



**Meeting:** North Northamptonshire Shadow Executive Committee

**Date:** Wednesday 10<sup>th</sup> February 2021

**Time:** 7:00 pm

**Venue:** Virtual meeting via Zoom



**Committee Membership:**


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

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](https://www.youtube.com/channel/UCcH_JAaHaMtgHDeMQEVXi2g/videos)

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Item	 (Key Decision)	Subject	Officer Presenting Report	Page No
01		Apologies for non-attendance		-
02		Notification of requests to address the meeting		-
03		Members' Declarations of Interests		-
04		Minutes of the meeting held on 3 February 2021		<i>To Follow</i>
<b>Items requiring a decision</b>				
05		Medium Term Financial Plan and Budget 2021/22 – for recommendation to Shadow Authority	Janice Gotts	<i>To Follow</i>
06		Director of Transformation Update	Lisa Hyde Glenn Hammons	5 – 14
07		Draft Vision Statement <i>Seeking approval for a draft Vision Statement for presenting to the North Northamptonshire Authority.</i>	Guy Holloway	15 – 20
08		Delegated Authority to approve Policies & Procedures- <i>To seek approval for delegated authority to approve policies and procedures for the new council prior to Vesting Day</i>	Adele Wylie	21 – 23

09		Shared Service Arrangements	Adele Wylie	<i>To Follow</i>
		<b>Exempt Items</b>		
010		None Notified		
		<b>Urgent Items</b>		
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		
		<p>Rob Bridge, Chief Executive, North Northamptonshire Shadow Authority</p>  <p><b>Proper Officer</b> <b>2<sup>nd</sup> February 2021</b></p>		

## Virtual Meetings

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

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

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

## Public Participation

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

ITEM	NARRATIVE	DEADLINE									
Members of the Public Questions	Questions may be submitted by members of the Public to meetings of the committee. The question must be in writing and submitted 2 clear working days prior to the meeting. There are no supplementary questions permitted, and no debate on questions or answers. A period of 30 minutes (Chair's Discretion) is allocated for Public Questions.	5:00 pm Friday 5 <sup>th</sup> February 2021									
Members of the Public Agenda Statements	Members of the Public may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The member of the Public has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Public Statements.	5:00 pm Friday 5 <sup>th</sup> February 2021									
Other Shadow Members Questions	Written questions of up to 50 words maximum permitted. To be received at least 2 clear working days prior to the meeting. Chair's discretion on supplementary question. A period of 30 minutes (Chair's Discretion) is allocated for Other Shadow Members Questions.	5:00 pm Friday 5 <sup>th</sup> February 2021									
Other Shadow Members Agenda Statements	Other Shadow Members may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The Shadow Member has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Shadow Member Statements.	5:00 pm Friday 5 <sup>th</sup> February 2021									
Members of the Public Petitions	<p>Anyone who lives, works or studies in North Northamptonshire may submit a petition to the Shadow Authority. Depending on the size of your petition it will be responded to as follows:-</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Signatory Threshold</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Petition which triggers a debate</td> <td>1,500 +</td> <td>Any petition with 1,500 or more signatures will trigger a debate at a Full Authority meeting</td> </tr> <tr> <td>Petition which calls an officer to account</td> <td>750 – 1,499</td> <td>Any petition with 750 – 1,499 signatures will summon a senior officer of the Authority to give evidence at a public Authority meeting</td> </tr> </tbody> </table>	Category	Signatory Threshold	Description	Petition which triggers a debate	1,500 +	Any petition with 1,500 or more signatures will trigger a debate at a Full Authority meeting	Petition which calls an officer to account	750 – 1,499	Any petition with 750 – 1,499 signatures will summon a senior officer of the Authority to give evidence at a public Authority meeting	
Category	Signatory Threshold	Description									
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	Standard Petition	5 – 749	Any petition with 5 – 749 signatures will be referred to a senior officer of the Authority to provide a response	
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These procedures are included within the Shadow Authority’s Constitution. Please contact [democraticservices@northnorthants.gov.uk](mailto:democraticservices@northnorthants.gov.uk) for more information.

