



WEST NORTHAMPTONSHIRE JOINT COMMITTEE

Tuesday, 3 March 2020

Northamptonshire County Council, Northampton
6:00 pm

Ian Vincent
George Candler
Theresa Grant
Richard Ellis

Daventry District Council
Northampton Borough Council
Northamptonshire County Council
South Northamptonshire Council

Councillor Richard Auger
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 Malcolm Longley
Councillor Stephen Legg
Councillor Suresh Patel
Councillor Ian McCord
Councillor Rebecca Breese
Councillor Peter Rawlinson
Councillor Chris Lofts

Daventry District Council
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Northamptonshire County Council
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Northamptonshire County Council
Northamptonshire County Council
South Northamptonshire Council
South Northamptonshire Council
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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democraticservices@northampton.gov.uk or call 01604 837722

WEST NORTHAMPTONSHIRE JOINT COMMITTEE

Your attendance is requested at a meeting to be held:
at Northamptonshire County Council, Northampton
on Tuesday, 3 March 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. PROGRAMME UPDATE**
- 7. FINANCE MONITORING REPORT**
- 8. RISK MANAGEMENT STRATEGY**
- 9. APPOINTMENT OF IMPLEMENTATION TEAM**
- 10. INTERIM SHADOW ACCOMMODATION**

Agenda Item 2

WEST NORTHAMPTONSHIRE JOINT COMMITTEE

Monday 3rd February 2020

PRESENT: Councillor Jonathan Nunn, Chair, (Northampton Borough Council)
Councillor Richard Auger, Vice Chair, (Daventry District Council)

Councillor Adam Brown, Daventry District Council
Councillor Jo Gilford, Daventry District Council
Councillor Ken Ritchie, Daventry District Council
Councillor Stephen Hibbert, Northampton Borough Council
Councillor Danielle Stone, Northampton Borough Council
Councillor Matt Golby, Northamptonshire County Council
Councillor Stephen Legg, Northamptonshire County Council
Councillor Suresh Patel, Northamptonshire County Council
Councillor Ian McCord, South Northamptonshire Council
Councillor Rebecca Breese, South Northamptonshire Council
Councillor Peter Rawlinson, South Northamptonshire Council
Councillor Chris Lofts, South Northamptonshire Council

1. APOLOGIES

Apologies were received from Councillors Alan Chantler, Phil Larratt and Malcolm Longley.

2. MINUTES

The Minutes of the meeting of the Committee held on Tuesday 7th January 2020 were agreed as a correct record and signed by the Chair.

3. DEPUTATIONS/PUBLIC ADDRESSES

There were none.

4. DECLARATIONS OF INTEREST

There were none.

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

There were none.

6. PRESENTATION – FUTURE NORTHANTS PROGRAMME UPDATE

General update

Paul Helsby, the Programme Director provided the Committee with an update on the Future Northants Programme. Workshops had been held across all areas and the design principles would start in February. March would see the building of the 'straw men' which would be the first set of designs to be tested and challenged before being developed further into blueprints. The blueprints would be handed to the Shadow Authority in May.

Interim and permanent recruitment update

A Task and Finish Working Group had been set up to finalise the appointments to the interim roles of Chief Executive, Monitoring Officer and Section 151 Officer.

Permanent recruitment to the above posts, along with a Director of Social Care and Director of Adult Social Services was being considered and would involve benchmarking and the engagement of an external recruitment consultant.

Working with Trade Unions Agreement

Discussions with Trade Unions were on-going.

Communications and Engagement Update

Information had been provided via debriefings and newsletters for staff in each authority. The 'Engine Room' had been set up which provided a visual representation of the programme. Over 250 people attended a recent Change Champions event. A County wide branding audit would be taking place.

In response to a question from Councillor Adam Brown regarding the upcoming elections, the Chief Executive of Northamptonshire County Council advised that it was likely that the votes would be verified locally and perhaps counted centrally, although this was yet to be finalised. Due to the Bank Holiday, it was likely that the Unitary count would take place on the Sunday, with the count for the PCC taking place later.

Councillor Ken Ritchie expressed concerns regarding the financial baseline figures. Residents would want to know how their services were going to change. The Chief Executive of Northamptonshire County Council noted that the 'strawman' phase was only a proposal, and it was for the Shadow Authority to make the decisions. It would be misleading for proposals to be put in the public domain, as the situation could change. The Shadow Authority could adopt the proposals, consult on them or start over.

In response to a question from Councillor Danielle Stone, the Chief Executive of Northamptonshire County Council advised that the NCC budget for next year had resorted back to the base line figures so that any pressures were accounted for, along with an increase of £11 million for Social Services.

7. FUTURE NORTHANTS FINANCE UPDATE

The Section 151 Officer for Daventry District Council submitted a report providing an update on the financial position for the Future Northants Programme.

Councillor Matt Golby noted the hard work that had gone into getting the budget to the current position.

