

Meeting: North Northamptonshire Shadow Overview and Scrutiny Committee

Date: Thursday 8th October 2020

Time: 7:00 pm

Venue: Virtual meeting via Zoom

Committee Membership:

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

Substitute Membership: Councillors Lee, Marks.


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:-
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	the Proper Officer prior to the meeting of the Shadow Executive and the Chairman considers to be urgent pursuant to the LGA 1972.	
14	Close of Meeting	
	<p>Graham Soulsby, Interim Head of Paid Service, North Northamptonshire Shadow Authority</p>  <p>Proper Officer 30th September 2020</p>	

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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 5 th October 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 5 th October 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 5 th October 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 5 th October 2020

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

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

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

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If Members have any queries as to whether a Declaration of Interest should be made please contact the Interim Monitoring Officer at –

MartinHammond@kettering.gov.uk

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North Northamptonshire Shadow Overview and Scrutiny Committee

At 7:47 pm on Thursday 10th September 2020

Held as a virtual meeting via Zoom

Present:-

Shadow Members

Councillor M Scrimshaw (Chair)
Councillor V Perry
Councillor J Beirne
Councillor G Titcombe
Councillor H Harrison
Councillor L Lawman

Councillor M Rowley
Councillor C Brown
Councillor J Hakewill
Councillor A Henley
Councillor A Davies

Officers

E Elliott – Interim Head of Paid Service
G Hammons – Interim Chief Finance Officer
P Helsby – Programme Director
P Goult – North Northamptonshire
Democratic Services

A Earnshaw – Director of Adults,
Communities & Wellbeing
K Brown – Deputy Director NCC
F McHugo – North Northamptonshire
Democratic Services

Also in attendance

Councillor A Lee (KBC), Ms A Holland, Ms L Buckingham, Ms N Lloyd & Mr Dylan Lewis-Creser.

(Prior to opening the virtual meeting the Chair apologised for the delayed start due to technical issues. The Chair confirmed that the meeting was now live-streaming on You Tube)

1. **Apologies for Absence**

Apologies were received from Councillor P McEwan.

2. **Minutes of the Previous Meeting**

The draft minutes of the Overview and Scrutiny Committee meeting held on 6th August 2020 had been circulated.

Councillor Hakewill MOVED and Councillor Harrison 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 6th August 2020 be approved as a correct record and signed by the Chair.

Under this item, the Interim Head of Paid Service confirmed that future report templates would be amended to include a section on sustainability implications.

3. Members' Declarations of Interest

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

4. Questions and Notifications of requests to address the meeting

I was noted that Councillor A Lee (KBC), Ms A Holland, Ms N Lloyd and Mr D Lewis-Creser had requested to address the Committee on Agenda Item – Draft Blueprint, and that Ms L Buckingham had submitted a question relating to the same item.

5. Chair's Announcements

There were no Chair's Announcements on this occasion.

6. Draft Blueprint

Prior to officers presenting the report and draft Blueprint, the Chair invited members of the public to address the committee.

Councillor A Lee (KBC) addressed the Committee. Cllr Lee raised concern that there was limited detail included relating to planning and the environment. Cllr Lee felt that combining these two areas was problematic, as arguably they had contradictory priorities. In addition, Cllr Lee noted there was no detail in the North segment of the document relating to climate change issues, this was of concern. Cllr Lee also raised concern regarding the number of grammatical errors in the document, and that future versions should be subject to appropriate proofreading. The Chair thanked Cllr Lee for her contribution.

Ms. A Holland addressed the Committee. Ms. Holland stressed the importance of transport as a cross-sector issue. Sustainability needs to have more prominence, based upon standards and goals set out by the United Nations. Ms. Holland suggested the Authority build into the Blueprint a way of connecting sustainable transport across the portfolios, and create a core function which is based upon the United Nations standards and goals on sustainability to ensure the achievement of these across the organisation. The Chair thanked Ms Holland for her contribution.

Mr D Lewis-Creser addressed the Committee. Mr Lewis-Creser stressed the importance of protecting the local environment and addressing the issues resulting from climate change. He noted there was no reference to the Climate Emergency. The new authority had a prime opportunity to register its commitment to protecting the environment and local green spaces. There were no references to safeguarding the environment and tackling climate change, these topics needed to be given greater prominence. The Chair thanked Mr Lewis-Creser for his contribution.

Ms. N Lloyd addressed the Committee. Ms. Lloyd stressed the important role that local authorities had to tackling climate change. With the creation of the new unitary council, there was an opportunity for Members to set a clear agenda, based on best practise for elsewhere, to ensure policy making included addressing the threat of climate change, to ensure a sustainable community for future generations. The Chair thanked Ms. Lloyd for her contribution.

The Interim Head of Paid Service indicated to the Committee, that a new report template was being developed by Democratic Services, which would include the requirement for report authors to consider climate, environmental and sustainability issues in relation to the matters within respective reports.

A question had been received from Ms. Buckingham; the question received stated:-

“On page 38 it discusses the Blueprint for the strategic housing Function i.e. housing options, homelessness, housing need and supply, but does not discuss the landlord/ tenant relationship and whether these will be need to be harmonised or transferred, or if indeed if it will be a lead management function and what the practicalities of that will be?”

As a tenant of one of the sovereign councils, I know that when that council ceases to be, so will my tenancy.

What is also not clear is if the Authority would have to adhere to certain statutory requirements (particularly relating to tenant consultation) and follow the process set out in the Ministry of Housing, Communities and Local Government (MHCLG): Housing Transfer Manual leading to the grant of consent by the Secretary of State. Or whether other processes would take precedence? Could you possibly clarify this?”

An answer to the question was read to the meeting:-

“The council housing stock which is currently owned by Kettering Borough Council and Corby Borough Council will transfer to North Northamptonshire Council in April 2021 when the new council assumes the functions of Kettering and Corby. North Northamptonshire will therefore be a stock holding authority as well as a strategic housing authority and it will be landlord to more than 8,000 tenants.

As North Northamptonshire Council is the successor to two stock holding authorities that are being abolished, the provisions of the Housing Transfer Manual do not apply. They would have applied if there had been a proposal to transfer the stock to a different type of landlord such as a housing association or a private company.

Both Kettering and Corby do have a duty under s.105 of the Housing Act 1985 to consult their tenants on significant changes to the management of their homes. Clearly in this case both authorities will need to consult their tenants during the period up to April 2021 on a range of practical issues relating to the transfer. These would include allocations and transfer policies, conditions of tenancy and repairs policies among others”.

The purpose of the report before the committee set out the draft blueprint for North Northamptonshire Council and how were generally expected to be organised at Vesting Day (1st April). It also included a general overview of some key areas, and the current plans to ensure a “safe and legal” transfer of services from sovereign councils.

It was noted the work on the document had been progressing well, when the Covid-19 pandemic, and the subsequent lockdown, required time and resources to be directed elsewhere. As a result, it was agreed that the central focus of the Programme would be ensuring that the new unitary council was “safe and legal” on Vesting Day, with significant transformation being undertaken after Vesting Day. Opportunities for transformation had been, and would continue to be, explored where they arose, but the onus would be on “safe and legal” in all cases.

It was stressed that the draft was not a structure chart, nor intended to represent a management structure. It was not a policy document, nor a corporate plan. Plans and

policies would be developed in due course. Where for example, the draft document lists the environment and planning functions together, this was to group functions and should not be interpreted as representing any intentions relating to policy. The draft document provided an opportunity for staff to see how services may be split, and where they may be located within the organisation.

It was noted that Adult Services would be subject to a “soft” disaggregation prior to November 2020.

The draft Blueprint was a high-level document, which was intended to be used for the development of more detailed plans for the structure of the new unitary council and for the delivery of services.

The draft Blueprint included sections on Background & Context which included details on the business imperatives of the unitary and details of the agreed portfolios for Executive Committee Members.

The Blueprint included details of the services provided by the county council and provided by district/borough councils. This indicated where it was proposed some services were to be delivered across the county, where it was proposed some services be temporarily hosted, or where services were to be provided by a lead authority. Clearly there were business criteria that suggested some services should be delivered across the county, whilst others could be disaggregated to North and West, and other services aggregated within North and West respectively. County services would only be disaggregated by Vesting Day if it was safe to do so.

The document also detailed key directorate themes and opportunities available, which included some transformation, but focussed initially on ensuring services were “safe and legal” for Vesting Day. The Blueprint also included key areas of focus and development during the next stage of the programme. The key decisions and next steps to be taken were also highlighted.

Within the presentation, there was detail regarding People and Place services. It was noted that there were details about proposed Digital investment going forward. Further more detailed information would be circulated to Shadow Members next week regarding intentions for service delivery.

Councillor Hakewill commented that he hoped that members of the community who had knowledge and experience on specific issues, could be drawn upon in the future to assist the unitary council in developing its policies. Councillor Hakewill drew reference to comments made by previous public speakers, and also requested that a link to the United Nations document referenced by circulated to Committee members.

In relation to the public contribution regarding housing, Councillor Hakewill noted there was likely to be some consultation between current Housing authorities and their respective tenants. Councillor Hakewill suggested that it may be appropriate for the Committee to be kept updated on this, whilst recognising it was a sovereign council issue.

Councillor Hakewill again raised concern that within the portfolio slide there was no reference to rural issues; he had raised this previously. The Interim Head of Paid Service did comment that rural issues fell within the portfolio of Councillor D Jenney, and Members were

invited to contact Councillor Jenney should they have matters they wished to raise. The Chair suggested that to improve clarity, the word “rural” may be included in the portfolio title going forward.

Councillor Davies agreed it was important that any future report template included a range of implications, including sustainability, so Members could consider prior to determination of any recommendations.

Councillor Davies broadly welcomed the document and the aspirations expressed. Councillor Davies was particularly pleased to see an emphasis on digital transformation. Councillor Davies also expressed support for seeing an improving and expanded social housing function, including reducing voids and seeing additions made to the housing stock. Councillor Davies supported ensuring the new council had a strong estate management function, ensuring that the new council maximised the benefits from its estate, and maximised inward investment. Overall Councillor Davies wished to see the new council continue the ambition for the area, and build upon the quality of services currently provided by sovereign councils.

Councillor Davies hoped that the new council adopted a holistic approach, ensuring council decisions were joined-up and maximised benefits to the local community.

Councillor Harrison thanked officers for the report. Councillor Harrison did suggest that the format of the draft could be reconsidered to make it more “user friendly”. Councillor Harrison recognised that the document did seem to cover-off all of the significant issues for Day One, and this was welcomed. Councillor Harrison recognised that it was important that all implications were clearly presented on issues, to ensure a holistic approach could be taken.

In conclusion, Councillor Harrison that the document was “high-level” and lacked some detail, however overall it was a good document, laying out important aspirations, and providing a base on which to develop the new council further.

Councillor Henley, noted that a more detailed document was to be distributed shortly. Councillor Henley felt it was important that the Committee saw more detail as soon as possible, to enable Committee members could fully engage in debate and discussion. Councillor Henley expressed concern that One Angel Square (OAS) was envisaged to be a “hub”, and expressed his wish that nothing for North Northamptonshire was based at OAS.

Paul Helsby commented that the document before the Committee was “high-level”, and had been taken through the Shadow Executive Committee. Paul Helsby confirmed that the more detailed Blueprint would be in the public domain next week, and due to be debated by the Shadow Executive Committee meeting on 24th September 2020. The detailed document would build upon the draft. It would not be a policy document, but build upon the assurances mentioned in the draft. The emphasis on “safe and legal” for Day One would continue to be prioritised.

Councillor Pengelly stressed the importance of waste collection and management, he felt that this could have greater prominence in the document. Councillor Pengelly also hoped that if there were any proposed changes to housing policies that there was full consultation and Member involvement. Councillor Pengelly stated that he and other Members would be seeking to maintain and enhance the social housing function of the new council.

Councillor Pengelly also expressed concern that there was a lack of training for Shadow Members on some of the issues highlighted in the document, which fell outside the normal remit of some Members.

The Chair stated that his understanding was that any tenant consultation would only relate to the transfer of housing stock from sovereign councils to the new council, and that any significant changes to housing policies would be the subject for determination by the new council.

Councillor Titcombe thanked the public speakers for attending. Councillor Titcombe recognised the significant environmental issues that were present, but stressed that sovereign councils were working towards addressing these issues, and towards a “cleaner and greener” society.

Councillor Perry noted that the more detailed Blueprint was to be tabled at the Shadow Executive Committee prior to Overview and Scrutiny Committee being able to input. Councillor Perry felt that the Committee continued to be out of step in the decision making process, and were continually unable to input its thoughts and views to decision makers prior to the determination of decisions. The Blueprint omits from talking about scrutiny and its role, and Councillor Perry felt that this omission should be addressed.

Councillor Perry also expressed concern that some Shadow Members required further training, and that there was a lack of knowledge on some key service areas; this may make scrutiny of future budget proposals difficult.

The Chair agreed that it did seem in most cases that the Committee was playing “catch-up”, and the Committee was currently unable to play its role to the full, and help inform decision makers.

Councillor Davies also stressed the importance of adequate training being provided to Shadow Members going forward.

Anna Earnshaw in response to the point raised regarding the use of OAS, it was stressed that it was intended for some service provision to be based at OAS in the short term, however the customer face of such services would be customised for North and West respectively. Nothing would be branded for OAS and would be branded for North Northamptonshire.

The Chair summarised the discussion held, which was generally positive, and requested officers summarise the discussion and submit a written representation to the Shadow Executive Committee for consideration. The Chair also took the opportunity to thank all of the public speakers for attending and their respective contributions.

RESOLVED:-

- i) The report be noted, and comments made by the Committee be forwarded to the Shadow Executive Committee for consideration.

7. Adult Services Update

The Committee received a presentation from Katie Brown and Anna Earnshaw on the transformation of Adult Services by the county council, and details regarding the soft-disaggregation of the service later in the year ahead of Vesting Day.

The presentation included details of transformation activity, including the Target Operating Model (TOM), a new case management system, the integration of health and social care etc. The presentation included the transformation roadmap for the service, which highlighted key milestones and objectives.

The key mission statement of the service, was to make the best use of the available resources to keep the people of the county safe and independent. The service wanted to ensure that people maintained their independence as much as possible, but where support was required that this was communicated quickly and efficiently.

The presentation provided an overview of how successful the service had been in improving performance and raising the quality of service received by residents. Information was provided, regarding the proposed move from centralised adult social care teams, to a more community based social care teams.

The reasons for the proposed change in the method of service delivery included that staff would have a base but their work would predominately be out in the community. Staff would connect to and work with voluntary sector partners, parishes and district/borough services in the respective areas. Being based in communities would mean that staff would know all of the available support for people in their areas. It would also mean that staff could easily meet people to talk and understand their needs and outcomes.

The service had been trialling the new model over the previous 5-months, across two teams. Trial results showed that the strengths based approach and increased connectivity with the community had led to better, more independent outcomes for residents needing the service's support. Examples of positive feedback from residents, partners and staff were provided in the presentation.

Councillor Pengelly sought clarification on what discussions and consultation had been held with the trade unions. Officers confirmed that there had been long-standing consultation and full involvement. Discussions had been positive, and trade unions had been supportive in the improvements and changes made to the service.

Councillor Davies welcomed the positive presentation, and that staff were being empowered. The improvements to the service for customers were welcomed, and the work being undertaken with partners.

Councillor Henley welcomed the presentation, and sought some context in relation to some of the data contained within it. Councillor Henley also felt that it would be useful to be able to benchmark against comparable authorities. Officers agreed to circulate baseline data outside of the meeting, in order that Members could more fully scrutinise the outcomes detailed. Officers confirmed that the service was high-performing on benchmarking scales, which was well received.

Councillor Perry felt that it was important that Members had as much data as possible, in order to gauge performance and direction of travel of services. Councillor Perry welcomed the presentation, and provided anecdotal testimony that staff and service users had seen an improved service. Councillor Perry noted that she had received a lot of positive feedback from residents.

RESOLVED that:-

- i) The presentation be noted.

8. Programme Director's Update

The current Update had been circulated. Paul Helsby informed the Committee that an updated version would be considered by the Shadow Executive in due course, but did wish to update the Committee on some items.

Under the Programme Status Summary, Paul Helsby reported that there were now only three programmes reported as Amber (an improvement from four). Direction of travel was now only one Amber, rather than two.

There were now just under 350 Change Champions, and there was now a greater understanding of where there were gaps in representation from service areas and sovereign councils. Discussions were ongoing with senior managers to encourage further participation.

An Action Plan had been developed arising from the recent LGA Review. These actions had been assigned to senior managers to action.

Councillor Harrison noted that there were to be some changes to personnel, and sought assurance that appropriate officers would continue to undertake their "lead roles" in the programme, in order to avoid disruption. It was confirmed that officers would continue in the "lead roles" supported by the wider team. In addition, the Chief Executive of Northampton BC would be taking an oversight role for Day One Readiness and for Communications & Engagement.

Councillor Hakewill raised the issue of sovereign council reserves. He was concerned that it was being reported that there may be the need to use reserves to cover a shortfall of £8.567m. In addition, Councillor Hakewill sought clarification regarding the level of projected savings.

The Interim Chief Finance Officer explained that the report included the current impact of Covid-19 on sovereign council finances, which took into account the Government's mitigating measures to date. There was continued lobbying of Government to increase assistance to local government.

The Interim Chief Finance Officer explained that the Future Northants project was a multi-year project, and currently was in its second year. The report detailed the benefits that had been realised to date. In 2019/20 financial year £35m of savings had been delivered through transformation of services etc. In the current financial year it was expected that a further £15m of savings were to be achieved. This comprised £50m. It was envisaged that a further saving of £35m would be achieved post-Vesting Day by the new unitary council. This covered both new unitary councils.

The Chair noted that should the pressures on council finances due to Covid-19 continue there would be a need to factor these in to the budget proposals for the new unitary council. Officers confirmed that would be the case. Currently the Government's additional financial package related to 2020/21 only.

Councillor Pengelly noted that in-house leisure services had suffered a significant income reduction, but that externally provided leisure services had also suffered. Councillor Pengelly suggested that the unitary council may wish to consider bringing leisure services in-house across the authority, to provide additional protection for these services.

Paul Helsby updated the Committee, that in relation to the reported variances, the latest position on NCC was a projected positive variance of £3.3m (previously reported as a positive variance of £0.172).

RESOLVED that:-

- i) The report be noted.

9. Forward Plan of Decisions

The Forward Plan of Decisions 1 September – 31 December 2020 had been circulated with the agenda.

RESOLVED:-

- i) The Forward Plan be noted.

10. Work Programme

The Committee briefly discussed agenda items to be included for future meetings of the Committee. These included:-

October – Children's Services (the future relationship between the Children's Trust & the unitary council and the role of unitary members), Council Tax Support Scheme consultation.

November – Invitation to the Leader and the Deputy Leader of the Authority.

December – Budget.

January – Budget.

Other topics may be considered dependent upon time and availability. The Chair stressed the importance on the Committee contributing to the discussions on the budget for the new unitary council; this would need to be prioritised.

Councillor Hakewill raised the issue of town and parish council precepts, and the impact that Council Tax harmonisation may have on these. Councillor Hakewill suggested that the future conduct of virtual meetings, including whether conducting hybrid meetings is an option, may be an area for future scrutiny. In conclusion, Councillor Hakewill suggested seeking some assurance about arrangements for the May 2021 elections may be appropriate. The Chair agreed to consider these items outside of the meeting for future inclusion on the Work Programme.

Councillor Pengelly again raised the issue of training for Shadow Members, particularly ahead of discussions on the budget.

Councillor Pengelly had previously raised concerns as to whether trade unions were fully engaged in the Programme. The Interim Head of Paid Service reported that she had met with trade union officers the previous day, with further meetings scheduled with representatives. Points raised from the meetings would be forwarded to the Programme's HR Enabler for consideration. The Chair agreed to discuss further with Councillor Pengelly outside of the meeting, and if appropriate would bring any issues back to Committee.

Councillor Perry again stressed her concerns that the Committee were not receiving information in adequate time, in order for the Committee to be able to constructively engage prior to decisions being taken. The Chair would request officers raise this issue again with the Programme.

11. Exempt Items

There were no exempt items discussed.

12. Urgent Items

There were no urgent items discussed,

13. Close of Meeting

The Chair declared the meeting closed at 9:43 pm.

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW OVERVIEW & SCRUTINY COMMITTEE

8 October 2020

Report Title	Council Tax Support Scheme – Request to go out to Consultation
Report Author	Lisa Hyde, Executive Director, lisahyde@kettering.gov.uk

List of Appendices

None

1. Purpose of Report

1.1.

To propose a new North Northamptonshire Council Tax Support Scheme for 2020/21, for consultation.

2. Executive Summary

2.1

The report details the proposed Council Tax Support Scheme for North Northamptonshire following the conclusion of the work undertaken by the Council Tax Harmonisation Task & Finish Group. In addition, further details of the consultation requirements and timeline are provided.

3. Recommendations

3.1 Note the decision of the Shadow Executive Committee to:

Approve an 8 week consultation on a new Council Tax Support Scheme for 2020/21 on the elements included in the report which can be summarised as:

- The LCTSS scheme headline rate at 25%
- The alignment of the scheme across North Northamptonshire as outlined in paragraph 5.3.2.

- 3.2 (Reason for Recommendations – to deliver a Council Tax Support Scheme for 2020/21 that meets all the statutory requirements).

4. Report Background

- 4.1 Members will be aware that from April 2013 each Local Authority has been required to determine a Local Council Tax Support Scheme (LCTSS), which replaced the national council tax benefit scheme.
- 4.2 The scheme applies to working age claimants only as the government prescribes the scheme for pensioner claimants, which is aligned to the Housing Benefit scheme, and provides up to 100% support (CTRS Prescribed Requirements Regulations 2012).
- 4.3 Local discretion relates to the maximum level of support available to working age claimants, and therefore the minimum percentage of the bill that they are expected to meet. There is also local discretion in relation to eligibility criteria.
- 4.4 The Terms of Reference of the Task & Finish Group stated that they must,
- “Develop a process whereby within an agreed period of time, council tax rates in all areas within North Northamptonshire will become the same. This will include developing the same Local Council Tax Support Scheme (LCTSS) for the whole area”*
- 4.5 The Shadow Executive at its meeting on 27th August 2020 received an update report from the Task & Finish Group which included a recommendation in relation to LCTRS “to develop a scheme for consultation and propose to Shadow Executive in September 2020”.
- 4.6 This report proposes the scheme for consultation.

5. Issues and Choices

5.1 Consultation Requirements and Timeline

- 5.1.1 The Shadow Executive are not being asked to make a decision on the LCTSS scheme at this meeting but to approve the proposal by the Task & Finish Group to go out to consultation on the scheme detailed below.
- 5.1.2 The scheme must be approved and in place by 31 January 2021 and prior to that the authority must consult any precepting authority and any other persons who are likely to have an interest.