**Members’ Declarations of Interest**

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

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

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

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

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

**Press & Media Enquiries**

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

**Public Enquiries**

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

December 2020

**Future Northants Programme Dashboard**

**1. Programme Status**

Programme	Overall	Budget	Risks	Issues	Schedule	Comments	Estimated Direction of Travel for Next Period
Adult Social Care						<p>[Risk] Interdependencies around Eclipse - close working between FN Programmes (Adults &amp; ICT) to reduce the risk</p> <p>[Budget] and [Risk] Splitting systems before vesting day (specifically Cygnum) - working with supplier and NCC Information Governance team to resolve issues. The Data Protection Impact Assessment is in progress.</p>	
Children's Services (Education & ICF)						<p>(Education) recruiting to specialist posts for new functions (splitting) may be delayed due to funding decisions - new day 1 structure has been proposed to support the blueprint</p> <p>(Trust) Challenges to FN programme to deliver and agree key decisions in relation to support services will impact the Trust - dependency assessment complete &amp; ongoing engagement with the FN programme</p> <p>(Education) Blueprint change request submitted to amend structure.</p>	

Corporate						<p>(Risk) There is a risk of failure to reach agreement for new T's &amp; C's with the TU's. Mitigating risk by - Ensure negotiations are constructed in a way to enable agreement, realistic / honest discussions to take place with an appropriate financial envelope / understanding of cost.</p> <p>(Risk) There is a risk that not all of the inter-authority contracts will be in place for vesting day. Mitigating risk by - Ensure the key and largest contracts are tackled first, services given details on the content required and timings for the schedules, ensure adequate resource is available for drafting and subsequent negotiation of content with lead/host/external providers.</p> <p>(Risk) There is a risk that we will not be GDPR compliant on Day 1 regarding the split of NCC data, which could result in ICO investigation, fines and reputational damage. Mitigating risk by - A formal letter has been sent to the ICO advising them of the situation, and seeking a conversation. Access controls and mitigating actions are also being investigated and put in place to ensure compliance with GDPR.</p> <p>(Risk) There is a risk that the finance/ERP system will not be fully in place for Day 1, because of the time available to implement a total ERP system from 8 existing councils and many multiple legacy systems - which may mean that workarounds will need to be found for the required personnel management/payroll of the authorities. Mitigating Risk by -Supporting the ERP assumptions and principles proposal and early testing indicates this is going well, however cannot close until parallel payroll testing is complete.</p>	
Customer Contact & Digital						<p>[Budget] Risk that resources not fully available within the Project and SME time to support implementations - resource plan in place and SME's engaged. Temperature check with SME's on level of work and demand was positive now and for the future</p> <p>[Budget] Risk that routing between back office systems /website/telephony is not set up correctly for day 1 - routing being tested by users/ SME's/ customer service advisors. Interactive voice response (e.g. press 1 for...or press 2 for..) routing is built in house so can amend quickly. Website user testing begins in January. Built in drop-out routes (which means there will options for customers to go to general enquiries, hold for an advisors. Etc. if they do not know which option to select) and warm handover processes will be implemented</p>	

ICT						(Risk) Work is underway with the relevant service areas to identify their ICT systems and which hold personal and sensitive data. As there are over 50 systems there will not be technical solutions for all systems by Vesting Day. North & West Monitoring officers along with elected officers to seek advice from the ICO.	
						[Schedule] Risk MS365 roll out across NCC not being on schedule due to configuration requirements - 3rd party specialist completing health check on Ncloud and NCC ICT visiting 43 sites to upgrade systems	
						(Risk) There are a range of specialist skillsets/experience that are urgently required i.e. SharePoint & Cyber Security specialists. If these skillsets cannot be identified internally then we will need to procure resources externally.  (Risk) With new methods of communication for users both inside and outside their authorities, and as we go through a period of significant change, we are more vulnerable to cyber security risks. The ICT managers are developing a number of measures to put in place, including communicating the top 10 do's and don'ts for users to educate them to help further embed security / cyber security good practice. There is an urgent need to bring in a Cyber Security specialist as current in-house knowledge of and ability to mitigate the potential for cyber-attacks / risks are comparatively weak given the significant degree of change taking place and the elevated threat from cyber criminals	
Finance						(Schedule) The various activities required to deliver the annual Statutory Accounts for sovereign authorities will extend well beyond vesting day and resourcing this activity needs to be agreed. Ensure a dedicated closedown resource for a considerable period of time post April 2021 with an agreed approach towards their management and oversight.	
						(Schedule) Assessment of Finance project work to be undertaken for Day 1 indicates significant input will be required from Finance SMEs. This may be further compounded by dependency on a number of key individuals with the relevant SME knowledge. Allocation of dedicated resource, work prioritisation, release and backfill of resources where possible.  (Risk) Further work to do on how loans and investments will be disaggregated between the two UAs. Clarification required on approach before Banks engaged. Dependency on MRP and balance sheet work. Plans and timescales are dependent on approach. Proposals to engage 3rd party Treasury advisors to support this work. Timing on MRP and Balance Sheet work to be confirmed	
Place - North						(Schedule) Concerns about member accommodation should virtual meetings not be extended by regulation, which now seems likely. No mitigating action stated	
						(Risk) Template for SLA's to be agreed ASAP, recognising the process of agreeing SLA's may take some time in some cases. No mitigating action stated	

