

Meeting: North Northamptonshire Shadow Overview and Scrutiny Committee

Date: Thursday 6th August 2020

Time: 7:00 pm

Venue: Virtual meeting via Zoom

Committee Membership:

Councillors Scrimshaw (Chair), Perry (Vice Chair), Beirne, Brown, Davies, Hakewill, Harrison, Henley, Lawman, McEwan, Pengelly, Rowley, Titcombe.

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_JAaHaMtqHDeMQEVXi2q/videos

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02	Minutes of the meeting held 9 th July 2020	5-10
03	Notification of requests to address the meeting	
04	Members' Declarations of Interest	
05	Announcements	
Items requiring a decision		
06	Programme Director's Update	11-32
07	Forward Plan of Decisions - August to November 2020 (Publication 31 st July 2020)	<i>To follow</i>
08	Work Programme: Shadow Overview & Scrutiny Committee	
09	Member Training and Development	
Exempt Items		
10	None notified.	
Urgent Items		
11	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.	
12	Close of Meeting	
	Liz Elliott, Interim Head of Paid Service, North Northamptonshire Shadow Authority	

A handwritten signature in black ink, appearing to read "K. S. S.", is centered within the top section of the page.

Proper Officer
29th July 2020

Virtual Meetings

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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.

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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 Overview and Scrutiny Committee

At 7:00 pm on Thursday 9th July 2020

Held as a virtual meeting via Zoom

Present:-

Shadow Members

Councillor M Scrimshaw (Chair)
Councillor J Beirne
Councillor A Davies
Councillor H Harrison
Councillor L Lawman
Councillor M Pengelly
Councillor G Titcombe

Councillor V Perry (Vice Chair)
Councillor C Brown
Councillor J Hakewill
Councillor A Henley
Councillor P McEwan
Councillor M Rowley

Officers

E Elliott – Interim Head of Paid Service
Paul Goult – North Northamptonshire
Democratic Services
B Smith – North Northamptonshire
Democratic Services

B Gill – Interim Monitoring Officer
G Hammons – Interim Chief Finance Officer
F McHugo – North Northamptonshire
Democratic Services

Also in attendance

Mr E Hammond – Centre for Public Scrutiny (CfPS)

1 Apologies for Absence

No apologies were received.

2 Notifications of requests to address the meeting

No requests to address the meeting had been received on this occasion.

3 Members' Declaration of Interest

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

4 Announcements

The Chair briefly summarised the role of the Committee and welcomed participants representing sovereign councils from across North Northamptonshire.

5 Terms of Reference and Meeting Schedule of the Shadow Overview and Scrutiny Committee

The report before Members detailed the Terms of Reference of the Committee as contained within the Authority's approved Constitution.

The report also contained details of the scheduled committee dates for the year 2020/2021.

The recommendations in the report were **MOVED** by Councillor M Scrimshaw, and **SECONDED** by Councillor H Harrison.

RESOLVED that:-

- (i) The Committee's responsibilities and Terms of Reference as detailed in Part 2 Articles and Part 3 Responsibility for Functions of the North Northamptonshire Shadow Authority Constitution be noted; and
- (ii) The Committee's Schedule of Meetings 2020/21 as detailed in the report be noted.

6 Forward Plan of Decisions – July to October 2020

The Committee received a copy of the Forward Plan of Decisions to be determined by the Shadow Executive Committee issued by the Shadow Authority for the period 1st July 2020 to 31st October 2020. It was noted by the Chair that currently there were few items listed on the Plan, and none of these was identified as a Key Decision.

The Chair stressed the importance of the Overview and Scrutiny Committee having the opportunity, where possible, to present the Shadow Executive Committee with its [Overview and Scrutiny] view on decisions under consideration prior to determination of those items. The Chair felt that by providing comment prior to determination this may provide the Shadow Executive Committee's decision making process with some additional benefit.

Councillor Hakewill noted that there were three items listed for the Shadow Executive Committee meeting of the 23rd July 2020. The exact details of these were unknown, and Councillor Hakewill wondered whether Overview and Scrutiny members would have the opportunity, even informally, to comment and feed-in views on these items. Councillor Hakewill recognised they were not marked as Key Decisions, however the determination of these items would have an impact up to Vesting Day, and potentially for the new unitary council.

The Chair agreed that it would be preferable for the Overview and Scrutiny Committee to be able to comment on items prior to determination as a general principle. The Chair recognised in relation to the Highways contract listed on the Forward Plan that would be currently for determination by Northamptonshire County Council, and the Shadow Authority were being consulted. The Chair also noted that the Programme Director's Update item was something which it would not be unreasonable to receive after it had been to the Shadow Executive Committee.

