



WEST NORTHAMPTONSHIRE JOINT COMMITTEE

Tuesday, 7 January 2020

The Jeffrey Room, The Guildhall, St. Giles Square, Northampton,
NN1 1DE

6:00 pm

Ian Vincent
George Candler
Theresa Grant
Richard Ellis

Davertry District Council
Northampton Borough Council
Northamptonshire County Council
South Northamptonshire Council

Councillor Chris Millar
Councillor Adam Brown
Councillor Alan Chantler
Councillor Ken Ritchie
Councillor Jonathan Nunn
Councillor Phil Larratt
Councillor Stephen Hibbert
Councillor Danielle Stone
Councillor Matt Golby
Councillor Richard Auger
Councillor Stephen Legg
Councillor Suresh Patel
Councillor Ian McCord
Councillor Rebecca Breese
Councillor Peter Rawlinson
Councillor Chris Lofts

Davertry District Council
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South Northamptonshire Council
South Northamptonshire Council
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South Northamptonshire Council

If you have any enquiries about this agenda please contact democraticservices@northampton.gov.uk or 01604 837722

SPEAKING AT WNJC MEETINGS

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WEST NORTHAMPTONSHIRE JOINT COMMITTEE

Your attendance is requested at a meeting to be held:
in The Jeffrey Room, The Guildhall, St. Giles Square, Northampton,
NN1 1DE

on Tuesday, 7 January 2020

at 6:00 pm

AGENDA

1. **APOLOGIES**
2. **MINUTES**
3. **DEPUTATIONS/PUBLIC ADDRESSES**
4. **DECLARATIONS OF INTEREST**
5. **MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCE THE CHAIR IS OF THE OPINION SHOULD BE CONSIDERED**
6. **FUTURE NORTHANTS PROGRAMME UPDATE**
7. **FUTURE NORTHANTS FINANCE UPDATE**
8. **INTERIM STATUTORY OFFICER RECRUITMENT**
9. **PERMANENT STATUTORY OFFICER RECRUITMENT**

Agenda Item 2

WEST NORTHAMPTONSHIRE JOINT COMMITTEE

South Northamptonshire Council Offices

Wednesday, 5 June 2019

PRESENT: Councillor Jonathan Nunn (Northampton Borough Council)
Councillor Richard Auger (Northamptonshire County Council)
Councillor Adam Brown (Daventry District Council)
Councillor Alan Chantler (Daventry District Council)
Councillor Matt Golby (Northamptonshire County Council)
Councillor Stephen Hibbert (Northampton Borough Council)
Councillor Phil Larratt (Northampton Borough Council)
Councillor Stephen Legg (Northamptonshire County Council)
Councillor Ian McCord (South Northamptonshire Council)
Councillor Chris Millar (Daventry District Council)
Councillor Ken Ritchie (Daventry District Council)
Councillor Danielle Stone (Northampton Borough Council)

SUBSTITUTES: Councillor Phil Bignell, for Councillor Rebecca Breese (South Northamptonshire Council)
Councillor Andrew Grant, for Councillor Peter Rawlinson (South Northamptonshire Council)
Councillor Martin Johns, for Councillor Chris Lofts (South Northamptonshire Council)

1. APOLOGIES

Councillor Rebecca Breese (South Northamptonshire Council)
Councillor Chris Lofts (South Northamptonshire Council)
Councillor Suresh Patel (Northampton Borough Council)
Councillor Peter Rawlinson (South Northamptonshire Council)

2. MINUTES

The Minutes of the meeting of the Committee held on 14 May 2019 were agreed as a correct record and signed by the Chair.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. QUESTIONS FROM PUBLIC AND MEMBERS

The Chair, Councillor Jonathan Nunn advised the Committee that he had received two requests from members of the public to ask questions of the Committee: David Jones, Chair of Healthwatch Northamptonshire and Mary Clarke, Citizens Advice Bureau.

In addressing the Committee, David Jones explained that Healthwatch Northamptonshire had requested that the West Northants Joint Committee consider and respond to the following question put on behalf of residents across the County.

“What steps are the Joint Committees taking to ensure that the new unitary authorities put respect for diversity and equality of opportunity at the heart of their mission and values so that these principles clearly shape their approaches to developing Health and Social care services, in partnership with NHS colleagues and others?”

The Chair advised the meeting that a written response (annex to the Minutes as set out in the Minute Book) had been tabled and circulated to all West Northants Joint Committee (WNJC) Members and meeting attendees which set out the steps that had been taken to ensure this objective was met.

The Chair advised that Mary Clarke had contacted the Committee Clerk to advise that she had unfortunately been delayed and he would allow her to address the meeting when she arrived, assuming it was before the close of the meeting.

5. REPORT OF THE GOVERNANCE TASK AND FINISH GROUP

Councillor Phil Larratt presented the report and reminded the WNJC that the proposed draft Constitution (Appendix A to the report) was for the Shadow Council not the West Northants Unitary Council (WNUC). The Shadow Council could amend, adapt and would likely revisit the draft Constitution for the new WNUC. The Governance Task and Finish Group had identified topics and matters for consideration for the Shadow Council when developing the WNUJ draft Constitution and these were set out at Appendix B to the report.

The documents had been drafted on the basis of the proposed West Northants Unitary Authority becoming operational in April 2020, however, the Secretary of State for the Ministry of Housing, Communities and Local Government had now confirmed that the proposal would now be taken forward for the West Unitary Council to become operational in April 2021. Changes would therefore be required to the document to reflect the new date and any other consequential changes following parliamentary approval of the Structural Change Order in October 2019.

Councillor Phil Larratt highlighted that the Chief Finance Officers were happy with the Financial Procedural Rules but had highlighted the document was a working draft and must be considered in that light.

Councillor Phil Larratt reported that the Task and Finish Groups had worked well together in an atmosphere of openness and transparency and expressed thanks to members of all Task and Finish groups, in particular, Councillor Peter Rawlinson, and officers who have supported the Group.

The Chair thanked the Task and Finish Groups and the supporting officers for their hard work.

In reference to Appendix B, Councillor Matt Golby, commented that with the delay to vesting day, there was more time for work to be done on area committees and in establishing a Youth Council. There was an opportunity to learn best practice from others and this could potentially be done by forming a Working Group.

Councillor Chris Millar commended the work of the Task and Finish Group and commented that the delay to Vesting Day meant there was time for the Shadow Council to give consideration to the areas raised by the Task and Finish Group.

Councillor Ian McCord thanked the Task and Finish Group for their hard work and commented that he believed that the Constitution for the West Northamptonshire Shadow Council should not be approved as set out at recommendation "d". Approval should wait until the Structural Change Order came into force as this could impact on when the Shadow Council comes into being and changes may be needed to the Shadow Constitution. The Task and Finish Group should be asked to meet after the Structural Change Order is published to make amendments as necessary.

The Borough Secretary and Monitoring Officer, Northampton Borough Council) confirmed

that the removal of this recommendation would not have a negative impact.

Councillor Ian McCord subsequently proposed that recommendation “d” be deleted and replaced with a recommendation that the Shadow Constitution be referred back to the Task and Finish Group and amend as necessary in light of the Structural Change Order. Councillor Martin Johns duly seconded the proposal.

Councillor Martin Johns commented on the importance for transparency in ensuring that attendance records were made publicly available as soon as practicable.

Councillor Danielle Stone commented that she was appreciative of the Task and Finish Group for listening to comments raised and that the Constitution was a gender neutral document and addressed public access and participation. There were still areas to be addressed such as a Shadow Council website, meeting venues. It was also important that services were based on evidence and what the outcomes should be. She felt that the proposed creation of a single Children’s Trust for the whole county should not yet be accepted as there was still more work to be done.

Referring to the comments made about area committees, Councillor Alan Chantler highlighted that there would be sensitive areas for residents, for example planning, residents would expect decisions to be made by people who knew the areas. It was therefore not necessary to wait for the Structural Change Order to be published to start moving forward.

Councillor Richard Auger, reported that the Task and Finish Group had found there were lots of differing opinions and consensus had to be reached. The Shadow Council could make adjustments as required.

Councillor Chris Millar highlighted the importance of scrutiny being involved sooner rather than later and suggested the Scrutiny Chairs at each Council could meet and discuss the areas each authority are currently reviewing.

Councillor Phil Larratt summed up prior to the vote confirming he was happy to move the recommendations with the amendment to recommendation “d” adding that the Task and Finish Group could start work on amending the draft Shadow Constitution as the revised vesting date was known. Other changes could be made when the Structural Change Order was published. It was imperative that the Shadow Council was safe and legal from the say it came into being.

On being put to the meeting, the recommendations, as amended, were carried unanimously.

RESOLVED:

1. That the discussions undertaken and the subsequent conclusions drawn by the Governance Task & Finish Group at its meeting on 20 May, as stated in section 3 of the report (annex to the Minutes as set out in the Minute Book), be noted and it be further noted that the conclusions drawn have informed the relevant sections in the draft Shadow Constitution (annex to the Minutes as set out in the Minute Book).
2. That it be noted that on 14 May 2019, the Secretary of State for the Ministry of Housing, Communities and Local Government made a written statement to Parliament confirming that the new Unitary Council for the West would, subject to parliamentary approval, be operational from 1 April 2021, with the Shadow Council being set up beforehand.

3. That it be noted that the work undertaken, including the content of the draft Shadow Constitution for the West Northamptonshire Shadow Council (WNSC) and the Matters for Consideration for by WNSC when developing the Constitution for the West Northamptonshire Unitary Council, was based on assumptions on the content of the expected Structural Change Order (SCO) for Northamptonshire and the documents would, following the Ministerial announcement referred to in b) above need to change to reflect the detail in the SCO.
4. That the Governance Task and Finish Group be requested to meet after publication of the Structural Change Order to update and amend the draft constitution for the proposed Shadow Council as necessary for resubmission to the West Northants Joint Committee.
5. That the power to make non-substantive changes, including making any typographical changes, to the draft constitution for the Shadow Council in consultation with the Chair and Vice-Chair of the West Northants Joint Committee be delegated to the Lead Monitoring Officer for the proposed West Northamptonshire unitary project.
6. That it be noted that changes would be required to be made to the draft constitution arising from the Structural Change Order, once it has received parliamentary approval, and further approvals to the draft constitution would be brought back to the West Northamptonshire Joint Committee for approval.
7. That the commentary from the Governance Task & Finish Group on what it believes the established Unitary Council should include in the Unitary Council constitution at the point at which it is adopted, be noted.

