Democratic Services
The Corby Cube,
George Street,
Corby,
Northants,
NN17 1QG

NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

Meeting: North Northamptonshire Shadow Overview and Scrutiny Committee

Date: Thursday 10th September 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' You Tube channel:-
https://www.youtube.com/channel/UCcH_JAaHaMtgHDeMQEVXi2g/videos

This agenda has been published by Democratic Services.
Contact: democraticservices@northnorthants.gov.uk

Item	Subject	Page no.
01	Apologies for non-attendance	-
02	Minutes of the meeting held 6th August 2020	04 - 12
03	Members' Declarations of Interest	-
04	Questions and Notification of requests to address the meeting	-
05	Chair's Announcements	-
	Items requiring a decision	
06	Adults Services Update	-
07	Draft Blueprint	13 - 48
08	Programme Director's Update	49 - 82
09	Forward Plan of Decisions Update- September- December 2020	83 - 88
10	Work Programme: Shadow Overview & Scrutiny Committee	-
	Exempt Items	
11	None notified.	-
	Urgent Items	
12	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.	-
13	Close of Meeting	-
	Liz Elliott, Interim Head of Paid Service,	

	North Northamptonshire Shadow Authority **Proper Officer** **2nd September 2020**	

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

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 Monday 7th September 2020
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 Monday 7th September 2020
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 Monday 7th September 2020
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 Monday 7th September 2020

These procedures are included within the Shadow Authority's Constitution. Please contact 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 Interim Monitoring Officer at - Bhupinder.gill@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

Public Enquiries

Public enquiries regarding the Authority's meetings can be made to democraticservices@northnorthants.gov.uk

North Northamptonshire Shadow Overview and Scrutiny Committee
At 7:00 pm on Thursday 6th August 2020
Held as a virtual meeting via Zoom

Present:-

Shadow Members

Councillor M Scrimshaw (Chair)
Councillor J Beirne
Councillor G Titcombe
Councillor H Harrison
Councillor L Lawman
Councillor M Pengelly
Councillor M Rowley
Councillor C Brown
Councillor J Hakewill
Councillor A Henley

Officers

E Elliott – Interim Head of Paid Service
P Goult – North Northamptonshire Democratic Services
B Smith – North Northamptonshire Democratic Services
P Helsby – Programme Director
F McHugo – North Northamptonshire Democratic Services

Also in attendance

Councillor C Stanbra (NCC)

1 Apologies for Absence

Apologies were received from Councillors Perry, Davies and McEwan.

2 Minutes of the Previous Meeting

The draft minutes of the Overview and Scrutiny Committee meeting held on 9th July 2020 had been circulated.

Councillor Scrimshaw MOVED and Councillor Titcombe SECONDED that the minutes be approved as a correct record.

RESOLVED that:-

The minutes of the meeting of the Overview and Scrutiny Committee held on 9th July 2020 be approved as a correct record and signed by the Chair.

Under this item, Councillor Hakewill suggested that additional information be provided on the agenda, to ensure that it was clear to members of the public when the deadline for addressing Committee was for each meeting. A contact telephone number should also be added.

Under this item, Councillor Harrison queried when councillors were due to receive their North Northamptonshire email addresses. The Interim Head of Paid Service had raised this issue with ICT but unfortunately there was no clear date provided as to when this would occur. The Interim Head of Paid Service stated that she

would raise the matter again, but was not expecting the matter to be resolved quickly.

Under this item, Councillor Hakewill again requested where he would be able to review transactional data for the LGR Programme, namely expenditure above £500. It was noted that this data would be held by Daventry DC. A link to the appropriate website would be provided to Councillor Hakewill by the Interim Head of Paid Service.

3 Notifications of requests to address the meeting

It was noted that Councillor C Stanbra (NCC) had requested to address the Committee on Agenda Item 6 – Programme Director's Update, and Agenda Item 7 – Forward Plan of Decisions.

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

The Chair confirmed that following the previous meeting, he had written to the Leader of the Shadow Authority requesting that some attendance at meetings of the Task and Finish Groups by members of the Committee could be considered.

The Chair had also written to the Interim Head of Paid Service requesting discussion regarding how the Committee could constructively contribute into the LGR Programme.

6 Programme Director's Update

Councillor C Stanbra was invited to address the Committee prior to the Programme Director's Update being presented.

Councillor Stanbra stressed the importance of ensuring existing staff were fully engaged in the LGR Programme and the move to a new unitary authority. Councillor Stanbra stressed the need for full and meaningful engagement with the recognised trade unions, and the need to ensure there were appropriate numbers of Change Champions across the current sovereign councils. Councillor Stanbra requested an update on both of these issues. In addition, Councillor Stanbra drew reference to page 32 of the agenda (Appendix B1), and reference to the Adult Review of Target Operating Model. Whilst recognising that the cost of consultants was netted-off, Councillor Stanbra suggested that it may be more open and transparent to show the gross figure. Further comment was made by Councillor Stanbra, as to whether there was any update on progress towards profiling Future Northants Expenditure and Benefits Realisation for future years.

Paul Helsby introduced his report and presentation, which had been circulated to Members with the agenda. Paul Helsby reminded Members that the data included in the presentation was from early July 2020, and had been reported to the Shadow Executive Committee at its meeting on 23rd July 2020. The LGR Programme was currently in a reporting cycle, with an updated report to be tabled at the next Shadow Executive Committee (27th August 2020).

Paul Helsby explained that due to the Covid-19 pandemic, there had been a need to redesign the LGR Programme, taking into account the impact of council's response to the pandemic on new priorities, time and staffing resource.

The presentation included details of the Mobilisation Plan RAG Status, a Programme Status Summary, a Change Management Update, a Communication and Engagement Update, a Blueprint Progress Update and a Financial Report.

In relation to the Programme Status Summary, Paul Helsby highlighted that at the time on compilation of the report in July, there were four areas highlighted AMBER. A brief explanation regarding each of these areas was provided in the report, which Paul Helsby elaborated on.

With regard to Change Champions, Paul Helsby confirmed that the programme had been paused due to the need to prioritise resources to address Covid-19 and the change in circumstances. Those staff who were not redirected to address Covid-19, were engaged on addressing the need to redesign the LGR Programme in light of the change in circumstances, moving it from being as transformational in the initial phase, to being "safe and legal".

Paul Helsby confirmed that in addition to the 300 indicated in the report, approximately 30 additional Change Champions had been recruited over the last couple of weeks. A GAP-analysis was being conducted to identify if any particular service areas were currently under-represented.

Paul Helsby recognised the normal interaction between trade unions and the respective sovereign councils was continuing. The PMO had started to develop a programme with trade unions regarding wider engagement; due to Covod-19 that programme had not been fully rolled-out. The key meetings on a county basis with trade unions had continued. The trade unions clearly wanted to know the fundamentals for their members e.g. where would staff be working, terms and conditions issues etc.

Work towards the disaggregation of County Council services was continuing, and hopefully further details regarding how this would impact on staff would be known in due course. There were unlikely to be any major changes for the vast majority of district council staff on Vesting Day, with most working from their current locations. Paul Helsby stressed that the LGR Programme was now focused on "Safe and Legal". The trade unions were asking for information that the Programme did not currently have, but it was being stressed that it was not envisaged there would be significant changes for the majority of staff. The Blueprint currently being compiled would be shared with the trade unions, which would provide some further information.

With regards to Adult Services, there would be some transformation of services. These were highlighted in the recent series of Member briefings. Given that Adult Services were working to a different timetable, there would be the opportunity to share more detailed information with trade unions. It was intended to split Adult Services in a "soft way", to operate from October 2020, so testing of processes and the financial implications could be monitored and kept under review.

In relation to the earlier query regarding consultants fees, Paul Helsby confirmed that this was akin to a "no win, no fee" scenario, and related to the level of savings achieved. The higher the level of savings, the higher the fee earned by the consultants. Paul Helsby stated that he would provide further information

regarding this arrangement to Members, within the confidentiality of the commercial contract with the consultants.

In summarising, Paul Helsby pointed out in financial terms the Programme was on track and within budget. It was noted that there was projected to be £85m of financial benefit to be gained from the unitary programme. It was further noted that £35m of that saving had already been delivered in 2019/20, and were on track to deliver a further £14m by Vesting Day, leaving approximately £35m to be delivered by the two new unitary councils.

Paul Helsby informed the Committee that the opportunity had been taken when profiling the Programme, to provide a budget for North Northamptonshire to have its own transformation capability; this was existing money from the funds already allocated to the Programme. There was 2-year provision, at no additional expense to existing sovereign councils.

In conclusion, Paul Helsby confirmed that the work programme ahead was ambitious and would require considerable staff time and resources. Paul Helsby provided a summary of the significant projects currently underway. Staff had responded well to the challenges, particularly the impact of Covid-19. It was important to recognise the efforts made by staff, and ensure that support was available during the coming months, to ensure that the Programme achieved the "Safe and Legal" objective on Vesting Day.

Councillor Scrimshaw noted those items on the Programme Status Summary marked as AMBER. In particular, Councillor Scrimshaw sought clarification around Children Services, and whether this was likely to be able to hit its targets. The Interim Head of Paid Service commented that there was no room for slippage regarding the creation of a Trust. The situation was being closely monitored. Assuming officers could ensure continued progress the 1st November 2020 would be met. Creation of the Trust was well-advanced. It was further noted, that the education service had been required to meet a number of challenges due to Covid-19, which had meant that some of the transformation work had been put on hold. Implementation of some of the transformation benefits would be later than originally planned.

Councillor Henley raised concern that the presentation before the Committee was 6-weeks old. Councillor Henley felt that for the Committee to "add value" there was a need for the information to be provided to the Committee's membership sooner.

Councillor Henley also queried why on the Programme Status Summary there was no direction of travel in relation to the programmes marked AMBER, or a "return to GREEN" target date.

The Interim Head of Paid Service stated it was difficult to specify a "return to GREEN" date. Each programme comprised a considerable number of projects, each being monitored. The data behind the Summary was detailed and complex and would not be suitable for general distribution, however it was suggested that the Committee may wish to scrutinise the AMBER areas as part of its work programme.

The Interim Head of Paid Service did indicate that with regard to Children's Services this was unlikely to turn to GREEN prior to 1st November 2020, as this

was a high-risk area, but work streams within the project were being closely monitored.