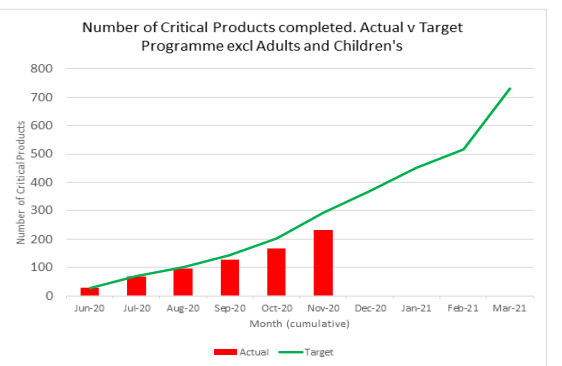
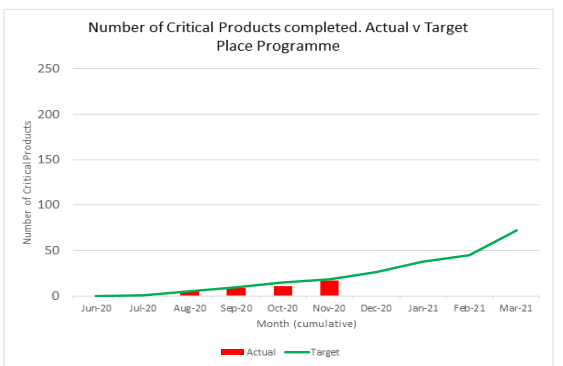
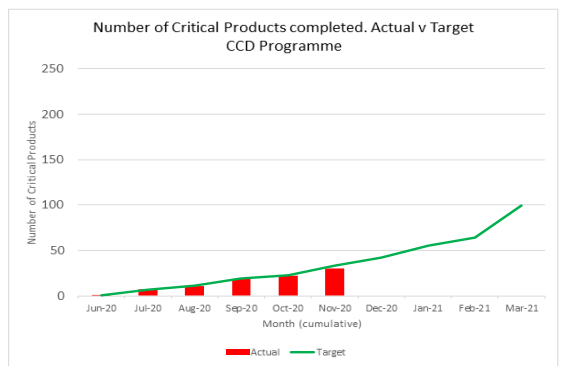
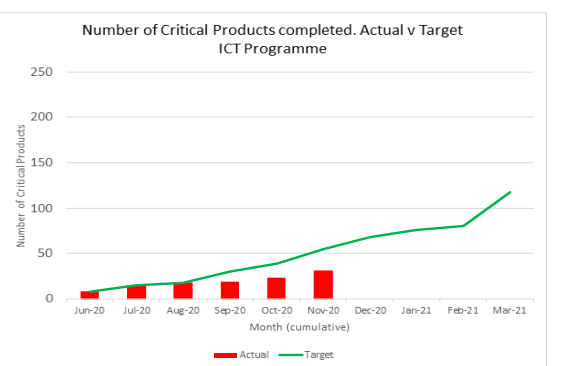
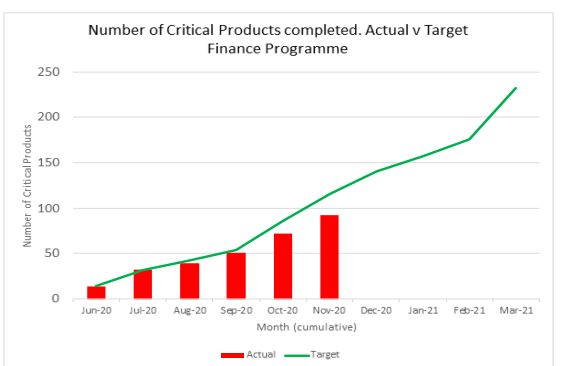
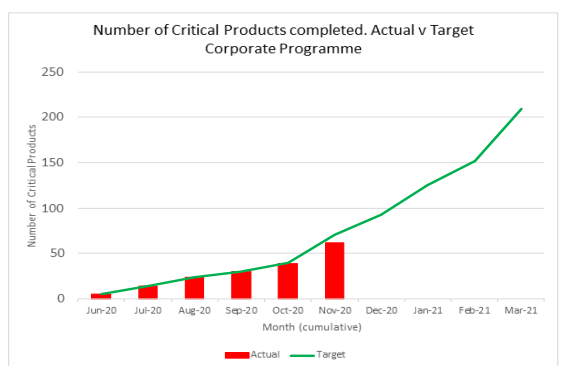
2. Finance										
	2019/2020	2020/2021	2021/2024	Total	2019/2020	2020/2021	2021/2024	Total	Year End Outturn projection	Variance Under/(Over)
Staff Costs	£3,047	£5,697	£8,301	£17,045					£5,697	£0
Other Costs	£1,390	£4,948	£8,400	£14,738					£4,758	£190
<b>Total Programme Costs</b>	<b>£4,437</b>	<b>£10,645</b>	<b>£16,701</b>	<b>£31,783</b>					<b>£10,455</b>	<b>£190</b>
			<b>Investment</b>						<b>Savings</b>	
Business Rates Retention	£2,536	£7,802	£4,662	£15,000	£1,626	£2,246	£32,747	£36,619	£1,452	£794
NCC Transformation	£2,273	£4,250	£0	£6,523	£33,281	£12,235	£2,313	£47,829	£12,020	£215
<b>Grand Total</b>	<b>£9,246</b>	<b>£22,697</b>	<b>£21,363</b>	<b>£53,306</b>	<b>£34,907</b>	<b>£14,481</b>	<b>£35,060</b>	<b>£84,448</b>	<b>£13,472</b>	<b>£819</b>
<b>Comments</b>										
Last period figures, updated figures to follow										