5.1.3 The minimum requirement for meaningful consultation is suggested at six weeks however the Task & Finish Group in this instance are recommending a consultation period of 8 weeks.

5.1.4 Therefore in order to meet the deadline of 31st January 2021 we are asking members of the shadow executive tonight to approve the recommendation to begin consultation on two areas,

- The North Northamptonshire LCTSS headline percentage reduction rate.
- The alignment of the LCSS scheme differences that currently exist.

5.2 **Details of the LCTSS scheme proposed for consultation**

5.2.1 The Task & Finish Group met throughout July and August to receive details of the existing schemes; giving them a thorough understanding of what was already in place, the various options that they could take to amend the scheme and the financial implications of any proposed changes both for the new authority, the wider North Northamptonshire residents and particularly those in receipt of Council Tax Support.

5.2.2 During the four meetings they received:

- information explaining Council Tax harmonisation and Local Council Tax Support Scheme
- further detailed information on Council Tax harmonisation and various scenarios
- further detailed information on Council Tax Support harmonisation and differences in the current schemes

5.2.3 The Task & Finish Group considered all of the background information and proposed the following for consultation:

5.2.4 **The Headline LCTSS rate for North Northamptonshire**

The Task & Finish Group proposed that the LCTRS scheme should be cost neutral for the new authority.

5.2.5 The existing rates across North Northamptonshire for 2020/21 are,

	Minimum contribution by the customer	Maximum discount awarded by the council
Corby	8.5%	91.5%
East Northamptonshire	20%	80%
Wellingborough	20%	80%
Kettering	45%	55%

5.2.6 The harmonised percentage that would have no net impact on Council Tax income would be 24.9%, based **on current caseloads**.

5.2.7 It is important to note that each 1% decrease from this break-even point would reduce Council Tax income by £110K. So for example setting the minimum payment at 20% would reduce income by around £538K.

5.2.8 The recommendation from the Task & Finish group was to consult on a headline LCTR scheme rate of **25%**.

5.2.9 However, consideration will need to be given for the potential increase in demand which is currently being experienced due to the Covid 19 pandemic as this will impact on the cost neutrality of the scheme. The pre Covid 19 cost neutral scheme is estimated at 24.3%.

5.3 **The alignment of the LCTSS scheme differences that currently exist.**

5.3.1 The Task and Finish Group received detailed information on the elements of each individual scheme for each Council in North Northamptonshire. The schemes within Kettering, Wellingborough and East Northamptonshire were predominantly all aligned as they mirrored the changes to the DWP Housing Benefit Scheme and HMRC Tax Credit scheme that had been made over the last seven years. The current LCTSS in the Borough of Corby does not include these elements however they are all currently aligned in the other three authorities.

5.3.2 The proposal is to consult on the changes set out below for the North Northamptonshire scheme.

- Backdating of LCTRS restricted to 1 month;
- Removal of the family premium for new claims;
- Limit to two dependent children;
- Temporary absence outside the UK limited to 4 weeks;
- Removal of Work Related Activity Component for new Employment & Support Allowance claimants;
- Removal of Severe Disability Premium where another person is paid Universal Credit (carers element) to look after them.

5.4 **Options Considered**

5.4.1 Other options for the LCTSS were considered but not taken forward as follows:

- **Continuing with the four current schemes after April 2021.** This was considered but at present is not legally feasible; discussions are taking place with MHCLG regarding the ability to either defer the implementation of a single LCTSS or for harmonisation to take place

over a period of time. Even if MHCLG allowed either option, it is worth noting that residents would not be treated the same across the new North Northants Council area. This would lead to confusion and result in differing levels of support for residents based on where you live. To ensure that people with the same circumstances get the same level of help we need to bring the current schemes together to make the best new scheme for the whole of North Northants.

- **Setting the level of contribution for working age customers to a lower than breakeven level.** This option was considered but this would mean the scheme is more expensive and this would impact on wider service delivery, residents and the finances of the new Council.
- **Introduction of a new banded scheme.** This would be based on levels of income grouped into bands. With the wider roll out of Universal Credit having taken place, this scheme could be seen as a simpler way to support people on low income. This has been discounted at this stage as the councils have no experience in administering this type of scheme and also use different software applications which would make this change very difficult in the timescale available.
- **Introduction of a Discretionary Council Tax Support Fund.** At present none of the District and Borough Councils operate a Discretionary Council Tax Support Fund for those in receipt of Council Tax Support to apply to if they are having difficulty making their council tax payments. This option was considered however it was felt that the new North Northants Council would instead commit to working with customers to provide them with a robust money and debt advice service, with a view to educating customers about money management and for this to be sustainable.

5.5 Consultation Approach

5.5.1 As previously mentioned the consultation will run for 8 weeks. This is more than the statutory 6 weeks, however members of the Task and Finish Group recognised that the proposed changes could have a significant impact on vulnerable people and therefore wanted to do more consultation than is required.

5.5.2 The consultation will be communicated and promoted as follows:

- Banners on all District and Borough's websites
- Advertising on email signatures
- Internal staff communications
- Social Media platforms
- Press Release
- Liaison with the voluntary sector
- Liaison with money and debt advice services
- Liaison with Homeless Prevention Forums & officers
- Liaison with the DWP (Job Centre Plus)
- Direct emails/letter to preceptors (Police, Fire, Town & Parish Councils)
- Member Briefing to be circulated to all members

5.5.3 The consultation will be an online survey and is open to all residents, stakeholders and people representing organisations. The consultation will be available in other formats and languages upon request.

5.6 Timetable

5.6.1 The planned timetable for the approval of the scheme is set out in the table below:

Milestone	Date
Proposed scheme for consultation considered by Shadow Executive	24 Sept 2020
Consultation on proposed scheme commences	5 October 2020
Consultation on proposed scheme concludes	30 November 2020
Consultation responses analysed and considered	1 December 2020 onwards
Final scheme approved by Shadow Executive	28 January 2021
Scheme operational	1 April 2021

6.0 Implications (including financial implications)

6.1 Resources and Financial

6.1.1 The estimated cost in the 2020/21 financial year of the existing LCTSS across the four sovereign councils is £15.7m.

6.1.2 The scheme proposed for consultation is cost neutral from a North Northamptonshire Council perspective, and does not lead to any financial pressures being placed on the new council's budget.

6.1.3 However, it should be noted the cost neutral position could change between the scheme being published for consultation and the final scheme being agreed. This is due a number of factors including the number entitled to LCTSS and their changing circumstances. A further factor being faced currently is the economic impact of Covid-19 and how it affects individuals and their entitlements to LCTSS. Since March 2020 the number of claimants has risen leading to the headline rate level of a breakeven scheme to rise from 24.3% to 24.9%. The breakeven position will be kept under review, particularly as government support for Covid-19, such as the furlough scheme, are reduced/come to an end.

6.1.4 If an LCTSS is approved in January 2021 which is not cost neutral it will lead to a pressure or surplus on the new council's budget. Each 1% deviation from the cost neutral position equates to approximately £110k.

6.1.5 At the time of consulting on the LCTSS the overall financial position and budget for 2021/22 for North Northamptonshire Council is not known as work

is still on-going to establish the position. It is important for the Shadow Executive to understand that the LCTSS will have an impact on the financial position for the new council. As such it is important the scheme is set in the context of the overall financial position of the new council. This will be something for the shadow executive to consider when it is approving the LCTSS in January 2021.

6.2 Legal

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

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

6.3 Risk

6.3.1 There is a legal requirement to consult on any proposed LCTSS therefore failure to do so will leave North Northamptonshire Council open to legal challenges on the scheme that is implemented.

6.4 Consideration by Overview and Scrutiny

6.4.1 None

6.5 Environmental Impact

6.5.1 None

6.6 Community Impact

6.6.1 There are approximately 10,500 working age Council Tax Support recipients in North Northamptonshire; this represents approximately 7% of the North Northants community liable to pay council tax. Clearly any changes to the scheme may have a detrimental financial impact on this group. Mitigations could include an effective income and debt service that improves social inclusion and works closely with claimants to ensure they are advised and supported, in the first instance to try to prevent debts occurring but also to help with money and budget management.

¹ .7.1 Council Tax Harmonisation Task and Finish Group minutes and presentations.
North Northants Shadow Executive Meeting 27/08/20 Report – Council Tax
Harmonisation Task and Finish Group

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW OVERVIEW & SCRUTINY COMMITTEE 8th October 2020

Report Title	North Northamptonshire Unitary Council Detailed Blueprint
Report of:	Theresa Grant, Strategic Delivery Director
Report Author:	Anna Earnshaw Deputy Chief Executive & Director of Adults, Communities & Wellbeing

1. Purpose

- 1.1 The purpose of this report is to set out further information on the proposed future design of North Northamptonshire Unitary Council in the form of a Detailed Blueprint which gives insight into how functions and services will work and any changes that may be made.

2. Recommendations

- 2.1 It is recommended that the Shadow Overview & Scrutiny Committee:
- 2.1.1 Note the content of the detailed blueprint which sets out more detail of how services will operate and the design principles that will underpin their future operation and service to stakeholders
- 2.1.2 Note the key elements of service functions that we plan to transform and improve in the functions and services (the “plus”)
- 2.1.3 Note the key activities that will be undertaken in each area during the first year of the new Council,
- 2.1.4 Note the high level feedback from the initial detailed blueprint briefings with staff, unions and members, and
- 2.1.5 Note the detailed Blueprint as the basis of the day 1 functional design, subject to the identification of any further agreed opportunities to transform and improve service areas during the remaining months leading up to vesting day on 1st April 2021.

- 2.1.6 In considering the development of the blueprint, identify to the Executive any further opportunities within it to transform and improve services during the remaining months up until Vesting Day.

3. Report Background

- 3.1 Work has been ongoing for several months within the Future Northants programme to progress the plans and activities to achieve a “safe and legal plus” transfer to the new Authorities on 1st April 2021.
- 3.2 While this remains our priority, we agreed with the Shadow Executive that we would also seek wherever possible to implement transformation, where it was safe to do so, (the “plus”) prior to vesting day.
- 3.3 Working with staff, service leads and across the programme areas we developed a high level Blueprint that was previously presented to the Executive, unions, staff and wider Members. This provided the outline of how the services would fit together on day 1 and how we would split out “disaggregate” the NCC services and bring them together with the District and Borough services to create a functioning Council.
- 3.4 Attached to this report is a more detailed set of information on the proposed Blueprint design that has been created by the programme teams working with service leads, subject matter experts, programme teams and SROs.
- 3.5 These detailed design documents set out in a greater level of granularity the key aspects of each service functions going forward and the activities that we will undertake pre and post vesting day as they are currently planned.
- 3.6 Further work is intended to seek opportunities to transfer and aggregate services that will inform and update the Blueprints and contribute to the achievement of improved service outcomes and potential efficiencies. Any such opportunities will be agreed and validated through the ongoing programme governance and presented to the Shadow executives and Shadow authorities if approved.
- 3.7 The draft Blueprint has been considered and debated by the Shadow Authority, Shadow Executive and the Shadow Overview & Scrutiny Committee prior to the publication of the detailed Blueprint.
- 3.8 Furthermore, the Shadow Executive, at its meeting of 24 September 2020, in noting that the blueprint was a living document, invited the Shadow Overview and Scrutiny Committee to go through the document and bring back to the Shadow Executive any ideas they may have as to how it may be improved and developed, and to identify further opportunities to transform and improve services during the remaining months up until Vesting Day.

4. Approach to the Detailed Blueprints

4.1 The detailed Blueprint have been produced in a consistent format with each service area Blueprint providing further detail on:

- The source of the function (whether staff will be coming from the District and Borough, the County Council or both),
- The scope of services included in the service blueprint
- The potential staff in scope of the service (subject to ongoing updates and final validation), and
- Any investment that has already been identify to support transformation or to support the safe disaggregation of NCC services into the two new Councils.

4.2 Each service area has also set out the design principles that it is proposed will underpin the day 1 services, how they are delivered, what it will feel like to stakeholders, residents and business and key areas of collaboration. These design principles vary in the level of change that they represent but provide both reassurance on the continuity of services and areas where we hope to develop and progress new ways of working within services and with key partners.

4.3 The detailed blueprint also provide staff, unions and stakeholders more details about the following Safe and Legal aspects of the services and their functions:

- **The service Offer** – what are the key responsibilities, deliverables and outputs that the service is responsible for,
- **Key activities** – the key processes, procedures and tasks to be undertaken in the service area,
- **Planned Location** – the sites and buildings that the service will operate from on day 1 and any planned changes from current locations, for example in adults where staff are moving to the community based hubs,
- **IT Systems** – any key systems that will be used and where appropriate any planned changes that will be required due to the split in services,
- **Customer and channels** – the stakeholder and customer groups that the service supports and will continue to provide as well as any planned changes or improvements that we hope to offer in the new Council,
- **Key partners and providers** – details of the key 3rd party organisations and internal and external services that the service will interact with and therefore key stakeholders that we need to engage with, keep informed and communicate any changes to,



NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

- **Plus** – the key significant changes we have currently identified in terms of major change to the way we work, the tools we use, the strategies that we want to develop and key areas of potential transformation to develop, and
- **Key activities Year 1** – a summary of the key changes we will need to complete in the first year, providing staff with some sense of the key changes we will need to make to operate the service legally and safely.

- 4.4 As set out in the previous report on the High Level Blueprint designs, we have in some cases agreed that an existing NCC service area will be “hosted” by one authority and provided back to the other authority on day 1. Hosting will continue for a stated period until any prerequisites or key dependencies are resolved to support a future split, for example where the terms of an existing contract means that splitting the service would incur significant additional cost or where there is a risk to the continuity of statutory or critical service if we split them for day 1.
- 4.5 Primarily hosted services will be led by one authority 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. Examples of this longer period of hosting include the ICT strategy team, which will be part way through a 2-year ICT change programme at April 2021 and it would not make sense to break up the team and put their plans at risk until the work is fully implemented.
- 4.6 Where a service is hosted the detailed Blueprint also set out the steps that we will take post day 1 to work towards splitting hosted services in order to ensure that both Councils have full control of as many of their own functions and services as possible.
- 4.7 The only exception to this principle will be services and functions that will remain as “lead” authority provision for the foreseeable future or until agreed by the two Councils, because splitting them will detrimentally effect integrated support services for Council staff or in some cases external customers of those services and impact on income.

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.
- 5.2 All areas of the programme have 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.

- 5.3 We will shortly commence a key next stage of the programme as we look towards the opportunities to aggregate services and create new joint ways of working presented by removing the current two tier system of local government and we join up the key service areas to create new unitary functions for North Northamptonshire.
- 5.4 Working more closely with service leads across all the Councils and led by the new Transformation Director for North Northamptonshire, we will now start to identify and progress;
- additional quick wins,
 - opportunities where working together will bring benefits for North Northamptonshire customers,
 - improved processes,
 - benefits from shared assets and consolidated contracts,
 - reduce hand-offs and improved customer experience and
 - create potential efficiencies.
- 5.5 We know that we will face a challenging first year with the legacy impacts of COVID 19 and it will be important that we identify these benefits as early as possible and implement any changes we can before vesting day so that we operate in the most effective way from day 1.
- 5.6 We also want to create a clear pipeline of bigger and more ambitious changes and transformation opportunities that could deliver our longer term ambitions and improvement across all our services.
- 6. Feedback to key stakeholders**
- 5.7 The high level and detailed blueprints have been shared with staff, unions and all Members, as it is important that they understand the direction of travel and that we share the key things that we know or think will change as well as what we don't know or won't change. The issue of the blueprints also follows the issue of recorded members and staff briefings which are available on YouTube:
- 5.7.1 [Staff](#)
- 5.7.2 [North Northamptonshire members](#)
- 5.7.3 [West Northamptonshire members](#)
- 5.8 A "Frequently asked Questions" (FAQ) log has also be developed where any staff or other stakeholders can raise concerns or questions and we will be updating and publishing answers regularly as the programme develops.



- 5.9 The Blueprint contains a significant amount of detail but we have purposely sought to provide as much information as we can to reassure and prepare staff and Members for the changes ahead. We have also sought to set out the positive change and transformation that we hope to implement for example around IT, supporting continued flexible working and transformation that is already taking place, for example in Adults.
- 5.10 As expected the majority of staff and the unions are understandably most concerned about what it means for their job, their terms and conditions and their locations as well as whether redundancies might follow. We have tried to be clear on these areas and reassure staff where there will be little change, for example the majority of staff will remain in their current locations on day 1 and that staff will transfer with their existing terms and conditions. But we will continue to engage in a two-way discussion to answer their detailed questions and consult on any changes.
- 5.11 We have confirmed that at this stage no significant redundancies are planned but with some duplication of services and the aggregation of the eight Councils we will have some areas where we have more staff than we will need. But there will also be areas that we will need to recruit because by splitting NCC services we have had to add additional posts to deliver services as two separate Councils. These will provide the opportunity for redeployment.
- 5.12 Some of the wider feedback on the blueprints that stakeholders gave included:
- That people were heartened by the number of very positive initiatives and areas of transformation.
 - That it was good to have further clarity and reassurance about day 1 accommodation.
 - That the blueprint helped to make the new Councils feel real and provided some sense of the opportunity.
 - That we needed to be mindful of communicating the detail of the blueprints to those staff that may not be able to access IT or YouTube or that find the colours of keys hard to read.
 - Many and consistent comments from staff and members that they would like to see more focus on climate change initiatives as an underlying priority, although the blueprint is not designed to be a policy statement.
- 5.13 There were also a number of quite detailed questions about the approach for example:
- Why we weren't keeping some services at a county level
 - Why specific functions were grouped together or were not together
 - When will more info be coming out on the blueprint/staff structure

- Whether we will have a balanced budget, and
- Whether some specific locations will continue to be used.

- 5.14 The blueprints are not structure charts and the functions have been grouped initially to reflect the member portfolios that the two Councils have established and delivery areas of the programme. The final structures will be developed in the coming months and now that senior appointments have been made to each Unitary, as the final delivery structure is a matter for each Council.
- 5.15 Some of the detailed staff questions will be the subject of more detailed consultation with staff and unions but we have developed a Frequently Asked Questions (FAQ) database that will be available for all staff so they can see what others have asked and get information and answers. We have also provided videos about the high level blueprints so that any staff not at work or away can still see the same information and change champions will be equipped with more information to share and impart to colleagues. They will also collate and share any additional questions for the FAQ database.
- 5.16 With regard to work locations, there are no current plans generally to change the locations from which staff operate, with the exception of adult's staff who will be moving into communities as part of their transformation. But the locations, assets and sites transferring to both councils will be reviewed after day 1 as part wider future corporate planning and strategies.

7. Implications (including financial implications)

6.1 Policy

- 6.1.1 There are no direct policy implications of the detailed Blueprints but they do include an indication of where we expect to have to amend key policies. Such changes form part of a wider Future Northants programme plan on policies across the existing Councils and what changes will be required to meet the new Councils' statutory duties, policies that will require harmonisation, policies that can be rebranded and transferred with change and reviewed later and those policy areas where members will undertake reviews and agree new policies that the Council will adopt from day 1.

6.2 Resources and Risk

- 6.2.1 As set out in the report for the High Level Blueprint, 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 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.

- 6.2.2 Any new investment identified as part of the aggregation and transformation work to follow will be subject to a business case processes and approval and will need to set out the financial and non-financial benefits that could be released. Any financial benefits will be fed into the MTFP planning process and inform the North Northamptonshire budget setting in the coming months.
- 6.2.3 The greatest risk faced by the programme remains the ongoing risk of COVID pressure on staff, finances and operational teams as we respond to any surges in cases or increase in demand on the back of pandemic and lock down. As we enter the winter period we will also naturally see additional seasonal pressures on some key demand services like Adults and Childrens services that could add additional risk in a period of change. This is one of the reasons that both services are planning to complete significant changes (the set-up of the Trust for childrens and the transformation and disaggregation programme for Adults) ahead of the Unitary go live.

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 Equality and Health assessments at this stage as these Blueprints about future form. Where there 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 these will be followed by more detailed staff engagement and Member consultation as the detailed plans are confirmed.



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

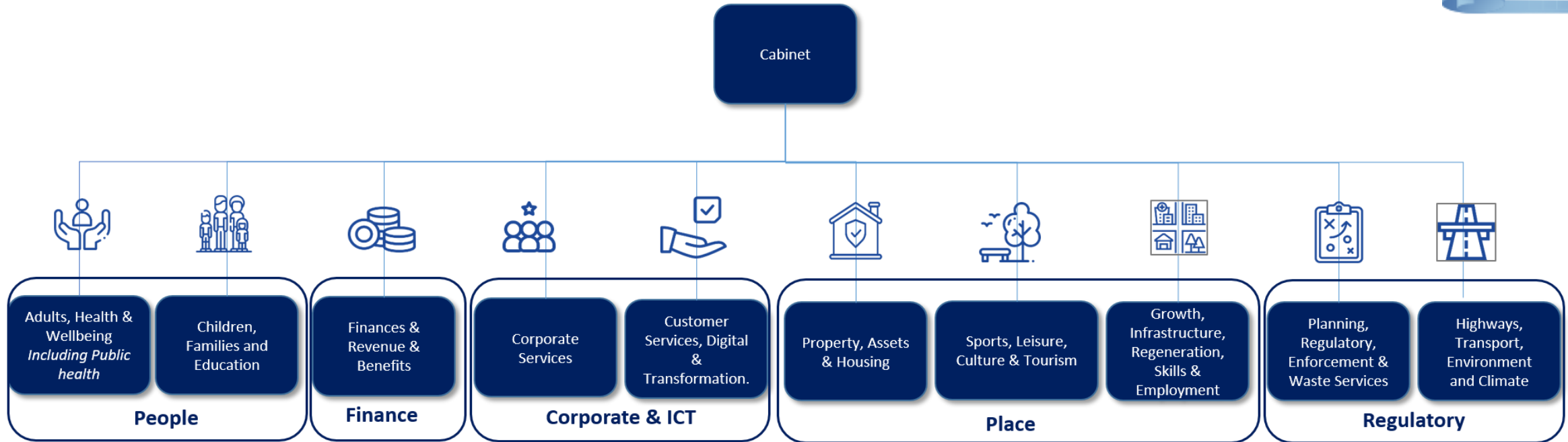
What this pack contains



- This is the **detailed blueprint** for the Council - It builds on the high level blue print previously published and reflects the decisions and agreements reached.
- it is split into service areas with each chapter using a consistent format to provide further detail on the functions within the service and specifically:
 - The source of the function (whether staff will be coming from the District and Borough council, the County Council or both,
 - The scope of activities included
 - The potential staff in scope of the service (subject to ongoing updates and final validation), and
 - Any investment that has already been identify to support transformation or to support the safe disaggregation of NCC services into the two new Councils.
- It also provides further detail of key aspects of the service, its activities, offer, systems, partners and also they key transformation and year 1 activities.