It was noted that for the Committee to see early-sight of all reports there may be a need to significantly alter the approved committee timetable. Paul Helsby stressed that he would always try to give the Committee an early indication of progress, it was noted that the Trust issued involved other partners, it was not just an NCC or Programme Team matter.

Councillor Pengelly suggested that his impression from trade union colleagues was that the dialogue with the Programme was not as good as presented, and there was a need for improvement. Councillor Pengelly wondered whether it may be appropriate for the trade union representatives to be invited to attend Committee, and provide their views.

Councillor Pengelly also questioned whether communication to the general public was satisfactory, as there seemed little direct communication or consultation. Councillor Pengelly questioned whether Members were receiving adequate information; there seemed to be bullet points but little detail. Councillor Pengelly felt that Members were not being kept up-to-date. Councillor Scrimshaw agreed that should there seem to be a discrepancy in what trade unions were saying regarding their involvement in the Programme, and what Members were being informed, the Committee may wish to explore that further.

The Interim Head of Paid Service informed Members that she, and her counterpart in the West, would be meeting with trade unions to hear any concerns; this was unlikely to be until after the summer holidays. If following that meeting, the trade unions still had concerns it was perhaps a matter that the Committee may wish to consider further.

The Interim Head of Paid Service also confirmed that discussions had been on-going with the trade unions regarding the establishment of a Children's Trust, as the timeline for this was more urgent. A strong communications strategy had been agreed in relation to Children's Services with staff and trade unions.

A Communications and Engagement Strategy had been approved by the Shadow Authority, and the Interim Head of Paid Service indicated that additional resources were to be provided to implement that.

Paul Helsby indicated due to the last few months, the Programme appreciated that some engagement had been delayed. It was recognised that the Committee would be setting its work programme later in the meeting. Paul Helsby suggested that there were possibly three areas that the Committee may wish to consider further scrutiny. These included the Human Resources work stream, ICT and the legal aspects that need to be in situ for Vesting Day.

Paul Helsby stated the presentation was high-level, however the Committee were entitled to look at the detail when they felt it appropriate to do so. It was intended to be a summary only. It was again emphasised that the Programme was playing "catch-up" due to the lockdown period, and staff were working extremely hard to ensure the various work streams were completed.

In relation to the earlier question from Councillor Stanbra regarding financial profiling over future years, Paul Helsby confirmed that was stick work in progress, and would be completed when more certainty could be provided.

Councillor Scrimshaw thanked officers for their update regarding consultation and engagement with the trade unions, and requested that a summary of the outcome of the meeting between the Interim Heads of Paid Service and the trade unions be provided to the Committee in due course.

Councillor Pengelly again suggested that "backbench" Members were receiving very little information with regard to what progress was being made. Paul Helsby reminded the Committee that only recently all sovereign councils had received a briefing on Children's Services, Adult Services and the LGR Programme. Pre-lockdown the LGR Engine Room at One Angel Square had been open to all Members to attend. Officers had made themselves as available as possible, given the difficult circumstances. Paul Helsby stressed that the recent briefing had been conducted at each of the eight sovereign councils.

The Interim Head of Paid Service informed Members that the recent briefing at the Borough Council of Wellingborough had been recorded, and a link to this could be provided to those Members who had missed their own briefing session. In addition, an updated newsletter had recently been circulated to all Members.

Discussions were ongoing with the Leader of the Shadow Authority, as to how backbenchers could become more involved, this include a recent email to all Members regarding gauging interest in involvement in any of the proposed portfolios. The Interim Head of Paid Service did comment that there was a significant amount of information in circulation, whilst recognising that this may be in different formats and locations. A review of Member communications could be conducted in due course.

The Interim Head of Paid Service also informed the Committee that she was due to meet with the Chief Executive of NCALC in the near future, to discuss engagement with local councils.

Councillor Hakewill suggested that he felt some Members were not being fully engaged. An opportunity had been missed in engaging more Members due to the exclusion from the Task and Finish Groups.

Councillor Hakewill also expressed concern that the timetable was very tight, and the current unitary proposal would not negate the underfunding of public services in the county.

Councillor Hakewill also queried the reference to the consultancy arrangement in Adult Services, referred to earlier in the meeting, and felt more detail of the arrangement and cost should be available. In addition, Councillor Hakewill wondered what the criteria for a RED would be in relation to the Programme Status. Paul Helsby explained that a RED would be where a deadline had been missed, and was unrecoverable. An AMBER was that concerns had been identified and mitigating action was being undertaken to bring the programme back on track. It was agreed that the Community may wish to "drill down" in more detail those items marked AMBER, to gain a better understanding of what problems there may be.

Councillor Harrison felt that Members could receive more detailed information, in order to gain a better understanding of the key issues. It was important that Members were provided easier access to the more detailed information, in order

that Members could more completely fulfil their role. There was a balance of information to be achieved.

Councillor Hakewill noted that there was a current consultation underway with regard to Customer Service and how this would be delivered in the new unitary council. Councillor Hakewill suggested that it was restricted in the options provided to the public. It would be better to allow the public to express their preferences and then consider.

Councillor Hakewill also expressed concern in relation to the proposed portfolios, that there was no reference to rural matters, particularly in relation to parish and town councils. The Interim Head of Paid Services confirmed that "rural" liaison was to be covered by Councillor D Jenney within his portfolio. In addition, there was likely to be further discussion with parish and town councils to discuss potential for service delivery in the future post-Vesting Day.

Councillor Hakewill stressed that direct contact and discussion between local councils and the Shadow Authority would be welcomed. Councillor Hakewill was particularly concerned whether there was likely to be any impact in relation to precept-setting. It was confirmed that the Shadow Authority would not be looking for local councils to undertake any additional services, local councils should precept for their normal services currently undertaken.

7 Forward Plan of Decisions – August to November 2020

A copy of the recently issued Forward Plan for August to November 2020 had been circulated.

Councillor C Stanbra addressed the Committee. Councillor Stanbra suggested that there was an issue with the Forward Plan, as there were items which would likely have to come forward for determination but were not yet listed. Councillor Stanbra was suggesting that an additional item be added to Forward Plans that detailed items to be determined in the future, but where no specific determination date could currently be given. This would at least make Members aware of what items were to appear later in the year for consideration.

(Councillor Stanbra was removed from the virtual meeting at this point)

The Interim Head of Paid Service confirmed that officers would consider the suggestion from Councillor Stanbra. The Interim Head of Paid Service also indicated that she was happy to circulate details regarding the work of the Task and Finish Groups and their respective key tasks and reporting deadlines.

Councillor Henley commented that certain items had been dropped from the previous Forward Plan. It may prove useful in future if items were dropped that a brief explanation as to why be provided. It was noted that the item on the NCC Highways Contract had been dropped; this was queried. The Interim Head of Paid Service confirmed that she had enquired why, but had yet to receive an answer. A further enquiry would be made, with the response circulated to Members.

8 Work Programme: Shadow Overview and Scrutiny Committee

Councillor Scrimshaw confirmed that following the previous Committee meeting, he had written to the Leader of the Shadow Authority with regard to the request for members of the Committee to be able to observe proceedings at the Task and Finish Groups. The Leader had indicated that some arrangement could possibly be considered, however no firm “counter proposal” had yet been received by Councillor Scrimshaw.

Councillors Scrimshaw and Perry had also written to the Interim Head of Paid Service, regarding how the Shadow Overview and Scrutiny Committee could play a constructive, pro-active role in discussions regarding the formulation of policy. Councillor Scrimshaw was concerned that currently the Committee were playing “catch-up” with decisions being taken by the Shadow Executive Committee without any scrutiny input. The Interim Head of Paid Service had responded and suggested that she meet with Councillors Scrimshaw and Perry to discuss. This invitation would be followed-up.

The Committee then considered what items that it wished to consider over future meetings.

A number of potential issues were raised including Adult Services, Children’s Services/Trust and the unitary council budget-setting 2020/21.

Councillor Rowley expressed a wish to investigate the consultancy arrangements around the Adult Review of Targeting Operating Model, as mentioned earlier in the meeting.

Members were reminded that their role was to scrutinise the development and introduction of the unitary council and not sovereign councils’ current operational decisions.

Councillor Harrison supported the proposal to look at Adult Services, Children’s Services and the 2020/21 budget. Councillor Harrison was particularly interested in the future unitary council input into Children’s Service provision, and the role and/or accountability of future unitary Members.

Councillor Scrimshaw suggested that discussions could be held outside of the meeting with officers to agree a timetable for these items to be timetabled.

Councillor Hakewill suggested that the Leader of the Shadow Authority be invited to attend the Committee in future to provide an opportunity for a general Question & Answer session. In addition, when significant items are to be discussed, the appropriate portfolio holder be invited to attend, with relevant senior officers.

Councillor Hakewill also suggested a future item to discuss local council matters, where NCALC and others could be invited to attend.

Councillor Hakewill also drew reference to the current LGA consultation on a potential revision to the Code of Conduct, and wondered whether the Committee should feed into any response. The Interim Head of Paid Service suggested that the Interim Monitoring Officer could compile and circulate a briefing paper on the consultation.

Councillor Pengelly suggested that the Committee seek out best practise from elsewhere, particularly with other Children’s Trust arrangements, to see how Members interact in those scenarios. Councillor Pengelly agreed that the future

provision of Adult Services was an important issue for the Committee to consider. With regard to the Task and Finish Groups, Councillor Pengelly felt that the Committee should wait to see what proposals arose from the Groups' discussions, and comment accordingly.

Councillor Scrimshaw confirmed that he would discuss with officers outside of the meeting, on scheduling-in the items raised by Committee members.

9 Member Training and Development

The Committee briefly discussed what additional training and development they felt was required, in order for Members to constructively discuss the issues likely to arise at future meetings. It was noted that a number of significant topic areas would be discussed at future meetings, and it was agreed some background information in advance would be beneficial to Members.

The Interim Head of Paid Service indicated there was an aim to build upon the recent Member briefings.

Councillor Hakewill suggested there may be a benefit to hear from Members in other authorities who had gone through the unitary process. In addition, it may be of interest to consider what training will be made available to unitary Members after the election in May 2021. The Interim Head of Paid Service confirmed that the issue of Member training and induction was being considered as part of the Programme and by a Task and Finish Group. There were no confirmed proposals at present.

The Interim Head of Paid Service indicated some informal training sessions could be arranged in the interim.

