

December 2020

Future Northants Programme Dashboard

1. Programme Status

Programme	Overall	Budget	Risks	Issues	Schedule	Comments	Estimated Direction of Travel for Next Period
Adult Social Care						<p>[Risk] Interdependencies around Eclipse - close working between FN Programmes (Adults &amp; ICT) to reduce the risk</p> <p>[Budget] and [Risk] Splitting systems before vesting day (specifically Cygnum) - working with supplier and NCC Information Governance team to resolve issues. The Data Protection Impact Assessment is in progress.</p>	
Children's Services (Education & ICF)						<p>(Education) recruiting to specialist posts for new functions (splitting) may be delayed due to funding decisions - new day 1 structure has been proposed to support the blueprint</p> <p>(Trust) Challenges to FN programme to deliver and agree key decisions in relation to support services will impact the Trust - dependency assessment complete &amp; ongoing engagement with the FN programme</p> <p>(Education) Blueprint change request submitted to amend structure.</p>	

Corporate						<p>(Risk) There is a risk of failure to reach agreement for new T's &amp; C's with the TU's. Mitigating risk by - Ensure negotiations are constructed in a way to enable agreement, realistic / honest discussions to take place with an appropriate financial envelope / understanding of cost.</p> <p>(Risk) There is a risk that not all of the inter-authority contracts will be in place for vesting day. Mitigating risk by - Ensure the key and largest contracts are tackled first, services given details on the content required and timings for the schedules, ensure adequate resource is available for drafting and subsequent negotiation of content with lead/host/external providers.</p> <p>(Risk) There is a risk that we will not be GDPR compliant on Day 1 regarding the split of NCC data, which could result in ICO investigation, fines and reputational damage. Mitigating risk by - A formal letter has been sent to the ICO advising them of the situation, and seeking a conversation. Access controls and mitigating actions are also being investigated and put in place to ensure compliance with GDPR.</p> <p>(Risk) There is a risk that the finance/ERP system will not be fully in place for Day 1, because of the time available to implement a total ERP system from 8 existing councils and many multiple legacy systems - which may mean that workarounds will need to be found for the required personnel management/payroll of the authorities. Mitigating Risk by -Supporting the ERP assumptions and principles proposal and early testing indicates this is going well, however cannot close until parallel payroll testing is complete.</p>	
Customer Contact & Digital						<p>[Budget] Risk that resources not fully available within the Project and SME time to support implementations - resource plan in place and SME's engaged. Temperature check with SME's on level of work and demand was positive now and for the future</p> <p>[Budget] Risk that routing between back office systems /website/telephony is not set up correctly for day 1 - routing being tested by users/ SME's/ customer service advisors. Interactive voice response (e.g. press 1 for...or press 2 for..) routing is built in house so can amend quickly. Website user testing begins in January. Built in drop-out routes (which means there will options for customers to go to general enquiries, hold for an advisors. Etc. if they do not know which option to select) and warm handover processes will be implemented</p>	