In response to questions, the Programme Director advised that the costs of delivering projects were built into the budget, allowing for greater transparency.

Councillor Ken Ritchie considered that greater explanation of the budget lines would be useful. The Chief Executive of Northamptonshire County Council advised that further detail was available in the monthly revenue monitoring report, and queries could be raised directly.

RESOLVED:

That the forecast outturn position for the Future Northants Programme be noted.

8. FUTURE NORTHANTS ENGAGEMENT STRATEGIES (INTERNAL AND EXTERNAL)

Louise Spolton, the Head of Communications at Northamptonshire County Council outlined the internal and external engagement strategies for the Future Northants Programme. Additional resources had been secured to assist with the work.

In response to questions, the Head of Communications advised that non-political advertising campaigns would take place in the run up to the elections to inform the public about the Unitary authority and what they were voting for. Discussion followed regarding some of the harder to reach groups, and how the information could be disseminated. Councillor Chris Lofts noted that many elderly people did not make use of websites, and suggested that a leaflet be included in the Council Tax bills.

The Head of Communications added that use would be made of residents' magazines and voluntary sector groups. Colleagues in authorities that had undergone the transition to unitary status in the past had been helpful in sharing their experiences of what worked best.

Councillor Ken Ritchie considered it important that feedback from the public was taken seriously. The communication needed to be very proactive as this situation was unique.

In response to a question from Councillor Danielle Stone, the Head of Communications advised that each Communications team in the eight Local Authorities would be aware of their harder to reach groups.

RESOLVED:

1. That the internal engagement strategy and external engagement strategy of the Future Northants Programme be noted.
2. That consideration be given to including information on the Unitary elections in with the Council Tax bills.

9. STRUCTURAL CHANGE ORDER VERBAL UPDATE

The Chief Executive of Northamptonshire County Council advised that a meeting had been held last month with Senior Civil Servants. The Statutory Change Order had been laid but not yet made. It had been mooted that the SCO would be heard in the House of Lords on Tuesday, although this had not been officially notified. The intention was for the Order to be made before Parliament broke up for the February recess.

The SCO needed to be made before the end of March for the elections to go ahead as planned.

A number of further Orders would be needed over the year.

A note would be provided when here was an update.

Councillor Ian McCord considered that any ancient rights of the authorities should be sought out so that they were not lost forever.

RESOLVED:

That the verbal update be noted.

10. REPORT OF THE GOVERNANCE TASK AND FINISH GROUP

Councillor Peter Rawlinson outlined the report of the Governance Task and Finish Panel. The possible provision of area committees and a youth council required further consideration, but were beyond the remit of the current Task Panel. It was therefore suggested that a working group be established with the current membership to look into the matters.

The Code of Conduct would be reconsidered in order to include complaints about an Interim Officer. Following discussions, it was also suggested that the Group give further consideration to the Standards Committee and the issue of political balance.

Councillor Ian McCord reminded the Committee that the priority had to be managing the workload so that the authority was ready for operations on day one. A youth council may be very beneficial but it may need to wait until the essential matters were finalised.

RESOLVED: That

- a) The WNJC note the work undertaken by the Governance Task and Finish Group in relation to the draft Constitution, including the Code of Conduct for Members.
- b) The draft Code of Conduct for Members attached at Appendix B be referred back to the Governance Task and Finish Panel, in order to consider:
 - (i) A procedure for raising a complaint against an interim statutory officer, and
 - (ii) The form and composition of any Standards Committee and whether or not it needs to be politically balanced.
- c) The WNJC note the specific functions of the Joint Committee set out in the draft Structural Changes Order.
- d) The WNJC note the timetable set out in the draft Structural Changes Order for performing those functions.
- e) The WNJC approve the use of a system of recording member attendance at meetings of the Shadow Authority, its Executive, Committees and Sub-Committees and recommends this to the Shadow Authority.
- f) The WNJC appoints a working group, comprised of current members of the Governance Task and Finish Group, to consider the merits of appointing area committees and/or a youth council and to report to the WNJC of its findings and views.
- g) The Task and Finish Group recommend a procedure for complaints against an interim statutory officer.
- h) The Task and Finish Panel investigate the issue of political balance on the Hearings Panel.