3. Enterprise Risk Register Updates by Exception								
ID	Raised by	Date Raised	Risk assessment	Impact	RAG Score	Mitigating Action	Rag Score	Owner
Ent-055	Finance	30/11/2020	Orders being raised outside of ERP/AP process, compounded by lack of clarity around approval routes until Tier 1-3 is recruited to.	Accruals may be inaccurate	16 ( R )	Assess volume magnitude with relevant budget owners / managers; use Tier 1-3 posts with no names yet and use 'as is' structure with Tier 4+	12 (A)	Barry Scarr

4. Day 1 Critical Products	
<b>Critical products where implementation should have started but has not:</b>	
No critical products reported at this status	
<b>Critical products where implementation progress is of concern:</b>	
ICT IC11: Business Systems	Disaggregation of NCC data and systems may result in data protection and GDPR breaches - Monitoring Officers North and West now leading and overseeing this as Day One risk is increasing
Corporate C17: Data sharing protocols & agreements	
<b>Critical products where progress is under increased watch</b>	
Corporate C15: Lead authority and hosted agreements	Lead authority and hosted service agreements need to be in place for Day 1, further additional legal capability and capacity being secured
Corporate C22: Existing contracts (transfer of)	Current contracts required for Day 1 must be transferred for Day 1, all required work now underway with no issues projected for Day 1
5. Day 1 Service Readiness	
<b>Services where implementation should have started but has not</b>	
None	
<b>Services where implementation progress is of concern</b>	
None	
<b>Services where implementation progress is under increased watch</b>	
None	



**Future Northants Programme (excl. Adults and Children's)**  
**Number of Critical Products completed.**  
**Actual (red block) v Target (green line).**  
**Data as of mid December 2020 (reporting to end November 2020)**



6. Achievements		7. Opportunities	
Description	Impact	Description	Impact
MS365 deployed across the North	Two more authorities ready for unitary and able to work collaboratively	Aggregated staff alert (potential violent persons) process/system/register	Increased workforce safety
Adults: L&D Inclusion hubs now live	Further progress for L&D customers	Alignment of fees/charges and concessionary arrangements	Clear and simple information and pricing for customers
Process in place to provide staff with new ID cards	Staff will have updated ID Cards for Day 1 and will be able to access their required workspaces	Gain insight from the data we hold on customers	Improve service delivery and customer outcomes
8. Risks		9. Issues	
Description	Mitigation	Description	Mitigation
Risk of failure to reach agreement for new T's & C's with the TU's.	Ensure negotiations are constructed in a way to enable agreement, realistic / honest discussions to take place with an appropriate financial envelope	Business Systems and Data Sharing Agreement's	Work is in progress to identify which systems hold sensitive data and realise technical solutions for as many systems as possible before vesting day. Seeking advice from ICO
Due to new methods of communication for users inside and outside of the authorities, there is an increased risk of cyber security	ICT Managers putting mitigation into place to educate users on best practice and security measures, for e.g. top 10 do's and don'ts		
Insufficient capacity of SME's to provide input required to deliver Day 1 project work	Allocation of dedicated resources and prioritisation of work		

## 10. Change

**You said:** We need simple, logical, accessible information about what's happening on Day 1

**We did :** Developed and launched 'Facts about...' information sheets and hosting platform using feedback from project managers and change champions to focus on priority areas. The sheets are also printable for those without access to technology.