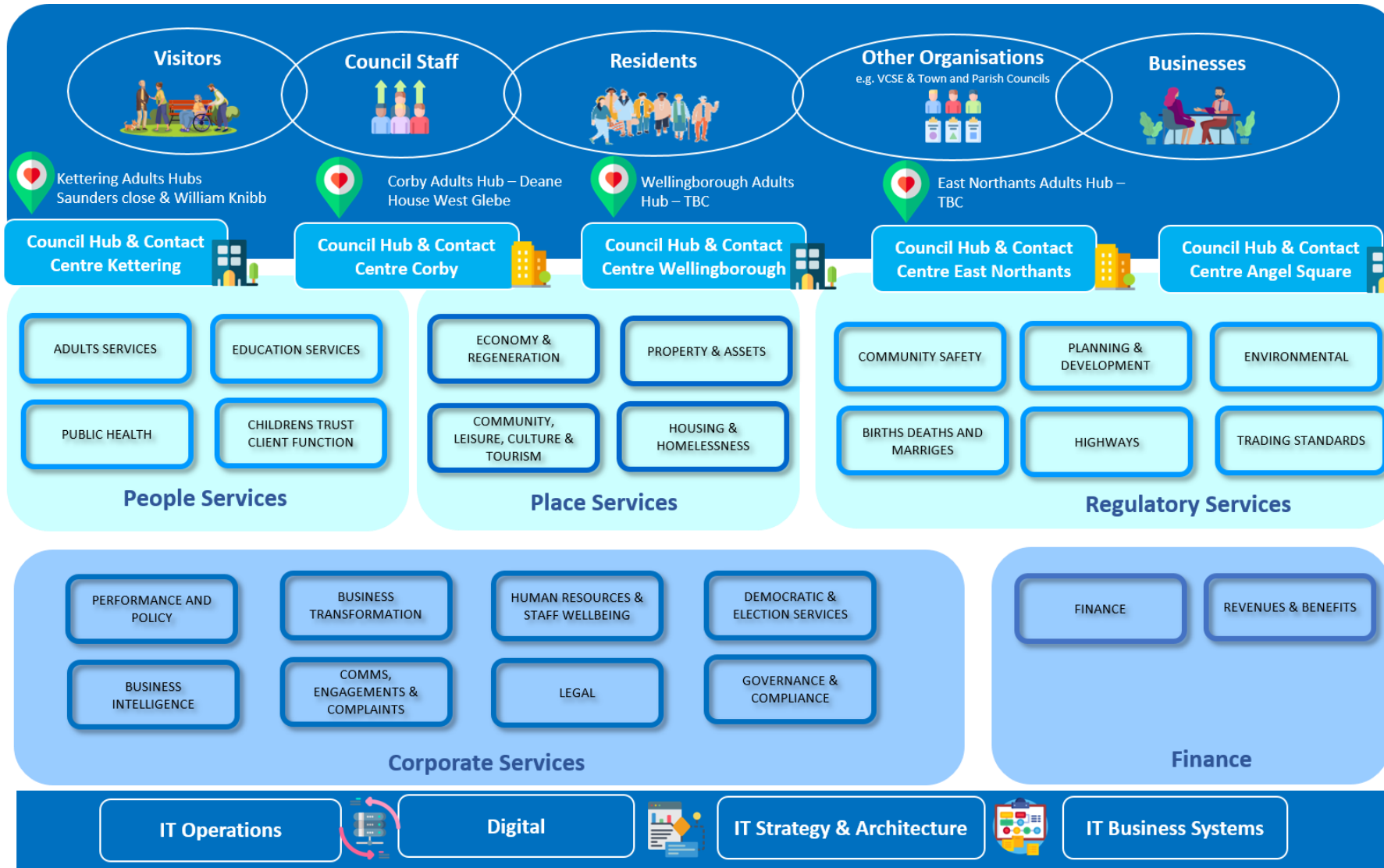


North Portfolios



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

North blueprint



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

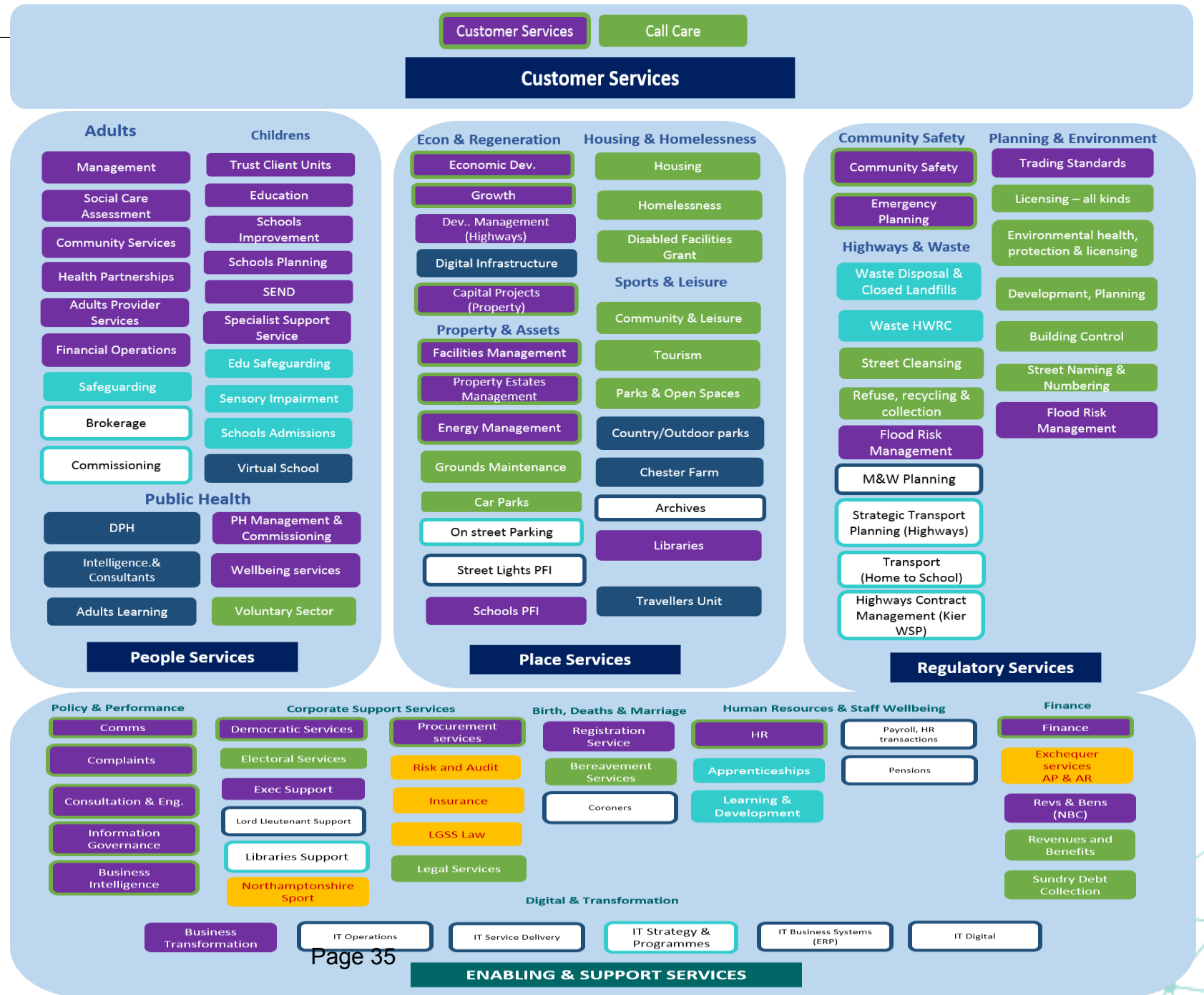
Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

North Draft Blueprint

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

Key:

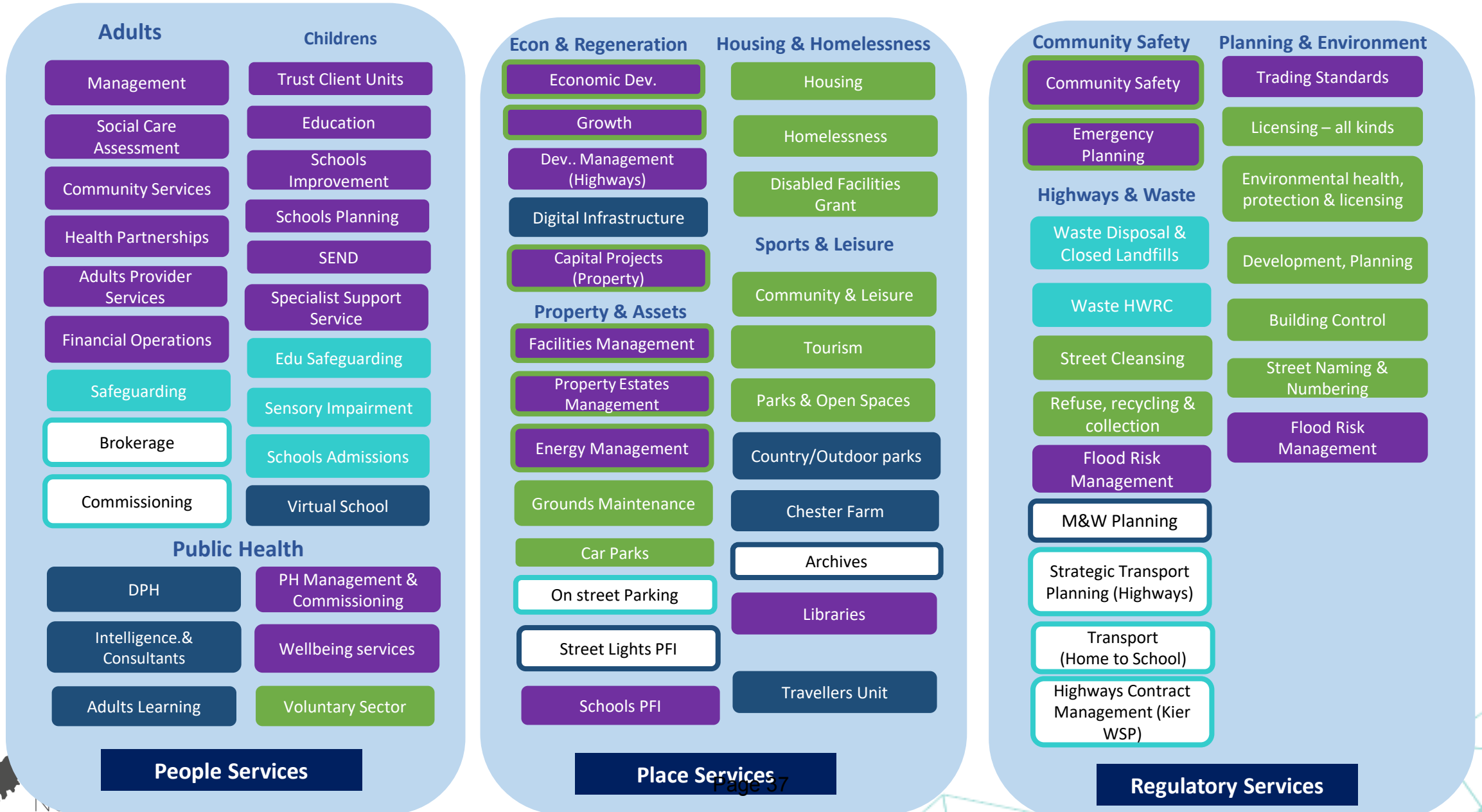
- NCC only function that is disaggregated
- NCC & D&B Common function
- District & Borough only function that is aggregated
- NCC function that is Lead Authority - Provider
- NCC function that is Lead Authority - Receiver
- NCC function hosted for up to 12 months - Provider
- NCC function hosted for 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



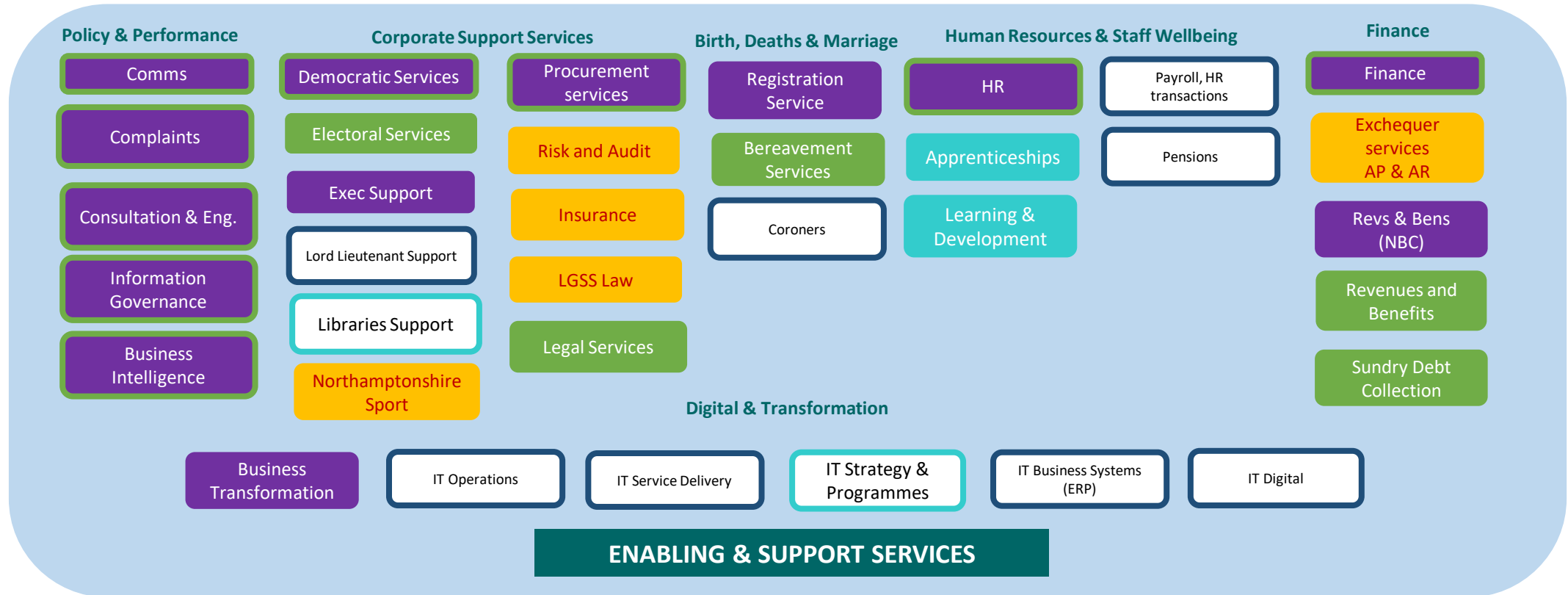
North Blueprint – Customer Layer



North Blueprint – Fulfilment Layer (*Expanded*)



North Blueprint – Enabling Services Layer (Expanded)





FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Designs for
PEOPLE



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Children, Families and
Education

SCOPE OF SERVICE AREA BLUEPRINT



Children's Education Services



Staff Source: *NCC Services Only*



Service Functions included:

Schools, Specialist Support Service, EHCP, High Needs Funding, Early Years Funding, Early Years Advisory, Education Inclusion, Schools Improvement, School Place Planning, Commissioning and Sufficiency, IASS.

(School Admissions, Safeguarding in Education, Sensory Impairment Service, Virtual School will be Provided by the North)





Staff in scope: *193 Staff Split based on a 50/50 N & W further work required (additional 21.81 FTE required to Disaggregate)*





Investment: *£1,018,546. to fund the additional 21.81 FTE required to Disaggregate Services posts required to disaggregate services*


BLUEPRINT DESIGN PRINCIPLES – EDUCATION

-  **Statutory Duties**

Legal Duties. A service that meets its statutory duties and the associated timescales expected of a Local Authority.
-  **Financial Stability**

Disaggregation of the DSG and Base Budget for Education to meet the service requirements.
-  **Future proofed**

Services: A service that is focused upon improving Education outcomes for all of our Children and Young People in such a manner that it continuously learns and improves through best practice and integration with partners.
-  **Shared systems and information**

Working with key partners, e.g. DfE, Ofsted, Regional School Commissioner, Early Years Settings, Children's Trust, Adult Services and Schools Stakeholders to support and challenge improvement where needed through solid performance information.
-  **Child Centred Pathways for Universal and Vulnerable Children**

Ensuring quality across Education Services: through pathways which meet the children and young peoples needs both of Education and for the Children's Trust.

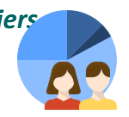
Key areas of collaboration:

- An Education Service that is clearly joined-up with the Children's Trust and Adult Services
- Closely working with Public Health colleagues to ensure a more co-ordinated service across well being,
- Improved working relationships with Schools , FE Colleges
- Clear processes and links to wider corporate functions e.g. Place Planning and Economic development

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – CHILDREN’S EDUCATION DISAGGREGATED SERVICES



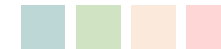
<p>Service Offer</p> <p>Early Education And Childcare: Secure sufficient childcare for working parents. Secure early years provision free of charge ,For 2 year olds: based on eligibility and for 3 and 4 years olds: 15 hours/ week to all; 30 hours/ week to eligible families. Deliver the funding entitlements to approved settings (Early Years Designated School Grant)</p> <p>Education Psychology, VIG & Therapy : Ensure compliance with SEND duties. Oversight and reporting to Schools Forum of High Needs Funding Block of DSG circa £65,000,000. Ensure sufficiency of special educational placements. Promote and develop joint working and commissioning arrangements with health and social care (children and adults)</p> <p>EHCP, High Needs & 16-19 Team Manage the assessment and placements of children and young people, 0-25, with special educational needs and disabilities (SEND), ensure sufficient provision and allocate funding to schools and education providers, including post-16</p> <p>Specialist Support Service Support the inclusion of children and young people both at home and in their educational settings and reduce the risk of exclusion or the escalation into more specialist services and support</p> <p>Education Inclusion: Ensure exclusions are avoided, and where pupils are excluded, they still receive full entitlement; support regular attendance and prosecute parents when this isn't achieved; monitor home educated children, and together with other agencies, support the safeguarding of children missing education; administer and oversee licensing for children in entertainment and employment</p> <p>School Improvement: The assessment and improvement of education provision in order to increase the numbers of pupils attending Good and Outstanding settings in the county; focus on working with maintained schools and maintained nurseries</p> <p>School Place Planning Provision of sufficient school places in all areas of the county; prioritising provision in Good and Outstanding schools, and value for money per new school places delivered in line with industry standard per pupil and per m2 rates; maintenance of the schools estate</p>	<p>Key Activities</p> <ul style="list-style-type: none"> - Service Design - Working protocols between Education and The Trust - Delivery of BAU service Plans for each Functional Area - Dialogue with Children’s Trust and NCC - Business case development for areas of improvement - Clear Communication Plan with LSE workforce for future. - Integration of Support function for 2 new unitaries. 	<p>Planned Locations</p> <p>No Change Planned for Day 1</p> <p>IT Systems</p> <ul style="list-style-type: none"> • Capita One Client, Capita One Online • Capita One V3, Mash Protect • CareFirst • Carecalc. For the Resource Allocation System (RAS) • VIG, EPEP, FFT Aspire • NCER Nexus/Nova, eVisit • Eligibility Checking System (ECS) • S2S, AVCO • Early Years Funding Portal • StaffPay, Key to Success • Duxbury Licence • Abbey Fine Reader Licences • FIS • Local Offer • ViewPoint • Mailchimp • NCC Survey Software • Twitter • Instagram • Governor Hub • Alps - A-level Performance System ALPS (A-level Performance System) • Dfe Secure sign in • Standards and testins agency (STA) • Primary Assessment gateway • Newly qualified teacher (NQT) Manager • K2 • NaSacre (Nat assocof SACRE) • CLEAPSS 	<p>Customer & Channels</p> <ul style="list-style-type: none"> • Children And Young People accessing Education • Schools Requiring Support • EY settings requiring Support • EY Providers requiring Payments for 2 ,3 and 4 Year olds • Provider Portals • Web forms • Phone/Email 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Schools, Further Education Providers and Alternative Provision • LGSS • Early Years Providers • DfE • Regional School Commissioner • Children’s Trust • Unions • Corporate Services in the new Authorities
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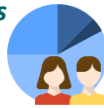



<p>Plus</p> <ul style="list-style-type: none"> • Work with Children’s Trust to embed SLA and KPI – efficient pathways for children accessing both services • Schools Sufficiency and Specialist School Placements – medium term transformation • Medium term strategy for DSG and Vulnerable Learners – specifically use of EHE, AP and culture with the schools 	
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<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Deliver Schools Strategy • Deliver against Improvement Plans (SEND, Education Inclusion and Educational Psychology Service) • Prepare for SEND Inspection • Improve and deliver in year sufficiency requirements • Embed joint processes with the Children’s Trust • Embed processes within new Unitary structure across new organisations.
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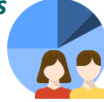
DAY 1 SAFE AND LEGAL – CHILDREN’S EDUCATION HOSTED SERVICES



<p>Service Offer</p> <p>Safeguarding in Education:</p> <ul style="list-style-type: none"> - Ensuring safeguarding in all education settings (including private schools) are monitored and effective <p>School Admissions:</p> <ul style="list-style-type: none"> - Primary and Secondary ‘Co-ordinated Schemes’ allocations delivered in accordance with national timeframes; - ‘In Year’ allocations made within published timeframes; - ‘Fair Access’ Protocol in place and applications processed in specified timeframes <p>Sensory Impairment Service:</p> <ul style="list-style-type: none"> - Support children and young people with hearing/ vision impairment (ages 0-19 years) 	<p>Key Activities</p> <ul style="list-style-type: none"> • Service Design • Plan to Disaggregate Service • Working protocols between Education and The Trust • Delivery of BAU service Plans for each Functional Area • Dialogue with Children’s trust and NCC • Clear Communication Plan with LSE workforce for future. 	<p>Planned Locations</p> <p>No Change Planned for Day 1</p> 	<p>Customer & Channels</p> <ul style="list-style-type: none"> • Children And Young People accessing Education • Parent/Carers applying for School Placements • Citizen Portal • Web Forms • Phone/Email 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • Schools, Further Education Providers and Alternative Provision • LGSS • Early Years Providers • DfE • Regional Schools Commissioner • Children’s Trust • Unions • Corporate Services in the new Authorities
<p>Plus</p>  <ul style="list-style-type: none"> • Define and improve the relationship and processes between the Virtual School and the Trust • Future plans for School Admissions and transformation in to the new authorities • Potential to improve traded offer (and income) for Safeguarding in Education Services 	<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Work with Unitaries and Trust for Children in Care Services • Agree approach and future plans for Schools Admissions whilst safely delivering BAU 			

DAY 1 SAFE AND LEGAL – CHILDREN’S EDUCATION LEAD SERVICES



<p>Service Offer</p> <p>Virtual School: The education attainment and progress of the authority’s Children in Care (CiC) is monitored and evaluated as if those children attended a single school</p>	<p>Key Activities</p> <ul style="list-style-type: none"> • Delivery against Service Plan 	<p>Planned Locations</p> <p>No Change Planned for Day 1</p>  <p>IT Systems</p> <ul style="list-style-type: none"> • Capita One Client • Capita One Online • Capita One V3 • CareFirst • Firmstep • EPEP • FFT Aspire • NCER Nexus/Nova • eVisit 	<p>Customer & Channels</p> <p>Current Children in Care</p>	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • Schools, Further Education Providers and Alternative Provision • LGSS • Early Years Providers • DfE • Regional Schools Commissioner • Children’s Trust • Unions • Corporate Services in the new Authorities
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Plus

Ongoing work with the Children and The Children’s Trust



Key Activities Year 1

Delivery of Service Plan

JOURNEY TO SPLIT SERVICES – HOSTED SAFEGUARDING IN EDUCATION AND SENSORY IMPAIRMENT TEAM

Review and mapping of service function in detail – systems, processes, contracts etc. Understand the relation between Children and Staff

Children and Staff

May '21

Identify traded income for Safeguarding In Education

Initial to-be service design drafted

Jun '21

Proposal to Unitary regarding service design and future requirements for splitting (indicative budgets, staffing levels, system requirements)

Jul '21

Aug '21

Engagement with West Northants Unitary regarding service split and relevant proposals / requirements

Staff engagement and consultation, initiate any third party contract requirements (i.e. splitting from one service contract to two where/if applicable)

Nov '21

Dec '21

IMPLEMENTATION PERIOD

Implementation Plans developed and agreed

Sep '21

Jan '22

Apr '22

REVIEW AND DESIGN PERIOD

Apr '21

Define and confirm scope and service baseline data following vesting day



FUTURE NORTHANTS

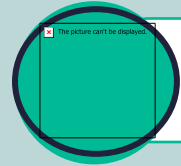
Service Blueprint North Northamptonshire

Day 1 Service Design for
Adults

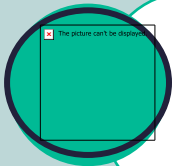
SCOPE OF SERVICE AREA BLUEPRINT



Adult Social Care: North

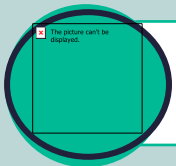


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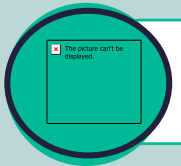


Service Functions included:

All Areas of Adult Social Care- Provider Services, Community Services, Brokerage, Commissioning, Health Partnerships, Safeguarding, Financial Operations, Social care Assessment



Staff in scope: *All NASS staff 576 FTE's*



Investment: *There will be a some investment required in people subject to approval*

BLUEPRINT DESIGN PRINCIPLES –ADULT SOCIAL CARE

1

Statutory Duties

Legal Duties. A 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

2

Financial Stability

The money: 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.

