

Meeting: North Northamptonshire Shadow Overview and Scrutiny Committee

Date: Thursday 12th November 2020

Time: 7:00 pm

Venue: Virtual meeting via Zoom


Committee Membership:


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

Members of the Committee are invited to attend the above meeting to consider the items of business listed on the agenda.

The meeting will be available for the public to view live at the 'Democratic Services North Northants' You Tube channel:-
https://www.youtube.com/channel/UCcH_JAaHaMtqHDeMQEVXi2q/videos

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

Item		Subject	Officer Presenting Report	Page No
01		Apologies for non-attendance		-
02		Election of Chair		-
03		Notification of requests to address the meeting		-
04		Members' Declarations of Interest		-
05		Minutes of the meeting held on 8 October 2020		5 -12
06		Chair's Announcements		-
Items requiring a decision				
07		Children's Trust Update <i>To discuss member engagement with the Trust as a new authority post Vesting Day.</i>	Cllr W Brackenbury	-
08		Programme Director's Update <ul style="list-style-type: none"> • Change Management • Financial Monitoring • Day 1 Readiness 	Lisa Hyde	13 - 36
09		Forward Plan of Decisions November 2020 - February 2021 <i>To note the outline of decisions to be taken by the Executive or delegated to officers during the coming 4 month period.</i>		37 - 42

010		Work Programme: Shadow Overview & Scrutiny Committee - <i>To discuss future items to be considered by Overview & Scrutiny and consider any amendments to the current workplan.</i>		-
Exempt Items				
011		None notified		
Urgent Items				
012		To consider any items of business of which notice has been given to the Proper Officer prior to the meeting of the Shadow Executive and the Chairman considers to be urgent pursuant to the LGA 1972.		
013		Close of Meeting		
		Rob Bridge, Head of Paid Service, North Northamptonshire Shadow Authority  Proper Officer 4th November 2020		

Virtual Meetings

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

https://www.youtube.com/channel/UCcH_JAaHaMtqHDeMQEVXi2g/videos

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

Public Participation

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

ITEM	NARRATIVE	DEADLINE
Members of the Public Questions	Questions may be submitted by members of the Public to meetings of the committee. The question must be in writing and submitted 2 clear working days prior to the meeting. There are no supplementary questions permitted, and no debate on questions or answers. A period of 30 minutes (Chair's Discretion) is allocated for Public Questions.	5:00 pm Monday 9 th November 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 9 th November 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 9 th November 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 9 th November 2020

These procedures are included within the Shadow Authority's Constitution. Please contact democraticservices@northnorthants.gov.uk for more information.

Members' Declarations of Interest

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

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

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

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

If Members have any queries as to whether a Declaration of Interest should be made please contact the Interim Monitoring Officer at – Martin.Hammond@northnorthants.gov.uk

Press & Media Enquiries

Any press or media enquiries should be directed through the Authority's Communications Team to futurenorthants@northamptonshire.gov.uk

Public Enquiries

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

This page is intentionally blank

North Northamptonshire Shadow Overview and Scrutiny Committee

At 7:00 pm on Thursday 8th October 2020

Held as a virtual meeting via Zoom

Present:-

Shadow Members

Councillor Perry (Vice Chair)
Councillor C Brown
Councillor Hakewill
Councillor Henley
Councillor Lee
Councillor Pengelly
Councillor Titcombe

Councillor Beirne
Councillor Davies
Councillor Harrison
Councillor L Lawman
Councillor McEwan
Councillor Rowley

Officers

M Hammond – Interim Monitoring Officer
P Helsby – Programme Director
L Hogston – East Northamptonshire DC
F McHugo – North Northamptonshire
Democratic Services
C Galluzzo – North Northamptonshire
Democratic Services

G Hammons – Interim Chief Finance Officer
L Hyde – Kettering BC
G Kane – Northamptonshire CC
P Goult – North Northamptonshire
Democratic Services

Also in attendance

Councillor A Dutton (KBC), Mr J Padwick, Ms E Fedorowycz, Ms A Holland, Mr D Lewis-Creser, Mr S Lewin, Mr D Dell & Councillor C Stanbra (NCC).

1. Apologies for Absence

Apologies were received from Councillor M Scrimshaw.

2. Minutes of the Previous Meeting

The draft minutes of the Overview and Scrutiny Committee meeting held on 10th September 2020 had been circulated.