6. QUESTIONS FROM MEMBERS AND PUBLIC

The Chair invited Mary Clarke to ask her question to the Committee.

Mary Clarke began by apologising if her question was outside the remit of the Committee but she felt it was important for the topic to be put on the table. Mary Clarke asked the West Northants Joint Committee about funding the voluntary and community sector in the interim period before the unitary authorities were fully established, and also about the likely funding mechanisms in place thereafter as there were currently variances between authorities in terms of grants / funding. If future funding was to be via tender, Mary Clarke queried what scrutiny would be in place to ensure a fair process whereby the lowest bidder wasn't automatically awarded a tender.

The Chair responded to the question explaining that the funding arrangements at each authority would be in place until 2021, subject to the respective council's budget processes. Going forward, one established principle was to work with partners to get the best arrangements for all.

Councillor Danielle Stone commented that the new unitary would need to set principles. She explained that was a champion of co-design and co-delivery which avoided competitive tendering. It was important to work with the voluntary sector to help residents as it eased pressure on other services.

Councillor Ken Ritchie added that there would need to be a serious discussion about voluntary organisations and how they were supported querying if there may be value in establishing a Citizen's Assembly, which could include existing and potential Voluntary Sector partners.

Councillor Ian McCord referred to the “Prospectus for Change” which had recently been launched and set out an integrated approach to delivering Local Government Reform. It would be necessary to look at how each Council currently operated as there were differences and working with, funding and support to the Voluntary Sector should and would be part of this of this work rather than separate extra work.

**7. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCE
THE CHAIR IS OF THE OPINION SHOULD BE CONSIDERED**

None.

The meeting concluded at 6:58 pm

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FUTURE NORTHANTS

Programme Update

West Joint Committee – 7 January 2020

Contents

- **Programme set up and Discovery phase**
 - Recruitment
 - Change Champions network
 - Outputs from Discovery phase

- **Design phase approach**
 - Key stages
 - Outputs
 - Aggregation and Disaggregation
 - Benefits realisation
 - Financial modelling tool
 - Engine Room

- **Comms and Engagement**

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Set-up and Discovery phase



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Recruitment

- Majority recruited internally from all 8 councils
- Enabler lead roles recruited to, all internally
- Work bases set up across the councils
- Future Northants Wi-Fi enabled in each council

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Change
Champions
recruitment

CBC	10
DDC	19
ENC	16
KBC	41
NBC	16
NCC	82
SNC	22
WBC	19

225 and
growing!

Outputs from Discovery phase

Discovery

Design

Delivery Planning

Implementation

Stabilisation

Headline task	Status
Baseline data capture and validation	Complete
Initial service mapping and validation	Complete
Disaggregation and Aggregation	Baseline Complete. Development of principles In flight
Initial programme start up meetings and relationship building with services and service leads	Complete across all programmes
Capturing initial or existing ideas and projects	Covered in kick off workshops
Confirming Programme Board, terms of reference and reporting (highlight reports)	Complete across all programmes and Boards in operational mode



Portfolios – Operational Boards In Place for each Portfolio

Strategic Delivery Director: Theresa Grant

David Oliver	Liz Elliott	George Candler	Graham Soulsby	Norman Stronach	Richard Ellis	Ian Vincent
Adult Social Care	Children's Social Care	Growth & Infrastructure	Revenues & Benefits	Housing	Corporate Services	Regulatory Services
Health & Social Care Integration	Education Services	Public Estates	Community & Leisure		Customer Contact & Digital	Environmental Services

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Design phase



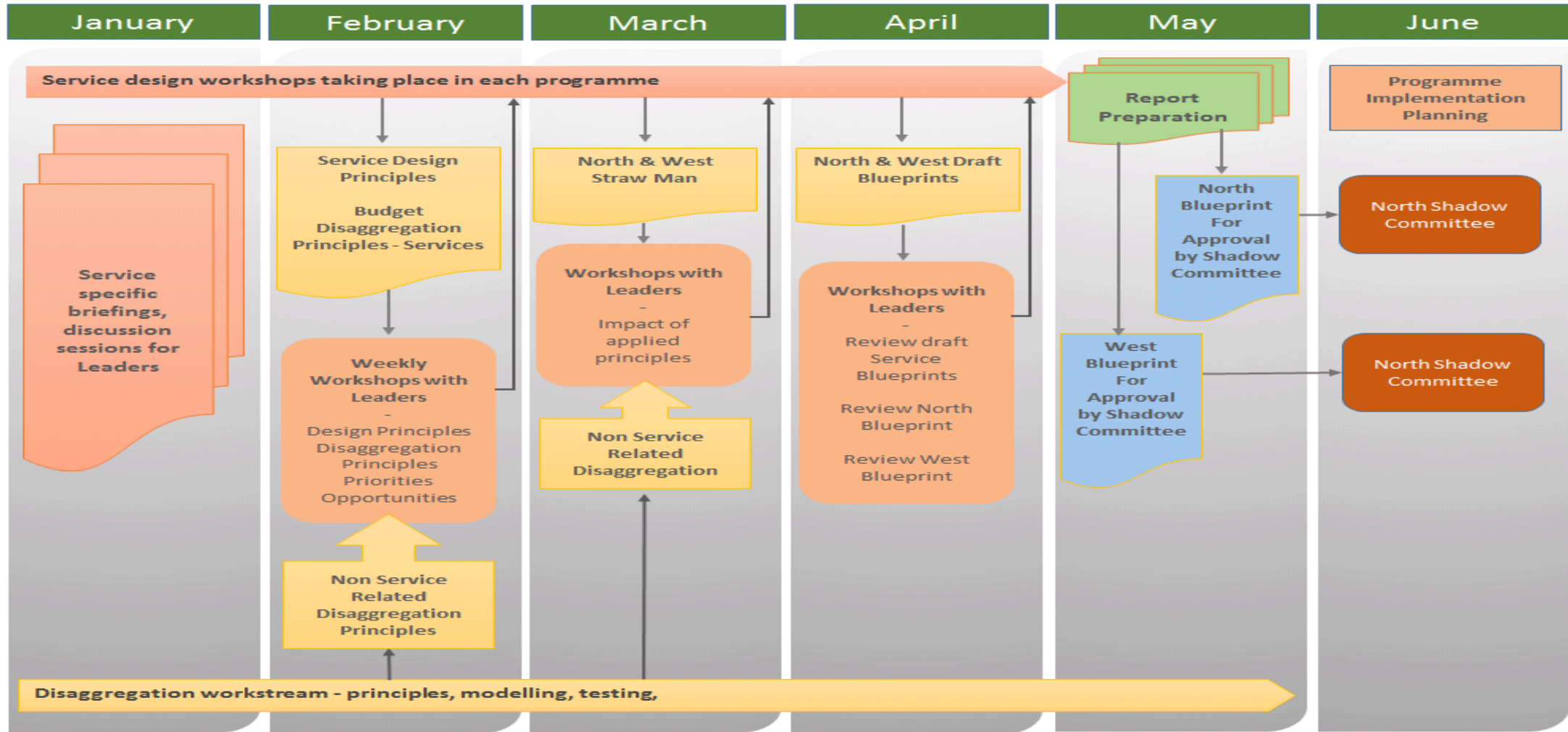
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Key stages of Design phase



Design Phase



Outputs from the design phase

Straw-Man North and West

An iterative design step

Simple draft proposal
drawn up to...

Stimulate discussion

Draw out disadvantages

Provoke the generation
of better proposals

Test affordability

Avoid wasted work by
ensuring concepts are
understood and agreed
by decision makers

Blue-Print North and West

An iterative design stage

Built on the basis of the
consensus reached at
Straw-Man stage

A clear defined
documentation of the
new organisation.

The organisation
structure

Staffing levels

Business Models

Costs, performance
levels

Infrastructure

Requirements

Day One Must
Haves

Safe and
Legal
Requirements

Should haves
but not
essential day 1

Projects to
take forward

What we won't
do

North Implementation Plans



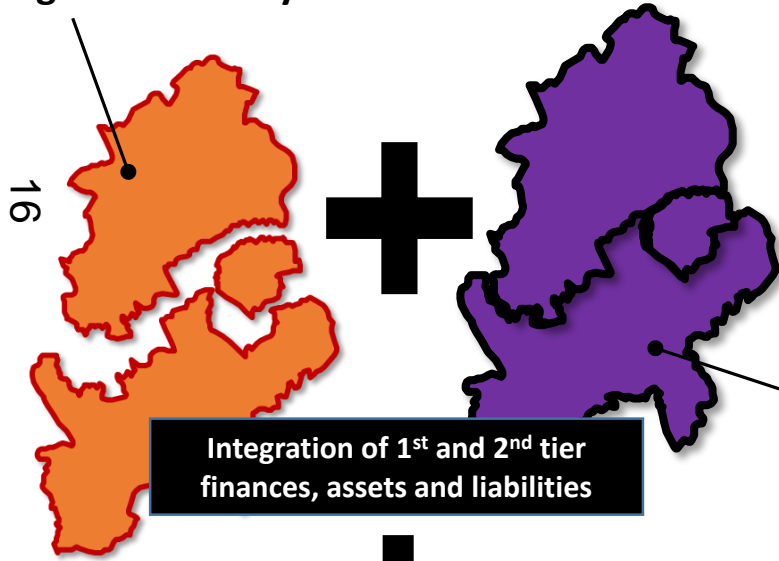
West Implementation Plans



Disaggregation update

Process for delivering draft budgets
Baseline complete
Principles developed in design phase.

