



Meeting: Shared Services Joint Committee
Date: Wednesday 8 September 2021
Time: 2.00 pm
Venue: Maybin/Sunflower Room
 One Angel Square, Northampton

To members of the Northamptonshire Joint Shared Services Committee Councillors Cllr Jason Smithers, Cllr Helen Harrison, Cllr Graham Lawman, Cllr Jonathan Nunn, Cllr Adam Brown and Cllr Malcolm Longley.

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

| Item | Subject | Officer Presenting Report | Page No |
|-----------------------------------|---|---|------------------|
| 01 | Apologies for absence | | - |
| 02 | Minutes of the Meeting held on 11 August 2021 | | 5-8 |
| 03 | Notification of requests to address the meeting | | - |
| 04 | Members' Declarations of Interests | | - |
| Items requiring a decision | | | |
| 05 | Hosted Services Disaggregation proposal update | Head of Transformation Delivery – Katie Jones | 9-12 & Sep Paper |
| 06 | ICT Disaggregation discovery proposal | Nana Barfi-Sarpong/ Chris Wales | 13-18 |
| Exempt Items | | | |
| 07 | None Notified | | - |
| Urgent Items | | | |
| 08 | 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. | | - |

| | | | |
|----|--|--|--|
| 09 | Close of Meeting | | |
| | <p data-bbox="389 241 847 322">Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p data-bbox="501 488 735 568">Proper Officer 31 August 2021</p> | | |

Exempt and Confidential Information

Where there is a need for the Council 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 Council has approved procedures for you to request to address meetings of the Council.

| 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. | 5.00pm Monday 6 Sept 2021 |
| 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 6 Sept 2021 |
| Other 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 Members' Questions. | 5:00 pm Monday 6 Sept 2021 |
| Other Members Agenda Statements | Other 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 Member Statements. | 5:00 pm Monday 6 Sept 2021 |

Please contact anne.ireson@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 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 registrable 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 adhere to the Council's approved rules and protocols during the conduct of meetings. These are contained in the Council's approved Constitution.

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

Press & Media Enquiries

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

Public Enquiries

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



Shared Services Joint Committee

Wednesday 11th August 2021

At 2:00 pm in The Council Chamber, Corby Cube, Northamptonshire

Members in Attendance:

Councillor Adam Brown
Councillor Lloyd Bunday
Councillor Graham Lawman
(Substitute for Councillor Helen Harrison)
Councillor Jonathan Nunn
Councillor Jason Smithers

West Northamptonshire Council (WNC)
North Northamptonshire Council (NNC)
North Northamptonshire Council (NNC)

West Northamptonshire Council (WNC)
North Northamptonshire Council (NNC)

Officers in Attendance:

Anna Earnshaw
Jane Carr
Janice Gotts
Adele Wylie

Chief Executive (WNC)
Director of Transformation (WNC)
Executive Director of Finance (NNC)
Director of Legal and Democratic Services &
Monitoring Officer (NNC)
Democratic Services (NNC)

Raj Sohal

10. Apologies

Apologies were received from Rob Bridge, Councillor Helen Harrison, Martin Henry and Councillor Malcolm Longley.

11. Declarations of Interest

Members were requested to declare whether they had any personal or pecuniary interest in any item to be considered by the meeting. No declarations of interest were made.

12. Minutes of the meeting held on 9th June 2021

RESOLVED that:

- (i) The Committee approved the minutes from the previous meeting.

13. Notification of requests to address the meeting

There were none.

14. Appointment of Deputy Chairs

RESOLVED that:

- (i) The Committee appointed Councillors Lloyd Bunday and Adam Brown as deputy chairs.

