Democratic Services
The Corby Cube,
George Street,
Corby,
Northants,
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NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

Meeting: North Northamptonshire Shadow Executive Committee

Date: Thursday 27th August 2020

Time: 7:00 pm

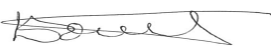**Venue:**   Virtual meeting via Zoom

Committee Membership:
Councillors Roberts (Chair), Griffiths (Vice Chair), Addison, Beattie,
W Brackenbury, Jelley, D Jenney, North, Partridge-Underwood, Smithers.

Members of the Committee are invited to attend the above meeting to consider the items of business listed on the agenda.

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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09	**Referral of Motion from the Shadow Authority Meeting held 20 August 2020, received in accordance with Meeting Procedure Rule 12**	

	i. The recent decision by Northamptonshire County Council to go ahead with arranging and awarding the Highways Maintenance Contract is premature. The new North Northamptonshire Council should make these decisions as the contract need not start until 2022 and its impact will be felt for years to come. This Shadow Council is asked, therefore, to request that Northamptonshire County Council does not adopt a new Highways Maintenance Contract covering North Northamptonshire and that approval of any contract is deferred until it can be considered by the new North Northamptonshire Council in 2021 and as part of that process, the option of bringing the maintenance work in-house is thoroughly assessed.	
Exempt Items		
010	None notified.	
Urgent Items		
011	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.	
012	Close of Meeting	
	Liz Elliott, Interim Head of Paid Service, North Northamptonshire Shadow Authority **Proper Officer** **19 August 2020**	

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

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

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

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

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

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North Northamptonshire Shadow Executive Committee
Minutes of the Meeting held at 7:00 pm on Thursday 23rd July 2020
Held as a virtual meeting via Zoom

Present: -

Shadow Members

Councillor R Roberts (Leader of the Shadow Authority and Chair)
Councillor M Griffiths (Deputy Leader of the Shadow Authority and Vice Chair)
Councillor I Jelley
Councillor T Beattie
Councillor T Partridge-Underwood
Councillor S North
Councillor J Smithers
Councillor W Brackenbury
Councillor D Jenney
Councillor J Addison

Officers

L Elliott – Interim Head of Paid Service
B Gill – Interim Monitoring Officer
G Hammons – Interim Chief Finance Officer
P Helsby- Future Northants Programme Director
B Smith – North Northamptonshire Democratic Services
F McHugo- North Northamptonshire Democratic Services
P Goult – North Northamptonshire Democratic Services
L Spolton- Future Northants Communications & Engagement Enabler
K Turner- East Northamptonshire Council

Also in attendance

Councillor C Stanbra
Councillor R Reichhold

1   **Apologies for Absence**

No apologies were received.

2   **Minutes of the meeting held**

The draft minutes of the Shadow Executive Committee meeting held on 25th June 2020 had been circulated.

Councillor W Brackenbury MOVED and Councillor I Jelley SECONDED that the minutes be approved as a correct record. The recommendation having been MOVED and SECONDED was put to a vote.

RESOLVED that –

(i)   The minutes of the Shadow Executive Committee meeting held on 25th June 2020 be approved as a correct record and signed by the Chair.

3   Notifications of request to address the meeting

Two requests to address the meeting had been received. One request had been received by Councillor Rupert Reichhold who asked -.

"*Could the Shadow Executive agree that the numbers & information officers are assembling in preparation for draft Budgets for 2021-22 about community organisations funded by all 8 Councils should include the Councils' advice on the value of the organisations to the community?*"

In response Councillor Roberts informed Councillor Reichhold that advice would be consolidated and considered as part of the preparations for the draft budget for North Northamptonshire Council for 2021/22.

The Chair invited Councillor Reichhold to ask a supplementary question. Councillor Reichhold asked the Chair to confirm that once the draft budget was prepared it would be circulated for public consultation. The Chair confirmed that the draft budget would be subject to full public consultation.

Another request had been received under the approved Public Participation Procedure to address the Shadow Executive Committee. Under Agenda Item 6 and 7, Councillor Chris Stanbra had requested to speak.

Councillor Reichhold left the meeting at that point.

4   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.

5   Announcements

There were no announcements.

6   Programme Directors' Update

The Chair received the request to speak on item 6 and Councillor Stanbra was welcomed to the meeting.

Councillor Stanbra stressed the importance of ensuring that both trade unions and staff were fully engaged in the LGR Programme. Councillor Stanbra was concerned that the Change Champions recruitment was low in some areas and was concerned that this may indicate that staff did not feel fully engaged and valued.

Councillor Stanbra further enquired as to under the Adult Services Review of Target Operating Model section of the budget report in Appendix B1, whether the fees of Newton Europe were fully reflected. Councillor Stanbra sought clarification of where the consultant's fees featured in that particular item.

Councillor Stanbra left the meeting at that point.

Mr Paul Helsby introduced the report. The purpose of the report was to appraise the members of the progress being made to create North Northamptonshire Council.

A presentation detailing the progress made to date on the implementation of the Future Northants Programme was introduced by Mr Helsby. The presentation included details of the Programme Delivery RAG Status, change readiness and change champion recruitment, communication and engagement, progress on draft blueprint development, development of the portfolio structure and a finance monitoring report.

In relation to the Programme Delivery Mobilisation Plan, it was noted that all activities on the Plan were GREEN status except the ICT Plan which remained AMBER. Mr Helsby noted that the ICT Plan would be picked up by the Programme Report going forward, and that additional resources had been provided. Mr Helsby was confident that a GREEN status would be achieved.

Under the Programme Status Summary, four areas were showing as AMBER – Finance, Corporate, Children's and ICT; the remainder were all GREEN.

It was suggested that under the Corporate Programme, subject matter experts across the sovereign councils would be required to improve focus and resource capability. It was noted that the Children's Trust was on track to meet the go live date of 01/11/20 and measures were in place to ensure critical services are delivered and effective.

It was noted that the recruitment of Change Champions had been paused during the initial COVID-19 reaction phase and work is underway to fill gaps in representation across councils and service areas. Mr Helsby offered to discuss the Change Champions in more detail if requested. Mr Helsby also noted that portfolios had been set up and would offer members of the Shadow Executive Committee additional knowledge and experience of the key service areas.

Mr Glenn Hammons introduce the Budget Monitoring Report in the absence of Ms. A Statham. Mr Hammons noted that the report was for the current financial year and on track to be within budget. It was indicated that some favourable savings were being made and that these would be set aside to mitigate risks. Mr Hammons noted that extra attention was

being made to financial monitoring of the impacts of COVID-19. Mr Hammons highlighted the savings already achieved during the previous financial year alongside the current projection for 2020/2021.

Mr Hammons handed over to Mr Helsby. Mr Helsby responded to Councillor Stanbra's question and stated that the fees in relation to the consultancy support in Adult Services would be netted from the figures shown and no costs would incur if savings were not delivered. The Committee would receive a written response from Ms. Statham with more detail.

The Chair invited Shadow Executive Committee Members to comment on the presentation and report.

Councillor North sought clarification on whether the announced government loss of income top up of 75% had been included in the report figures. Mr Hammons confirmed that the report was based on information preceding the government announcements, and stated they would be included in the report to the next Shadow Executive Committee.

Councillor Smithers queried the deadline for ICT implementation with reference to the AMBER rating. Mr Helsby summarised components of the ICT Plan and explained the implementation as a live process. It was stated that management of the programme was in-house and reassurance is to be issued by mid-August.

Councillor Addison raised concerns over levels of trade union involvement and if this had been adequate. Councillor Beattie agreed the importance of trade union engagement and suggested lack of support for the move to unitary as a stumbling block to Change Champion recruitment. Mr Helsby noted a shift in uptake of engagement and had attended meetings with the Change Champions. Mr Helsby responded to the question of trade unions and stated that a series of meetings on specific programme elements had been in place before COVID-19 and that future involvement would be sought.

Councillor Griffiths expressed his thanks to all of the Task and Finish Groups for their excellent work, and the positive feedback received from the groups. Councillor Roberts agreed and commented that improving services was a universal aim.

Councillor Jelley queried the make-up of service area Change Champions and disparity between some services. Mr Helsby stated that recruits expressed areas of interest and it tended to relate to the function of their current role.

The recommendation having been MOVED by Councillor I Jelley and SECONDED by Councillor T Partridge-Underwood was put to an electronic vote. There were 10 votes FOR, 0 votes AGAINST and 0 ABSTENTIONS.

RESOLVED that:-

(i)   The completion of the mobilisation phase of the programme be noted and approved.
(ii)   The high level programme delivery status be noted
(iii)   The update on change readiness and change champion recruitment be noted.
(iv)   The communication and engagement update be noted.
(v)   The contents and progress on the development of the draft blueprint be noted.
(vi)   The development of a Portfolio Structure be noted.
(vii)   The finance monitoring report be noted and approved.

7   Shadow Authority Brand

Councillor Stanbra was readmitted to the meeting to ask his question on Item 7. Councillor Stanbra expressed concerns over future costs of substantive branding and suggested expenditure should be kept to a minimum.

Councillor Stanbra left the meeting at this point.

Councillor Addison presented the report as Chair of the North Communications and Engagement Task and Finish group.

The purpose of the report was to present the design for the North Northamptonshire Shadow Authority branding.

Councillor Addison noted the slight adaptation to the logos. Councillor W Brackenbury agreed with comments on keeping costs low and congratulated the group on their work.

The recommendations having been MOVED by Councillor I Jelley and SECONDED by Councillor T Beattie were put to an electronic vote. There were 10 votes FOR, 0 votes AGAINST and 0 ABSTENTIONS.

RESOLVED that:-

(i) The interim brand for the North Northamptonshire Shadow Authority be approved.

8   Assets, Capital Schemes and Reserves Notification

Liz Elliot presented the report providing a brief background of the notification process outlined in Appendix C, and the timescales relating to the decision. As East Northamptonshire Council had needed to determine this matter ahead of the Shadow Executive Committee meeting, Councillor

Roberts had given support to the decision on behalf of the Shadow Authority.

The purpose of the report was for the Shadow Executive Committee to note the two proposals from East Northamptonshire Council for the transfer of £300k project funding and the draw-down of £195k of reserves.

Mr K Turner, on behalf of East Northamptonshire Council, introduced the report and summarised the first proposal as a fund transfer from a dormant project to a new scheme. Mr Turner stated that the second proposal drew upon Business Rate Reserves to form part of an Economic Recovery Plan.

Councillor North referred to the Structural Changes Order and noted that the Shadow Executive had no right of veto regarding sovereign council spending. This was confirmed. It had been agreed that sovereign councils notify the Shadow Authority of significant new spend during 2020/21.

Councillor D Jenney commented that infrastructure and growth should be encouraged. Councillor Griffiths agreed and expressed that he was happy to support the report.

The recommendations having been MOVED by Councillor I Jelley and SECONDED by Councillor D Jenney were put to an electronic vote. There were 10 votes FOR, 0 votes AGAINST and 0 ABSTENTIONS.

RESOLVED that:-

(i) The Leader of the Council's decision to endorse the two proposals from East Northamptonshire Council for the transfer of £300k project funding and the drawdown of £195k of reserves be noted.

9   **Exempt Items**

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

10   **Urgent Items**

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

11   **Close of Meeting**

The Chair declared the meeting closed at 8:18 pm.

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

27th August 2020

Report Title	Programme Directors Update

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 high level programme delivery status

b) Notes the update on change readiness and change champion recruitment.

c) Notes the communication and engagement update

d) Notes the contents of the independent programme health check and the recommendations included in the report to be adopted.

e) 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 is at a point where the blueprint for the council is emerging and will require formal approval at a future Shadow Executive meeting.

3.1.2   There is a detailed report covering an independent health check undertaken on behalf of the LGA in July 2020. This report is intended to support the implementation phase and identify areas of strength, opportunities to strengthen the approach and highlight key areas to maintain high focus.

3.1.3   The finance monitoring report for August is submitted for approval and the attached report sets out the details for consideration by the Executive.

3.1.4   There is also an update on communications and engagement and change management and the current position in relation to Change Champions and the next steps to engage more widely for the Executives information.

3.1.5   There is also a schematic that depicts the next stage of reporting in the implementation phase which will culminate in a monthly programme report on progress to go live on a North Northamptonshire basis.

3.2   Issues and Choices

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

4.   Implications (including financial implications)

4.1   Policy

4.1.1   The delivery costs and benefits are set out in detail in the Finance Monitoring Report attached. 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

Programme Director's Update

August 2020

Contents

1) Programme Status Summary
2) Programme Notes
3) Programme Health Check
4) Day One Assurance and Reporting
5) Change Management
6) Communication and Engagement Update
7) Programme Health Check
8) Finance Report

Programme Status Summary

Programme	Programme Lead	Programme Status	Commentary	Estimated Direction of Travel for next period
Place North	Ian Vincent	G		G
Place West		G		G
Finance	Barry Scarr	A	The programme is progressing well but has only been in existance for 6 weeks and further scoping activity and dependency mapping is required to move from amber status.	G
Corporate	Martin Cox	A	Whilst Councils are supporting where they can, the issue of releasing resources due to COVID impact remains a material issue that could impact the delivery of key areas.	A
Childrens	Liz Elliott	A	Good progress has recently been made on the children's trust although this requires close management and programme governance to keep on track. Education Services require considerable work to fully establish the requirements for day one and potential costs of disaggregation being affordable in the wider context. Whilst amber at this stage the next few weeks will be critical in establishing this and some choices may need to be considered.	A
Adults	Anna Earnshaw	A	This has moved from green to amber. This related to Adults moving ahead at a faster pace to the other areas of the programme, Adults are testing some of these approaches in the context of HR and working through the matters arising.	G
ICT	Richard Ellis	G	Good progress has been made following the introduction of specialist resources and intensive work in moving the status of key systems. Some work still required on the Capita Education System . The next phase requires more detailed work on the service specific systems and what is required for day one in line with aggregated and disaggregted services and further reports will be provided should risks be identified.	G
Customer and Digital		G		G

Programme Notes

Trade Unions – Engaging with trade unions on blueprint progress.

Blueprint Preparation – See separate report

Implementation reporting and preparation – Ensuring we have captured the assurance framework and the methodology for reporting implementation by North and West (slide 5).

Programme Health check – Undertaken by LGA representatives across the programme in July. The report is attached as an appendix to the Programme Directors update.

Finance – See separate report as appendix to Programme Directors update.

Programme Health Check

❑ Undertaken throughout July

❑ Covered all programmes of work

❑ Undertaken by the LGA

❑ Full report attached in appendix, overall positive with recommendations included.

❑ Purpose: to assess the planning to date prior to the commencement of the implementation phase with an opportunity for independent assessment in order to strengthen the approach.

DAY 1 ASSURANCE: MONITORING AND REPORTING APPROACH

North Shadow Executive
(Monthly)

West Shadow Executive
(Monthly)

Joint Implementation Executive
(Monthly)

Programme Implementation Board
(Monthly)

North Day 1 Readiness Report
(Monthly)

West Day 1 Readiness Report
(Monthly)

North functions
Day 1 Readiness position
(produced monthly)

Critical Products
Day 1 Readiness position
(produced monthly)

West functions
Day 1 Readiness position
(produced monthly)

Day 1 Assurance Framework
(Delivery progress updated weekly)

Day 1 Readiness progress updates from Programmes
(Weekly)

Change Management

Actions through July

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.

Slack Channel launched ✔

Benefits Include:
- Providing Change Champions with a way to communicate & collaborate
- Networking in real time
- A safe space to access peer support.

Survey and Updates ✔

Benefits Include:
- Identification of Engagement & Support needs through recent Survey
- Sustained momentum with third, change champion update

Key Product Roll-out ✔

Benefits Include:
- Supporting ICT colleagues to roll-out plans for MS365.
- Pilot areas realised

Place Programme Initiatives ✔

Benefits Include:
- Effective Transition to new Programme
- A Revised Place Programme Change Approach
  Endorsed at Place Board on 15 July.

Customer & Digital Programme ✔

Benefits Include
- Working with 68 of our Change Champions to support the testing of the voice and email automation pilots.

Communications & Engagement in Adult Social Care Programme ✔

Benefits Include:
- Use of innovative media ideas for effective / personable communication purposes – videos
- Workforce updates via Newsletters
- Opportunity for ASC Change Champions to test principles for wider Change Champion sessions via Zoom sessions

Change Champion Gap Analysis ✔

Benefits Include:
- Demonstrated need for Change Champions in the majority of services across the Boroughs and Districts
- Recruitment campaign developed
- Focused recruitment where identified
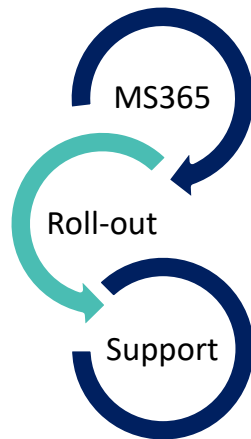
The numbers…

Net increase of 13 from 306 to 319

Actions through August

Change Charter launched for Change Champions
to complete with their teams.

Focus Areas	Guidance/Notes/Agreements
Team Mission/Moto for the Change: What does the team want to achieve by Vesting Day (1st April 2021) to prepare for becoming part of the Unitary Councils (North or West).	Discuss and agree with your team a statement that describes how you will all prepare for Vesting Day. If you choose to, create a team moto to reflect the statement.
Does the team want a team moto?	
Roles and Responsibilities: Who will fulfil the following roles and responsibilities leading up to the change?	Discuss who will fulfil the roles and agree what the responsibilities are.
Change Sponsor/s (senior leader for the team/service)	
Change Champion/s (registered with Future Northants)	
Change Manager/s (Aligned through the Future Northants Programme Team)	
Team managers leading the change (Line managers responsible for leading their people)	
Skills and Strengths: What skills and strengths does your team have to ensure the preparation for change is successful?	Consult with your team to understand and identify what skills and strengths the team have which will support the changes needed.
Skills:	
Strengths:	
Weaknesses and Risks: What weaknesses and risks can be identified which may adversely impact the preparations for change?	Consult with your team to understand and identify where there may be areas of challenge and what risks need to be managed.
Weakness:	
Risks:	
Team Values: What top 5 attitudes, attributes or beliefs will the team need in order to safeguard successful transition to the unitary authorities?	Consult with your team to understand and identify the team values which relate to successful change.
1:
2:
3:
4:
5:	
Support and Information: What support and information will the team need in order to prepare them for successful transition into the Unitary Authorities?	Consult with your team to understand the support and information which will assist you in all preparations.
Support:
Information:	
Team Commitments: What will the team commit to in order to ensure successful integration in to the Unitary Authorities?	Use the data from the consultations you have carried out with the team to identify what your team commitments need to be.
Team Activities: What activities might the team need to organise, plan and deliver in order to prepare for successful transition? Who will do this?	Discuss with the Change Sponsor and line managers what activities may help the team to progress through the change effectively. E.g. team meeting discussions, team event, fun quiz. Get commitment from sponsor and managers to lead on activities with you.

Colleague Support Activities Continue…..

MS365

Roll-out

Support

Staff Engagement Activities Continue……….

Additions

Change Champion Recruitment Campaign

Change Champion Survey

Identification of Support, Engagement and Themes

ICT Programme Development Session

Change Coaching Sessions

Change Maker:
Completion of team profiling with role out of team workshops per programme team/role team.

Change Impact Assessments completed.

Communications and engagement

Comms and Engagement Resources – Increased capacity in specialist comms and engagement support to provide expertise and capacity as we move into the implementations phase. We have also recruited interim support at senior level and seconded three people from District and Borough Comms and Engagement teams.

Planning engagement on the blueprint with elected members, trade unions, approach and consultation, engagement with the workforce.

Recent activity

- ✓ Shadow authority logos approved and rolled out for us
- ✓ New council logos in development by Task and Finish Members Group; See agenda item
- ✓ Branding audit progressing
- ✓ Launched consultation on harmonising opening hours through website and social media platforms
- ✓ Developing jargon buster for stakeholders
- ✓ Vision & culture support
- ✓ Social media policy & protocols in development

Finance Report Summary

APPENDIX 2

Document Type	Information Report
Programme	Future Northants
Title	Future Northants Finance Monitoring Report

Audience for this document
North Northamptonshire Shadow Executive

Purpose of this document
The purpose of this report is to provide a summary of the forecast outturn position of the Future Northants Programme.

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
13/07/2020	1.0	Audra Statham	Outturn Report
	1.0	Audra Statham	Outturn Report

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

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

Document Approval	
Date	Who

1. Introduction

The programme expenditure and benefits realisable were reviewed, amended and presented to each of the North and West Executive committees in June 2020. Progress against this realigned budget will now be reported on a monthly basis, with this report

being the second in that series. The budget monitoring relates to 20/21 only with any resulting slippage for future years being noted.

2. Background

The budget to deliver local government reorganisation and the forecast outturn for 2020/21 is summarised below and in full detail at Appendix 1.

Investment	Budget	Outturn	Variance
			Under/
	2020/21	2020/21	(Over)
	£000	£000	£000
Business Rates Retention Pilots	7,802	7,802	0
NCC Transformation	4,250	4,250	0
Other Programme Costs	4,948	4,948	0
Staff Costs	5,697	5,697	0
Total	22,697	22,697	0

Benefits Realisation	Budget	Outturn	Variance
	2020/21	2020/21	
	£000	£000	£000
Business Rates Retention Pilots	2,246	1,630	616
NCC Transformation	12,235	12,612	-377
Total	14,481	14,242	239

The overall variance of £0.239m has increased since the last report by £0.124m. It is still expected that savings not delivered in 20/21 will still be delivered in later years.

Investment

As can be seen the investment costs are currently projected in line with budget. Whilst recruitment to all positions is still on-going, producing a favourable variance within the period, these savings will be used to further strengthen ICT resources and communications and engagement, related to the shortened implementation period.

Benefits Realisation

An analysis of the impact of the current health crisis on the realisation of financial benefits was undertaken on each of the Business Rates Retention Pilot schemes and NCC savings on the basis of what was known or assumed during April and May. This was and remains a fast moving, dynamic period of time and 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.

The variances reported above relate mainly to adults and children's services. Since period 2, reported in July, there has been an improvement on BRR04 CFN Improving

Fostering, this is due to a refresh in the profiling of forecast carer recruitment following a number of enquiries earlier than originally expected as the covid-19 restrictions begin to ease. With regard to the slightly worse position on adults NCC transformation, there is a forecast delay in savings which are largely driven by an expected 6 month delay in concluding the Shaw contract variation which is now expected in October 2020. This is due to delays in agreeing the final legal terms and conditions of the future variation.