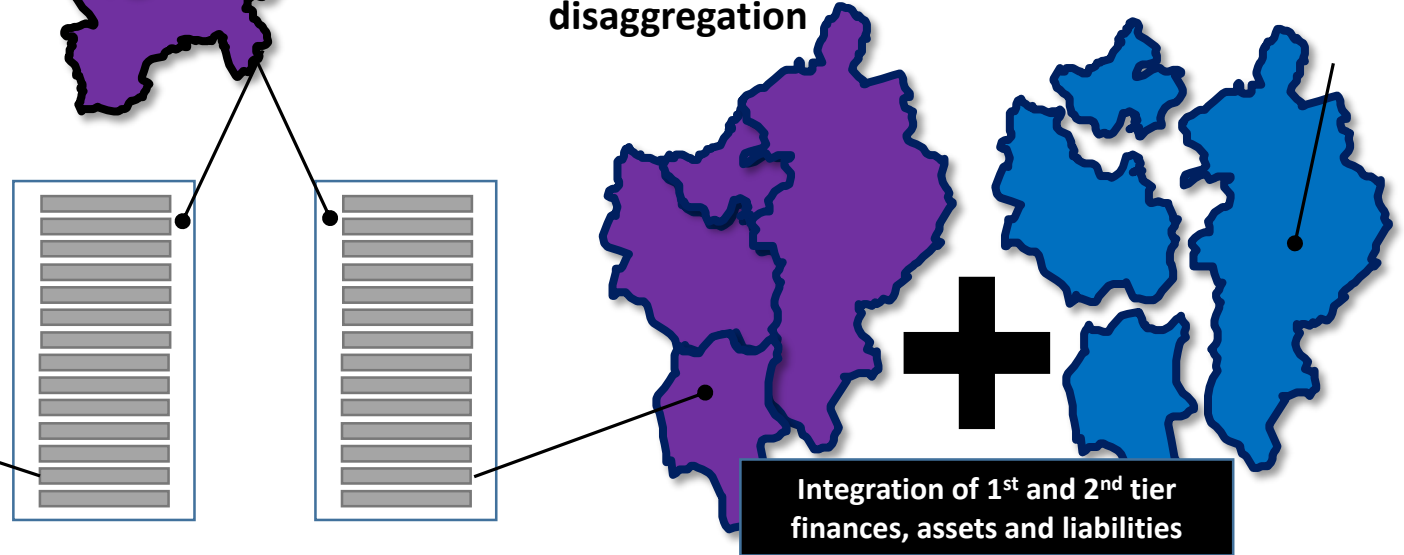
Aggregation of West budgets, assets and liabilities via MTFS and budget book analysis



Draft West Northamptonshire Unitary budgets and balance sheet

Disaggregation of NCC budgets, assets and liabilities through design phase and consensus to be reached on principles of disaggregation

Aggregation of North budgets, assets and liabilities via MTFS and budget book analysis

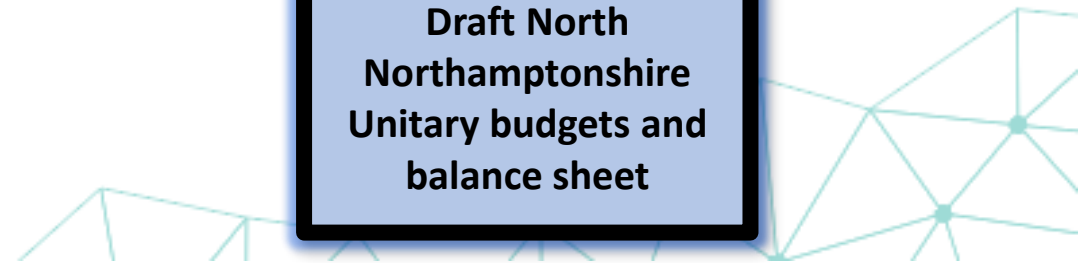


Disaggregation percentage splits of NCC balance sheet and budgets created for West and North unitaries

Draft North Northamptonshire Unitary budgets and balance sheet



FUN
NC



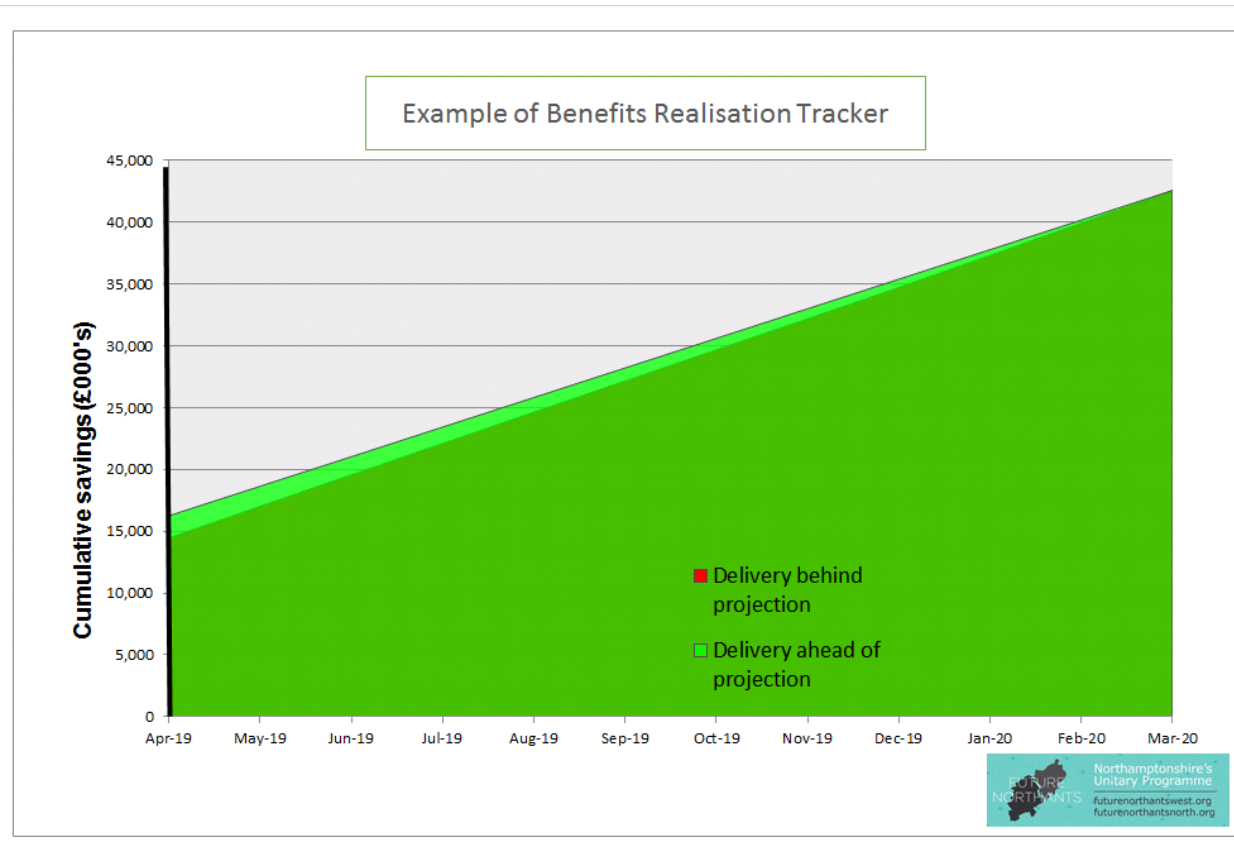
Benefits realisation

Project level – includes business rates pilot projects

Financial benefits

- Methodology in place
- Validation in programmes by Finance leads (All 151 Officers)
- Coordinated by Finance Enabler Lead
- Development of profiles, dependencies, risks
- Dashboard reporting of actuals versus profile

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Non-financial benefits

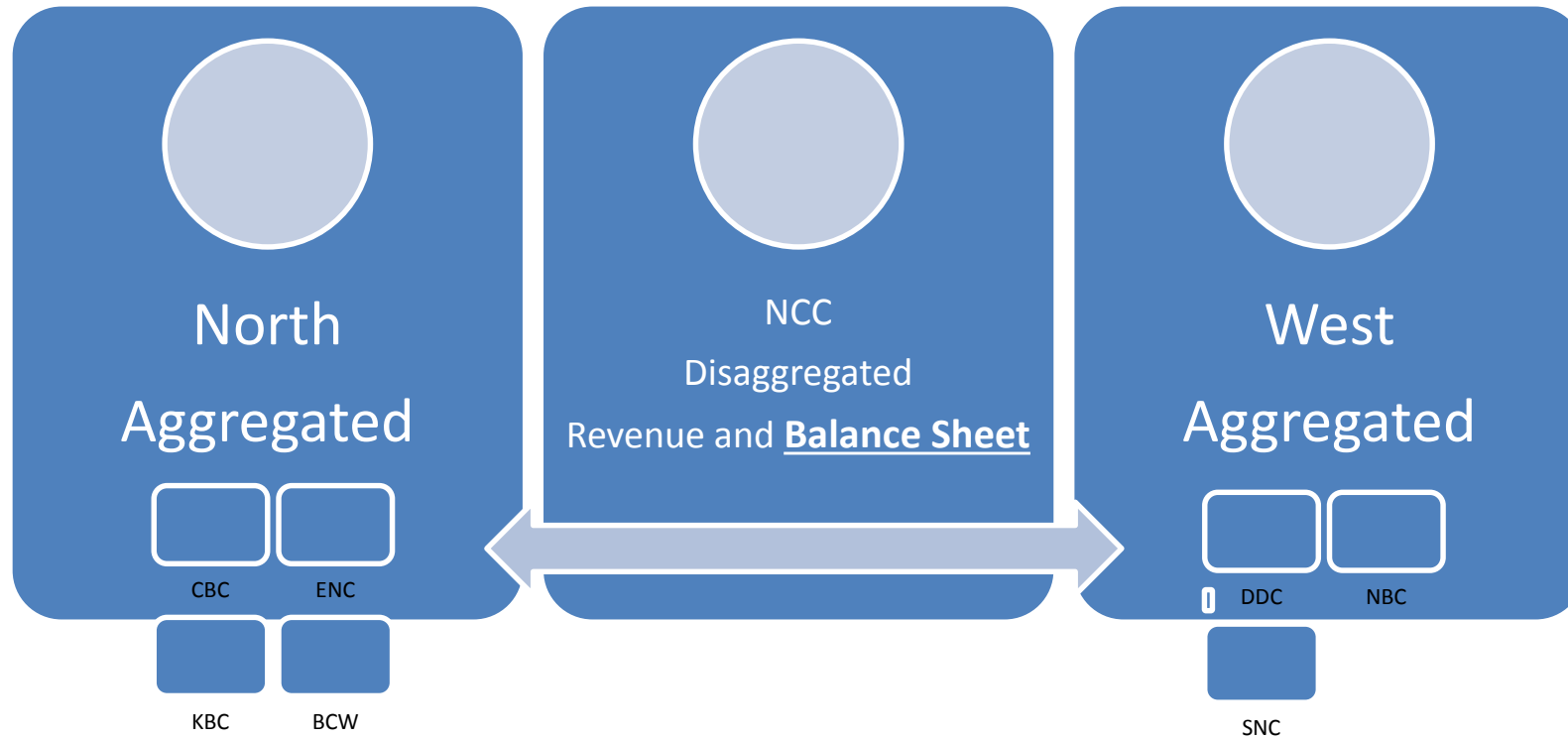
- Service baseline data
- Ability to measure delivered improvements
- Impact on service users
- Better value for money
- Cost avoidance