The meeting concluded at 7:25 pm



FUTURE NORTHANTS

West Northants Joint Committee

March 2020 Programme Update

Programme Directors Update

- Programme RAG Status Overview
- Design Phase Dashboard
- Programme Highlights and Corporate Systems
- ↳
- Statutory Recruitment Update
- Working with Trade Unions
- Comms and Engagement
- Change Management



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Programme Directors Update

Summary Highlight Report Period Feb-20

Finance	Overall Status	Comments
Programme Running Costs	G	
Benefits Realisation	G	
Disaggregation/Aggregation	G	On track but work underway to align the deliverables to the milestones in the programme
Financial Modelling	G	

Day One Preparations	Overall Status	Comments
Scoping activity	A	Not all workstreams completed and Programme Manager Vacancy

May Preparations	Overall Status	Comments
Management of activities leading to 1 st Shadow Councils meetings	G	On track but plan not fully completed

Key Points To Note

- Complexity of work
- Intensity of activity
- Any slippage will be difficult to pull back
- Planning provisional days and putting holds on time in March to complete work feeding into the straw person development

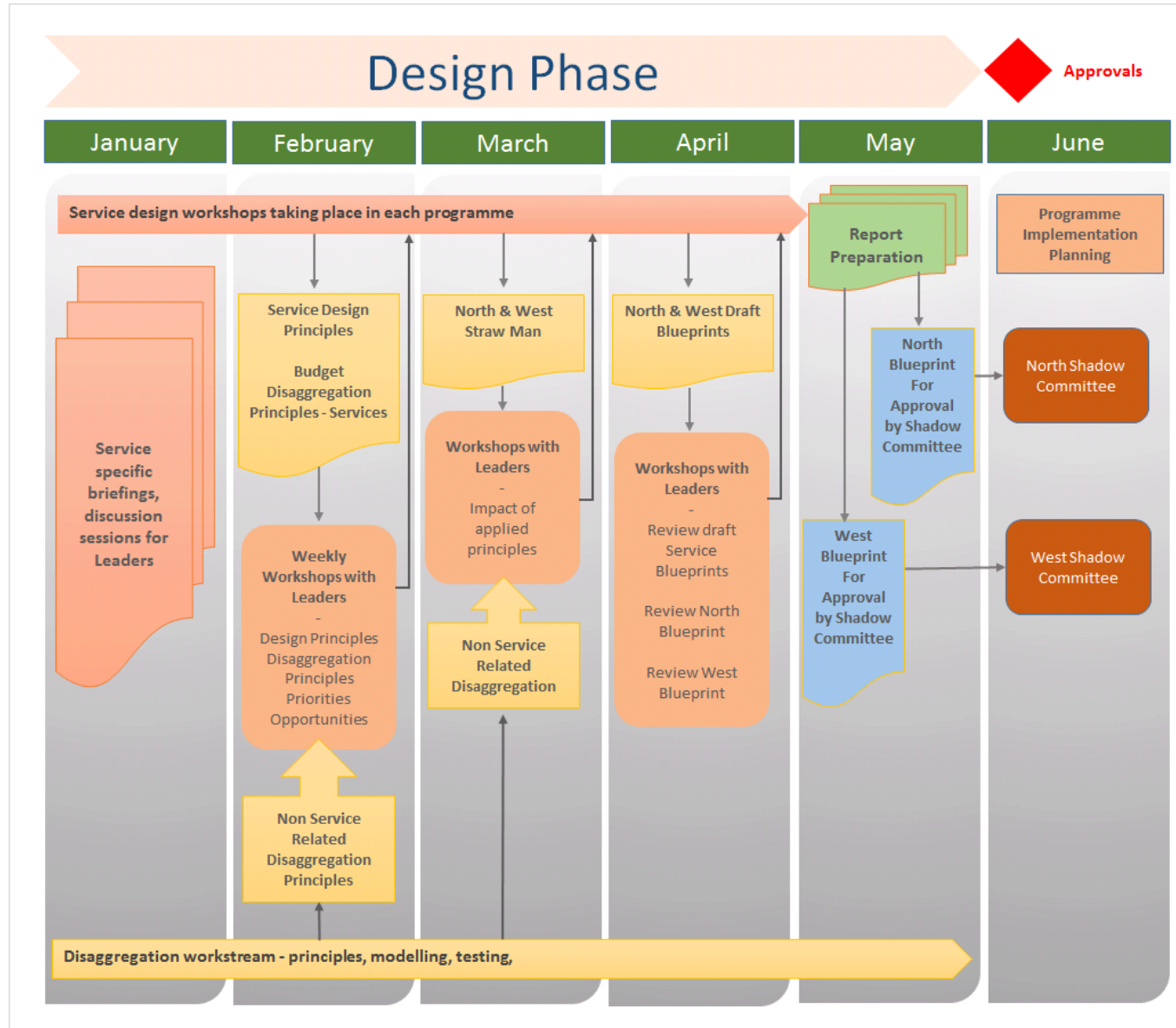


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Design Phase

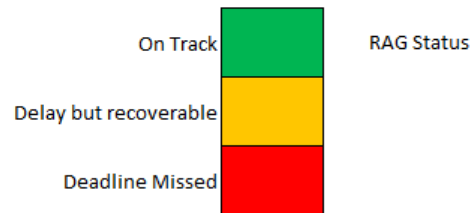
- Design Principles Workshops with Leaders and SMEs nearing completion
- March we start putting together the straw persons ∞
- Engagement with Joint Committee Members in April



Design Phase Dashboard

- All workshops in January completed
- Design Principles workshops scheduled and underway in February with Leaders
- March Straw person workshops scheduled but risk status cannot be assessed until outputs of February workshops are confirmed.