Revised Financial Forecast

There remains considerable financial risk to the above outturn position, which will not be fully understood for some time yet depending on the recovery of the economy and any further outbreaks of Covid-19.

It is important to note that of the total £84.448m savings, £34.907m has already been delivered in 2019/20 and we are on track to deliver £14,365m during 2020/21. This will leave £35.176m to be delivered beyond vesting day.

Outturn Position of all Northamptonshire Authorities

As was requested, for information, the following table details the forecast outturn of each of the Northamptonshire authorities.

	20/21 Projected Adverse Variance £000	20/21 Covid-19 Govt Grant £000	20/21 Overall Adverse Variance £000	Mitigations: Income Grant Efficiencies Use of Reserves	Residual Variance	Comments
NCC	35.198	35.370	-0.172	0.172	0.000	
Daventry	2.131	1.027	1.104	-1.104	0.000	Additional costs for Leisure services, homelessness and rough sleeping. Expected losses in planning/building control/investment income.
Northampton	5.376	2.988	2.388	-0.954	1.434	Pressures due to loss of income for car parks, licensing, planning and estates rental income (all as a result of covid); and additional costs for audit, housing temporary accommodation, and rough sleepers.
South Northants	2.273	1.207	1.066	-1.066	0.000	Additional costs for Leisure services, housing and homelessness, environmental services and community support. Expected losses in commercial income.
Corby	2.100	0.908	1.192	-1.192	0.000	Income shortfalls from leisure and property rentals and additional covid related expenditure.
East Northants	1.915	1.125	0.790	-0.790	0.000	Additional costs for Leisure services, homelessness and rough sleeping. Expected losses in planning/building control/investment income.
Kettering	3.025	1.240	1.785	-1.785	0.000	Additional costs for Leisure services, homelessness and rough sleeping. Expected losses in planning, building control, investment, car park and court cost income.
Wellingborough	1.400	0.986	0.414	-0.414	0.000	Additional costs for Leisure services, housing and homelessness, environmental services and community support. Expected losses in commercial income.
Total	53.418	44.851	8.567	-7.133	1.434	

The above table shows that after receiving the government grant of £35.370m, NCC are reporting a small surplus of £0.172m. There is a common theme amongst all of the district and borough authorities, with many of the pressures on additional costs and reduced income from similar services. Unfortunately, despite receiving government funding, there is still an overall shortfall forecast of approximately £8.567m. The mitigations, to bring this overall variance down to £1.434m, include an estimate of the amount to be received by each authority from a further MHCLG grant that covers up to 75% of the loss of fees and charges (after authorities have covered the first 5%) and draw down from general reserves. Each authority will continue to lobby Government to fund these shortfalls as any use of available reserves will mean that each of the two new unitary authorities would have less funds available to invest.

The mitigations put in place ensure that each authority is able to continue to deliver business as usual.

These figures will be updated with the actual income grant allocations once they are known. In addition, the above figures do not show the potential losses from reduced Council Tax and Business rates which, owing to the accounting regulations, won't show until later years.

3. Conclusion

Overall we are on track to deliver local government reform and transformation within budget, despite the very challenging environment in which we are operating. Risk remains high but by the end of 2020/21 a total of approximately £50m worth of savings will have been delivered.

The overall outturn position being reported across each of the district and borough councils will reduce the amounts available in future for both West and North Northamptonshire Councils. The position is expected to improve once the final methodology and allocations for lost income from fees and charges are confirmed by Government.

Staff Costs	2019/20	2020/21	2021/24	Total		Year End Outturn Projection 2020/21	Variance Under/(Over) 2020/21
	£000	£000	£000	£000		£000	£000
Staff Costs	3,047	5,697	8,301	17,045		5,697	0

Other Programme Costs	2019/20	2020/21	2021/24	Total		Year End Outturn Projection	Variance Under/(Over)
	£000	£000	£000	£000			
Resource - backfill	133	553		686		553	0
Legal advice		400		400		400	0
Restructuring costs			7,900	7,900		0	0
Shadow statutory appointments		832		832		832	0
Shadow member appointments		60		60		60	0
Recruitment to senior appointments		160		160		160	0
Branding & signage		500		500		500	0
National pay and conditions		250	500	750		250	0
Programme delivery contingency		2,193		2,193		2,193	0
LGR pre submission costs (May-Aug 2018)	148			148		0	0
LGR pre submission costs (Sept 18 - Aug 19)	1,109			1,109		0	0
Total other Programme Costs	1,390	4,948	8,400	14,738		4,948	0

Business Rates Retention	Investment				Savings				Year End Outturn Projection	Under/(Over) delivery
	2019/20	2020/21	2021/24	Total	2019/20	2020/21	2021/24	Total	2020/21	2020/21
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
BRR04 - CFN Imporving Fostering	16	120	334	470	0	281	2,019	2,300	381	-100
BRR06 - CFN Practice Improvement	482	185	128	795	0	294	2,106	2,400	164	130
BRR08 - Adults Review Task Force Team	388	12	0	400	1,000	0	0	1,000	0	
BRR09 - Adults Review of Target Operating Model	400		0	400	0	815	13,185	14,000	1,085	-270
BRR10 - Strategic Infrastructure - Growth and Infrastructure Plan	27	223	0	250	0	0	60	60	0	
BRR18 - Customer Constact - Customer and Digital Strategy	0	1,900	3,750	5,650	0	0	3,000	3,000	0	
BRR20 - Shared Service Redesign	43	4,057	0	4,100	0	0	2,500	2,500	0	
BRR21 - Corporate Contracts Review	0	250	0	250	0	0	500	500	0	
BRR26 - CFN Workforce Programme	539	196	0	735	0	138	1,262	1,400	0	138
BRR45 - Adults Overnight Carers Scheme	350	0	0	350	626	0	0	626	0	
BRR46 - Adults Rapid Response Team	291	859	450	1,600	0	718	8,115	8,833	0	718
Unallocated funds	0	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	1,630	616

NCC Transformation	Investment (includes expenditure funded by FUCR)				Savings				Year End Outturn Projection	Under/(Over) delivery
	2019/20	2020/21	2021/24	Total	2019/20	2020/21	2021/24	Total	2020/21	2020/21
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults	1,204	4,250	0	5,454	22,975	7,130	-3,713	26,392	6,009	1,121
Childrens	92	0	0	92	4,086	1,636	2,730	8,452	909	727
Corporate Services	977	0	0	977	3,740	258	500	4,498	1,158	-900
Place	0	0	0	0	2,480	2,241	2,796	7,517	3,566	-1,325
LGSS	0	0	0	0	0	970	0	970	970	0
				0				0		
Total NCC Transformation	2,273	4,250	0	6,523	33,281	12,235	2,313	47,829	12,612	-377
Total	9,246	22,697	21,363	53,306	34,907	14,481	35,060	84,448 **Total**	14,242	239

FUTURE NORTHANTS REVIEW REPORT – JULY 2020 Introduction

This report presents the findings and recommendations identified in the review of the Future Northants programme carried out in July 2020. An executive summary is provided.

Review aims, context, methodology and team

The aim is to assess the planning to date for the Programme at the commencement of the delivery phase and whilst the impact of the pandemic and the recovery requirements of the eight councils is being understood fully.

The review is an opportunity to strengthen the approach, ensure all the risks are visible and mitigation plans are appropriate.

The context for the review is the complete redesign of the programme and the realignment of resources reflecting the shadow authority arrangements.

The methodology deployed involved the assessment of documents and interviews with key personnel in the second half of July.

The people contacted are in Appendix 1. The review team thanks everyone who provided documents, arranged meetings and took part in interviews.

The team who led the review was arranged through the LGA. It comprised Andrew Flockhart, LGA Adviser to the Future Northants Programme, Alan Gay OBE, former Chief Finance Officer and Deputy Chief Executive, Leeds City Council, and Mark Lumley, Director Digital & IT, London Borough of Hounslow.

Executive Summary

The two Shadow Executives and eight councils are undertaking a huge and complex change programme with an unmovable date for "go live". Vital public services are undergoing change in the endeavour to make the reorganisation into two new unitary councils "safe and legal". In doing so all authorities are facing up to the challenge presented by the Covid-19 pandemic that has had a significant impact in all areas of the work.

In this context the Future Northants programme has prepared a coherent, comprehensive and well documented programme. The programme has strong leadership that is providing clear direction and is allocating resources in a strategic and responsive manner. There is a clear understanding of the issues and risks being faced and they are being addressed and mitigated effectively.

This needs to continue as changes in the make-up of the managerial leadership of the new authorities come into play in the next few months and as the focus on the distinctive features of the new unitary councils come under closer attention. All eight authorities must ensure that adequate resources, particularly staff time, are reassigned in the next few months to planning for the new unitary councils.

The revised timeline for the production of the service blueprints for the new unitary councils has impacted on the preparation of budgets for 2021/22 as well as HR and ICT plans. It is important that there are no further delays with blueprints as this would reduce the time available for detailed planning of all kinds upon which successful achievement of "safe and legal" depends.

The quantum and complexity of the ICT changes being planned are huge. Several major systems are being rolled out simultaneously. In most areas, such as children's, adults and finance there is no room for error. The risks are particularly critical in relation to delivering the Children's Trust on 1 November whilst undertaking the other upgrades and changes. The overall programme to deliver this is well thought through and adequately resourced. Successful delivery is realistic but by no means guaranteed. The significant risks and issues in the delivery of this complex part of the programme must continue to be managed actively. Many specific recommendations are made on the IT change programme.

Overall, the programme's resources are adequate and aligned to the key activities. However, as vesting day gets ever closer and the blueprints are approved, a greater effort should be made to reallocate staff time to the development of detailed plans for the delivery of all services.

The programme's budget is adequate and suitably aligned to programme priorities. This is subject to the release of specialists from the service areas and general capacity to support the implementation phase. Some issues remain to be addressed including the slippage in savings and planning for post-vesting day.

The financial affordability of the blueprints cannot be judged at this stage and further review work is necessary in September, pending definitive outcomes from the MTFP Task & Finish Groups, when it is expected that draft budgets for 2012/22 and beyond are available.

The review found that the programme has a well-developed approach to change management. There is a clear sense that the Members, managers and staff both leading and supporting the programme are ready for change. Members and staff should take confidence from this. If continued, this will enable them to make difficult decisions well when tackling big issues that lie ahead requiring strategic focus.

The hard work and commitment being shown by Members and officers alike to deliver the goal of "safe and legal plus" is to be commended. This reflects the recognition that this is a once in a generation opportunity to transform local government services and that the new unitary councils will be inherently very different from the preceding organisations. This bodes well for the future and the efforts to improve achieve transformation in such difficult circumstances are to be commended.

Objective 1 - *Programme approach together with critical path and all supporting plans including 'must haves' and documentation and that they are appropriate and proportionate.*

Findings

A coherent, comprehensive and well-documented programme plan is in place. This includes a clear governance structure with effective reporting arrangements and a critical path focusing on delivery of the "safe and legal" objective. Day One requirements have been defined and each service plan has been reviewed. A range of suitable deliverables has been placed along the critical path and progress against this is monitored regularly. This will need to be reviewed when the blueprints are approved.

There is a sound assurance framework in place. Firm management of this will ensure that service delivery goes ahead as planned on Day One. A key challenge is making sure the whole picture of plans and interdependencies is always understood. Key features of this from a strategic perspective are making sure all the right people are in the right place, all the ICT systems are in place and all the legal issues are resolved for Day One. A key issue that lies ahead is the likely divergence of the parts of the programme that focus on the two distinct unitary councils. This is likely to gain some impetus when the permanent CEOs are appointed and as 1 April gest closer.

Recommendations

1. The deliverables in the critical path should be reviewed when the service blueprints for both unitary councils are approved.
2. Consider modifications to the programme management arrangements to facilitate the development of distinctive directions and priorities for each of the two unitary councils.

Objective 2 - *The main ICT and systems plans and approach to deliver minimal viable products are fit for purpose and deliverable by Vesting Day. This should take account of the creation of the Children's Trust requirements and the staging of the systems configuration.*

Overall Findings

The scope for the IT element is broad and there are a number of large and critical applications that are part of the programme of work, which will underpin the delivery of all functions from Day 1.

Covid-19 has had a major impact in all areas of the work both positive and negative. Many people have been pulled into the response that will impact on timings. However, it has given the opportunity to review the IT programme, leading to a more formal recovery of the programme. It is recognised that over the past couple of months there have been a significant change in staffing for the IT programme with additional expert resources being bought in.

The IT programme is very ambitious with lots of moving parts that will continue to change. In general, the aims for vesting day are fairly limited to ensure that the programme can meet the needs. In some areas this is prudent in others this could be a wasted opportunity to introduce some transformation, service design and improvements.

Findings in Relation to the Programmes in Scope

Customer and Digital: The focus of this programme are the access channels that communities will use to contact the new councils, primarily website and telephony. There are other access channels and systems that are carried out in some customer services teams that are being worked through e.g. blue badges / parking permits. Whilst there have been some delays with procurement, there appears to be enough slack to ensure that the requirements on Day 1 will be delivered if the right resource continue to be engaged. There has been good engagement with the business areas and IT on the approach and a good eye on the next phases of optimisation.

The digital branding, elements of the project and approach do appear a little confused, and at odds with the digital programme from IT. Bringing the programmes together under a single Senior Responsible Owner (SRO) will assist with this. Having some definitions of Digital and what this means both now and in the future would be useful to avoid problems. Digital is much more than just a website.

Enterprise Resource Planning (ERP) – Agresso: The primary focus of this programme is to ensure that the councils have a full ERP system including financials and pay etc.

The implementation team at LGSS appear to be experts in this field and have completed similar projects before successfully. It is a very challenging project with some very tight timescales. Some of these timescales have not been helped by delays in the decision-making process.

It is well resourced and has appropriate governance. Confidence levels to have a functioning ERP system for day 1 are high. Risks have been considered and minimised during the process e.g. minimising the number of integrations needed. There have been some recent changes to align the HR, IT and Finance workstreams together and this is positive.

There have been some delays in getting data from Districts and Boroughs at the right times and it is important that all stakeholders understand what is expected and when. Issues have been resolved via an escalation to the SRO but it will not be possible to deal with everything in this manner.

Microsoft Office 365: The main focus of this workstream is to ensure that the new Unitary councils are able to have a collaboration platform fit for purpose and functioning email addresses.

This programme now appears on track, well-resourced with appropriate governance. There are some risks with some of the core technology infrastructure and approaches in the Districts and Boroughs. These may need some additional resources e.g. Windows 7 laptops, networks (speed of links and quality of service). It may also be prudent to pick up standards and principles if not already done so through the Technical Design Authority (TDA).

Core Systems Architecture/Approach: The aim is to ensure the right platform and core infrastructure decisions are taken to enable a successful future. The appointment of an external Enterprise Architect has helped in a number of areas, including not being distracted with private networks and telephony systems.

The approach currently being developed for the future phases of the digital programme looks good and will enable the councils to build upon the vesting day changes through the phases of prioritisation; standardisation into optimisation/transformation. A digital approach will enable IT to improve services with the business areas. Signing up to the Digital Declaration is excellent to build upon new ways of working. Putting users at the centre of the design of processes rather than expecting a new/upgraded system will ensure that future savings can be made but is a large cultural change.

Social Care System – Eclipse: The main aim of this workstream is to upgrade / replace the CareFirst system to the Eclipse case management system, with reference to the transformation programme and then the requirements for the Unitary work. A new Programme Manager has been introduced to review and pull the programme together to a more confident place. A new and very comprehensive Project Initiation Document (PID) has been produced and documents are being reviewed.

There are a number of significant risks with this programme that are being worked through currently.

- OLM, the company behind the Eclipse, Social Care system, do not have a working finance solution and whilst it is scheduled for April 2021 it is unlikely this this will be in a position to be delivered until much later in the year, therefore workarounds and new systems are being put in place to mitigate this.
- Limitations on the amount of testing and development that could be done due to limitations on the system meant a new test instance has been purchased which will assist in the next stages of the project.
- There is a transformation programme taking place within adults through Newton, together with a review of the structure and set up and new ways of working. There is a risk here of conflicting requirements that may lead to scope creep, increase costs and that Social Workers are having to be trained on the system and then retrained if there is no alignment and pulling together of the various threads here.

- The governance of the project was established prior to LGR. In order to support the service through implementation it was decided to maintain continuity in its governance i.e. outside the IT programme. This presents a risk around alignment and mutual understanding.

The new Programme Manager has previous experience of social care projects and is working to ensure that the work and the changes are being done to improve the working arrangements of Social Workers, that residents will have more efficient processes and that it is all done in the spirit of the care act. It is also positive that a new Test Manager has been appointed to ensure that User Acceptance Testing (UAT) is carried out to a high standard.

Children's – there is a bit more time here to ensure that this approach works for the set up and already starting to get the resources in the form of Business Analysts to think about this for the future. However, this still needs a substantial amount of work.

Delivering the Children's Trust on 1 November whilst undertaking the other upgrades and changes holds particularly significant risks. From a technical viewpoint the creation of the infrastructure and environment is a known process. However, this has been extremely challenging due to the added complexity of creating a new organisation and service for the two Unitary authorities. Getting access to the right resources and information (such as structure, pay scales etc.) has been difficult but is vital for success moving forwards– now more senior management have got involved this has improved. The Trust will need to be clear on their objectives and ways of working for this to be a success.

Education System – Capita: There are two phases to this programme, the migration of the system to the cloud followed by the requirements for vesting day. The original date for phase 1 has not been met, which may cause the business area some issues but there is always a danger of setting a delivery date prior to procurement and ensuring the right resources. This is being discussed with the business and a new plan put together.

The new Project Manager is reviewing the documentation and arrangements, appears adequately resourced but there is a dependency on the supplier for dates and the work that will need to be carefully managed. Governance is good and there is good buy-in from senior managers.

Recommendations

Districts and Boroughs

3. Consideration should be given for to additional technical expertise and budget for some of the Districts and Boroughs for IT and having an agreed set of technical standards and principles through the Technical Design Authority (TDA), that Digital & IT have created, will prevent Windows 7 or smaller internet connections from delaying progress.

4. It will be important to ensure that Districts and Boroughs are engaged with the practical steps that the various projects require, e.g. the provision of data, well in advance to avoid delays by having to be escalated.

Digital

5. Further alignment of Customer, Digital and IT will avoid any potential confusion of the term digital; defined to mean ways of working and alignment of processes to the user needs not about technology.
6. Support and resources for IT to continue to embrace digital service design and agile approaches will assist the wider delivery of services and transformation. This will help enable more ambition for vesting day.

Change Management approach

7. Business areas need to have early conversations with IT on any changes and amendments to systems / reports etc. An increased awareness of the role of the Technical Design Authority (TDA) and how it can help in the process will help.
8. Clear and concise communications across all areas and clarity on the role of change champions and super users for the system changes.

Line of Business Systems

9. Disaggregation of County Systems. Focus is on the major systems but there are County systems that need 'something' to happen to them for Day 1. Work needed to identify and progress the approach for these to ensure the technical and data sharing agreements are in place.
10. There are also major systems across the districts and boroughs that need to be planned to ensure the right approach and data sharing is in place.

Eclipse

11. The governance of the project is outside the IT programme and should be bought under it to improve the alignment and understanding.
12. There is a risk of conflicting requirements with the transformation and upgrade work, leading to scope creep / increased costs. Social Workers may have to be trained and then retrained if there is no alignment.
13. Social Care IT projects requires resource that have expertise in social care so essential that business analysts and others are made available.

Project Management / Miscellaneous.

14. Further alignment / communications across workstreams is essential to ensure that they all understand what is happening in all the others.
15. A number of the projects are reliant on external partners, therefore to ensure they are delivered on time/budget the Councils need clear and well managed contract management.
16. As projects move from theory to implementation, the detail of the structure of the new Councils is needed to implement systems without risk of reworking.

Children's Trust

17. There will need to be a clear client function in the two councils for the operation of the children's trust to ensure that roles, functionality, outcomes, costs and so on are clear from the start.

18. Clarity on the approach and mutual expectations is needed to ensure effective and efficient IT support.

Objective 3 - *The programme's resources are adequate and aligned to the key activities. Also that the business input is appropriate and of sufficient capability and capacity to undertake the work required and that the commitment from each authority to release the required resources is clearly mandated within each organisation taking account of ongoing requirements of managing the pandemic, the recovery work required, business as usual and the programme.*

Findings

The resources and their alignment to key activities was reviewed in relation to HR, legal and ICT requirements as well for the place, adult's and children's programmes.

The overall picture is that the resources are adequate but there are pressures on capacity in some areas. Whilst these pressures are being managed effectively now, they could become more severe in the next few months. This is because there is no spare capacity and many complex issues lie ahead that will require concentrated efforts from staff. At the same time the uncertainties perceived by many may affect the ability of some authorities to make sufficient staff available to support the efforts that are needed now to deliver the programme. Hence, it is vital that all authorities review and renew their commitments to mandate and provide the staff resources made available to the programme.

More specific findings are as follows.

The programme for adult social care is well planned and organised. It is important not to lose sight of the fact that this is the single biggest service, with a multitude of complexities, to be transferred to the two new unitary councils. Any failure to deliver any part of this effectively will be felt acutely. So, it is important to keep a close eye on this programme and ensure it has the right level of resources available to it.

The context for the children's social care services programme is unusually complex. There is a good plan in place and good progress is being made for the delivery of services through the Children's Trust though the timeline is very tight. The plan to deliver the education services sets out clear and ambitious goals. However, it is not entirely clear that these can be delivered to the level required.

The Place programme is operating with a clear plan in which the key risks and issues are visible at senior levels. The plan is adequately resourced and supported by a motivated and skilled team. Good progress is being made.

Two key challenges are on the horizon. First, engaging middle management staff (tiers 3 and 4) effectively in the design and then delivery of the new staffing structures. Their continued commitment will be vital for success on Vesting Day. Second, the plan has to meet the affordability challenge that is likely to come in the autumn when the service blueprints have been agreed.

Given the quantum of work necessary in bringing together all district services in each unitary council in the short time remaining before Vesting Day, it is vital that attention focuses on the use of best practice to aid service design. Prolonged consideration of these matters will lead to pressure later in the year and this should be avoided. This process must have an eye to the opportunities that will be available when the unitary councils are up and running but should not necessarily attempt to deliver on them now.

