Procurement Notification Process already covers the management of contracts.

Andrew Hunkin

Lead Enabler: Legal and Democratic

May 2020

Note 1 – a proposal may affect one or both shadow authorities.

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE COMMITTEE

Thursday 25th June 2020

Report of the Programme Director

Report Title	Programme Directors Update

Appendices

Appendix A – Programme Director's Update
Appendix B – Finance Monitoring Report
Appendix B1 – Financial Summary and Analysis
Appendix C – Change Strategy

1. Purpose

1.1 The purpose of this report is to appraise the members of the progress being made to create North Northamptonshire Council.

2. Recommendations

It is recommended that the shadow executive:

a) Notes the progress being made to mobilise the programme ready for implementation.

b) Approves and adopts the Change Management Strategy.

c) Notes and approves the finance monitoring report.

3. Issues and Choices

3.1 Report Background

3.1.1 The approach to setting up North Northamptonshire Council had to be amended to reflect the impact of the COVID – 19 pandemic, which was set out in the Prospectus for Change – Next Chapter. The attached slides **(see Appendix A to the report)** form the Programme Director's update that sets out the progress being made to mobilise the revised programme approach ready for implementation.

It includes the finance monitoring report (**see Appendix B**), the approach to change management (**see Appendix C**) and an update on the current status of communication completed or underway in relation to the changes to the programme.

3.2   Issues and Choices

3.2.1   The creation of a draft blueprint for North Northamptonshire Council will be presented to the Executive in July, setting out the approach and choices available.

4.   Implications (including financial implications)

4.1   Policy

4.1.1   The delivery costs and benefits have been re-profiled and covered in detail in the Finance Monitoring Report attached. Members are asked to note that the changes to the programme delivery costs are fully met from within existing approved financial resources. There is no requirement to provide additional funds and this situation will be carefully monitored on a monthly basis.

4.2   Resources and Risk

4.2.1   The full extent of the impact of the pandemic is still emerging and we cannot be sure that a further outbreak is likely or not. The programme has been reorganised to mitigate this as much as possible but it will be necessary to monitor the situation carefully to ensure the resources needed from the sovereign councils are available for the implementation phase of the programme.

4.3   Legal

4.3.1   No implications in this report

4.4   Equality and Health

4.4.1   No implications in this report

Report Author: Paul Helsby – Programme Director

FUTURE NORTHANTS

Programme Director's Update

June 2020

Contents

1) Mobilisation Plan RAG Status
2) Programme Management Structure
3) Update and preparations of the blueprint
4) Day One Assurance approach
5) Change Strategy
6) Comms and Engagement
7) Finance Report

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Mobilisation Plan

	Activity	Status	Notes
1	Review and realign programme resources	G	Mainly complete now with some realignment to complete to two programmes
2	Programme Delivery Resources	G	Resources from D&B and County Council. Requirements being scoped.
3	Programme Boards Set Up	G	Boards on track for each programme and TOR being developed
3	Programme Cost Baselining	G	Completed new baseline and realigned budgets
4	Detailed Benefits Realisation	A	Further detailed work required on BRRP funded projects where COVID19 has created delays
5	Member Task and Finish Groups Operational	G	TOR and membership approved, first meetings underway or diarised
6	Programme Documentation	G	PIDs, ToRs For Boards, Critical Path and Programme plans underway and on track
7	Comms and Engagement Realignment	G	Underway
8	PMO realignment	G	Programme file storage in place, new boards functional.
9	Day One Safe and Legal Blueprints	G	Alignment of services underway, lead authority/Host AuthorityD&B Alignment on track
10	Programme Plans overall	G	**Programme preparations are critical to be in place to commence delivery of Blueprint once approved**
10..1	HR Plan	G	Underway, will require D&B and County resources
10.2	ICT Plan	A	Underway, will require D&B and County resources. Capita, ERP and Eclipse issues to resolve
10.3	Legal and Democratic Plan	G	Underway
10.4	Comms and Engagement Plan	G	Individual engagement plans by programme TBD, will require D&B and County resources
10.5	Individual Programme/Project plans based on MVP	G	Underway
10.6	Critical Path, day one readiness	G	Planning and mapping underway

Future Northants Safe and Legal Plus - Mobilisation Plan RAG Status　　　15th June 2020