**You said :** Managers need Implementation Guidance laying out what services need to do and when, and also what doesn't need to be done, so they can prepare appropriately.

**We did:** Supported testing and launch of the Implementation Guidance, and management of feedback channels. Ensuring managers are supported and 2 way communication encouraged. Change Managers will support Service Managers in the completion of tasks through a range of tools, coaching and deploying change champions where and when needed. Developed change management framework to be used alongside.

**You said :** We need to liaise with the Trades Unions

**We did :** We've worked closely with the unions and engaged with them fully on the facts about... information sheets.

**You said :** Not always sure of the best places to source the right information and support on relevant Future Northants topics

**We did :** Produced and published infographic which signposts the best places to find information and where to find support.

### What's happening in January:

Winter series of Gearing up for Change workshops with Transformation Directors underway, complete 28<sup>th</sup> January 2021:

- Champions welcomed the openness of the conversations with our new Transformation Directors, impact being myth busting, reassurance and strengthening trust
- Champions explored information sources and enjoyed bitesize learning on how to use a range of facilitation and influencing techniques to minimise resistance and manage challenging behaviours associated with change.

Planning next tranche of engagement activities, i.e. Live Q&A's focused on managers

Reach and Engagement campaign for those colleagues who do not have access to technology or the internet

Working with champions to support roll out of ERP:

- approx. 60 to be recruited from current Champion population and trained to support roll out.

Co-ordinate launch of new IT Policies to ensure a consistent approach

Workstream specific 'check-in and chat' activities and newsletters continuing, including Customer and Digital, Finance, Adult Social Care, Public Health.

## 11. Communications

Recent Activity	Next Steps
<ul style="list-style-type: none"> <li>• Scoping and developing Day One awareness campaign (internal and external audiences)</li> <li>• Marked 100 days until Day One with internal and external comms</li> <li>• Developing and delivering comms plans for budget consultations</li> <li>• Scoping and developing a one-stop-shop online hub for FN info and updates</li> <li>• Worked closely with Change Managers to create and host "facts about" sheets</li> <li>• Developed additional internal FN channels (FN Snapshot, FN Live) to launch shortly</li> </ul>	<ul style="list-style-type: none"> <li>• Continued development of Day One Readiness campaign</li> <li>• Promotion of the new one-stop-shop online hub for staff</li> <li>• Designing programme and comms plan-on-a-page/timeline visual</li> <li>• Support for the Housing Allocation consultation launches</li> <li>• Ongoing support for Day One branding decision-making process</li> <li>• Ongoing support for development of vision / values</li> <li>• Ongoing support for North and West leadership</li> </ul>

## Update since NIE

### **Adults**

Work continues with Eclipse (ICT) suppliers to split the systems for North & West.

### **Children's**

Support services' dependency assessment is now complete.  
Recruitment to senior roles in Education is underway.

### **Corporate**

Trade Union engagement regarding staff Terms & Conditions continues.  
Inter Authority Agreements between North & West will be coming to next shadow executive meeting..  
ERP – good plans in place to rollout the system – e.g. running a parallel payroll process.

### **Customer and Digital**

Umbrella website under construction

### **ICT**

Working with Adults ref Eclipse issues described above.  
All North authorities now migrated to MS365  
NCC last nCloud environment being reviewed to remove risk to MS365 migration.  
Specialist skills being brought in as required e.g. Cyber Security.



## Update since NIE

### Finance

Resources identified for closedown of sovereign authorities' accounts.

### Place North

Service Level Agreement in place with Registration Service regulator to ensure uninterrupted delivery after Vesting Day.

### Change Management

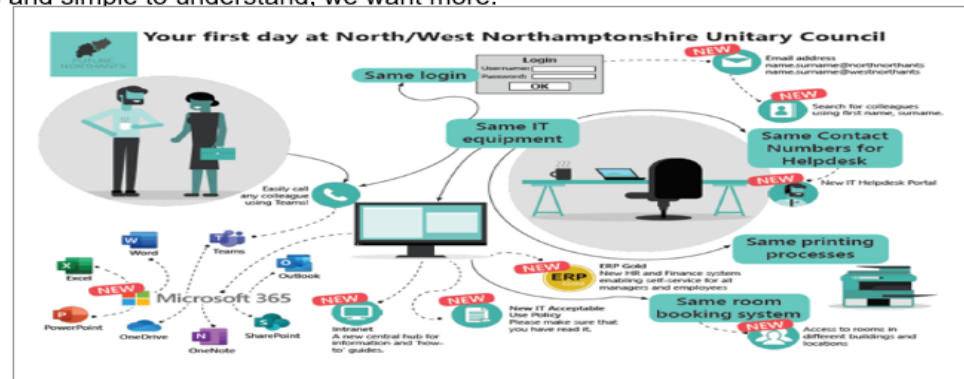
14 "Facts about" sheets for staff published, covering a range of topics including TUPE,