	2019	2020					
	Dec	Jan	Feb	Mar	Apr	May	Jun
Programme Status Report - Design Phase	Preparation	Service Briefings	Design Workshops	Straw Man	Draft Blue Prints	Reports	Approvals
Adult Social Care							
Children's Social Care and Education							
Growth and Infrastructure and Public estates							
Revs and Bens	Completed	Completed	Underway				
Communities and Leisure							
Housing							
Corporate Services and Customer and Digital							
Regulatory and Environmental Services							



Highlights

- Engine room functioning and feedback good.
- Completion of Leader workshops in January
- Design Principle Workshops nearing completion
- ↳ Benefits realisation workshop
- Gateway review underway
- Critical Friend Review- LGA
- Developing a peer review with LGA for October
- ERP System
- Market stall sessions nearing completion

Corporate Systems

- Going out to competitively procure two Committee Management Systems (CMS)
- Enterprise Resource Planning (ERP) System – Independent review completed preferred option now in planning
- Set up a Technical Design Authority to oversee Systems Architecture and Transition of legacy systems through to Vesting Day



Recruitment to Statutory Roles

Interim Recruitment - Statutory Roles (Head of Paid Service, Monitoring Officer, s.151 Officer)

- ✓ Meeting has taken place with West Recruitment Task and Finish group, 11 February 2020, to draft timeline for interim process and develop interview questions and proposed presentation topics
- ✓ Second meeting with to be scheduled with West Recruitment Task and Finish group in early March to finalise materials for interim recruitment process

Permanent Recruitment update – Statutory Roles (Head of Paid Service, Monitoring Officer, s.151 Officer, DCS and DASS)

- ✓ Executive Search agency submissions received by 14 February 2020
- ✓ Successful tender award to be confirmed w/c 24 February
- ✓ Meeting has taken place with West Recruitment Task and Finish group, 11 February 2020 to:
 - ✓ to look at draft role profile for permanent Head of Paid Service Role
 - ✓ Discuss benchmarking / market rates for permanent statutory roles
 - ✓ High level interview question areas have been explored

Unitary Working With Trade Unions Agreement

- ✓ Working with Trade Unions Agreement amended to reflect feedback from 16 January meeting.
- ✓ Discussion with the Design Board regarding TU's additional request for 2.5 days additional facility time per trade union – outcome of the design board discussion will be shared with the trade unions at the meeting, 27 February 2020.
- ¹²✓ Diary appointments for both Trade Union Forums have been scheduled and a template to share a summary of work to date across all workstreams with the trade unions is being drafted.



Communications and engagement

- Comms to all staff about the approval of the SCO
- Straw person video to explain how it works and its importance in helping to shape the new unitary councils - <https://youtu.be/BJYDagExil8>
- FAQs updated on the two websites
- Added 'Opportunities' section to website
- ➔ Promoting Engine Room Tours to all Councillors including Town and Parish
- Council Tax insert on unitary programme
- Activated social media platforms and started populating

www.facebook.com/futurenorthantswest

www.facebook.com/futurenorthantsnorth

<https://twitter.com/futureNwest>

<https://twitter.com/futureNnorth>



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Communications and engagement

- Planning Engagement Sessions for Corporate Programme as a pilot for all programmes to follow across all councils.
- Plan to be developed for April implementation based on above pilot
- Developing a jargon buster.

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Change Management

- Engine Room tours and feedback very positive
- Change readiness assessments undertaken across Corporate Services Programme (3 Feb onwards)
- Corporate Service Programme change approach provided to Corporate Board for feedback (28 Jan)
- Pilot change plan to support combined Planning Policy West service changes in Regulatory & Environmental Services presented to service directors for feedback

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- Facilitating change champion involvement in Office 365 customer journey mapping throughout Feb into March
- Member Engine Room tours scheduled for 10/28 Feb and 4 Mar (including 3 evening tours)
- Change champion meetings scheduled for 24 Feb (Northampton) and 26 Feb (Corby)



Elected Member's Engine Room Tours

Date	Availability	Booked	Attended	No-shows
Monday 10th February	40	9	6	3
Friday 28th February	50	9		
Wednesday 4th March	80	8		

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	Number (5 councillors are dual-hatted)
Corby	2
Daventry	1
East Northants	4
Kettering	2
Northampton	3
South Northants	1
Wellingborough	9
County	5
Town and Parish	1
Total	28

Early feedback includes:

- "Feeling very positive now that I had a great explanation of the plans"
- "Excellent presentation of various elements of transformation and how they fit in"
- "Good to see all the work done and to be reassured that potential issues are being identified and considered"
- "A really interesting and informative tour"



Change champion snapshot

Borough Council of Wellingborough	25
Corby Borough Council	21
Daventry District Council	24
East Northamptonshire Council	17
Kettering Borough Council	47
Northampton Borough Council	16
Northamptonshire County Council	96
South Northamptonshire Council	28
Total	274