The Interim Head of Paid Service indicated to the Committee, that the Future Northants Programme Draft Blueprint may provide a useful starting point for Members when considering their own work plan. In addition, the budget-setting process for 2021/22 would also provide the Committee with a significant item for discussion. It was confirmed that the Highways contract would be determined by the county council. The Interim Head of Paid Service also confirmed that a report on branding for the Shadow Authority only may be discussed on 23rd July 2020.

The Chair asked with regard to the items listed for the Shadow Executive Committee on 23rd July, what mechanism was in place for the Overview and Scrutiny Committee to be able to input views or comments prior to determination. The agenda and papers had yet to be issued.

The papers for the next Shadow Executive Committee would be published next week. It was noted that the Chair of the Overview and Scrutiny Committee was entitled to attend meetings of the Shadow Executive Committee and permitted to address the Committee.

The Chair queried, noting that the Committee had just agreed its schedule of meetings, whether the Overview and Scrutiny Committee could meet after the Executive's agenda had been published, in order to have time to consider potential comments that it wished to submit on decision items.

The Chair suggested that one potential mechanism for dealing with the business scheduled for the Executive on 23rd July, would be for Members of the Committee who had comments once the papers were issued to email around for discussion. As Chair, Councillor Scrimshaw could present agreed comments to the Executive at its meeting on 23rd July 2020.

The Chair suggested that officers may wish to look at rescheduling meetings of the Shadow Overview and Scrutiny Committee to accommodate the ability for the Committee's members to comment on the Shadow Executive Committee reports prior to determination. Officers agreed to look at the possibility of accommodating this.

Councillor Harrison agreed that it was preferable for the Committee to consider items prior to decisions being taken, rather than after the event. Councillor Harrison also sought confirmation that the Forward Plan was refreshed on a monthly basis. Officers confirmed that a new Forward Plan was issued on a monthly rolling basis covering a 6-month period.

Councillor Pengelly raised concerns regarding the Highways contract item, and sought clarity as to whether this was a countywide contract. Councillor Pengelly felt that it was important that Members had an opportunity to comment on any proposals.

The Interim Head of Paid Service understood that the Highways contract would be procured in two lots, North and West, whilst the service may not be fully disaggregated on Vesting Day it was intended for two separate contracts to operate. There were benefits in undertaking one procurement exercise for two lots. Any agreed contract would novate to the new unitary council.

The Chair was reminded of his right to address the Shadow Executive Committee when they considered this item, and that the final decision on this item rested with the county council. The Chair noted that on this occasion it may be necessary for Committee members to discuss their views collectively off-line, and for him to consider potential representations on this issue.

Councillor Lawman also expressed concerns regarding the Highways contract item, and that the decision making rested with the county council on this occasion. Councillor Lawman queried whilst recognising they may be two lots, whether they were interdependent upon each other as a contract. It was again

confirmed that the county council would make the decision on the Highways contract, and it was not within the remit of the Shadow Authority to do so. The Interim Head of Paid Service stressed that sovereign councils were still able to determine items falling under their responsibility up until Vesting Day. The Shadow Authority, through the Shadow Executive Committee, were being consulted by the county council on this matter.

Councillor Perry reminded colleagues, that the Highways contract issue was tabled to be discussed by the county council's Cabinet next week, and Members could register to speak on that item if they wished.

Councillor Hakewill hoped that reports circulated to the Committee would be done so in a timely manner, and "to follow" items avoided. Councillor Hakewill also expressed concern that whilst recognising that the Chair had an automatic right to address the Shadow Executive Committee, the ability for other Members to address the Committee was restricted in his opinion.

Councillor Hakewill also expressed concerns regarding the role of the Task and Finish Groups established by the Shadow Executive Committee. These Groups did not have public meetings, nor were non-Group Members permitted to attend or have access to working documents and papers.

The Chair recognised the concerns raised by Councillor Hakewill regarding the Groups and felt that it was important that Overview and Scrutiny had some understanding of the Group's deliberations, in order to avoid potential duplication of effort at a later date. It was recognised that the Groups would report back to the Shadow Executive Committee, at which point the Overview and Scrutiny Committee could comment. It was suggested that it may be preferable to have an earlier understanding of the discussions and deliberations of the respective Groups.