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Programme Management Structure
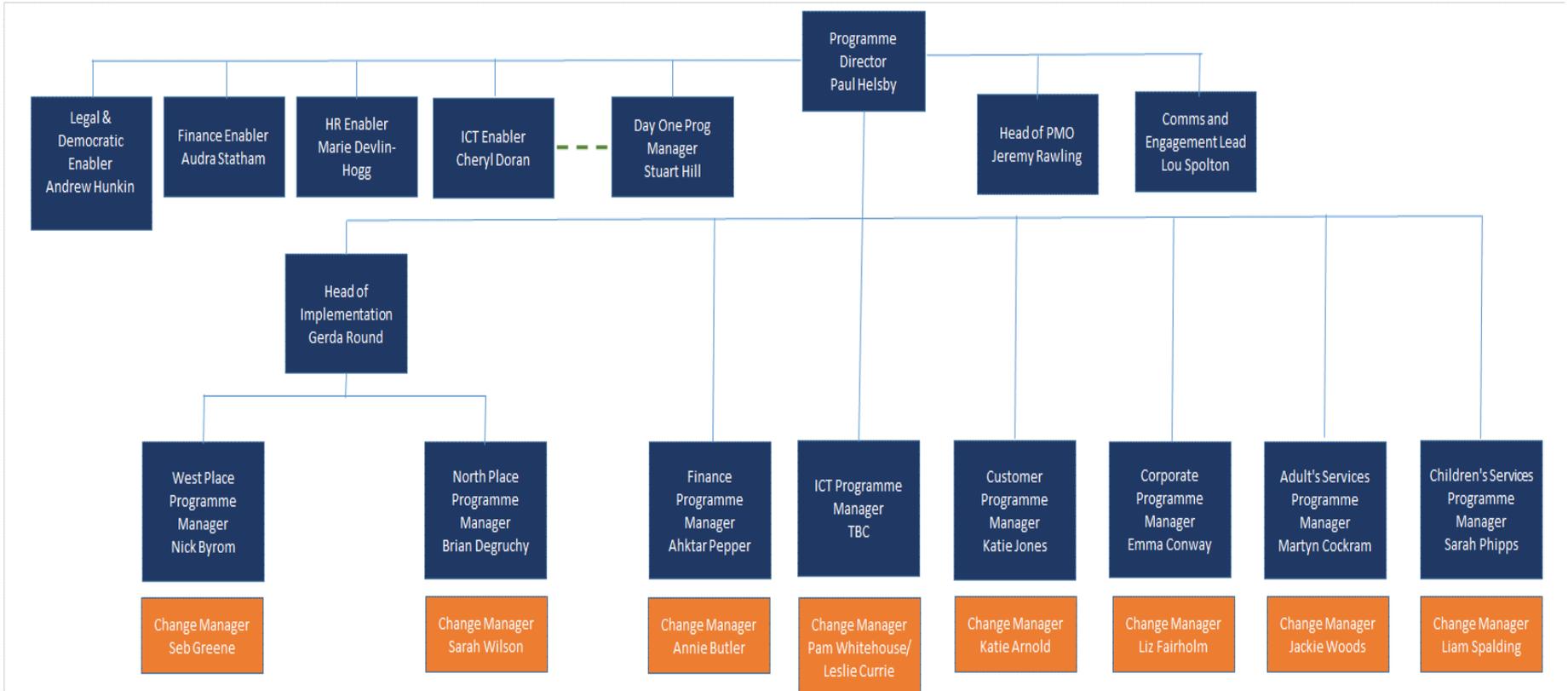
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Day 1 Service Arrangements
The Blueprint

The components

County Council Services	District & Borough Services	Finance
Disaggregation	Aggregation	Budget aggregation and disaggregation

Progress:

On track to present for approval in July

- Good progress made on ensuring majority of County Council services can be disaggregated
- Validating HR data on District and Borough services
- Budget model built and finance overlay of aggregated and disaggregated services completes the blueprint ready for implementation at end of July

Day 1 Assurance

➤ To ensure everything necessary is in place to be safe and legal on Day 1

➤ Identified approx. 50 Day 1 Service Requirements (aka 'Must Haves')

➤ These include, for example, a service having:
- an agreed budget in place
- personnel with line management identified
- staff set up on payroll
- staff able to access appropriate buildings
- staff issued with enforcement warrants where required

➤ Mapping the critical path for each of the 50 Day 1 Requirements (Must Haves)

➤ Critical paths will include drop-dead dates against which programme delivery will be measured and managed in order to provide Day 1 assurance

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Change Strategy

Strategic Ambitions
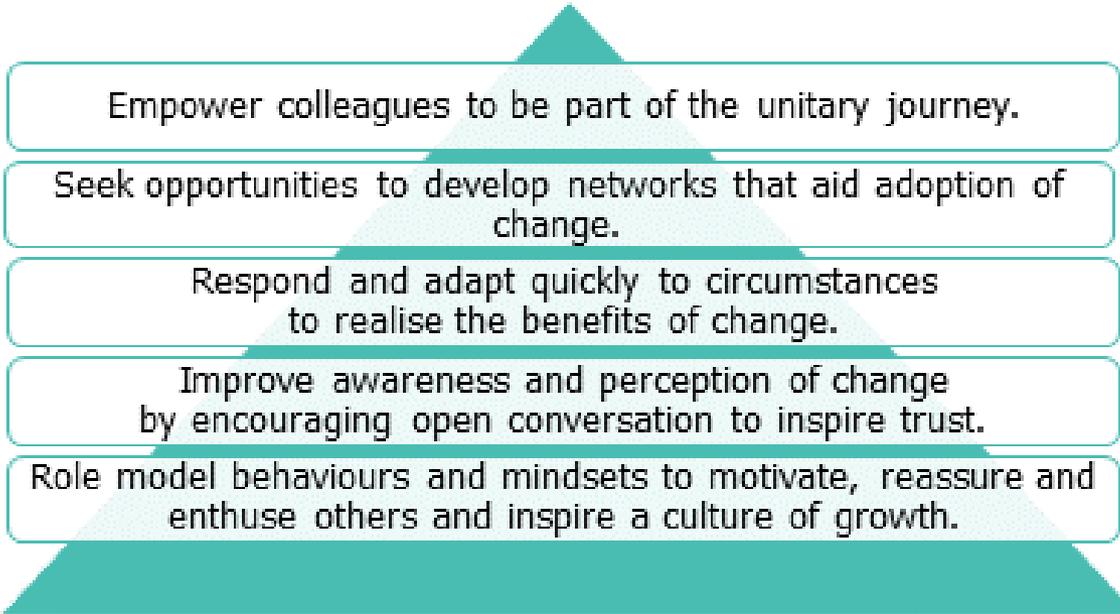
Empower colleagues to be part of the unitary journey.