There has been a significant change in the resources that have been made available in recent months to the IT programme and it is getting back on track. It is essential this continues and, where experts in an area are needed, these continue to be funded and provided. If this level of resources continues and the alignment with the various workstreams is connected more together to avoid delays and duplication in effort, the approach will be adequate.

The programme to deliver all the legal requirements is making good progress and will continue to do so presuming the capacity issues at Monitoring Officer level are resolved. Throughout the programme the efforts to achieve transformation in such difficult circumstances are measured and well judged.

Recommendations

19. All authorities should review and renew their commitments by midSeptember to mandate and provide the staff resources made available to the programme.
20. Retain a strong focus on the adult social care programme to ensure it has the resources necessary to deliver all its services safely.
21. Review the aims of and resources for the programme to deliver Education services.
22. Consider arranging additional resources to support the Districts and Boroughs with elements of the IT programme.

Objective 4 - *The programme budget is adequate and clearly aligned to the priorities of delivery, timescales and on-going transformation activity beyond vesting day and related benefits realisation.*

Findings

A programme budget has been established of approximately £53m, funded by contributions from the County Council, the seven Districts, and a contribution

from the Business Rate Pilot. The Programme budget would appear to be substantial and is expected to deliver the projects required; it is however unclear how post-vesting projects will be delivered. The programme aims to deliver savings of £84.4m, of which £34.9m was delivered in 2019/20. A further £14.3m of savings are anticipated to be delivered in 2020/21, with the remaining £35.2m to be delivered after vesting by the two new authorities. At this stage there is an intention to create two transformation functions (one for each unitary) and the funding for this is built into the LGR budget of £53M. This will support the new authorities beyond Vesting Day. The Shadow Executives should consider the ways in which the two new authorities will deliver the remainder of the programme post-vesting day.

The overall delivery of savings in 2020/21 are reported to be largely on track however there is an acknowledgement that there are significant risks due to the impact of the Covid-19 pandemic. The most recent Children's Programme report (Quarter One) forecasts that savings of £2.1m will not be achieved by the year end, of which £1.6m is attributed to the Covid-19 pandemic. Whilst it is acknowledged that emergency grant funding from Government may offset these variations, it is important nevertheless that savings forecasts are realistic and if slippage is to occur this should be identified and evaluated as early as possible.

A mobilisation plan is in place which demonstrates the extent to which resources and governance arrangements are in place. Whilst this is early days, these arrangements look to be appropriate and there would appear to be good progress in this respect.

Monitoring reports to the Shadow Executives from the Programme Director are produced which RAG rated progress. The reports are at a summarised high level; transparency will be improved by the provision of more detailed reports setting out progress against each individual project. These reports will be enhanced once the blueprints are approved to include specific reports for each unitary council. They should include more specific risk assessments against each item.

Recommendations

25 There needs to be clarity over how the programmes in each new unitary council will deliver required savings and transformation post vesting day.
26 Given the risks of facing the authorities at this time, some level of contingency could be held to mitigate non-delivery and slippage on savings planned.
27 Reports for the Shadow Executives should provide greater detail on the delivery of individual projects including risk assessments.

Objective 5 - *To establish the financial affordability of the blueprints in light of the impact of the pandemic on local authority finances ensuring that each new council will be able to set a legally balanced budget.*

Findings

It is too early at this stage to make any judgement on the affordability of the blueprints. Task and Finish groups were set up in June and initially the focus is on the aggregation and disaggregation of budgets. It is clear that much work is required to complete this task and only then will it be possible to move on to the establishment of Medium-Term Financial Plans for each of the new authorities. This work is due to commence in August and complete by the end of the month. This is an ambitious timescale. Budgets and Financial Plans will be set in a very uncertain context with financial pressures arising from the pandemic and a lack of clarity on government funding beyond 2020/21.

Progress to date seems good with considerable work undertaken in respect of:

- Disaggregation of the County council budget and balance sheet;
- Post-vesting harmonisation of Council Tax levels and Council Tax Reduction Schemes.

Principles have been agreed for the aggregation of the budgets and balance sheets of the two new authorities and work is now commencing to apply these. This piece of work has started only recently but appears to be progressing at pace.

There are a few issues that have arisen from discussions with officers regarding this piece of work that may warrant further consideration:

a. There appears to be no intention at this stage to establish any "Residuary Body" post March 2021. It is recognised that there are pros and cons of this approach. Such a body would clearly require some staff and resources, however it could be a way of dealing with some legacy matters in a simple and efficient way. Examples of this could be the management of existing debt/ loans, sundry debt recovery, etc. This may be an approach worth consideration by the Shadow Executives.

b. There will inevitably be some disequilibrium between the two new authorities following the disaggregation and aggregation process. There is a need for a dispute resolution process to be in place as soon as possible and which should be operating in advance of 31st March 2021.

c. There is likely to be an inequality of value in assets transferred to the new authorities based on geographic location. Some thought could be given to whether some equalisation is necessary between the two councils. This approach may also include liabilities transferred, e.g. condition of buildings.

Recommendations

28 It is recommended that further review work by the LGA Review Team is undertaken in September to examine the financial affordability of the blueprints (which cannot be judged at this stage) pending definitive

outcomes from the Task & Finish Groups and when it is expected that draft budgets for 2021/22 and beyond will be available.

Objective 6 - *To assess the readiness of all the councils to change and the extent to which the programme is supporting their preparations for Vesting day.*

Findings

The review found that the programme has a well-developed approach to change management. There is a strong sense that the Members and senior managers leading the programme are ready and prepared for change.

There is a very well structured and organised programme of development for Members. This has several elements including peer advice, team building, elearning, training events and well attended all-Member briefings. This is supporting a positive approach by Members whose participation in the programme has been impressive.

This bodes well for the future and Members should take confidence from this. If continued, this will enable them to make difficult decisions well when tackling big issues that require strategic focus e.g. affordability and budget setting for the two new authorities. Inevitably there will be tough decisions and Members can draw on what they have learned as they look forward.

The programme has a well organised and motivated network of 300 Change Champions plus a cadre of Change managers. A range of suitable training is on offer. However, it is apparent that not everyone has a clear, shared understanding about what "safe and legal" means for each and every service. This is hampering the readiness to change. The same is the case with staffing structures. The sooner these can be clarified and communicated the more staff will be ready for the change.

Given the quantum, complexity and increasing pace of change the Change Champions will need time and recognition to carry out their roles effectively.

In relation to change readiness on the IT programme specific findings were:

• As part of the IT changes for Office 365, a dedicated Change Manager has been appointed and is working through the change approach needed. There are a number of resources that MS have provided to assist in this.
• There is a risk that generic change champions may not have the technical ability to support the Office 365 rollout.
• For the other IT projects, such as for Social Care and Education, it is anticipated that Super Users will be able to support these programmes. It would be sensible to ensure these are different to the Change Champions and the differences between the two are communicated and understood.

Engagement with staff and Trades Unions is evident and would have been more advanced now if the Covid pandemic had not happened. Without the

impact of the Covid pandemic more detailed information e.g. about service and staffing structures, would have been available to share. The fact that it isn't is frustrating for all. This should move forward quickly when the service blueprints are approved.

Recommendations

29 Those responsible for leading and delivering change over the next eight months should focus on ensuring there is a common understanding about what "safe and legal" means for every service.

30 Roll out the engagement programme for middle managers and staff to enable them to contribute to and understand the structures being devised.

31 Consider the support provided to Change Champions to enable them to carry out their work effectively as the pace of implementation increases and distinguish clearly in communications the difference between their role and the role of Super Users.

Objective 7 - *To review and assess the risks and current issues and that they are understood and appropriately mitigated through contingency planning wherever possible.*

Findings

There is a sound approach to risk and issue management. This is enabling the programme to have clear sight of the risks that lie ahead and the issues being dealt with. Systems for issue resolution and risk mitigation are both effective. This needs to continue as changes in the make-up of the managerial leadership of the new authorities come into play in the next few months and as the focus on the distinctive requirements of the new unitary councils come under closer attention. Some risks and issues will be shared, and others will not.

Recommendations

32 It is recommended that the approach to risk and issue management is reviewed and confirmed as and when the programme focuses more on the distinctive requirements of each unitary authority.

Appendix 1 - List of people interviewed as part of the review

Theresa Grant, CEO, NCC and Strategic Delivery Director, Northants LGR

Paul Helsby, Programme Director, Northants LGR

George Candler, Interim CEO, Northants West

Liz Elliott, Interim CEO, Northants North

Stuart Hill, Day One Porgramme Manager

Jeremy Rawling, Programme Manager

Anna Earnshaw, SRO, Adult Social Care

Martin Cox, SRO, Day One People requirements

Andrew Hunkin, SRO, Day One, Legal requirements

Ian Vincent, SRO, Place programme

Barry Scarr, Programme SRO, Northants

Glen Hammons, Interim S151 Officer, North Northants

Audra Stratham, Finance Programme Lead

Martin Henry, Interim S151 West Northants

Gerda Round, Head of Implementation

Rebecca Peck, Assistant Director to Chief Executive, NCC

Cheryl Doran, ICT Enabler

Robert Musekiwa, Enterprise Architect

Richard Ellis, SRO of ICT and Customer & Digital Programme, CEO of South Northamptonshire Council

Sharon Richardson, Future Northants Programme Manager

Mark Ashton, SRO for ERP

Peter Borley-Cox, Head of Business Systems and Change

Karen Perrett, ICT Portfolio Lead

Robin Burton, Adoption and Change Manager

Robin Welsh, Eclipse Programme Manager

Shaun Darcy, Executive Director and S151

Prasenjit Maity, CapitaOne PM

Steve Nichols, MS365 PM

Katie Jones, Customer & Digital Programme Manager

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

27th August 2020

Report Title	North Northamptonshire Unitary Council Draft Blueprint for approval

1.   Purpose

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

2.   Recommendations

It is recommended that the Shadow Executive:

2.1.1   Note the progress made on preparation for the new Unitary Council and approve the Draft Blueprint including how the services are likely to be configured within the new Council, taking into account the arrangements agreed with the Executive with regard to the disaggregation of Northamptonshire County Council (NCC) Services and aggregation of District and Borough Services.

2.1.2   Note the aspirations and opportunities set out in the papers as a result of bringing services together and the underpinning capabilities being progressed in relation to our digital transformation as well as consider future aspirations for the People and Place of North Northamptonshire.

2.1.3   Endorse the wider engagement programme as set out in section 4 of this report with all members and stakeholders on the content of the blueprint and more detailed work that sits below the summary presented today, in order to understand the service plans for day 1.

2.1.4   Agree to receive feedback on the draft Blueprint from employees, all Members and trade unions at a future meeting (to help shape the final agreed approach) following the recent commencement of union and staff engagement, and

2.1.5 Recommend to the North Northamptonshire Shadow Authority that they adopt the Draft Blueprint.

3.   Report Background

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

3.2   With this in mind, and recognising the demands COVID placed on all our Councils, it was agreed that the Future Northants programme would continue but the focus would shift to achieving a reduced "safe and legal plus" transfer. This means our priority has been ensuring all services could safely operate and that all day 1 "must haves" were in place in order for us to meet the Structural Changes Order legal deadline of April 2021 for the new Councils to go live.

3.3   However, all members of the Shadow Executive agreed that we would also:

- seek wherever possible to implement transformation, wherever safe to do so, (the "plus") prior to vesting day, and
- that where possible, and only if it is safe and practical, we would split NCC services and staff into the two new unitary footprints on day 1 this will reduce service and staff disruption later.

3.4   Since then the Future Northants Programme, working with Chief Executives, has been developing a "blueprint" of how the new Council service might look on day 1 and specifically how we would split out "disaggregate" the NCC services and bring them together with the District and Borough services to create a functioning Council. The draft blueprint presented to the executive today now provides an overview of what is proposed for approval.

4.   Approach to the Draft Blueprints

4.1   The draft Blueprint set out in the supporting papers is not designed to be a structure chart for the new Council, but represents a functional view of how services will come together. Behind this high level view sits more details about the activities to transfer services, day 1 must haves and staff in scope of each of the functions. Following approval by the Shadow Executive to progress the Blueprints presented, engagement sessions and briefings for wider Members will be set up to gain their feedback on the Draft Blueprint.

4.2   This work provides the foundations for the next step of the plan as we prepare for implementation and the basis to commence discussions with the staff and unions about how staff will be designated to the West or North Northants Councils. This will form part of a formal consultation process on future plans and TUPE arrangements.

4.3   It should be noted that Adults Social Care intends to create its new Shadow West and North service structures during 2020 and ahead of the Vesting day. This is being done to align the changes resulting from service transformation, which is already underway, and to ensure that there is minimal disruption for staff and Adults customers on day 1. This is being done in a specific formal consultation process with the Unions and Staff which has now commenced.

4.4   Members should particularly note the new Council "Service maps" on pages 11 (West) and 13 (North) respectively which sets out how each of the new Unitary Councils will be made up from the NCC & District & Borough services. Given the nature of NCC services, the complexity of splitting them or the limitations of existing arrangements, it was agreed that different treatment of the services was required to ensure we could remain safe and legal and in some cases existing contract arrangements may need to continue for a while or one Unitary may need to act as the 'lead' commissioning Council or temporary 'host' of services for the other.

4.5   There are 4 main ways that NCC services have been treated when deciding the day 1 blueprint, these are:

- Disaggregate - These are NCC services that can clearly be split on day 1 into North & West Unitary Council Services
- Externally Provided - These are NCC services that are provided by other organisations to NCC now and will continue to be provided in that way to the new authorities.
- Hosted - These are NCC services that will need to be hosted by one **Unitary Council** and provided to the other for a period until any prerequisites or dependencies are resolved to support a future split. Primarily, this will be for up to 12 months with a few areas being hosted for longer until key tasks or contract periods are ended, at which point they will be split.
- Lead - These are NCC services that we plan to move to Lead Authority model where one Unitary Council provides services to the other under an SLA because splitting them will detrimentally effect services for Council staff or in some cases external customers of those services.

4.6   For District and Borough services, it is assumed that all current functions and staff for South Northants, Northampton Borough Council and Daventry District Council will move to the West and that all functions and staff for Corby Borough Council, Kettering Borough Council, East Northants Council and Borough of Wellingborough Council will move to the North Unitary.

4.7   At this stage it is assumed that staff will remain in their current locations for day 1 unless, as in Adults Services, it is agreed as part of consultation with staff and Unions that service will operate from new locations.

NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

5.   Transformation and Future Council Aspirations

5.1   First and foremost, it is essential that Members can feel confident that services will operate safely and effectively on day 1 and the supporting papers set out how Members can feel assured of this in key areas of our People services, Place services and in terms of our IT and Customer services functions.

5.2   But all areas of the programme have also considered the opportunities to transform before vesting day (the "plus") or to prepare a roadmap for future transformation opportunities to be taken up and delivered by the new Councils. Where possible the "plus" transformation changes have been built into the Blueprint designs for day 1 and key aspects of the changes being made have been included. But the papers also set out some of the significant future opportunities we now have to bring the component parts of all the existing Councils together and make West and North Northants great places **to grow up, get on and grow old.**

5.3   Members should note that while at this stage the functional Blueprint is generic by virtue of the stage we are at, the aspirations that have been articulated could now provide the foundation for developing the future designs and plans for the new Council and link into the Task and Finish Group Work on the Vision and Values that will truly shape the future organisation model for North Northamptonshire Council.

5.4   Mid Term Financial Plan (MTFP) Task and Finish group which will be looking at the future budgets for North Northamptonshire Council taking into account the disaggregation of NCC services and any additional costs created as a result of splitting services, the aggregation of District and Borough services, the impacts of COVID, the progress of all existing MTFP savings initiatives and the government settlement when announced later in the year.

5.5   Until that is complete, we will not be able to include additional transformation initiatives for delivery but we will continue to build a pipeline of opportunities for implementation and the transformation teams will continue beyond vesting day to provide the capacity and capability to maintain ongoing transformation priorities for each Council. The Transformation Member Task and Finish Group can start to review and assess priorities for transformation beyond vesting day and feed into the planning process.

6.   Implications (including financial implications)

6.1   Policy

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

6.2   Resources and Risk

6.2.1   From a finance perspective, Members should note that the Draft Blueprint, day 1 plans and the "plus" elements of the programme have all been budgeted for within the existing programme arrangements. These will feed into the MTFP Task and Finish group which will be looking at the future budgets for North Northants Council taking into account the disaggregation of NCC services and any additional costs created as a result of splitting services, the aggregation of District and Borough services, the impacts of COVID, the progress of all existing MTFP savings initiatives and the government settlement when announced later in the year.

6.2.2   Throughout the recent programme development work, the greatest risk faced by the programme was the ability to progress plans robustly in the context of wider COVID pressure and in a way that would ensure that services could safely transfer and ensure that all legal duties would be maintained. Alongside the wider Blueprint development there has been considerable work undertaken to ensure that all services and functions have identified all the critical products and day 1 must haves that will be required for the safe and legal transfer. Work has already been completed to baseline all services and subject to Shadow Council approval on the draft Blueprints, stakeholder briefings will take place on the details behind these and implementation work will commence.

6.3   Legal

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

6.4   Equality and Health

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

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

FUTURE NORTHANTS

Unitary Council DRAFT Blueprints

Objectives Today

- Presentation of the Draft Service Blueprints to Members.

- That members consider the draft blueprints / alongside the disaggregation and aggregation proposals for staff and services and endorse the direction of travel.

- Agree that we will hold separate North & West detailed Blueprint sessions with members.

- Agree we can share the outline blueprints with staff & unions.

- Agree what is going to the Shadow Executive in terms of detail.

FUTURE
NORTHANTS

What we're going to show you

- The steps taken to complete the DRAFT blueprints

- Overall draft blueprint for the future Councils

  - Overarching view - how the services will be delivered & fit together

  - Confirmation – what will be delivered by who and where

  - Sense of Place and People - approaches in the new Unitaries

  - Transformation - being delivered for Adults and in Customer and Digital Services

- Supported by background material

  - detailed service function blueprint manuals

  - Details of year 1 plans and plans to split hosted services

FUTURE NORTHANTS

FUTURE NORTHANTS

Unitary Council Draft Blueprints

Background & Context

4

OUR JOURNEY TO DRAFT BLUEPRINTS
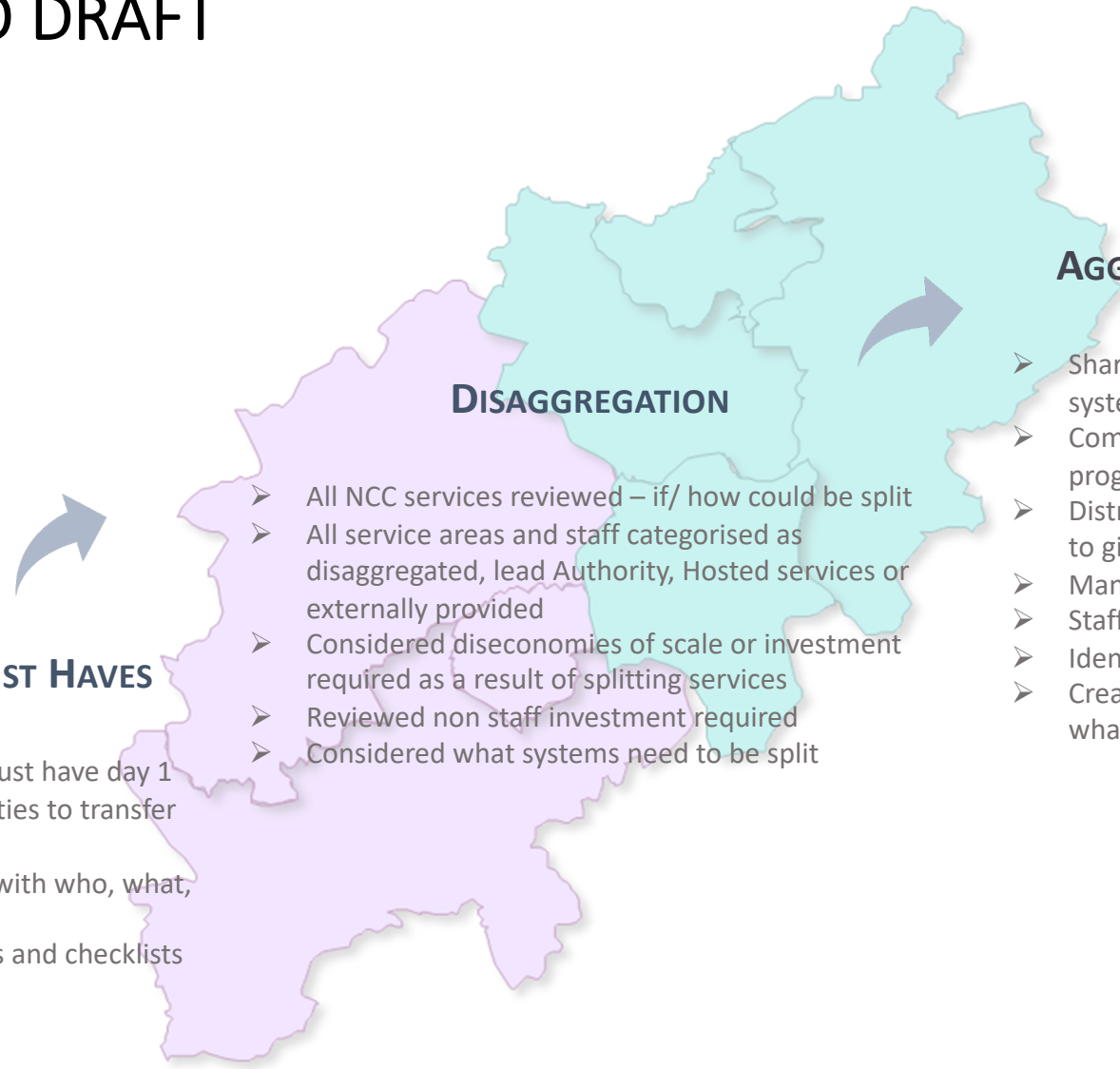
SAFE & LEGAL DAY 1 MUST HAVES

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

DISAGGREGATION

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

AGGREGATION & BLUEPRINT PRODUCTION

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

FUTURE NORTHANTS

5

REMINDER: UNITARY BUSINESS IMPERATIVES

Business imperatives we must achieve

Day one Safe & Legal

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

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

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

Support Services

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

Cost-Effective

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

Transformation

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

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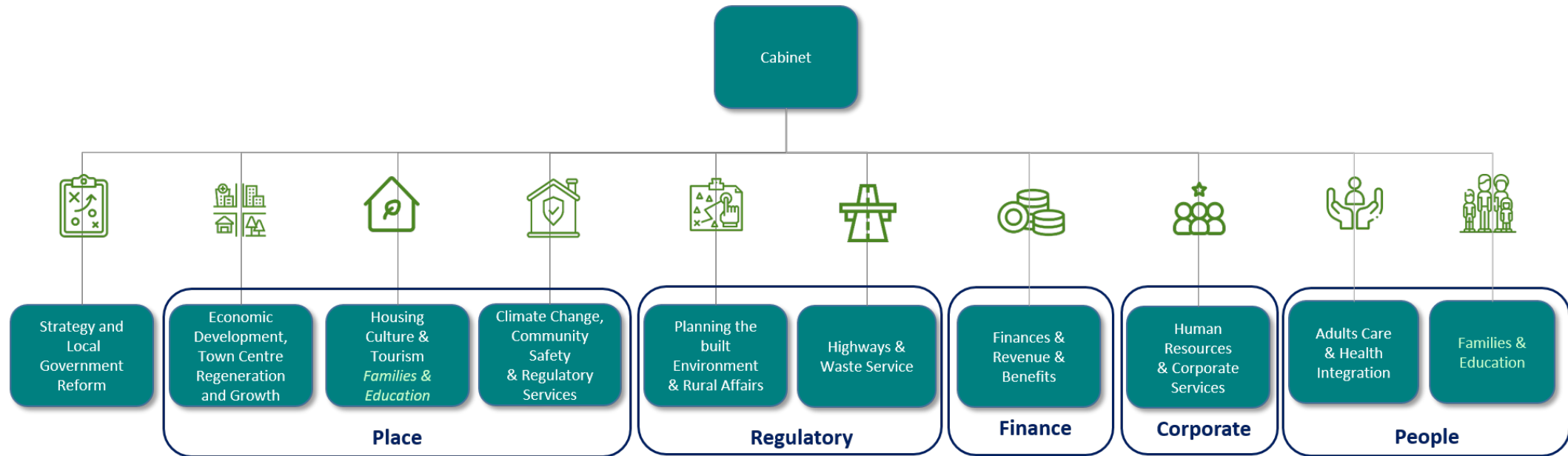
FUTURE NORTHANTS