Office accommodation Day 1, Devices, MS365

A further 16 in production for end of Jan, covering ERP - payslips/P60s, booking annual

leave, pay dates, host and services delivered as lead authorities with over 500 hits since launch

Feedback so far: Easy to access, nice and simple to understand, we want more.



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**NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY**

**SHADOW EXECUTIVE COMMITTEE MEETING**

**Wednesday 10 February 2021**

<b>Report Title</b>	<b>Draft Vision Statement</b>
<b>Chair of the Vision and Culture Task and Finish Group</b>	<b>Councillor Russell Roberts</b>
<b>Report Author</b>	<b>Guy Holloway, Assistant Chief Executive <a href="mailto:Guy.holloway@northnorthants.gov.uk">Guy.holloway@northnorthants.gov.uk</a></b>

**List of Appendices**

**None**

**1. Purpose of Report**

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1.1. The purpose of this report is to present a draft vision statement for the North Northamptonshire Council for endorsement by the Committee.

**2. Executive Summary**

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2.1 It is good practice for large organisations, including councils, to set out a clear vision for the future. A vision statement can help make a connection between councils, their residents, staff, councillors, and partner agencies. If used properly, a vision can help inspire the right people and drive an organisation forwards in a purposeful direction.

2.2 This report proposes the following draft vision statement for North Northamptonshire Council:

***“We will work with the local community to make North Northamptonshire a place where everyone has the best opportunities and quality of life, driven by excellent public services. We will strive for an area that is safe and attractive with a thriving economy and green environment.”***

2.3 The draft vision statement is the result of the work of the Vision and Culture Task and Finish Group. Its development has been heavily influenced by broad stakeholder engagement.

2.4 The vision statement, if endorsed by this Committee, will technically remain in draft until it can be considered by the new Council for formal adoption through the constitutional process. Its endorsement at this stage will however assist an early dialogue around the long-term aspirations for North Northamptonshire. It will also help provide future waypoints for the organisation.

### **3. Recommendations**

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3.1 It is recommended that the Shadow Executive Committee:

- a) Endorse the following draft vision statement for North Northamptonshire Council:

***“We will work with the local community to make North Northamptonshire a place where everyone has the best opportunities and quality of life, driven by excellent public services. We will strive for an area that is safe and attractive with a thriving economy and green environment.”***

3.2 *(Reason for Recommendations –*

- a. The draft vision statement is a proposed output set out in the Terms of Reference for the Vision and Culture Task and Finish Group. It is also good practice to develop a vision statement.)*

### **4. Report Background**

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#### **Vision and Culture Task and Finish Group**

- 4.1 A Member Task and Finish Group started work in July 2020 to help develop a vision and culture for the new North Northamptonshire Council. The Group was chaired by Councillor Russell Roberts and also included Councillors John Farrar, Martin Griffiths and Ken Harrington. The terms of reference sought to establish a high-level vision statement and set of values for the new council.
- 4.2 Progress has been made in developing a set of draft values. However, the Task and Finish Group felt it was appropriate that the Council’s new leadership team have the opportunity to carry out further work to shape them. In particular, to shape those that focus on how the organisation will create an environment that supports its staff, allowing them to be their very best.

#### **Stakeholder Feedback**

- 4.3 The development of the draft vision statement set out in 2.2 and 3.1 of this report has been shaped by stakeholders. Several stakeholder groups met in workshops during the latter quarter of 2020 and provided valuable feedback. This has been used to inform the development of the draft vision (and values).
- 4.4 The workshops were attended by a broad range of stakeholders and positive feedback was received after the events. Members may wish to note therefore that the process of developing a draft vision and set of values has initiated a positive dialogue with representatives from the local community.
- 4.5 Further information about the stakeholder engagement process has been included in section 6.4 of this report.