3

Future proofed

Services: A service that is focused upon improving outcomes for all of our residents in such a manner that it continuously learns and improves through best practice and integration with partners. It is connected with residents and through its culture and change approach delivers good outcomes consistently

4

Targeted Intervention

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 for good outcomes. There will be no presumption of ongoing support.

5

Shared systems and information

Sharing more: We will make sure that the information we share is legally compliant, yet is seen as an enabler for more joined up stories which means we are able to support the residents story only needing to be told once. Equally through the use of appropriate technology we will look to improve outcomes for all of our residents.

6

Simple and collaborative services

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. It will be joined together in such a way that collaboration is second nature and helps to drive the good outcomes that we desire for all of our residents.

Key areas of collaboration:

- Integration of Health and Social Care
- An Adults service that is clearly joined-up with other services and partners– including the Children’s Trust and the CVS
- Closer working with the community in general.
- Closely working with Public Health colleagues to ensure a more co-ordinated service across well being, commissioning and and sharing of information
- Closer working relationships with colleagues across Housing, Communities and Leisure and environmental services.

Adults "6-5-4 Design Principles"

A reminder of our responsibilities, principles and aims to underpin our future models of care and support for adults

Adults Social Care – Transformation Blueprint

Vision: For Northamptonshire Adults Social Services to be safe and sustainable and support people to live well, stay well and age well.



6 Statutory Duties – Things we must do

Duty 1: Advice and signposting

Duty 2: Helping people support themselves

Duty 3: Providing social care assessments

Duty 4: Meeting eligible social care need

Duty 5: Developing social care markets

Duty 6: Protecting the vulnerable

5 Principles – guidelines to delivering care

1. The Right Person

2. The right time:

3. The right place:

4. The right support:

5. The right Partner:

4 Aims – Stages of Care & Support

1. Prevent Need


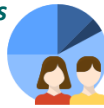

2. Reduce Need

3. Delay Need

4. Meet Need

DAY 1 SAFE AND LEGAL – ADULT SOCIAL CARE



<p>Service Offer</p> <ul style="list-style-type: none"> Northamptonshire Communities and Individuals are supported to live well, age well and stay independent Move away from bureaucracy - spend longer with people face to face We exhaust informal care and solutions in a crisis before considering ongoing support. The right person: we support people to get on with their lives and live the life they want The right time: We work with people in crisis intensively to regain control of life and prevent things getting worse The right place: we understand the resources available in the family and community and make use of “extended networks”. The right support: If care is needed we will consider the best resources, connectors and support will enable the person to live their chosen life in the right setting at the right cost. Carers: We always think about what will help carers continue caring. We support a person’s journey – not our silo’s/functional model – limited handoffs Help people gain the skills & education 	<p>Key Activities</p> <ul style="list-style-type: none"> Designing Excellence within Innovation sites (process and pathways) Redesign of reablement Developing Brokerage ways of working Developing Acute ideal Outcomes Developing Inclusion Developing finance and operations Safeguarding development Developing structure and function LD Transformation Connect (3 conversations model) Accommodation development LD Supported living Shaw PFI – return of care services Health and social care integration Admissions avoidance to reduce demand and hospital admissions Case management system - Eclipse/Abacus implementation 	<p>Planned Locations</p> <ul style="list-style-type: none"> 4 Community Hubs and Older adults community teams across North Northamptonshire 2 Inclusion hubs 1 Learning disability hub 	<p>Customer & Channels</p> <ul style="list-style-type: none"> Older people Mental health Transitions from Childrens Trust Autism Acquired Brain injury Physical disability Learning disability Carers Prisoners Hospital Patients Family Councillors 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> Right source market provision for the best outcome at the right cost – excellent commissioning Use voluntary sector or social prescribing Service to add scale and capacity Integrate and share services and contracts where offers value for money. Integration of health and social care at a community level. Integrated working on hospital pathways Train trusted Partners to deliver connecting conversations Collaborate around the person Maintain strong links and contract with childrens trust Join-up with other key services in community hubs Join up with other Councils if we can deliver more effectively together Closer working with public health Partners can provide delegated functions
<p>Plus Community Hubs and teams to help people be more connected in their communities</p> <ul style="list-style-type: none"> Continued review of structure, culture and practice, health and care integration Inclusion Hubs Learning Disability Hubs Finance and Operations will make sure that everyone receives a fair assessment of their finances for access to financial support Older people Reablement to help people live more independently Acute Discharge to support independence as well as flow out of hospital Brokerage being responsible for matching the most ideal package of care to each individual needs across community teams Safeguarding being person led and outcome focused 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Embedding the transformation – allowing to settle and develop Continued development of the Operating model – completing the journey whilst realising opportunities as unitaries develop e.g.. Housing and leisure Continued culture change Continuing transformation in accommodation, practice and technology Continuing health and care integration 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Health and Wellbeing

SCOPE OF SERVICE AREA BLUEPRINT



Public Health: North



Source: NCC



Service Functions included:

PH Management & Commissioning, Wellbeing Services, Intelligence and Consultants incl. DPH, Adult Learning



Staff in scope: 243 FTE's



Investment: *There will be investment required in people to split some of the services*

BLUEPRINT DESIGN PRINCIPLES – PUBLIC HEALTH

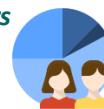



Key areas of collaboration:

- Closer working with Adult Social Care and the Children's Trust.
- A Public Health service that is clearly joined-up with other services and partners – including the CVS, PHE and DHSC.
- Closer working across the community in general.
- Closely working with all health colleagues and partners to ensure a more co-ordinated, aligned service across all areas of Public Health.
- Closer working relationships with colleagues across Housing, Communities and Leisure and environmental services.

DAY 1 SAFE AND LEGAL – PUBLIC HEALTH



<p>Service Offer Every Child Gets the Best Start in Life Maternity and neo-natal services, 0-25 Services (health visiting & school nursing), Children’s safeguarding and Mental Health, Adverse Childhood Experiences ,Transitions to Adulthood, healthy schools, Sexual Health</p> <p>Taking Responsibility & Making Informed Choices NHS Health Checks, Health Improvement ,Health Inequalities, ‘Make Every Contact Count’, Smoking Cessation, Weight Management, Workplace Health, Digital Wellbeing Tools, PH Marketing & Communications</p> <p>Promoting Independence & Quality of Life for Older Adults Supporting Independence Service, Social Prescribing, Social Isolation, Falls Prevention, Adult Safeguarding, Participation in the management of the Better Care Fund, Cancer</p> <p>Creating an Environment for all People to Flourish Health Protection, Substance Misuse, Planning & Licencing, Sustainable Development, Voluntary & Community Sector Infrastructure, Armed Forces Covenant, Air Quality, Homelessness, Health Intelligence (including production of JSNA which inform commissioning across Health & Social Care)</p>	<p>Key Activities</p> <ul style="list-style-type: none"> • Health care public health • Health improvement • Health protection • Embedding Health in All Polices • Reducing inequalities • Addressing todays issues while preventing tomorrows • Working with partners • Helping others understand the basics of public health 	<p>Planned Locations</p> <ul style="list-style-type: none"> • Base PH provider teams in localities with partners where possible • Integrated Health and Care services- strategic and operational • Back-office teams co-located in central locations • Co-located with partners for areas of joint services, planning and care • A Place based approach <p>IT Systems</p> <ul style="list-style-type: none"> • Systems connected with partners and related services e.g. Health, Childrens Services, DOH • Secure & encrypted emails • Holistic information about residents • Reduce manual processes • Legal entity and Email addresses Day 1 	<p>Customer & Channels</p> <ul style="list-style-type: none"> • Adults • Mental health • Children • VCS • Armed Forces • NHS and Partners • Health and Care Partners • Environmental Services • Education • Housing • GP’s • CCG’s • Businesses • Academic partners (local, national and international) 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • Right source market provision for the best outcome at the right cost • Use voluntary sector • Integrate and share services and contracts where offers value for money • Integration of health and social care at a community level • Collaborate around the person • Maintain strong links and contract with all partners • Join-up with other key services in communities • Join up with other Councils if we can deliver more effectively together • Closer working with ASC & other directorates
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<p>Plus</p> <ul style="list-style-type: none"> • Delivery of Unitary functions and services • Delivery of Safe and Legal • Business Plan delivery 

<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Embed services to avoid service disruption • Operate closely with health and other partners • Maintain service levels in challenging circumstances (Covid 19 for example) • Delivery of business plan for key stakeholders e.g. DHSC



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Community and Wellbeing



FUTURE NORTHANTS

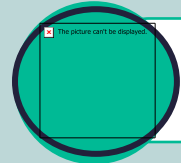
Service Blueprint North Northamptonshire

Day 1 Service Design for
Sports, Leisure, Culture and
Tourism

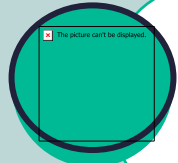
SCOPE OF PORTFOLIO BLUEPRINT



Sports, Leisure, Culture & Tourism

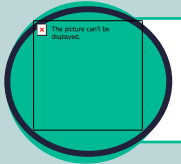


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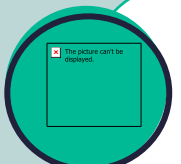


Service Functions included:

Green Spaces (Countryside Services, Country/urban parks and play areas and woodlands etc.), Sports & Leisure facilities, Physical Activities & Wellbeing, Community Development, Libraries (localities), Tourism, Archives & Heritage (including Museums, galleries, theatres, documents and archaeological archiving/storage), Community Events



Staff in scope: *234 FTEs*



Investment:

Continued voluntary sector and community grants support & funding for minimum 12 months beyond vesting day. Costs associated with the upkeep and maintenance of major leisure and sports facilities, heritage assets, parks and open spaces and associated infrastructure, including investment programmes and grant aided projects which will have started before and continue beyond vesting day.

BLUEPRINT DESIGN PRINCIPLES – COMMUNITIES & LEISURE (NORTH)

1

Continued income & Grant Giving Models

Continued Income and Grant Giving Models

We need to ensure that all existing arrangements with regards to supporting voluntary and community partners continues beyond vesting day for a period of at least 12 months

2

Collaborative Working

Collaborative Working

A more joined up approach, with other linked authority services (such as Planning, Economic Development), voluntary sector and service delivery partners (such as Northamptonshire Sport) and other key partners in the planning and development of targeted and appropriate services for communities.

3

Continued investment into Arts, Heritage and Leisure

Continued investment into Arts, Heritage and Leisure

Continue to support ongoing development into arts, heritage and leisure functions to support lifelong learning and community wellbeing – investment into varied public programmes and events, ensure access to materials and sustainability of services

4

Continued access to quality services and facilities

Continued access to quality services and facilities

Services to remain largely as-is for vesting day, with no drop of significant changes to customer offer or journey. All existing arrangements regarding maintenance/upkeep, access to services and level of service offering will remain the same

5

Services by Geography

Services by Geography

All location based services will remain where they are currently provided from, and all that sit within the boundaries of the North Unitary will transfer in ownership accordingly. Staff based at localities will remain in these localities.

6

Prevention and Early Intervention

Prevention and Early Intervention



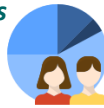
The new model should ensure continued focus on prevention and early intervention for health and wellbeing. Community and leisure services make a major contribution to social and economic outcomes across a range of public services. They have the potential to prevent/lower demand and reduce the financial burden on key public services such as health, social care and the justice system.


Key areas of collaboration:

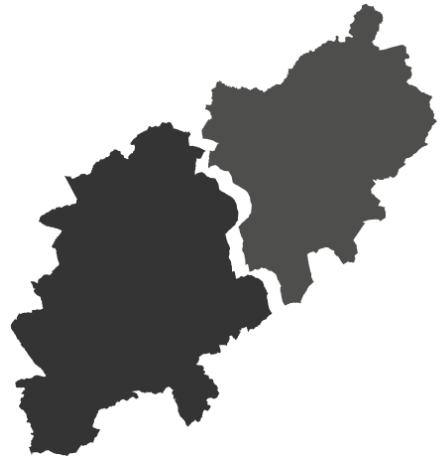
- Maintaining/improving existing and developing new links and collaborative ways of working with voluntary sector partners
- Improving collaborative working (including co-production of strategies, improved access to/sharing of information) with other key partners, such as Health, Education, Police and Community Groups
- Closer working with our communities and service users to help determine priorities/needs within the local area and help shape future service design

DAY 1 SAFE AND LEGAL – SERVICE AREA - COMMUNITIES & LEISURE (NORTH)



<p>Service Offer</p> <ul style="list-style-type: none"> • Education and outreach • Advice and support • Cultural facilities to visit with scheduled public programmes in place (museums, theatres, art galleries, heritage sites) • Sports and leisure facilities, such as swimming pools, tennis courts, golf, playing pitches, indoor courts/sports halls etc. • Bookable classes and facilities for both physical activity and cultural/enrichment activity • Applications for community grants/support based in relevant eligibility • Archaeological archiving and education facility at ARC/Chester Farm • Local support and services provided at Libraries (linked to Corporate) • Access to safe and well maintained Parks (urban and country) and Play Areas • Access to conservation and other open green spaces for recreation and enrichment (walks, nature activities etc.) • Community events and key activities (e.g. Bonfire Night, summer events, Xmas events, religious festivals etc.) 	<p>Key Activities</p> <ul style="list-style-type: none"> • Targeted campaigns and public programmes based on community needs/priorities • Full programme of physical and leisure activities in place • ARC/Chester Farm Education and outreach to customers and communities (cultural, health and wellbeing etc.) • Implementation and further development of services for North and West partners • Clearly mapped out grants and service support arrangements in place • Mapping of service contracts and future arrangements 	<p>Planned Locations</p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). Centralised management staff (i.e. Countryside Services, Community Development coordination etc. will likely be aligned to North Head Office. Archives function North to be based at ARC/Chester Farm.</p>  <p>IT Systems</p> <ul style="list-style-type: none"> • Corporate Systems in place for purchases and invoicing – Civica (ENC, KBC, CBC), Agresso ERP (BCW), • Customer interface at locations (i.e. payments at arrival, POS - Gladstone, shops/cafes etc.) • Local Leisure systems in place (continuity of) – e.g. MODEs for museums, People’s Network for libraries 	<p>Customer & Channels</p> <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for flexible development of the service and improves effective commissioning • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information (e.g. opening times, events, pricing, classes etc.) 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • Volunteers are actively managed within the services as a key resource for effective delivery and channel for community based feedback • Strong links are developed with voluntary sector partners to develop sustainable service plans that meet the needs of communities • Contracts with external providers (out-sourced services) are managed effectively with performance review and shared business plans where applicable • Close links to other partners such as Wildlife Trust, Rockingham Forest Trust
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<p>Plus</p> <ul style="list-style-type: none"> • Community engagement activity to help determine relevant needs and priorities for service plans and development • Single arrangement to commission voluntary sector services under multi- year SLAs • Review into service provision to align arrangements where possible (in-house/out-sourced provision) • Co-produced strategies (Cultural, Physical Activity & Wellbeing, Community) • Alignment of systems and processes 	<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and eventual alignment of concessionary arrangements provided to partners / communities • Re-commission services from voluntary sector for an initial four year period • Review and alignment of systems and processes • Implement and develop model of operation for ARC/Chester Farm • Initiate review and development of co-produced Strategies with partners and communities – longer term shared initiatives and strategic direction • Determine investment priorities for leisure and sports provision • Review into business/market intelligence and best practice models
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FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Community Safety

SCOPE OF SERVICE AREA BLUEPRINT



Community Safety & Emergency Planning



Source:

Community Safety and Emergency Planning Services are provided by all eight authorities. For North Northants this will be an aggregation of the four district and borough councils along with the disaggregation of NCC's functions.



Service Functions included:

Community Safety and Emergency Planning (including LRF)



Staff in scope: 24.5 FTEs (6.5 FTEs coming from NCC disaggregation)

**Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.*



Investment:

LRF contributions may need to be uplifted to fund new LRF co-ordination model. Investment Business Case for growth of NCC EP team (extra 250k for staffing) – already approved by NCC.

BLUEPRINT DESIGN PRINCIPLES – COMMUNITY SAFETY

1

Continuity of service

Seamless service delivery for Day One

No changes to service standards for community safety services.

2

Collaborative Working

A more collaborative model

A more joined up approach with partners including the police to develop a new Community Safety Partnership with new priorities for North Northants.

3

Harmonisation of services

Smoothing the customer experience

Consistent fees and charges will be in place for some elements including bulk waste collection. Medium term harmonisation achievable in 3 of the 4 districts and borough areas.

4

Customer centred design

Residents and Customers will be at the centre of our services

Real opportunity to redesign these services over the medium term to embed the learning from COVID in terms of effective local response.

5

Locality based services

Services by Geography

All location based services will remain where they are currently provided from, and all that sit within the boundaries of the North Unitary will transfer in ownership accordingly. Staff based at localities will remain in these localities.

6

Partnerships

Local Resilience Forum



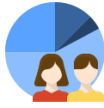


Working together to ensure the North can provide an appropriate response to civil contingency issues.

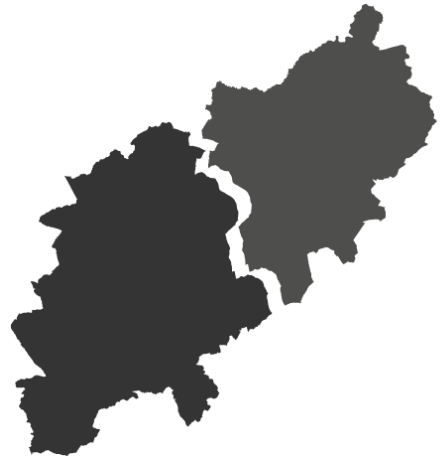
Key areas of collaboration:

- COVID response – essential services that need to be tied into organisation response and changes in service demands.
- Closer working with NHS and Adult Social Care on areas that overlap between community safety and safeguarding e.g. PREVENT, DA, knife crime, collection of medical waste.
- MOU/SLA in relation to LRF functions and county-wide EP planning with North Northants

DAY 1 SAFE AND LEGAL – SERVICE AREA COMMUNITY SAFETY & EP



<p>Service Offer</p> <ul style="list-style-type: none"> • Deliver a safe and legal community safety function for the new unitary authorities. • Ensure community safety partnerships are supported and engaged across the county. • Supporting unitary wide CSPs and the CSB • Working closely and effectively with statutory and non statutory partners • Delivering against the authorities’ statutory responsibilities, county wide strategies, and local priorities and projects • Supporting national community safety and counter terrorism programmes • Ensuring that the team operates effectively across all areas of North Northants providing support to local communities and helping them to feel safe. • Compliance with Civil Contingencies Act and National Resilience Standards. • On call Gold Silver and Bronze functions • Development, review and testing of Emergency Plans and Procedures, geographic and county wide 	<p>Key Activities</p>  <ul style="list-style-type: none"> • The establishment of a statutory community safety partnership (CSP) for the west (one already exists for the north) with agreed membership, terms of reference, and meeting arrangements. • Strategic co-ordination and leadership of key elements of LRF work programme e.g. flood prevention; mass fatalities; psychosocial & humanitarian assistance; Pandemic flu 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). Centralised management staff of staff expected to be hosted by NBC as the largest team.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for flexible development of the service and improves effective commissioning • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Northants Police • Northants Fire and Rescue Service • Voluntary sector organisations and community groups • Safeguarding partners • OPFCC • MOD • Environment Agency • Public Health 
<p>Plus</p> <ul style="list-style-type: none"> • Potential to create combined business intelligence function with partners for community safety. • Potential to form part of community hub pilot models • Working with LRF partners on future model for EP for county 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review Day One service model and develop plan future model. • Review and alignment of systems and processes • Service stabilisation and optimisation. • Review locality models for future target operating model 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Housing and Homelessness

SCOPE OF PORTFOLIO BLUEPRINT



Housing & Homelessness



Source: *Districts & Boroughs*



Service Functions included: *Housing North*



Staff in scope: *388 FTEs approx.*



Investment: *Cost of changes to the allocations system, Housing Management systems and investment in Council Housing*

BLUEPRINT DESIGN PRINCIPLES – (HOUSING NORTH)

- 1 Coherent & Integrated Service**
A service that is instantly recognisable and is easy for all customers, partners and other stakeholders to access, navigate and engage with.
- 2 Customer-centred, solution-focused**
A customer-centred, solution-focused service that is cost effective, sustainable and improves housing conditions and life chances through effective joined-up working, innovation and choice.
- 3 Positive Contribution**
A service that contributes positively to the achievement of wider outcomes, including health and wellbeing, social care, community safety, employment, community development and neighbourhood renewal
- 4 Standards of service**
The standards of service that are provided from 1 April 2021 to be at least as good as they are now
- 5 Collaboration**
Housing Service with capacity and resources to work collaboratively in order to benefit service users
- 6 Springboard**
To provide a springboard, not just a safety net. This links in with the principles above as housing provides wider support than just bricks and mortar. It provides life chances.