West Portfolios

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

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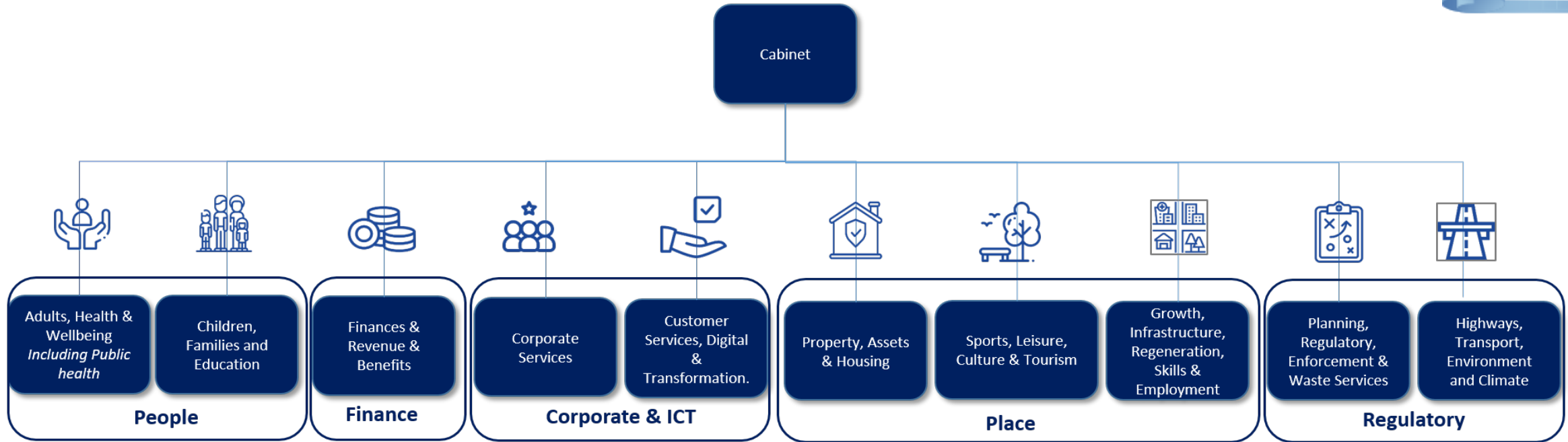
The Blueprints have been set out in chapters that reflect key themes or directorates that underpin in Unitary Councils portfolios

FUTURE
NORTHANTS

Unitary Draft Council Blueprints

DRAFT Blueprints

Page 58

West Draft Blueprint – Functional Map

Visitors

Council Staff

Residents

Other Organisations
e.g. VCSE & Town and Parish Councils

Businesses

Daventry Adults Hub – North House

South Northants Adults Hub – the Forum

Northampton Adults Hub – Drayton centre

Northampton Adults Hub – Weston Favell

Council Hub & Contact Centre Daventry

Council Hub & Contact Centre South Northants

Council Hub & Contact Centre Angel Square

Council Hub & Contact Centre Northampton

Customer Service Front door

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

---

People Services

- ADULTS SERVICES
- EDUCATION SERVICES
- PUBLIC HEALTH
- CHILDRENS TRUST CLIENT FUNCTION

Place Services

- ECONOMY & REGENERATION
- PROPERTY & ASSETS
- COMMUNITY SERVICES, LEISURE, CULTURE & TOURISM
- HOUSING & HOMELESSNESS

Regulatory Services

- COMMUNITY SAFETY
- PLANNING & DEVELOPMENT
- ENVIRONMENTAL
- BIRTHS DEATHS AND MARRIGES
- HIGHWAYS
- TRADING STANDARDS

Fulfilment Services

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

---

Corporate Services

- PERFORMANCE AND POLICY
- BUSINESS TRANSFORMATION
- HUMAN RESOURCES & STAFF WELLBEING
- DEMOCRATIC & ELECTION SERVICES
- BUSINESS INTELLIGENCE
- COMMS, ENGAGEMENTS & COMPLAINTS
- LEGAL
- GOVERNANCE & COMPLIANCE

Finance

- FINANCE
- REVENUES & BENEFITS

Enabling and Support Services

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

---

- IT Operations
- Digital
- IT Strategy & Architecture
- IT Business Systems

FUTURE NORTHANTS

West Draft Blueprint

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

Key:

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

Customer Services

Customer Services | Call Care

People Services

Adults
- Management
- Social Care Assessment
- Community Services
- Health Partnerships
- Adults Provider Services
- Financial Operations
- Safeguarding
- Brokerage
- Commissioning

Childrens
- Trust Client Units
- Education
- Schools Improvement
- Schools Planning
- SEND
- Specialist Support Service
- Edu Safeguarding
- Sensory Impairment
- Schools admissions
- Virtual School

Public Health
- Adults Learning
- Intelligence.& Consultants
- DPH
- PH Management & Commissioning
- Wellbeing services
- Voluntary Sector

Place Services

Econ & Regeneration
- Economic Dev.
- Growth
- Dev.. Management (Highways)
- Digital Infrastructure
- Capital Projects (Property)

Property & Assets
- Facilities Management
- Property Estates Management
- Energy Management
- Grounds Maintenance
- Car Parks
- On street Parking
- Schools PFI
- Street Lights PFI

Housing & Homelessness
- Housing
- Homelessness
- Disabled Facilities Grant

Sports & Leisure
- Community & Leisure
- Tourism
- Parks & Open Spaces
- Country/Outdoor parks
- Chester Farm
- Archives
- Libraries
- Travellers Unit

Regulatory Services

Community Safety
- Community Safety
- Emergency Planning

Highways & Waste
- Waste Disposal & Closed Landfills
- Waste HWRC
- Street Cleansing
- Refuse, recycling & collection
- Flood Risk Management
- M&W Planning
- Strategic Transport Planning (Highways)
- Transport (Home to School)
- Highways Contract Management (Kier WSP)

Planning & Environment
- Trading Standards
- Licensing – all kinds
- Environmental health, protection & licensing
- Development, Planning
- Building Control
- Street Naming & Numbering

Enabling & Support Services

Policy & Performance
- Comms
- Complaints
- Consultation & Eng.
- Information Governance
- Business Intelligence

Corporate Support Services
- Democratic Services
- Electoral Services
- Exec Support
- Lord Lieutenant Support
- Libraries Support
- Northamptonshire Sport
- Procurement services
- Risk and Audit
- Insurance
- LGSS Law
- Legal Services

Birth, Deaths & Marriage
- Registration Service
- Bereavement Services
- Coroners

Human Resources & Staff Wellbeing
- HR
- Apprenticeships
- Learning & Develop
- Payroll, HR transactions
- Pensions

Finance
- Finance
- Exchequer services AP & AR
- Revs & Bens (NBC)
- Revenues and Benefits
- Sundry Debt Collection

Digital & Transformation
- Business Transformation
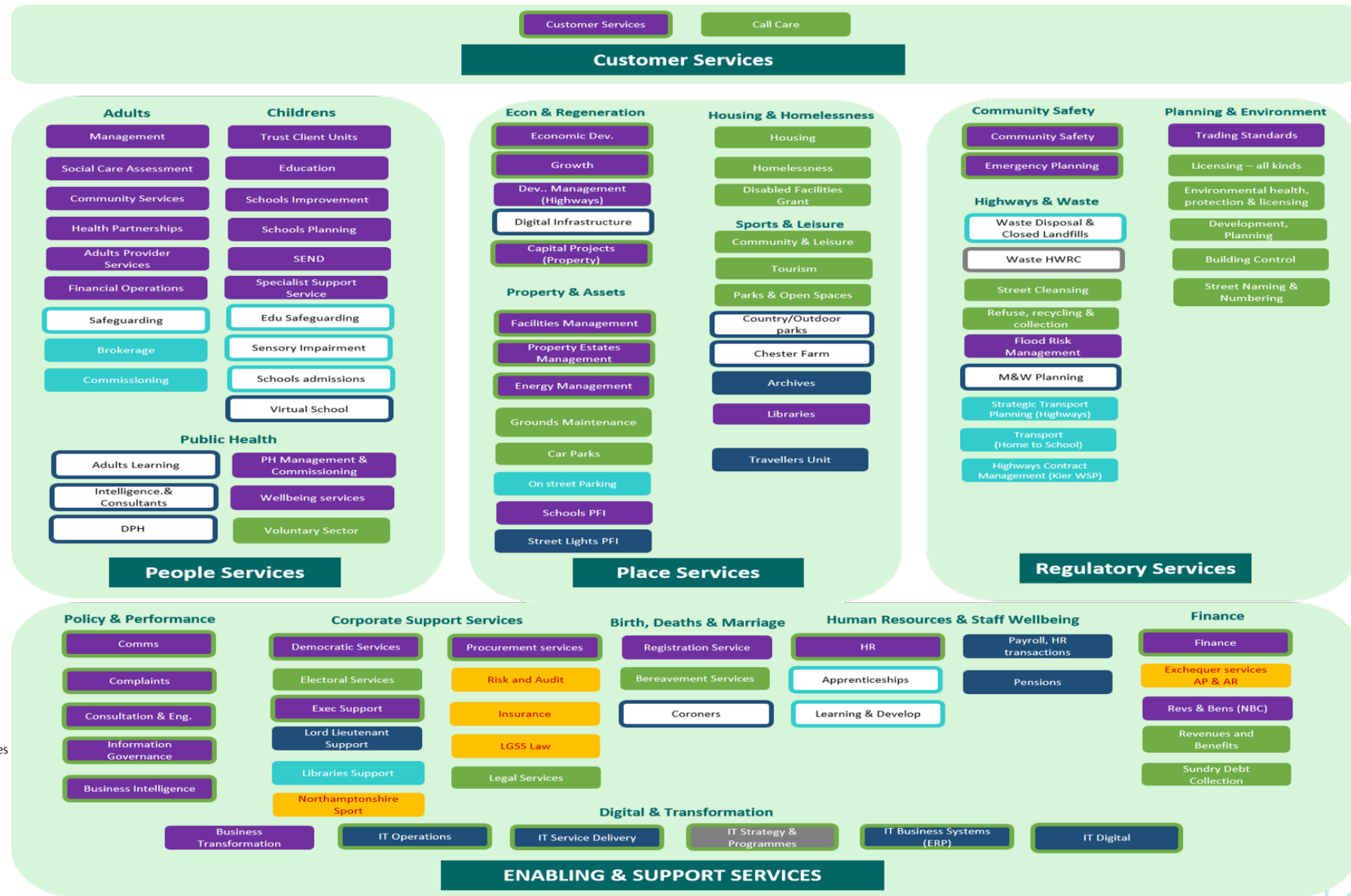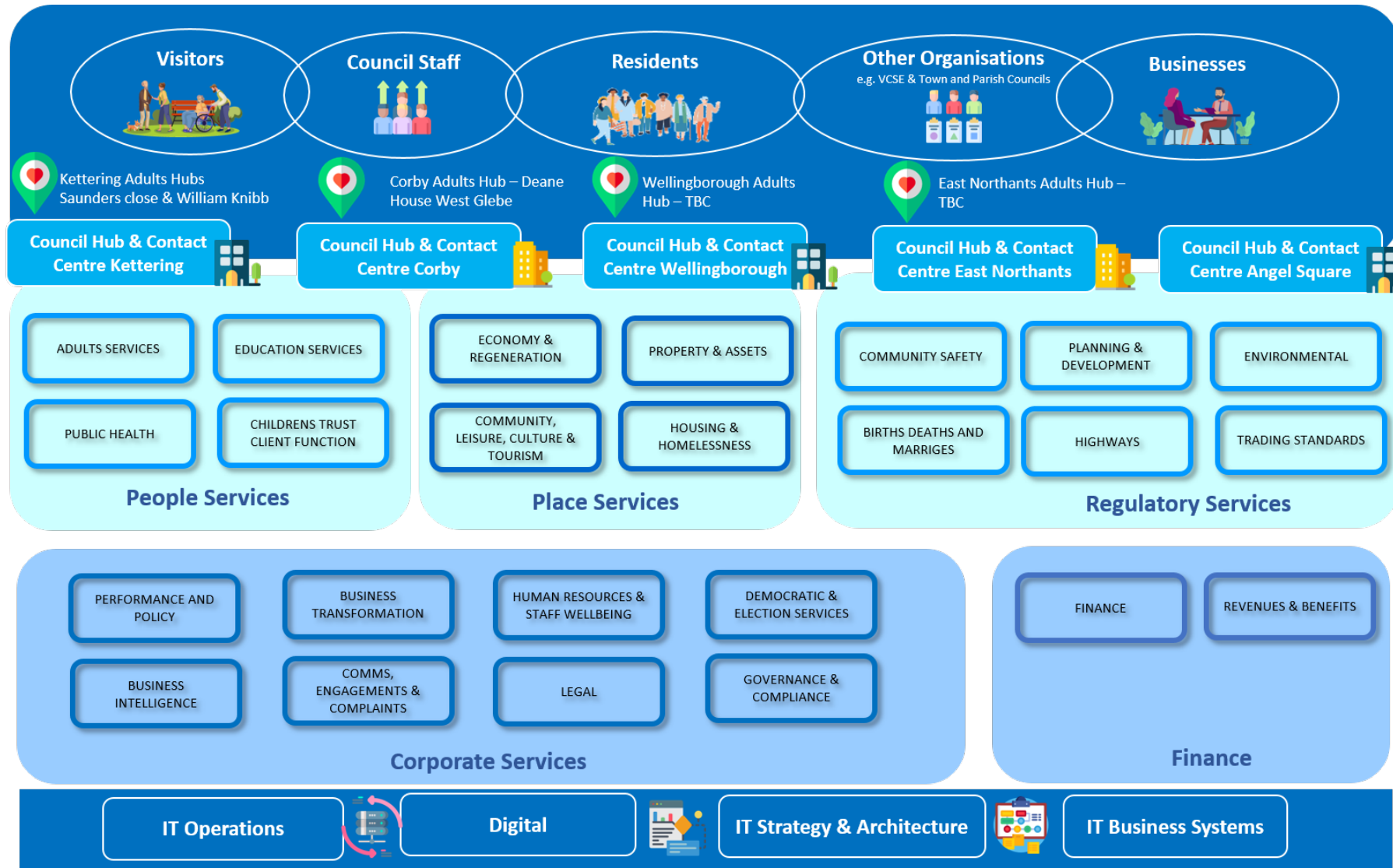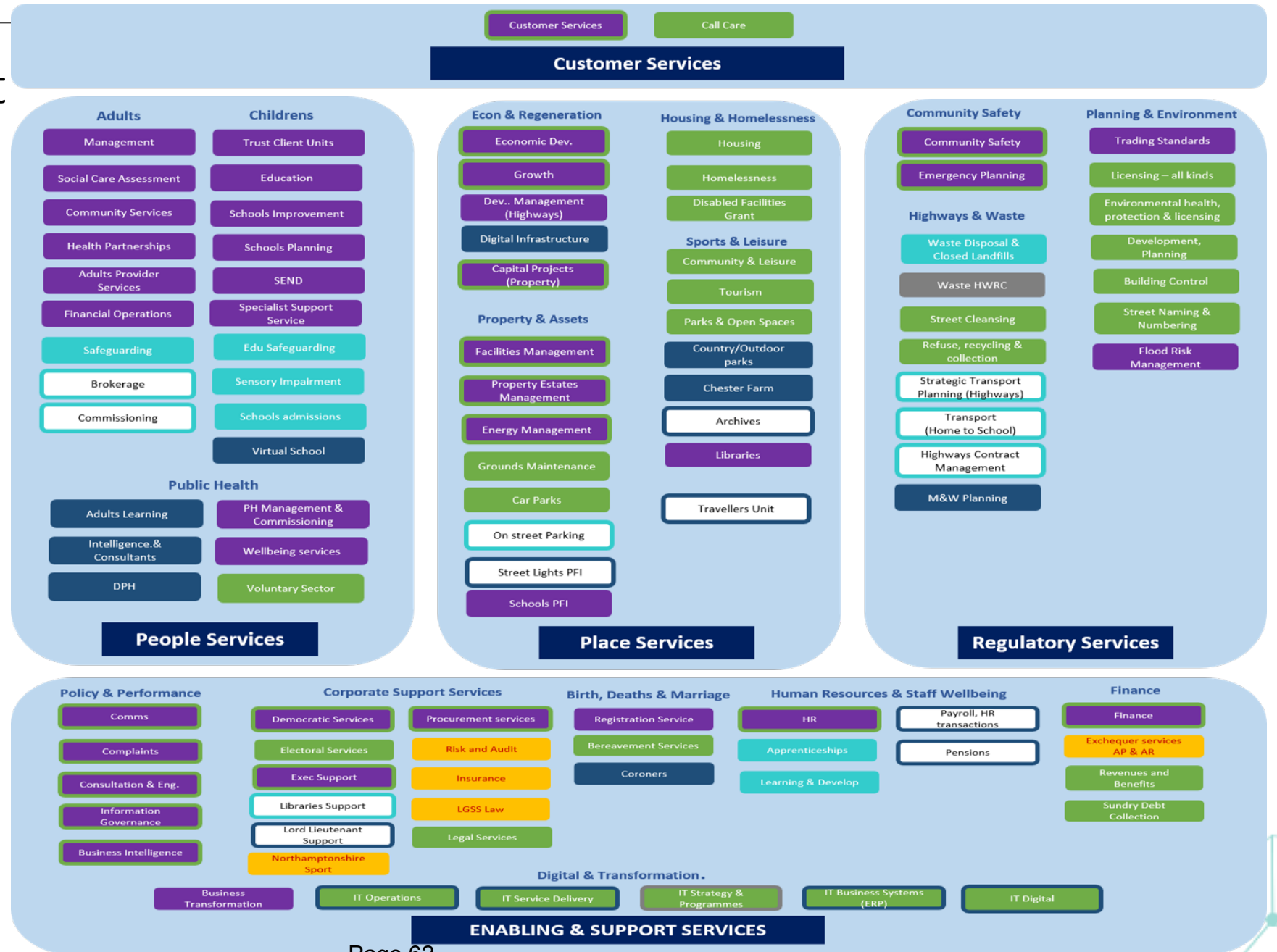- IT Operations
- IT Service Delivery
- IT Strategy & Programmes
- IT Business Systems (ERP)
- IT Digital

FUTURE NORTHANTS

North Draft blueprint – Functional Map

Customer Service Front door

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

Visitors | **Council Staff** | **Residents** | **Other Organisations** e.g. VCSE & Town and Parish Councils | **Businesses**

Kettering Adults Hubs Saunders close & William Knibb

Corby Adults Hub – Deane House West Glebe

Wellingborough Adults Hub – TBC

East Northants Adults Hub – TBC

Council Hub & Contact Centre Kettering | Council Hub & Contact Centre Corby | Council Hub & Contact Centre Wellingborough | Council Hub & Contact Centre East Northants | Council Hub & Contact Centre Angel Square

Fulfilment Services

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

People Services
- ADULTS SERVICES
- EDUCATION SERVICES
- PUBLIC HEALTH
- CHILDRENS TRUST CLIENT FUNCTION

Place Services
- ECONOMY & REGENERATION
- PROPERTY & ASSETS
- COMMUNITY, LEISURE, CULTURE & TOURISM
- HOUSING & HOMELESSNESS

Regulatory Services
- COMMUNITY SAFETY
- PLANNING & DEVELOPMENT
- ENVIRONMENTAL
- BIRTHS DEATHS AND MARRIGES
- HIGHWAYS
- TRADING STANDARDS

Enabling and Support Services

Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business
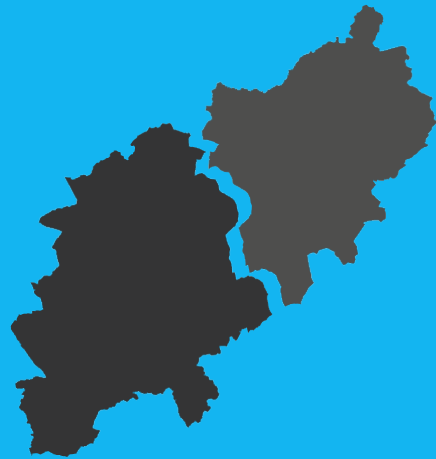
Corporate Services
- PERFORMANCE AND POLICY
- BUSINESS TRANSFORMATION
- HUMAN RESOURCES & STAFF WELLBEING
- DEMOCRATIC & ELECTION SERVICES
- BUSINESS INTELLIGENCE
- COMMS, ENGAGEMENTS & COMPLAINTS
- LEGAL
- GOVERNANCE & COMPLIANCE