Seek opportunities to develop networks that aid adoption of change.

Respond and adapt quickly to circumstances to realise the benefits of change.

Improve awareness and perception of change by encouraging open conversation to inspire trust.

Role model behaviours and mindsets to motivate, reassure and enthuse others and inspire a culture of growth.

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Communications and engagement

Update

✓ Revised communications & engagement strategy in place

✓ Set up online consultation hub

✓ North & West member task and finish groups for communications & engagement

✓ Video about revised proposed programme

✓ Promoting YouTube channel for viewing shadow meetings

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Finance Report Summary

Summary of revised programme costs and savings

	Investment	Savings	Notes
Business Rates Retention Pilots	15,000	36,619	Revised forecast shows majority of savings delivered between 2021 and 2024
NCC Transformation	6,523	47,829	Includes actuals for 2019/20 and revised forecast for 20/21
Other Programme Costs	14,738		Includes revised forecast for 20/21 onwards
Staff Costs	17,045		Actuals for 2019/20. Projection for safe and legal plus for 20/21 and transformation costs 2021/24
Total	**53,306**	**84,448**	
Original LGR Budget	43,450		
2020/21 NCC staff costs	4,796		These costs met from within NCC existing budget 2020/21
2020/21 NCC transformation costs	4,250		These costs met from within NCC existing budget 2020/21
NCC Capital to fund Eclipse	219		These costs met from within NCC existing budget 2020/21
Children's Trust implementation funded by DfE	591		These costs are for the Children's Trust set up and to be met from DfE funding
Total	**53,306**		

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Document Type	Information Report
Programme	Future Northants
Title	Future Northants Finance Monitoring Report
Audience for this document	
The Executive	
Purpose of this document	
The purpose of this report is to set out the financial position of the Future Northants programme based on the revised approach of safe and legal on day one with the capacity to continue full disaggregation of services and transformation post vesting day.	

Document Control

Version History (please see version control guidance)			
Date	**Version**	**Author**	**Brief Comments on Changes**
27/05/2020	1.0	Audra Statham	Updated LGR and Transformation Budget Changes

Distribution (For Information, Review or Approval)	
Name	**Resp**[(1)]

(1) Responsibility: I=Information, R=Review, A=Approval

Document Approval	
Date	**Who**

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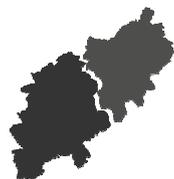
1. Introduction

Prior to the COVID outbreak, the extent of efficiency and transformations savings were forecast at circa £90m with a budget of 44.4m. Since the COVID outbreak the programme has been amended to focus on "safe and legal" transfer and the "must haves" while maintaining the desire to progress transformation and implementing this wherever we can (the "plus"). As a result the programme expenditure and benefits realisable have been reviewed and amended and are presented in Appendix 1 to this report.

2. Background

The budget to deliver local government reorganisation is £44.4m. This was set out in the original Prospectus for Change together with the funding sources as shown in the summary below.

Costs	£M
LGR Programme Cost	19.0
NCC 2019/20 Transformation Programme	6.5
LGR Transformation	18.9
Total	**44.4**
Funding	
Unitary LGR Funding (each LA £2.4m)	19.2
NCC 2019/20 Transformation Budget	6.5
BRP Transformation Funding	18.9
Total	**44.4**

Budget spend included the direct programme team costs, transformation costs, integration costs and general expenditure such as executive recruitment.

The budget was forecast as being on track prior to the COVID outbreak.

Revised Financial Forecast

There is now considerable financial risk emerging, which will not be fully understood for some time yet although early assessments have been made.

Expenditure

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The programme stages and duration have changed and we have now brought together all projects including our Social Care system, the Children's Trust and NCC savings plans under this single programme to make it easier to manage and monitor.

These additional projects had their own funding with the creation of Children's Trust funded by DFE and the new social care record system (Eclipse) funded through NCC's capital budget respectively.

A review of 'other programme costs' has resulted in a reduction of the following areas:-

• Backfill not required post vesting day	£1.314m
• Shadow Member Appointments not required in full	£0.300m
• Programme Contingency	£0.913m

Benefits Realisation

An analysis of the impact of the current health crisis on the realisation of financial benefits has been undertaken on each of the Business Rates Retention Pilot schemes and NCC savings on the basis of what is currently known or assumed.

Although there may be some delay in delivering the benefits due to COVID impacts we still expect to achieve annual benefits rising to £85m a year. With one off costs of £53.3m this still represents a significant return on our investment and a positive legacy for the two new Unitary Councils.

The following is a summary of the revised programme budget:-

	Investments	Savings
	£'000	£'000
Business Rates Retention Pilots	15,000	36,619
NCC Transformation	6,523	47,829
Staff Costs	17,045	
Other Programme Costs	14,738	
Total	**53,306**	**84,448**
Original LGR Budget	43,450	
20/21 NCC Staff & Transformation Costs	9,046	
NCC Capital to fund Eclipse	219	
Children's Trust Implementation funded by DfE	591	
Total	**53,306**	

We will still deliver the new two new Unitary Councils and Safe and Legal Plus programme within our original budget.