Next meetings:

- 24 Feb hosted by NBC
- 26 Feb hosted by CBC

Focus:

- what's coming up
- who makes decisions
- purpose of enabler roles and an HR overview

Information correct as of 6 February 2020



Risk Management Strategy

- 1 Introduction to the Programme Approach to Risk Management
- 2.5 Future Northants programme appetite to risk
- 2.7 Risk Management Roles and Responsibilities
- 19
- 2.16 Difference between risks and issues
- 2.17 Explanation of likelihood and impact
- 2.22 Risk escalation (e.g. if each programme identifies the same programme risk then we should escalate it to Enterprise level)
- 3 Behaviours (incumbent on us all to take an interest, play our part and manage risks and issues effectively).



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FUTURE NORTHANTS GOVERNANCE

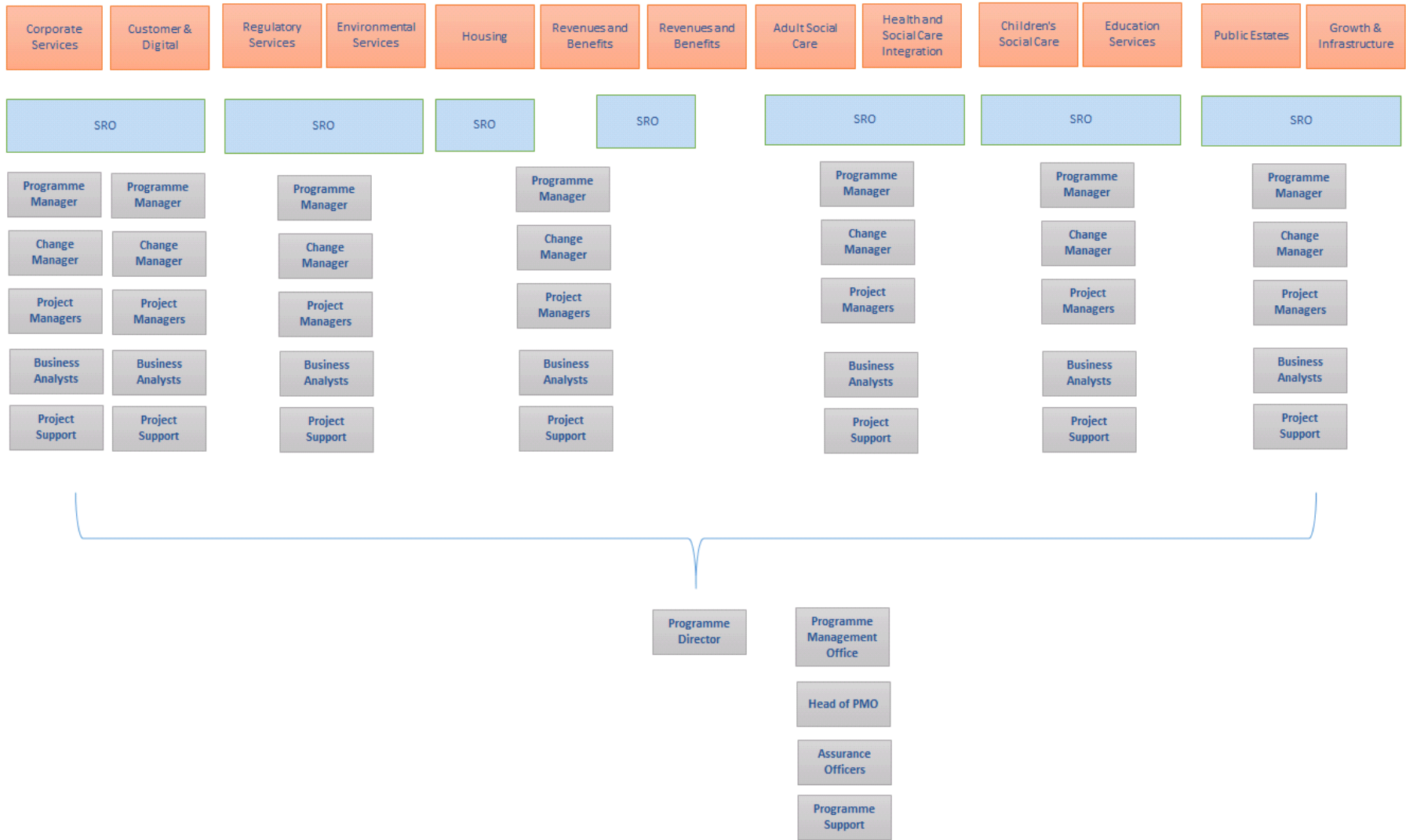


1. Programme Boards with allocated Senior Responsible Officers

Portfolios – Operational Boards In Place for each Portfolio



2. Future Northants Programme Delivery Structure February 2020



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WEST NORTHAMPTONSHIRE JOINT COMMITTEE

3rd March 2020

Report Title	Future Northants Finance Monitoring Report
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AGENDA STATUS: PUBLIC

1. Purpose

1.1 The purpose of this report is to provide a summary of the forecast outturn position of the Future Northants Programme.