The following amendments were submitted and agreed – Councillor Pengelly added as an attendee; Councillor Rowley deleted as attending; Councillor C Brown had attempted to join the meeting but due to IT issues was unable to fully attend and should be omitted.

Councillor Hakewill MOVED and Councillor Harrison SECONDED that the minutes (as amended) be approved as a correct record.

RESOLVED that:-

The minutes (as amended) of the meeting of the Overview and Scrutiny Committee held on 10th September 2020 be approved as a correct record and signed by the Vice Chair.

Under this item, Councillor Henley wished it noted that he had previously requested that the baseline data, referred to by officers under the Adult Services Update on 10th September 2020, be circulated to Members. He was not aware this had been done. Democratic Services officers agreed to follow this matter up, to ensure the data was obtained and circulated.

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

The Vice Chair informed the meeting that there were a number of public speakers to address the Climate Change Working Group report - Councillor A Dutton (KBC), Mr J Padwick, Ms E Fedorowycz, Ms A Holland, Mr D Lewis-Creser, Mr S Lewin, Mr D Dell. In addition, Councillor C Stanbra (NCC) would be speaking on the Local Council Tax Support Scheme report.

5. Chair's Announcements

The Vice Chair informed the Committee, that it had been agreed with officers that the Children's Trust agenda item would be taken at the Committee's meeting on 12th November 2020. This would focus on the relationship between the new unitary council and the Trust from Vesting Day, and the future role and responsibilities of unitary Members.

6. Climate Change Working Group

Prior to the Interim Monitoring Officer presenting his report, the Vice Chair invited members of the public to address the committee.

Councillor A Dutton (KBC) addressed the Committee. Councillor supported the proposal to set up the task and finish group, and the intention to use the questions set by the Centre of Public Scrutiny as a template for the group's work. Councillor Dutton's stressed the benefits to be gained from local action in addressing climate change. Councillor Dutton also stressed the benefits of involving a variety of partners and stakeholders in the group's discussions. Councillor Dutton also felt that the group should be all-party.

Mr J Padwick addressed the Committee. Mr Padwick welcomed the report, and the opportunity to prepare the new unitary council to assist in addressing the Climate Emergency. Mr Padwick also suggested that external partners be provided the opportunity to input into the group's discussion and look at best practise elsewhere. Mr Padwick, in conclusion, also suggested that the new unitary may wish to consider a Citizen's Assembly to assist in addressing issues such as climate change.

Ms E Fedorowycz addressed the Committee. Ms Fedorowycz welcomed the report, and suggested the creation of a community committee, to support the task and finish group to act as a conduit for individuals and organisations with an interest in this issue.

Ms A Holland addressed the Committee. Ms Holland stressed the importance of involving partners across North Northamptonshire. Ms Holland felt the new unitary needed to develop

links with the voluntary sector and social enterprise organisations, who may be able to offer insistence. Ms Holland also stressed the importance of involving young people. The United Nations Sustainable Development Goals were cited by Ms Holland as a potential blueprint to be followed. Continuing virtual meetings, assisted in saving carbon emissions, saved on travel time and provided greater opportunities for participation by those who may due to personal or domestic reasons struggle to attend on-site meetings.

Mr D Lewis-Creser addressed the Committee. Mr Lewis-Creser welcomed the report and the proposal to set up the task and finish group. Mr Lewis-Creser felt that the current pace of change was relatively slow across the county and hoped that the rate of change would quicken under the new unitary council. Mr Lewis-Creser also supported the creation of a residents' forum to help support the work in addressing the Climate Emergency.

Ms S Lewin addressed the Committee. Mr Lewin felt it was important that the momentum achieved by some sovereign councils in addressing the Climate Emergency was not lost in the move to the new unitary council, and indeed was quickened. Mr Lewin welcomed the report and hoped that sufficient resources were provided to allow the task and finish group to complete its work. Mr Lewin also hoped that the opportunity was provided for external individuals and organisations were able to participate. In conclusion, Mr Lewin noted that the creation of a unitary council provided an opportunity for a new start, and that this would be taken to address the issues around climate change, and noted the important role local government had to play.

Mr D Dell addressed the Committee. Mr Dell also welcomed the report and the proposal to establish a task and finish group. Mr Dell stressed that there were those in the community who would be able to provide informed assistance to the group, and that the expertise that existed could be utilised to the benefit of the process. Mr Dell also welcomed reference in the report to citizen assemblies.