There are a number of assumptions in the analysis that will require ongoing review as the country starts to return to normal and enters into a recovery phase, which will be challenging in the lead up to setting budgets for the two unitary councils.

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3. Conclusion

This document provides an update on what the current assessed COVID impact means for our plans to deliver local government reform and transformation and the resultant changes in the overall budget and re-profiling of benefits realisation. As progress is made and more information becomes available further reviews will be carried out to challenge the robustness of assumptions.

The above budgets will be monitored on a regular basis and reported to the Joint Implementation Board and each Shadow Committee.

FUTURE NORTHANTS FINANCIAL SUMMARY AND ANALYSIS

The following sets out the financial position of the Future Northants programme based on the revised approach of safe and legal on day one with the capacity to continue full disaggregation of services and transformation post vesting day.

Table 1 Summary Position

Summary of revised programme costs and savings

	Investment	Savings	Notes
Business Rates Retention Pilots	15,000	36,619	Revised forecast shows majority of savings delivered between 2021 and 2024
NCC Transformation	6,523	47,829	Includes actuals for 2019/20 and revised forecast for 20/21
Other Programme Costs	14,738		Includes revised forecast for 20/21 onwards
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Total	**53,306**	**84,448**	
Original LGR Budget	43,450		
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Children's Trust implementation funded by DfE	591		These costs are for the Children's Trust set up and to be met from DfE funding
Total	**53,306**		

Detailed profiles

The following table sets out the revised profile of savings delivery relating to the investment through Business Rates Retention Pilot schemes, noting that the majority of savings accrue after vesting day.

Table 2 Business Rates Retention Pilots

Business Rates Retention	Investment					Benefits			
	2019/20	2020/21	2021/24	Total		2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000		£000	£000	£000	£000
BRR04 - CFN Imporving Fostering	16	120	334	470		0	281	2,019	2,300
BRR06 - CFN Practice Improvement	482	185	128	795		0	294	2,106	2,400
BRR08 - Adults Review Task Force Team	388	12	0	400		1,000	0	0	1,000
BRR09 - Adults Review of Target Operating Model	400	0	0	400		0	815	13,185	14,000
BRR10 - Strategic Infrastructure - Growth and Infrastructure Plan	27	223	0	250		0	0	60	60
BRR18 - Customer Constact - Customer and Digital Strategy	0	1,900	3,750	5,650		0	0	3,000	3,000
BRR20 - Shared Service Redesign	43	4,057	0	4,100		0	0	2,500	2,500
BRR21 - Corporate Contracts Review	0	250	0	250		0	0	500	500
BRR26 - CFM Workforce Programme	539	196	0	735		0	138	1,262	1,400
BRR45 - Adults Overnight Carers Scheme	350	0	0	350		626	0	0	626
BRR46 - Adults Rapid Response Team	291	859	450	1,600		0	718	8,115	8,833
Unallocated funds	0	0	0	0		0	0	0	0
Total Business Rates	2,536	7,802	4,662	15,000		1,626	2,246	32,747	36,619

The following table sets out the revised profile for NCC savings relating to actuals delivered in 2019/20 and a revised profile prior to vesting day and post vesting day taking account of assumptions in evaluating the robustness of estimates taking the impact of the pandemic into account.

Table 3 NCC Transformation

NCC Transformation	Investment					Benefits			
	2019/20	2020/21	2021/24	Total		2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000		£000	£000	£000	£000
Adults	1,204	4,250	0	5,454		22,975	7,130	-3,713	26,392
Childrens	92	0	0	92		4,086	1,636	2,730	8,452
Corporate Services	977	0	0	977		3,740	258	500	4,498
Place	0	0	0	0		2,480	2,241	2,796	7,517
LGSS	0	0	0	0		0	970	0	970
				0					0
Total NCC Transformation	2,273	4,250	0	6,523		33,281	12,235	2,313	47,829

Table 4 Other Programme Costs

Other Programme Costs	2019/20	2020/21	2021/24	Total
Resource - backfill	133	553		686
Legal advice				400
Restructuring costs				7,900
Shadow statutory appointments				832
Shadow member appointments				60
Recruitment to senior appointments				160
Branding & signage				500
National pay and conditions				750
Programme delivery contingency				2,193
LGR pre submission costs (May-Aug 2018)				148
LGR pre submission costs (Sept 18 - Aug 19)				1,109
Total other Programme Costs				14,738

Change Strategy

A roadmap for managing change

Contents

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FUTURE NORTHANTS

Executive summary	

Introduction

Local government in Northamptonshire is undergoing a significant transformation which will change the way local authority services are provided in this area for a generation.

The move to replace the existing two-tier system of local government – one county council and seven district or borough councils – with two new unitary councils from 1 April 2021 presents significant opportunities, but also poses a number of challenges.

Perhaps most significantly, there are approximately 5,500 people employed by the existing local authorities who will face the task of continuing to provide outstanding levels of service against the backdrop of uncertainty as they transition into employment, in a newly-established organisation, with new sets of cultural values, aims and ambitions.

Effective change leadership is crucial to establishing a workplace culture that values the contribution of every employee, both individually and collectively, and empowers all employees to use their skills, knowledge and expertise to make a difference to the people and places of Northamptonshire.