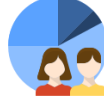


Key areas of collaboration:

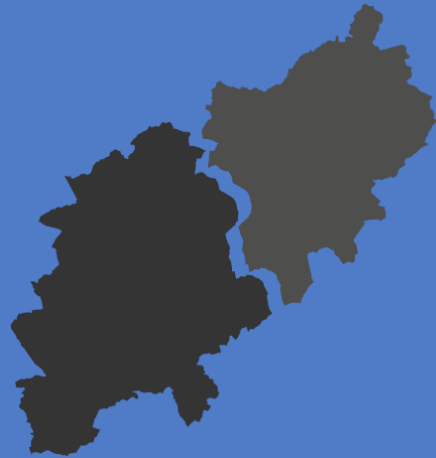
Closer working with

- Adult social care
- Public health services
- Children's and Families
- NHS
- Police

DAY 1 SAFE AND LEGAL – (HOUSING NORTH)



<p>Service Offer</p> <ul style="list-style-type: none"> • Housing Advice • Homelessness & Rough Sleeping • Temporary accommodation & Support • Housing register, allocations & nominations • Housing standards, HMO regulation • Disability Facilities Grants • Landlord liaison & support • Improvement grants • Empty properties & compulsory purchase • Energy Efficiency • New Build • Repairs & maintenance • Rent & service charges • Tenancy and leasehold management • Estate management • Sheltered housing • Tenancy support • Out of Hours • Strategies and policies • Housing Development, enabling and partnership working • Business Intelligence 	<p>Key Activities</p> <ul style="list-style-type: none"> • Council Housing • Housing Options includes Allocations & Homelessness • Housing Strategy • Private Sector Housing 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.in:</p> <p>Kettering Corby Wellingborough East Northants</p> <p>IT Systems</p>  <p>Currently numerous systems used between the North authorities e.g. Keyways, Locata, Jigsaw, Northgate, Callsys etc.</p> <p>Integration of these systems as required</p>	<p>Customer & Channels</p>  <p>Tenants</p> <ul style="list-style-type: none"> • Applicants • Homeless & Rough sleepers • Registered Partners • Private Sector Landlords & Tenants <p>Channels:</p> <ul style="list-style-type: none"> • Face to Face • Email • Tel • Post • Social Media • Websites & Web forms 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Council Tenants • Adult Social Care • Children’s Services • CCG’s • Police • Prison Service • DWP • MHCLG • Registered Providers • Private Rented Sector • Third Sector • Private Companies e.g. IT, Contractors etc. 
<p>Plus</p> <ul style="list-style-type: none"> • Harmonised Allocations policy, scheme and systems • New standard tenancy agreement for tenancies starting after vesting day • Introduction of new working arrangements and job descriptions for tradespersons with the aim of promoting more flexible and efficient working (as part of KBC’s Reinventing Repairs project) • Learning from Lockdown 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Harmonise Council Housing Services i.e. bring Kettering & Corby in to one structure • Harmonise IT systems as required and review remaining policies • Develop Housing Strategy for North • Rent Harmonisation • Review Homelessness Strategy • Explore colocation of OT’s in housing 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Corporate



FUTURE NORTHANTS

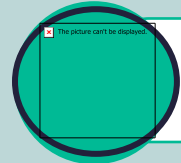
Service Blueprint North Northamptonshire

Day 1 Service Design for
Customer Services

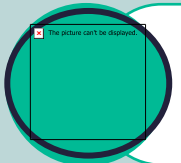
SCOPE OF SERVICE AREA BLUEPRINT



What Does this Blueprint Cover?

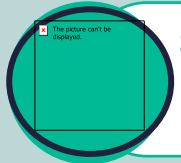


Source: *NCC and District and Borough*



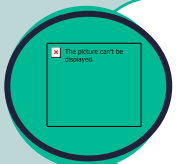
Service Functions included:

Customer services access channels including telephony, emails, face to face, out of hours, blue badge, permits, strategy for customers, online customer experience (web team)



Staff in scope:

Customers = 96.27 FTE's, Headcount 121 (potential + or – 4 FTE from NCC for children's trust lead model)online customer experience (web team)= 5



Investment:

To merge and develop the customer service centres and systems e.g. new CRM system and contact centre solution, workforce management, automating more services e.g. emails and harmonising out of hours, development of the new websites and decommissioning the old websites.

BLUEPRINT DESIGN PRINCIPLES – CUSTOMER SERVICES & ONLINE CUSTOMER EXPERIENCE



Designed for Customer Needs

Designed for Customer Needs

To have a high level of understanding of customer needs to ensure the service is fit for purpose for all users at all times- any service, anywhere at any time! The service needs to be fit for purpose and have a continuous improvements ethos embedded within the culture. Customers expect to co-create their experience and want to take responsibility and have increased autonomy as their demands and complexity increases.



Excellent Customer Services Authority wide

Excellent Customer Services Authority Wide

Establish a culture throughout the organisation of putting the customer, whether internal or external at the heart of what we do - every person, programme and process that shapes the customer experience. Customer excellence throughout the organisation. Empower and develop staff skillsets to deliver a service which is right first time, empathetic and means no wrong door for customers. Call handlers become expert problem solvers!



Welcoming Customer Experience

Welcoming Customer Experience

We should be approachable, friendly and trusted when dealing with all enquiries. The customer feels assured and has confidence in the service. We exceed expectations and the customer comes away feeling better about us (and potentially themselves) after their contact. Customer contact develops into customer experience.



Accessible and Personal

Accessible and Personal

Services should be developed so that they are easy, accessible and available at all times through many different channels. This will provide different choices for customers to access our services so they can help themselves. Single point of access to make it easier for the customers to interact.



Innovative

Innovative

Assisted Digital by default/design providing responsive technology and keeping all access channels open with the channel being selected by the customer according to their needs Enable the 'me-culture'- the desire for the customer contact to be tailored to the individual



Efficient and Effective

Efficient and Effective





Services should be delivered efficiently and effectively. Ability for adaptation and adaptability. Advisors use their own intelligence/ skills to make the service more effective. Customers can expect a service that is responsive to their needs and be dealt with in a timely manner. Customers should have faith in a reliable service where they will receive a response within an appropriate amount of time that resolves their needs.

Key areas of collaboration:

- Maintaining/improving existing links and developing new links and collaborative ways of working with public and private partners
- Collaboration with all services / functions in the unitary council to develop and deliver integrated services that go from the start to completion - create digital services that are integrated and cover the entire customer journey
- Collaboration with ICT to enable the development of service design to meet the customer needs
- Understand the service users needs - what is good service and how we can deliver that?
- Improving collaborative working (including co-production) with other key partners, such as Health, Education, Police and Community Groups
- Use data to innovate and create new ways to deliver services

DAY 1 SAFE AND LEGAL – CUSTOMER SERVICES & ONLINE CUSTOMER EXPERIENCE



<p>Service Offer</p> <p>Excellence in customer services Increased self serve and ability to enquire / find out information 24/7 Reducing the need for customer to chase their enquiries Consistent and clear customer standards Ability for customers to access unitary services from all access channels, face to face, telephone, email..etc..... To provide an out of hours service Advice and Support, signposting to relevant partners / services Harmonised opening hours One telephone number</p>	<p>Key Activities </p> <ul style="list-style-type: none"> • Contracts are novated • Customer journeys start being harmonised through process and system changes • SLA between the children's trust (or West) • Implement one new non-geographical telephone number • Implement voice concierge • Implement automation to handle non complex email enquiries • New opening hours consistent across the unitary • Standard KPIs and strategy for customer implemented • Change and training plan for CSC and organisation wide 	<p>Planned Locations </p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities)</p>	<p>Customer & Channels </p> <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for more seamless customer service and opportunity for one view of the customer • Clear information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination to customers for all unitary services • All access channels remain open • Customer remain at the heart of everything we do 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Contracts with external providers (out-sourced services) are managed effectively • Partnership links are developed to provide more joined up working • New website partner (TBC) • Integrated process / systems where possible • Provision of children's trust call handling (or could be West) • Tell Us Once process with the DWP remains • Stronger links to health and social care services • Out of hours suppliers stay as is
<p>Plus </p> <p>Customer service contact centres are harmonised, increased remote working New website developed and migration begins to decommission old websites. 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</p>		<p>Key Activities Year 1</p> <p>Systems and process are aligned. Unitary CRM system and workforce management is designed Increased self serve and digital services based on user needs. Automation developed Telephony contact centre solution is reviewed Out of Hours services and provision is reviewed and changes implemented Tell Us Once is centralised process led by customer services</p>		





FUTURE NORTHANTS

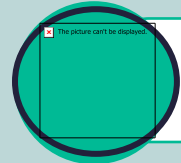
Service Blueprint North Northamptonshire

Day 1 Service Design for
Digital and Transformation

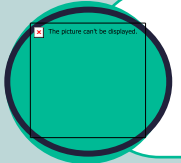
SCOPE OF SERVICE AREA BLUEPRINT



Digital and Transformation

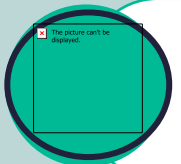


Source: *NCC and District and Boroughs*



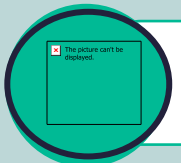
Service Functions included:.

All IT, digital and transformation services including: IT platforms, IT operations, IT digital services (note that web, online customer experience management is in Customer Services))



Staff in scope:

Headcount 2, FTE 2, 37 FTE Transformation. ICT – note that ICT is recommended to be Lead Authority in the West, ICT and technical Digital staff will TUPE there.



Investment: *ICT systems/platforms to support the Digital and Technology strategy. (MS365, website, digital platform, ERP, Capita One, Eclipse, LLPG, data lake, BI and reporting solutions, service desk, project management tool, etc)*

BLUEPRINT DESIGN PRINCIPLES – DIGITAL & TRANSFORMATION

1

Designed for User Needs

Designed for User Needs

Understand our users and their needs. Co-create services with users (users can be customers, members, partners and employees).

2

Digital by preference

Digital by preference

Digital services designed around humans and their needs. Creating service designs so good that people choose to use them. These same services can also be used by employees to provide assistance to customers that are unable or choose not to use them. i.e. Assisted digital by default.

3

Design with Data

Design with Data

Use data more effectively by improving your technology, infrastructure and processes. Keep the amount of data collected to a minimum and keep it for the shortest period of time, ensure that the data can be used in many different places to develop meaningful insights.

4

Share re-use and collaborate

Share re-use and collaborate

Make sure that any IT or digital service being created, is shared in the open so colleagues can re-use the service pattern and help them along their change journeys

5

Be agile, iterate and improve

Be agile, iterate and improve

Doing things in short sharp sprints and releasing value in bursts, rather than waiting three years to see the whole things all at once.

6

Cloud leaning, modern enterprise architecture

Cloud leaning, modern enterprise architecture



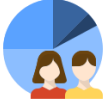


Taking the opportunity to look at other technologies and being able to stand up new environments at greater speed because we don't have to buy, licence and install all the physical hardware. We will also need to develop our people capability as well as our technology components.

Key areas of collaboration:

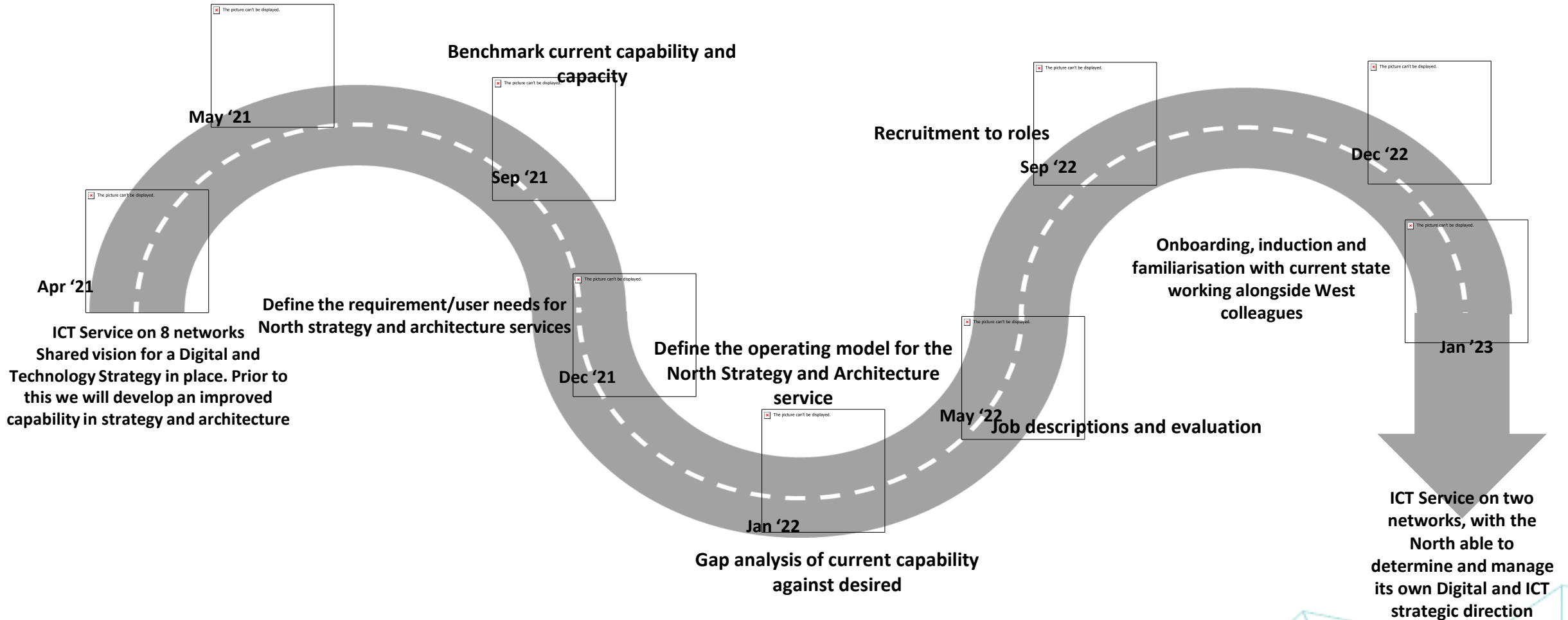
- -Maintaining/improving existing and developing new links and collaborative ways of working with public and private partners
- Working in cross functional delivery teams to create digital services that are integrated and cover the entire customer journey
- Understand the service users needs- what is good service and how we can deliver that.
- Use data to innovate and create new models of service delivery
- Improving collaborative working (including co-production) with other key partners, such as Health, Education, Police and Community Groups
- Work with national digital networks to share and reuse service patterns, technology, code and integration models.

DAY 1 SAFE AND LEGAL – DIGITAL & TRANSFORMATION



<p>Service Offer</p> <ul style="list-style-type: none"> • Provide capacity and capability to implement transformation agenda • Provide capacity and capability to implement the disaggregation of hosted services • Provide PMO support to ensure governance and assurance • Receive IT services from the West; fusing the delivery of current IT services with new unitary IT “enabling” services • Service desk, desktop, infrastructure, networks, digital, application support and development, strategy and architecture • Developing an internal consulting capability on the architecture, design and delivery of digital/IT services 	<p>Key Activities </p> <p>Vesting day deliverables:</p> <ul style="list-style-type: none"> • MS365, ERP, Eclipse, Capita One, LLPG, website, intranet • Strategy, target operating model and investment plan. • Change and training plan for employees • Updated PM Practice guidelines/templates for each authority • Provide framework to agree transformation priorities for day 1+ • Support data sharing agreements for disaggregating services where system can’t split • Support SLA development for Lead authority services. 	<p>Planned Locations </p> <p>Locations will remain as is</p>	<p>Customer & Channels </p> <p>Offer services based on understanding user needs.</p> <p>Aim to provide digital services so good – people choose to use them.</p> <p>Ensure that current access channels are not broken on day 1.</p> <p>Offer seamless points of contact for new unitary IT services (e.g. MS 365, website)</p>	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Microsoft; the supplier of our key productivity platform • LGSS and Unit 4, providing our ERP platform • New website delivery partner (TBC) • Digital platform partner (TBC) • West Northamptonshire Council • Children’s Trust • NHS, Police, etc 
<p>Plus </p> <p>New website developed with increased self-serve and better customer experience</p> <p>MS365: work from anywhere, Teams, SharePoint online, integrated solution.</p> <p>ICT – Digital blueprint capability development - digital declaration lived up to Health and Social Care Integration. Adults Eclipse, Finance Module, 24/7 working, flexible and remote working enabled by the underpinning infrastructure</p>		<p>Increased self-serve and digital services based on understanding user needs.</p> <p>Consolidation of systems and data centres underway, and ICT support services/teams</p> <p>Culture change and org wide training plan to deliver modern digital services</p> <p>Master data management & business intelligence platform and capability development</p> <p>Service integration and transformation including plan to decommission legacy IT systems</p>		

JOURNEY TO SPLIT SERVICES (*WHERE HOSTED – ICT STRATEGY AND ARCHITECTURE*)





FUTURE NORTHANTS

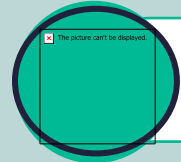
Service Blueprint North Northamptonshire

Day 1 Service Design for
Human Resources and Staff
Wellbeing

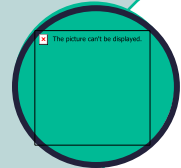
SCOPE OF SERVICE AREA BLUEPRINT



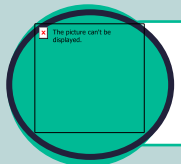
Human Resources and Staff Wellbeing



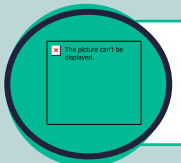
Source: *NCC and D&B*



Service Functions included: *HR Advisory/Operations, HR Policies and Procedures, Pay Reward and Recognition, Diversity and Inclusion, Learning and Development, HR Systems, Performance Management, Culture/Engagement/Employee Behaviours, Transformation and Change Management, Workforce Analytics, Health and Wellbeing, Employee Relations and Trade Unions, Apprenticeships, Recruitment, Selection and Induction, H&S Policies and Procedures, Occupational Health, Statutory compliance monitoring. **Pensions, Payroll and HR Transactions will be provided by the West as a lead authority***



Staff in scope: *102.18 FTE transferring over (Plus 2 HR and 2 H&S FTE to be Safe and Legal)*



Investment: *New LMS (Learning Management System)
Additional Cost of Safe and Legal- HR - £170k - H&S £150k*

BLUEPRINT DESIGN PRINCIPLES – HUMAN RESOURCES AND STAFF WELLBEING

1

Deliver Consistent Services

Deliver consistent services

We need to ensure our services are high quality and consistent and advice given is right first time by ensuring a single set of clear policies and procedures are in place. Operate in a transparent way, aligned to shared values

2

Focus on value for money

Focus on Value for Money

Lean, automated systems for high volume/low complexity support /transactional tasks to reduce the requirement for manual processes. Maximise technology / Promote Manager and Employee Self Service.

3

Operate as one council

Operate as one council with one voice and shared values

Operate in a transparent way, aligned to shared values

4

Deliver shared outcomes

Deliver Shared Outcomes

Work with suppliers and partners to ensure we maximise resources and assets

5

Embrace Technological information

Embrace Technological Information

Maximise technology / Promote Manager and Employee Self Service.