MTFS

Aggregation / Disaggregation

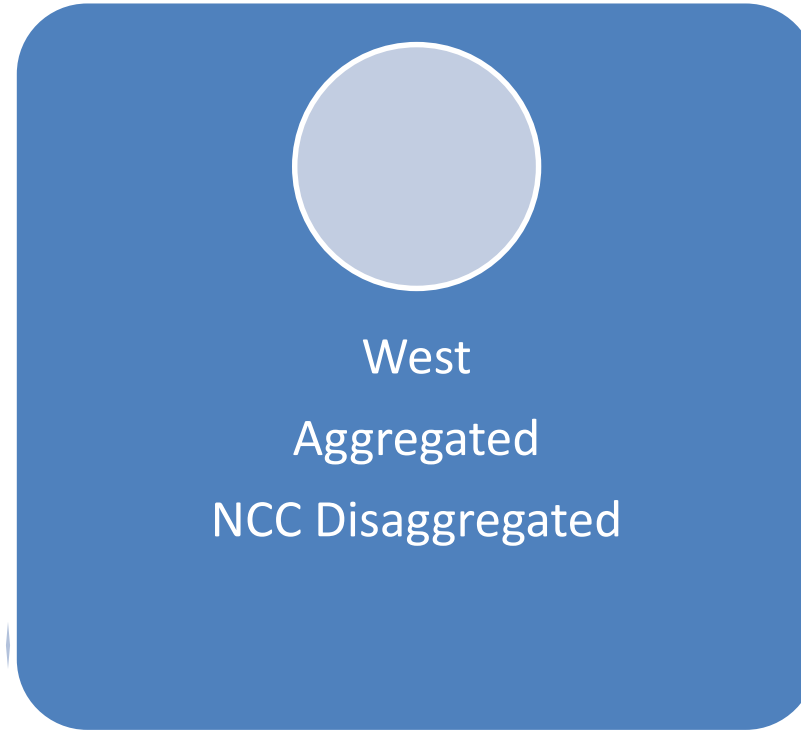
D & B Disaggregated North and West



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General Fund & Balance Sheet

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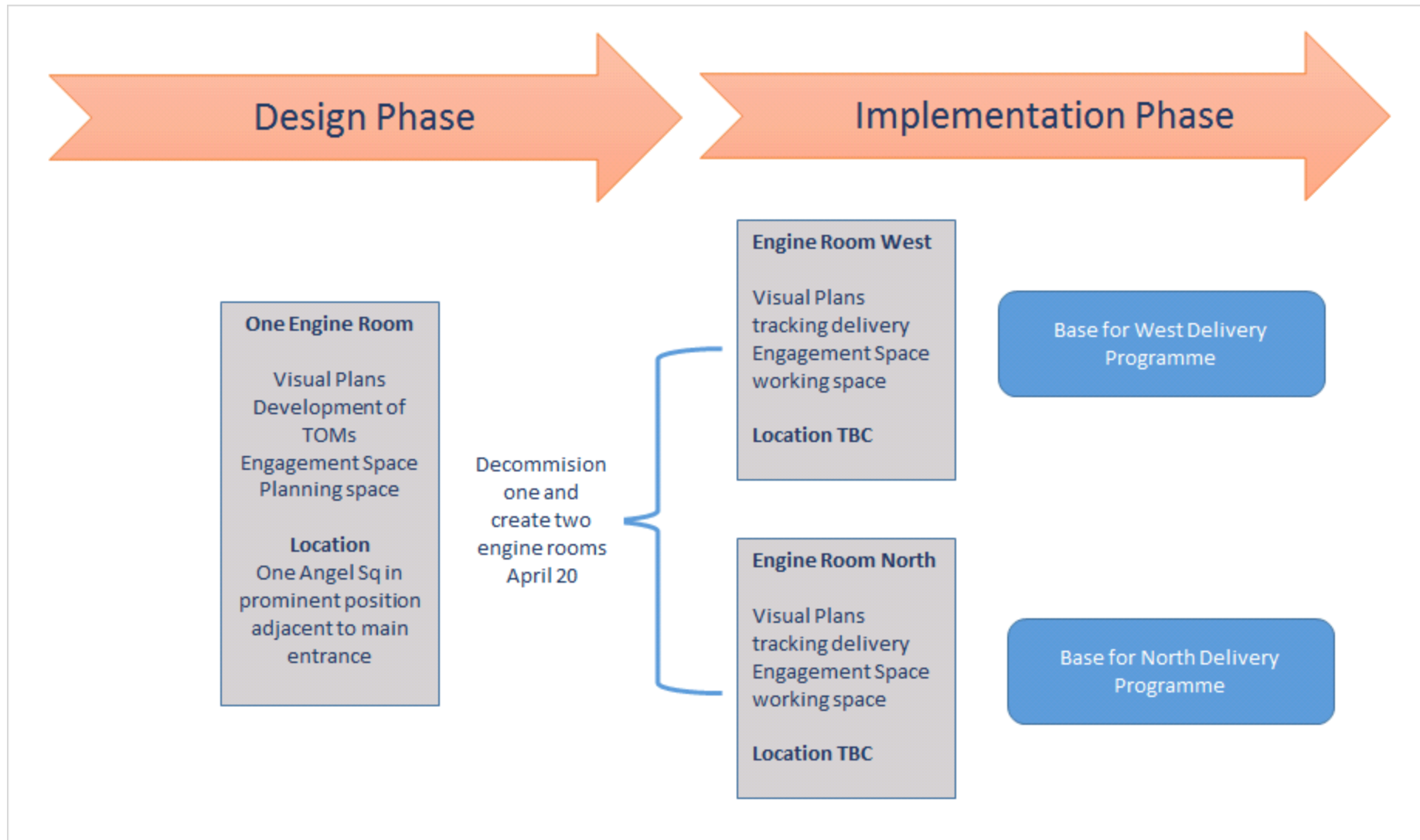
Communications and Engagement update



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Approach to Engine Room



- Communications leads assigned to each portfolio
 - Supporting ongoing recruitment to Change Champions network
 - Future Northants websites performing well with over 9,000 visits since launch
- 22
- LGA critical friend review took place in November
 - Staff briefings in December
 - Regular staff and member newsletters being scheduled to include programme and portfolio updates





WEST NORTHAMPTONSHIRE JOINT COMMITTEE

7th January 2020

Report Title	Future Northants Finance Update
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AGENDA STATUS: PUBLIC

1. Purpose

- 1.1 The purpose of this report is to provide an update on the baseline financial position for the Future Northants Programme and advise of the financial control / reporting processes for the Programme.

2. Recommendations

- 2.1 It is recommended that the WNJC:
- 2.1.1 Notes the baseline financial position for the level of Future Northants programme investment and benefits estimated to arise from the LGR Programme as shown in Appendix 1.
 - 2.1.2 Notes the financial monitoring process for reporting to the Joint Committee outlined in paragraph 3.2.10.
 - 2.1.3 Notes the Future Northants programme delegations for reporting virement between Programme Workstreams and the process for reporting changes to the baseline financial position for investment and benefits outlined in paragraph 3.2.11.

3. Issues and Choices

3.1 Report Background

- 3.1.1 All eight councils in Northamptonshire are investing a total of £43.5m to transition and transform services as part of establishing two new unitary councils in the county. Whilst we recognise that this is a substantial investment, the creation of the two new councils is expected to deliver

significantly greater financial benefits that will more than offset the costs. The return on investment for local residents is further improved as funding received from government is paying for around half of the investment.

- 3.1.2 Two larger authorities replacing seven smaller district and borough and the larger county councils will of course create natural efficiencies through economies of scale and streamlined processes, making it easier for residents to access joined up services. However, a significant element of the investment is directed towards prevention and edge of care strategies to avoid escalation of needs and crisis which costs significantly more to deal with, for example social care costs become unaffordable. This is where the bulk of the financial savings will be derived whilst at the same time securing better outcomes for the residents of Northamptonshire.
- 3.1.3 This report provides an update on the financial position of the Future Northants Programme.
- 3.1.4 During the summer of 2019 all of the eight councils in Northamptonshire worked together to develop a Prospectus For Change. The Prospectus is an integrated plan for local government reform and transformation in Northamptonshire.
- 3.1.5 The Prospectus included a forecast budget of £43.5m for delivering the Future Northants Programme.
- 3.1.6 This Prospectus would be funded from Business Rates Retention Pilot monies, contributions from each of the eight councils in Northamptonshire and Northamptonshire County Council transformation budgets.
- 3.1.7 The investment is anticipated to realise significant benefits for the residents of the West Northamptonshire. The benefits expected to arise will be financial through being more efficient and non financial through better management of service demand and improvements to service levels.