The Vice Chair thanked all of the public speakers for their participation.

(On conclusion of their contribution, all public speakers were removed from the virtual meeting)

The Interim Monitoring Officer introduced the report. It was noted that the Shadow Executive Committee at its meeting on 24th September 2020, considered a motion on Climate Change forwarded by the Shadow Authority, and had determined to refer the matter to the Overview and Scrutiny Committee.

The Shadow Executive Committee was suggesting that the Overview and Scrutiny Committee consider establishing a task and finish group to draft a Climate Change Strategy for future consideration by the Executive, the Shadow Authority and the future unitary council.

It was being proposed that the Terms of Reference of the Group include:-

- Identify best practice in environmental enhancement within local authorities locally and nationally;
- Identify areas in which the new unitary council can demonstrate environmental enhancement; and

- Develop an environmental framework which North Northamptonshire Council (NNC) can use to guide its decision making, policy development and service delivery in relation to environmental enhancement and Climate Emergency commitments.

It was noted by Members that if it wished, subject matter experts from the wider community could be invited to input into the Group's deliberations. Dedicated officer support would be provided by the Democratic Services team and by relevant officers from NCC, the Joint Planning Unit and sovereign councils.

It was stressed that the Group needed to develop initial proposals for consideration by the Shadow Executive Committee by February 2021, although it was recognised that the work of the Group would be developed further after Vesting Day. It was suggested that the Group provide an interim report to the Overview and Scrutiny Committee at its December 2020 meeting.

RESOLVED that: -

- (i) Councillor L Lawman be appointed Chair of the task and finish group, and that its membership consist of eight Shadow Members, comprised of one each from the Liberal Democrat Group and Independent Group, two from the Labour Group and four (including Councillor L Lawman) from the Conservative Group; and
- (ii) That a task and finish group on climate change be established on the lines set out in the report (as amended), with the terms of reference (as set out in the report), and that the task and finish group be asked to report back no later than the end of January 2021, with an interim report in December 2020, in order to allow a proposed strategy to be considered by the Shadow Executive and Shadow Authority in February 2021.

7. Local Council Tax Support Scheme

Prior to the officers presenting their report, the Vice Chair invited Councillor C Stanbra to address the committee.

Councillor C Stanbra (NCC) addressed the Committee. Councillor Stanbra queried the lack of detail in the consultation paper regarding any discussion on alternative options considered by the task and finish group. Councillor Stanbra also challenged the reference in the consultation to "cuts" should a more generous scheme be adopted. Councillor Stanbra also felt the affordability of a more generous scheme was viable, despite references in the consultation document. In conclusion, Councillor Stanbra suggested that consideration of a Discretionary Support Fund could be considered, to assist those in greatest need.

The Vice Chair thanked Councillor Stanbra for his contribution.

(On conclusion of his contribution, Councillor Stanbra was removed from the virtual meeting)

The report before Members detailed the proposed Council Tax Support Scheme for North Northamptonshire, following the conclusion of the work undertaken by the Council Tax Harmonisation Task and Finish Group. The report also summarised existing sovereign council Schemes, together with the key issues that needed to be addressed as part of the harmonisation process.

This report had been considered by the Shadow Executive Committee at their meeting on 24th September 2020. The Executive had agreed the option detailed in the report for public consultation; this public consultation was now underway.

Several Members remarked that there was a need to ensure that public consultation was as accessible as possible, particularly those who were currently benefiting from existing schemes. Officers confirmed that all current claimants would be contacted, and that the wider community would be encouraged to participate in the consultation.

Officers stressed that no decision on the implementation of the proposed Scheme had been made; only agreement to consult with the public.

Members expressed a wish to see the tabulated outcome of the consultation process, prior to the Shadow Executive Committee making a final decision.

Concern was also expressed on the potential impact, if the proposed option was approved, on those currently subject to more favourable existing schemes. It was queried whether a phased approach could be adopted, if the proposed scheme was approved. Officers stated that there was a requirement to have a standardised scheme across the authority from Vesting Day, however further advice was being sought from MHCLG on this.

Several Members felt that there needed to be a more robust approach to supporting those claimants who may be disadvantaged by the introduction of the proposed scheme, either through the introduction of a discretionary fund and/or increased financial advice provided to potential claimants by the new authority. An additional recommendation was approved, moved by Councillor Hakewill and seconded by Councillor Lee, requesting that the Shadow Executive Committee consider additional protection for those who may suffer greatest detriment from the introduction of the proposed scheme.