#### **Local Government Association - Guidance**



- 4.6 In recognition of the challenges facing councils when embarking on the process of developing their vision, the Local Government Association (LGA) has provided some guidance. Key advice from the LGA regarding the development of a vision statement for a council is:
- (a) Think long-term and be future focussed
  - (b) Be ambitious and inspiring
  - (c) Keep the vision clear and concise
  - (d) Be confident and conversational – to help initiate local debate
  - (e) Have purpose, that is, focus on the ‘why’ not the ‘who’ or ‘what’
- 4.7 The LGA’s advice acknowledges that not everyone will agree with a council’s vision, but if it triggers a debate and dialogue, then this itself can be a positive outcome. Nevertheless, it is considered good practice for organisations, including councils, to set out a clear vision for the future. A vision statement can help make a connection between councils, their residents, staff, and partner agencies. If used properly, it can help inspire the right people and drive an organisation forwards in a purposeful direction. In essence, a vision statement clarifies what an organisation is aiming for, setting out its purpose at the highest level.
- The draft vision and wider policy framework**
- 4.8 The vision statement, if endorsed by this Committee, will effectively remain in draft until it can be considered by the new North Northamptonshire Council for potential formal adoption through the constitutional process.
- 4.9 Members will be mindful of the fact that the vision statement is just one part of the corporate policy framework that will shape the future direction of the Council. Agreeing what are often referred to as a set of values, strategic objectives, corporate priorities, and a whole range of supporting policies will together help shape the future direction of the Council.
- 4.10 A corporate planning framework is being developed and officers will work with Members so that a Corporate Strategy / Plan can be approved following the election of the new Council. A Corporate Strategy / Plan will usually contain specific, measurable, time-bound objectives and targets. There will therefore be plenty of opportunity for Members to get involved in defining the Council’s future direction.

## **5. Issues and Choices**

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- 5.1 This report delivers a specific outcome as set out in the terms of reference for the Vision and Culture Task and Finish Group. The main choice the Shadow Executive faces is whether to endorse the draft vision statement at this stage.
- 5.2 An early endorsement can help transmit a signal about the aspirations that are taking shape for North Northamptonshire Council and the area it serves. It can also help trigger a debate in the community about what the future aspirations of the Council and area it serves should be. Given the transitional period local councils are in, it can provide a good basis on which to give staff an aspirational waypoint on which to focus. Importantly, it will provide

reassurance to the stakeholders, who invested their valuable time engaging in a dialogue, that they are being listened to.

- 5.3 Given that the draft vision statement will need to navigate the new Council's constitutional processes, the benefits of early endorsement are deemed to outweigh the risks.

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

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### **6.1 Resources and Financial**

- 6.1.1 There are no resources or financial implications arising from the proposals set out in this report at this time.

### **6.2 Legal**

- 6.2.1 There are no legal implications arising from the proposals set out in this report.

### **6.3 Risk**

- 6.3.1 There are no significant risks arising from the proposed recommendations in this report.

### **6.4 Consultation**

#### **Broad Stakeholder Engagement**

- 6.4.1 The work of the Task and Finish Group was informed by several stakeholder focus group workshops that were held in November 2020. These comprised of stakeholders from a broad range of groups, including:

- Town and Parish Councils
- Borough and District Council Members
- Voluntary sector, local businesses, and education representatives
- Employees and Trade Unions
- Children and Young People's Panel

- 6.4.2 The focus groups were asked to consider several prompts, including:

- The ambition for the new council and what 'best' looks like
- What should be the purpose of the new council
- What would success look like
- Ideas on areas to include in a vision statement
- What values are considered most important

- 6.4.3 The results and feedback from the stakeholder workshops were used to shape the draft vision for North Northamptonshire, set out in 2.2 and 3.1 of this report. It is important to note that a great deal of information was produced by the stakeholder workshops. This information is being used to help shape and refine a set of draft values for the new Council. This is however considered outside the scope of this report.

### **6.5 Consideration by Overview and Scrutiny**

6.5.1 None. Note that before a vision is formally adopted by North Northamptonshire Council it will need to navigate the Council's Constitutional procedures.

## 6.6 **Climate Impact**

6.6.1 The draft vision includes a reference to 'striving' for a 'green environment'. This was a theme that came out of the stakeholder workshops. The draft vision aims to help clarify the Council's aspirations in this regard.

## 6.7 **Community Impact**

6.7.1 The vision statement, if formally adopted by the new Council, could have a significant positive impact on the community in the future. It should be noted however that the vision will need to be supported by a set of values, strategic objectives, priorities, and policies, all of which will need to be developed in due course.

## 7. **Background Papers**

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7.1 The draft vision statement is a result of the Vision and Culture Task and Finish Group. The Terms of Reference for this Task and Finish Group were included as Appendix 5 of a report (item 6 of the agenda) considered and approved at the North Northamptonshire Shadow Executive Committee held on Thursday 11<sup>th</sup> June 2020.