Councillor Davies felt that it would be helpful for the Committee to have a better understanding of the key decisions to be made over the coming months, particularly a greater understanding of where decisions were likely to have a significant impact on the new unitary council.

The Chair commented that it would be useful to have an idea of the timeline for reporting-in for each of the Groups; this may aid the Committee in formulating their work plan. The Interim Head of Paid Service drew the Committee's attention to a previous report considered by the Shadow Executive Committee that detailed this information. Any recommendations from the Groups would feed into the Shadow Executive Committee, and be available for scrutiny. The Groups were not decision making bodies.

The Interim Head of Paid Service confirmed that the documentation relating to the Groups' work was not generally available, but suggested that some form of summary document may be prepared, which the Overview and Scrutiny Committee could consider ahead of any final Group recommendations. The Interim Head of Paid Service would consider this matter and report back to Committee.

The Chair requested that the timelines for the Groups be circulated to Committee members, and that potentially Committee Members may have access, in confidence, to the Group's papers ahead of any public discussion. A release of

papers may assist in adding value to the Committee's subsequent discussions on the respective topics.

Councillor Beirne was concerned that if the Highways contract was poorly procured this would have ramifications for many years. Councillor Beirne requested details of the proposed timespan of the contract. It was agreed that a link to the county council Cabinet's Highways contract report be circulated to Members of the Committee.

Councillor Beirne also noted that there were likely to be county council Members from North Northamptonshire on the Cabinet: Members of the Overview and Scrutiny Committee could lobby those Cabinet Members if any concerns needed to be raised.

Councillor Harrison raised the issue that Shadow Members do not currently have North Northamptonshire email addresses. Councillor Harrison noted Shadow Executive Committee members had been given addresses and some officers. The Chair agreed that as a matter of urgency Members be furnished with their respective North Northamptonshire email addresses. Officers agreed to raise this matter with their colleagues at the PMO in order to try to expedite this matter.

Councillor Perry suggested that whilst welcoming a précis of the work undertaken by Task and Finish Groups as suggested, some Members may be happy to receive full documentation and that this be considered. Councillor Perry also suggested that Members of the Overview and Scrutiny Committee be allowed access to meetings of the Task and Finish Groups in an observer capacity. This would assist in Members having a better understanding of the subject matter, and assist in avoiding duplication of discussion at a later stage.

Councillor Hakewill agreed with this suggestion, and suggested that Members had a right to attend as observers. The Chair agreed with this proposal.

Returning to a previous discussion item, Councillor Lawman noted that the Highways contract report was being discussed by the county council Cabinet next week. As such, Councillor Lawman suggested that it was unlikely that the Shadow Overview and Scrutiny Committee would be able to influence the Cabinet prior to a decision being made.

Councillor Beirne expressed concern that there was a danger that the Committee may attempt to micro-manage officers and other Members, and that there was a need to clarify the role of the Committee to ensure that it focused on the appropriate items. Being new to the scrutiny role, Councillor Beirne sought clarification as to how the scrutiny function would fulfil its responsibilities going forward.

Councillor Perry MOVED, and Councillor Hakewill SECONDED, that the Shadow Overview and Scrutiny Committee Members be granted observer status to attend meetings of the Task and Finish Groups.

Councillor Henley in speaking in support of the proposal, suggested that it may be appropriate for officers to advise which of the Groups the Committee may have a particular interest in. Councillor Henley suggested that it may be appropriate for Committee Members' time to be allocated across the Groups to avoid duplication, and ensure that an informed contribution could be made at Committee when Group recommendations were formally tabled for discussion.

Councillor Hakewill suggested that it should be left to Members to decide whether they wished to attend all or some of the Group's meetings. Councillor Hakewill was aware some Groups had already met, and that some of these were likely to conclude their respective deliberations in a matter of weeks. Councillor Hakewill was concerned that waiting for the Shadow Executive Committee to consider this requests at its next meeting on 23rd July 2020 would be too late. The Chair noted this concern, and suggested that it may be appropriate to raise this matter, if agreed by Committee, with the Leader of the Authority direct.

RESOLVED that:-

- i) The Shadow Overview and Scrutiny Committee request that Members of the Committee be granted observer status to attend meetings of the Task and Finish Groups established by the Shadow Executive Committee.

Councillor Hakewill wondered whether it may be appropriate for the Committee to establish its own Task and Finish Panels rather than wait for a future meeting to do so, given that work on various topics was being undertaken at some pace to meet the Vesting Day deadline.