6

Data gathered and shared

Data gathered and shared

Work as enablers / problem solvers to achieve the best outcomes for the authority

Key areas of collaboration:



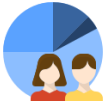



Vision,

Values,

Culture and behaviours




DAY 1 SAFE AND LEGAL – HUMAN RESOURCES AND STAFF WELLBEING



<p>Service Offer</p> <ul style="list-style-type: none"> Assisting line managers to understand and implement policies and procedures Promoting equality and diversity as part of the culture of the organisation liaising with a range of people involved in policy areas such as staff performance and health and safety Developing and implementing policies on issues like working conditions, performance management, equal opportunities, disciplinary procedures and absence management Advising on pay and other remuneration issues, including promotion and benefits Negotiating with staff and their representatives (for example, trade union officials) on issues relating to pay and conditions Administering payroll and maintaining employee records Interpreting and advising on employment law Dealing with grievances and implementing disciplinary procedures Developing HR planning strategies, which consider immediate and long-term staff requirements Planning and delivering training, including new staff inductions Analysing training needs in conjunction with departmental managers. 	<p>Key Activities</p>  <ul style="list-style-type: none"> Leadership structure in each authority Agreed transfer/Tupe like process in place and implemented. Transfer of staff to new Councils completed New Authority Terms and Conditions finalised and approved for new starters Common set of policies and processes for new authorities, accessible to all employees Identification and rationalisation of HR contracts Single recruitment process in place for new Council - communicated and in place. Working with Trade Union Agreement in place for new Authority, covering consultation and negotiation Data and systems in place to ensure staff are paid after transfer Pensions discretions agreed for new Authority. <p>* Safe and Legal PLUS</p>	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). Centralised management will likely be aligned to North Head Office.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> Improved MI and information sharing between partners allows for flexible development of the service Clear sign-posting to information available on websites and web forms as applicable Service information kept relevant and up to date Self-service logging for internal customers 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> Contracts with external providers are managed effectively with performance review and shared business plans where applicable (Agency supplier etc.) Trade Unions 
<p>Plus</p>  <ul style="list-style-type: none"> Review into service provision to align arrangements where possible Co-produced strategies Alignment of systems and processes Learning and Development transformation and split from hosted authority 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Review and alignment of systems and processes Terms and Conditions/ Pay/ Harmonisation Journey to greater self service Hosted Authority transformation and split for L&D 		

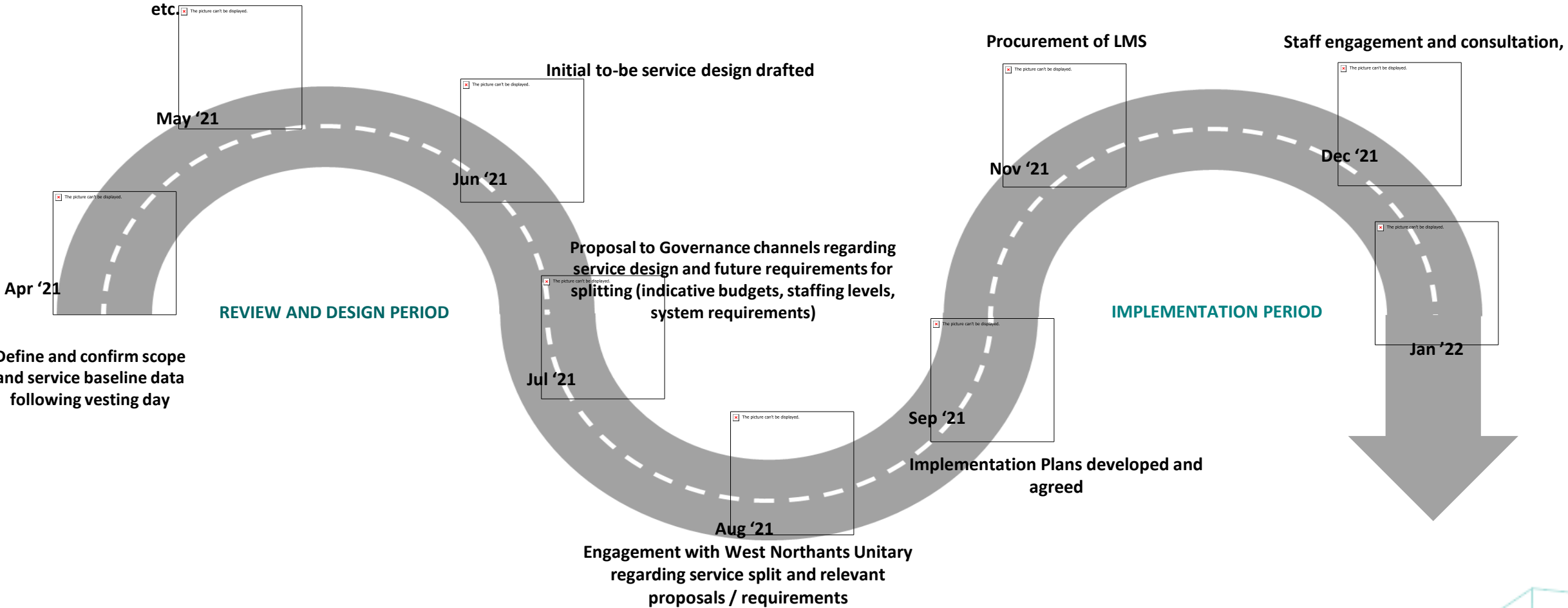
DAY 1 SAFE AND LEGAL – CORPORATE HEALTH & SAFETY

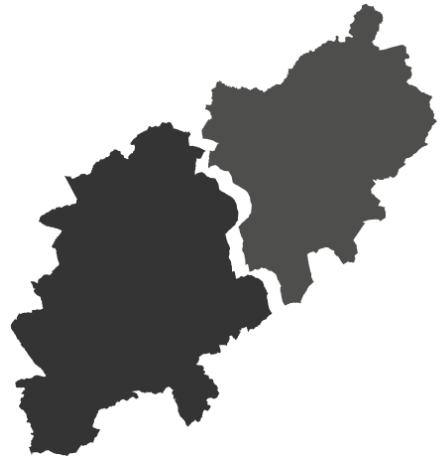


<p>Service Offer</p> <ul style="list-style-type: none"> • Produce and maintain H&S Policies and Procedures • Provision of H&S advice and guidance • Ensure legislative reporting compliance (RIDDOR) • Routinely monitor and audit to ensure H&S procedures are followed • Produce, review & deliver H&S training materials • Periodically consult with the Trade Unions on H&S matters • Investigate serious health & safety incidents 	<p>Key Activities </p> <ul style="list-style-type: none"> • Development of overarching H&S Policy • Alignment of H&S Procedures • Alignment of H&S induction training course • Audit schedule to cover all unitary service areas • Alignment of consultation with the Trade Unions • Alignment of communications with one process for reporting accidents * • Mapping of service contracts and future arrangements * 	<p>Planned Locations </p> <ul style="list-style-type: none"> • One Angel Square – Northampton • Swanspool House – Wellingborough • 3 Lammas Rd – Corby • East Northamptonshire House Thrapston • Robinson Way – Kettering 	<p>Customer & Channels </p> <ul style="list-style-type: none"> • All staff and contractors • Phone contact • Intranet • Email 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Public Health  • Schools and Academies • Veolia • Amey • Norse • Occupational Health • Employee Assistance Programme • Lone worker Protection Service • CLEAPSS • Trade Unions • Leisure centres, Community centre committees / sports clubs 
<p>Plus</p> <ul style="list-style-type: none"> • Restructure of H&S team to amalgamate staff and co-locate • Alignment of H&S software systems 	<p>* Safe and Legal plus </p> <p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Development and delivery of training in line with new policy and procedures • Agreement and delivery of an audit plan • Develop relationships with employee health and safety representatives • Develop health and safety intranet pages 			

JOURNEY TO SPLIT SERVICES – HOSTED LEARNING AND DEVELOPMENT INCL. APPRENTICESHIPS

Review and mapping of service function in detail – systems, processes, contracts etc.





FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Corporate Support Services

SCOPE OF SERVICE AREA BLUEPRINT



Corporate Support Services



Source: *Both County, Borough and District services*



Service Functions included:

*Procurement, Legal, Democratic and Elections, Information Governance, Insurance, and Risk and Audit.
Libraries central management will be provided by the West (hosted), Insurance services will be provided by CCC under the lead authority model, Risk and Audit will be provided by MKC*



Staff in scope: *80.92 FTE (Plus 3 IG and 3 Procurement FTE to be Safe and Legal)*



Investment: *Additional Cost of Safe and Legal- £350K (Procurement - £200k and IG £150k)*

BLUEPRINT DESIGN PRINCIPLES – CORPORATE SUPPORT SERVICES

1

Deliver Consistent Services

Deliver consistent services

We need to ensure our services are high quality and consistent and advice given is right first time by ensuring a single set of clear policies and procedures are in place. Operate in a transparent way, aligned to shared values

2

Focus on value for money

Focus on Value for Money

Lean, automated systems for high volume/low complexity support /transactional tasks to reduce the requirement for manual processes. Maximise technology / Promote Manager and Employee Self Service.

3

Operate as one council

Operate as one council with one voice and shared values

Operate in a transparent way, aligned to shared values

4

Deliver shared outcomes

Deliver Shared Outcomes

Work with suppliers and partners to ensure e maximise resources and assets

5

Embrace Technological information

Embrace Technological Information

Maximise technology / Promote Manager and Employee Self Service.

6

Data gathered and shared

Data gathered and shared

Work as enablers / problem solvers to achieve the best outcomes for the authority




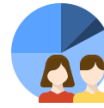


Key areas of collaboration:

Senior leadership team

Corporate Directors



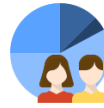



DAY 1 SAFE AND LEGAL – SERVICE AREA - INFORMATION GOVERNANCE



<p>Service Offer</p> <ul style="list-style-type: none"> • Produce and maintain Information Governance Policies and Procedures • Provision of advice and guidance • Produce and review GDPR training materials • Processing information requests from customers • Maintaining the NHS Data security and protection toolkit • Provide support with producing data sharing agreements & DPIA's • Provide support in writing information asset registers, data flows and privacy notices • Ensuring publication of transparency data and publication scheme • Reviewing contracts and MOU's 	<p>Key Activities</p> <ul style="list-style-type: none"> • Registration with the ICO • DPO and Caldecott guardian in place • Development of overarching data protection and data security policies and procedures • Data sharing agreements in place between the N & W and with our partners • Privacy notices and information asset registers in place • Alignment of GDPR and data security induction training course • Alignment of communications with one process for requesting information & reporting a security incident * • Publication scheme and transparency data owners in place 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • One Angel Square – Northampton • Swanspool House – Wellingborough • Kettering Borough Council – Kettering • East Northamptonshire House (Thrapston) <p>IT Systems</p>  <ul style="list-style-type: none"> • Redaction software • Iken (N) 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • All staff and contractors • Partners • Residents of Northamptonshire • Face to Face • Phone contact • Letter • Intranet • Email • Website 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Northamptonshire Police • NFRS • ICO • NHS & health partners • Children's Trust 
<p>Plus</p> <ul style="list-style-type: none"> • Further alignment of Information Governance communications • Alignment of software systems 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Restructure of Information Governance team to amalgamate staff and co-locate • Further alignment of templates 		



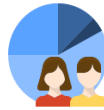



DAY 1 SAFE AND LEGAL – PROCUREMENT



<p>Service Offer</p> <ul style="list-style-type: none"> Tendering above/below threshold, Requests for Quotation, Waiver Management, Contract Regs. Reporting, Procurement Activity Reporting, Spend Reporting, Contract Register Maintenance, Procurement Advice, Procurement Training, Documentation Development & Maintenance, Procurement Intranet & Internet Content Management, Corporate Management, Public Data Publishing, Audit Support, Provision of Procurement Performance Data, Supplier Engagement, Market Knowledge Research, Contract Management Governance. Assist service areas to identify the best way to deliver those outcomes at the lowest cost, via the most robust procurement frameworks, consolidate procurement practices and help bring together commissioning teams with wide ranging expertise. 	<p>Key Activities </p> <ul style="list-style-type: none"> Provision of a Functioning Procurement team for NNC. Regardless of physical location at this point. Corporate Contract Registers E-Tendering Systems * Procurement & Contract Management Policy Comprehensive Documentation * Outline SLA * Intranet Page(s) * Provision of template Letters for contract novation/assignment (change of organisation) Ensure consistent procurement advice and support on the corporate governance of procurement and contractual queries to other programmes in the transfer to Safe and Legal 	<p>Planned Locations </p> <ul style="list-style-type: none"> All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). 	<p>Customer & Channels </p> <ul style="list-style-type: none"> Development of dashboard reporting and analysis for services and corporate management. Clear sign-posting to information available on websites and web forms as applicable. Service information kept relevant and up to date for staff and members. 	<p>Key Partners & Suppliers </p> <ul style="list-style-type: none"> Significant contracts with suppliers. All services across the council. 
<p>Plus </p> <ul style="list-style-type: none"> Review into service provision to align arrangements where possible. Alignment of systems and processes. Streamlining of systems, services and contracts will provide cost savings compared to current position. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Review and refine contract register. Review and refine staffing. Embedding Procurement process into BAU. Review and alignment of systems and processes. 		



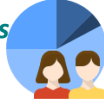



DAY 1 SAFE AND LEGAL – SERVICE AREA - LEGAL, DEMOCRATIC AND ELECTIONS



<p>Service Offer</p> <ul style="list-style-type: none"> • Legal Services provide legal advice and guidance to the council and all its services. MO is incorporated within this, it is also responsible for corporate governance arrangements. • Democratic Services provides support to Councillors, officers and members of the public on the Council's decision making processes. The service also provides support to Councillors to ensure they are able to undertake their roles effectively. • Provision of a comprehensive Electoral Registration and Election Management to the unitary council 	<p>Key Activities</p> <ul style="list-style-type: none"> • Systems in place e.g. case management Established legal provision or contract in place Robust process for the transfer of legacy and ongoing cases from the sovereign councils List of authorised officers able to take legal action on behalf of each council. Updated standards regime including appointment of Independent Persons Official seal for each unitary. • CMS system and support teams in place Agreed operating model for services and functions. Statutory scrutiny officers in place for North Governance and locality arrangements in place (Cabinet vs Committee) Website as a means of publishing papers A nominated clerk to the Lord Lieutenant Civic and ceremonial arrangements for the new councils approved Updated and adopted North and West Constitutions Updated members' allowances scheme • Single electoral register * Single electoral management system * Designated Returning Officer Electoral Registration Officer 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for flexible development of the service and improves effective implementation of SLA's • Clear sign-posting to information available on websites • Service information kept relevant and up to date 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • Additional Legal Services to be commissioned from either LGSS Law or District Law 
<p>Plus</p> <ul style="list-style-type: none"> • Review into service provision to align arrangements where possible • Alignment of systems and processes 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Availability of a new CMS system – needs to be in place by Mar 21 in readiness for May elections and subsequent paper provision 		

DAY 1 SAFE AND LEGAL – INSURANCE



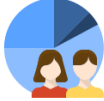




<p>Service Offer</p> <ul style="list-style-type: none"> • Insurance services for West Northamptonshire Council. • Insurance Policy procurement and management. • Claims administration and management services. • Provision of insurance and indemnity related advice and guidance. • Provision of insurable risk management advice. 	<p>Key Activities</p> <ul style="list-style-type: none"> • Provision of the insurance for Shadow Authorities. • Provision of the insurance for the New Unitary Authority. • Agreed process for claims management * • Updated Policies • Contribution to the SLA for the Lead Authority model 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • Cambridge • Milton Keynes • All current Northamptonshire locations 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Intranet pages will be fully developed and delivered to enable self service delivery. • Creation of e-claims form for public to make highways related claims. 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • Insurance Brokers – A J Gallagher. • Insurers – TBC subject to procurement. • Software Prover – Fusemetrix. • Insurance services to be provided via Cambs CC under new LGSS ToM. 
<p>Plus</p> <ul style="list-style-type: none"> • Subject to change of LGSS target operating model. • No other service Plus at this time. 			<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Delivery and implementation of insurance services to Council. • Development of claims management processes to meet council needs. • Agreement of service deliverables and PI for council. 	



DAY 1 SAFE AND LEGAL – SERVICE AREA – RISK & AUDIT



<p>Service Offer</p> <ul style="list-style-type: none"> • Internal Audit • External Audit • Audit Governance • Financial Procedures and Regulations • Anti Money Laundering Policy • Anti Fraud and Counter terrorism policy • Risk Management Strategy and monitoring. 	<p>Key Activities</p> <p>For Day 1</p> <ul style="list-style-type: none"> • To ensure an Internal Audit function is in place to deliver the Internal Audit Plan • To ensure External Auditors have been appointed. • The Authority's Financial Procedures and Regulations are defined and approved. • To ensure Anti Money Laundering and Anti Fraud & Counter Terrorism policies have been approved for the Authority. • Risk Management Strategy has been defined and approved and Authority wide Risk Monitoring processes are in place • Contribution to the SLA for the Lead Authority model * <p>* Safe and Legal PLUS</p>	<p>Planned Locations</p>  <p>Lead Authority Model in line with Blueprint</p>	<p>Customer & Channels</p> 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • External Auditors (tbc) • Internal Audit services (MKC) 
<p>Plus</p> <p>For Day 1</p> <ul style="list-style-type: none"> • Alignment of policies and procedures ensuring Authority wide best practice is in place. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Risk monitoring and enhancements • Embedding processes and procedures 		



FUTURE NORTHANTS

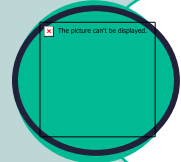
Service Blueprint North Northamptonshire

Day 1 Service Design for
Births, Deaths and Marriage

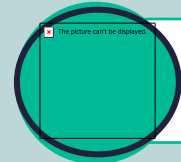
SCOPE OF SERVICE AREA BLUEPRINT



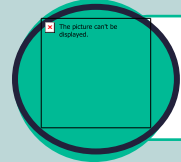
Births, Deaths & Marriages



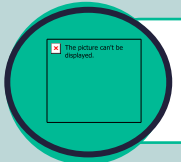
Source: Registrations, Ceremonial and Coroners Services are provided by NCC. There are additional bereavement services including crematoria publicly operated by KBC in North Northants. The current model is the registrations service will disaggregate into West and North on a 50/50 model. Coroners service cannot be disaggregated and will be West led.



Service Functions included: Registrations, ceremonies (marriages), crematoria, burial sites.



Staff in scope: 20.35FTE* Disaggregated NCC staff to the North. 13.5FTE from registrations.
*Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.



Investment: Three statutory roles identified as requirement for North Registrations. Current assumption is disaggregation may require 2 of these roles to be identified in the North.

BLUEPRINT DESIGN PRINCIPLES – BIRTHS, DEATHS AND MARRIAGES (NORTH)



Continuity of service

Seamless service delivery for Day One

No changes to service standards. Coroner's Service operated by the West will provide single service for the North.



Safe and Legal

Smoothing the customer experience in registration and bereavement services

Deliver 'Safe & Legal' registration & bereavement services for the new Unitary authorities for 1st April 2021.



Continued access to quality services and facilities

Digital front door

Ensuring customers have both excellent web-based access to services but also those participating in ceremonies have a good customer experience.



Services by Geography

Promoting the North and delivering to local expectations

Opportunity to do more customer service evaluation and review of operational sites.

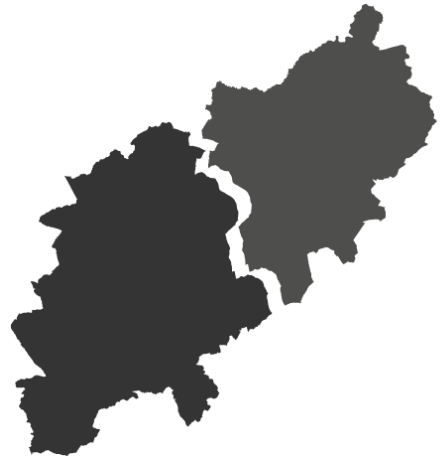
Key areas of collaboration:

- COVID response – essential services that need to be tied into organisation response and changes in service demands.
- Working with assets teams on venues and operational premises.
- Host/Client relationship with the West Northants unitary.

DAY 1 SAFE AND LEGAL – BIRTHS, DEATHS AND MARRIAGES (NORTH)



<p>Service Offer</p> <ul style="list-style-type: none"> • Seamless transition for North registrations services into service model. • No changes to service levels. • Suitable wedding venues managed for the West. • Ensuring that national registration channels are maintain for reporting of official statistics and data to governmental organisations. 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Successful disaggregation of Registrations Service. • Confirming arrangements for Coroners Service under lead authority model in the West. • Integrating bereavement and registrations service in the North operating model. 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working locations, services offered etc.). Centralised management function will operate from existing locations for Day One but with KBC as potential host.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Clear sign-posting to information available on websites and web forms as applicable but with no major changes anticipated for Day One. • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information. 	<p>Key Partners & Suppliers</p>  <p>NHS primary and secondary care. MHCLG Police</p> 
<p>Plus</p> <ul style="list-style-type: none"> • Implementing second instance of RON database for the West and North. • New integrated service model for bereavement and registrations function. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review service model and develop plan for future service management and optimisation. • Review and alignment of systems and processes. • Service stabilisation and optimisation. 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Policy and Performance

SCOPE OF PORTFOLIO BLUEPRINT



Policy & Performance



Source: NCC and D&B



Service Functions included: *Crisis and emergency comms, strategic comms advice and support for staff and members, PR, press and media relations service, Service marketing and promotion, Social media activity, management and development, Graphic Design Services, New brand management, Website and intranet content development, Video/photography services, Internal comms, Events management and promotion, Speech writing, Behavioural change campaigns, Awards submissions/ national case studies, Publications, Income generation/advertising, Place marketing promotions, Public affairs, Compliments, comments and complaints policies and procedures, processing compliments, comments and complaints, dealing with ombudsman complaints, performance reporting, statutory returns, report development, equalities policies, technical report writing, strategic planning, analysis and benchmarking.*



Staff in scope: 28.27FTE (Plus 5 BI and 1.5 Complaints FTE to be Safe and Legal)



Investment: *Additional cost of safe and legal (BI - £300k, Complaints £50k)*

BLUEPRINT DESIGN PRINCIPLES – POLICY & PERFORMANCE

1

Deliver Consistent Services

Deliver consistent services

We need to ensure our services are high quality and consistent and advice given is right first time by ensuring a single set of clear policies and procedures are in place. Operate in a transparent way, aligned to shared values

2

Focus on value for money

Focus on Value for Money

Lean, automated systems for high volume/low complexity support /transactional tasks to reduce the requirement for manual processes. Maximise technology / Promote Manager and Employee Self Service.

3

Operate as one council

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4

Deliver shared outcomes

Deliver Shared Outcomes

Work with suppliers and partners to ensure and maximise resources and assets

5

Embrace Technological information

Embrace Technological Information

Maximise technology / Promote Manager and Employee Self Service.

6

Data gathered and shared

Data gathered and shared



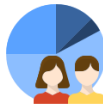



Work as enablers / problem solvers to achieve the best outcomes for the authority

Key areas of collaboration:

- Senior leadership team,
- Corporate Directors
- Benchmarking groups- external

DAY 1 SAFE AND LEGAL – COMMUNICATIONS, CONSULTATION AND ENGAGEMENT



<p>Service Offer</p> <ul style="list-style-type: none"> • PR, press and media relations. • Crisis and emergency communications. • Social media activity and management. • Internal communications. • New brand management. • Strategic communications, advice and support. • Advice and support for formal Consultations 	<p>Key Activities</p>  <p>Branding Audit to understand day 1 must have's for safe and legal</p> <p>Create logo and branding for Shadow Executive</p> <p>Create logo and branding for North Northants</p> <p>Update Policies, procedures and strategies for new authority</p> <p>Oversee web content *</p> <p>Control of branding to ensure brand integrity*</p> <p>New system in place to support consultation *</p> <p>* Safe and Legal Plus</p>	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date (e.g. opening times, events, signposting etc.). 	<p>Key Partners & Suppliers</p>  <p>Local and National Press.</p> <p>Other Councils in the area/country.</p> <p>Members.</p> <p>Staff.</p> <p>Residents and general public.</p> 
<p>Plus</p> <p>Review into service provision to align arrangements where possible.</p> <p>Alignment of systems and processes.</p> 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and alignment of systems and processes. • Initiate review and development of co-produced Strategies with partners and communities – longer term shared initiatives and strategic direction. • Review into best practice models – what's working and what needs to change. 		