A request for the Committee to see a summary of the consultation responses was made. The Vice Chair agreed that the Committee should be able to see at a future meeting the responses tabulated, in order to gain an idea of the public's responses.

RESOLVED to:-

- (i) 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 could be summarised as:
 - The LCTSS Scheme headline rate at 25%; and
 - The alignment of the Scheme across North Northamptonshire as outlined in paragraph 5.3.2 of the report; and
- (ii) strongly request that the Shadow Executive Committee formulate a budget and a set of criteria under which, should the proposed Scheme be adopted, those residents who are most financially adversely impacted be protected.

8. Detailed Blueprint

The report before Members set out further information on the proposed future design of North Northamptonshire Council in the form of a detailed Blueprint, which gave an insight into how functions and services would work and any changes that may be made.

The detailed Blueprint had been produced in a consistent format with each service area Blueprint providing further detail on the source of the function, the scope of services included in the service Blueprint, the potential scope of services included in the service blueprint, and any investment that had already been identified to support transformation or to support the safe disaggregation of NCC services into the two new unitary councils.

The detailed Blueprint also provided staff, trade unions and stakeholders more details about a number of “safe and legal” aspects of the services and their functions. It also included details of those services to be “hosted” or where a lead authority was to be appointed.

The report also included details about the transformation proposed, whilst conforming to the “safe and legal” approach. Officers stressed that the Blueprint was not a policy document, but laid the foundations for the new unitary.

The Shadow Executive Committee at its meeting on 24th September 2020 had considered the Blueprint. In considering the Blueprint the Shadow Executive Committee had determined the following resolution -

- *That the Overview and Scrutiny Committee be asked to consider the Blueprint, and identify further opportunities to transform and improve services during the remaining months up until Vesting Day*

The Overview and Scrutiny Committee considered the options for fulfilling this request from the Shadow Executive Committee. After debate, Members agreed the establishment of a task and finish group to consider and scrutinise the Blueprint in more detail was agreed. The Committee agreed that Councillor H Harrison act as Chair of the group, with four other Members of the Committee comprising the group’s membership. It was agreed that political proportionality need not apply on this occasion.

The group would be requested to provide an interim report at the Overview and Scrutiny Committee meeting in December 2020.

RESOLVED to: -

- (i) Note the content of the detailed Blueprint which set out more detail of how services will operate and the design principles that will underpin their future operation and service to stakeholders;
- (ii) Note the key elements of service functions that we plan to transform and improve in the functions and services (the “plus”);
- (iii) Note the key activities that will be undertaken in each area during the first year of the new Council;
- (iv) Note the high level feedback from the initial detailed Blueprint briefings with staff, unions and members;
- (v) 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;

- (vi) In identifying 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; and
- (vii) In order to complete (vi) above, establish a task and finish group, to comprise Councillor H Harrison as Chair, and four other Members of the Overview and Scrutiny Committee, who will submit an interim report to the Overview and Scrutiny Committee in December 2020.

9. Programme Director's Update

The report before the Committee appraised Members of the progress being made in relation to the creation of the new unitary North Northamptonshire Council.

The report included Programme Status Summary, Programme Notes, Change Management update, Communication and Engagement update, and a Finance Report update.

RESOLVED to: -

- (i) Note the high-level Programme Delivery Status;
- (ii) Note the update on Change Readiness and Change Champion Recruitment;
- (iii) Note the Communication and Engagement Update; and
- (iv) Note and approve the Finance Monitoring Report.

10. Forward Plan of Decisions – October 2020 to January 2021

The Forward Plan of Decisions October 2020 – January 2021 had been circulated with the agenda.

RESOLVED:-

- (i) The Forward Plan be noted.

11. Exempt Items

There were no exempt items discussed.

12. Urgent Items

There were no urgent items discussed.

13. Close of Meeting

The Vice Chair declared the meeting closed at 9:35 pm.

This page is intentionally blank

NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW OVERVIEW & SCRUTINY COMMITTEE

12th November 2020

Report Title	Programme Director's Update
Report Author	Paul Helsby, Programme Director

List of Appendices

Appendix A – Programme Director's Update Slides

Appendix B – Budget Monitoring Report

Appendix B1- Financial Overview

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. Executive Summary

- 2.1 The report outlines the progress made against the unitary 'critical path' timeline, service level readiness and provides a current financial overview. The report also provides an update on Change Management and Communications.