15. Hosted/Lead Services - Governance

The Chair invited Jane Carr (Director of Transformation) to introduce the report, who provided an overview of hosted governance and highlighted that:

- Governance arrangements would need to be agreed.
- Checks were being carried out to assess potential further system constraints regarding new legislation; as well as the feasibility of meeting work deadlines, previously set by transformation task and finish groups.
- Following these checks, draft exit plans for the disaggregation of each service would need to be agreed. Such exit plans would require approval from each service's director and an exit strategy would be formulated, considering any potential legal issues.
- The different scenarios of disaggregation listed in the report included:
 - a) Disaggregating a small service – approach would be approved by the Joint Officer Board and would go no further,
 - b) Realigning the timeline of disaggregation for a service – if in line with major systems contract renewals, lead time for formal staff training should be considered. If supported, this approach would also be approved by the Joint Officer Board.
 - c) If disaggregation was supported by the Joint Officer Board but an agreement could not be reached by directors, the Shared Services Joint Committee would determine the appropriate course of procedure.
 - d) If a service was to be changed from a lead model to a hosted model, this would require approval from both the Joint Officer Board and the Shared Services Joint Committee.

The Chair expressed concern regarding the involvement of the Shared Joint Services Committee in disaggregation plans, where approval would only be required from the Joint Officer Board. He posited that any decisions which could have political or budgetary implications should also be considered by the Joint Committee. Members of the Committee agreed and requested that the Director of Transformation amend the plans for service disaggregation, to allow for greater involvement by the Shared Services Joint Committee. The Director of Transformation agreed and assured the Committee that these amendments would be made.

RESOLVED that:

- (i) Subject to the amendments to allow for greater involvement by the Shared Services Joint Committee in service disaggregation plans, the Committee approved the proposal.

16. Transformation Inter-Authority Agreements Service Plan Delivery - Update

The Chair invited the Director of Transformation to introduce the report, who highlighted that:

- Plans for the reporting approach had been agreed – work was being carried out to determine next steps of service infrastructure.
- Key performance indicator data would be gathered, along with budgetary information and service plans.
- Timelines concerning KPIs would be brought to the next meeting of the Shared Services Joint Committee.
- The Committee would monitor services and be able to request additional information relating to performance – two main reports would be provided quarterly, listing all

KPIs and financial data. This would be supported by a summary report, which would outline any red or amber outturns (areas the Committee may decide to scrutinise more closely.)

The Chair questioned why the Shared Services Joint Committee had not already received data regarding the key performance indicators of services under transformation, since the unitary authorities had been established since April 2021. The Director of Transformation explained that a period of time was required for each service to operate completely independently from its counterpart in the other authority, in order to gather such data. Due to the COVID-19 pandemic, this transformation had not occurred prior to vesting day. Nevertheless, information relating to KPIs and finances was now being collected and would be available at the next Committee meeting.

The Chair also questioned why the Committee would not be able to receive KPI information for North and West Northamptonshire, separately. The Director of Transformation explained that due to the fact that these hosted services were jointly shared across the unitary authorities, the KPI data would be combined across the board. The key performance indicators of some services, such as highways, were pre-determined due to existing contracts prior to disaggregation; therefore, could not be split between North and West.

Councillor Graham Lawman emphasised the importance and value of both unitary authorities engaging in performance monitoring across shared services.

RESOLVED that:

- (i) The Committee approved the governance structure.

17. Exempt Items

There were no exempt items on this occasion.

18. Urgent Business.

There were no urgent items on this occasion.

19. Close of Meeting

The meeting closed at 2:30 pm.

This page is intentionally left blank



Agenda Item No: 5

NORTH NORTHAMPTONSHIRE AND WEST NORTHAMPTONSHIRE COUNCIL

JOINT COMMITTEE (SHARED SERVICES)

8th September 2021

| | | |
|--|--|---------------------|
| Report Title | Hosted Services Disaggregation proposal update | |
| Report Authors | Katie Jones , Head of Transformation Delivery Emma Conway , Transformation Delivery Manager | |
| Contributors/Checkers/Approvers | | |
| North/West MO | Cath Whitehead | Adele Wylie |
| North/West S151 | Martin Henry | Janice Gotts |
| Other Director/SME | Jane Carr | Lisa Hyde |
| | | |
| | | |

Supporting Documents

Appendix A – Transformation Task and Finish Timetable

1. Purpose of Report

- To seek approval of the recommendation to remove the EADS service from being an IAA

2. Summary/Decision Required

It is for the Board to note that all disaggregation activity relating to the proposed priorities for 2021/22 is underway, with options appraisals to be presented in due-course. Endorsement is required to support the recommendation to remove the EADS service from being an IAA. Further recommendations may be presented at subsequent meetings detailing the review of the remaining hosted fact checks.