Swift action in response to the recent Covid-19 pandemic has seen action to implement radical change. For example, the introduction of mass remote working to enable key workers and implementing community hubs has joined up activity across the county.

It is through this positive demonstration of leadership that we remain confident in building our strategic partnerships further and strengthening county-wide collaborations to deliver outcomes by putting people first, now and in the future.

Purpose

The move to unitary presents a once-in-a-generation opportunity to design services that meet rising customer expectations in a sustainable manner, that are valued by residents, and a source of pride for employees.

Work undertaken by the Future Northants Programme approaching Vesting Day marks the start of the journey. While some transformation and 'quick wins' will be achieved through pre-Vesting Day work, the majority of transformational activity will be undertaken post-Vesting Day.

It is critical that this shift in focus is accompanied by a shift in mindset. The goals, challenges and environments needed to enable cohesion, integration and

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improvement represent a different level of change. This transition will need to be recognised and managed appropriately.

This strategy sets out the framework for leaders and managers to spearhead change in a way that capitalises on the skills and expertise of the existing workforce and encourages them to contribute to building trusted, efficient and sustainable organisations.

It is acknowledged that due to resource constraints as a result of the Covid-19 response, and the timescales to deliver the work, it is not possible for every employee to be deeply involved in service design.

However, mechanisms such as the change champion network are being developed to facilitate two-way engagement. These mechanisms will support the efforts of line managers and subject matter experts who will naturally be responsible for engaging colleagues on these matters and ensuring their inclusion.

It is also recognised that work being undertaken by the Future Northants Programme in the run-up to Vesting Day is not the full extent of the work required.

Future transformational opportunities will exist, and it will be essential for the wider workforce of the two new authorities to be thoroughly involved far beyond Vesting Day.

The impact of Covid-19

The impact of the pandemic has been felt across all sections of society locally, nationally and internationally. Against a backdrop of uncertainty, local government continues to lead the frontline response to protect communities and will continue to do so.

These vital efforts have inevitably impacted capacity within the Future Northants Programme, including the heads of service and directors that are critical to the design and implementation phases.

A revised plan has been developed to deliver local government reform without interfering with the county's partnership response to the pandemic. The plan also reflects the government's decision to allow the formation of shadow authorities, each with a shadow executive consisting of current councillors, following the national postponement of local elections planned for May 2020.

The plan focusses primarily on ensuring that the two new authorities are safe and legal to operate on Vesting Day, with the majority of work to transform services being undertaken within those respective authorities from April 2021 onwards.

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While the vision for the programme remains the same, the mission has been revised to reflect the updated plan.

Our vision	To create the two highest performing local authorities in the country.
Our mission	The Future Northants Programme team will put their heart and soul into serving the citizens of Northamptonshire by designing, planning and implementing services that are safe and legal on day one, with as much transformation as possible before Vesting Day. Transformation and aspiration will be at the forefront of our minds to enable our vision to be delivered by 2024.

Context

When it comes to leading change in a complex environment, research suggests that it is neither practical nor efficient to adopt any one model or theory above another.

Instead, a blended approach combining appropriate techniques from a range of models tailored to local objectives and contexts are required to achieve desired outcomes.

The scale and pace of change that will be experienced in Northamptonshire is unique. Though other councils around the country are at various stages of journeys to unitary, the situation in Northamptonshire is both an exciting and complex mix of ingredients thanks to these local factors:

- establishment of a trust organisation to deliver children's services
- integration of health and social care
- repatriation of LGSS services
- financial complexity of disaggregation of the county council combined with aggregation of borough and district councils
- additional challenge of recovery from the pandemic affecting all councils

It is recognised that each of the Future Northants work programmes all have varying degrees of change requirements so this strategy outlines a pragmatic approach to identifying the scope of the change, assessing the impact, and making outcome-based decisions to propose suitable management plans.

Guiding principles

Creating a safe-to-fail environment which encourages innovation and develops a culture of continual learning and improvement is critical to establishing a

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workforce that is productive, efficient and well-equipped to deliver the new organisations' visions.

It is accepted that a thriving organisational culture requires significant internal investment, and any new cultural values that the organisations strive to embed will take time to mature.

While the seeds of change will be sown through the work initiated by the Future Northants Programme, this set of guiding principles will underpin the change approach to ensure that any plans are designed to enable people and places to flourish. These principles are:

- adapt and be flexible
- put people at the centre of decision-making (so that decision making is as close as possible to residents and customers by empowering our frontline colleagues)
- design around people not processes
- model the behaviours we want to see and encourage others to do so
- recognise the impact that individual's make and leverage accordingly