3. Recommendations

- 3.1. 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 the finance monitoring report.

- 3.2 *Reasons for recommendations – To update members on programme and service delivery and the financial 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 adopted and the consultation phase is underway with staff and through the trade unions. A north Engine Room is being set up to support engagement and will be operational for the 1st November.
- 3.1.2 A reporting methodology has been established to track progress in more detail against the 'critical path' timeline at a unitary wide level and also at a service specific level in order to track service readiness and to be able to report at a North only level as well as a programme wide level where interdependencies and dependencies are paramount.
- 3.1.3 The finance monitoring report for October has been 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 recruitment and alignment to key service areas and the next steps as we move into the implementation phase of the programme.

3.2 Issues and Choices

- 3.2.1 The creation of a draft blueprint for North Northamptonshire Council will continue to be refined and improved over the coming months and will inform the post vesting day activities and priorities. Future changes to the Blueprint will now be covered by formal change control mechanisms and will be reported to the executive as appropriate.

4. Implications (including financial implications)

4.1 Resources and Financial

- 4.1.1 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.
- 4.1.2 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.

4.3 Legal

4.3.1 No implications in this report

4.4 Risk

4.4.2 Of the RAG ratings reported within the Programme Status Summary, as at the end of September 2020, five are rated green and three are rated amber. There are currently no programmes displaying a red rated status. Commentary on these ratings can be found in Appendix A to this report.

4.4.3 In terms of unitary level critical products, there is one product which is of concern and three products which are under increased watch. Again, commentary on these products can be found in Appendix A.

4.5 Consultation

4.5.1 There is no formal public consultation required as part of the recommendations within this report.

4.6 Consideration by Overview and Scrutiny

4.6.1 The Overview and Scrutiny regularly review the Programme Director's Update and will do so again at its next meeting scheduled to take place on 12 November 2020.

4.7 Climate Impact

4.7.1 There are no direct climate or environmental impacts as a result of the contents of this report.

4.8 Community Impact

4.8.1 There are no direct community impacts as a result of the contents of this report.

5 Background Papers

5.1 None.



Programme Director's Update









October 2020

Contents

- 1) Programme Status Summary
- 2) Programme Notes
- 3) Day One Assurance
- 4) Change Management Update
- 5) Communication and Engagement Update
- 6) Finance Report

Programme Status Summary

Overall FN programme RAG rating as at 30th September 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		
Corporate	Martin Cox	A	Whilst progress has been made in securing the legal resources to provide additional and specialist support, work has yet to begin on some of the outputs such as the templates for contract novation, further work on the constitution and draft data sharing agreements. Resource pressures for workforce changes also continues to cause pressure on delivery.	
Childrens	Liz Elliott	A	No change from previous month. The Creation of the Children's Trust is the immediate priority and good progressw is being made on the contract negotiations. Savings initiatives remain a concern and the impact of COVID but budget is being mitigated. (see financial report for programme)	
Adults	Anna Earnshaw	A	This is moving moving from amber to green. There are still some areas to address overall to ensure the early go live disaggregation and the further work that will be required for vesting and these are being proactively managed within the programme.	
ICT	Richard Ellis	G		
Customer and Digital		G		



Programme Notes

Programme Structure – with the adoption of the blueprints and the appointment of Transformation Directors along with senior leadership teams we are:

- Reviewing the current governance arrangements
- Assessing the programme structure
- Creating clear alignment to North and West
- For day 1 assurance, assessing which things need to be centrally coordinated and managed
- Considering changes to terms of reference to PIB and JIE
- Considering how the new senior leadership teams operate within the programme environment to own and lead day one preparations

Resources will then be aligned to the proposed structures so there is a clear delineation of North and West Programmes as well as resources that focus on Day 1 and those that focus Aggregation/Transformation.