3. Recommendations

It is recommended that (**Blueprint Change**):

- EADS is no longer considered a hosted arrangement under the IAA due to the nature of the contract.

4. Background Context

- 4.1 In the Spring of 2020, the Local Government Reform programme had to be reset due to the global pandemic Covid19, with the new focus being on 'safe and legal plus for vesting day for the two new unitary authorities.
- 4.2 Blueprints were developed and approved by the Shadow Executives (15th Sept for the West and 17th Sept for the North) which resolved that some former county council services would remain as one operational function for vesting day, with estimated times for them to be separated by post vesting day.
- 4.3 The Transformation Task & Finish Group worked to develop a disaggregation roadmap, which set out assumed timescales for future disaggregation based on their priorities and agreed service design principles. The roadmap was approved for the West at cabinet on 8th June 2021, and the North at Executive Committee on the 22nd June.
- 4.4 The Transformation Task & Finish Group disaggregation roadmap has provided a solid foundation to build on and enabled the teams to bring rigor, evidence and clarity to the development of a *Disaggregation Delivery Plan*; see Appendix A.
- 4.5 Working collaboratively, the Transformation teams, North and West, have been completing a 'fact check', with the Heads of Service and Assistant Director's for the hosted service areas, to compile a more in-depth review to evaluate the impact of disaggregation which will be presented to members in due course. It aims to assess at a high level, the optimum outcomes for the unitary authorities and its customers.
- 4.6 The fact check consists of key information and data including; customer impact, financial, risk, interdependencies, contractual and statutory requirements which informs a set of recommendations for each hosted service. The template does not go into the detail of how to, or the solution for disaggregating; this will commence once the road map and prioritisation is agreed. Work is still being undertaken by colleagues in the North and West on the further development of options; once they are complete, any remaining recommendations will be submitted for approval.
- 4.7 The remaining hosted services have been completed or are in progress and are currently aligned to the 'Transformation Task and Finish Group proposed disaggregation timeline' as approved via Cabinet and Executive, with the exception of the 1 area set out below.
- 4.8 **EADS –**
Proposal: This is currently a 'hosted' service delivered by the North.
Summary: This is a countywide contract where the local authority sub contracts on behalf of a prime provider who has a direct contract with the DWP; it is provided by the North and covers the entire county. Due to the contractual arrangements of the service it had to be provided by one unitary council post vesting day. The original framework has expired and been replaced by a new framework. The North tendered for this and started delivering this on the 12th July for the county. There are no revenue budget implications as this is externally funded and if anyone in the west wants the support of the service the referral route is through the job centre. The contract has been signed by North Northamptonshire and cannot be split into two. Both directors support the proposal to remove this as a hosted service from the IAA.

5. Next Steps

Continue to assess disaggregation feasibility with the services and report any proposed changes for the appropriate governance arrangements. To re-profile the disaggregation delivery plan timeline subject to recommendations in this report being approved and review resource allocation.

6. Implications (including resources and financial)

6.1 Resources and Financial

There are no resources or financial implications arising from this proposal; full implications of the disaggregation may result in a financial impact, if this arises, it will be highlighted in the approval of the detailed disaggregation proposals.

6.2 Legal

There are no legal implications arising from the proposals.

6.3 Risk

There are no significant risks arising from the proposed recommendations in this report.

6.4 Consultation

The Fact Checks have been consulted and co-created with the relevant Executive Directors, Assistant Directors and service area experts.

6.5 Consideration by Scrutiny

None

6.6 Climate Impact

None directly from this report and its recommendations, however it will be a consideration on the next phase when developing and recommending options.

6.7 Community Impact

None directly from this report and its recommendations, however it will be a consideration on the next phase when developing and recommending options.