Finance
- FINANCE
- REVENUES & BENEFITS

- IT Operations
- Digital
- IT Strategy & Architecture
- IT Business Systems

FUTURE NORTHANTS

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North Draft Blueprint

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

Key:

(purple)	NCC only function that is disaggregated
(purple/green border)	NCC & D&B Common function
(green)	District & Borough only function that is aggregated
(dark blue)	NCC function that is Lead Authority - Provider
(white)	NCC function that is Lead Authority - Receiver
(teal)	NCC function hosted for up to 12 months - Provider
(white/teal border)	NCC function hosted for up to 12 months - Receiver
(grey)	NCC function hosted for more than 12 months - Provider
(white/grey border)	NCC function hosted for more than 12 months - Receiver
(orange)	Function provided by other organisations to the new authorities

FUTURE
NORTHANTS

Unitary Draft Council Blueprints

Key Directorate Themes
and Opportunities

14

Our People, Our Place

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

Healthy lives and equality of care and life chances

A place where people live healthy lives and access to green spaces

A place where people are proud to live and communities thrive, are connected and feel safe. More sustainable neighbourhoods

A healthy, stable start with a good education and young people inspired to succeed

Integrated Care Systems – helping people stay well and independent

Reduced crime, reoffending and antisocial behaviour, and increased support for victims

People at the heart of everything we do

A place where our people are protected

Safe, decent affordable housing that's meets peoples needs

A well run Council where every pound is well spent and makes a difference

Locality hubs in communities

A thriving, productive economy. Skills, Employment & Apprenticeships

Public Health

Community and Leisure

Community Action

Children's Trust & Education

Health & Care

Community Safety

Customer Service Centre

Regulatory Services

Housing

Finance Revs & Bens

Estates, Assets & Planning

Economy, Growth & Jobs

Intelligence

Enablers

Workforce

Shared Records

Partners

Partners

Technology

Legal

Right Tools

Right Ways of Working

We listen & deliver

Unitary Council

Location

Right Culture & Behaviors

Procurement

Finance

FUTURE NORTHANTS

BLUEPRINT FOR TOMORROW – PEOPLE SERVICES

Aspirations for our residents wellbeing

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

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

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

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

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

Aspirations for protecting the Vulnerable

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

We make sure children and adults, particularly those who need more help, are healthy, safe and protected from harm.
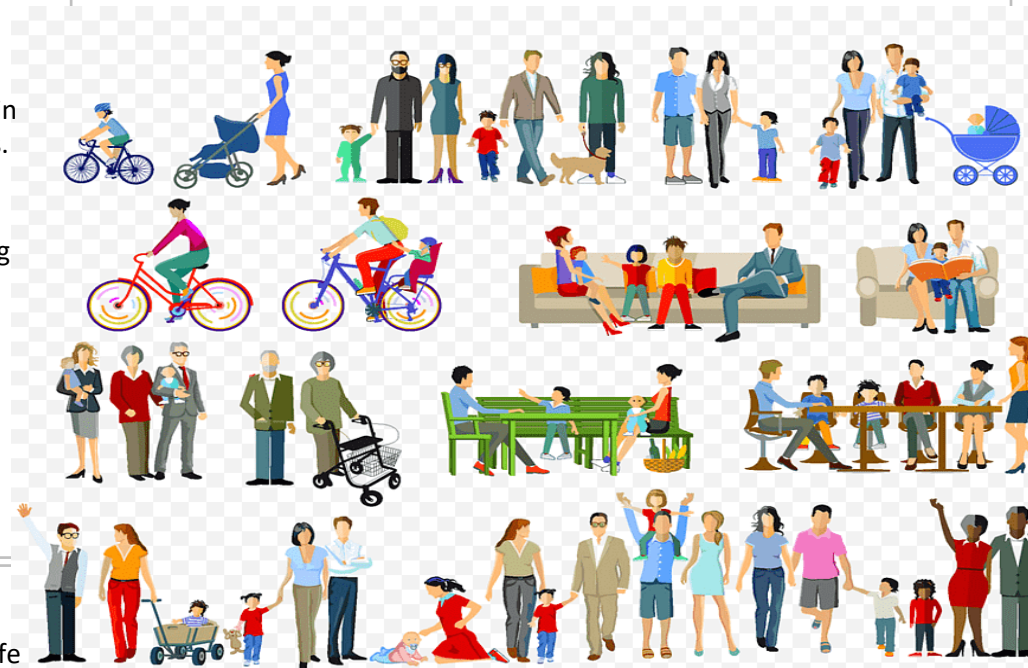
Aspirations – a child Friendly Councils

Supporting families to give children the best start in life

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

Improving social, emotional and mental health and wellbeing

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

Aspirations – a age Friendly Councils

Making our County a great place to grow old.

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

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

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

NORTHANTS

BLUEPRINT FOR TOMORROW – PEOPLE SERVICES - ADULTS

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

Assurance for transfer	PLUS Areas being delivered for Day 1	TRANSFORMATION Opportunities to Develop
Unitary Teams in place – *Adults teams will have been operating in their new Unitary structures and out in their community hubs since October 2020 ensuring service continuity and minimal disruption.*	**Sticks like glue**: *Our people will have the time to understand and listen to our residents and be well connecting in the community. The service will help people maintain control over their lives, sticking like glue to them until they achieve their outcomes and avoiding hand-offs.*	**Integrated place and People services** - *Adult social care transformation gives greater opportunity through the use of strengths based and place based working to integrate with current district and borough services as well as current NCC services. This includes housing, well being services, library and information services, community engagement and safety.*
Legal Duties. *Adults service that meets its 6 statutory duties: advice and signposting, helping people support themselves, providing social care assessments, meeting eligible social care need, developing social care markets, protecting the vulnerable*	*There will be* **no presumption of ongoing support**. *We will be* **easy to get in touch** *with, and always have a conversation.*	
Ensuring quality across Adult Services: *The new model of service provision means that we will provide services of a high quality and in such a manner that the whole system is simpler to use and access for all people, carers and partners.*	*People will* **tell us their story once**, *we'll listen to their problems to make sure we really understand what they want and need.*	**Integrated Care across Northamptonshire (ICAN)** - *The opportunity to further develop and embed the integrated health and Care through our joint programme with 3 aims* • *Ensuring people stay well* • *Ensuring people stay at home* • *Ensuring no one is in hospital unless they have to be*
	We'll **think differently** *about how we support them through their crisis, and increase their links into communities, charities and family. Where we connect people to services we'll 'stick like glue' to make sure everything works out.*	**Community Resilience** - *Further strengthen links to the voluntary and third sector*
Financially Sustainable - *A service that meets the needs of all residents in such a manner that it delivers the good outcomes they require, they value and within budget - helping them as far as possible to remain in their own homes.*	*If people need ongoing help* **we'll think creatively** *to design the support they need, and once they're settled we'll check in to make sure it's* **working for them**. *We'll also get in touch annually to make sure the right options are in place.*	**Commissioning strategies** *to be place & population based. Strengthen prevention services across health, social care and communities.* **Accommodation strategy** *that underpins collaborative working with communities.*

BLUEPRINT FOR TOMORROW – PEOPLE SERVICES - CHILDREN

Assurance for transfer	PLUS Areas being delivered for Day 1	TRANSFORMATION Opportunities to Develop
Childrens Trust Client Unit in place – *childrens managed against a clear set of outcomes for children and ongoing improvement, helped to account through a clear contract and performance measures and financial transparency.*	**Getting the Best Start in Life :** *An Education service that is focused upon improving Education outcomes for all of our Children and Young People*	**Creating a bright future** - *creating a place where all children are given the best start in life and young people grow up inspired to exceed expectations*
Legal Duties. *An Education service that meets its statutory duties and the associated timescales expected of a Local Authority.*	**Childrens Trust** - Work with Children's Trust to embed SLA and KPI – efficient pathways for children accessing both services	**Integrated early help offer** *in our communities incorporating maternity, health visiting, antenatal and parenting support services, all working to identify issues early and respond to those needing support.*
Disaggregation *of the DSG and Base Budget for Education to meet the service requirements.*	**Schools Sufficiency and Specialist School Placements** – medium term transformation	**Education Journey** - *Our children have a good primary education and successful transition to secondary school, attending and achieving throughout*
Partnership working: *Education Working with key partners and stakeholders to support and challenge improvement where needed through solid performance information.*	**Vulnerable Learners** - Medium term strategy for DSG and Vulnerable Learners – specifically use of EHE, AP and culture with the schools	**life ready children** *on exit from secondary school, equipped for work and life-long learning*
Ensuring quality *across Education Services: through pathways which meet the children and young peoples needs both of Education and for the Children's Trust*	.	**Additional support** - *children and families requiring specialist and additional support have their needs are identified early and appropriate person centred support is provided*
Trust as part of Council - *Ensure that the trust remains connected to and part of the Councils corporate plan*		

FUTURE NORTHANTS

BLUEPRINT FOR TOMORROW – PEOPLE SERVICES – PUBLIC HEALTH

Assurance for transfer	PLUS Areas being delivered for Day 1	TRANSFORMATION Opportunities to Develop
Legal Duties –service that meets its duties across the system through the statutory appointment of a Director Public Health to be responsible on behalf of the council for the following functions: weighing and measuring of children, health check assessments, sexual health services, public health advice service to health partners, health protection. **The money**: Public Health will discharge its statutory duties and be able to meet the needs of residents and deliver good outcomes within its budget and according to grant conditions. **Services:** Public Health service commissioning and delivery will be based on intelligence, best practice and modelled with future demand and trajectories in mind. **Focused:** Public Health will target its services using intelligence and insight, to address local inequalities within North Northamptonshire. **Sharing more**: Public Health will have a presence at a strategic (ICS) and operational (ICP) level to ensure staff skills mix is maximised.	**Public Health has a strong focus on outcomes** across the county and targeting areas of inequality and poor health outcomes. **Preventative strategies** means that all individuals who live in Northamptonshire can and do benefit from such an approach. **strong focus** on community within PH which impacts positively across Leisure, communities, housing and the environment. **Intelligence led strategies and plans** – significant use of and access to data ensuring that all decisions improve outcomes across the community. .	**Transformation** – Public Health transformation gives greater opportunity through place based working to integrate health and wellbeing services across the unitary functions and align with Growth Strategy and our Climate Change ambitions. **Integration** - The opportunity to further develop and embed the integrated care system with health across both unitary councils. **Commissioning strategies** and opportunities to be able to develop further and more quickly. **Strengthen prevention** services across health, social care and communities. Consider an accommodation strategy that underpins **collaborative working with communities**. .

FUTURE NORTHANTS

BLUEPRINT FOR TOMORROW – PLACE SERVICES

Aspirations for Housing & Wellbeing

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

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

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

Aspirations for Leisure & Tourism

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

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

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

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

Aspirations for Communities

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

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

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

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

Aspirations for Planning & Economy

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

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

BLUEPRINT FOR TOMORROW – Housing, Wellbeing & Leisure

Assurance for transfer	PLUS Areas being delivered for Day 1	TRANSFORMATION Opportunities to Develop
Maintain our COVID focus on community compliance and wellbeing. *For day one safe and legal there will be **minimal disruption** to current working arrangements.* *We see the majority of the workforce working in the same buildings as they do now – minimising disruption and work* *For our residents they will still be able to access local services locally as they do now and all service delivery locations will remain the same for day one.* *Minimal disruption to existing IT systems.* *Policies and practices will remain the same where possible only essential or legal changes made before vesting day.* *Fees and charges for leisure usage will remain unharmonized to avoid adversely affecting take up of services and price differentials in local markets.* *Alignment of existing websites to new single website will minimise potential disruption to on line service delivery ensuring that current access channels are not broken on day one.*	*A single IT system used for Housing options services .* *COVID- 19 recovery and reset plan to be dovetailed into new operational models with greater integrated multi-agency working and a focus on prevention and crisis management..* *Maintain our Homelessness and Rough Sleeping COVID successes with 5 key areas of focus that provide the framework for our work:* • *Minimise rough sleeping* • *Maximise homeless prevention* • *Future role of housing related support* • *Care leavers and youth homelessness* • *A focus on priority groups* *Develop a seamless response between housing and social care so that we can better meet the challenges posed by children leaving care and other people with complex health and social needs; helping them to make the transition to independent living.*	***Work to optimise the Local plan and harmonise the 5 year land supply*** *in a way that brings forward opportunities to build new homes – including affordable homes while respecting the need for sustainable rural communities.* ***Work with developers and builders to meet housing needs****, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and population need for different stages of life.* ***The expansion of the three conversations model*** *across housing - provide a springboard, not just a safety net – a future focus on life chances.* ***Join up of Leisure services with the proactive work of public health*** *to provide a better informed service based on strong evidence & research* *Integrated leisure offer in partnership with all leisure operators, enabling residents to move between facilities and experience the leisure offer they want, when and where they want it.*

FUTURE NORTHANTS

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BLUEPRINT FOR TOMORROW – Economy, Infrastructure & Growth

Assurance for transfer	*PLUS Areas being delivered for Day 1*	*TRANSFORMATION Opportunities to Develop*
For day one safe and legal there will be minimal disruption to current working arrangements.	*Complete work on economic recovery from COVID and maximise the opportunities for funding, new skills, new and early release of investment in Town developments, active schemes and infrastructure.*	*Investing in **people** - their health and wellbeing, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system*
Review and harmonise existing scheme of delegations, policies, statements and procedures.	*Review into business/market intelligence and regional analysis to understand areas of diversification and business growth and job creation of the future.*	*A focus on **place** will mean developing and regenerating places, supporting neighbourhoods, communities and centres to respond to economic change, growing our economic presence at the heart of the Country and alongside the Arc to pursue the opportunities for major economic hubs around the County.*
Review and alignment of systems and processes	*Look at Place strategy from a people perspective linking people to services and employment, enabling people to better manage their wellbeing and increasing the number of people choosing active travel and public transport*	
Alignment of existing portals to new website will minimise potential disruption to on line service delivery ensuring that current access channels are not broken on day one.	*A joined up approach to digital technology, data, infrastructure, digital literacy and skills across the whole city is vital to our future success*	*Supporting economic recovery from COVID-19 and building longer-term economic resilience – including a sustainable and joined up infrastructure helping us respond to ours challenges. A resource-efficient and connected area will be a better, healthier place to live, more competitive and better placed to ride out future economic and climate shocks.*
	A single asset management strategy for operational/ service property and Pan Northamptonshire Estate Framework (One Public Estate)	*Supporting growth and investment, helping everyone benefit from the economy to their full potential*
	An investment strategy for commercial property investment to attract new businesses, grow existing businesses and generate an income for the new authorities	*Supporting businesses and residents to improve skills, helping people into work and into better jobs*
		Targeting interventions to tackle poverty in priority neighbourhoods

FUTURE NORTHANTS

BLUEPRINT FOR TOMORROW – Customer & Digital Aspirations

Aspirations for Customer services

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

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

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

Aspirations for Customer services

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

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

Aspirations for Digital services

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

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

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

Aspirations for Digital services

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

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

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

FUTURE NORTHANTS

BLUEPRINT FOR TOMORROW – Customer & Digital

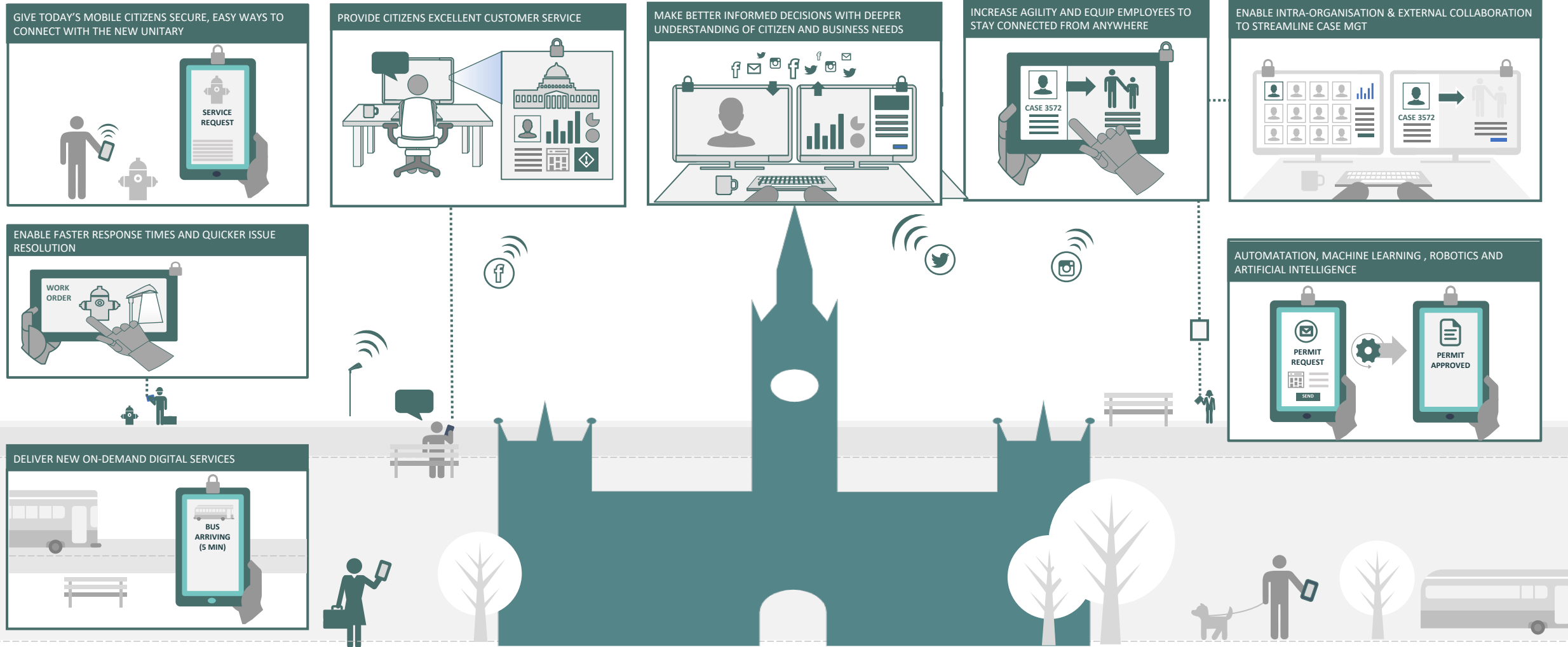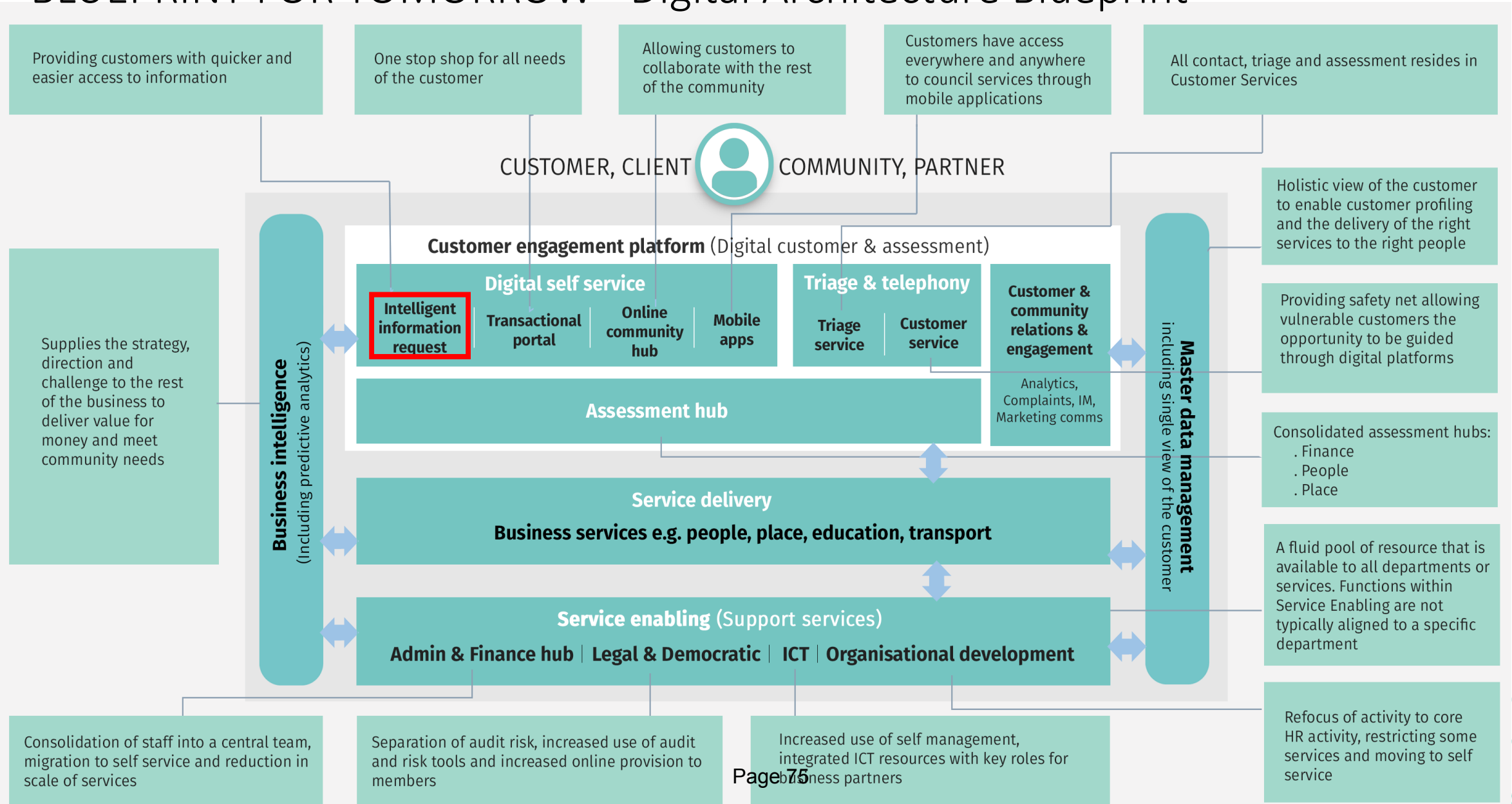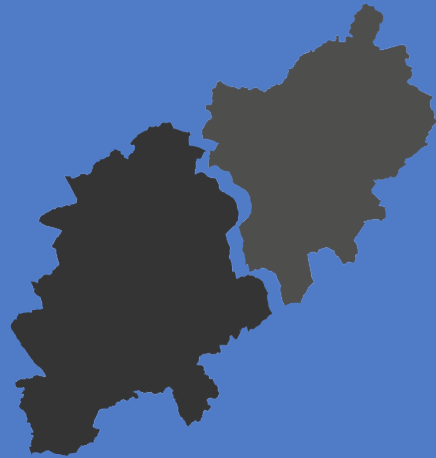| Key Customer & Digital Assurance Tasks – Day 1	PLUS Areas being delivered for Day 1	TRANSFORMATION Opportunities to Develop
Ensuring that both organisation can provide statutory reports from day one is is a key requirement.	*New website developed with increased self-serve and better customer experience*	*Systems and process alignment. Unitary CRM system and workforce management is designed.*
Retain the Street Doctor or equivalent reporting tool to maintain ability to report potholes and road issues.	*MS365: work from anywhere, Teams, SharePoint online, integrated solution.*	*Increased self serve and digital services based on user needs. Automation and robotics developed and roll out commenced.*
The ERP implementation is critical across three instances and essential the the Children's company instance is created no later than 1st November 2020 to ensure sufficient time to build and test the North and West instances. This is further complicated by the ERP system being a live environment that also supports two other councils.	*24/7 working, flexible and remote working enabled by the underpinning infrastructure and learning from COVID.* *Customer service contact centres are harmonised, increased remote working* *Harmonised opening hours*	*Telephony contact centre solution is reviewed and developed.* *Out of Hours services and provision is reviewed and changes implemented.* *Tell Us Once is centralised process led by customer services.*
The Education Capita system requires two instances for day one with data split accordingly and moved to cloud hosting in line with our wider move to a cloud leaning approach.	*Systems are developed/ implemented to provide single view of the customer* *Tell Us Once centralised / Out of Hours reviewed and implement a service to meet the customers needs*	*Decommissioning of legacy systems to reduce licence costs and radically reduce silo working through better information flow and single view of customer.*
Eclipse must be live for adult social care records along with interim arrangements for managing the financials pending the development and roll out of the Eclipse finance module post vesting day. Children's Eclipse implementation to commence pre vesting day.	*Face to Face to be developed to enable more self serve and be in locations customers need* *One telephone number*	*COVID 19 has accelerated the pace of change for digital adoption, for all users of our services (internal and external)*
MS 365 roll out is critical for day one to provide the new email capability and new email addresses for every employee.	*Implement automation to handle non complex email enquiries*	