Day 1 Assurance

North Northamptonshire Unitary

As of 7th October 2020



FUTURE
NORTHANTS



Day 1 Assurance: Overview

- The Day 1 Assurance Office is currently monitoring the implementation status of over 800 Critical Products at Unitary level for North Northants
- Working directly with relevant Programme Managers and others to clarify and resolve Critical Products that are reporting implementation issues or concerns
- Designed, built and tested the process for capturing and monitoring the implementation status of Day 1 Services for North Northants
- Working directly with relevant Programme Managers and others to clarify and resolve Day 1 Services that are reporting implementation issues or concerns
- Started auditing Day 1 Readiness statuses reported by Programmes and their Project Managers to assure accuracy and reliability
- Designed, developed and provided the prototype North Day 1 Assurance Report (As follows)



North Northamptonshire Unitary Level Critical Products

Critical Products where implementation should have started but has not

- No Critical Products reported at this status

Critical Products where implementation progress is of concern

ICT IC11 Business systems

Disaggregation of NCC systems and data may result in data protection and GDPR breaches – emergency meeting arranged for w/c 5th Oct 20

Critical Products where implementation progress is under increased watch

Corporate C05 Staffing structures & transfer of staff (TUPE)

Timely completion of transfer and TUPE of staff to Day 1 positions critical to successful go live

Corporate C15 Lead Authority and Hosted agreements

Lead Authority and Hosted services agreements need to be in place for Day 1 now Blueprints N & W approved

Corporate C22 Contract transfer

Essential to Day 1 and reporting need for additional legal capacity that will need to be procured

North Northamptonshire Day 1 Services Readiness

Services where implementation should have started but has not

- No services reported at this status

Services where implementation progress is of concern

- No services reported at this status

Services where implementation progress is under increased watch

- No services reported at this status

Change Management

How are we engaging with our employees?

We are all meeting with CEO's from each council...

Example – a walk round the offices

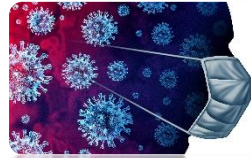
Thus far CEO's are very supportive...

CM Q: "What are your thoughts on the blueprints?"
Responses: "I'm just going with it at the moment!"

Helping plug gaps of Change Champions

Engagement activity...

Must be safe!



Staying COVID-19 Secure in 2020

We confirm we have complied with the government's guidance on managing the risk of COVID-19

• FIVE STEPS TO SAFER WORKING TOGETHER •



Virtual Market Stalls and drop-in sessions planned

Live Q&A's planned

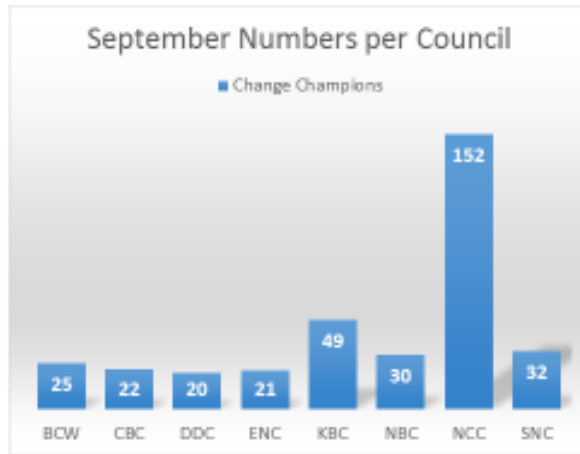
Continuing CC sessions with Guest Speakers

Continue our work with PM's and SME's



Change Champions Update

Change Champions Stats: Numbers, Recruitment & Resignations



22 recruited in September taking the total from 332 to 354, with 0 resignations. NBC have seen the biggest increase with 9 recruited during September and more to come following consultation with Marion Goodman. Well done Marion. NCC is hot on Marion's heels with an additional 7. CEX Consultations continue with each authority through September to plug the gaps and understand where additional champion coverage is needed.