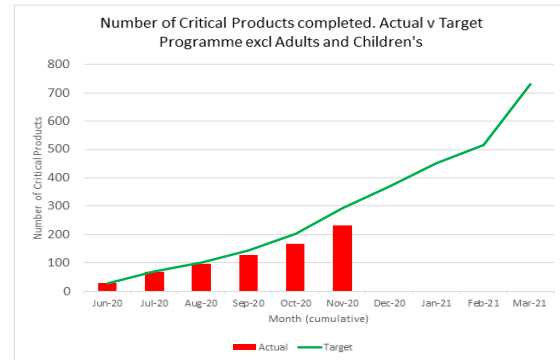
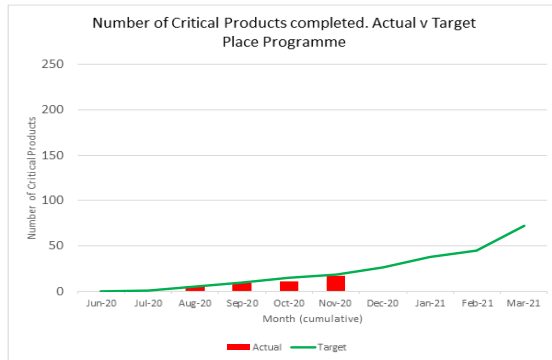
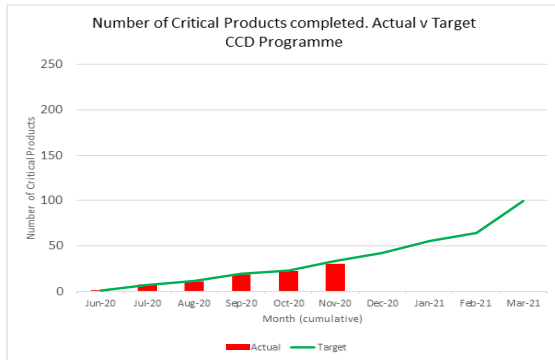
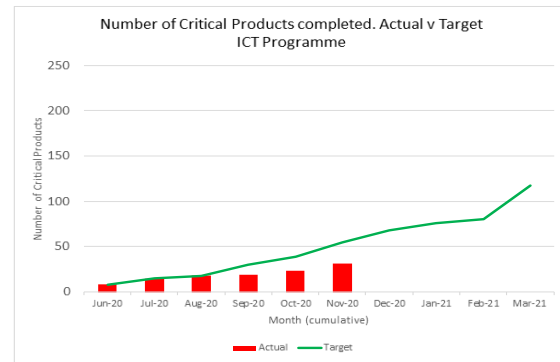
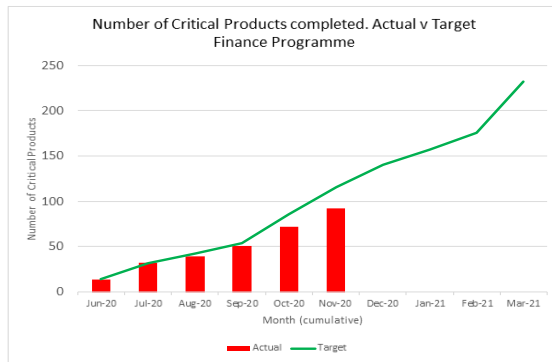
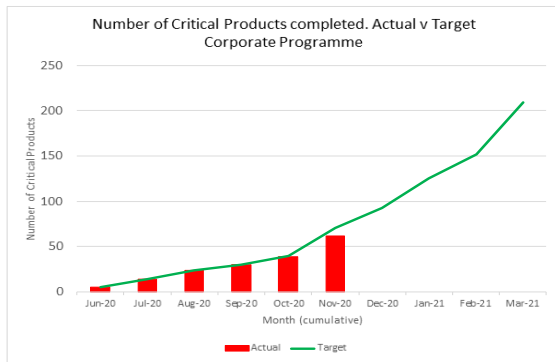
ICT						(Risk) Work is underway with the relevant service areas to identify their ICT systems and which hold personal and sensitive data. As there are over 50 systems there will not be technical solutions for all systems by Vesting Day. North & West Monitoring officers along with elected officers to seek advice from the ICO.	
						[Schedule] Risk MS365 roll out across NCC not being on schedule due to configuration requirements - 3rd party specialist completing health check on Ncloud and NCC ICT visiting 43 sites to upgrade systems	
						(Risk) There are a range of specialist skillsets/experience that are urgently required i.e. SharePoint & Cyber Security specialists. If these skillsets cannot be identified internally then we will need to procure resources externally.  (Risk) With new methods of communication for users both inside and outside their authorities, and as we go through a period of significant change, we are more vulnerable to cyber security risks. The ICT managers are developing a number of measures to put in place, including communicating the top 10 do's and don'ts for users to educate them to help further embed security / cyber security good practice. There is an urgent need to bring in a Cyber Security specialist as current in-house knowledge of and ability to mitigate the potential for cyber-attacks / risks are comparatively weak given the significant degree of change taking place and the elevated threat from cyber criminals	
Finance						(Schedule) The various activities required to deliver the annual Statutory Accounts for sovereign authorities will extend well beyond vesting day and resourcing this activity needs to be agreed. Ensure a dedicated closedown resource for a considerable period of time post April 2021 with an agreed approach towards their management and oversight.	
						(Schedule) Assessment of Finance project work to be undertaken for Day 1 indicates significant input will be required from Finance SMEs. This may be further compounded by dependency on a number of key individuals with the relevant SME knowledge. Allocation of dedicated resource, work prioritisation, release and backfill of resources where possible.  (Risk) Further work to do on how loans and investments will be disaggregated between the two UAs. Clarification required on approach before Banks engaged. Dependency on MRP and balance sheet work. Plans and timescales are dependent on approach. Proposals to engage 3rd party Treasury advisors to support this work. Timing on MRP and Balance Sheet work to be confirmed	
Place - North						(Schedule) Concerns about member accommodation should virtual meetings not be extended by regulation, which now seems likely. No mitigating action stated	
						(Risk) Template for SLA's to be agreed ASAP, recognising the process of agreeing SLA's may take some time in some cases. No mitigating action stated	