Councillor Harrison felt interactive forums would be particularly beneficial, particularly with regard to Adult Services and Children's Service. Councillor Harrison agreed obtaining the experience of Members with knowledge of existing Children's Trusts would also be beneficial.

Councillor Scrimshaw suggested that he discuss future training needs with officers outside of the meeting, and that proposals be developed.

Councillor Henley sought confirmation that being a member of the Shadow Overview and Scrutiny Committee did not preclude a Member from working with any portfolio holder group. The Interim Head of Paid Service confirmed that all Members were being encouraged to work with portfolio holders within their respective subject areas.

10 Exempt Items

There were no exempt items discussed.

11 Urgent Items

There were no urgent items discussed.

12 Close of Meeting

The Chair declared the meeting closed at 9:07 pm.

Item no: 07

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

Shadow Overview and Scrutiny Committee

10th September 2020

Report Title	**North Northamptonshire Unitary Council Draft Blueprint for comment**

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, and the Authority's plans to ensure a safe transfer and aspects of service improvement. This report was received by the Shadow Executive Committee at its meeting on 27th August 2020. This Committee is invited to comment.

2. Recommendations

It is recommended that the Overview and Scrutiny Committee:

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 Note 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 Note that it has been agreed 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 Note that the Shadow Executive Committee has agreed to 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.

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.

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

CHAPTER 1

FUTURE NORTHANTS

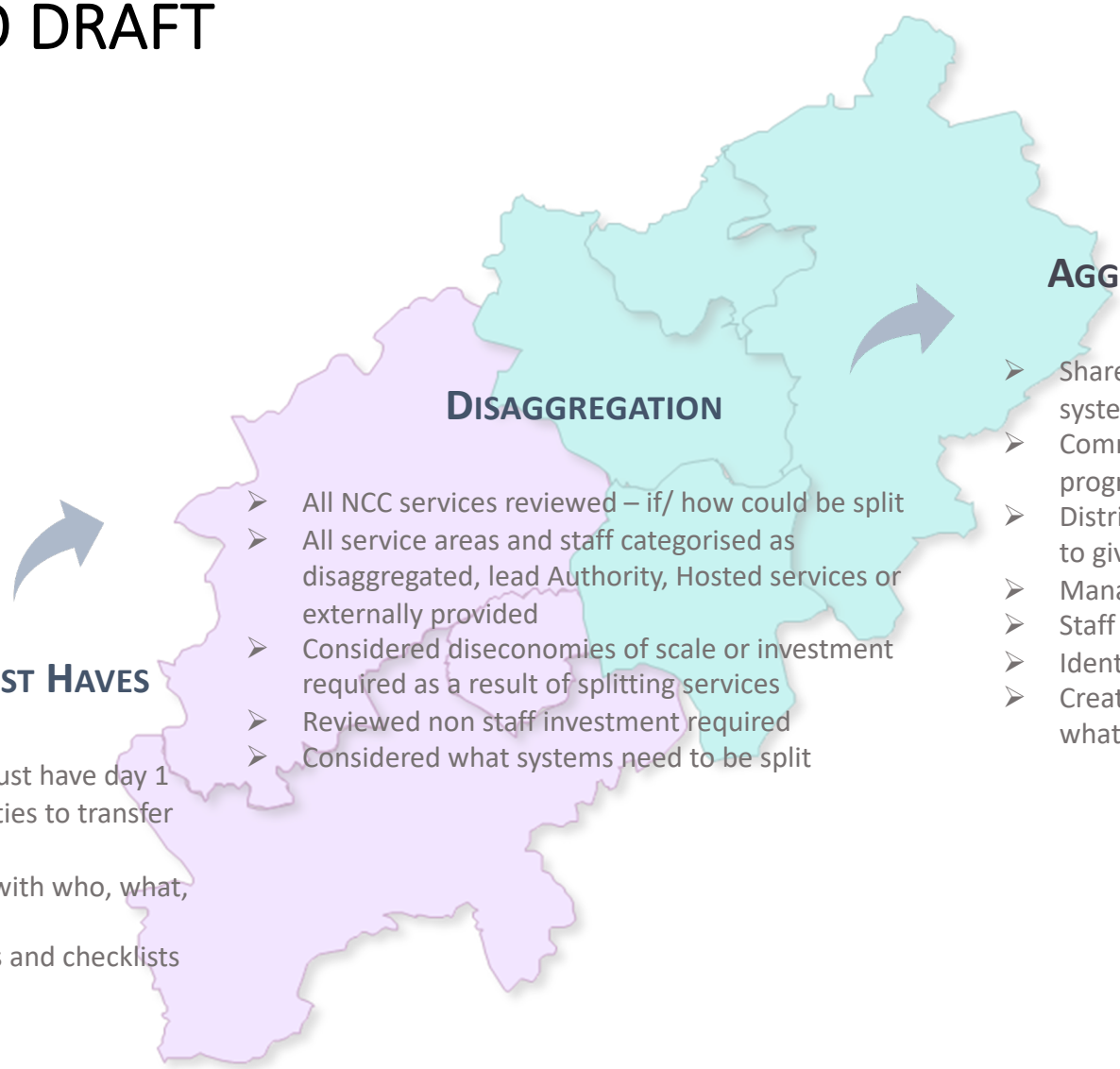
Unitary Council Draft Blueprints

Background & Context

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.

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

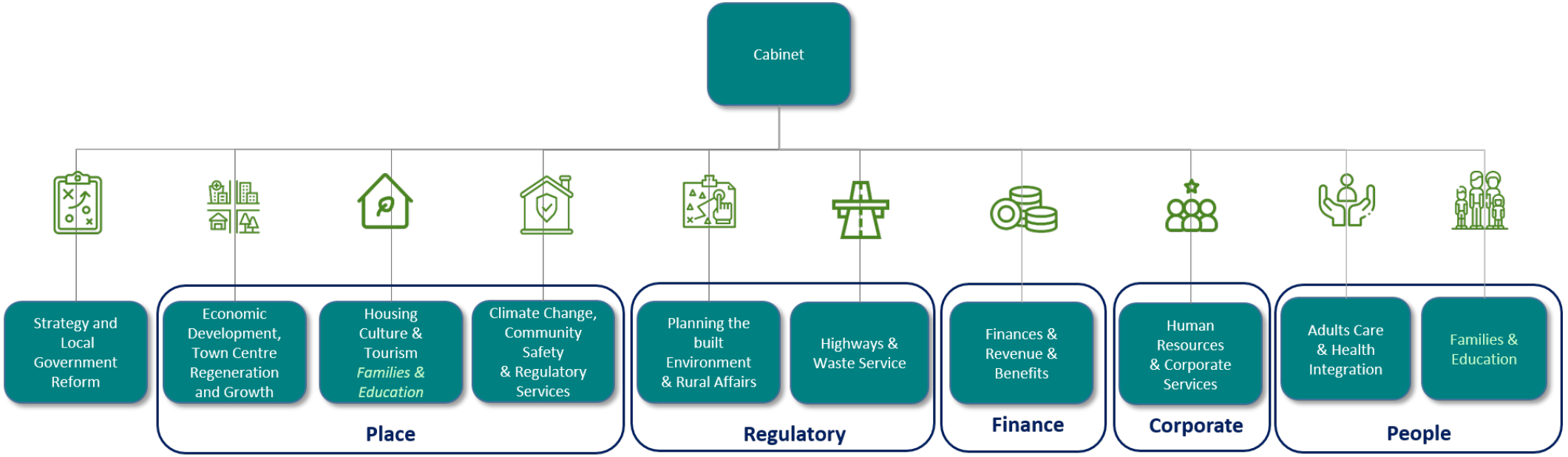
We need to ensure our blue prints are affordable and we continue to deliver balanced budgets & planned savings. We will need to look at the diseconomy of splitting things and the opportunity for innovation and from bringing things together to get a total picture.

Transformation

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

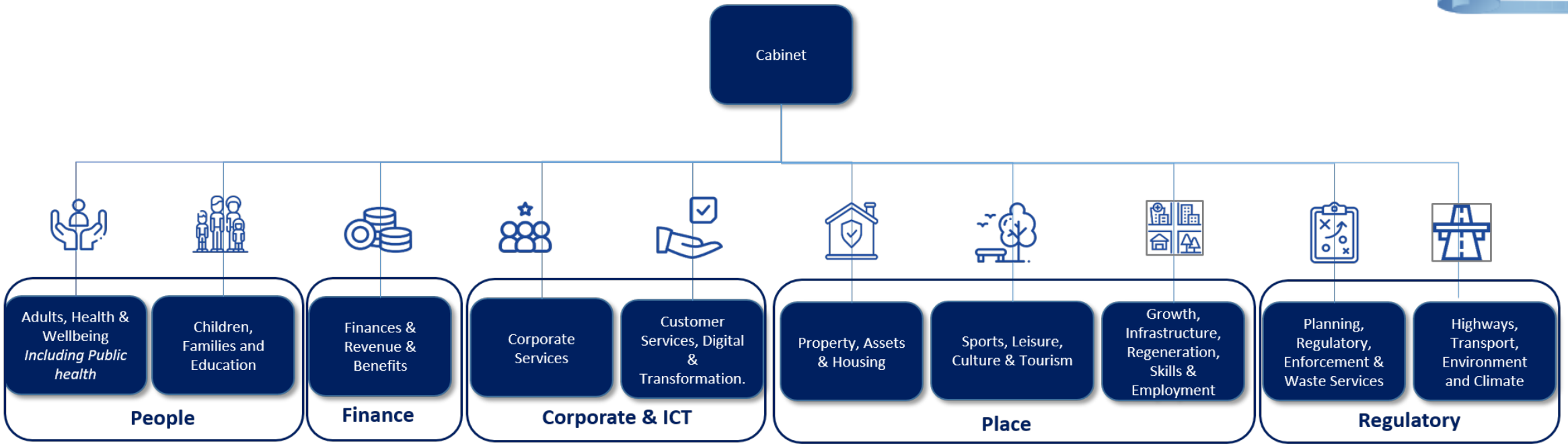
Where we cant do it this side of Unitary we will set out the opportunities, ideas and new ways of working that we want to pursue and build a pipeline of transformation projects that the two Unitaries can implement to improve services efficiencies and best practice post day 1.