Virtual Engagement Workshops continue



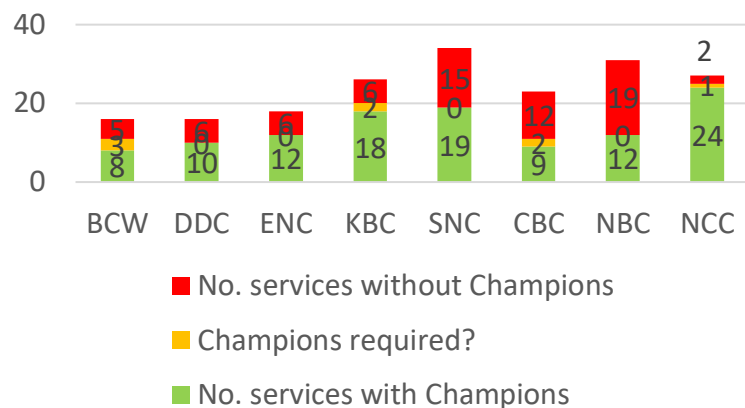
Open & Targeted Recruitment



Change Champion Gap Analysis Overview & Comparison

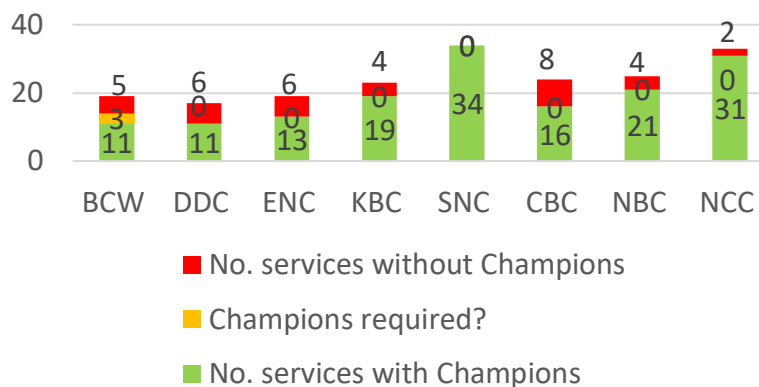
August 2020

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



September 2020

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



September narrative: These charts identify the progress being made over the last month. How many services each council have and how many have a Change Champion. From August to September a further 21 champions have been recruited to services without representation. This brings down the total number of gaps down from 71 to 36 across the 8 councils. NBC have brought the gap down from 19 to 4 and SNC have no gaps. Amber services have been eradicated in all but BCW and CEX consultation conducted so far have identified services where more than 1 champion is required.

What's coming?

At initiation stage of 2 key pieces of work...

1. Manager Support Pack
2. "All employee" support proposal

MS365 Rollout / ERPG rollout

Further Live Q&A's are planned

Further CC sessions with Guest Speakers planned

Possibility of "Virtual" Engine Room being discussed



Communications and engagement

Recent activity

- Delivered staff and member blueprint briefing and circulation
- Analysed and presented results of the logo surveys to T&F group (over 5,000 responses)
- Senior appointments comms
- Developed new intro blog from Anna
- Supported launch of the CTRS consultation
- Piloting new FAQs process
- On boarding of new team and resource mapping

Next steps

- Support for iterating and finalising of new logos
- Support for the Housing Allocation consultation launch
- Support wider Day One branding decision-making process
- Broadening / iterating communications channels
- Ongoing support for development of vision / values
- Planning intro comms for Rob Bridge
- Planning for the future: resource needed and phasing

Finance Report Summary

See Attached Report and Appendix.



Document Type	Information Report
Programme	Future Northants
Title	Future Northants Finance Monitoring Report
Audience for this document	
North Northamptonshire Shadow Executive	
Purpose of this document	
The purpose of this report is to provide a summary of the forecast outturn position of the Future Northants Programme.	

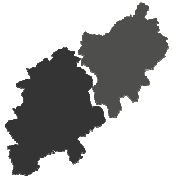
Document Control

Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
27/05/2020	1.0	Audra Satham	Updated LGR and Transformation Budget Changes
13/07/2020	1.0	Audra Satham	Outturn Report
	1.0	Audra Satham	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 is reported on a monthly basis. 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.

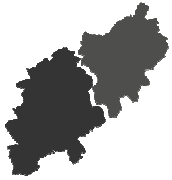
Investment	Budget	Outturn	Variance
	2020/21	2020/21	Under/ (Over)
	£000	£000	£000
Business Rates Retention Pilots	7,802	7,802	0
NCC Transformation	4,250	4,250	0
Other Programme Costs	4,948	4,948	0
Staff Costs	5,697	5,697	0
Total	22,697	22,697	0

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	12,435	-200
Total	14,481	14,065	416

The overall variance of £0.416m has decreased since the last report by £0.052m. This is an improved position. 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 are being 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.

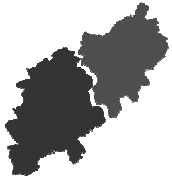
The variances reported above relate mainly to adults and children's services. Since period 4, reported in August, there has been an improved position on the targeted delivery of roads maintenance. The overall savings impact is a profile issue not an inability to achieve the savings.