3.2 Issues and Choices

- 3.2.1 The Future Northants Programme baseline financial position can be summarised as follows:

Estimated Total Investment	Forecast Annual Budget Savings	Forecast 5 Year Total Cash Savings
£43.5m	£85.9m	Upto £430m

- 3.2.2 The investment and benefits by workstream are set out in Appendix 1.
- 3.2.3 The investment of £43.5m is a one off cost and is anticipated to be incurred in 2019/20 and 2020/21. Over the medium term benefits of £85.9m are anticipated to accrue on an annual basis once they are implemented. Over a 5 year period up to £430m of benefits could accrue, a ten fold return on investment. The benefits have already started to be delivered in 2019/20, with more planned for 2020/21, and will initially benefit existing councils. Benefits

arising beyond 2021 will be incorporated into the medium term financial planning work for the two new councils. In addition there are expected to be improvements to the way services are provided to the residents of West Northamptonshire.

3.2.4 It should be noted the baseline, by its very nature, is an initial assessment of the investment and benefits for each workstream based on high level business cases and assumptions. The work over the coming months to develop detailed plans and assess assumptions made is likely to lead to changes to the baseline. The changes are likely to impact on both the level and timing of investment and benefits.

3.2.5 The investment of £43.5m is to be spent on transformational changes in local government services across the county including new models for delivering social care, demand management, prevention, new operating models for childrens and adults services; as well as specialist housing and accommodation for the most vulnerable. The investment is being funded by the following income sources:

- Business Rates Retention (BRR) Pilot Monies (£18.7m). As part of its bid to government to be accepted as a pilot Northamptonshire councils signed up to collective governance arrangements to manage this funding.
- NCC Transformation Programme (£5.6m). Monies have been approved by NCC as part of its 2019/20 budget setting process.
- Equal contributions of £2.4m from the eight sovereign councils (£19.2m). Contributions of £0.5m per council for 2019/20 have been approved by each council. The budget setting process for 2020/21 will need to agree the remaining contribution of £1.9m per council.

3.2.6 In summary the transformation of local government services across Northamptonshire is funded by both central government and local councils, as set out in the table below. When compared to the level of benefits expected to be delivered across Northamptonshire the return on investment from local taxpayers money demonstrates good value for money.

Government Funding (BRR)	Northamptonshire Council Funding
£18.7m	£24.8m

3.2.7 Each council has approved or is in the process of considering for approval, the delegations with regards to Business Rates Retention Pilot monies and the equal contributions from each council. An example of the delegations being put in place is set out below. The precise wording of the delegations for each council will be along these lines albeit tailored for each council's constitution.

3.2.8 Indicative delegation from council / cabinet / executive:

- *delegates authority to the Chief Executive, in consultation with the s151 Officer and Leader, to represent the Council on the Business Rates Pilot Board and to make whatever decisions necessary to represent the interest of the Council on that Board within the parameters set out by MHCLG and which shall include the authority to agree the allocation of this funding.*

- *delegates authority is to the Chief Executive and s151 Officer, in consultation with the Leader, to monitor the spend of £2.4m against the milestones and aims of the Future Northants Programme as directed by the Secretary of State and any future Structural Changes Order, when made.*

3.2.9 Financial Reporting and Control

The Future Northants Programme is currently establishing the robust financial management processes. The programme team is working closely with the Chief Finance Officers (CFOs) of the eight sovereign councils to establish financial monitoring, reporting and governance processes. The programme team includes a senior finance lead/enabler role and two benefits realisation accountants.

3.2.10 Financial Monitoring and Reporting Process

The baseline budget for investment and benefits arising from each workstream in the Programme is set out in Appendix 1. It should be noted this is a baseline position and it is likely to change over the course of the programme as more detailed work is undertaken. The financial monitoring process for the programme will be undertaken for each workstream. The Senior Responsible Officer (SRO) will be accountable for the baseline financial position for their workstream. The SRO will be assisted by one of the CFOs from the eight existing sovereign councils to ensure the financial position being reported is robust and realistic. The finance resource in the programme team will work with service managers and finance colleagues across all councils to provide financial support and advice to ensure a consistent approach throughout the workstreams.

The individual workstream financial positions will be consolidated on a monthly basis into an overall monitoring statement for the Future Northants Programme. This will be reported to the Design Board and Leaders Oversight Board meetings at their monthly meetings. As part of this process the assumptions underpinning the forecasts will be challenged and scrutinised at each stage to ensure a robust financial position is reported.

The investment reporting will include the budget, spend to date (including commitments) and variance. The benefits reporting will include budget, a tracker to demonstrate progress, split cashable/cost avoidance/non financial benefits and return on investment. In addition there will be supplementary reporting of those projects utilising Business Rates Retention Pilot monies for reporting back to government in line with the governance proposals.

3.2.11 Virement of Monies within the Programme

The baseline is an initial allocation of monies to workstreams based on initial plans. Once detailed plans for each workstream have been developed and the robustness of figures reviewed there may be a need to move monies between workstreams.

The limits and approach, which have been considered by Design Board and Leaders Oversight Board, for the movement of monies between workstreams (virement) are as follows:

Programme Director / SRO	Up to £100k
Design Board	£100k – £250k
Leaders Oversight Board	Greater than £250k

All virements will be reported, either for information or decision, to the next meeting of Design Board, Leaders Oversight Board. Virements would be reported to Joint Committees for information.

3.2.12 Approval of Additional Monies into the Programme

The approval of any monies over and above the £43.5m investment would need to be approved by the eight sovereign councils. The investment of further monies would be subject to a business case which would need to demonstrate the benefits being realised are worth the extra cost.

At the time of writing no further investment is anticipated. However, the re-alignment of vesting day to April 2021 may mean that there is investment planned by the eight sovereign councils in their budgets for 2020/21 that would form part of the Future Northants Programme. This position will be kept under review.

4. Implications (including financial implications)

4.1 Policy

4.1.1 There are no direct policy implications arising from the report.

4.2 Resources and Risk

4.2.1 The report is financial in nature and clearly sets out the financial implications.

4.2.2 There are no direct human resource implications arising from the report. However, the Future Northants Programme budget does include monies for staffing to deliver the programme.

4.2.3 Risk management is a core element of the Future Northants programme. Each of the programme portfolios and work streams have risk registers embedded within them in line with established project management methodologies. These risk registers are reviewed at each portfolio board meeting. Risks are also reported by exception to Design Board and Leaders Oversight Board.

4.3 Legal

4.3.1 There are no direct legal implications arising from the report.

4.4 Equality and Health

- 4.4.1 The equality and health implications are anticipated to be neutral arising from the report.

Report Author: Glenn Hammons, Executive Director, East Northamptonshire Council

Future Northants Programme - Baseline Financial Position Summary

APPENDIX 1

Programme/Workstream	LGR Programme	Adult Social Care	Health & Social Care Integration	Childrens Social Care	Education Services	Public Estates	Growth & Infrastructure	Housing	Revenues & Benefits	Corporate Services	Customer Contact	Regulatory Services	Environmental Services	Total
	Paul Helsby	David Oliver	David Oliver	Liz Elliott	Liz Elliott	George Candler	George Candler	Norman Stronach	Graham Soulsby	Richard Ellis	Richard Ellis	Ian Vincent	Ian Vincent	Theresa Grant
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Investment Costs</u>														
Programme Team	8,183	0	0	0	0	0	0	0	0	0	0	0	0	8,183
Business Rates Retention Pilot	1,350	2,350	0	2,000	0	0	250	0	0	3,450	5,650	0	0	15,050
NCC Transformation	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952
Other Programme Costs	17,265	0	0	0	0	0	0	0	0	0	0	0	0	17,265
Total Investment	28,073	3,554	0	2,473	0	0	250	0	0	3,450	5,650	0	0	43,450
<u>Benefits</u>														
Business Rates Retention Pilots	0	24,459	0	6,100	0	0	60	0	0	3,000	3,000	0	0	36,619
NCC Transformation	3,200	23,100	1,600	10,300	0	0	2,600	0	0	600	0	0	0	41,400
LGR	7,900	0	0	0	0	0	0	0	0	0	0	0	0	7,900
Total Benefits	11,100	47,559	1,600	16,400	0	0	2,660	0	0	3,600	3,000	0	0	85,919
Net Investment (+) / Benefit (-)	16,973	-44,005	-1,600	-13,927	0	0	-2,410	0	0	-150	2,650	0	0	-42,469
% Return on Investment	40%	1338%	N/a	663%	N/a	N/a	1064%	N/a	N/a	104%	53%	N/a	N/a	198%