In addition, Councillor Hakewill queried whether Shadow Members could request sight of invoices being paid by the Shadow Authority on the Re-organisation Programme. The Interim Head of Paid Service informed the Committee that the Shadow Authority did not pay invoices direct, any costs incurred on the Programme were paid through the county council or Daventry District Council. Officers would advise Members accordingly where they could view transactional data. It was noted that a Financial Report would be tabled at the next Shadow Executive Committee meeting, but officers would seek to inform Members where such information was available for perusal.

Councillor Pengelly requested what significant contracts were likely to be determined by the county council which would have an impact on the future unitary council. The Interim Head of Paid Service reminded the Committee that at the previous Shadow Executive Committee meeting it was agreed that any new spend (use of reserves, award of contracts etc) over £100k being proposed by sovereign councils needed to be submitted to the Shadow Authority for information. Any proposals would be tabled at the Shadow Executive Committee, but it would be a sovereign council responsibility to determine.

In conclusion, the Chair would instigate an email discussion with Committee Members outside of the meeting, with regard to any potential representations to be made to the Shadow Executive Committee on the Highways contract issue.

7 Exempt Items

There were no exempt items discussed.

8 Urgent Items

There were no urgent items discussed.

9 Close of Meeting

The Chair declared the meeting closed at 8:05 pm.

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

Shadow Overview and Scrutiny Committee Meeting

6th August 2020

Report of the Programme Director

Report Title	Programme Directors Update
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Appendices

Appendix A – Programme Director’s Update

Appendix B – Finance Monitoring Report

Appendix B1 – Financial Summary and Analysis

1. Purpose

- 1.1 The purpose of this report is to appraise the Shadow Overview and Scrutiny Committee of the progress being made to create the North Northamptonshire Council. A copy of the Project Director’s Update, and the Finance Monitoring Report and Summary, were received by the Shadow Executive Committee at its meeting on 23rd July 2020.

2. Recommendations

It is recommended that the Shadow Overview and Scrutiny Committee:

- a) Notes the completion of the mobilisation phase of the programme ready for implementation.
- b) Notes the high level programme delivery status
- c) Notes the update on change readiness and change champion recruitment.
- d) Notes the communication and engagement update
- e) Notes the contents and progress on the development of the draft blueprint
- f) Notes the development of a Portfolio Structure
- g) Notes the finance monitoring report.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The approach to setting up the North Northamptonshire Council which was set out in the *Prospectus for Change – Next Chapter*, had to be amended to reflect the impact of the COVID – 19 Pandemic. The attached slides form the Programme Director’s update (see Appendix A to the report) that sets out the progress being made to mobilise the revised programme and that this stage is now complete.
- 3.1.2 The development of the service blueprint for North Northamptonshire is making good progress and the Shadow Executive Committee were asked to note this and the next steps required to complete the draft blueprint ready for formal approval.
- 3.1.3 The Shadow Executive Committee have produced a Portfolio structure which will enable the Future Northants Programme to design and align the Operational Structure to feed into the blueprint and the Medium Term Financial Plan.
- 3.1.4 The finance monitoring report for July is submitted to be noted and the attached report (see Appendices B and B1) sets out the details for consideration by the Committee.
- 3.1.5 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 Committee’s information.

3.2 Issues and Choices

- 3.2.1 The creation of a draft blueprint for the North Northamptonshire Council will be presented to the Shadow Executive Committee in August 2020 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



FUTURE NORTHANTS

Programme Director's Update

July 2020

This document contains private and confidential information

Contents

- 1) Mobilisation Plan RAG Status
- 2) Programme Status Summary
- 3) Change Management Update
- 4) Communication and Engagement Update
- 5) Blueprint Progress Update
- 6) Finance – Audra Statham