Appendix A - Transformation Task and Finish Timetable



Joint Committee (Shared Services)

| | |
|----------------------|---------------------------------------|
| Report Title | ICT Disaggregation Discovery Proposal |
| Report Author | Nana Barfi-Sarpong/ Chris Wales |

Wednesday 8th September 2021

| Contributors/Checkers/Approvers | | |
|---------------------------------|--|--|
| North/West MO | | |
| North/West S151 | | |
| Other Director/SME | | |

List of Appendices

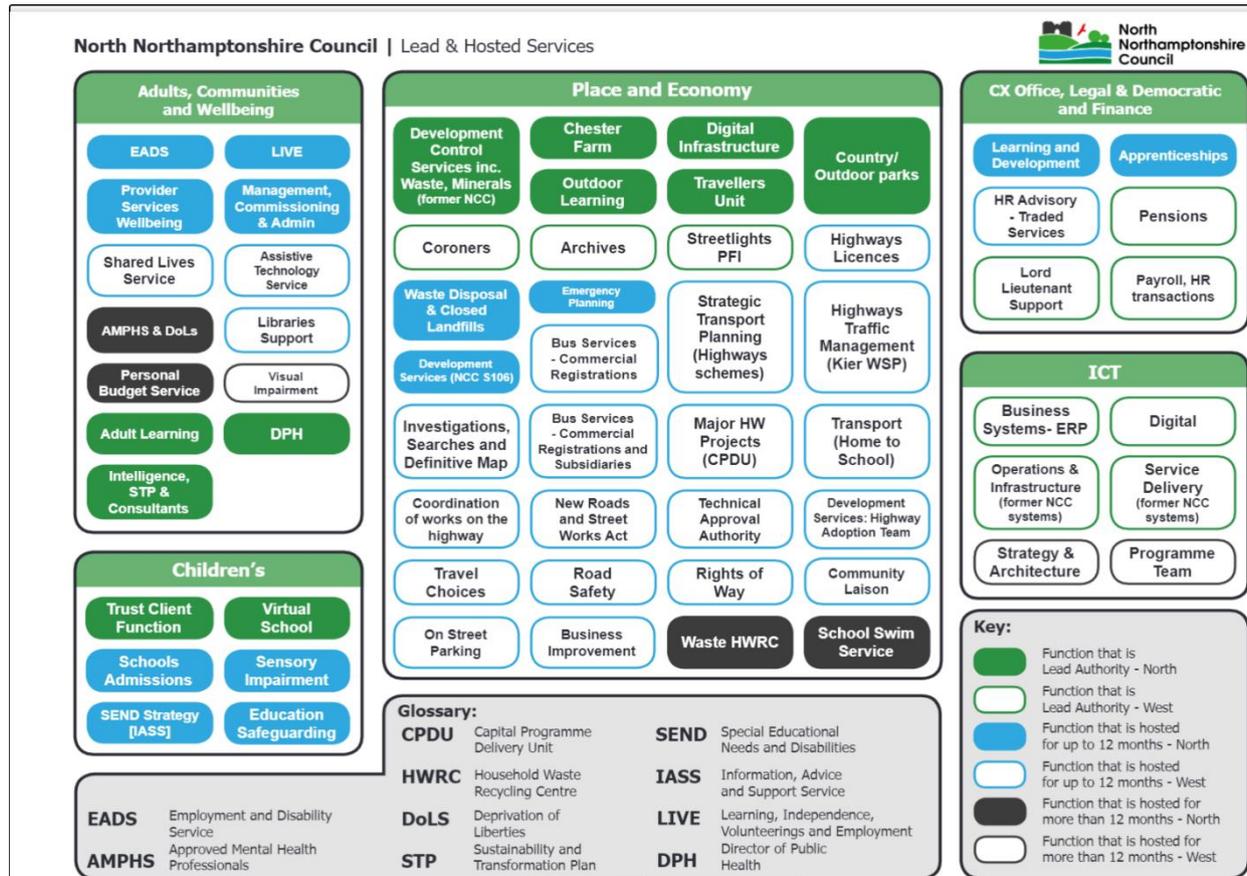
n/a

1. Purpose of Report

To seek approval from members to begin scoping options for a potential partial/full disaggregation options of ICT services shared between North Northamptonshire Council ("NNC") and West Northamptonshire Council ("WNC").