Future Northants Programme - Baseline Financial Position Investment

APPENDIX 1

Programme/Workstream	LGR Programme	Adult Social Care	Health & Social Care Integration	Childrens Social Care	Education Services	Public Estates	Growth & Infrastructure	Housing	Revenues & Benefits	Corporate Services	Customer Contact	Regulatory Services	Environmental Services	Total
	Paul Helsby	David Oliver	David Oliver	Liz Elliott	Liz Elliott	George Candler	George Candler	Norman Stronach	Graham Soulsby	Richard Ellis	Richard Ellis	Ian Vincent	Ian Vincent	Theresa Grant
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Programme Team</u>														
LGR	5,585													5,585
NCC	2,598													2,598
Total	8,183	0	0	0	0	0	0	0	0	0	0	0	0	8,183
<u>Business Rates Retention Pilot</u>														
Rapid response team (BRR36)		1,200												1,200
Adults TOM review (BRR09)		400												400
Adults Review task force team (BRR08)		400												400
Overnight carers scheme (BRR45)		350												350
Improving CFNs fostering programme (BRR04)				470										470
CFN workforce programme (BRR26)				735										735
CFN practice improvement programme (BRR046)				795										795
Shared Services redesign & consolidation (BRR20)									3,200					3,200
Customer & Digital Strategy (BRR18)										5,650				5,650
Contracts Review (BRR21)									250					250
Strategic Infrastructure Plan (BRR10)							250							250
Unallocated funds	1,350													1,350
	1,350	2,350	0	2,000	0	0	250	0	0	3,450	5,650	0	0	15,050
<u>NCC Transformation</u>														
Social Workers Agency Staff Conversion				293										293
Renegotiation of Shaw Care PFI Contract		168												168
Voluntary Redundancy Costs	1,000													1,000
Review of Pricing & Delivery of Learning Disability Services		723												723
Committed Cost to Unitary Programme	3													3
Libraries Transformation Programme	272													272
Transformation Roles in Childrens Services				180										180
Single Handed Project (Home Care through Specialist Equipment & Training)		260												260
Canary Pilot (Monitoring systems for long term care packages)		53												53
	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952
<u>Other Programme Costs</u>														
Resource - backfill	2,000													2,000
Legal advice	400													400
Restructuring costs	7,900													7,900
Shadow statutory appointments	832													832
Shadow member appointments	360													360
Recruitment to senior appointments	160													160
Branding & signage	500													500
National pay and conditions	750													750
Programme delivery contingency	3,106													3,106
LGR pre submission costs (May-Aug 2018)	148													148
LGR pre submission costs (Sept 18 - Aug 19)	1,109													1,109
	17,265	0	0	0	0	0	0	0	0	0	0	0	0	17,265
Total	28,073	3,554	0	2,473	0	0	250	0	0	3,450	5,650	0	0	43,450
<u>Memorandum - NCC Transformation (2019/20 budget only, excludes 2018/19)</u>														
- NCC Transformation Team	2,598	0	0	0	0	0	0	0	0	0	0	0	0	2,598
- NCC Transformation	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952
	3,873	1,204	0	473	0	0	0	0	0	0	0	0	0	5,550

Notes:

1. Further NCC Transformation investment is anticipated when the Budget for 2020/21 is approved in February 2020. The draft budget assumes £2-3m of investment.

Future Northants Programme - Baseline Financial Position

Benefits

APPENDIX 1

Programme/Workstream	LGR Programme	Adult Social Care	Health & Social Care Integration	Childrens Social Care	Education Services	Public Estates	Growth & Infrastructure	Housing	Revenues & Benefits	Corporate Services	Customer Contact	Regulatory Services	Environmental Services	Total
	Paul Helsby	David Oliver	David Oliver	Liz Elliott	Liz Elliott	George Candler	George Candler	Norman Stronach	Graham Soulsby	Richard Ellis	Richard Ellis	Ian Vincent	Ian Vincent	Theresa Grant
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Business Rates Retention Pilot</u>														
Rapid response team (BRR36)		8,833												8,833
Adults TOM review (BRR09)		14,000												14,000
Adults Review task force team (BRR08)		1,000												1,000
Overnight carers scheme (BRR45)		626												626
Improving CFNs fostering programme (BRR04)				2,300										2,300
CFN workforce programme (BRR26)				1,400										1,400
CFN practice improvement programme (BRR046)				2,400										2,400
Shared Services redesign & consolidation (BRR20)									2,500					2,500
Customer & Digital Strategy (BRR18)										3,000				3,000
Contracts Review (BRR21)									500					500
Strategic Infrastructure Plan (BRR10)							60							60
	0	24,459	0	6,100	0	0	60	0	0	3,000	3,000	0	0	36,619
<u>NCC Transformation</u>														
Planned savings 2019/20	1,359	18,900	1,600	8,676			2,600			600				33,735
<u>Flexible Use of Capital Receipts Savings:</u>														
Social Workers Agency Staff Conversion				1,624										1,624
Voluntary Redundancy Costs	1,460													1,460
Review of Pricing & Delivery of Learning Disability Services		2,800												2,800
Libraries Transformation Programme	381													381
Single Handed Project (Home Care through Specialist Equipment & Training)		1,000												1,000
Canary Pilot (Monitoring systems for long term care packages)		400												400
	3,200	23,100	1,600	10,300	0	0	2,600	0	0	600	0	0	0	41,400
<u>LGR Programme</u>														
PwC Aug 2018 Report:														
- FTE	6,600													6,600
- Property	800													800
- Democratic	500													500
	7,900	0	0	0	0	0	0	0	0	0	0	0	0	7,900
Total	11,100	47,559	1,600	16,400	0	0	2,660	0	0	3,600	3,000	0	0	85,919

Notes:

- LGR Programme savings as identified by PwC in their report dated August 2018 adjusted for IT savings which are included in the Shared Service Redesign & Consolidation (BRR20) and Property savings of £3m included in Customer and Digital Strategy (BRR18).
- NCC Transformation benefits total £41.4m as per Budget report to Council in February 2018.
- NCC Transformation benefits split between Flexible Use of Capital Receipts (FUCR) and other benefits.
- Further NCC Transformation benefits are anticipated when the Budget for 2020/21 is approved in February 2020. The draft budget assumes £24.2m of benefits.

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WEST NORTHAMPTONSHIRE JOINT COMMITTEE

Tuesday 7 January 2020

Report Title	Interim Statutory Officer Recruitment
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AGENDA STATUS: PUBLIC

1. Purpose

- 1.1 The purpose of this report is to outline the approach to the recruitment of interim statutory roles for the West Northamptonshire Shadow Unitary Council.

2. Recommendations

It is recommended that the WNJC:

- 2.1 Endorse the recruitment and selection approach to the Interim appointments of Head of Paid Service, Section 151 Officer and Monitoring Officer.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Interim Statutory Officer roles will need to be in place for both shadow councils in May 2020 and it is a requirement to confirm the appointments at the first shadow council meeting, to be held within 14 days of the election.

The draft Structural Changes Order ring fences these interim responsibilities to existing officers of the District, Borough and County Councils in Northamptonshire. So, for the West Northamptonshire Shadow Council, the interim statutory designations will apply to officers from Daventry District Council, Northampton Borough Council, South Northamptonshire Council and the County Council.

The statutory roles are described as designations because in statute they are a set of responsibilities, rather than a full role, to be discharged by the designated officers.

3.1.2 Consultation

The West Northamptonshire Joint Committee originally reviewed interim statutory recruitment through an established task and finish appointments group in May 2019. The outputs of this group included role profiles and a recruitment and selection process.

The Integrated Future Northants Programme team have combined the work that has been undertaken in West Northamptonshire with the proposals developed by the North Northamptonshire Joint Committee (NNJC) in October/November 2019, to present an integrated recruitment process for each Shadow Council.

This report summarises the work that has been undertaken to date on the interim statutory officer recruitment process for each shadow authority and the recommendations put forward by the North and the West working groups. Chief Executives have also offered advice and suggestions on the process to support this.

The final proposals were reviewed by the Future Northants Leaders Oversight Board on Wednesday 13th November 2019.

4. Implications (including financial implications)

4.1 Policy and Process

4.1.1 This report outlines a process for recruiting the Interim Statutory roles in 2020 for the new shadow Councils.

One of the key areas discussed was the commitment needed in both time and capacity to undertake these roles effectively; to enable the shadow councils to deliver the necessary work in the period after May 2020, until the permanent appointments are made.

The proposals below are based on views from Leaders, Chief Executives and Managing Directors; notably that the interim roles will require significant capacity to undertake the work.

In particular, the role of interim Head of Paid Service would be impacted as each Chief Executive will have an ongoing Senior Responsible Officer (SRO) role for a significant workstream in the Future Northants Programme in addition to their own sovereign council responsibilities, the former of which is expected to continue in the interim role.

It is therefore recommended that the Head of Paid Service (Chief Executive) is a full time role. It is expected that the duration of the interim roles will run from May 2020 to the appointment of permanent officers, which may vary depending on who is appointed and their possible start date. It is usual for these interim

roles to be short term where possible and October 2020 is a working assumption of when the permanent incumbents will be in place. In recognition of this short term expectation, it is recommended that this is not long enough to reassign each sovereign council's statutory responsibilities. As such, albeit there will be a backfill requirement for interim Chief Executive's sovereign council responsibilities and duties; they will be expected to maintain an oversight for their own Council as well as the SRO responsibilities that have been noted.

With regards to the interim Monitoring and Section 151 Officers, it is not anticipated that capacity demands will be as significant as the Head of Paid Service role; albeit there will still be active involvement required in the Future Northants work. It is therefore recommended that these be managed within the existing role, allowing the appointed interims scope to backfill elements of their substantive role as required. This will enable the statutory officer to undertake the interim role and also keep an oversight of the statutory responsibilities in their respective council.

It was agreed as part of the proposals to the Leaders and Chief Executives/Managing Directors that the process should be the same for all employees involved and on the same timetable and key principles as follows:-

- That the Interim appointments process starts in March, with applications made in April 2020; followed by the selection process in May 2020. The interview dates would be after the election; within the 14 days prior to the first Shadow Council meeting (where the interim appointments are confirmed).
- That each Council would consider the capacity impact for existing roles in April (should applicants from their Authority be successful), to ensure business as usual is considered.
- That the Job Description and Person Specifications attached are agreed as the basis for the interim roles.
- That the Interim Head of Paid Service is full time and Monitoring and Section 151 officers will undertake the interim role alongside their current role – albeit with supported/ backfill capacity at different levels as required.
- That the interim roles do not carry any additional financial remuneration.
- That the interim recruitment process is open to officers from councils in the West only for interim West Northamptonshire roles; and open to officers from councils in North only for interim North Northamptonshire roles; with officers from the County Council able to apply for both as defined by the draft Statutory Order. Expressions of interest to be the preferred mechanism for applicants.
- Interview and presentation to be the preferred selection method.
- That the West Northamptonshire Joint Committee (Sub Group) will oversee the shortlisting process; ensuring that applications meet the essential criteria for interviews. The selection process and appointment decisions will be undertaken by the Shadow Council once formed.
- That these roles are clearly positioned and communicated as interim to avoid any perception by individuals, public or councils that this is

connected with the permanent appointment, which will be a separate independent process.