2. Finance										
	2019/2020	2020/2021	2021/2024	Total	2019/2020	2020/2021	2021/2024	Total	Year End Outturn projection	Variance Under/(Over)
Staff Costs	£3,047	£5,697	£8,301	£17,045					£5,697	£0
Other Costs	£1,390	£4,948	£8,400	£14,738					£4,758	£190
<b>Total Programme Costs</b>	<b>£4,437</b>	<b>£10,645</b>	<b>£16,701</b>	<b>£31,783</b>					<b>£10,455</b>	<b>£190</b>
			<b>Investment</b>						<b>Savings</b>	
Business Rates Retention	£2,536	£7,802	£4,662	£15,000	£1,626	£2,246	£32,747	£36,619	£1,452	£794
NCC Transformation	£2,273	£4,250	£0	£6,523	£33,281	£12,235	£2,313	£47,829	£12,020	£215
<b>Grand Total</b>	<b>£9,246</b>	<b>£22,697</b>	<b>£21,363</b>	<b>£53,306</b>	<b>£34,907</b>	<b>£14,481</b>	<b>£35,060</b>	<b>£84,448</b>	<b>£13,472</b>	<b>£819</b>
<b>Comments</b>										
Last period figures, updated figures to follow										

3. Enterprise Risk Register Updates by Exception								
ID	Raised by	Date Raised	Risk assessment	Impact	RAG Score	Mitigating Action	Rag Score	Owner
Ent-055	Finance	30/11/2020	Orders being raised outside of ERP/AP process, compounded by lack of clarity around approval routes until Tier 1-3 is recruited to.	Accruals may be inaccurate	16 ( R )	Assess volume magnitude with relevant budget owners / managers; use Tier 1-3 posts with no names yet and use 'as is' structure with Tier 4+	12 (A)	Barry Scarr

4. Day 1 Critical Products	
<b>Critical products where implementation should have started but has not:</b>	
No critical products reported at this status	
<b>Critical products where implementation progress is of concern:</b>	
ICT IC11: Business Systems	Disaggregation of NCC data and systems may result in data protection and GDPR breaches - Monitoring Officers North and West now leading and overseeing this as Day One risk is increasing
Corporate C17: Data sharing protocols & agreements	
<b>Critical products where progress is under increased watch</b>	
Corporate C15: Lead authority and hosted agreements	Lead authority and hosted service agreements need to be in place for Day 1, further additional legal capability and capacity being secured
Corporate C22: Existing contracts (transfer of)	Current contracts required for Day 1 must be transferred for Day 1, all required work now underway with no issues projected for Day 1
5. Day 1 Service Readiness	
<b>Services where implementation should have started but has not</b>	
None	
<b>Services where implementation progress is of concern</b>	
None	
<b>Services where implementation progress is under increased watch</b>	
None	

**Future Northants Programme (excl. Adults and Children's)**  
**Number of Critical Products completed.**  
**Actual (red block) v Target (green line).**  
**Data as of mid December 2020 (reporting to end November 2020)**



6. Achievements		7. Opportunities	
Description	Impact	Description	Impact
MS365 deployed across the North	Two more authorities ready for unitary and able to work collaboratively	Aggregated staff alert (potential violent persons) process/system/register	Increased workforce safety
Adults: L&D Inclusion hubs now live	Further progress for L&D customers	Alignment of fees/charges and concessionary arrangements	Clear and simple information and pricing for customers
Process in place to provide staff with new ID cards	Staff will have updated ID Cards for Day 1 and will be able to access their required workspaces	Gain insight from the data we hold on customers	Improve service delivery and customer outcomes
8. Risks		9. Issues	
Description	Mitigation	Description	Mitigation
Risk of failure to reach agreement for new T's & C's with the TU's.	Ensure negotiations are constructed in a way to enable agreement, realistic / honest discussions to take place with an appropriate financial envelope	Business Systems and Data Sharing Agreement's	Work is in progress to identify which systems hold sensitive data and realise technical solutions for as many systems as possible before vesting day. Seeking advice from ICO
Due to new methods of communication for users inside and outside of the authorities, there is an increased risk of cyber security	ICT Managers putting mitigation into place to educate users on best practice and security measures, for e.g. top 10 do's and don'ts		
Insufficient capacity of SME's to provide input required to deliver Day 1 project work	Allocation of dedicated resources and prioritisation of work		

## 10. Change

**You said:** We need simple, logical, accessible information about what's happening on Day 1

**We did :** Developed and launched 'Facts about...' information sheets and hosting platform using feedback from project managers and change champions to focus on priority areas. The sheets are also printable for those without access to technology.

