NORTH NORTHAMPTONSHIRE
SHADOW AUTHORITY

Programme Director's Update

8 October 2020

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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

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Programme Status Summary

Programme	Programme Lead	Programme Status	Commentary	Estimated Direction of Travel for next period
Place North	Ian Vincent	G		G →
Place West		G		G →
Finance	Barry Scarr	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.	G →
Corporate	Martin Cox	A	Whilst Councils are supporting where they can, the issue of releasing resources due to COVID impact remains a material issue that could impact the delivery of key areas.	G →
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)	A →
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 chjallenges and amend the approaches in the programme for the benefit of fine tuning the implementation phase.	G →
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.	G →
Customer and Digital		G		G →

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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

- Complied 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

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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

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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
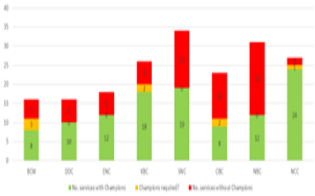
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Change Management

RECRUITMENT TOOLKIT

No. of Services for each Organisation where a Change Champion is/isn't in place.

This chart identifies how many services each council has and how many are represented by a Change Champion. 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. Further consultation with leadership teams on service size/complexity; change readiness and potential resistance levels will identify additional Change Champion needs.

Gap Analysis

Virtual Engagement Workshops

Colleague Support Activities Continue…..

MS365 — Roll-out — Support
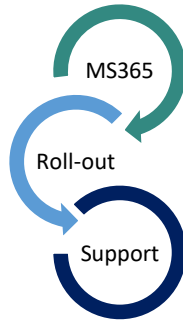
Roles Identified
- IT Pilot Users
- Early Adopters
- Super Users

Induction Toolkit

Staff Engagement Activities Continue……….

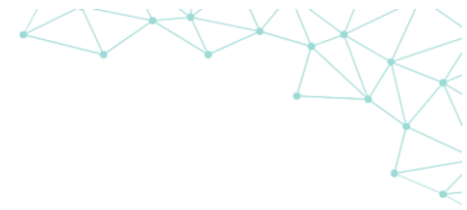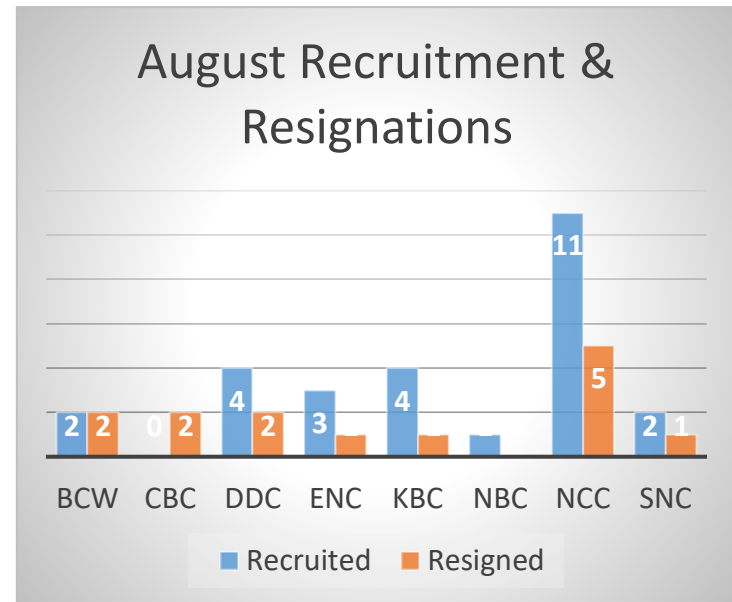✓ Change Maker: Completion of **Team Profiling** with role out of team workshops per programme team/role team.

Change Champion Recruitment Campaign

Change Champion Survey

Identification of Support, Engagement and Themes

ICT Programme Development Session

Change Coaching Sessions

Mail automation pilot testing

✓ **Change Impact Assessments completed**

IMPACT ASSESSMENT TEMPLATE

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Change Champions Stats: Numbers, Open Recruitment & Resignations

Numbers per Council — Change Champions
BCW: 23, CBC: 22, DDC: 20, ENC: 20, KBC: 49, NBC: 21, NCC: 145, SNC: 32

August Recruitment & Resignations — Recruited / Resigned
BCW: 2/2, CBC: 0/2, DDC: 4/2, ENC: 3/—, KBC: 4/—, NBC: —, NCC: 11/5, SNC: 2/1
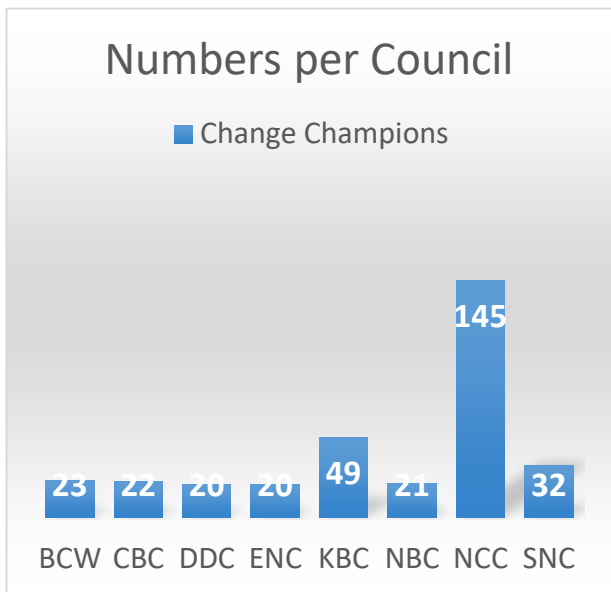
27 recruited in August taking the total from 319 to 346, however, a further 14 resigned, leaving a net total of 332 champions across all 8 councils.

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Change Champion Stats: Targeted Recruitment

No. of Services for each Organisation where a Change Champion is/isn't in place.

Chart data:
- BCW: 8 (with Champions), 3 (Champions required?), 5 (without Champions)
- DDC: 10 (with Champions), 0 (Champions required?), 6 (without Champions)
- ENC: 12 (with Champions), 0 (Champions required?), 6 (without Champions)
- KBC: 18 (with Champions), 2 (Champions required?), 6 (without Champions)
- SNC: 19 (with Champions), 0 (Champions required?), 15 (without Champions)
- CBC: 9 (with Champions), 2 (Champions required?), 12 (without Champions)
- NBC: 12 (with Champions), 0 (Champions required?), 19 (without Champions)
- NCC: 24 (with Champions), 1 (Champions required?), 2 (without Champions)

Legend: ■ No. services with Champions ■ Champions required? ■ No. services without Champions

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).

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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 (NNDR)

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

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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

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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

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Finance Report Summary

Audra

See separate report.