7.2 The LGA Guidance referred to in sections 4.6 and 4.7 can be found at [FACTSHEET - Vision Setting.pdf \(local.gov.uk\)](#)

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**NORTH NORTHAMPTONSHIRE SHADOW EXECUTIVE**  
**10<sup>th</sup> February 2021**

<b>Report Title</b>	<b>Delegated authority to Approve Policies and Procedures</b>
<b>Report Author</b>	<b>Adele Wylie, Director of Legal and Democratic</b> <a href="mailto:Adele.wylie@northnorthants.gov.uk">Adele.wylie@northnorthants.gov.uk</a>

**1. Purpose of Report**

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- 1.1 The purpose of this report is to seek authority from the North Northamptonshire Shadow Executive to the Corporate Leadership Team to approve necessary policies and procedures prior to vesting day on 1 April 2021 in consultation with the relevant Portfolio Holder.

**2. Recommendations**

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It is recommended that the Shadow Executive:

- 2.1 delegates authority to each member of the Corporate Leadership Team (in consultation with the relevant Portfolio Holder) to approve policies and procedures within the areas for which they are responsible, prior to vesting day on 1 April 2021, for the new council.

**2.2 Reasons for Decision**

- 2.2.1 To ensure that the Council has the necessary policies and procedures in place for the 1<sup>st</sup> April 2021.

**3. Background**

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- 3.1 The Shadow Council was required by the Structural Changes Order to create a Leader and Cabinet Executive within the meaning of Part 1A of the Local Government Act 2000 (The Shadow Executive Committee). These arrangements are described in Part 1 and Article 7 of the Constitution which was adopted by the Authority on 4 June 2020.
- 3.2 The Shadow Authority must take all practicable steps as are necessary or expedient –



## **NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY**

- 3.2.1 To prepare for the assumption as North Northamptonshire Council, of local government functions and full local authority powers on 1<sup>st</sup> April 2021;
- 3.2.2 To prepare any budgets or plans required by North Northamptonshire Council when these functions are assumed;
- 3.2.3 To liaise with the county council and the other shadow authority for the purpose of ensuring continuity of the delivery of public services on and after 1<sup>st</sup> April 2021.
- 3.3 As part of transition and in accordance with the requirement contained within the Structural Changes Order and set out at para. 3.2.1, there is a need to align a large number of policies and procedures of the existing councils and to create single North Northamptonshire arrangements to take effect on 1<sup>st</sup> April 2021.
- 3.4 In some instances there will be significant policy differences, there may also be serious implications for the council. In these instances, it is important that members choose between options and make decisions at the Executive Committee. In other instances differences will not have major consequences upon the Authority but are still required to be approved prior to Vesting Day
- 3.5 Agreement is sought for senior officers of the Corporate Leadership Team to approve policies and procedures within the areas for which they are responsible in consultation with and where it is agreed with the relevant Portfolio Holder that they do not require approval at Executive Committee.

### **4. Next Steps**

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- 4.1 Subject to the Shadow Executive Committee agreeing the recommendations in this paper, it is proposed that policies and procedures (where appropriate) are approved by individual members of the Corporate Leadership Team in consultation with the relevant Portfolio Holder.
- 4.2 There is a relatively short period of time until vesting day and the Corporate Leadership Team meet on a regular basis and have oversight of important Policy decisions.
- 4.3 The Shadow Executive Committee shall be updated on Policies that have been approved.

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

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#### **5.1 Resources and Financial**

- 5.1.1 There are no financial implications arising from this decision. Any financial implications arising from the approval of Policies and Procedures shall be taken into account prior to approval.

## **5.2 Legal**

5.2.1 Under Structural Changes Order all matters which are not reserved specifically by legislation to full council are Executive. These delegations are therefore consistent with the transitional legal framework.

## **5.3 Risk**

5.3.1 There are no significant risks arising from the proposed recommendations in this report.

## **5.4 Consultation**

5.4.1 There has no requirement to consult with the public as part of the proposals in this report. Consultation exercises will be undertaken in relation to specific plans and policies, as necessary.

## **5.5 Consideration by Overview and Scrutiny**

5.5.1 None.

## **5.6 Environmental Impact**

5.6.1 None arising from this report.

## **5.7 Equalities**

5.7.1 Policies and Procedures shall consider equalities implications and Equality Impact Assessments shall be undertaken where relevant.

## **6. Background Papers**

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6.1 None.