FUTURE NORTHANTS

BLUEPRINT FOR TOMORROW – Customer & Staff Digital Transformation

GIVE TODAY'S MOBILE CITIZENS SECURE, EASY WAYS TO CONNECT WITH THE NEW UNITARY

SERVICE REQUEST

PROVIDE CITIZENS EXCELLENT CUSTOMER SERVICE

MAKE BETTER INFORMED DECISIONS WITH DEEPER UNDERSTANDING OF CITIZEN AND BUSINESS NEEDS

INCREASE AGILITY AND EQUIP EMPLOYEES TO STAY CONNECTED FROM ANYWHERE

CASE 3572

ENABLE INTRA-ORGANISATION & EXTERNAL COLLABORATION TO STREAMLINE CASE MGT

CASE 3572

ENABLE FASTER RESPONSE TIMES AND QUICKER ISSUE RESOLUTION

WORK ORDER

AUTOMATATION, MACHINE LEARNING , ROBOTICS AND ARTIFICIAL INTELLIGENCE

PERMIT REQUEST

SEND

PERMIT APPROVED

DELIVER NEW ON-DEMAND DIGITAL SERVICES

BUS ARRIVING (5 MIN)

FUTURE NORTHANTS

BLUEPRINT FOR TOMORROW –Digital Architecture Blueprint

Providing customers with quicker and easier access to information

One stop shop for all needs of the customer

Allowing customers to collaborate with the rest of the community

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

All contact, triage and assessment resides in Customer Services

CUSTOMER, CLIENT   COMMUNITY, PARTNER

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

Customer engagement platform (Digital customer & assessment)

Digital self service

Triage & telephony

Customer & community relations & engagement

Intelligent information request

Transactional portal

Online community hub

Mobile apps

Triage service

Customer service

Analytics, Complaints, IM, Marketing comms

Supplies the strategy, direction and challenge to the rest of the business to deliver value for money and meet community needs

Business intelligence (Including predictive analytics)

Assessment hub

Master data management including single view of the customer

Providing safety net allowing vulnerable customers the opportunity to be guided through digital platforms

Consolidated assessment hubs:
. Finance
. People
. Place

Service delivery

Business services e.g. people, place, education, transport

A fluid pool of resource that is available to all departments or services. Functions within Service Enabling are not typically aligned to a specific department

Service enabling (Support services)

Admin & Finance hub | **Legal & Democratic** | **ICT** | **Organisational development**

Consolidation of staff into a central team, migration to self service and reduction in scale of services

Separation of audit risk, increased use of audit and risk tools and increased online provision to members

Increased use of self management, integrated ICT resources with key roles for business partners

Refocus of activity to core HR activity, restricting some services and moving to self service

FUTURE NORTHANTS

Unitary Council Blueprints

Key Areas of Focus and Development at Next Stage

BLUEPRINT FOR TOMMORROW – Next Steps

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

Communications enable us to clearly explain the challenges and opportunities to our residents, partners and other key stakeholders, and to engage them in being a part of the solutions, further strengthening these vital relationships and collaborative working.
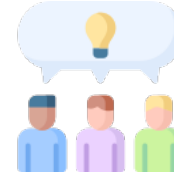
People Strategy - set out our ambition to be the best place to work, retain talent, and develop leaders – underpinned by a culture of fairness, diversity and collaboration. focus on keeping our staff safe whilst building in flexibility across the workforce in response to the pandemic.

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

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

Opportunities to Integrate and Consolidate

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

Estate Management Strategy – develop approach to managing the councils land and buildings helping us deliver a modern, efficient, sustainable estate and workplaces that remain fit for purpose as we adapt to new ways – and places – of working.
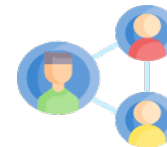
Joint working and shared teams - Look at more joined up working across teams and sharing of resource within new Council area, initially on COVID priorities or where gaps in staffing but with increasing focus on opportunities to improve services or make efficiencies.

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

FUTURE NORTHANTS

BLUEPRINT FOR TOMMORROW – Next Steps

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

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

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

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

Efficiency and Value for Money

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

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

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

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

FUTURE NORTHANTS

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Unitary Council Draft Blueprints

Decisions and Next Steps

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Timetable Next Steps

August 2020	September 2020	October 2020	November 2020

1. Engagement

2. Approval

3. Critical Path Action Commence

4. Implementation

- **JIE:** Adopt the blueprints pending formal approval
- **Trade Unions:** Engage/consult on north and west blueprints
- **Workforce:** Share blueprints through each council.

- **West Shadow Executive:** formal approval
- **North Shadow executive:** formal approval

- **Day 1 Critical products:** implementation progressing
- **Adults** transformation and shadow form completed
- **Day 1 structures** – Tier 1-3 agreed

- **Childrens Trust:** implementation implemented
- **Adults** transformation and shadow form completed

Planning

MTFP Task and Finish

- **Disaggregation & Aggregation :** financial approach agreed
- **Pressures :** COVID, additional; LGR investment and other pressures Modelled
- **Savings** & Efficiencies applied
- **Revisit Blueprints:** if investment or splits unaffordable

- **Budget Settlement**
- **Savings initiatives:** agree any new targets and schemes to meet gap
-

MTFP Budget Planning

2021-22 MTFP Planning

FUTURE NORTHANTS

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

Thursday 27/08/20

Report Title	Pensions Administering Authority Information Paper

1.   Purpose

1.1   The purpose of this report is to provide options around which Northamptonshire Unitary Authority is more suitable to become Pensions Administration Authority, and to seek a recommendation from the Shadow Executive.

2.   Recommendations

It is recommended that the Shadow Executive select West Northamptonshire as the recommended Pensions Administration Authority (option 3).

3.   Issues and Choices

3.1   Report Background

The Pensions Administration Authority is responsible for delivering a range of critical functions. An LGPS Administering Authority must be identified to support professional and transactional functions including:

- Pensions Fund Management (currently valued at £2.6bn)
- Fund accounting and statutory reporting
- 'Cradle to grave' fund administration
- Employer functions including admissions and cessations
- Support and oversight of scheme employers in respect of their own pension duties
- Fund governance including preparation of papers for s101 Committees and Pension Board
- Member skills and knowledge training
- Preparation of Fund strategies and policies
- Fund communications, including annual benefit statements and newsletters
- Pension systems and development

The scheme manager for the Northamptonshire Pension Fund, known as the 'Administering Authority', is currently Northamptonshire County Council (NCC). When the County Council ceases to exist, a new Administration Authority must be selected to continue the operation of the critical functions listed above.

This paper seeks to provide the information required to make a recommendation on the future Pensions Administering Authority.

3.2 Issues and Choices

3.2.1 The decision on the Pensions Administering Authority has been prompted by the creation of the Consequential Order. The order, laid by parliament will need to name the new Pensions Administering Authority. The Order is due to be drafted in conjunction with MHCLG in September 2020.

3.2.2 The following choices are outlined in the paper Appendix 1;

- Option 1 – Do Nothing
- Option 2 – Split the Fund into North and West and have two separate Administering Authorities
- Option 3 – West Northamptonshire as the future Pensions Administering Authority
- Option 4 – North Northamptonshire as the future Pensions Administering Authority

4. Implications (including financial implications)

4.1 Policy

4.1.1 Policies and associated documentation will need to be updated to reflect the change in Pensions Administration Authority.

4.2 Resources and Risk

4.2.1 If a decision on where the Pensions Service is geographically based and where the Administration authority sits are different, this would introduce some additional complexities as to how the service functions.

In addition, colocation with Payroll is an important factor. Whilst the Pensions Service is responsible for the payment of pensions to pensioners, it uses Payroll to physically run the payroll. The Head of Pensions has oversight responsibilities in connection with this arrangement.

4.3 Legal

4.3.1 The Consequential Order, laid by parliament will need to name the new Pensions Administering Authority. The Order is due to be drafted in conjunction with MHCLG in September 2020

4.4 Equality and Health

4.4.1 None

Report Author: Glenn Hammons

Document Type	Information Report
Programme	Finance
Title	Pensions Administering Authority Information Paper

Audience for this document
Programme Lead, Programme Board, PMO, PIB, JIE, Shadow Executive North, Shadow Executive West

Purpose of this document
To provide information to support decision making on the future Pensions Administering Authority

Document Control

Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
10/7/20	0.1	Mike Willis	1st draft of report
20/7/20	0.2	Mark Whitby	Full review and updated options overview
22/7/20	0.3	Mark Whitby	Updated options overview following discussion with Barry Scarr
27/7/20	0.4	Mike Willis	Format updated to FN Information Paper

Distribution (For Information, Review or Approval)	
Name	Resp[1]
Mark Whitby – Head of Pensions **(reviewed 22/7/20)**	R
James Smith - Assistant Director – Strategic Finance (NCC) **(reviewed 27/7/20)**	R
Barry Scarr – Executive Director of Finance (NCC) **(reviewed 28/7/20)**	R
PMO	R
Finance Programme Board	R/A
LGPS Pensions Committee	I
Programme Implementation Board	A
Joint Implementation Executive	A
North Shadow Executive	A
West Shadow Executive	A

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

1. Introduction

The Pensions service will be operated under a 'Lead Authority' model in line with the approved Future Northamptonshire Blueprint. The decision regarding the Pensions Administering Authority is separate, but somewhat interlinked. The Pensions Admin Authority can reside separately to the

Pensions Service base (although to do so would introduce inefficiencies). The decision on which authority will be the administering authority will need to be decided in enough time to be included in the Consequential Order legislation (draft document to be prepared in September 2020).

The Shadow Councils will prepare recommendations to the unitary authorities as well as providing the required information to MHCLG for the laying of a Consequential Order before Parliament regarding, inter alia the future administering authority arrangements for the Northamptonshire Fund, so this can be made law before April 2021. MHCLG are looking to draft this 'mopping up' order in September 2020. The administering authority decision will drive a number of key pieces of work, essential to the timely transition of the Pensions service into Unitary;

- Administering body sign inter-authority agreement re ACCESS asset pool
- Fund strategies and policies updated and reviewed
- Update of Funds documentation and websites
- Internal dispute resolution procedure identified and established (including adjudicators)
- Scheme of delegation designed/approved
- Establishment of a Pensions Committee and Investment Sub-Committee
- Establishment of a Pensions Board
- Pensions Committee Members trained/ ongoing support in place
- Scheme members are informed of Unitary changes
- Systems and Processes in place to enable data transfer from the scheme perspective
- Systems and Processes in place to enable financial control/operation of the fund
- Supplier arrangements transferred to the admin authority
- Unitary Authorities contribution rates agreed and implemented
- Scheme employer transfers identified and planned

To be able to plan in and work through the above pieces of work, it is vital a decision on the administering authority is made quickly.

2. Background

The Northamptonshire Structural Changes Order 2019 was laid before Parliament in October 2019. The draft Order sets out how two new unitary authorities, West Northamptonshire and North Northamptonshire will be formed to replace the existing eight Northamptonshire councils with effect from 1st April 2021. The Future Northamptonshire Programme is tasked with realigning, shaping and transforming the County, District and Borough functions and services into the future authorities.

The Pensions Service is one such area which must seamlessly transition into new administration arrangements whilst continuing to support its key stakeholders, LGPS scheme members and scheme employers, and meet its obligations, statutory and otherwise, through the transition period. The scheme manager for the Northamptonshire Pension Fund, known as the 'administering authority', is currently Northamptonshire County Council (NCC). The Northamptonshire Pension Fund includes hundreds of scheme employers across the Northamptonshire region, in addition to NCC, including other local authorities, academies, higher education bodies, charities and outsourced service providers.

An LGPS administering authority must be identified to support professional and transactional functions including:

- Pensions Fund Management (currently valued at £2.6bn)
- Fund accounting and statutory reporting
- 'Cradle to grave' fund administration

- Employer functions including admissions and cessations
- Support and oversight of scheme employers in respect of their own pension duties
- Fund governance including preparation of papers for s101 Committees and Pension Board
- Member skills and knowledge training
- Preparation of Fund strategies and policies
- Fund communications, including annual benefit statements and newsletters
- Pension systems and development

This information paper sets out the potential options regarding an administering authority for the Pensions service.

3.   Supporting information

The following options concerning the future Pensions Administering Authority are outlined below;

Option 1 – Do Nothing

This cannot happen. Northamptonshire County Council as the existing administering authority will cease to exist on 01/04/21, and therefore a new administering authority must be identified and powers transferred ahead of this date.

Option 2 – Split the Fund into North and West and have two separate Administering Authorities

This would be hugely counter-productive. The Government's approach to local government reorganisation in situations where an administering authority has been replaced has been consistent; to retain a single Pension Fund administered by a single new administering authority.

Furthermore, the Government's direction of travel regarding LGPS management and administration is greater aggregation of assets, the most obvious example being the LGPS asset pooling agenda.

From a funding and investment perspective it would create two smaller size LGPS funds (the Northamptonshire Fund is already the second smallest in the ACCESS asset pool behind the Isle of Wight) that would require an unprecedented (in local government) disaggregation of investment assets and lead to dis-economies of scale. From a stakeholder perspective it would likely create significant governance and administration dis-benefits including increased costs and potential duplication of workflow, as well as a doubling of work required to service two Pension Committees and Local Pension Boards, all of which risk the quality of service scheme members and scheme employers receive.

Such an approach was discussed with the Fund's actuarial, governance and benefits consultants in advance of a report for the March 2020 Pensions Committee (cancelled due to the COVID-19 pandemic). They unanimously advised against such an approach.

Option 3 – Northamptonshire West as the future Pensions Administering Authority

- Northamptonshire West will become the largest scheme employer within the Northamptonshire Pension Fund and therefore would be the natural administering authority, having the largest financial and risk exposure in connection with the Northamptonshire Pension Fund. Under modelling undertaken by the Fund Actuary, Hymans Robertson, Northamptonshire West will be larger on all relevant metrics (figures used for the 31 March 2020 valuation as at 31 March 2019):

Unitary Authority	Northants West	Northants North
Asset share (£000)	951,376	802,222
Total liability (£000)	1,066,259	866,521
Active payroll	88,890	82,472
Gearing (liability/pay)	1200%	1050%
Pensions in payment (£000)	35,833	27,717

These figures exclude the removal of assets and liabilities relating to the Children's Trust as it has not yet been determined the funding approach to be taken, and therefore the residual assets and liabilities that will remain with NCC for disaggregation into the unitary authority shares. However, the Trust is relatively immaterial, representing approximately only 2% of NCC's total liabilities. These numbers have been prepared assuming that NCC's assets and liabilities are split between the two unitaries on a 55% West: 45% North basis in line with the local tax base. A split based on local population would be very similar 54% West/46% North.

It should be noted that even ignoring the impact of the disaggregation of NCC assets and liabilities into the two new unitary authorities, from an asset share/total liability perspective the West remains larger than the North, principally due to the scale of NBC:

Unitary Authority	Northants West	Northants North
Asset share (£000)	Daventry 63,129 NBC 201,640 South Northants 51,825 **Total 316,594**	Corby 83,817 East Northants 45,046 Kettering 101,785 Wellingboro 52,207 **Total 282,855**
Total liability (£000)	Daventry 68,249 NBC 262,914 South Northants 69,376 **Total 400,539**	Corby 94,457 East Northants 52,011 Kettering 108,461 Wellingboro 66,912 **Total 321,841**

- It would be hugely beneficial for the Pensions Service to be co-located with Payroll, Business Systems and IT, and clearly be optimal for staff undertaking day-to-day administering authority responsibilities to be situated within the same unitary authority to which formal responsibility is assigned by Government.

Northamptonshire West is the current location of 100% of the Pensions staff undertaking the management and administration of both the Cambridgeshire and Northamptonshire Pension Funds, within offices at One Angel Square.

LGPS administration is a highly specialist Council activity that mixes professional and transactional activity. There is an acknowledged skills shortage nationwide that makes

retention of key staff essential during and beyond the transition period. The chosen unitary authority remains responsible for pensions activity in connection with the Cambridgeshire Pension Fund, as well as the Northamptonshire Pension Fund, during a multi-year period over which not only will the impact of local government reorganisation feed through to workflows, but the impact of other major programmes of work will also be felt – for example, the McCloud remedy, GMP reconciliations, data improvement initiatives and pensions dashboard. Retention of key staff is more vital than ever.

Co-location with Payroll is an important factor, which based on Blueprint reccomendations will be a lead authority model delivered by West Northamptonshire. Whilst the Pensions Service is responsible for the payment of pensions to Cambridgeshire and Northamptonshire pensioners, it uses LGSS Payroll to physically run the payroll utilising a module of the altair pensions administration platform. The Head of Pensions has oversight responsibilities in connection with this arrangement.

Note the 36,000 total pensioners in the Cambridgeshire and Northamptonshire Funds represent the largest payrolls run by LGSS and they are the only local providers familiar with the altair payroll system. It would be a major project to migrate the pension payrolls from this platform as it is integrated with the administration system and feeds the annual pensions uplift process. Furthermore, the Cambridgeshire and Northamptonshire Pension Committees both consciously took the decision to select the altair platform as the chosen pension payroll.

Option 4 – Northamptonshire North as the future Pensions Administering Authority

- Northamptonshire North will not be the largest employer of the two unitaries as set out under Option 3. Northamptonshire North does not have the same financial exposure and therefore pension risk as Northamptonshire West. It would also make employer representation on the Pensions Committee extremely difficult as the number of representatives of this quasi-trustee body ordinarily would follow pension metrics, such as those summarised under Option 3, whilst still provided the balance of power to the administering authority. This would clearly be difficult to achieve if the largest employer was not the administering authority.

4. Conclusion

This paper outlines key information to help support decisions regarding the future Pensions Administration Authority.

Formal approval on the future Administration Authority is required so as to feed into the Consequential Order laid by Parliament. The draft order is to be produced in September, and so a decision on the pensions Administration authority is required in August.

It is recommended that West Northamptonshire is designated as the Adminstration Authority.

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NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING
27 August 2020

Report Title	Council Tax Harmonisation Task and Finish Group

1.   Purpose

1.1   The purpose of this report is to provide information in relation to the progress made on the Council Tax Harmonisation Task and Finish Group.

2.   Recommendations

2.2   It is recommended that the shadow executive notes the progress made by the Council Tax Harmonisation Task and Finish Group.

3.   Issues and Choices

3.1   Report Background

3.1.1   The Council Tax Harmonisation Task and Finish group for the North has met on five occasions to consider the approach to take on Council Tax Harmonisation and on the Local Council Tax Reduction Scheme.

3.1.2   The group was made up of the following councillors:
Cllr David Jenney (Chair)
Cllr Lloyd Bunday (Deputy Chair)
Cllr Lee Wilkes
Cllr Paul Bell
Cllr Chris Stanbra

3.2   Issues and Choices

Council Tax Harmonisation

3.2.1   Across the North of Northamptonshire different levels of Council Tax are raised in each of the constituent areas.

3.2.2 The charge for the County Council's element of the Council Tax charge will be consistent across the County but the individual districts and boroughs will have historically levied different amounts of Council Tax for the services they provide.

3.2.3 The Council Tax for 2020-21 levied for each of the individual areas (based on a Band D property) is set out below and includes the County Council's element of the charge.

Corby Borough Council	£1,474.92
East Northamptonshire Council	£1,434.07
Kettering Borough Council	£1,490.81
Borough Council of Wellingborough	£1,441.30

3.2.4 It should be noted that these figures do not include the Council Tax for individual town and parish councils or for the Police, Fire and Crime Commissioner.

3.2.5 It is a requirement to have harmonised Council Tax across the area by the start of the eighth year of the new organisation. The maximum period to achieve this is therefore seven years from vesting day.

3.2.6 There are two critical considerations that therefore need to be taken.

1. Which approach to use to harmonise the Council Tax levels in the area (Harmonisation approach).
2. The time period over which to harmonise Council Tax (Harmonisation Period).