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

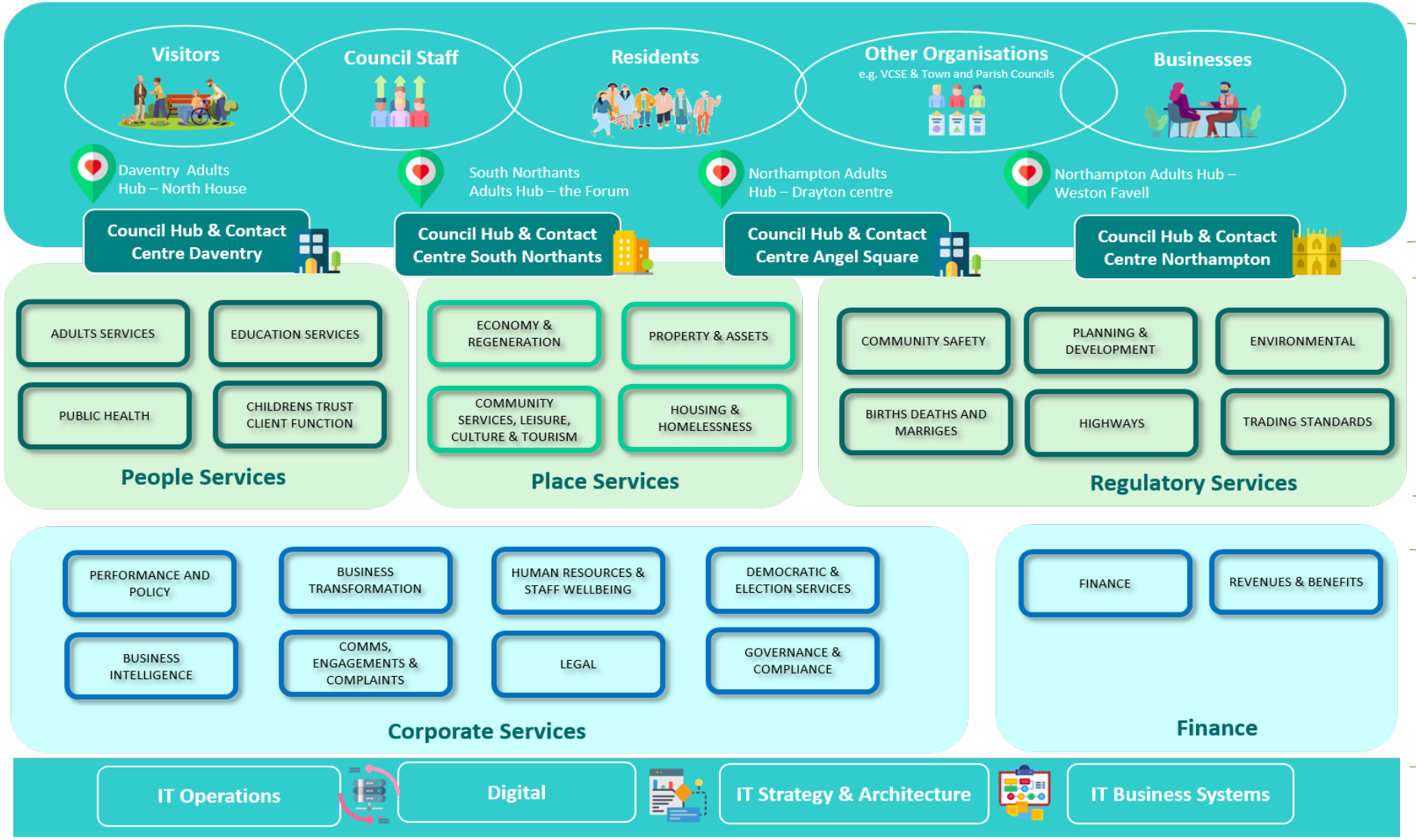
CHAPTER 2

FUTURE NORTHANTS

Unitary Draft Council Blueprints

DRAFT Blueprints

West 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

Fulfilment Services

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

Enabling and Support Services

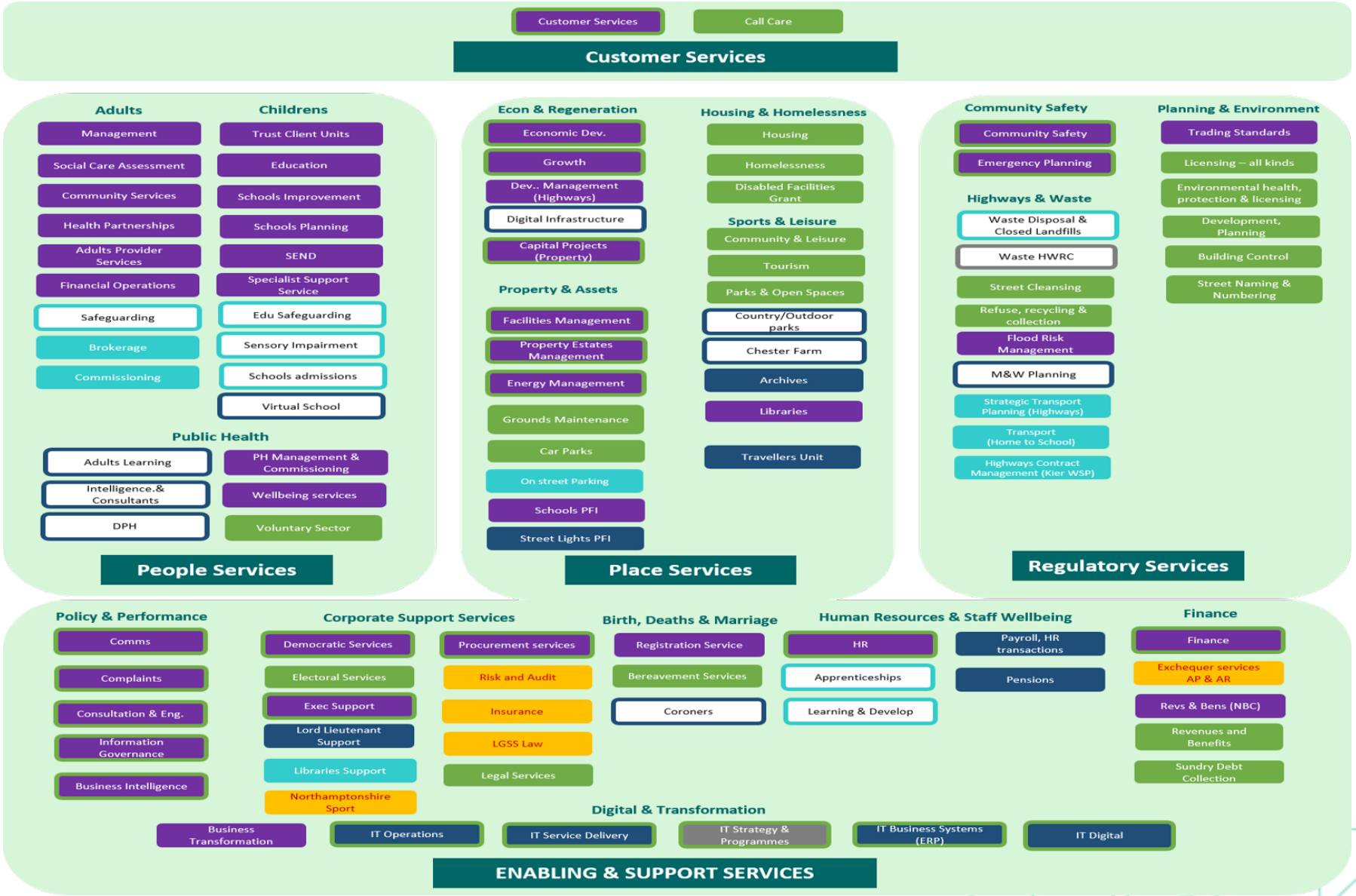
Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

West Draft Blueprint

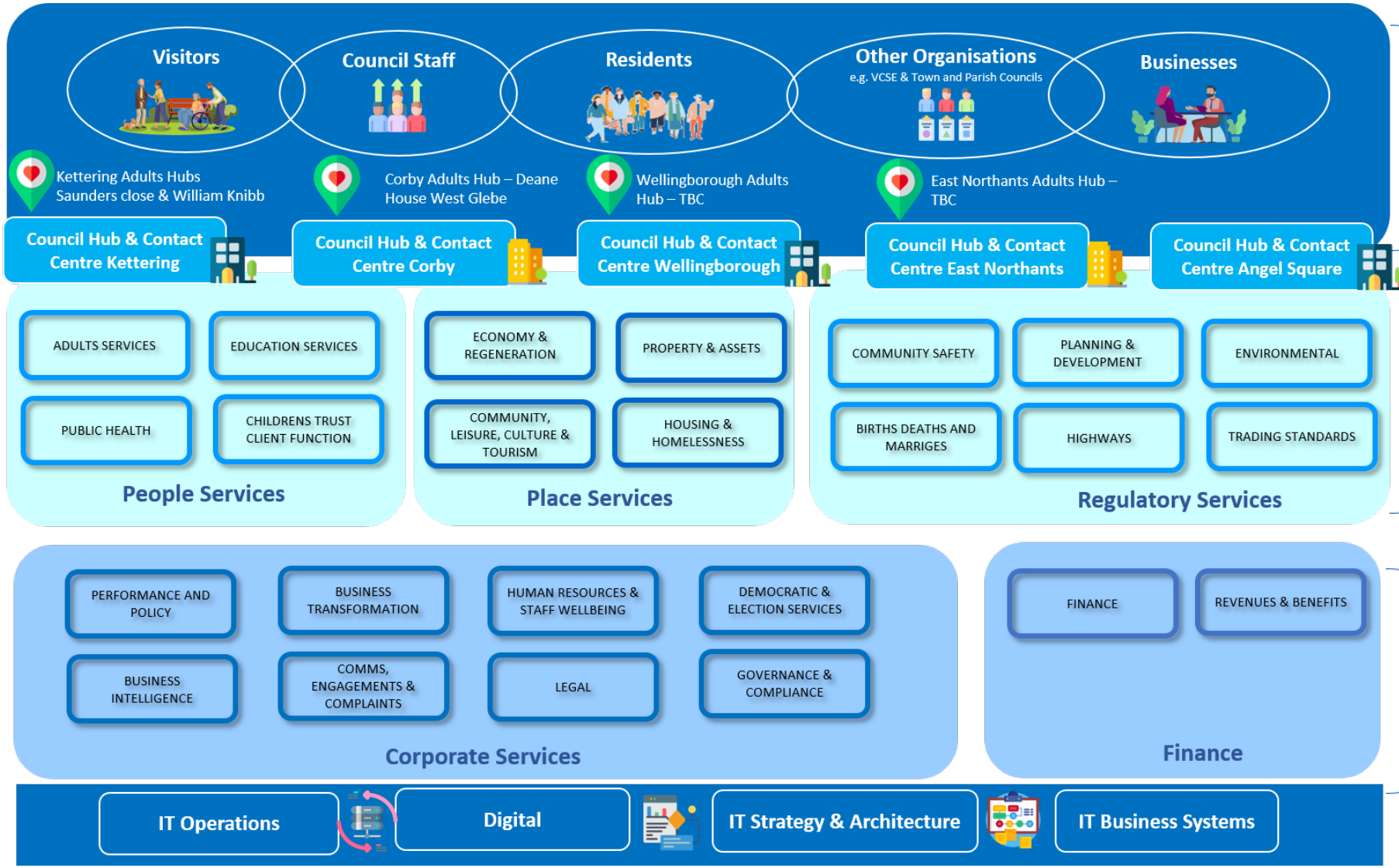
This is how the West blue print is made up from the NCC & D&B services