Mobilisation Plan

Future Northants Safe and Legal Plus - Mobilisation Plan RAG Status

25th June 2020

	Activity	Status	Notes
1	Review and realign programme resources	G	Mainly complete now with some realignment to complete to two programmes
2	Programme Delivery Resources	G	Resources from D&B and County Council. Requirements being scoped.
3	Programme Boards Set Up	G	Boards on track for each programme and TOR being developed
3	Programme Cost Baselining	G	Completed new baseline and realigned budgets
4	Detailed Benefits Realisation	G	Maintain watching brief on impacts of COVID and any subsequent delays - benefits reprinted as part of financial monitoring now
5	Member Task and Finish Groups Operational	G	TOR and membership approved, first meetings underway or diarised
6	Programme Documentation	G	PIDs, ToRs For Boards, Critical Path and Programme plans underway and on track
7	Comms and Engagement Realignment	G	Underway
8	PMO realignment	G	Programme file storage in place, new boards functional.
9	Day One Safe and Legal Blueprints	G	Alignment of services underway, lead authority/Host Authority D&B Alignment on track
10	Programme Plans overall	G	Programme preparations are critical to be in place to commence delivery of Blueprint once approved
10.1	HR Plan	G	Underway, will require D&B and County resources
10.2	ICT Plan	A	Still some areas of risk being mitigated (refer to ICT highlight report)
10.3	Legal and Democratic Plan	G	Underway
10.4	Comms and Engagement Plan	G	Individual engagement plans by programme TBD, will require D&B and County resources
10.5	Individual Programme/Project plans based on MVP	G	Underway
10.6	Critical Path, day one readiness	G	Planning and mapping underway



Notes to Mobilisation Plan

- The Programme Management Office has updated and issued a suite of operational documents to support officers in their delivery of the programme, specifically the **Programme Approach Document**, Quality Management Strategy and Project Delivery Framework.
- The mobilisation phase is now complete and reporting will stop on this phase. Work is now focusing on the implementation phase pending approval of the blueprint.
- The work reported at the last Shadow Executive to establish the critical path and day one assurance is undergoing validation across each programme.
- Throughout this period Martin Cox and Marie Devlin-Hogg have continued to work with all the Trade Unions on behalf of the programme in defining the approach and the legal requirements of the transfer of staff and most importantly recognising the important role that the trade unions play in what we have to do.



Programme Status Summary

Overall FN programme RAG Status - July 2020

Programme	Programme Lead	Programme Status	Commentary
Place North	Ian Vincent	G	On Track
Place West		G	On Track
Finance	Barry Scarr	A	Working through in priority order the scope and project plans.
Corporate	Martin Cox	A	Resources are needed from all councils to support the implementation. The programme is currently identifying all deliverables that may have a cost implication and until this is fully understood the budget element remains amber.
Childrens	Liz Elliott	A	Number of areas requiring further planning work to validate go live of Trust and delivery of service improvements and transformation
Adults	Anna Earnshaw	G	On Track
ICT	Richard Ellis	A	Remediation activities underway, risk level reducing.
Customer and Digital		G	On Track

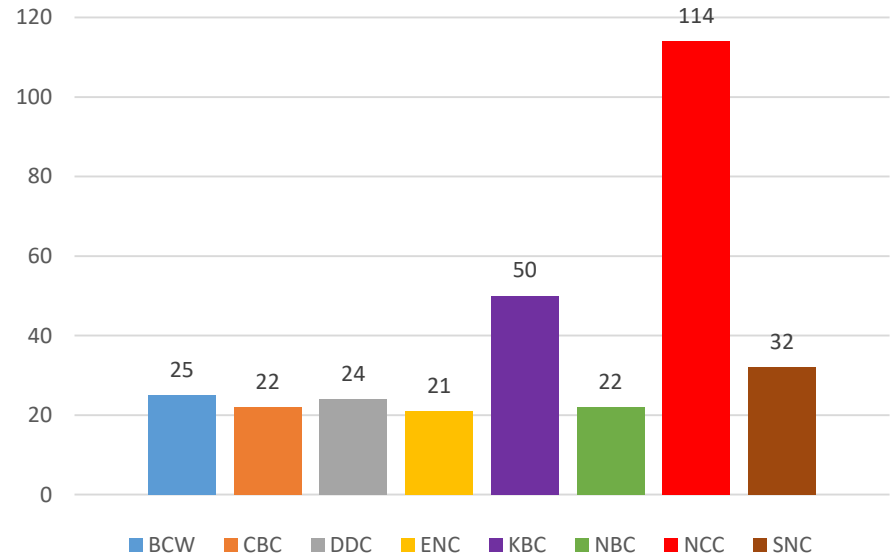
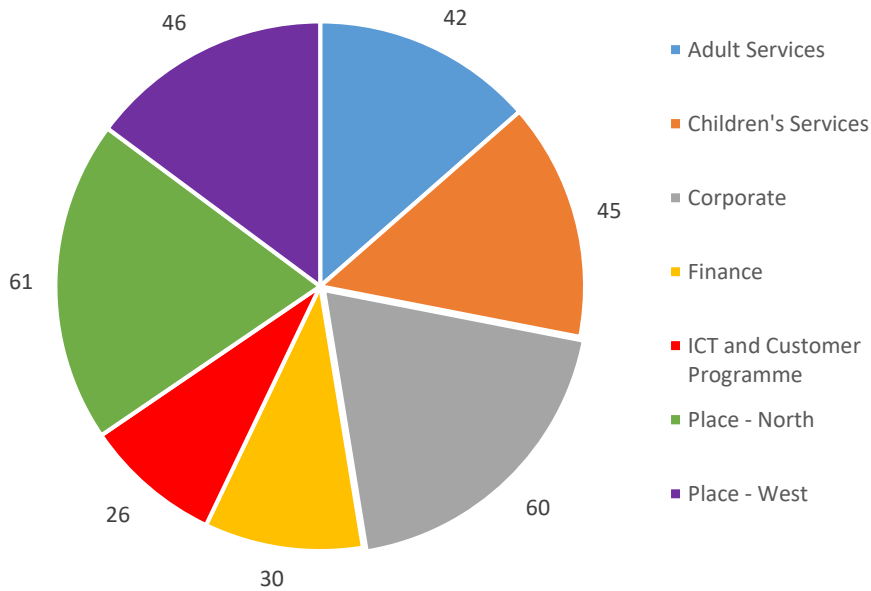