Harmonisation Approach

3.2.7 There are two approaches that can be used to harmonise Council Tax levels in an area:
- Average Council Tax approach – This is where the referendum principles are applied to the average Council tax calculated for the area. This approach generates a greater amount of total Council Tax income.
- Individual Area Council Tax approach – This is where the referendum is applied to each of the individual areas. This limits the amount of Council Tax that can be derived as the referendum amount can only be applied to the lowest levying Council Tax area.

3.2.8 Based on the assumptions in the financial modelling presented to members the cumulative difference in the approaches by the time year eight is reached is estimated at £17m, with the Average approach yielding more revenue.

3.2.9 The task and finish group propose to recommend:

To adopt the Alternative Notional Amount (the average council tax) methodology, as set out in legislation, for calculating the baseline level of council tax to apply the referendum principles against.

Harmonisation Period

3.2.10 Once the approach has been determined then consideration can be given to the harmonisation period remembering that harmonisation must be achieved by year 8.

3.2.11 Importantly, if the average Council Tax Approach is adopted (as recommended above) then in financial terms the timing of harmonisation makes no difference to the amount of Council Tax received regardless of when harmonisation takes place.

3.2.12 As the average Council Tax approach is being recommended for adoption and the timing of this makes no difference to the overall Council Tax yield the group have not formed a categorical position on the timing of harmonisation. The Group propose the timing is considered in further detail by the Medium Term Financial Planning and Budget Task & Finish Group once they are in receipt of all the facts about the financial position and what the impact on taxpayers would be.

3.2.13 The Task and Finish Group propose the following is recommended:

To harmonise the level of council tax across North Northamptonshire in the shortest possible period taking into account the financial position of the Council and the impact on taxpayers.

3.2.14 If the individual area Council Tax approach is adopted the timing of the harmonisation does make a difference to the overall Council Tax received in each of the years. The level of this difference, compared to the average method, is reduced income of between £17-29m over an 8 year period dependant upon the harmonisation period. However, this is not a relevant consideration as the average Council Tax approach is being recommended for adoption.

Local Council Tax Reduction Scheme (LCTRS)

3.2.15 The Local Council Tax Reduction Scheme (LCTRS) replaced Council Tax benefit in 2013. Council tax benefit was a nationally prescribed scheme, whereas LCTRS is a local scheme set at the discretion of the relevant district or borough council.

3.2.16 The scheme applies to working age claimants. Eligible pensioners continue to receive up to 100% Council Tax support depending on the levels of income they are in receipt of.

3.2.17 The greater the level of support granted the costlier the scheme is. The schemes are different across the four district and borough Councils in the North by some margin as set out below:

	Minimum Council Tax Payable
Corby Borough Council	8.5%
East Northamptonshire Council	20%
Kettering Borough Council	45%
Borough Council of Wellingborough	20%

3.2.18 A 20% scheme means that working age claimants in that area will have to pay at least 20% of their Council tax bill (and therefore the level of support from the Council is up to 80% of the bill). If they are not eligible for full entitlement, for example, because of the income they earn they will need to pay more than 20% of the total bill.

3.2.19 The group were provided with details on the cost or savings associated with moving to the different schemes across the North based on the current costs of the schemes.

- It is estimated that a move to an 8.5% scheme across the North would <u>cost</u> an additional £1.9m
- It is estimated that a move to a 20% scheme across the North would <u>cost</u> an additional £0.6m
- It is estimated that a move to a 45% scheme across the North would generate <u>additional income</u> of £2.2m

3.2.20 The cost neutral scheme is currently calculated at a 24.9% scheme. Each 1% change in the scheme equates to approximately £110,000.

3.2.21 However, consideration will need to be given for the potential increase in demand which is currently being experienced due to the covid pandemic as this will impact on the cost neutrality of the scheme. The pre covid cost neutral scheme is estimated at 24.3%.

3.2.22 The Group also received information on other areas of the current LCTRS schemes that were different. These are list below with proposed harmonisation approaches:

Areas of difference in CTRS Scheme Component	CBC	ENC	KBC	BCW	Proposed Harmonisation
Backdating restricted to 1 month	N	Y	Y	Y	Move CBC in line with rest of North Northants
Removal of the family premium for new claims	N	Y	Y	Y	Move CBC in line with rest of North Northants
Limit to two dependant children	N	Y	Y	N	Move CBC/BCW in line with rest of ENC/KBC
Temporary absence outside the UK limited to 4 weeks	N	Y	Y	Y	Move CBC in line with rest of North Northants
Removal of Work Related Activity Component for new Employment & Support Allowance claimants	N	Y	Y	Y	Move CBC in line with rest of North Northants
Removal of Severe Disability Premium where another person is paid Universal Credit (carers element) to look after them	N	Y	Y	Y	Move CBC in line with rest of North Northants

3.2.23 All other components of the existing LCTRS were not reviewed as they were already harmonised.

3.2.24 It was highlighted to the group that the LCTRS has an impact on the taxbase and therefore the final scheme will have a direct impact on precept raising ability of:
• The Police, Fire and Crime Commissioner
• Town and Parish Councils

3.2.25 A LCTRS will need to be fully consulted upon before it is implemented. A report with a proposed scheme to consult on will be bought to the meeting of the Shadow Executive in September. The consultation will also include other options considered and a rationale as to why they were not taken forward. A final scheme will need to be approved before 31 January 2021.

Council Tax Discounts and Exemptions

3.2.26 The group received information on the different discounts and exemptions that were currently in operation in different areas of North Northamptonshire as set out in the table below:

Discretionary Council Tax Exemptions & Discounts	CBC	ENC	KBC	BCW
Second Homes Discount	0%	0%	0%	0%
Empty & Unfurnished discount	0% From day 1	0% From day 1	0% From day 3	0% From day 1
Long term empty premium	50% after two years	50% after two years	50% after two years	50% after two years
Uninhabitable discount	0%	0%	0%	0% (6 months exemption)

3.2.27 The table shows there were two minor differences currently in relation to the Empty & Unfurnished discount and the Uninhabitable discount. The Borough Council of Wellingborough has indicated it would seek to bring their Uninhabitable discount in line with other "north" councils ahead of vesting day.

3.2.28 The task and finish group recommended that the new authority should harmonise the discounts and exemptions to the level of the existing majority.

3.2.29 The Group also discussed the level of the Long Term Empty Property premium. It was recognised that whilst this harmonised amongst all councils at present, that all councils were not maximising the discretion that was available. There is the ability to increase the premium. It was noted this would also have a positive impact on bringing empty properties back into habitation to increase housing supply. It was noted that if all existing long term empty properties continued to be empty this could generate an additional revenue stream of upto £0.5m. However, it should be noted that the additional costs would lead to a change in behaviour so the financial benefit may not get to

these levels, but this would be outweighed by the social benefit of few empty properties.

3.2.30 The task and finish group recommend that the new authority should consider maximising the Long Term Empty Property premium to an extra 100% for 2-5yrs, extra 200% 5-10yrs and extra 300% 10yrs +. The primary driver for this is to increase housing supply.

Summary of recommendations from the Council Tax Harmonisation Task and Finish Group

3.2.31 The North's Council Tax Harmonisation Group has concluded its work and will pass its recommendations onto the Budget and MTFP Task and Finish Group and the Shadow Executive for further consideration.

3.2.32 The recommendations from the North's Council Tax Harmonisation Task and Finish Group are as follows:

Council Tax harmonisation
• To adopt the Alternative Notional Amount (the average council tax) methodology, as set out in legislation, for calculating the baseline level of council tax to apply the referendum principles against.
• To harmonise the level of council tax across North Northamptonshire in the shortest possible period taking into account the financial position of the Council and the impact on taxpayers.
.
Local Council Tax Reduction Scheme
• To develop a scheme for consultation and propose to Shadow Executive in September.

Council Tax Discounts and Exemptions
• That the new authority should harmonise the discounts and exemptions to the level of the existing majority.
• That the new authority should consider maximising the Long Term Empty Property premium to an extra 100% for 2-5yrs, extra 200% 5-10yrs and extra 300% 10yrs +.

4. Implications (including financial implications)

4.1 Policy

4.1.1 The approach adopted by North Northamptonshire Council in respect of Council Tax Harmonisation and the Local Council Tax Reduction Scheme will be pivotal in determining the total level of resources available for the new Council. It is therefore a fundamental and key policy decision.

4.2 Resources and Risk

4.2.1 There are no specific resource or risk implications at this stage of the decision making process. This report is highlighting the progress made in the Council Tax Harmonisation Task and Finish group. The output from that group will feed into the Budget and Medium Term Financial Planning Task and Finish

group which will make further recommendations to Executive as the budget process progresses.

4.3 Financial Implications

4.3.2 The determination of the Council Tax harmonisation approach is fundamental to the finances of the new authority. The task and finish group recommends:

- the adoption of the average Council Tax harmonisation approach as this maximises the income for the new authority
- that the Local Council Tax Reduction Scheme should, as a minimum, be cost neutral compared to the total cost of the current individual schemes in operation across North Northamptonshire
- Council Tax discounts and exemptions should be harmonised in order to maximise income

4.3.2 The Council Tax harmonisation group have completed their work and passed these issues, where appropriate, for further consideration to the Budget and Medium Term Financial Planning task and finish group.

4.4 Legal

4.4.1 The process of Council Tax harmonisation is a legal requirement of the various Acts and Regulations governing councils which are undergoing Local Government Reform.

4.4.2 The adoption of a council tax support scheme for North Northamptonshire is legal requirement and is set out in Local Government Finance Act 1992 (92 Act), section 13A (2), amended by Local Government Finance Act 2012 (2012 Act). The regulations state:

> *(1) Before making a scheme, the authority must (in the following order)—*
> *(a) consult any major precepting authority which has power to issue a precept to it,*
> *(b) publish a draft scheme in such manner as it thinks fit, and*
> *(c) consult such other persons as it considers are likely to have an interest in the operation of the scheme*

4.5 Equality and Health

4.5.1 None at this stage.

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NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

27 August 2020

Report Title	Disaggregation Task and Finish Group

1. Purpose

1.1 The purpose of this report is to provide information in relation to the progress made on the Disaggregation Task and Finish Group.

2. Recommendations

2.1 It is recommended that the shadow executive notes the progress made by the Disaggregation Task and Finish Group.

3. Issues and Choices

3.1 Report Background

3.1.1 The terms of reference for the Disaggregation Task & Finish Group (T&FG) highlighted that the task was finished when:

The disaggregation of the County Council's; 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.

3.1.2 The Disaggregation Task and Finish group for the North has met on five occasions to consider the approach to take on the disaggregation of County Council services and the aggregation of district and borough services across the North of Northamptonshire.

3.1.3 The group also considered the disaggregation and aggregations principles applicable to the balance sheet.

3.1.3 The group was made up of the following councillors:
Cllr Jason Smithers (Chair)
Cllr Andy Mercer (Deputy Chair)
Cllr David Sims
Cllr Cliff Moreton
Cllr Matt Keane

3.2 Issues and Choices

3.2.1 The following key activities and outcomes for the T&FG were set out in the terms of the reference for the group and are replicated in the table below:

Key Activities	Outcomes Sought
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.

3.2.2 It should be noted that the actual disaggregation principles employed were wider than the just 'geographic' allocations highlighted above.

3.2.3 The Task & Finish Group met on five occasions to date and considered the following:

Meeting 1   Terms of Reference and overview of requirements
Meeting 2   NCC Revenue Budget disaggregation (principles and numbers)
Meeting 3   NCC Capital Programme and Development Pool, Dedicated Schools Grant (DSG) and Public Health Grants (principles and numbers)
Meeting 4   NCC Balance Sheet (principles only)
Meeting 5   Aggregation of County Council and District and Borough position

3.2.4 The task and finish group considered all of the principles in detail over their five meetings. Rather than replicate that level of detail here it is recommended that the principles considered and endorsed by the task and finish group are

the principles adopted to disaggregate services, the budget and the balance sheet.

3.2.5 The proposed principles were developed between finance and service directors and represent the most logical approach to disaggregate services.

3.2.6 A full list of the principles is available if required.

3.2.7 The disaggregation of the NCC financial position and aggregation with the District & Borough Councils is required to establish a baseline financial position for the North Northamptonshire Council to commence its medium term financial planning and budget process.

3.2.8 The output from the Disaggregation T&FG will be an input to the Budget and MTFP T&FG.

3.2.9 The detailed principles for all of the areas highlighted above were broadly agreed by the task and finish group and the same approach was taken in the West ensuring disaggregation proposals have been made using a common set of principles.

Risks

3.2.10 The main risk associated with disaggregation is set out below:

Risk	Likelihood	Impact	Mitigation
The disaggregation principles / outputs are disputed	L	M	Dispute resolution protocol to be developed and agreed

Perceived Benefits

3.2.11 The primary benefit from undertaking the disaggregation of NCCs financial position and the amalgamation of the North Districts & Borough's financial position is that it provides a starting point from which to develop the budget and associated policies/strategies for the new North Northamptonshire Council.

Costs

3.2.12 There are no direct costs arising from the T&FG work.

3.2.13 The overall starting position for the new council based on the application of all of the detailed principles considered in the task and finish group is summarised in Appendix 1.It should be noted that these figures are purely indicative at this stage and will develop in some areas where more up to date information is available.

Conclusions from the Disaggregation Task and Finish Group

3.2.14 The Disaggregation task and finish group has completed its work. The output of the task and finish group will be an input for the Budget and MTFP task and finish group to commence their work.

3.2.15 The task and finish group considered the detailed principles used to disaggregate the County Council's services and balance sheet. The district and borough's respective positions were then added to this providing a starting point for consideration at the Budget and MTFP Task and Finish Group. This position is summarised in Appendix 1. The figures in Appendix 1 are indicative at this stage and will evolve over time as more up to date information becomes available.

4.   Implications (including financial implications)

4.1   Policy

4.1.1   The disaggregation and aggregation of County, district and borough services, assets and liabilities provides an indicative starting position for consideration by the Budget and Medium Term Financial Planning Task and Finish Group to begin the budget setting process for 2021-22.

4.2   Resources and Risk

4.2.1   There are no specific resource or risk implications at this stage of the decision making process. This report is highlighting the progress made in the Disaggregation Task and Finish group. The output from that group will feed into the Budget and Medium Term Financial Planning Task and Finish group which will make further recommendations to Executive as the budget process progresses.

4.3   Financial Implications

4.3.1   There are no direct financial implications stemming from this report.

4.4   Legal

4.4.1   There are no direct legal implications stemming from this report.

4.4   Equality and Health

4.4.1   None at this stage.

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North Northamptonshire

Finance Aggregation

APPENDIX 1
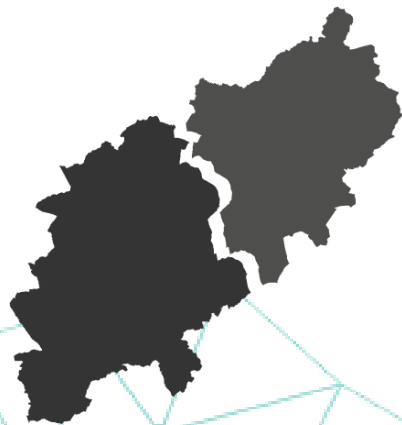
FUTURE
NORTHANTS

Aggregation – Revenue GF/HRA (2020/21 Budget Baselines)

	NCC	CBC	ENC	KBC	BCW	Total
	£m	£m	£m	£m	£m	£m
General Fund	211.9	9.4	13.3	13.6	8.9	257.1
HRA	0	19.4	0	15.4	0	34.8

	DSG	Public Health
	£m	£m
Expenditure	295.0	17.4
Income	295.0	18.1
Net	0.0	(0.7)

FUTURE NORTHANTS
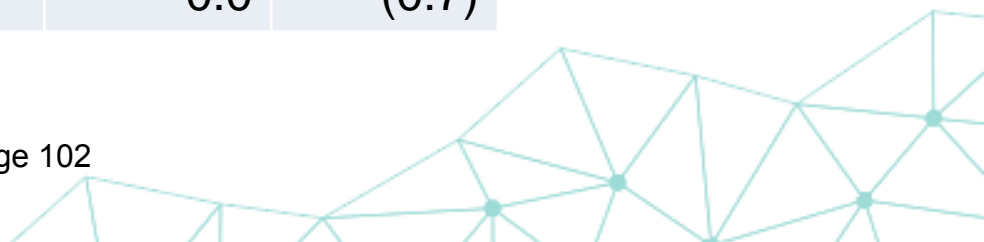
Aggregation – Capital GF/ HRA (2021/22 – 2024/25)

	NCC	CBC	ENC	KBC	BCW	Total
	£m	£m	£m	£m	£m	**£m**
General Fund	100.2	2.7	4.2	102.4	0.0	**209.5**
HRA	N/A	31.3	N/A	16.9	N/A	**48.2**

FUTURE NORTHANTS

Balance Sheet – North Aggregation

BALANCE SHEET	NORTH NORTHAMPTONSHIRE					
	CBC	ENC	KBC	BCW	NCC	Total
	£000	£000	£000	£000	£000	£000
Property, Plant & Equipment	363,159	41,228	255,991	36,971	524,197	1,221,546
Investment Property	73,944	3,291	41,901	49,693	6,474	175,303
Heritage Assets	216	0	5,947	277	489	6,929
Intangible Assets	715	762	269	210	2,463	4,419
Long Term Debtors	332	760	0	291	5,074	6,457
Long Term Debtors - Capital Loans	0	0	0	0	1	1
Long Term Investments						0
Investment in Joint Venture						0
Long Term Assets	**438,366**	**46,041**	**304,108**	**87,442**	**538,697**	**1,414,654**
Inventories	47	0	120	6	269	442
Short Term Debtors	6,262	2,724	6,396	9,367	50,444	75,193
Cash and Cash Equivalents	10,887	24,271	27,978	33,373	2,666	99,175
Short Term Investments	6,500				100	6,600
Assets held for sale	0	0	1,597	0	672	2,269
Current Assets	**23,696**	**26,995**	**36,091**	**42,746**	**54,150**	**183,678**
Bank Overdraft	0	0	0	0	0	0
Short Term Borrowing	(19,700)	0	(4,486)	0	(116,501)	(140,687)
Short Term Creditors	(12,867)	(4,786)	(12,094)	(3,225)	(55,105)	(88,077)
Short term provision	(634)	(1,219)	0	0	(4,678)	(6,531)
Current Liabilities	**(33,201)**	**(6,005)**	**(16,580)**	**(3,225)**	**(176,285)**	**(235,296)**
Long Term Creditors	(2,103)	0	(2,199)	(1,273)	0	(5,575)
Long Term Borrowing	(102,639)	0	(104,844)	0	(166,092)	(373,575)
Capital Grants Receipts in Advance	(3,415)	(861)	(3,121)	(4,326)	(13,474)	(25,197)
Pension liability	(46,361)	(26,901)	(51,769)	(37,219)	(291,719)	(453,969)
Provisions					(3,813)	(3,813)
PFI					(44,764)	(44,764)
Other Long Term Liabilities					(489)	(489)
Long Term Liabilities	**(154,518)**	**(27,762)**	**(161,933)**	**(42,818)**	**(520,351)**	**(907,382)**
Net Assets	**274,343**	**39,269**	**161,686**	**84,145**	**(103,789)**	**455,654**

Balance Sheet – North Aggregation

BALANCE SHEET	NORTH NORTHAMPTONSHIRE					
	CBC	ENC	KBC	BCW	NCC	Total
	£000	£000	£000	£000	£000	£000
Usable reserves						
Usable Capital Receipts Reserve	(6,509)	(564)	(4,749)	(28,674)	(1,616)	(42,112)
Major Repairs Reserve	(349)	0	0	0	0	(349)
General Fund Balance	(798)	(1,500)	(1,415)	(3,155)	(10,000)	(16,868)
Housing Revenue Account Balance	(3,590)	0	(850)	0	0	(4,440)
Earmarked Reserves	(23,833)	(18,249)	(24,591)	(2,575)	(9,851)	(79,099)
Schools reserves	0	0	0	0	(9,688)	(9,688)
Capital Grants Unapplied	(1,822)	(296)	(35)	(433)	(9,637)	(12,223)
Usable reserves	**(36,901)**	**(20,609)**	**(31,640)**	**(34,837)**	**(40,792)**	**(164,779)**
Unusable Reserves						
Revaluation Reserve	(60,805)	(19,435)	(34,583)	(14,858)	(75,825)	(205,506)
Capital Adjustment Account	(220,896)	(25,955)	(146,680)	(72,291)	(69,529)	(535,351)
Pension Reserve	46,361	26,901	51,769	37,219	291,719	453,969
Available for sale financial assets	0	0	16	(134)	0	(118)
Collection Fund Adjustment Account	(1,917)	(227)	(568)	677	(2,575)	(4,610)
Deferred Credits - Mortgages	(246)	(1)	0	(2)	0	(249)
Deferred Capital Receipts Reserve	0	0	0	0	0	0
Accumulated Absences Account	61	57	0	81	791	990
Unusable reserves	**(237,442)**	**(18,660)**	**(130,046)**	**(49,308)**	**144,581**	**(290,875)**
Total Reserves	**(274,343)**	**(39,269)**	**(161,686)**	**(84,145)**	**103,789**	**(455,654)**

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NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

27th August 2020

Report Title	Day One Accommodation – North

1.   Purpose

1.1   The purpose of this report is to make recommendation to the North Shadow Executive that the principles for Day One Accommodation and associated approach are agreed. Adoption of the principles set out in this report will allow the Future Northants Programme to communicate clearly on the approach for Day One Accommodation affecting staff and elected Members across the North Northamptonshire District and Borough authorities and the County Council.

See attached report under "Purpose of this document" for full details.

2.   Recommendations

It is recommended that the shadow executive deliberate and agree that the current working and location arrangements are maintained where feasible, safe and legal for Day One as shown in the attached Report, under sections entitled "Recommendation" and "Approach".

3.   Issues and Choices

3.1   Report Background

The Task and Finish group for Day One Accommodation North met for the first time on Friday 26th June 2020. Principles and approach were discussed, taking into account the revised objectives due to the impacts of Covid-19. Impacts on staff, members and service users were a key consideration.   See attached Report under "Background" section for in full details.

3.2   Issues and Choices

Please see attached report Section 2. "Approach".