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



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

Fulfilment Services

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

Enabling and Support Services

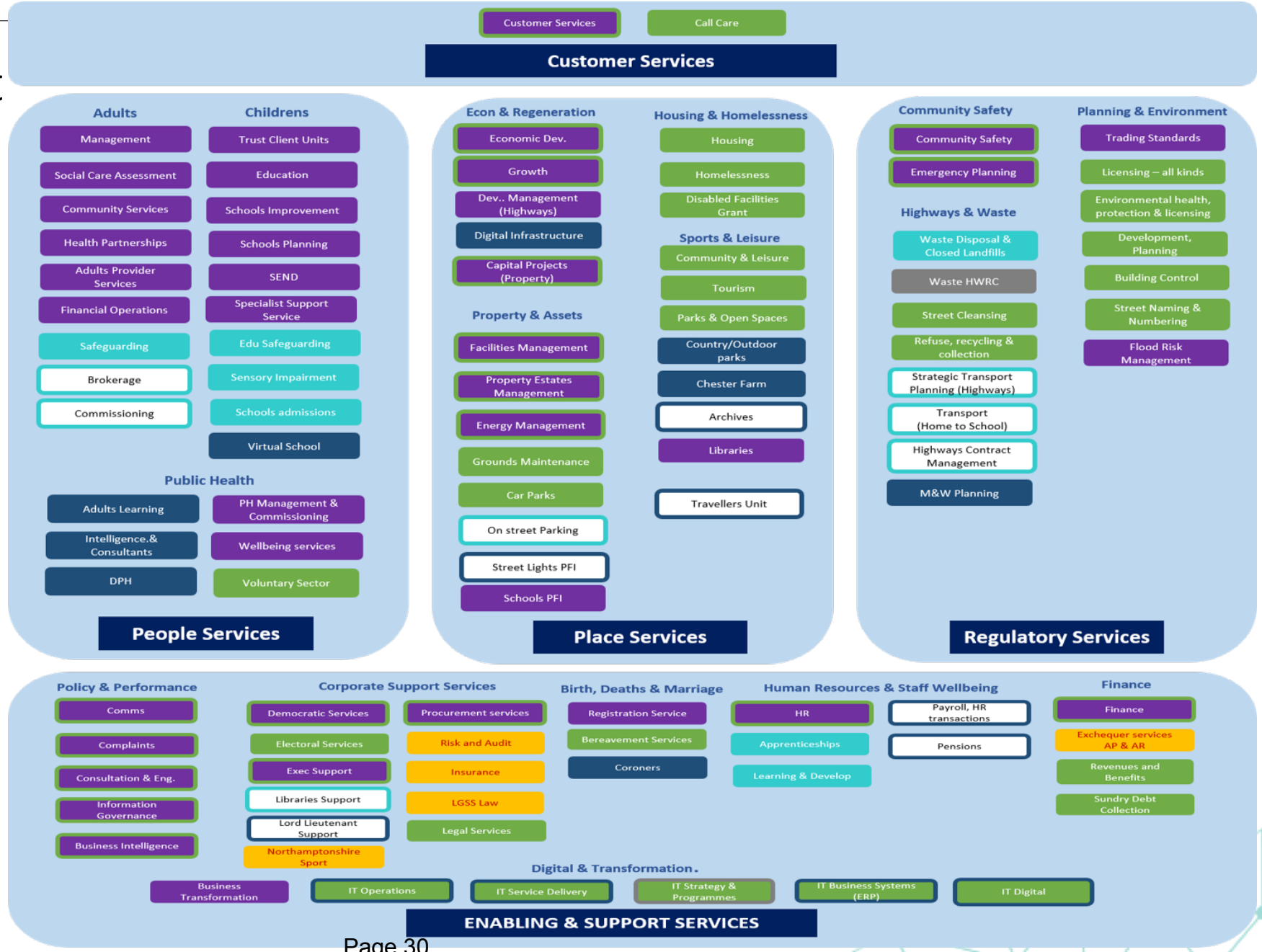
Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

North Draft Blueprint

This is how the North 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



CHAPTER 3

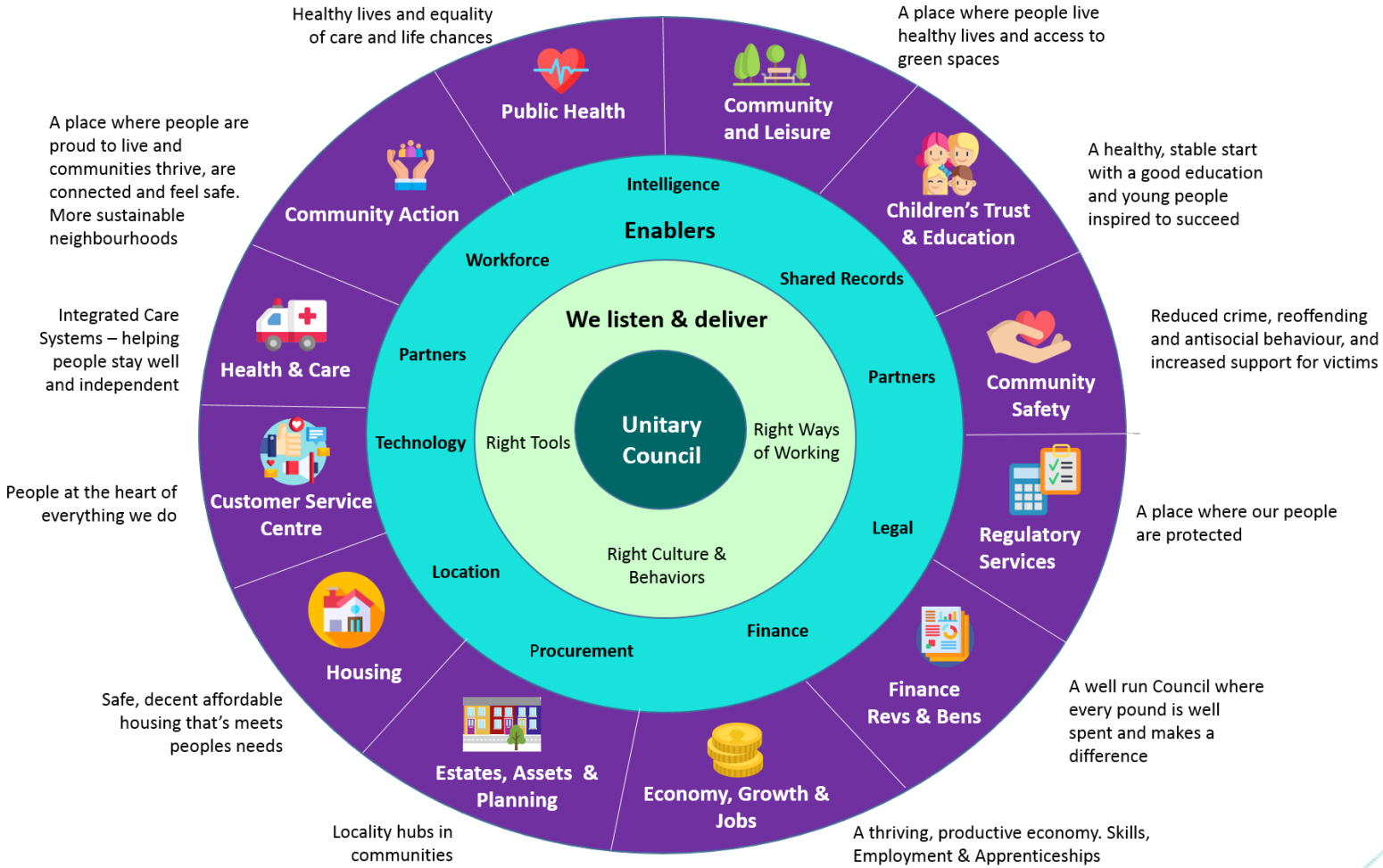
FUTURE NORTHANTS

Unitary Draft Council Blueprints

Key Directorate Themes and Opportunities

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**



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.