2. Recommendations

It is recommended that the WNJC:

2.1 Note the forecast outturn position for the Future Northants Programme.

3. Issues and Choices

3.1 Report Background

3.1.1 At the meeting of the 7th January 2020, this committee were presented with a report that set out the Future Northants Programme baseline financial position, as summarised below.

Estimated Total Investment	Forecast Annual Budget Savings
£43.5m	£85.9m

3.1.2 The investment would be funded from Business Rates Retention Pilot monies, contributions from each of the eight councils in Northamptonshire and Northamptonshire County Council transformation budgets.

3.1.3 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.

3.1.4 This report provides an update on the outturn position, compared to the baseline, for the Future Northants Programme.

3.1.5 It should be noted that the investment of £43.5m does not include any update on budget proposals for transformation during 2020/21 from any of the eight authorities. Once the 2020/21 budgets have been finalised the position will be updated and reported back to this committee.

3.2 Issues and Choices

3.2.1 The investment and benefits by workstream are set out in Appendix 2.

3.2.2 The summary outturn position is shown below:

	Total Budget £'000	Forecast £'000	Variance £'000
Investment Costs			
Programme Team	8,183	6,994	-1,189
Business Rates Retention Pilot	15,050	15,050	0
NCC Transformation	2,952	2,273	-679
Other Programme Costs	17,265	17,265	0
Total Investment	43,450	41,582	-1,868

Benefits			
Business Rates Retention Pilots	36,619	36,619	0
NCC Transformation	41,415	33,281	8,134
LGR	7,900	7,900	0
Total Benefits	85,934	77,800	8,134

3.2.3 Explanations for variances:

Programme Team (£1,189k favourable variance)

Compared to the baseline position not all posts were filled from the assumed start day in September 2019. Whilst it is currently showing a favourable position, due to vacancies, it is inevitable that more staff will be needed later on as the level of work has not diminished and will still need completing. It is also certain that when the eventual splits of the North and West workstreams happen that the programme team requirements will need reviewing.

NCC Transformation (£679k favourable variance on investment - £8,134k adverse on Benefits)

It has been widely reported to NCC Cabinet, the latest being 11th February 2020, the position on both the investment and savings forecast outturn position producing the above variances. Please see Appendix 1 for an extract from that report explaining the variances in full.

- 3.2.4 It is important to note that the variance on Benefits of £8,134k has been mitigated with savings and additional income across all services in NCC to produce their current overall projected outturn position of £29k underspend, as confirmed at their February Cabinet meeting. The £8,134K has been robustly challenged and any savings that are not achievable have been built back into the 2020/21 base budget for NCC, with a corresponding host of savings to mitigate that position. The new savings proposals are approximately £23m for 20/21. These proposals are all part of the current budget setting cycle and will be confirmed in February 2020.
- 3.2.5 The Future Northants Programme have come to the end of the discovery phase and are now entering the design phase. Much of the programme budget is forecast in line with the baseline budget set. As the design phase matures the proposed investment and benefits expected will be robustly challenged, in line with the governance arrangements set out in the West Northants Joint Committee report on 7th January 2020. The forecast outturn position will be reported to; the Design Board and Leaders Oversight Board on a monthly basis and each North and West Joint Committee as they are scheduled.

4. 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 There are no direct equality and health implications arising from the report.

**Report Author: Audra Statham – Programme Team Finance Enabler
Chief Finance Officer Daventry District Council**

Appendix 1

Table Five: Transformation Projects 2019-20

Transformation Projects 2019-20	Original Estimate 2019/20 £000	Revised Estimate Spend 2019/20 £000	Variance on Spend 2019/20 £000	Comment on Variance	Planned Saving 2019/20 £000	Revised Planned Saving 2019/20 £000	Variance on Planned Savings 2019/20 £000	Comment on Variance
Agency Staff Conversion: Reduce the number of agency staff in social work teams through enabling their transfer into the Council's staffing establishment	293	32	261	There have been four successful conversions in 2019-20 to date. Future uptake is currently expected to be limited at this stage, pending the success of a revised campaign.	-1,624	-77	1,547	Current forecasts are based on the part year effect of the 4 successful conversions that have occurred so far in 2019-20. The full year base budget savings going forwards from this one off investment total £100k. Assumptions have been made that there will be limited further conversions until a revised campaign is developed, at which point assumptions will be reviewed.
Renegotiation of Contract: Appointment of legal advisors who will deliver the renegotiation of the Shaw PFI contract - savings to accrue from 2020-21 onwards	168	168	0		0	0	0	
Local Government Reorganisation: Costs associated with the proposed local government reorganisation in Northamptonshire	950	0	950	This represents the County Council's 2019-20 contribution to the costs of the LGR Programme.	0	0	0	Savings will be made as part of the Local Government Reorganisation.
Estimated voluntary redundancy costs associated with reducing the size of the workforce	1,000	800	200	Revised estimate of final position. Will be revised when final confirmation is received.	-1,460	-662	798	Revised estimate of final position. Full year effect included in MTFP as savings are dependent on final leave dates.
Annual Cost of the Future Northants Programme, as per Strategy	2,598	2,209	389	Revised estimate based on latest forecast of staffing costs.	0	0	0	Savings will be made as part of the Local Government Reorganisation.
A review of the pricing and delivery of Learning Disability services, changing the way we buy care services for adults with learning disabilities from private providers, to meet the increasing demand in the most cost-effective way. This will ensure we have more certainty of our cost and can consider better ways of providing improved outcomes.	723	723	0		-2,800	-2,800	0	