4.2 Resources and Risk

4.2.1 This report is about interim roles so the financial impact and support needed by HR will be provided by the integrated Future Northants Programme team.

4.3 Legal

4.3.1 Interim appointments cannot be extended beyond 31 December 2020 if the Statutory Changes Order is made into legislation in February 2020.

4.4 Equality and Health

4.4.1 None

Job Description Interim Head of Paid Service

Role Purpose:

- To act as Head of Paid Service for the Shadow Authority
- To progress the LGR Programme for the West Northamptonshire Council area, to ensure the successful transition to the new Authority.

All the above to be within the provisions of the Structural Changes Order.

Main Responsibilities:

- To act as Head of Paid Service for the Shadow Authority, in accordance with section 4 of the Local Government and Housing Act 1989.
- To progress the delivery of the LGR Programme in line with statutory requirements and, with the Strategic Delivery Director of the LGR Programme, ensure the transition to the Unitary Authority runs smoothly and deploying resources effectively to achieve this.
- To lead and manage the Interim Monitoring Officer and Interim S.151 Officer for the Shadow Authority.
- To advise Councillors of the West Northamptonshire Shadow Authority, its Committees and Working Groups on matters relevant to the Shadow Authority, the LGR Programme and the establishment of the new Unitary Authority.
- Represent the interests of the Shadow Authority and the LGR Programme through visible presence and active engagement and communication with key stakeholders and relevant agencies, bodies, MPs, etc.
- To have oversight for the transformation of Children's Services as well as Adult Social Care Services.
- To undertake any other duties commensurate with the role to ensure the Shadow Authority meets its objectives and statutory requirements.
- To develop and maintain effective working relationships with elected Members, key stakeholders, constituent authorities and strategic partners to support the smooth implementation of the LGR Programme.

Person Specification

Background and Experience

A proven track record of achievement at Chief Executive level within local government

Demonstrable experience and success in:-

- Leading Organisational change, managing a diverse range of services and translating organisation ambitions into tangible achievements and service delivery improvements.
- Effective partnership working and collaboration, developing and maintaining positive relationships with a range of stakeholders.
- Leading and motivating senior professional staff to a high level of achievement.
- Management and control of large, complex budgets, programmes and projects.
- Effectively managing an Organisation in achieving a balanced budget
- Giving professional advice to and building effective working relationships with senior managers and elected Members.
- Promoting and maintaining an organisation's reputation.

Skills/knowledge

- A thorough understanding of current issues and future challenges facing local government and of LGR.
- Demonstrable leadership skills
- Effective communication skills, to engage a range of audiences and positively represent the Shadow Authority
- Strong influencing and negotiating skills
- Highly developed analytical and problem-solving skills, with the ability to work strategically
- Political awareness and the ability to work successfully within a political environment through effective working relationships with Elected Members
- Ability to plan and implement strategies and programmes.

Personal qualities

- Collaborative and strategic leader – able to motivate and work across boundaries and achieve performance/results through others
- Robust and resilient
- Flexible to meet competing demands and challenging circumstances
- Personality and credibility that engages and commands the confidence of all stakeholders
- Ethical, accountable behaviour including a personal commitment to equality, diversity and inclusivity

Job Description Interim Section 151 Officer

Responsible to: Interim Head of Paid Service of the Shadow Authority

Role Purpose:

- To be responsible for the financial affairs of the Shadow Authority, with accountability for the financial probity of the Shadow Authority and the statutory responsibilities under s.151 of the Local Government Act.
- To establish proper arrangements for the administration of the financial affairs of the new Unitary Authority through co-ordination of the finance workstream.
- As a member of the Programme Team, support the delivery of the LGR Programme for the West Northamptonshire Council area to ensure the successful transition to the new Authority.

The above to be undertaken within the provisions of the Structural Changes Order.

Main Responsibilities:

- To be accountable for the responsibilities under the Local Government Act s.151 to ensure the Shadow Authority's financial probity and proper conduct of its financial activities.
- To provide strong financial advice and challenge to the Shadow Authority and Programme Team based on robust analysis, forecasting and financial planning.
- To deliver the new Council's Medium Term Financial Plan and Annual budget for 2021/22.
- To ensure that appropriate financial standards and processes are in place, through the development of effective financial policies and strategies, including:-
 - Medium Term Financial Planning and Budget setting and monitoring process.
 - Financial Regulations and Procedures
 - Budget Management Framework
 - Contract Management Framework
 - Procurement Strategy
 - Risk Management Strategy
 - Treasury Management Strategy/Policy
 - Capital Investment Strategy
 - Anti-Fraud, Bribery and Corruption Policy
 - Debt Management Strategy
 - Money Laundering Policy
 - Annual audit plan
 - Council Tax Benefit Scheme
 - Business Rate Scheme
 - Corporate Debt Policy
 - Internal Audit function
 - Submission of all returns and grants
 - Banking arrangements
 - Insurance arrangements

- To be the lead officer for the management of the Council's Strategic Risk Register, operational risk registers and ensure that action to mitigate risk is taken corporately.
- To develop and maintain effective working relationships with elected Members, key stakeholders including constituent Section 151 officers, constituent authorities and strategic partners to support the smooth implementation of the LGR Programme.
- To undertake any other duties commensurate with the role to ensure the Shadow Authority meets its objectives and statutory requirements.

Person Specification

Qualifications

- Professional qualification CCAB (Consultative Council of Accountancy Bodies), qualified CIPFA (Chartered Institute of Public Finance and Accountancy) preferred.
- Membership of one or more professional bodies as set out s.113 of the Local Government Finance Act 1988.
- Evidence of continuing professional development.

Background and Experience

- Demonstrable successful track record as a senior manager in local government, specifically in the leadership and management of finance.
- Evidence of successful contributions to financial management including the development and effective implementation of corporate strategies and policies.
- Thorough understanding of the S151 role and responsibilities and substantial experience of financial management in a local government context.
- Demonstrable experience and success in:-
- Organisational change
- Effective partnership working and collaboration, developing and maintaining positive relationships with a range of stakeholders.
- Giving professional advice to and building effective working relationships with senior managers and elected Members.

Skills/knowledge

- A thorough understanding of current issues and future challenges facing local government and of LGR.
- Excellent current working knowledge and understanding of local government issues and statutory requirements, with a particular emphasis on financial issues.
- Demonstrable leadership skills
- Effective communication skills, to engage a range of audiences and positively represent the Shadow Authority
- Strong influencing and negotiating skills
- Highly developed analytical and problem-solving skills, with the ability to work strategically and apply sound judgement
- Political awareness and the ability to work successfully within a political environment through effective working relationships with Elected Members
- Ability to plan and implement strategies, policies and programmes.

Personal Qualities

- Collaborative and strategic leader – able to motivate and work across boundaries and achieve performance/results through others
- Robust and resilient
- Flexible to meet competing demands and challenging circumstances
- Personality and credibility that engages and commands the confidence of all stakeholders
- Ethical, accountable behaviour including a personal commitment to equality, diversity and inclusivity

Job Description Interim Monitoring Officer

Responsible to: Interim Head of Paid Service of the Shadow Authority

Role Purpose:

- To be accountable for the probity of the Shadow Authority by carrying out the statutory responsibilities as Monitoring Officer.
- To establish constitutional arrangements for the new Unitary Authority through co-ordination of the Monitoring Officers' workstream.
- As a member of the Programme Team, support the delivery of the LGR Programme for the West Northamptonshire Council area to ensure the successful transition to the new Authority.

The above to be undertaken within the provisions of the Structural Changes Order.

Main Responsibilities:

- To be responsible for the probity of the Shadow Authority by carrying out the statutory duties of Monitoring Officer:-
 - Ensuring all decisions taken by Councillors and Officers are lawful.
 - Ensuring compliance with the Code of Conduct, the need to register interests and compliance with the locally adopted and national standards regime.
 - Ensuring the Constitution of the Shadow Authority is designed, implemented and maintained to meet the requirements of Councillors and to be legally compliant. This includes Full Council Procedural Rules, Schemes of Delegation, Scrutiny and Partnership arrangements.
 - To act as the Proper Officer for access to information – ensuring that Member decisions (and officer decisions as appropriate), reasons for those decisions and relevant officer reports and background papers are properly recorded and publically available as soon as possible and retained for public access in accordance with legal requirements.
 - To advise the Shadow Authority and Programme Team on the scope of powers and authority to take decisions, and issues relating to maladministration, financial impropriety (in conjunction with the Interim s151 Officer), standards, probity and the budget and policy framework.
 - To provide expertise and guidance to the Shadow Council, it's Committees and the Programme Team on matters relating to democratic processes, statutory guidance, the Council's Constitution in order to resolve problems/issues and achieve objectives lawfully and within sound democratic processes and principles.
 - To be responsible for preparing the Council's draft Constitution following consultation with other officers as appropriate.
- To develop and maintain effective working relationships with elected Members, key stakeholders, constituent authorities and strategic partners to support the smooth implementation of the LGR Programme.

- To undertake any other duties commensurate with the role to ensure the Shadow Authority meets its objectives and statutory requirements.

Person Specification

Qualifications:-

- Relevant degree or professional qualification (A relevant legal qualification is desirable but not essential).
- Evidence of continuing professional development.

Background and Experience

- Demonstrable successful track record as a Monitoring Officer, specifically in the leadership and management of constitutional and democratic processes.
- Evidence of providing strategic legal advice.
- Thorough understanding of the Monitoring Officer role and responsibilities
- Demonstrable experience and success in:-
 - Organisational change
 - Effective partnership working and collaboration, developing and maintaining positive relationships with a range of stakeholders.
 - Giving professional advice to and building effective working relationships with senior managers and elected Members.

Skills/knowledge

- A thorough understanding of current issues and future challenges facing local government and of LGR.
- Excellent current working knowledge and understanding of local government issues and statutory requirements, with a particular emphasis on legal and democratic issues.
- Demonstrable leadership skills
- Effective communication skills, to engage a range of audiences and positively represent the Shadow Authority
- Strong influencing and negotiating skills
- Highly developed analytical and problem-solving skills, with the ability to work strategically and apply sound judgement
- Political awareness and the ability to work successfully within a political environment through effective working relationships with Elected Members
- Ability to plan and implement strategies, policies and programmes.