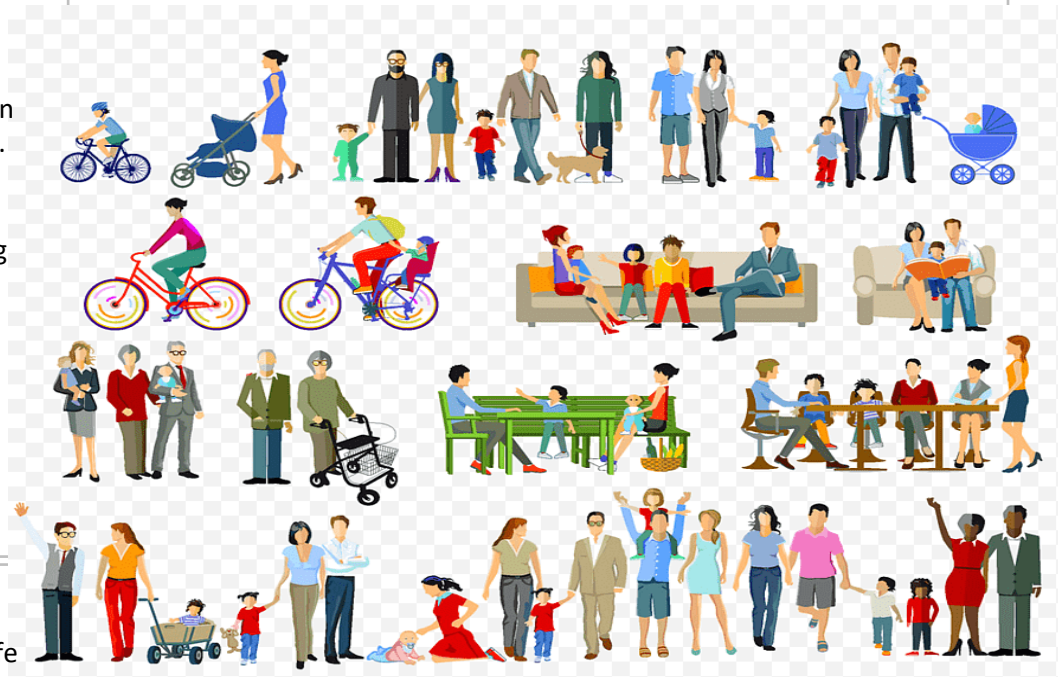
We work with people & their communities supporting them to help themselves and connecting them to the assets and services around them.

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.

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.* ***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* ***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.* ***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.*	***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.* *There will be* ***no presumption of ongoing support****.* *We will be* ***easy to get in touch*** *with, and always have a conversation.* *People will* ***tell us their story once****, we'll listen to their problems to make sure we really understand what they want and need.* *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.* *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.*	***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.* ***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* ***Community Resilience*** *- Further strengthen links to the voluntary and third sector* ***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.* ***Legal Duties.*** *An Education service that meets its statutory duties and the associated timescales expected of a Local Authority.* ***Disaggregation*** *of the DSG and Base Budget for Education to meet the service requirements.* ***Partnership working****: Education Working with key partners and stakeholders to support and challenge improvement where needed through solid performance information.* ***Ensuring quality*** *across Education Services: through pathways which meet the children and young peoples needs both of Education and for the Children's Trust* ***Trust as part of Council -*** *Ensure that the trust remains connected to and part of the Councils corporate plan*	***Getting the Best Start in Life*** **:** *An Education service that is focused upon improving Education outcomes for all of our Children and Young People* ***Childrens Trust*** - Work with Children's Trust to embed SLA and KPI – efficient pathways for children accessing both services ***Schools Sufficiency and Specialist School Placements*** – medium term transformation ***Vulnerable Learners*** - Medium term strategy for DSG and Vulnerable Learners – specifically use of EHE, AP and culture with the schools .	***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* ***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.* ***Education Journey*** *- Our children have a good primary education and successful transition to secondary school, attending and achieving throughout* ***life ready children*** *on exit from secondary school, equipped for work and life-long learning* ***Additional support*** *- children and families requiring specialist and additional support have their needs are identified early and appropriate person centred support is provided*

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****.* .

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

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.

PLUS Areas being delivered for Day 1

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.

TRANSFORMATION Opportunities to Develop

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.

BLUEPRINT FOR TOMORROW – Economy, Infrastructure & Growth

Assurance for transfer

For day one safe and legal there will be minimal disruption to current working arrangements.

Review and harmonise existing scheme of delegations, policies, statements and procedures.

Review and alignment of systems and processes

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.

PLUS Areas being delivered for Day 1

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.

Review into business/market intelligence and regional analysis to understand areas of diversification and business growth and job creation of the future.

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

A joined up approach to digital technology, data, infrastructure, digital literacy and skills across the whole city is vital to our future success

A single asset management strategy for operational/ service property and Pan Northamptonshire Estate Framework (One Public Estate)

An investment strategy for commercial property investment to attract new businesses, grow existing businesses and generate an income for the new authorities

TRANSFORMATION Opportunities to Develop

*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*

*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.*

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.

Supporting growth and investment, helping everyone benefit from the economy to their full potential
Supporting businesses and residents to improve skills, helping people into work and into better jobs

Targeting interventions to tackle poverty in priority neighbourhoods

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.

BLUEPRINT FOR TOMORROW – Customer & Digital

Key Customer & Digital Assurance Tasks – Day 1

Ensuring that both organisation can provide statutory reports from day one is is a key requirement.

Retain the Street Doctor or equivalent reporting tool to maintain ability to report potholes and road issues.

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.

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.

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.

MS 365 roll out is critical for day one to provide the new email capability and new email addresses for every employee.

PLUS Areas being delivered for Day 1

New website developed with increased self-serve and better customer experience

MS365: work from anywhere, Teams, SharePoint online, integrated solution.

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

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

Face to Face to be developed to enable more self serve and be in locations customers need

One telephone number

Implement automation to handle non complex email enquiries

TRANSFORMATION Opportunities to Develop

Systems and process alignment. Unitary CRM system and workforce management is designed.

Increased self serve and digital services based on user needs. Automation and robotics developed and roll out commenced.

Telephony contact centre solution is reviewed and developed.

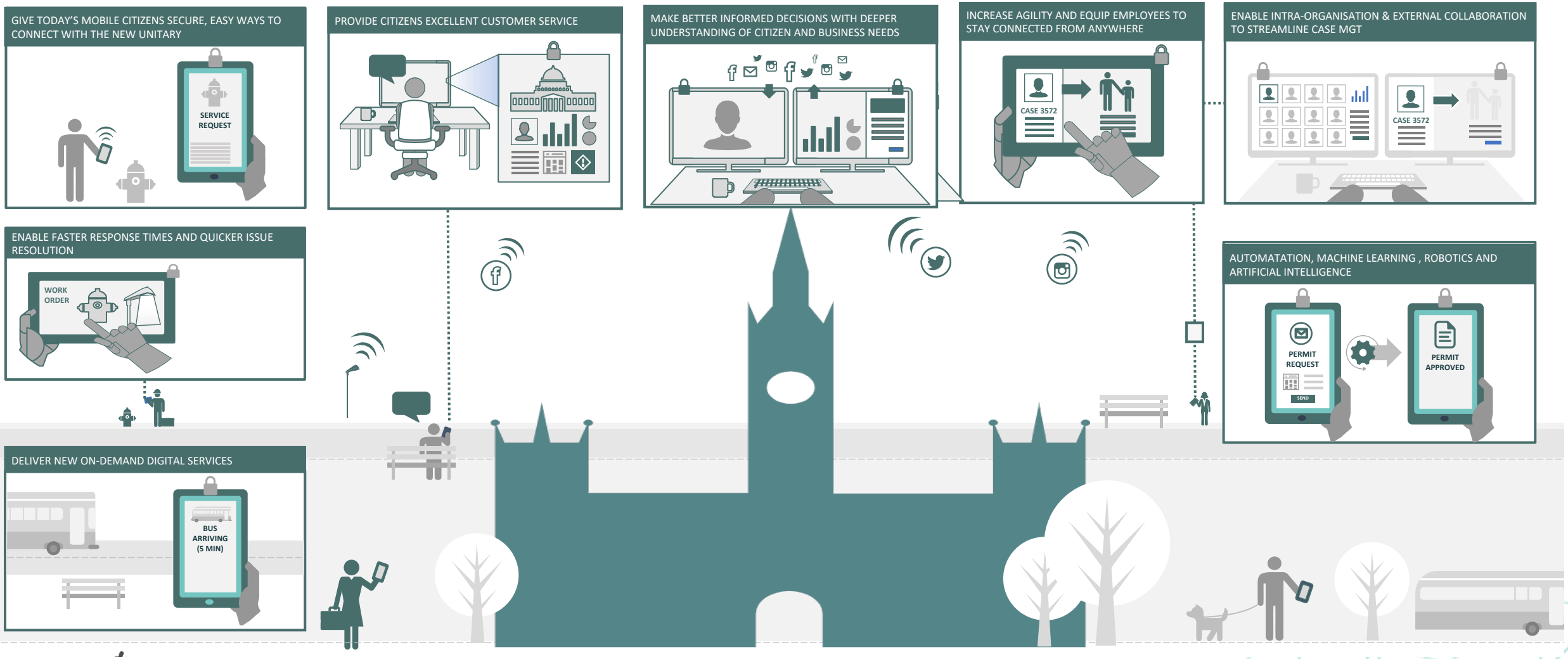
Out of Hours services and provision is reviewed and changes implemented.

Tell Us Once is centralised process led by customer services.