DAY 1 SAFE AND LEGAL – COMPLIMENTS, COMMENTS & COMPLAINTS



<p>Service Offer</p> <p>Produce and maintain Compliments, Comments and Complaints Policies and Procedures</p> <p>Provision of advice and guidance</p> <p>Processing compliments, comments and complaints from customers</p> <p>Dealing with Ombudsman complaints/enquiries</p> <p>Produce regular performance reports</p>	<p>Key Activities</p>  <p>Development of Compliments, Comments and Complaints and Vexatious Persons policies and procedures</p> <p>Alignment of communications *</p> <p>Mapping of service contracts and future arrangements *</p> <p>* Safe and Legal Plus</p>	<p>Planned Locations</p>  <p>One Angel Square – Northampton Swanspool House – Wellingborough Kettering Borough Council – Kettering East Northamptonshire House - Thrapston Corby cube – Corby</p>	<p>Customer & Channels</p>  <p>All staff and contractors Partners Residents of Northamptonshire Face to Face Phone contact Letter Intranet Email Website</p>	<p>Key Partners & Suppliers</p>  <p>LGSCO Health & parliamentary Ombudsman Housing Ombudsman Norse Veolia Care home providers Health Partners</p> 
<p>Plus</p> <ul style="list-style-type: none"> Restructure of Compliments, Comments and Complaints team to amalgamate staff and co-locate Alignment of software systems 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Moving towards a centralised operating model 		

DAY 1 SAFE AND LEGAL – BUSINESS INTELLIGENCE



<p>Service Offer</p> <ul style="list-style-type: none"> Performance Reporting Statutory Returns/Reporting Equalities advice and guidance Technical Report Writing (SQL) GIS & Geography Analysis Service Performance Reporting Strategic Planning, Analysis & Benchmarking Internal/External Communication Financial Reporting/data provision Brokerage case management Report Development 	<p>Key Activities</p> <ul style="list-style-type: none"> Support the production of statutory returns Identification and allocation of performance reports * Support the development of the SORPs * Support the development of the Council Plan * Develop new equalities policies Consolidated EQIA process * <p>* Safe and Legal Plus</p>	<p>Planned Locations</p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p> <p>IT Systems</p> <ul style="list-style-type: none"> Trello SSMS Postgre SQL Microsoft Power BI SSRS Searchlight/V2 MS Office Cygnum CareFirst/Eclipse Capita One QGIS Crystal Reporting Actuate Business Objects INPHASE 	<p>Customer & Channels</p> <ul style="list-style-type: none"> Central Government HMRC Public Councillors ADASS LGA Public Health NHS NHfT MHCLG Email Phone contact Website Intranet 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> OLM Oracle Ofsted NHS NHfT Children’s Trust Public Health Adults service area
<p>Plus</p> <ul style="list-style-type: none"> Central BI team in place for the Unitaries reporting and returns Consolidation of disparate datasets through currently 8 local councils. Consolidated reporting Corporate business planning and performance framework 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Creation of two new BI functions New performance reporting for new local authorities Statutory Returns/Reporting for closed down authorities Strategic Planning, Analysis & Benchmarking 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Design for
Finance & Resources



FUTURE NORTHANTS

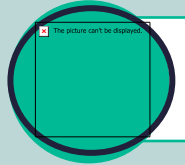
Service Blueprint North Northamptonshire

Day 1 Service Designs for
Finance

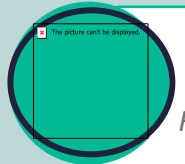
SCOPE OF SERVICE AREA BLUEPRINT



Finance

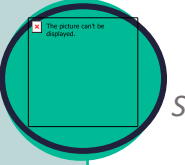


Source: *A number of the functions within the Finance service are present in all districts, boroughs and the county.*



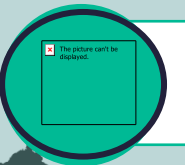
Service Functions included:

Finance (General Ledger, External and Internal Reporting, Capital planning, budgeting, Treasury, Taxation, Corporate Finance & Projects, Financial Control)




Staff in scope:


Staff will be aggregated/ disaggregated in line with service designs and the overarching blueprint. Finance – 55.27 FTE- this is countywide





Investment: *To be defined*


BLUEPRINT DESIGN PRINCIPLES – SERVICE AREA FINANCE


-  **Data**

Accurate data underpins the finance service. Comprehensive understanding of the data will empower informed decisions by sound business intelligence and data analytics
-  **Service Design**

Appropriate resources to support the functions that the service deliver, incorporating all statutory roles and responsibilities. Consistent approach to working practices & policies with a continual drive to enhance efficiencies
-  **Technology**

The service will endeavour to maximise the potential of all technology available, including partner and customers alike, using the most effective, efficient and compliant methods of contact and data transfer available
-  **Financial Management**

To drive good financial management whilst providing good quality services to the residents of the county. Whilst providing strategic and business support across the council to enable robust and efficient decision making by management and members. Effective process and procedures are in place to ensure robust financial controls are exercised in both unitary authorities to ensure the safeguarding of assets and minimisation of liabilities.
-  **Culture**



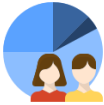


Building upon the existing cultures to be enhanced for each of the two authorities by both senior management and the workforce collaboratively. These will harmonise further as the new authorities mature. Governance and policies will support a vision for Finance
-  **Quality**

The output of the service quality will continue to be of a high standard. Key performance indicators will empower any areas of focus or improvement required based on evidence. Services will be based on the right insight & evidence



DAY 1 SAFE AND LEGAL – FINANCE



<p>Service Offer</p> <ul style="list-style-type: none"> Accounting – maintenance of the general ledger in order to hold and enable the reporting of the Authority’s financial data. External reporting – to enable the Authority to meet statutory and legal obligations (e.g. statutory government returns - RO, RA, WGA etc, annual Statement of Accounts, VAT and Tax reporting to HMRC) Management Reporting– providing internal reporting (single source of truth) to support the Authority in monitoring performance and making decisions. Financial planning, setting Medium Term Financial Plans, setting revenue and capital budgets, ongoing monitoring Taxation compliance Financial control – providing a framework and oversight to ensure the Authority can safe guard assets and minimise liabilities 	<p>Key Activities</p> <ul style="list-style-type: none"> Accounting – general ledger Reporting to meet statutory and legal obligations. Management information reporting. Financial control Capital Planning and budgeting Treasury Taxation Corporate Finance & Projects 	<p>Planned Locations</p>  <p>Lead Authority Model in line with Blueprint</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> Meet Customer and Channels management information reporting requirements 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> CCC Exchequer Services (accounts receivable & payable) External Auditors (tbc) Internal Auditors (MKC) Treasury Advisors (tbc) Financial services providers (Barclays and D&Bs banking services transferred to the new Authority) 
<p>Plus</p> <ul style="list-style-type: none"> For day 1 <p>Consolidation from multiple policies, processes, systems and organisations to common instances in the North and West leading to efficiency and control improvements</p> 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Close out remaining 2020/21 open items (creditors/debtors) Review adequacy and changes to reporting via ERP Embedding new processes and procedures 		



FUTURE NORTHANTS

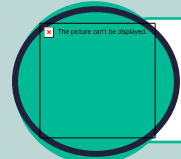
Service Blueprint North Northamptonshire

Day 1 Service Designs for
Revenues and Benefits

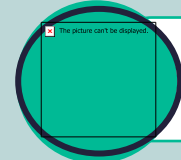
SCOPE OF SERVICE AREA BLUEPRINT



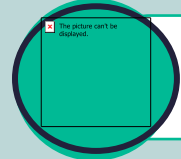
Revenues and Benefits Service (North)



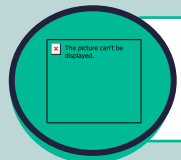
Source: *Districts and Boroughs*



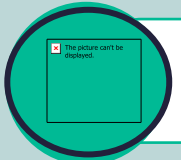
Service Functions included: *Revenues, Benefits, Money and Debt Advice*



Staff in scope: *95.47 FTEs*



Budget:



Investment: *Future investment to harmonise ICT Systems*

BLUEPRINT DESIGN PRINCIPLES – REVENUES AND BENEFITS



Service Delivery

Maintain service excellence

Continue to employ best service practice and improve collections rates where possible, whilst transitioning through to unitary authorities. Maintain or improve performance on time taken to assess claims for Housing Benefit and Council tax Reduction. Consistent approach to working practices & policies with a continual drive to enhance efficiencies



Customers

Place customers at the centre of all we do

Ensure services continue to be easy to access, digital services are evolved further whilst we are still able to cater for our most vulnerable residents



Harmonisation

Steps towards a harmonised service

Customers can access any office within the unitary area and get the same or similar service through our collaborative approach backed up with appropriate training plans. Policies, procedures and working practices are harmonised along with the Council Tax and Council Tax Reduction schemes



Technology

Drive Technology Forward

The service will endeavour to maximise the potential of all technology available, including partner and customers alike, using the most effective, efficient and compliant methods of contact and data transfer available



Culture

Positive culture

Building upon the existing cultures to be enhanced for each of the two authorities by both senior management and the workforce collaboratively. These will harmonise further as the new authorities mature. Governance and policies will support a vision for Finance




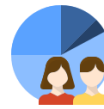

Collaboration

Collaborative Teams

Build on collaborative working arrangements between teams to provide a more integrated and harmonised service

DAY 1 SAFE AND LEGAL – REVENUES AND BENEFITS



<p>Service Offer</p> <ul style="list-style-type: none"> • Easy to access service with a variety of easy payment methods • Financial support provided to those most vulnerable to avoid homelessness, financial insolvency and bankruptcy • Maximisation of income to the Council from collection of Council Tax and Business Rates 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Council Tax • Council Tax Reduction Scheme including new claims and change event assessments • NNDR Business Rates • Recovery & Enforcement • Sundry Debts • Subsidies & Returns • Money & Debt Advice • Assessment of new claims and change events for Housing Benefit • Housing Benefit subsidy including audit • Performance and systems 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • Wellingborough • East Northants • Kettering • Corby 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Push towards digital services whilst recognising the need for a more flexible service for vulnerable residents may bring further efficiencies • Harmonisation and further development of online website forms may bring further efficiencies and better customer access 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • LGSS • Northgate • Capita One • BID • Citizens Advice • DWP • Landlords • Valuation Office Agency • Community Law Service • Kettering Futures Partnership • CEEA • Internal and external audit • Enforcement agents • Housing providers
<ul style="list-style-type: none"> • Plus • Working assumption is that we 'lift and shift' current arrangements into the new organisations • Operating model review will commence from Year 1 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Harmonisation of subsidies and returns through DWP action plan • New unitary arrangements for Money & Debt Advice 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 service Design for
Place



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Designs for
Regulatory: Planning,
Environment and Trading
Standards

SCOPE OF PORTFOLIO BLUEPRINT



Regulatory: Planning, Environment & Trading Standards



Source: *NCC and D&B*



Service Functions included: *Bereavement services, Building control, Emergency planning, Environmental Health, Flood risk management/flood defences and land drainage, Development control services including waste, minerals, Planning policy, Sports grounds certification, Street naming and numbering, Trading standards, Travellers unit*



Staff in scope: *118*

**Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.*



Investment: *NCC investment in 6 new Trading Standards posts to facilitate disaggregation (Total: £198k pa = £99k pa West) – already agreed by NCC.*

BLUEPRINT DESIGN PRINCIPLES – PLANNING & DEVELOPMENT AND REGULATORY & ENFORCEMENT SERVICES (NORTH)

1

Safe, Legal and Accessible Services

Safe, Legal and Accessible Services

We need to ensure that safe, legal and accessible services continue to be delivered with no interruption for residents, customer and the public.

2

Strategy & Policy Harmonisation

Strategy and Policy Harmonisation

We will harmonise strategies, policies and procedures with proper and through consultation. Where harmonisation could lead to an impractical or unfair burden on customers a transitioning period will be determined and agreed.

3

Business Continuity

Business Continuity

We will ensure that there is a seamless transition for approvals, applications, consultations, advice, inspections, investigations and case management.

4

Authorisations

Authorisations

We will ensure that all officers have the appropriate delegated authority to be able to provide a legal service. We will ensure that Members with responsibilities for these service or committees are able to commence work seamlessly post election.

5

Services by Geography

Services by Geography

All location based services and staff will remain where they currently are. Staff will only be moved when business delivery model has been developed and agreed, post Vesting day. Day One accommodation for the North.

6

Legal Governance Structures

Legal Governance Structures



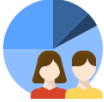


We will develop proposals for the new council to consider when establishing new governance structures that are legal, effective and efficient.

Key areas of collaboration:

- Maintaining/improving existing and developing new links and collaborative ways of working with statutory, strategic and business partners
- Improving collaborative working (including co-production of strategies, improved access to/sharing of information) with other key partners, such as Health, Education, Police and Community Groups
- Closer working with our communities and service users to help determine priorities/needs within the local area and help shape future service design
- Interfaces with town and parish councils on special planning and developments in North Northants.
- Ensuring that the North has strong working relationship with West where operational and strategic collaboration is necessary

DAY 1 SAFE AND LEGAL – REGULATORY: PLANNING, ENVIRONMENT & TRADING STANDARDS (NORTH)



<p>Service Offer</p> <p>This broad portfolio covers a range of services that must be safe and legal for Vesting Day. There are no major changes in service offer planned in the service areas in scope of this blueprint. They are as follows:</p> <ul style="list-style-type: none"> • Environmental Protection • Trading Standards • Licensing • Health & Safety advice and investigations • Food Safety • Building Control • Development Management • Planning Policy • Local Land Charges • Climate and environmental protection • Flood Management • Minerals and Waste 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Seamless administration and determination of applications across all service areas. • Ensuring the authority has all necessary legal requirements in place to enable enforcement (Inspection, investigation and intervention) from Vesting Day. • Ensuring seamless progression of private & commercial planning and development work. • Establishing any area planning committees for the North and shaping the strategic planning arrangements with West Northants. • Supporting staff through unitary formation through change 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Ensuring seamless routing of enquiries and applications to the correct service team across the current authorities. • Improved MI and information sharing between partners allows for flexible development of the services. • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact and printed / online information. 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Relationships with partners are maintained with minimal disruption. • Improved information sharing. • Continued ability to take account of future growth proposals in their investment decisions, to understand and incorporate local priorities/ opportunities and to pilot innovation and invest in exemplary developments to help deliver sustainable growth. 
<p>Plus</p> <ul style="list-style-type: none"> • Develop a business delivery and investigation model in Regulatory Services based on geography and specialisms. • Robustly pursue IT opportunities to mobilise the work force. • Integration of trading standards into regulatory service team in the West. • Disaggregation of county wide services provided by NCC into North. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and harmonise existing scheme of delegations, policies, statements and procedures. • Review and alignment of systems and processes • Confirm future service structures for maximum efficiency. • Develop, implement and refine a business delivery models. • Develop client interface with the West for Travellers Unit services in the West. 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Designs for
Highways and Waste

SCOPE OF SERVICE AREA BLUEPRINT



Highways and Waste



Source: Waste Management Services are provided by all eight authorities. The District and Borough councils are responsible for collection services and recycling. The County Council is responsible for waste disposal and Household Waste Recycling Centres



Service Functions included:

Waste Collection, Recycling, Waste Disposal, Closed Landfill sites, Household Waste Recycling Centres (HWRCs), Grounds Maintenance, Street Cleansing.



Staff in scope:

10.46 FTE from NCC Waste Management function moving to North Northants.

178 FTE* District and Borough staff in the North.

*Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.



Investment: SLA & Agency agreement management function for highways & transport works

BLUEPRINT DESIGN PRINCIPLES – WASTE MANAGEMENT, STREET CLEANSING AND GROUNDS (NORTH)



Continuity of service

Seamless service delivery for Day One

No changes to service standards for household services for collection of waste and recycling.



Harmonisation of services

Smoothing the customer experience in waste services

Consistent fees and charges will be in place for some elements including bulk waste collection. Medium term harmonisation achievable in 3 of the 4 districts and borough areas.



Strong Host Authority for Waste Disposal functions

Hosting key functions for the West

Host authority model will be in place for 12 months to allow full disaggregation of NCC functions to the North with alignment to BCW service decision.



Collaborative Working

Collaboration



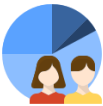



Working with the West as a customer to deliver highways and transport related functions

Key areas of collaboration:

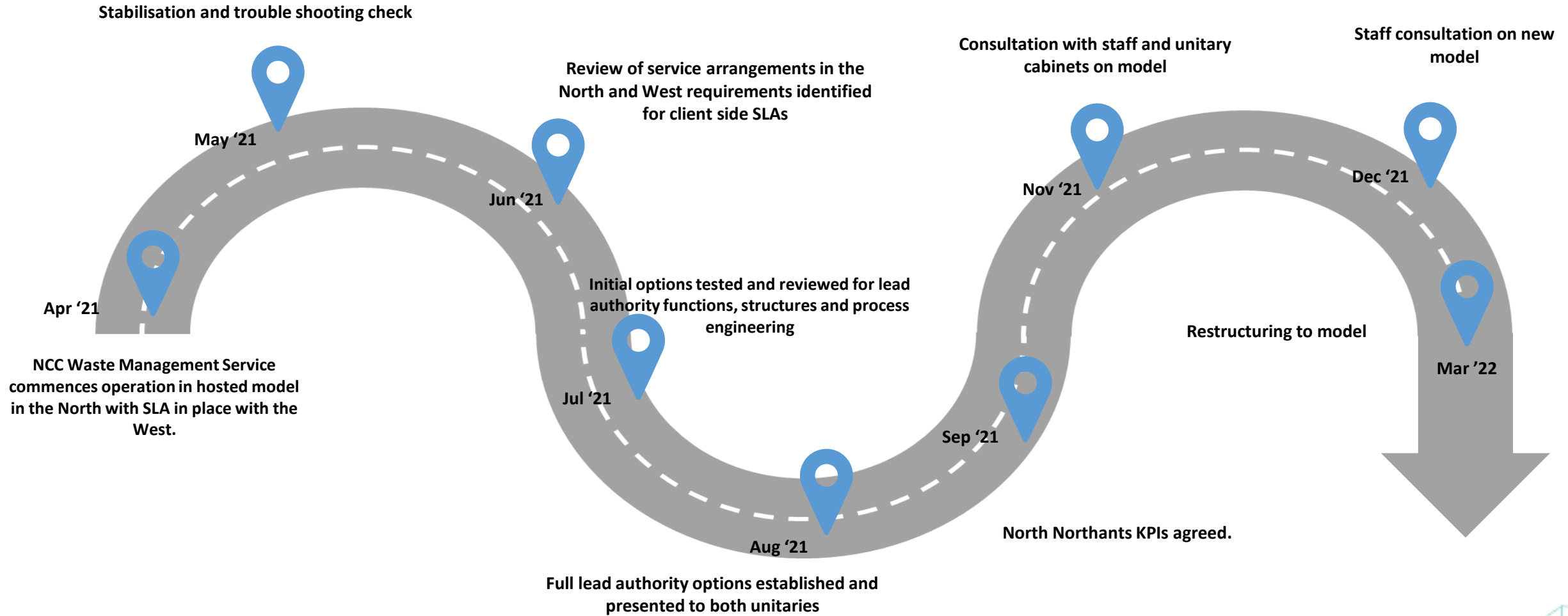
- COVID response – essential services that need to be tied into organisation response and changes in service demands.
- BCW waste collection service model could lead to collaboration with KBC/CBC shared service.
- Working with Highways Team on verge cutting elements of that contract.
- Relationships with town and parish councils on grounds maintenance contracted or devolved to local councils.
- Closer working with NHS and Adult Social Care on collection of medical waste.
- Host/Client relationship with the West Northants unitary.

DAY 1 SAFE AND LEGAL – SERVICE AREA WASTE, STREETS AND GROUNDS (NORTH)



<p>Service Offer</p> <ul style="list-style-type: none"> • Seamless collection of black bin household waste from households to current specifications. Collection of recycling materials from households. • Management of disposal contracts for both West and North unitaries including closed landfill. • Management of Household Waste Recycling Centres (HWRCs). • Developing a competitive commercial waste service. • Continued street cleansing to local and COVID specifications. • Management of grounds and open spaces to North Northants service standards. 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Successful transition of NCC Waste function into North Northants. • Hosting arrangements identified and confirmed. • Creation and adoption of a single waste management policy for North Northants. • Harmonisation of fees for chargeable service elements e.g. bulky waste collection. 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working locations, services offered etc.). Centralised management function potentially at KBC. This would include relocation of NCC Waste Management function to North Northants.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Harmonised fees for chargeable services e.g. bulky waste collections. • Clear sign-posting to information available on websites and web forms as applicable but with no major changes anticipated for Day One. • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information. 	<p>Key Partners & Suppliers</p>  <p>Veolia – collection supplier for ENC. Norse – collection JV supplier for BCW. Town and Parish Councils – Devolution of grounds functions to local administrators.</p> 
<p>Plus</p> <ul style="list-style-type: none"> • Potential integration of BCW waste collection service into KBC/CBC shared service model. • Business case for strategic infrastructure investment for waste disposal and recycling. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review hosted service model and develop plan for permanent lead authority model. • Review and alignment of systems and processes • Confirm status of BCW service provider as current arrangements end in 21/22. • Service stabilisation and optimisation. 		

JOURNEY TO SPLIT SERVICES (WASTE DISPOSAL, HOUSEHOLD WASTE RECYCLING CENTRES (HWRCs))





FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Designs for
Economic and Regeneration

SCOPE OF SERVICE AREA BLUEPRINT



Economy and Regeneration



Source: *NCC and D&Bs*



Service Functions Included: *Economic Development and Regeneration*



Staff in Scope: *10.78*



- *£3 million from ERDF and £6 million through SEMLEP for the Vulcan Works Regeneration*
- *Northampton has a successful Future High Street Fund bid. Both Northampton and Corby are part of the Towns Fund programme (up to £25m funding per place).*
- *£2 million funding from the Local Growth Fund – Catesby Aerodynamic Research and Innovation Centre and £4.2 million for the Catesby Aerodynamic Research Facility*
- *£1.695 million from the Local Growth Fund for the Enterprise Centre in East Northamptonshire*
- *Kettering High Street Heritage Action Zone of up to £2m.*

BLUEPRINT DESIGN PRINCIPLES – ECONOMY REGENERATION (NORTH)



Freedom

Freedom

It is essential that we all have the freedom to share our opinion and complete our work without blockages.



No Autocratic Structures

No Autocratic Structures

Autocratic structures will hinder progress and cost Northampton dearly. Avoid a top down structure.



Access to Information

Access to Information

Information must be freely and easily shared with appropriate decision making processes that we can see and influence.



Interaction and Collaboration

Interaction and Collaboration

All staff across the two new unitary authorities must be able to interact and collaborate with the right individuals to allow service functions and progress to be made.





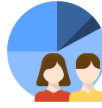


Raising Awareness

Raising Awareness

To allow economic development to thrive, an awareness of key assets and income streams need to be increased.