Objectives

The overarching objective of this strategy is to help people deal with the impact of major change, on a large scale. The Future Northants Programme is an enabling mechanism to transition the eight existing authorities into the new councils of North Northamptonshire and West Northamptonshire, and aspires to achieve these ambitions to support the design, creation and stabilisation of these authorities:
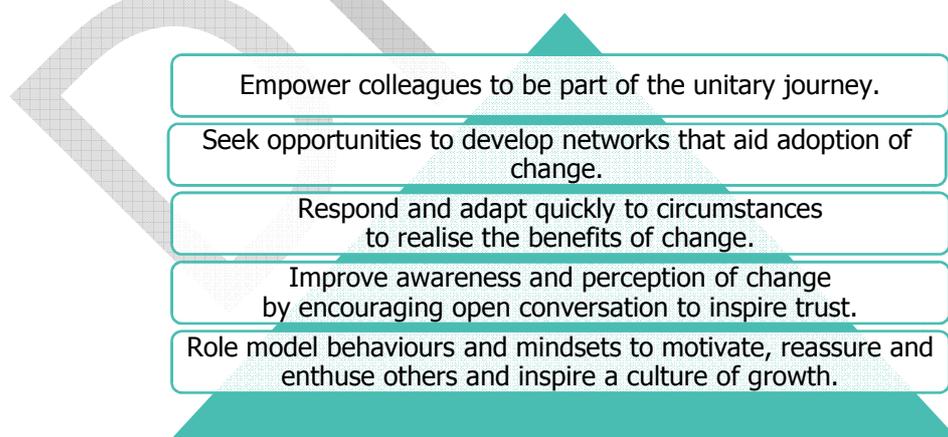

Figure 1: strategic ambitions

These ambitions reflect the guiding design principles for the North and West authorities detailed in the Prospectus for Change.

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Formation of the shadow authorities will initiate the establishment of new cultural identities for the authorities of North Northamptonshire and West Northamptonshire.

These cultural identities will go through several stages of development, reflective of the process set out to establish the organisations. Each stage of the process and many of the major milestones (establishment of the authorities, appointment of interim and permanent chief officers, elections) offers successive opportunities to underline the vision, mission and behavioural competencies.

While this should be acknowledged as a genuine opportunity for colleagues at all levels of the organisation to connect with their employer, it is not without significant challenge.

The merits of investing in measures to establish, grow and solidify a modern workplace culture will bring many rewards, not least uniting employees behind a common set of values. However, cultural change is not achieved quickly, especially when undertaken on such a large scale.

Approach to managing change

Helping people to manage change

A change manager is assigned to each programme of work to:

- assess readiness for change
- develop strategies to facilitate change
- coach leadership teams in preparing for, and implementing change

The programme has a change manager to support programme teams to:

- facilitate learning and development change activities across the programme team
- manage cross-cutting change initiatives to support the change management team
- sustain consistency in change activities into the business

The role of a change manager is to maintain a high-level overview of all areas of work in their programme and the programme overall. They support their project teams to identify and facilitate faster adoption of new ways of working to maximise the benefits associated with the change.

They also support senior leaders and line managers to design appropriate support mechanisms for helping their teams manage the effects of change.

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Programme	Change manager	
Adults'		
Children's		
Corporate		
Finance		
IT & Customer		
Place – North		
Place – West		
Future Northants Internal		

Figure 2: Future Northants change managers

The job of creating the two new councils for Northamptonshire must not be seen as the responsibility of the Future Northants Programme alone.

Colleagues in services, as subject matter experts, will be the driving force for stabilising the services provided by the two new councils post-Vesting Day.

To this end, line managers and service leaders, as well as the senior leadership team and elected members, must assume responsibility for leading their employees through this change.

In the same way that the Future Northants project managers can structure the work required to transition to unitary, the change managers can act as a trusted confidant and impartial adviser to service leaders, supporting them to make informed decisions about how best to engage, inspire and develop their teams to realise the full benefits of the opportunities that lie ahead.

A timeline for change management activity

Changes are happening continuously and it is accepted that some people will be more adept at dealing with the impact than others, yet these transitions happening at a time when people are facing considerable personal upheaval due to the Covid-19 pandemic.

The scale and pace of the changes associated with the move to unitary will increase significantly as Vesting Day approaches, and again once work to transform services begins.

For this reason, it is essential that change management activity is aligned to the outcomes associated with the four core phases of the Future Northants Programme: recalibrating, integrating, transforming, normalising.

Figure 3 highlights some core activities that the Future Northants change managers will lead to support work undertaken in their programme's work areas, and gives a broad expectation to the focus of change management activities until Vesting Day.

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These activities are not intended to showcase any definitive timescales as it is recognised that the pace of each programme, and the projects it encompasses, will move at a different pace.


Figure 3: high level change management activities

A common-sense approach to assessing change

While consistency remains an important factor in developing an approach to lead change across multiple organisations with contrasting cultural differences, so too is the ability to adapt and respond quickly to remain relevant to the target audience, and we recognise that one size does not fit all.

To this end, the change managers have developed a common sense approach to assessing the extent, complexity and requirements of the change, using knowledge, experience and providing a consistent methodology to gather intelligence.

Not only should this reassure stakeholders that a standard approach is being used to assess requirements and readiness, but it also ensures continuity across the programmes should the need for additional change manager support in specific areas be identified.

Figure 4 articulates the approach that a change manager follows to assess readiness for change.