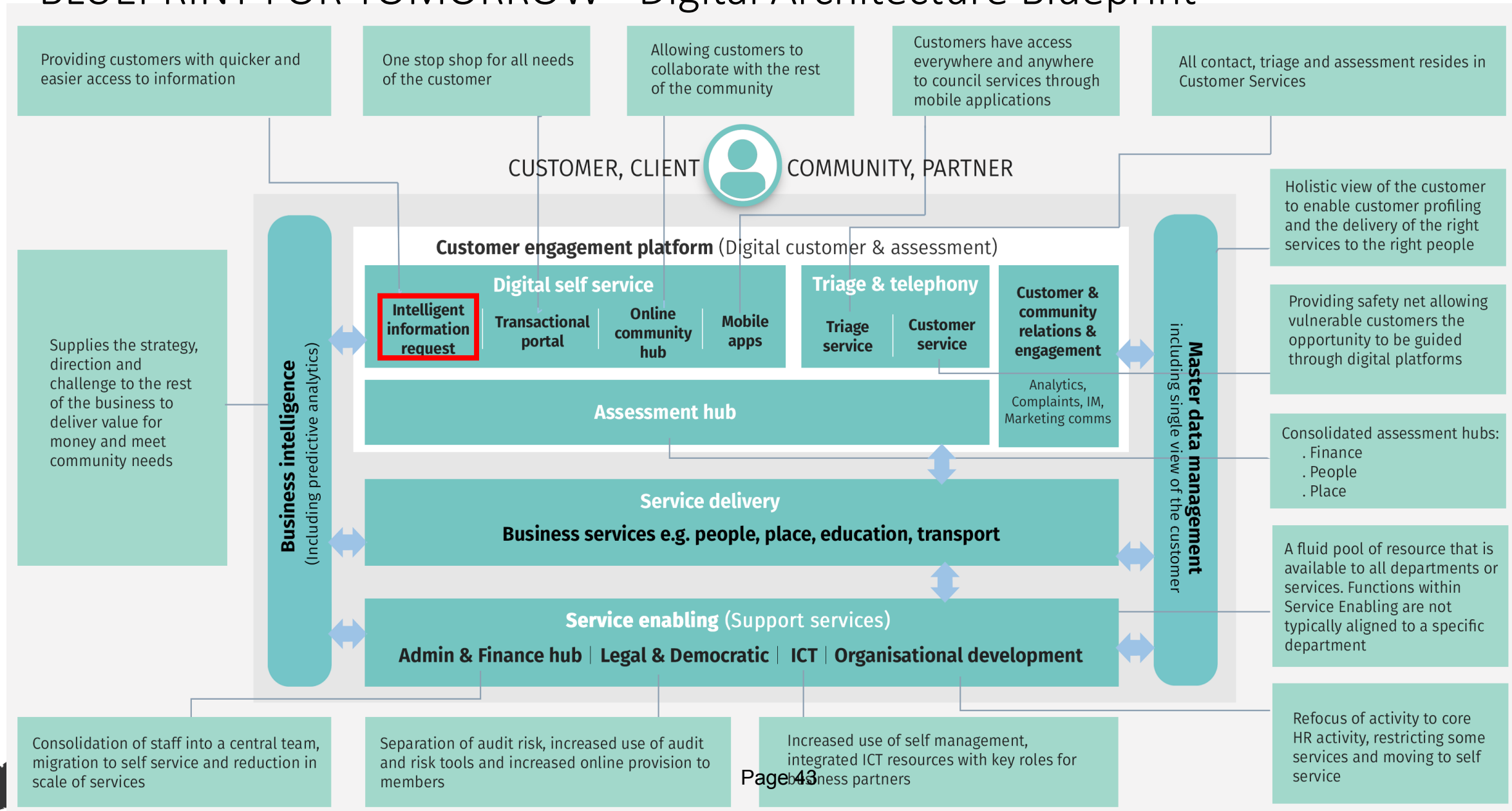
Decommissioning of legacy systems to reduce licence costs and radically reduce silo working through better information flow and single view of customer.

COVID 19 has accelerated the pace of change for digital adoption, for all users of our services (internal and external)

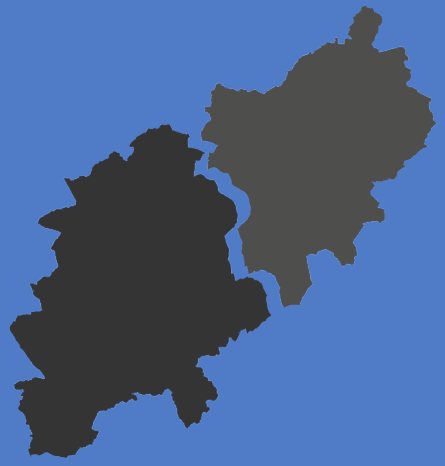
BLUEPRINT FOR TOMORROW – Customer & Staff Digital Transformation



BLUEPRINT FOR TOMORROW –Digital Architecture Blueprint



CHAPTER 4



FUTURE NORTHANTS

Unitary Council Blueprints

Key Areas of Focus and Development at Next Stage

BLUEPRINT FOR TOMMORROW – Next Steps

Focus on Staff and Customers

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.

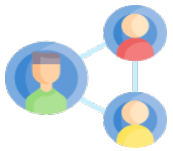
Staff Engagement - Ramp up comms and engagement on our plans and focus on what will change ahead of day 1, what will stay the same and things we will need to change post day 1.

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

Governance & Organisational

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.

CHAPTER 5

FUTURE NORTHANTS

Unitary Council Draft Blueprints

Decisions and Next Steps

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			
MTFP Budget Planning		• **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 •
			2021-22 MTFP Planning

FUTURE NORTHANTS

Item no:08

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

Shadow Overview and Scrutiny Committee

10th September 2020

Report Title	Programme Directors Update

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 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 27th August 2020.

2. Recommendations

It is recommended that the Shadow Overview and Scrutiny Committee:

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 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

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

Programme Director's Update

September 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

Overall FN programme RAG rating as at 29th July 2020

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).

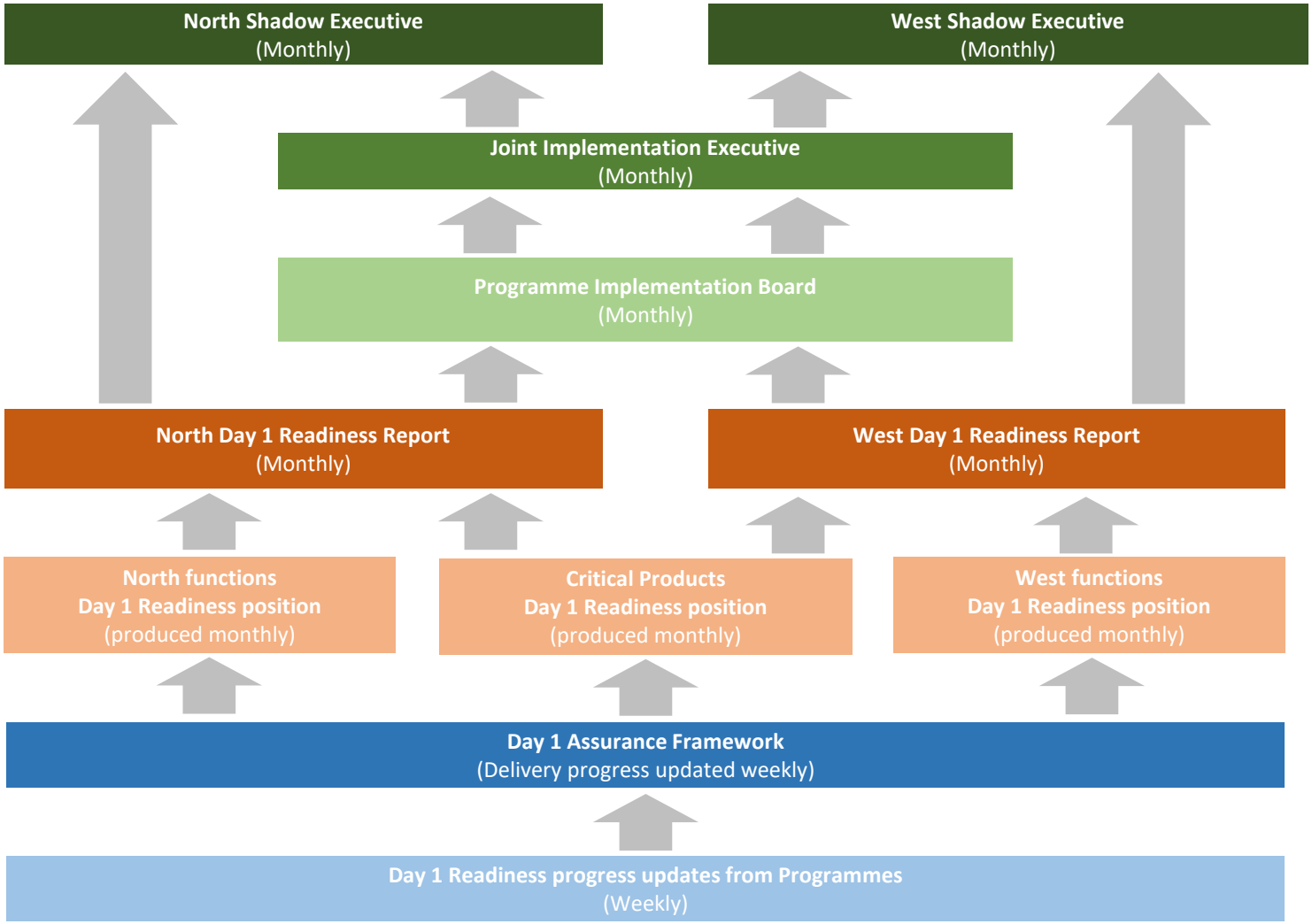
Programme Health check – Undertaken by LGA representatives across the programme in July. The report is attached as an appendix to the Programme Directors update.

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

Programme Health Check

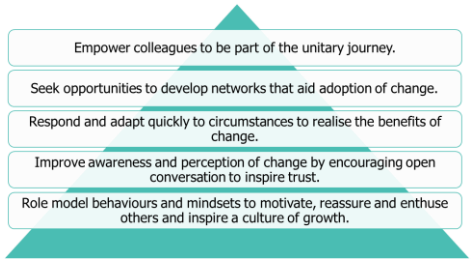
- ❑ Undertaken throughout July
- ❑ Covered all programmes of work
- ❑ Undertaken by the LGA
- ❑ Full report attached in appendix, overall positive with recommendations included.
- ❑ Purpose: to assess the planning to date prior to the commencement of the implementation phase with an opportunity for independent assessment in order to strengthen the approach.

DAY 1 ASSURANCE: MONITORING AND REPORTING APPROACH



Change Management

Actions through July



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

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

Key Product Roll-out ✓

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

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

Place Programme Initiatives ✓

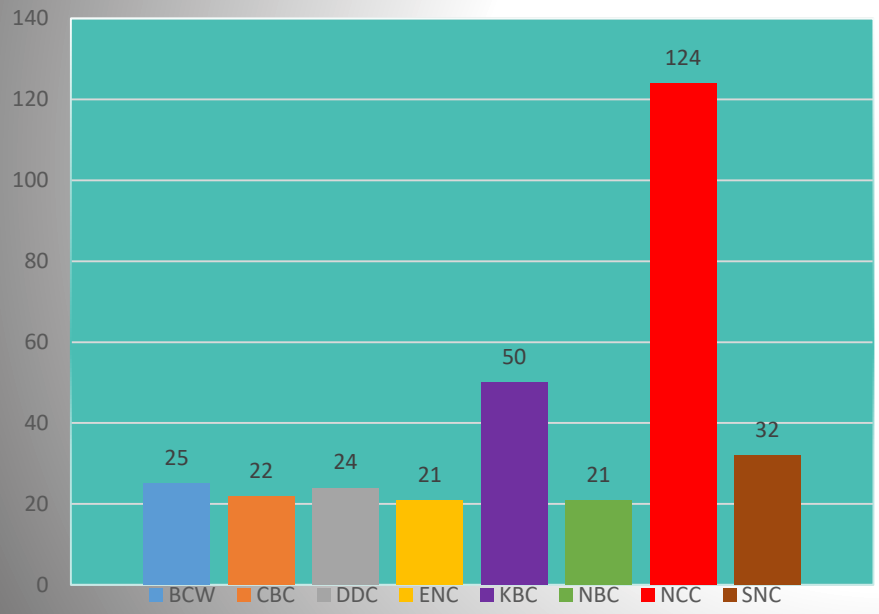
Benefits Include:
- Effective Transition to new Programme
- A Revised Place Programme Change Approach
  Endorsed at Place Board on 15 July.