**You said :** Managers need Implementation Guidance laying out what services need to do and when, and also what doesn't need to be done, so they can prepare appropriately.

**We did:** Supported testing and launch of the Implementation Guidance, and management of feedback channels. Ensuring managers are supported and 2 way communication encouraged. Change Managers will support Service Managers in the completion of tasks through a range of tools, coaching and deploying change champions where and when needed. Developed change management framework to be used alongside.

**You said :** We need to liaise with the Trades Unions

**We did :** We've worked closely with the unions and engaged with them fully on the facts about... information sheets.

**You said :** Not always sure of the best places to source the right information and support on relevant Future Northants topics

**We did :** Produced and published infographic which signposts the best places to find information and where to find support.

### What's happening in January:

Winter series of Gearing up for Change workshops with Transformation Directors underway, complete 28<sup>th</sup> January 2021:

- Champions welcomed the openness of the conversations with our new Transformation Directors, impact being myth busting, reassurance and strengthening trust
- Champions explored information sources and enjoyed bitesize learning on how to use a range of facilitation and influencing techniques to minimise resistance and manage challenging behaviours associated with change.

Planning next tranche of engagement activities, i.e. Live Q&A's focused on managers

Reach and Engagement campaign for those colleagues who do not have access to technology or the internet

Working with champions to support roll out of ERP:

- approx. 60 to be recruited from current Champion population and trained to support roll out.

Co-ordinate launch of new IT Policies to ensure a consistent approach

Workstream specific 'check-in and chat' activities and newsletters continuing, including Customer and Digital, Finance, Adult Social Care, Public Health.

## 11. Communications

Recent Activity	Next Steps
<ul style="list-style-type: none"> <li>• Scoping and developing Day One awareness campaign (internal and external audiences)</li> <li>• Marked 100 days until Day One with internal and external comms</li> <li>• Developing and delivering comms plans for budget consultations</li> <li>• Scoping and developing a one-stop-shop online hub for FN info and updates</li> <li>• Worked closely with Change Managers to create and host "facts about" sheets</li> <li>• Developed additional internal FN channels (FN Snapshot, FN Live) to launch shortly</li> </ul>	<ul style="list-style-type: none"> <li>• Continued development of Day One Readiness campaign</li> <li>• Promotion of the new one-stop-shop online hub for staff</li> <li>• Designing programme and comms plan-on-a-page/timeline visual</li> <li>• Support for the Housing Allocation consultation launches</li> <li>• Ongoing support for Day One branding decision-making process</li> <li>• Ongoing support for development of vision / values</li> <li>• Ongoing support for North and West leadership</li> </ul>

## Update since NIE

### **Adults**

Work continues with Eclipse (ICT) suppliers to split the systems for North & West.

### **Children's**

Support services' dependency assessment is now complete.  
Recruitment to senior roles in Education is underway.

### **Corporate**

Trade Union engagement regarding staff Terms & Conditions continues.  
Inter Authority Agreements between North & West will be coming to next shadow executive meeting..  
ERP – good plans in place to rollout the system – e.g. running a parallel payroll process.

### **Customer and Digital**

Umbrella website under construction

### **ICT**

Working with Adults ref Eclipse issues described above.  
All North authorities now migrated to MS365  
NCC last nCloud environment being reviewed to remove risk to MS365 migration.  
Specialist skills being brought in as required e.g. Cyber Security.





## Update since NIE

### Finance

Resources identified for closedown of sovereign authorities' accounts.

### Place North

Service Level Agreement in place with Registration Service regulator to ensure uninterrupted delivery after Vesting Day.

### Change Management

14 "Facts about" sheets for staff published, covering a range of topics including TUPE,

Office accommodation Day 1, Devices, MS365

A further 16 in production for end of Jan, covering ERP - payslips/P60s, booking annual

leave, pay dates, host and services delivered as lead authorities with over 500 hits since launch

Feedback so far: Easy to access, nice and simple to understand, we want more.