4.   Implications (including financial implications)

4.1   Policy

4.1.1 Not covered in attached report.

4.2 Resources and Risk

4.2.1 Covered in attached report under Section 3 "Other Considerations".

4.3 Legal

4.3.1 As above, covered in attached report under Section 3 "Other Considerations", item number 3.

4.4 Equality and Health

4.4.1 Covered in attached report under Section 3 "Other Considerations", item number 3.

4.5 Dependencies

4.5.1 Covered in attached report under "Dependencies" on page 7.

Report Author: Colette McDade

Document Type	Recommendations Report
Programme	Future Northants
Title	Day One Accommodation - North

Audience for this document
Day One Accommodation Task & Finish Group - North
Programme Implementation Board
Joint Implementation Executive
North Shadow Authority

Purpose of this document
To make recommendation to the North Shadow Authority that the principles for Day One Accommodation and associated approach are agreed. Adoption of the principles set out in this report will allow the Future Northants Programme to communicate clearly on the approach for Day One Accommodation affecting staff and elected Members across the North Northamptonshire District and Borough authorities and the County Council. The Members Accommodation for the Shadow Authorities Presentation was given to the Leaders Oversight Board on 19th February 2020, but due to Covid-19 it was in need of review. This document represents the beginning of that review and will outline and act as a foundation for the Day One Accommodation project, which aims to achieve the following: NORTH AUTHORITY ACCOMMODATION To ensure the North Unitary Authority has the required accommodation to meet its Safe and Legal responsibilities from Day 1, incorporating Base and Service Office locations. MEMBERS' ACCOMMODATION (FULL COUNCIL MEETING) To ensure the North Unitary Authority has the required accommodation to meet its Safe and Legal Democratic obligations for Members, incorporating Full Council Meetings (including Shadow Council meetings if required). The Day One Accommodation T&F Group are in place to ensure the unitary authority has the required accommodation to meet its safe and legal responsibilities from Day One.

Document Control
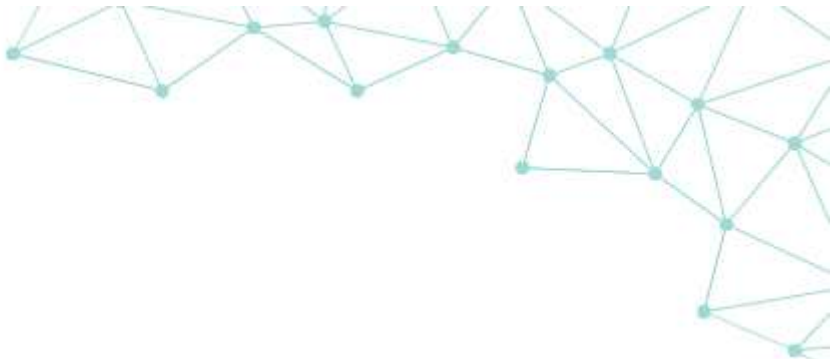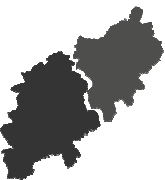
Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
7/7/20	1.0	Colette McDade	First Draft
8/7/20	1.1	Brian Degruchy	Comments and amends
14/7/20	1.2	Colette McDade	Draft 2 including BD comments
15/7/20	1.3	Brian Degruchy	Comments and amends
17/7/20	1.4	Colette McDade	Draft 3 including BD comments and WM
28/7/20	1.5	Colette McDade	Including T&F feedback

Distribution (For Information, Review or Approval)	
Name	Resp[(1)]
Nick Byrom, Programme Manager for Place West	I
Brian Degruchy, Programme Manager for Place North	R

Day One Task & Finish Group North
    Councillor Wendy Brackenbury
    Councillor Tim Allebone
    Councillor Gill Mercer
    Councillor Andrew Scarborough
    Ian Vincent
    Brian Degruchy
    Tricia Martin
    Liz Elliott
    Councillor Mark Dearing
	R

Ian Vincent, CEO DDC and Place Programme Lead	A
Cllr. Wendy Brackenbury Task and Finish Chair (North)	A
Place Board Members	A
Programme Implementation Board	A
Joint Implementation Executive	A

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

Document Approval	
Date	Who
	Ian Vincent, CEO DDC and Place Programme Lead
	Cllr. Wendy Brackenbury Task and Finish Chair (North)
	Place Board
	Programme Implementation Board
	Joint Implementation Executive
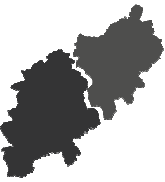
	North Northants Shadow Authority

Background

Currently the responsibility for delivering public services in Northamptonshire is split across eight councils in two tiers. This is less cost effective than it could be and can feel fragmented to service users. Joining these services up into a unitary system with a single governance structure will provide more consistent and efficient service, with considerable opportunities to improve value for money.

The unitary structure selected will see the eight existing councils transitioned into two Unitary Authorities, one for West Northamptonshire and one for North Northamptonshire.

The impact of Covid-19 on the Programme has resulted in the original objectives, but not the timeline, being revised. Vesting day remains 1st April 2021 and all deliverables required to make the transition Safe and Legal are still required to be delivered by this date along with any transformational change that is feasible for this delivery date. Any further service transformation not feasible in this time period will form part of a two year transformational programme deliverable post vesting day.

Although Day One Accommodation formally sits within the Place Programme, it is likely to impact all areas across the programme and both authorities.

Recommendation

The Day One Accommodation Task & Finish Group recommends the current working and location arrangements are maintained where feasible, safe and legal for Day One. Exceptions to this may be considered where they are essential to the provision of key services to residents, they are essential to achieve the requirement of Safe and Legal or to maintain alignment with any changes to legislation, with particular regard to the changeable Covid-19 situation.

1. Key Principles recommended for Day One Accommodation (North)

1.1 All staff will maintain their current location and working arrangements, unless there is a strong and compelling business case to move them. Some staff should expect to see some changes in their accommodation during the first year.

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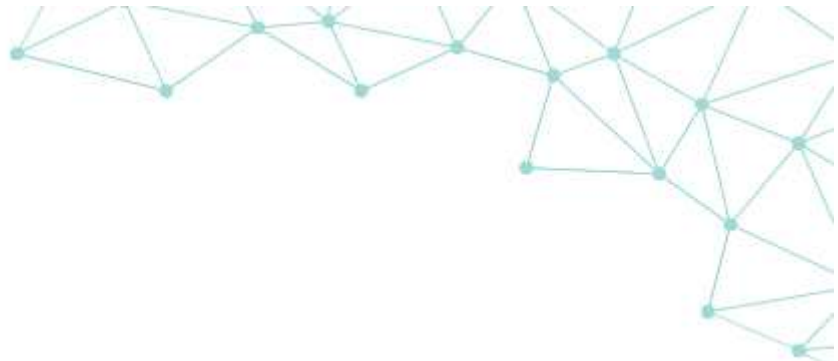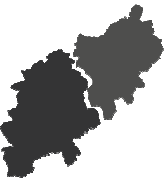
1.2   All North elected Members will continue to work remotely and attend meetings virtually. Space within council offices will be used where appropriate for smaller meetings.

1.3   Arrangements wil be made to identify member accommodation in the North, for when needed during year one.

1.4   We will keep the approach simple and work within the Covid regulations as they are currently, with a view to ensuring we can adjust to changes in these regulations as they evolve.

1.5   If the board are in agreement, these principles will be 'tested' with District and Borough and NCC managers to ensure all mechanisms for assuring Day One Accommodation readiness are in place.

1.6   Reliable IT technology will be in place for Day One, allowing staff and Members to work and meet remotely and effectively.

1.7   The wellbeing and mental health of staff and Members whilst working from home will be a key consideration and we will develop appropriate support tailored for this scenario.

1.8   Evidence based assurance will be in place at each stage to ensure Day One Accommodation unitary authority readiness for North Northamptonshire.

1.9   The previously identified need to use Kettering Conference Centre for Member meetings has been superseded by the current virtual working arrangements in place due to Covid-19.

1.10   Changes will be communicated effectively, with regard to timing, audience and level of detail.


2. Approach

The Task and Finish group for Day One Accommodation North met for the first time on Friday 26th June 2020. Principles and approach were discussed, taking into account the revised objectives due to the impacts of Covid-19. Impacts on staff, members and service users were a key consideration.

The approach agreed is that all staff will maintain their current location and working arrangements, unless there is a strong and compelling business case to move them. There are a list of deliverables necessary to provide essential capabilities required in the interim period, and to ensure the situation is clearly communicated and well monitored.
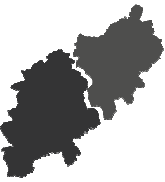
2.1   Complete an audit in line with the principles to confirm that every member of staff will know where they will be working on Day One and that everything will be in place for them to transition seamlessly.

2.2   Communicate to IT the essential requirement for the delivery of webcasting and electronic voting in the interim.

2.3   Provide reassurance that every member of staff will have a place to work and evidence how this will be achieved. This will form the basis for the communication strategy for this project and will drive the messaging aimed at staff.

2.4   Ensure all staff who are office based on day one, have the appropriate workspace allocation and building access including a valid ID card

2.5   Evidence technical testing of IT capability to support remote working, already underway outside this project. Including a statement of existing performance to help illustrate current capability.

2.6   Evidence that all appropriate HSE and wellbeing policies are in effect and that staff are aware of the support available, particularly in relation to home working.

2.7   Evidence staff perception of how their needs are being met as lockdown measures relax, via existing survey results and new surveys if this becomes necessary.

2.8   Plan for and manage the short list of potential exceptions to maintaining the current location arrangements. We will make the relevant moves as soon as it is practical to do so.
2.8.1 Accommodation of Chief Executives after their appointment later in the year
2.8.2 The co-location of Senior Management with the Chief Executives
2.8.3 New starters and role movers who may be required to be office based
2.8.4 Managers responsible for teams across multiple locations may need multiple desks spaces allocated
2.8.5 NCC staff based in the West, disaggregated into the North Authority.

2.9   Prepare to review and react to requests to move to in-office working for both technical and wellbeing reasons, should they occur.

2.10   Document and monitor maximum capacity and key information of all locations
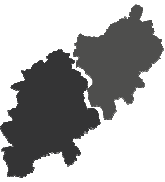
2.11   Confirm Fire and First Aid representation is in place across all locations in accordance with existing requirements

2.12   Understand any relocation requirements that may result from the ongoing Future Northants programme, including those driven by system implementations, and plan accordingly

2.13   Continue Day 1 Accommodation Task and Finish group meetings on a monthly basis to monitor progress and safeguard strategic direction.

2.14   Work with the relevant areas to deliver a clear and timely plan for communicating with all staff, members and officers. This may include readiness activities if necessary.

3. Other Considerations

Risks

1. When gathering feedback, staff may not feel comfortable sharing their feelings around home working.
   MITIGATION: Offer staff a variety of ways to share their opinions, including ways to do so anonymously to offer reassurance.

2. Potential for issues or confusion should the West and North authorities take different approaches to Day One Accommodation
   MITIGATION: Single Project Manager to maintain consistency and manage exceptions

3. In order to comply with Covid-19 regulations and offer adequate social distancing, the capacity of council buildings has been reduced significantly. This may cause challenges if and when seeking accommodation for requested moved prior to vesting day, and beyond for the duration of the regulations.
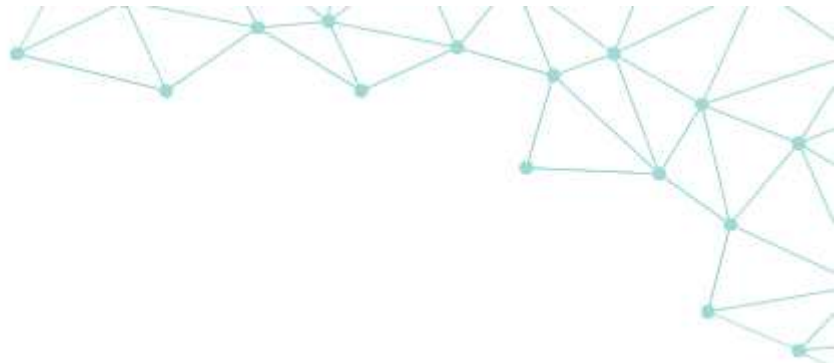
Assumptions

1. All staff will maintain their current location and working arrangements, unless there is a strong and compelling business case to move them.

2. Current virtual arrangements for Members and Officers will remain in place until post vesting day.

Dependencies

1. IT will be fully functional from Day 1 to facilitate reliable virtual working for staff and Members across all departments and geographies

2. IT will continue supporting virtual working requirements in the interim period as is, with no reduction in service or performance.

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NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

Thursday 27 August 2020

Report Title	Corporate Communications & Engagement information paper – North Northamptonshire Council

1.   Purpose

1.1   The purpose of this report is to present the work so far on the VI (Visual Identity)/logo to ensure the North Shadow Executive is kept informed on progress and has the opportunity to give feedback on the current designs which have been produced.

2.   Recommendations

It is recommended that the shadow executive:

- Note the three proposed designs - see appendix A for the details.
- Note that the designs have gone out to staff, Trade Unions, cllrs, partners and the public to seek opinion of the three designs via an online survey
- Note that we will use this feedback to shape and inform any additional work on these required and will present the final logo to the Shadow Executive for approval in November

We have also approached the Centre for Public Scrutiny, which has done some work on council logos, to seek an additional peer opinion on the designs.

3.   Issues and Choices

3.1   Report Background

3.1.1 The purpose of this document is to present the work so far on the VI/logos for North Northamptonshire Council. The Communications & Engagement North Task & Finish Group has been working to develop logos with the internal graphic design resource who have taken the ideas generated by the group to produce the options for logos, in line with the strategy and also taking into account accessibility requirements.

3.2   Issues and Choices

3.2.1   N/A

4.   Implications (including financial implications)

4.1   Policy

We have used internal design resource for development of the logos to maximise use of our own skilled and knowledgeable designers and to avoid incurring extra cost to the programme. The rollout of the actual logos will be done on a phased basis with critical items only branded initially. All instances of current logo use will be reviewed to ensure re-branding is appropriate, which will also help to keep costs to a minimum.

4.2   Resources and Risk

4.2.1 - In-house design resource has been used so the interim brand has been delivered at no additional cost to the programme budget.

4.3   Legal

4.3.1   N/A

4.4   Equality and Health

4.4.1 In-house designers applied their experience and principles of accessible design including consideration of colour and contrast, font size and weights and clear imagery.

Report Author:
Rachel Hand,
Project Manager

NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

A New Logo for a New Council

Visual Identity for North Northamptonshire Council

East Northamptonshire Council

Corby Borough Council

Northamptonshire County Council

Borough Council of Wellingborough

Kettering Borough Council

Low Cost Approach

- Utilised the fantastic skills of the in-house graphic designers.
  - Wide ranging experience of application of council visual identities, as well as significant creativity and technical expertise.
  - Delivered at no additional cost to council taxpayers.

Timeline

KICK OFF/DEVELOPMENT

June/July

- Comms T&F (Task & Finish) group was formed. First 2 meetings took place including forming a design brief for the VI (Visual Identity).

- First draft of designs were presented to the T&F Group by the designers, and amendments were discussed and designs re-presented. Comms T&F group agreed 3 options for stakeholder testing.

TESTING

July/August

- Design(s) presented to Corporate Project Board, PIB, JIE and Shadow Executive.

August/September

- Stakeholder feedback – staff/members/residents.

ADJUSTMENT

September/October

- Design(s) adjusted following comments from Stakeholders – possibly narrowed down to 2, or even 1 design.

APPROVAL

October/November

- Final design(s) submitted to Corporate Project Board, PIB, JIE and on to Shadow Executive for final decision/approval.

IMPLEMENTATION

January – March 2021

- New visual identity communicated for implementation – Heads of Service will be notified ahead of this date, so that they can put everything in place ready for the release of the final logo beginning of January 2021 (even possibly during December 2020 if there are no changes following the Shadow Executive in November).

Design Brief

- Clearly display the name of the Council.

- Simple, modern and flexible design.

- Accessible e.g. visual impairment.

- Represent a new 21st century organisation.

Collaborative Working – Design Process

- Team of 2 in-house designers met virtually for a series of design meetings with the T&F Group.
- Ideas were given and discussed to form a brief of what was and was not wanted, following on from the Visual Identity Design Spec (attached as an embedded document below).

Microsoft Word 97 - 2003 Document

Principles for Design

- Must work well alongside existing partner logos.

- Must not contain an image specific only to one town or area.

- Must not be similar to any other logos;
    - *Current council logos and Partner logos.*
    - *Other Northamptonshire logos.*
    - *Neighbouring councils or any other organisations.*

- Must work across digital platforms, as well as traditional platforms.

- Must be accessible to those with disabilities/visual impairments.

Current Northamptonshire Logos

North

West

Three Chosen Designs

North Northamptonshire Council

- Bold
- Icon of native wildlife
- Symbolism of freedom

North Northamptonshire Council

- Modern and bold
- Celebrates rural, heritage, wildlife
- Similar style to many LAs

North Northamptonshire Council

Brand Philosophy:

In this logo I wanted to capture the nature in North Northamptonshire. Most of the land is covered by green for example Rockingham Forest. Hence the reason why I have used green colours and leaves.

Rejected Designs

- Didn't like the use of the rings.

- Preferred the other green logo with the square – quite similar.

- Too 'busy' – would rather use the other logo which included the castle shape.

Visual identity specification for North Northamptonshire Council

Background

North Northamptonshire Council will be a new unitary authority from 1 April 2021 and will comprise the districts and boroughs of Corby, Kettering, East Northamptonshire and Wellingborough as well as Northamptonshire County Council.

Work required
To produce a distinct visual identity for North Northamptonshire Council, the organisation.

Deliverables
1. Image/logo that accurately represents the values of North Northamptonshire Council – honesty, integrity, aspiration, teamwork and is flexible enough to be adapted by the new organisation as it evolves.

2. Image/ logo to reinforce that all service areas come together as North Northamptonshire Council and are not separate entities.

3. Image/ logo to portray that North Northamptonshire Council is a modern and digitally-enabled organisation which is efficient and effective.

4. Guidelines to demonstrate how the image is to be used and what form it would be offered to partners and external parties. This to be done by artwork of the approved identity/logo and creation of a logo library and branding guidelines. The logo library will include all logo versions such as black and white and reversed-out versions.

5. Intellectual property rights of the brand will belong to North Northamptonshire Council.

Aim of visual identity

The new visual interpretation will be used in all aspects of the Council's work – from buildings to vehicles, uniforms to signs, stationery to websites etc. It will be used alone and in partnership initiatives.

The design MUST:	Why?
Be very simple and flexible	Work well across a wide range of platforms: posters, signage, vehicle livery, uniforms, ID badges, website, social media, video, etc.
Clearly display the name of the councils	Clear communication to all audiences about the organisations
Be accessible – e.g. for people with visual impairment	So it works for all audiences equally well and excludes no-one
Work in colour and in black and white	This range of applications will be required
Work in a range of sizes and formats	This range of applications will be required

Include a simple icon that can stand alone without the name of the council	Required for use on social media and other digital platforms
Be modern, professional, distinctive	To best represent the new organisations and their values
Incorporate elements of Northamptonshire's heritage and landscape: countryside, rurality, river	Respond to the brief from Northamptonshire members

The design MUST NOT:	Why?
Be similar to any of the existing county or district council logos	Confusing for residents and may not be politically acceptable
Be similar to any other Northamptonshire logos	Intellectual property issues, and also confusing for audiences
Be similar to the logos of any neighbouring authorities	Confusing for residents and other audiences
Contain any imagery specific to just one area of the county – e.g. building that is clearly from one part of the area	Will not feel inclusive or relevant for residents living in other parts of the area
Have a design that is in anyway reminiscent of any other product, service or organisation	Confusing for audiences

Timings

The following project process is proposed with indicative stages and timescales, to include opportunities for engagement with stakeholders:

VI info/meetings for designers to attend highlighted in blue.

Meeting/Task/Milestone/Outcome	Date of meeting	Comments
T& F Meeting 1	**Wednesday 24 June 15:00**	
T& F Meeting 2	Tuesday 30 June 11:30	
Meet to discuss and confirm brief for designers		RH invite graphic designers to meeting.
Brief agreed and communicated to designers		
T& F Meeting 3	**w/c 13 July**	
T& F Meeting 4	w/c 27 July	
Initial logo Designs Reviewed and agreed with T&F Group		

Send back logo(s) to designers with comments		
T& F Meeting 5	w/c 10 August	
Review and agree preferred Logo option/s with task and finish group		To be submitted to Project Board w/c 17 August (TBC). Not sure if it needs to go all the way to Shadow Exec at this point?
Begin work on fonts, typefaces, colour palette's etc. as follow on from logo		Fonts etc. follow on when we have a base idea for the logo.
Project Board - Date TBC	**Poss w/c 17 Aug**	
T& F Meeting 6	**w/c 24 August**	
PMO Submission Deadline - Options Paper, VI	**Tue 25/08/20**	
PIB - Options Paper, VI	**Wed 02/09/20**	
JIE - Design Concepts Presented - Options Paper - VI	**Wed 09/09/20**	
T& F Meeting 7	**w/c 14 Sept**	
Shadow Exec North - Design Concepts Presented - Options Paper - VI	**Thu 24/09/20**	
T& F Meeting 8	w/c 28 Sept	
Designs Reviewed/agreed/sent for amendments after feedback from Shadow Exec North (or Board/PIB/JIE)		
VI (incl colour pallet etc.) Tested with Stakeholders	5 – 9 October	Use Slack platform to test with Change Champions.
T& F Meeting 9	w/c 12 October	
Any updates/changes made to VI and agreed after Stakeholder engagement	Mon 12 – Fri 16 Oct	Final VI to be submitted to Project Board w/c 19 October (TBC).
Project Board – Date TBC	**Poss w/c 19 October**	
T& F Meeting 10	**w/c 26 October**	
PMO Submission Deadline - Final VI Submitted	**Tue 27/10/20**	
PIB - Final VI	**Wed 04/11/20**	
JIE - Final VI	**Wed 11/11/20**	
T& F Meeting 11	**w/c 16 Nov**	
Shadow Exec North - Final VI	**Thu 26/11/20**	Final VI to be approved at this meeting
T& F Meeting 12	w/c 30 Nov	
VI Roll out Implemented		
T& F Meeting 13	**w/c 14 Dec**	
T& F Meeting 14	**w/c 4 Jan**	
T& F Meeting 15	**w/c 18 Jan**	
T& F Meeting 16	**w/c 1 Feb**	
T& F Meeting 17	**w/c 15 Feb**	
T& F Meeting 18	**w/c 1 Mar**	

T& F Meeting 19	w/c 15 Mar	
All Necessary Materials Re-ID'd for Day 1	Wed 31/03/21	

Implementation

The new visual interpretation will be rolled out on a phased approach so that it is completed in a timely and cost-effective manner.