Committed Cost of the Unitary Programme - the costs associated with the employment of project colleagues, engaged in the set-up of the Future Northants Programme	298	298	0		0	0	0	Savings will be made as part of the Local Government Reorganisation.
Libraries Transformation Programme - delivering provision of a fully comprehensive and efficient service	272	174	98	Reassessment of staff time input to deliver project. Also, capitalisation of IT and decommissioning costs.	-381	-315	66	Due to delayed implementation, an element of the property related savings will not be realised in 2019-20 as expected.
Transformation Roles in Children's service - supplements the transformation resources already in place through the council wide Transformation Programme to provide a coordinated approach and focus touch points within the CFN leadership team that have complete oversight and accountability for driving transformation and savings delivery across the Directorate.	180	60	120	Slippage in anticipated recruitment to posts.	0	0	0	Savings will be made as part of the overall Council wide transformation programme within CFN.
Single handed project - Reducing the level of resource associated with home care by using specialist equipment and training to reduce existing care or reduce care packages.	260	260	0		-1,000	-1,000	0	
Canary Pilot - Installing monitoring systems to enable long term care package savings.	53	53	0		-400	-436	-36	Current forecast suggests over delivery of target in 2019-20 due to success earlier in the year
TOM Design and diagnostics – The initial diagnostic from Newton Europe identified the savings areas and ranges at the start of October. Additional work was required ahead of 2020-21 budget setting to complete the full validation and baselining for all the proposed savings ahead of robustness sessions and tender process. The work undertaken will provide certainty of how and where the saving could be delivered and inform the configuration of the new eclipse system during so that the required metrics and outputs could be developed. An additional diagnostic was also required across the Adults and Childrens combined pathway for disability as this was an area of high and rising cost pressure.	0	435	-435	The work will ensure that the service has: - A clear delivery and programme plan for the savings and improvement, - Clarity of the service resource and skills needed, - An agreed scope and set of workstreams priorities, - That there are no savings duplications - A view on the future and potential for an all age disability service and - a robust specification for the tender and supporting data and outputs for bidders	0	0	0	Savings will be made in 2020-21 as part of the Strengths Based Working proposal
Total:	6,795	5,212	1,583		-7,665	-5,290	2,375	

15 2019-20 Savings Delivery Performance

- 15.1 The Council has a total savings requirement of £43.4m in 2019-20. Of this, £41.4m is within 2019-20 budget set in February 2019; £1.1m is other savings measures embedded in the brought forward base from 2018-19; and £0.5m in income proposals, as set out in the table below. The deliverability of these proposals is being monitored by each accountable service lead, budget manager and senior officers.
- 15.2 The Transformation Programme is divided into four work streams – Children’s, Adults, Place and Corporate. Each work stream has its own Programme Board led by the Senior Responsible Officer, which meet on a monthly basis throughout the year. The role of the Board is to provide robust governance and assurance by monitoring and managing programme progress, savings, impacts, risks, issues, interdependencies and benefits. This is to ensure that transformation and savings are delivered in line with corporate priorities, agreed savings targets and the Medium Term Financial Plan. Each programme Board report to the central Transformation Board, chaired by the Chief Executive.
- 15.3 The latest assessment on the deliverability of the £43.4m savings proposals is set out in the Table below, by work stream.