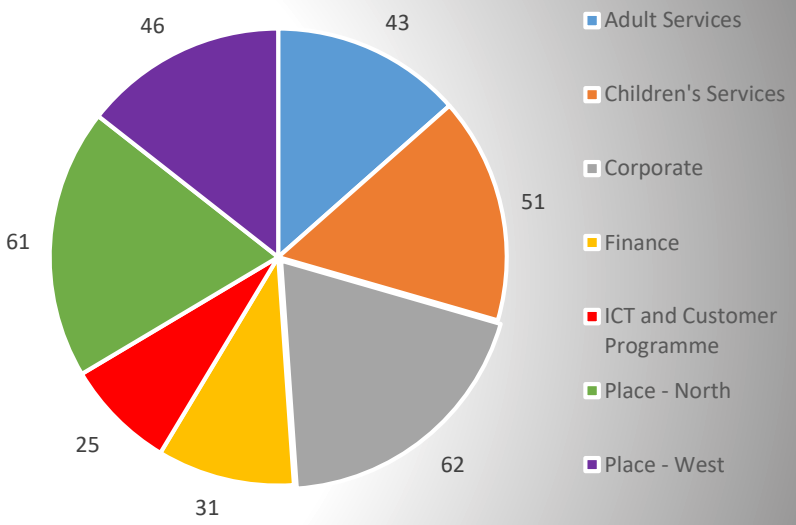
Customer & Digital Programme ✓

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

Change Champion Gap Analysis ✓

The numbers…





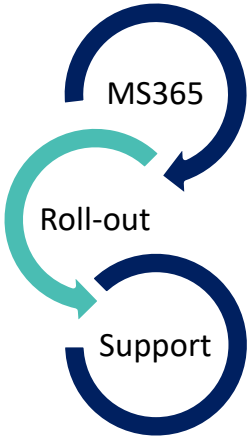
Net increase of 13 from 306 to 319

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). Does the team want a team moto?	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.
Roles and Responsibilities: Who will fulfil the following roles and responsibilities leading up to the change? 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)	Discuss who will fulfil the roles and agree what the responsibilities are.
Skills and Strengths: What skills and strengths does your team have to ensure the preparation for change is successful? Skills: Strengths:	Consult with your team to understand and identify what skills and strengths the team have which will support the changes needed.
Weaknesses and Risks: What weaknesses and risks can be identified which may adversely impact the preparations for change? Weakness: Risks:	Consult with your team to understand and identify where there may be areas of challenge and what risks need to be managed.
Team Values: What top 5 attitudes, attributes or beliefs will the team need in order to safeguard successful transition to the unitary authorities? 1: 2: 3: 4: 5:	Consult with your team to understand and identify the team values which relate to successful change.
Support and Information: What support and information will the team need in order to prepare them for successful transition into the Unitary Authorities? Support: Information:	Consult with your team to understand the support and information which will assist you in all preparations.
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.

Actions through August

Colleague Support Activities Continue.....



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
	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	1,630	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.

Future Northants Revised Benefits Realisation

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		
	£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

North Northamptonshire Shadow Authority

FORWARD PLAN OF DECISIONS
1 September 2020 to 31 December 2020

Published by: Democratic Services

Leader of the North Northamptonshire Shadow Authority: Councillor Russell Roberts

INTRODUCTION

This is the North Northamptonshire Shadow Authority's Forward Plan. It is published pursuant to The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Its purpose is to provide the required 28 days notice of the Shadow Authority's intention to take 'key decisions' and to hold meetings or parts of meetings in private. It gives advance notice of all the "key decisions" and other executive decisions which the Shadow Executive or another body or officer so authorised are likely to take over a four month period. The Plan is updated on a rolling monthly basis.

At times it may be necessary for the North Northamptonshire Shadow Authority to give consideration to items where the public may be excluded from the meeting. Members of the public are excluded from meetings whenever it is likely that, in the view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. This includes exclusion from access to any pertinent documents. Details of the exemption categories can be found in the 'Access to Information Procedure Rules' section in the Shadow Authority's Constitution. This plan provides advance notice of any items which may be held in private.

Each entry in the forward plan identifies:

- The matter in respect of which a decision is to be made.
- The name of the decision-making body.
- The date on which, or the period within which, the decision will be taken.
- How and to whom representations (about the decision) can be made.
- What reports/papers are, or will be, available for public inspection.

The concept of a "key decision" is intended to capture the most important or significant decisions. "Key decisions" will normally be made at meetings open to the press and public. The press and public will only be excluded from such meetings as and when the Shadow Authority's Monitoring Officer considers that this is necessary in order to avoid the public disclosure of confidential or exempt information.

The authority has deceided that a Key Decision is one which is likely:-

(a) to result in the authority incurring expenditure which is, or the making of savings which are significant.
(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of *"significant"* for these purposes the North Northamptonshire Shadow Authority will have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000.

Other decisions that will be published in the Forward Plan include:

(a) The draft Budget or a draft of one or other of the plans or strategies which make up the Shadow Authority's "policy framework". The Shadow Executive's role in relation to these matters will be to agree a draft which will then be presented to

the Shadow Authority Full Council for approval (details of all of plans/strategies etc which are to be considered within the life of the plan are set out at the back of the plan); and

(b) Other decisions which, whilst they are not "key decisions", are considered by the Leader to have significant cross-cutting or corporate implications.

The Members of the Shadow Executive Committee are:	
Councillor Russell Roberts	Leader of the North Northamptonshire Shadow Authority Property, Assets and Housing
Councillor Martin Griffiths	Deputy Leader of the North Northamptonshire Shadow Authority Adults, Health and wellbeing and Communities
Councillor Jean Addison	Customer services, Digital and Transformation
Councillor Tom Beattie	Corporate
Councillor Wendy Brackenbury	Children, Families and Education
Councillor Ian Jelley	Finances and Revenues and benefits
Councillor David Jenney	Growth, Infrastructure, Regeneration, Skills and Employment
Councillor Steven North	Planning, Strategic Planning, Regulatory and enforcement services
Councillor Tom Partridge-Underwood	Sports, Leisure, Culture and Tourism
Councillor Jason Smithers	Highways, Transport, Environment and Climate

All general questions or queries about the contents of this Forward Plan or about the arrangements for taking key decisions should be raised with Ben Smith, Joint Lead Democratic Services Manager.

Please email: democraticservices@northnorthants.gov.uk

September 2020

Subject of the decision:	Decision Maker	Responsible Shadow Executive Member	Is it a key decision?	Will the report contain exempt information?	Reason for exemption, if any	Anticipated Date of Decision:	Report Author	Supporting documents (if any):
Programme Director's Update (20/09/01)	Shadow Executive	-	No	No	N/A	24 Sept 2020	Paul Helsby	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	-	No	Yes	Paragraph 3- financial information	24 Sept 2020	Glenn Hammons	
Day 1 Readiness	Shadow Executive	-	No	No	N/A	24 Sept 2020	Stuart Hill	
Council Tax Support Scheme – Request to go out to Consultation	Shadow Executive	-	Yes	No	N/A	24 Sept 2020	Lucy Hogston	
Insurance Recommendations	Shadow Executive	-	No	No	N/A	24 Sept 2020	Richard Ellis	
Addressing Health Inequalities	Shadow Executive	-	No	No	N/A	24 Sept 2020	Anna Earnshaw	
Service Policies review for Vesting Day	Shadow Executive	-	No	No	N/A	24 Sept 2020	Andrew Hunkin	
Blueprint	Shadow Executive	-	No	No	N/A	24 Sept 2020	Anna Earnshaw	
Safeguarding Adults Options paper	Shadow Executive	-	Yes	No	N/A	24 Sept 2020	Anna Earnshaw	
Children's Safeguarding	Shadow Executive	-	Yes	No	N/A	24 Sept 2020	Cathi Handley	

October 2020

Subject of the decision:	Decision Maker	Responsible Shadow Executive Member	Is it a key decision?	Will the report contain exempt information?	Reason for exemption, if any	Anticipated Date of Decision:	Report Author	Supporting documents (if any):
Programme Director's Update (20/09/01)	Shadow Executive	-	No	No	N/A	29 Oct 2020	Paul Helsby	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	-	No	Yes	Paragraph 3- financial information	29 Oct 2020	Glenn Hammons	
Day 1 Readiness	Shadow Executive	-	No	No	N/A	29 Oct 2020	Stuart Hill	
Website Contract Award	Shadow Executive	-	Yes	No	N/A	29 Oct 2020	Richard Ellis	
Customer Engagement Strategy	Shadow Executive	-	No	No	N/A	29 Oct 2020	Richard Ellis	
Children's Trust Update	Shadow Executive	-	No	No	N/A	29 Oct 2020	Liz Elliot	
Health & Wellbeing Board	Shadow Executive	-	No	No	N/A	29 Oct 2020	Anna Earnshaw	
Shaw PPP Contract Variation Initiation	Shadow Executive	-	No	No	N/A	29 Oct 2020	Anna Earnshaw	
Residential and Nursing Framework Intention to Tender	Shadow Executive	-	No	No	N/A	29 Oct 2020	Anna Earnshaw	

November 2020								
Subject of the decision:	**Decision Maker**	**Responsible Shadow Executive Member**	**Is it a key decision?**	**Will the report contain exempt information?**	**Reason for exemption, if any**	**Anticipated Date of Decision:**	**Report Author**	**Supporting documents (if any):**
Programme Director's Update (20/09/01)	Shadow Executive	-	No	No	N/A	29 Nov 2020	Paul Helsby	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	-	No	Yes	Paragraph 3- financial information	29 Nov 2020	Glenn Hammons	
Day 1 Readiness	Shadow Executive	-	No	No	N/A	29 Nov 2020	Stuart Hill	
December 2020- No meeting								