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 the increasing 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 £14,065m during 2020/21. This will leave £35.476m to be delivered beyond vesting day.

3. Conclusion



FUTURE NORTHANTS



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 B1

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

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

Variance Under/(Over)
2020/21
£000
0

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

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

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

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

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

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

Under/(Over) delivery
2020/21
£000
-100
130
0
-270
0
0
0
0
0
0
0
0
0
0
0
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	£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
0
12,383

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

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

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

14,013

468

This page is intentionally blank

North Northamptonshire Shadow Authority

FORWARD PLAN OF DECISIONS 1 November 2020 to 28 February 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

November 2020

Subject of the decision:	Decision Maker	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 Status	Shadow Executive	No	No	N/A	26 Nov 2020	Lisa Hyde	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	No	Yes	Paragraph 3-financial information	26 Nov 2020	Glenn Hammons	
Day 1 Readiness	Shadow Executive	No	No	N/A	26 Nov 2020	George Candler	
Service Policies for Review	Shadow Executive	Yes	No	No	26 Nov 2020	Andrew Hunkin	
Task & Finish Group Updates	Shadow Executive	No	No	N/A	26 Nov 2020	Task & Finish Group Chairs	
DSG Funding	Shadow Executive	Yes	No	N/A	26 Nov 2020	James Smith/ Beth Baines	
Appointment of Auditors	Shadow Executive	No	No	N/A	26 Nov 2020	Glenn Hammons	
Senior Staffing Structures	Shadow Executive	No	No	N/A	26 Nov 2020	tbc	
Programme Structure	Shadow Executive	No	No	N/A	26 Nov 2020	Theresa Grant	
NNDR (Business Rates) Discretionary Rate Relief	Shadow Executive	Yes	No	N/A	26 Nov 2020	Barry Scarr	
Discretionary Housing Payments	Shadow Executive	Yes	No	N/A	26 Nov 2020	Barry Scarr	
Recovery & Enforcement Policy	Shadow Executive	Yes	No	N/A	26 Nov 2020	Barry Scarr	
Health, Safety & Wellbeing Policy	Shadow Executive	No	No	N/A	26 Nov 2020	Martin Cox	
Logos & Branding Audit	Shadow Executive	No	No	N/A	26 Nov 2020	Martin Cox	

December 2020

Subject of the decision:	Decision Maker	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):
Draft Medium-Term Financial Plan and Budget 2021/22	Shadow Executive	No	No	N/A	07 Dec 2020	Glenn Hammons	

January 2021

Subject of the decision:	Decision Maker	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 Status	Shadow Executive	No	No	N/A	07 Jan 2021	Lisa Hyde	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	No	Yes	Paragraph 3-financial information	07 Jan 2021	Glenn Hammons	
Day 1 Readiness	Shadow Executive	No	No	N/A	07 Jan 2021	Stuart Hill	
Service Policies for Review	Shadow Executive	Yes	No	No	07 Jan 2021	Andrew Hunkin	

Task & Finish Group Updates: <ul style="list-style-type: none"> Terms of reference for Unitary Authority's Statutory Boards Unitary Council's Governance Framework 	Shadow Executive	Yes	No	N/A	07 Jan 2021	Task & Finish Group Chairs	
Community Safety Plan 2021	Shadow Executive	No	No	N/A	07 Jan 2021	Mike Greenway	
Council Tax Support Scheme- Outcome of consultation	Shadow Executive	Yes	No	N/A	07 Jan 2021	Lucy Hogston	

February 2021

Subject of the decision:	Decision Maker	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 Status	Shadow Executive	No	No	N/A	03 Feb 2021	Lisa Hyde	
Assets, Capital Schemes and Reserves Notification Process	Shadow Executive	No	Yes	Paragraph 3-financial information	03 Feb 2021	Glenn Hammons	
Day 1 Readiness	Shadow Executive	No	No	N/A	03 Feb 2021	Stuart Hill	
Service Policies for Review	Shadow Executive	Yes	No	N/A	03 Feb 2021	Andrew Hunkin	
Task & Finish Group Updates	Shadow Executive	No	No	N/A	03 Feb 2021	Task & Finish Group Chairs	
Medium Term Financial Plan and Budget 2021/22 – for recommendation to Shadow Authority	Shadow Executive	Yes	No	N/A	10 Feb 2021	Glenn Hammons	