2. Background

2.1. As per the approved Blueprint of April 2021 (see *Figure 1* above), four ICT

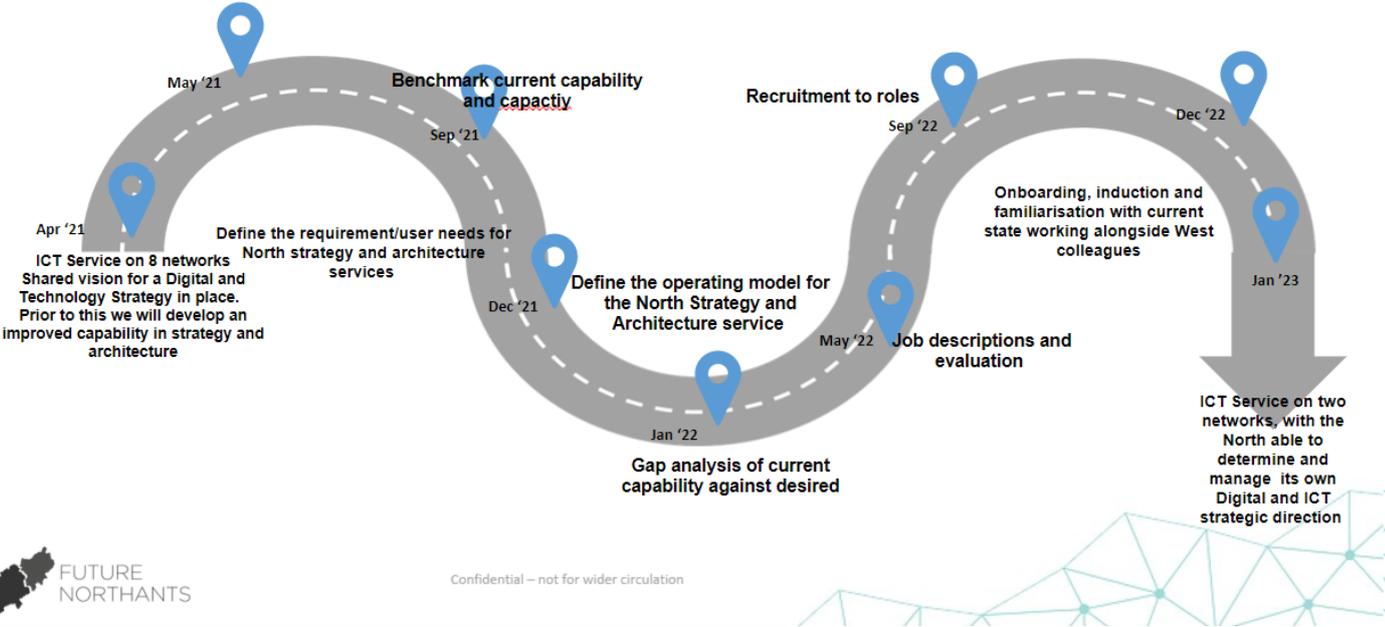


services are led by WNC, while two others are hosted for up to two years.

- 2.2. NNC has a budget of £3.41m for ICT that funds its share of WNC's Lead and Host services. This includes funding the split cost for the Children's Trust, and the Business Systems shared arrangement (whereby former NNC, MKC and CCC shared critical business systems under a governance arrangement led by the Lead Authority Board ("LAB")).
- 2.3. Prior to vesting day, the Future Northants programme set a projected Authority timeline for disaggregation of the two Hosted ICT services in the blueprint (Strategy & Architecture; Programme Team), which originally set final disaggregation of those services at Jan 2023, as seen in *Figure 2* above.
- 2.4. The period since vesting day has allowed for a capability review of the ICT services. This has shown that several key areas – most notably systems architecture, project/programme management, and cyber security - are not adequately represented within the Lead and Hosted services as aggregated from the previous sovereign authorities.

2.5. Through informal discussions with NNC members, there has emerged a stated desire to explore other delivery options including disaggregation of some or all

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



of the remaining four Lead services.