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Figure 4: approach to assessing change

The approach allows the change manager flexibility in determining which approaches (see Figure 5 for examples) are most appropriate for the circumstances. It is important that the change manager is not restricted in their ability to create a blended approach that reflects the nature of the change.
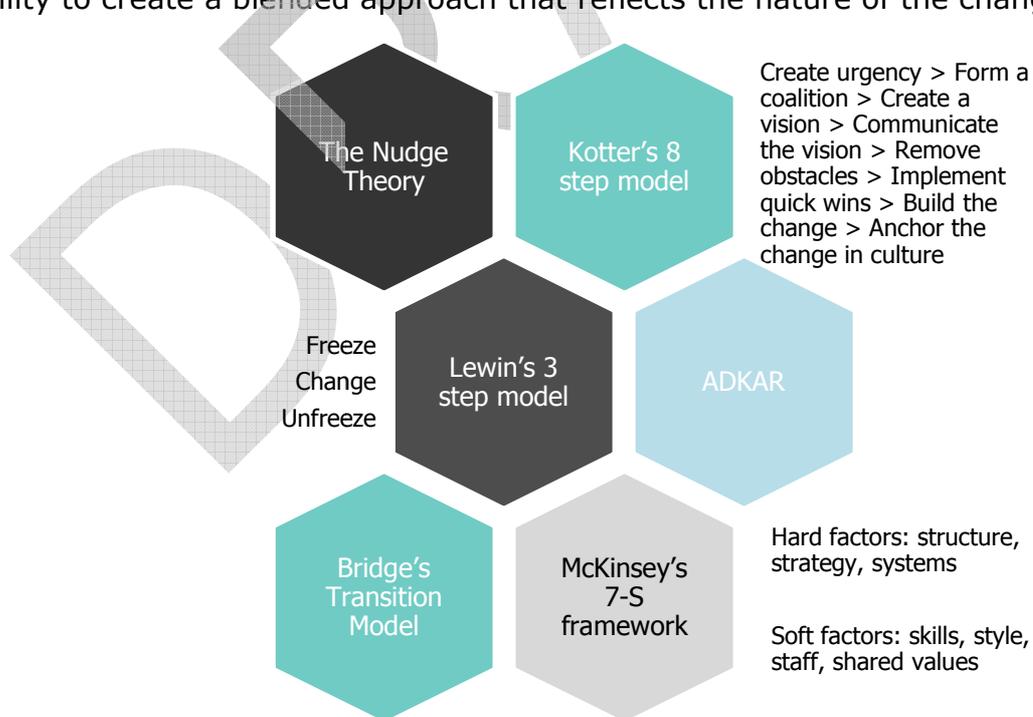

Figure 5: examples of available models

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Once a suitable method has been determined, either a detailed change plan is created or a number of change management actions will be built into existing project plans depending on the scale and complexity of the identified change.

A toolkit for managing change

The approach provides the change manager with an array of tried and tested tools and techniques to facilitate change.

Centred on a guiding coalition of core stakeholders and best practice methodologies are the various mechanisms that a change manager will consider deploying to support change management activities.

These may be used independently or as part of a package and may be facilitated by a change manager, member of the programme team or a service leader. Whatever mechanism is proposed and deployed, it will be underpinned by local insight.

The tools and techniques detailed in Figure 6 should not be considered a definitive list.
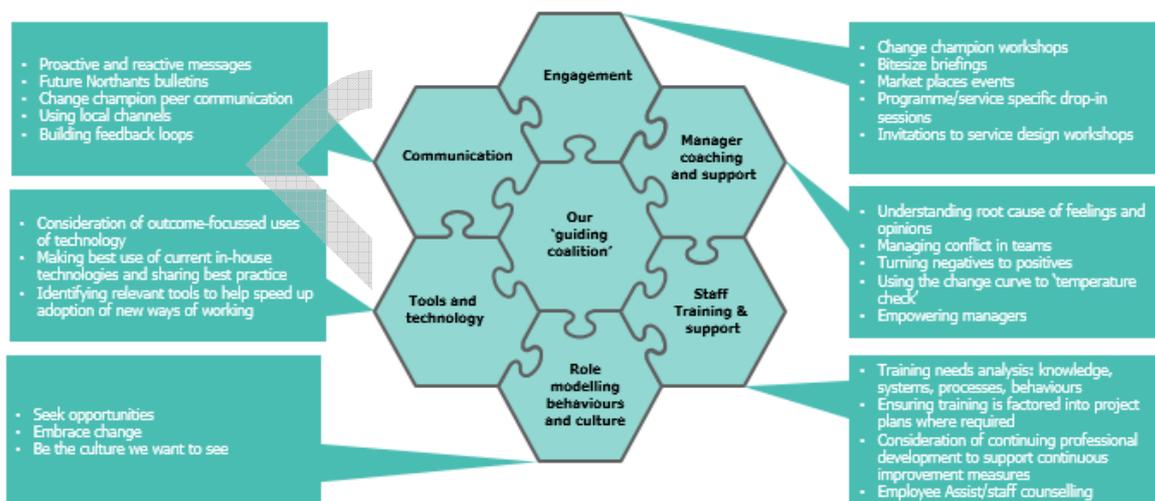
Figure 6: example of tools and techniques for enabling change

Outcomes of effective change management

Much like the activities detailed in Figure 3, the anticipated outcomes will vary according to the stage of the programme.

While the outcomes associated with specific activities will be detailed in individual change plans, the outcomes detailed in Figure 7 give a high-level overview of the expectations of combined change management activities during the core phases of programme delivery.