Change Champion Role

- **Actively promote and support change**, and demonstrate you are passionate that the end result is a success.
- **Listen to people, and act as an intermediary** for 2-way communication between the Future Northants Team and all the people you speak to.
- **Be a cheerleader** for the changes and a good role-model for colleagues, offering additional explanations or answering questions.
- **Counteract rumours** by communicating positive, factual information about the changes and establishing any training needs that colleagues may have.
- **Be the first to receive news and updates** on Future Northants and share and explore these with your colleagues
- **Help the Programme Team** understand where more information is needed, giving your colleagues a voice.

Change champion snapshot

The numbers...



Feedback from Champions indicates the concerns remain the same; where will I be located, who will my team be, will I stay on the same terms and conditions?

Looking back

- Future Northants Programme Repurpose video's set up, filmed and edited
- Worked with programme managers to implement the new structure and support teams to progress to delivery at pace, including:
 - Change Managers piloting use of MS365.
 - Change maker profile delivered to 88% of the Future Northants Programme Team.
 - Future Northants Team organisational development proposal signed off.
 - Adult Social Care staff engagement plan implemented, including newsletters, videos, intranet and stories.

Looking forward

- Supporting roll out plans for MS365
- Engagement with change champions for voice and mail automation pilots.
- Following completion in Adult Social Care of the qualitative and quantitative data gathering exercise, change readiness assessment to be completed.
- Currently carrying out change champion mapping to service areas and will be looking to identify gaps where we need more representation.

Communications and engagement

Recent activity

- ✓ Issued first staff, cllr & stakeholder briefing of new programme
- ✓ Promoted first shadow exec meetings; ongoing promotion and coverage of all meetings
- ✓ Booked media training for shadow exec members
- ✓ Met with BBC political reporter re: leader updates
- ✓ Updated FAQs
- ✓ Held first north and west Task & Finish Group meetings
- ✓ Regular engagement with all the Trade Unions





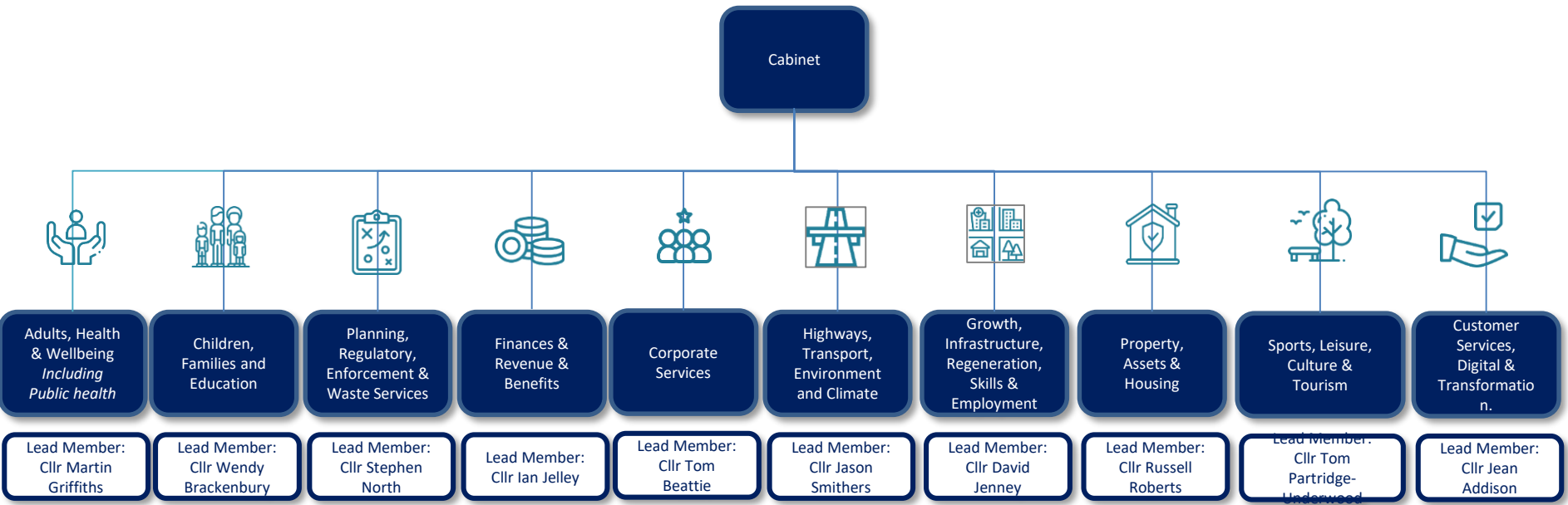
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Shadow Council Portfolios