3. Detail of Lead and Hosted Services

- 3.1. There are six Lead and Hosted ICT services. The Lead services are *Business Systems, Digital, Operations & Infrastructure* and *Service Delivery*.
- 3.2. Hosted services are set in the Blueprint to be temporarily provided by WNC for up to two years. These are *Strategy & Architecture* and *Programme team*.
- 3.3. **Business Systems** covers the shared service under separate agreement that supplying applications to NNC, WNC, MKC and CCC (i.e. the former LGSS). This arrangement is governed by the Lead Authority Board, whose membership consists of S151 officers from the four authorities.
- 3.4. **Digital** covers web-based service delivery and change including research, product design (including UX) and build (including software development), thus enabling the organisation to work differently to respond to evolving user needs.
- 3.5. **Operations & Infrastructure** covers core physical infrastructure and servers, including telephony. It also covers business systems not under the former LGSS agreement (e.g. Adult and Children social care systems). The teams also undertake projects and maintenance to ensure that business as usual continues.
- 3.6. **Service delivery** ensures functioning IT business processes including service desk (the “front door” for staff/users); incident, problem management and escalation; and IT invoicing/purchasing, procurement and suppliers/contracts.
- 3.7. **Strategy & Architecture** covers holistic design of infrastructure and systems to ensure new solutions fit the overall systems estate (several hundred systems are in daily use); sets the future technology strategy, incorporating research and new developments in the field into our future desired state. Although listed as a service by the Future Northants project, it has no discrete budget no permanent staff in the establishment as of vesting day.
- 3.8. **Programme team** manages the portfolio of projects and ICT work in pipeline, both internal to ICT and from other services. As with *Strategy & Architecture*, it has no discrete budget and no permanent staff in the establishment (currently covered by interim staff).
- 3.9. As per 2.4 above, a capability assessment has concluded that there are a number of missing capabilities in the establishment; and that most of those present are at a low level of maturity. Notwithstanding improvements that can be made by better governance and process, this indicates that the services will require significant investment both to backfill missing capabilities (including critical ones such as cyber security), and to raise the maturity of existing ones to an acceptable level; this is before any costs of disaggregation are added.

4. Options for considering disaggregation

- 4.1. Any disaggregation of both the Lead and Hosted services requires consideration of arrangements for current finance and budgeting, governance, and contract and staffing implications.
- 4.2. The service areas in scope for review are *Digital, Operations & infrastructure, Service Delivery, Strategy & Architecture* and *Programme team*.
- 4.3. The *Business Systems* service is managed via a different mechanism as this is a shared service between NNC, WNC, MKC and CCC. Any changes would go through a separate governance process and are not in scope for this work.
- 4.4. Two Hosted services, *Strategy & Architecture* and *Programme team*, contain no staff resources and no budget. These can be disaggregated quickly if required, albeit with both needing investment in NNC to create the necessary functions.
- 4.5. As part of a scoping options, a range of choices from the status quo through to full disaggregation will be considered and presented.

5. Phases of work

- 5.1. A project of this magnitude will require some dedicated and competent project and technical personnel to assess the work needed in sufficient detail to produce detailed options (including costs and timeframes), and then to execute any options approved. There are therefore three key approvals sought from the joint committee:
 - **Approval for scoping** (*today*): if this document is approved, the Chief Information Officers for WNC and NNC will commence an internal exercise to scope the overall project. This will produce sufficient information to identify what investment is needed to develop detailed project plans. This is expected to take circa 2 months and require no additional investment.
 - **Approval for discovery** (*2 months to develop*): a paper will return to the Joint Committee proposing financial investment to fund a full “discovery phase” – the production of options for various ICT delivery models, with detailed project plans, costs, feasibility, impact assessment and timelines. If approved, this should take circa 4 months.
 - **Approval for delivery** (*4 months to develop*): the full PID detailing options is produced, including sufficient detail to select an option and proceed. At this stage, members will be asked to commit to any project, with detail on costs, times, feasibility, impact assessment and timelines included.

6. Recommendations

- 6.1. It is recommended that the Joint Committee:
 - Note the findings in this proposal;

- Mandate the Chief Information Officers for WNC and NNC to bring back a scoping proposal for investment to move the project into the “discovery” phase, which is expected to take c. 2 months of effort (plus time to put through governance structure of Joint Officer Board and Joint Committee for Shared Services).