Personal Qualities

- Collaborative and strategic leader – able to motivate and work across boundaries and achieve performance/results through others
- Robust and resilient
- Flexible to meet competing demands and challenging circumstances

- Personality and credibility that engages and commands the confidence of all stakeholders

Ethical, accountable behaviour including a personal commitment to equality, diversity and inclusivity



WEST NORTHAMPTONSHIRE JOINT COMMITTEE

Tuesday 7 January 2020

Report Title	Permanent Statutory Officer Recruitment
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AGENDA STATUS: PUBLIC

1. Purpose

- 1.1 This report outlines the proposed approach and timetable in relation to the permanent recruitment of statutory roles for the West Shadow Unitary Council.

2. Recommendations

It is recommended that the WNJC endorse:

- 2.1.1 The key milestones and timescales for permanent recruitment.
- 2.1.2 The tendering specification (Appendix 1) and that the tendering process is started in January 2020; and a provider engaged for February 2020.
- 2.1.3 Next steps:
- West Joint Committee to agree permanent Statutory Officer job descriptions and remuneration packages (January 2020).
 - To advertise the roles nationally through search agency (*subject to agreement of job descriptions, remuneration packages and Statutory Changes Order being agreed.*)

3. Issues and Choices

3.1 Report Background

- 3.1.1 For interim statutory officer appointments, the draft changes order specifies that these roles must be undertaken by existing officers of the District, Borough and County Councils in Northamptonshire. Subject to the draft statutory order being 'made' into legislation and a vesting day date of 1 April 2021, the interim statutory roles will need to be in place in May 2020. A separate paper on this process is also on the agenda.

The draft order is less directive in regards to the permanent statutory appointments, other than appointments can only be made after the structural order has been laid and that permanent appointments must be in place by 31 December 2020. It is however beneficial that the permanent officers are

recruited at the earliest opportunity to provide the necessary leadership, stability and continuity to the new shadow authority.

In order to allow for a comprehensive search and selection process and to accommodate potential notice periods of up to 3 months; it is proposed that the permanent statutory officer recruitment, starting with the Head of Paid Service, commences in February 2020 and that appointments take place from May to July 2020; so that officers will be in role at the earliest in September/October 2020 (but no later than 31 December 2020).

3.1.2 Recruitment Approach

The permanent roles of Head of Paid Service, Section 151 Officer, Monitoring Officer, the Statutory Director for Adult Services and the Statutory Director for Children's Services will be critical appointments before the new unitary council commences in April 2021. It is therefore recommended that the recruitment process comprises a national campaign that is supported by a professional search in order to identify the best candidates for the roles.

The selection process for the permanent statutory roles will involve elected shadow council members. Statutory Officer permanent appointments will be ratified in accordance with the agreed constitution for the shadow authority.

3.1.3 High Level Timescales and Project Plan

A detailed permanent recruitment project plan is currently being finalised around the following high level key milestones and actions:-

Action	Date
Executive Search specification to be developed and agreed	Jan 2020
Agree permanent statutory officer role profiles	Jan 2020
Agree remuneration and terms and conditions for roles	Jan 2020
Procure Search and Select Agency for both authorities	Jan 2020
Launch National Recruitment Campaign*	Feb 2020
Executive screening process	Mar 2020
Agree/confirm selection panel and selection approach	Mar 2020
Technical interviews	April 2020
Longlisting/Shortlisting Head of Paid Service	May 2020
Interviews for Head of Paid Service	May/June 2020
Appointment of Head of Paid Service	May/June 2020
Longlisting/Shortlisting for other Statutory Roles	May/June 2020
Interviews for other Statutory Roles	June/July 2020
Appointment of other Statutory Roles	June/July 2020

**These dates are subject to the Statutory Changes Order being anticipated in February 2020.*

4. Implications (including financial implications)

4.1 Policy and Process – External Search and Select Agency

- 4.1.1 One of the first key actions that will need to be progressed in early January is to undertake a tender process to secure an external search and selection agency who will manage the recruitment section of the process.

A draft tender specification document has been prepared (Appendix 1) and comprises the following key elements:

- Provision of market research and evidence-based advice on salary packages
- Launch of a national advertising campaign and executive search function
- Facilitation of shortlisting and longlisting, including technical interviews and briefings to member panel

The joint committee are asked to agree the tendering specification (Appendix 1) and that the tendering process is started in January 2020, and a search agency engaged in the same month.

4.2 Next Steps

- 4.2.1 The next steps for the West Northamptonshire Joint Committees or nominated sub-group/s will be to finalise the permanent job descriptions for the statutory roles and the remuneration package associated with these roles; in preparation for recruitment/national search commencing in February 2020 at the earliest. Benchmarking around salary packages will be prepared to support this.

Integral to this piece of work will be discussion and consideration of the Monitoring Officer and Section 151 posts, as these roles are not always substantive roles in themselves, often attached to posts in the overall management structure, which needs to be determined. The Section 151 officer role, for example, can be undertaken within a wider Corporate Director Resources role. The fact that the Statutory Changes Order says that the interim posts expire at the end of December 2020 means that early decisions will have to be made on the permanent management structure to ensure permanent statutory officers are in place by then.

There is flexibility in regards to the high level timescales detailed above to enable these discussions to take place. February is the earliest date proposed for the launch of a national advertising campaign, starting with the Head of Paid Service role.

4.3 Finance and HR Resources

- 4.3.1 This report is about permanent recruitment and proposes the engagement of an external search agency; the costs for which will be met from the budget allocated within the LGR programme budget.

The permanent recruitment support by HR will be provided by the Integrated Future Northants team; in liaison with the HR leads in each sovereign council. It is recommended that a search agency from the external market is engaged

for the North/ West roles, to ensure that the best candidates are identified nationally, at an effective cost.

4.4 Legal

- 4.4.1 If permanent appointments are not made or there is a delay in the required legislation, the Interim Statutory Officers' tenure could be extended. If there is no delay in legislation, permanent appointments must be in place no later than 31 December 2020.

4.5 Equality and Health

- 4.5.1 None

APPENDIX 1

Recruitment Brief

Permanent Statutory Officer Recruitment - Head of Paid Service, Monitoring Officer, Section 151 Officer, Statutory Director for Adult Services, Statutory Director for Children's Services.

On 14th May 2019 the Secretary of State announced that the future of local government in Northamptonshire would be two new unitary authorities.

The Draft Northamptonshire Structural Changes Order 2019 (SCO), which sets out how the two new unitary authorities will be formed to replace the existing eight councils on 1 April 2021, was laid before Parliament prior to the December 2019 General Election. The draft Order is in the process of being made into legislation.

The brief is therefore to support the recruitment of the permanent Statutory Officers to the new authorities.

This will comprise:

Head of Paid Service, Monitoring Officer, Section 151 Officer, Statutory Director of Adults Services and Statutory Director of Children's Services for the North Unitary Authority;

Head of Paid Service, Monitoring Officer, Section 151 Officer, Statutory Director of Adults Services and Statutory Director of Children's Services for the West Unitary Authority

10 posts in total.

These are attractive new opportunities that will be involved in the creation of two new unitary councils. The successful candidates will lead our workforce through a challenging period and will improve how we deliver our services to the citizens of Northamptonshire.

The roles will have flexibility to shape the new authorities and how we ensure that we retain and recruit the talent that each authority needs to succeed in the future.

The selection will involve a number of key stakeholders, including members and unitary programme leaders. The appointments will be made by the Shadow Authorities; in accordance with the agreed constitution.

Specification Requirement – what services we require for this appointment?

The service is to be provided in the context of current employment legislation and in the context of the relevant Council's Constitution. The service requirement is for the following components:

Initial exploratory and briefing meeting(s)
Market research and evidence-based advice on salary packages with reference to the unitary status / size of organisation
Attraction strategy proposals including the extent of search (local, regional, national, functional and sector-based and how diversity is addressed); including Developing concept for advert (wording to be provided) Recommendations on which publications to use and associated costs Launch national advertising campaign Executive Search - including sourcing, desk research, direct headhunting
Response handling - Evaluation of applications and sift of all candidates
Compilation and production of candidate information pack, drawing on recent recruitment and other material which is readily available, tailored and enhanced to tell a compelling story. Provision of tailored briefing for Members of the Appointment Panel with recommendations. Attend longlisting meeting
Technical interviews/assessment of agreed longlist candidates to determine recommendations for shortlisting
Compilation and production of longlist candidate information pack and tailored briefing for Members of the Appointment Panel. To include provision of recommended shortlist following interview/assessment supported by easily assimilated reports and practical advice to the panel on candidate strengths and weaknesses
Tailored candidate assessment processes (shortlisted candidates only) that identify an individual's ability against the role specification.
Professional support and presence throughout the final stage assessment and elected Member Appointment Panel interviews, with reference to the outcomes of all completed assessment activities and the relevant due diligence
Administration to shortlisted candidates to invite to interview.
Management of all candidates, including timely feedback at all stages of the process to unsuccessful candidates and preferred candidates.
Contact details of three relevant referees to be approached prior to award of contract who can substantiate the provider's performance, specifically that of the designated lead consultant for this contract, in the delivery of similar services within the last three years.

High Level Timetable for Recruitment:

Action	Date
Procure Search and Select Agency for both authorities	Jan 2020
Launch National Recruitment Campaign after Structural Order has been agreed.	Feb 2020
Executive screening process	Mar 2020
Technical Interviews	April 2020
Longlisting/Shortlisting Head of Paid Service	May 2020
Interviews for Head of Paid Service	May/June 2020
Appointment of Head of Paid Service	May/June 2020
Longlisting/Shortlisting for other Statutory Roles	May/June 2020
Interviews for other Statutory Roles	June/July 2020
Appointment of other Statutory Roles	June/July 2020

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