**Proposed
North
Portfolios**



North Portfolios



Budget monitoring

Audra Statham



FUTURE
NORTHANTS





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.	

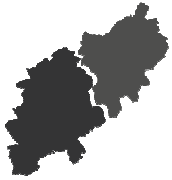
Document Control

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

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 first 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.

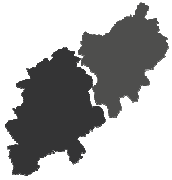
Investment	Budget	Outturn	Variance
	2020/21	2020/21	Under/ (Over)
	£000	£000	£000
Business Rates Retention Pilots	7,802	7,802	0
NCC Transformation	4,250	4,250	0
Other Programme Costs	4,948	4,948	0
Staff Costs	5,697	5,697	0
Total	22,697	22,697	0

Benefits Realisation	Budget	Outturn	Variance
	2020/21	2020/21	
	£000	£000	£000
Business Rates Retention Pilots	2,246	1,515	731
NCC Transformation	12,235	12,850	-615
Total	14,481	14,365	115

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. The following explanations are an extract from NCC's budget monitoring report to the Executive committee:-

Children First Northamptonshire (CFN)

It is expected that there will be reduced applicants for foster carers during lock down and whilst covid-19 is still prevalent. As a result CFN are forecasting a shortfall in savings delivery for both 19-002-10 'In-House Foster Carers' of £0.208m and 19-002-02 'Improvement in capacity building in foster care' of £0.670m.

The social care transport activity costs relating to April 2020 reveal that there continues to be high demand, making the realisation of savings (19-002-12) in the short term unlikely, with a forecast shortfall of £0.250m. Future social care transport is planned over the summer in preparation for the new school year, after which it is expected that savings will begin to be delivered. Furthermore, a dynamic purchasing system for social care transport is set to go live by the end of quarter 2 which will improve management information and forecasting.

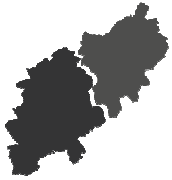
Additional pressures in home care support during school closures for children with disabilities, and less children leaving care due to restrictions on placement moves, due to covid-19, is currently estimated to result in savings shortfalls of £0.200m for 19-002-03 'Disabled Childrens Review' and £0.592m in placements related savings across 19-002-07 'Improved Childrens Outcomes' and 19-002-08 'Reduction in Residential Care'.

The prioritisation of the service response to covid-19 has also meant that work on the options appraisal for the new model of delivery for the Contact service has been delayed and therefore the associated savings totalling £0.100m (19-002-06 'New Contact Offer') are currently forecast not to achieve this financial year.

The Disabled Children's Team domiciliary care framework (19-002-11) was established at the end of Period 2 which will ensure greater control over future costs. However, initial forecasts indicate that the framework is unlikely to deliver the £0.100m savings in 2020-21 as it will take time for existing packages of care to come to an end and new packages to commence on the framework. It is expected that the benefits of the framework will be realised in future years.

An initial high level review of the staffing rolling forecasts across the Directorate shows that there still remains a reliance on agency staff to cover vacancies. As a result, savings proposal 19-002-05 'Reducing Reliance on Agency Staff' is forecast not to deliver the £0.138m saving, despite some early success in converting Agency Staff.