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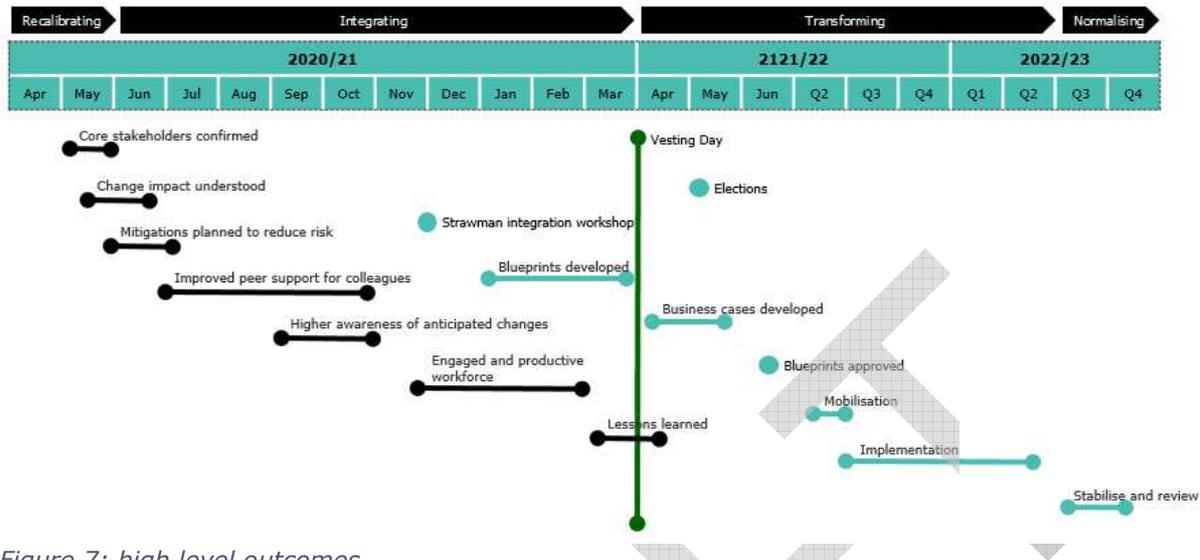
Figure 7: high level outcomes

Considerations

Linked documents

This document should be read in conjunction with the Prospectus for Change - the Next Chapter, and the Future Northants Communications & Engagement Strategy (internal and external).

Governance

This strategy is managed by the Future Northants change managers under the strategic guidance of the Future Northants Programme Director and collective ownership by all members of the programme team.

The focus and scope of programme-specific change activities will be presented to individual programme boards by each change manager, with change managers agreeing appropriate reporting mechanisms with the head of programme and their boards.

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Risks and mitigations

The primary risk to achieving the ambitions of this strategy, and the objectives detailed in individual change management plans, revolves around people and their acceptance of what the impacts of the change will bring and what it means to them.

It is broadly recognised that with any change concept, people will fall into three categories. Those who will be:

- unsupportive of the change no matter what
- supportive providing they have the right level of support to see the benefits associated with the change
- supportive of the change no matter what

Assessment of the current position against desired position allows a detailed plan to be created, which will identify any specific risks associated with that change and any mitigating actions to be put in place.

The ultimate risk is that the objectives detailed in this strategy fail to be achieved, which is why this strategy advocates the use of a consistent but agile framework for managing change which can be adapted quickly to respond to changing circumstances or shifts in opinion.

Resistance

People may resist change for a variety of reasons, which may include fear of the unknown, trust in the rationale for change or those responsible for implementing it, or a misunderstanding of the impact.

Common factors such as fatigue from sustained organisational redesign, poor leadership and communication approaching and during a change, and faith in the competency of those in a position of leadership and/or trust may also cause people to resist.

With support from change champions, change managers will identify the relevant factors which will inform the strategies developed to manage the change.

Timelines

The timeline for local government reorganisation in Northamptonshire presents a risk. Many of the long-term benefits of effective change management will only be, at best, partially realised ahead of Vesting Day.

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Appendix C

Appendix CFUTURE NORTHANTS

The transformation phase that will begin after Vesting Day relies entirely on a motivated and productive workforce that has a collective understanding and commitment to the organisation's vision.

Depending on the scale of change experience in a particular area, it is entirely possible that change fatigue could set in. For the organisations to remain on course to achieve their ambitions, employees will need to maintain pace, while in many cases, shifting their focus from the short and medium term to the long.

This strategy aims to build solid foundations for realising long term benefits over a sustained period of operation post-Vesting Day, putting each council on a sure footing to build effective change practices into their operating processes.

Leadership

A person's perception of a situation is heavily influenced by those around them, and the level of trust they place in those individuals.

As the design of future services becomes clear and to avoid a risk, service leaders will need to be fully engaged to appreciate the value of change management leading to teams feeling less isolated.

The feelings associated with the changes likely to be experienced pre- and post-Vesting Day are likely to be different, requiring service leaders to use different tactics with a different mindset to secure continued engagement.

Part of the change manager's role is to coach service leaders on change management, whether this is the practical application of techniques or facilitating workforce engagement.

Naturally, all members of the Future Northants Programme will be in a position to lead and influence change, especially pre-Vesting Day. It is vital that the team role models the competencies and attitude needed to bring about successful changes.

Monitoring and evaluation

The success of this strategy will be measured by the realisation of the benefits associated with the change.

Benefits will be detailed in the relevant project or change plans which will be subject to the reporting mechanisms of programme implementation boards.

In addition, the Change Management Strategy underpinning the implementation plan will set out the actions, outputs and outcomes pre-Vesting Day, and be

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developed to include the same level of detail post-Vesting Day at an appropriate point in the future.

The plan will be a 'living document' reflecting the collective efforts of the change managers.

– ENDS –

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