DAY 1 SAFE & LEGAL PLUS – ECONOMY REGENERATION (NORTH)

<p>Service Offer</p> <p>This is an important function for all authorities which broadly covers;</p> <ul style="list-style-type: none"> • Promoting local business • Advising potential inward investors • Brand/identity development to attract investment • Supporting the business community • Provision of Business Centre space enable start-up and growing businesses • Improving and regenerating areas of deprivation • Disseminating Government funding, European Funding, (soon to be Shared Prosperity Fund) • Strategic regeneration plans to enable place shaping • Strengthening investment links through the Department of International Trade • Promoting business growth 	<p>Key Activities </p> <ul style="list-style-type: none"> • Engage effectively with businesses through excellent communications, and resourcing specific business engagement roles where possible • Coordination between Northamptonshire West and North, SEMLEP grouping and wider (not just the traditional links), and Ox CAM ARC through working groups and effective communications and continued engagement with wider bodies outside of Northamptonshire • Engagement with key EDR groups with North Northamptonshire representation • Further development of key communications around what Northamptonshire has to offer, using existing websites and social media • Development and publication of a Masterplan for promoting North Northants • Developing non targeted communications within the service • Publishing a Business Charter, highlighting what Northamptonshire North has to offer, and its offer to businesses 	<p>Planned Locations </p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p>	<p>Customer & Channels </p> <ul style="list-style-type: none"> • Policy Maker and Shaper • Regulator • Developer, Landowner and Landlord • Service Provider • Buyer or goods and Services • Employer • Community Leader • Tax Collector • Tenants • Northamptonshire residents and businesses 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • KIER wsp & Business Cases • BRADSAD Suppliers – Far Point (Commercial technical service) • Business Support • Design & Building Operations Possible Consultancy • Consultation Delivery (County) • Stakeholder engagement QS • In formal relationship with key consultant • Delivering One to one workshops Business Adviser Function Velocity Growth Hub • BID • SEMLEP • Homes England MHCLG • S106 • National Lottery Funding 
<p>Plus </p> <ul style="list-style-type: none"> • Alignment of systems and processes 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and alignment of systems and processes • Review into business/market intelligence and best practice models • Continue to attract new businesses to the area through various platforms, containing the positive occupancy levels seen over the past 10 years. 		



FUTURE NORTHANTS

Service Blueprint North Northamptonshire

Day 1 Service Designs for
Property and Assets

SCOPE OF SERVICE AREA BLUEPRINT



Property and Assets



Source: *NCC and D&Bs*



Service Functions Included: *Facilities Management, Asset (Property Estate) Management.*



Staff in Scope: *39.74*



Budget: *being disaggregated and aggregated as part of MTFP task and finish group work*



Investment: *No Inward Investment for Facilities and Property Management.*

BLUEPRINT DESIGN PRINCIPLES – SERVICE AREA PROPERTY AND ASSETS (NORTH)



Communication

Communication

We need to target our communications at all stakeholders who need the most support as early as we can, helping them deal with issues and support their services to grow and develop.



Alignment

Alignment

To ensure the success and sustainability of the new initiative or process brought on by this project, everyone it will directly impact must be onboard. The message must include the WIIFM "what's in it for me" at every level; otherwise most stakeholders will not be interested or engaged around the new initiative..



Access to Quality Service and Facilities

Access to quality services and facilities

Services to remain largely as-is for vesting day, with no drop of significant changes to customer offer or journey. All existing arrangements regarding maintenance/upkeep, access to services and level of service offering will remain the same



Geographical Split

Services by Geography

All location based services will remain where they are currently provided from, and all that sit within the boundaries of the North Unitary will transfer in ownership accordingly. Staff based at localities will remain in these localities.



Collaborative Working


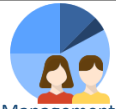

Collaborative Working

A more joined up approach, with other linked authority services (such as Planning, Economic Development), voluntary sector and service delivery partners and other key partners in the Facilities and Asset Management of targeted and appropriate services.



DAY 1 SAFE AND LEGAL – PROPERTY AND ASSETS (NORTH)



<p>Service Offer</p> <p>Facility Management is a profession that encompasses multiple disciplines to make sure the places in which people work, play, learn and live are safe, comfortable, productive and sustainable.</p> <p>Facilities Management contributes to the organization’s bottom line through their responsibility for maintaining what are often an organisation’s largest and most valuable assets, such as property, equipment and other environments that house personnel, productivity, inventory and other elements of operation.</p> <p>Asset Management is the management of County, District & Borough property assets. It is the process which aligns property strategies to the corporate strategy ensuring the optimisation of assets in a way which best supports its key objectives.</p> <p>Asset management includes some 1,300 separate assets in the West and 1,480 separate assets in the North. Assets range from large office buildings to garages, allotments, and Enterprise centres.</p>	<p>Key Activities</p> <p>Asset Management:</p> <p>Asset Valuation, Estates Management, Premise Running Costs, Property Income, Corporate asset management database, Management of commercial estates, Property data in Council databases, Provide advice on all property related matters, Review of property contracts, Acquisitions (commercial and regeneration), Condition surveys and defect analysis, Property and Assets, Property disposal, Property Disposal Revenue Costs, Strategic Asset Management, Commercial Investments (strategic planning), Corporate Landlord principles, Energy and renewables strategies, Property operational and exploitation</p> <p>Facilities Management: Asbestos Management, Building Security, Car Parking (linked to buildings), Catering, Cleaning, Helpdesk, Mailroom, Out of Hours Support, PAT Testing, Reception Services, Room Booking, Statutory Compliance, Supplies, Utilities, Repairs & Maintenance.</p>	<p>Planned Locations</p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p> <p>There may be some exceptions depending on Day One Accommodation</p> 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> For Asset/Property Management the external customers include: RICS, Consultants, Suppliers/Contractors, Tenants, Adjoining Landlords, Towns/Parish councils, Central government, Valuers BAU accommodation team will be an internal customer, requiring provision of suitable accommodation/or retraction of accommodation depending on future strategic decisions around location and recruitment. Clear sign-posting to information available on websites and web forms as applicable Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information (e.g. opening times, events, pricing, classes etc.) 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Superfast Northamptonshire • Government departments • Sub-national and Local Planning Bodies e.g. the Arc, England’s Economic Heartlands, North Northamptonshire and West Northamptonshire Joint Planning Units • Sub-national Economic Development and Regeneration Bodies e.g. SEMLEP • Private sector • Business Improvement Districts • Voluntary Sector • Police, Fire & Health • English Heritage • Historic England • Civic Societies • Accommodation project 
<p>Plus</p> <ul style="list-style-type: none"> • Alignment of systems and processes • Review into service provision to align arrangements where possible (in-house/out-sourced provision) • Review of Assets – Aligning North and West assets 	<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and alignment of systems and processes • Review into business/market intelligence and best practice models 			

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NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW OVERVIEW & SCRUTINY COMMITTEE

8th October 2020

Report Title	Programme Directors Update
Report Author	Paul Helsby- Programme Director

1. Purpose

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

2. Recommendations

It is recommended that the Shadow Overview & 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 and approves the finance monitoring report.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The approach to setting up North Northamptonshire Council is at a point where the blueprint for the council has been shared with the trade unions, staff and elected members and is now in the public domain and is part of the wider agenda for this meeting to consider formal approval.
- 3.1.3 The finance monitoring report for September is submitted for approval and the attached report sets out the details considered 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 as we move into the implementation phase of the programme.

3.1.5 Members of the Shadow Overview & Scrutiny Committee should note that from the October reporting cycle, the North Northamptonshire specific implementation monitoring will commence providing a more detailed report of the implementation phase to the Shadow Executive.

3.2 Issues and Choices

3.2.1 The creation of a draft blueprint for North Northamptonshire Council was presented to the Executive for approval at the meeting of 24th September.

4. Implications (including financial implications)

4.1 Policy

4.1.1 The delivery costs and benefits are set out in detail in the Finance Monitoring Report attached. There is no requirement to provide additional funds and this situation will be carefully monitored on a monthly basis.

4.2 Resources and Risk

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

4.3 Legal

4.3.1 No implications in this report

4.4 Equality and Health

4.4.1 No implications in this report

Report Author: Paul Helsby – Programme Director



Programme Director's Update

8 October 2020

Contents

- 1) Programme Status Summary
- 2) Programme Notes
- 3) Change Management
- 4) Communication and Engagement
- 5) Finance Report – Audra Statham

Programme Notes

Comms and Engagement – All new resources are in place, focus on engagement on draft blueprints throughout September with members, staff and partners. George Candler is taking the Chief Executive lead on this area.

Trade Unions – The draft blueprint was shared with the Trade Unions and a positive discussion was held following the last JIE and important to work closely with the trade unions as we move forward on the work required to align staff to the two new unitaries. Meeting is 10th September.

Blueprint Preparation – Workshops have been held with both Executives on the detailed level of the draft blueprints. ICT workshop and budget workshops taking place.








Implementation reporting and preparation – Critical path work now complete and reporting methodology being tested so that once the blueprints are adopted the reporting will drop down into a more detailed level and on a north and west basis to commence in October reporting cycle.

Programme Health check – 30 recommendation drawn up into an action plan. Each action has been assigned an owner at senior level. The detailed action plan is available if required.

Transformation Directors recruitment process underway

Programme Status Summary

Overall FN programme RAG rating as at 28th August 2020

Programme	Programme Lead	Programme Status	Commentary	Estimated Direction of Travel for next period
Place North	Ian Vincent	G		
Place West		G		
Finance	Barry Scarr	G	Good progress has been made and the overall status of the programme has now moved from Amber to Green through the hard work of Members and Officers and the support of the programme team with very tight timescales. MTFP work is key current area of focus.	
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.	
Childrens	Liz Elliott	A	The Creation of the Children's Trust is the immediate priority as we move closer to 1st November. Progress is being made and challenges are being worked through and overcome to date. Savings initiatives remain a concern and the impact of COVID on this area will continue to create delay in the delivery of savings. (see financial report for programme)	
Adults	Anna Earnshaw	A	It was anticipated that the adults programme would return to green status this month however more work is required to test process for the early go-live of this key area. Workshops are underway to address the challenges and amend the approaches in the programme for the benefit of fine tuning the implementation phase.	
ICT	Richard Ellis	G	Whilst green the ICT programme is complex and extensive and continues to be a high priority for resources and tight governance.	
Customer and Digital		G		



Day 1 Assurance: What we've done

- Designed, built and tested the process for capturing and monitoring the implementation status of all Critical Products at Unitary level
- Implemented this process through Future Northants Governance and Assurance Officers, Project Managers and Programme Managers to capture the implementation status of over 800 Critical products at Unitary level
- Compiled the first full view of Critical Product implementation statuses across the c. 80 Day 1 Requirements at Unitary Level (provided in separate document)
- Worked directly with relevant Programme Managers to clarify and resolve Critical Products that are reporting implementation issues or concerns
- Initiated development of the process for capturing and monitoring the implementation status of Day 1 Services for North Unitary and West Unitary



Day 1 Assurance: Interim Unitary Level Exception Report

Critical Products where implementation should have started but has not

- No Critical Products at this status

Critical Products where implementation progress is of concern

- No Critical Products at this status

Critical Products where implementation progress is under increased watch

Corporate C18: Archive and storage facility (strategy and policy)	Establishing Critical Products of this recently revised Unitary Day 1 Requirement
ICT IC03: Customer Services Outsystems	Dependency on partner decision to be made by end August 2020
Place PO4: ID cards	Assurance being sought that implementation has commenced as planned
Place PO7: Room booking	Establishing Critical Products of this newly identified Unitary Day 1 Requirement
Place P08: Archive and storage facility (contracts and physical storage)	Assurance being sought that implementation has commenced as planned

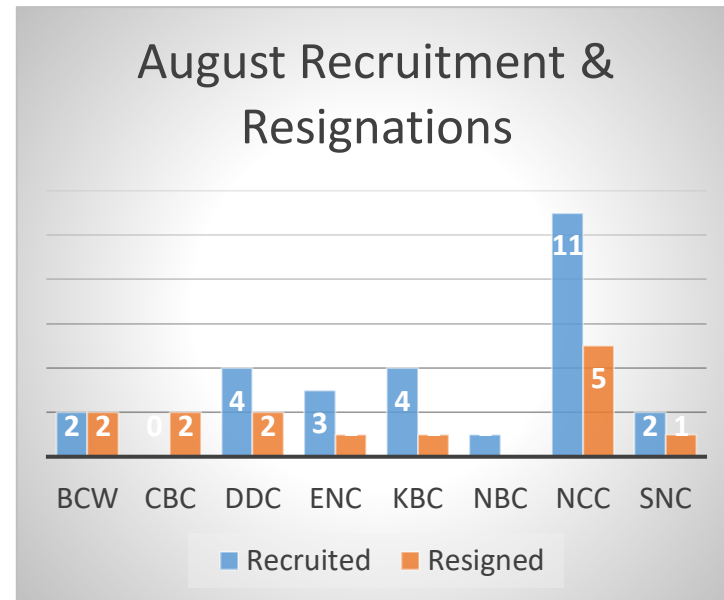
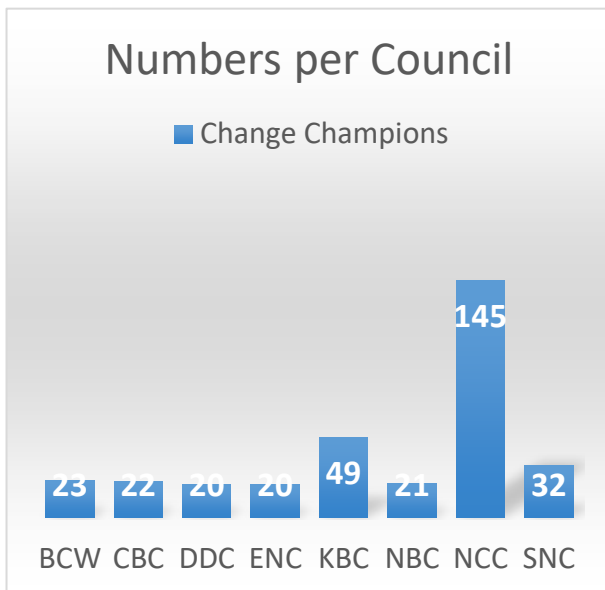
Day 1 Assurance: What we're doing now and next

- Embedding and stabilising the newly introduced data capture and monitoring process for Unitary Day 1 Critical Products
- Continuing status data capture of Unitary Day 1 Critical Products on a fortnightly basis to monitor implementation and instigate rapid corrective action where required
- Reformatting the Assurance Framework to show Unitary Day 1 Critical Products by month of implementation to support Programme Managers in their timely delivery
- Developing enhanced assurance processes to ensure data reported by projects and programmes is accurate
- Building and testing the process for capturing and monitoring the implementation status of Day 1 Services for North Unitary and West Unitary
- Designing and producing separate Day 1 Readiness Reports for North Unitary and West Unitary to provide clear sight of their individual implementation positions





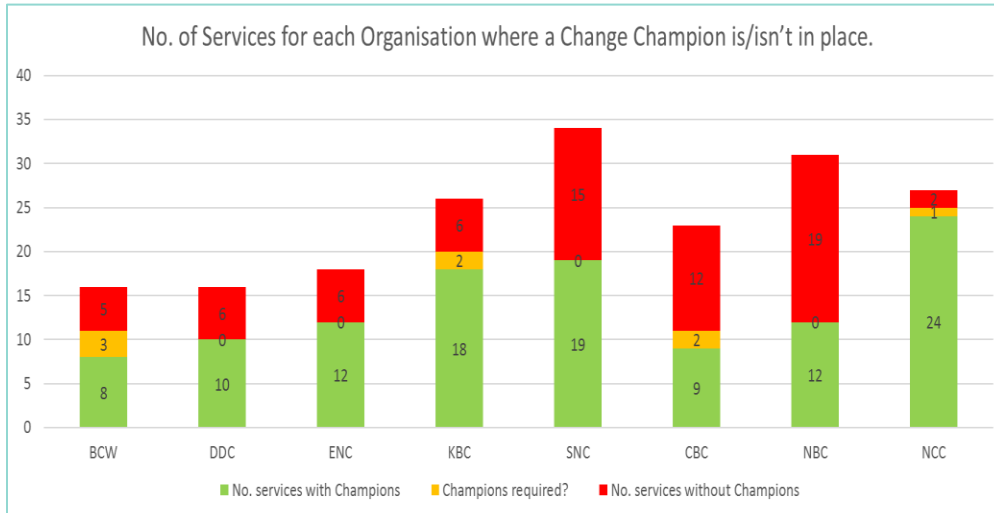
Change Champions Stats: Numbers, Open Recruitment & Resignations



27 recruited in August taking the total from 319 to 346, however, a further 14 resigned, leaving a net total of 332 champions across all 8 councils.



Change Champion Stats: Targeted Recruitment



Targeted Recruitment Principles

Minimum of 1 per service

Agreement of champion representation for outsourced or shared services

Additional champions to be agreed with senior leaders based on:

- Size & Complexity of Service
- Extent of the required change
- Change Readiness
- Potential Resistance levels

To ensure each service is represented by at least 1 Change Champion, a minimum of 71 will need to be recruited as part of a targeted campaign.

8 services require further exploration to agree if Change Champion representation is required e.g. service is currently outsourced.

Next Steps: Consultation with council leadership teams to agree Champion recruitment numbers, locations and nominations process (supported by Recruitment Toolkit and Gap Analysis).

Actions through September



Continue:

- ✓ Change Champion Open Recruitment Campaign
- ✓ Roll out of Change Charter
- ✓ Delivery of Gearing up for Change Workshops
- ✓ ICT Programme Development
- ✓ Change Coaching Sessions
- ✓ ICT Programme Boards in Engine Room
- ✓ Review & Update Champion Gap Analysis



Continue delivery of Team workshops per programme team/role team.

Finance Programme

- Planning consultations for:
- Council Tax Harmonisation
 - Council Tax Reduction (CTRS)
 - National Non Domestic Rates (NDR)

Design of Bite Size Development Workshops

Design of Change Approach Branding for Workforce



Launch Change Champion Development Toolkit

Additions:

- Change Champion Targeted Recruitment Campaign
- Recognition and Sponsorship of Change Champions
- Launch ICT IT Pilot Users / Early Adopters & Super Users roles
- Design of Development Workshops
- Design of Development Workshops
- Formalise reporting structures and info

Communications and engagement

Staff and member briefing: 9-11th September

- **1 staff briefing and 1 member briefing – recorded and distributed for those who can't attend**
 - Engagement on draft blueprints with elected members North and West
 - Recap on progress and launch of implementation phase
 - Intro from new CEs
 - Assurance on day one changes
 - Overview of blueprints
 - Day one transformation – adults and IT examples
 - Next steps for staff consultation
 - Q and A with Change Champions
 - Next steps and roadmap
- Follow up with development of evolving FAQ, and tailored staff briefing sessions delivered by nominated Directors / Programme Leads

Communications and engagement

Recent activity

- Logo survey live. Over 5,000 responses across North / West
- Blueprint - internal and external communications
- CE announcements
- On boarding of new team

Next steps

- Senior appointments – statutory director roles – early Sept
- Support for Council Tax Reduction Scheme consultation – early October
- Development of communications forward plan to enable better planning
- Review of communications model, resourcing, systems
- Review of communications channels / positioning with increased focus on benefits and changes for residents and staff



Finance Report Summary

Audra

See separate report.



Document Type	Information Report
Programme	Future Northants
Title	Future Northants Finance Monitoring Report
Audience for this document	
North Northamptonshire Shadow Overview & Scrutiny Committee	
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 Stham	Updated LGR and Transformation Budget Changes
13/07/2020	1.0	Audra Stham	Outturn Report
	1.0	Audra Stham	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 third 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	12,383	-148
Total	14,481	14,013	468

The overall variance of £0.468m has increased since the last report by £0.229m. 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 3, reported in July, there is slippage of savings from the New Learning Disability Provision as the build and opening of Oaktree Rise for Transforming care clients has been delayed to later into 2021-22. The savings impact is a profile issue not an inability to achieve the savings.

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 £14,013m during 2020/21. This will leave £35.528m to be delivered beyond vesting day.

3. Conclusion

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

Future Northants Revised Benefits Realisation

Appendix 2.1

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

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

Variance Under/(Over)
2020/21
£000
0

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

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

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

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

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

Year End Outturn Projection
2020/21
£000
381
164
0
1,085
0
0
0
0
0
0
0
0
1,630

Under/(Over) delivery
2020/21
£000
-100
130
-270
138
718
616

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

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

Year End Outturn Projection
2020/21
£000
5,895
909
1,093
3,516
970
12,383

Under/(Over) delivery
2020/21
£000
1,235
727
-835
-1,275
0
-148

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

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

14,013

468

North Northamptonshire Shadow Authority

FORWARD PLAN OF DECISIONS 1 October 2020 to 31 January 2021

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 decided 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

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 inc Budget Monitoring Report & Day 1 Readiness	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	
Task & Finish Group Updates <ul style="list-style-type: none"> • Day 1 Accomodation • Transformation 	Shadow Executive	Cllr Wendy Brackenbury Cllr Steven North	No	No	N/A	29 Oct 2020	Paul Helsby	
Children's Trust Update	Shadow Executive	-	No	No	N/A	29 Oct 2020	Liz Elliot	
Customer Engagement Strategy	Shadow Executive	-	No	No	N/A	29 Oct 2020	Richard Ellis	
Health & Wellbeing Board	Shadow Executive	-	No	No	N/A	29 Oct 2020	Anna Earnshaw	
Shaw PPP Contract Variation Initiation	Shadow Executive	-	Yes	Yes	Paragraph 3-financial information	29 Oct 2020	Anna Earnshaw	
Residential and Nursing Framework Intention to Tender	Shadow Executive	-	Yes	No	N/A	29 Oct 2020	Anna Earnshaw	
Public Health Operating Model	Shadow Executive	-	No	No	N/A	29 Oct 2020	Anna Earnshaw	

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):
HR Update	Shadow Executive	-	No	Yes	Paragraph 4 - consultations/ negotiations	29 Oct 2020	Martin Cox	
Branding Logo Decisions	Shadow Executive	-	No	No	N/A	29 Oct 2020	Martin Cox	
Insurance Recommendations	Shadow Executive	-	No	No	N/A	29 Oct 2020	Martin Cox	
Procurement Contracts Review Options Paper	Shadow Executive	-	No	Yes	Paragraph 4 - consultations/ negotiations	29 Oct 2020	Martin Cox	
Response to Planning White Paper	Shadow Executive	-	No	No	N/A	29 Oct 2020	(Recommendation from Joint Planning Committee)	

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 inc Budget Monitoring Report & Day 1 Readiness	Shadow Executive	-	No	No	N/A	26 Nov 2020	Paul Helsby	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	-	No	Yes	Paragraph 3- financial information	26 Nov 2020	Glenn Hammons	
Dedicated Schools Grant Funding	Shadow Executive	-	Yes	No	N/A	26 Nov 2020	James Smith/ Beth Baines	
Programme Structure	Shadow Executive	-	No	No	N/A	26 Nov 2020	Theresa Grant	

December 2020- No meeting

January 2021

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 inc Budget Monitoring Report & Day 1 Readiness	Shadow Executive	-	No	No	N/A	07 Jan 2021	Paul Helsby	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	-	No	Yes	Paragraph 3- financial information	07 Jan 2021	Glenn Hammons	