Northamptonshire Adult Social Services (NASS)



There is a forecast shortfall of £4.715m against the NASS savings proposals due to the direct impact of covid-19 on health and social care teams to respond to the pandemic. The shortfall relates initially to the following proposals; Strengths Based Working (STB) (19-001-14), Rapid Response Falls and Admission Avoidance Service (RR) (19-001-08) Care Home Review (19-001-05). STB and RR are directly being impacted by the changes in the way adult social care teams have been asked to respond to the emergency and the pathway changes with Health Partnerships. The planned development and implementation of the "New Ways of Working" has been paused to allow resources to focus on providing care, support and response to the pandemic. It is now expected that STB will deliver reduced savings in 2020-21 and RR will likely be remodelled as part of a review of the impact of the pandemic.

There is an initial forecast under delivery of savings of £0.55m (non covid-19) which is mainly 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 the legal terms and conditions of the future variation. There are also variances in non-delivery of savings against Shaw – Funded Nursing Care of £0.248m and Shaw PPP review of packages £0.08m. These will need to be reviewed over the coming months.

Place

With regard to the 'Place' budget, the early assessment of savings delivery due to the anticipated impact of Covid-19, reduced the savings forecast from £4.241m down to £2.241m. The service has indeed experienced a significant reduction in income generation as a result of the pandemic, but is still expecting to deliver a number of the budgeted cost efficiency measures in areas such as highways, waste, and economic development which means the projected outturn stands at £3.566m, a favourable variance of £1.325m from the revised baseline assessment.

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.

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.



FUTURE NORTHANTS



Future Northants Expenditure and Benefits Realisation

APPENDIX B1

Staff Costs	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
Staff Costs	3,047	5,697	8,301	17,045

Year End Outturn Projection
2020/21
£000
5,697

Variance Under/(Over)
2020/21
£000
0

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

553
400
0
832
60
160
500
250
2,193
0
0
4,948

0
0
0
0
0
0
0
0
0
0
0
0
0

Business Rates Retention	Investment			
	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
BRR04 - CFN Improving Fostering	16	120	334	470
BRR06 - CFN Practice Improvement	482	185	128	795
BRR08 - Adults Review Task Force Team	388	12	0	400
BRR09 - Adults Review of Target Operating Model	400		0	400
BRR10 - Strategic Infrastructure - Growth and Infrastructure Plan	27	223	0	250
BRR18 - Customer Contact - Customer and Digital Strategy	0	1,900	3,750	5,650
BRR20 - Shared Service Redesign	43	4,057	0	4,100
BRR21 - Corporate Contracts Review	0	250	0	250
BRR26 - CFN Workforce Programme	539	196	0	735
BRR45 - Adults Overnight Carers Scheme	350	0	0	350
BRR46 - Adults Rapid Response Team	291	859	450	1,600
Unallocated funds	0	0	0	0
Total Business Rates	2,536	7,802	4,662	15,000

Savings			
2019/20	2020/21	2021/24	Total
£000	£000	£000	£000
0	281	2,019	2,300
0	294	2,106	2,400
1,000	0	0	1,000
0	815	13,185	14,000
0	0	60	60
0	0	3,000	3,000
0	0	2,500	2,500
0	0	500	500
0	138	1,262	1,400
626	0	0	626
0	718	8,115	8,833
0	0	0	0
1,626	2,246	32,747	36,619

Year End Outturn Projection
2020/21
£000
271
159
0
1,085
0
0
0
0
0
0
0
0
1,515

Under/(Over) delivery
2020/21
£000
10
135
-270
138
718
731

NCC Transformation	Investment (includes expenditure funded by FUCR)			
	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
Adults	1,204	4,250	0	5,454
Childrens	92	0	0	92
Corporate Services	977	0	0	977
Place	0	0	0	0
LGSS	0	0	0	0
				0
Total NCC Transformation	2,273	4,250	0	6,523

Savings			
2019/20	2020/21	2021/24	Total
£000	£000	£000	£000
22,975	7,130	-3,713	26,392
4,086	1,636	2,730	8,452
3,740	258	500	4,498
2,480	2,241	2,796	7,517
0	970	0	970
			0
33,281	12,235	2,313	47,829

Year End Outturn Projection
2020/21
£000
6,251
905
1,158
3,566
970
12,850

Under/(Over) delivery
2020/21
£000
879
731
-900
-1,325
0
-615

Total 9,246 22,697 21,363 53,306

34,907 14,481 35,060 84,448 Total

14,365

115