Table Seven: 2019-20 Savings Proposals

	Target Savings £000	Savings budgeted to be delivered at Period 12 £000	Variance currently forecast at Period 12 <i>Under/(Over) delivery</i> £000
Corporate Services	(1,578)	(1,505)	73
Children First Northamptonshire (CFN)	(10,296)	(4,086)	6,211
Place	(2,645)	(2,480)	165
Northamptonshire Adult Social Services (NASS)	(23,284)	(22,952)	332
Cross-cutting Programme	(3,220)	(1,866)	1,354
LGSS	(369)	(369)	0
Public Health & Wellbeing	(23)	(23)	0
Total, 2019-20 savings:	(41,415)	(33,281)	8,134

Future Northants Programme Summary

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 Budget Theresa Grant £000	Actual	Variance
	Paul Helsby £000	David Oliver £000	David Oliver £000	Liz Elliott £000	Liz Elliott £000	George Chandler £000	George Chandler £000	Norman Stronach £000	Graham Soulsby £000	Richard Ellis £000	Richard Ellis £000	Ian Vincent £000	Ian Vincent £000			
<u>Investment Costs</u>																
Programme Team	8,183	0	0	0	0	0	0	0	0	0	0	0	0	8,183	6,994	1,189
Business Rates Retention Pilot	450	2,350	0	2,000	0	0	250	0	0	4,350	5,650	0	0	15,050	15,050	0
NCC Transformation	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952	2,273	679
Other Programme Costs	17,265	0	0	0	0	0	0	0	0	0	0	0	0	17,265	17,265	0
Total Investment	27,173	3,554	0	2,473	0	0	250	0	0	4,350	5,650	0	0	43,450	41,582	1,868
<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	36,619	0
NCC Transformation	3,220	23,284	23	10,296	0	0	2,645	0	0	1,947	0	0	0	41,415	33,281	8,134
LGR	7,900	0	0	0	0	0	0	0	0	0	0	0	0	7,900	7,900	0
Total Benefits	11,120	47,743	23	16,396	0	0	2,705	0	0	4,947	3,000	0	0	85,934	77,800	8,134

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Future Northants Programme Investment

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 Theresa Grant £000	Actual	Variance
	Paul Helsby £000	David Oliver £000	David Oliver £000	Liz Elliott £000	Liz Elliott £000	George Chandler £000	George Chandler £000	Norman Stronach £000	Graham Soulsby £000	Richard Ellis £000	Richard Ellis £000	Ian Vincent £000	Ian Vincent £000			
Programme Team																
LGR	5,585													5,585	4785	800
NCC	2,598													2,598	2209	389
Total	8,183	0	0	0	0	0	0	0	0	0	0	0	0	8,183	6,994	1,189
Business Rates Retention Pilot																
Rapid response team (BRR36)		1,200												1,200	1200	0
Adults TOM review (BRR09)		400												400	400	0
Adults Review task force team (BRR08)		400												400	400	0
Overnight carers scheme (BRR45)		350												350	350	0
Improving CFNs fostering programme (BRR04)					470									470	470	0
CFN workforce programme (BRR26)					735									735	735	0
CFN practice improvement programme (BRR046)					795									795	795	0
Shared Services redesign & consolidation (BRR20)										4,100				4,100	4,100	0
Customer & Digital Strategy (BRR18)											5,650			5,650	5,650	0
Contracts Review (BRR21)										250				250	250	0
Strategic Infrastructure Plan (BRR10)							250							250	250	0
Unallocated funds	450													450	450	0
	450	2,350	0	2,000	0	0	250	0	0	4,350	5,650	0	0	15,050	15,050	0
NCC Transformation																
Social Workers Agency Staff Conversion					293									293	32	261
Renegotiation of Shaw Care PFI Contract		168												168	168	0
Voluntary Redundancy Costs	1,000													1,000	800	200
Review of Pricing & Delivery of Learning Disability Services		723												723	723	0
Committed Cost to Unitary Programme	3													3	3	0
Libraries Transformation Programme	272													272	174	98
Transformation Roles in Childrens Services					180									180	60	120
Single Handed Project (Home Care through Specialist Equipment & Training)		260												260	260	0
Canary Pilot (Monitoring systems for long term care packages)		53												53	53	0
	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952	2,273	679
Other Programme Costs																
Resource - backfill	2,000													2,000	2,000	0
Legal advice	400													400	400	0
Restructuring costs	7,900													7,900	7,900	0
Shadow statutory appointments	832													832	832	0
Shadow member appointments	360													360	360	0
Recruitment to senior appointments	160													160	160	0
Branding & signage	500													500	500	0
National pay and conditions	750													750	750	0
Programme delivery contingency	3,106													3,106	3,106	0
LGR pre submission costs (May-Aug 2018)	148													148	148	0
LGR pre submission costs (Sept 18 - Aug 19)	1,109													1,109	1,109	0
	17,265	0	0	0	0	0	0	0	0	0	0	0	0	17,265	17,265	0
Total	27,173	3,554	0	2,473	0	0	250	0	0	4,350	5,650	0	0	43,450	41,582	1,868
Memorandum - NCC Transformation (2019/20 budget only, excludes 2018/19)																
- NCC Transformation Team	2,598	0	0	0	0	0	0	0	0	0	0	0	0	2,598	2209	389
- NCC Transformation	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952	2,273	679
	3,873	1,204	0	473	0	0	0	0	0	0	0	0	0	5,550	4482	1,068

(figures as per NCC Cabinet 14 January 2020)

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Future Northants Programme Benefits

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 Theresa Grant £000	Actual	Variance
	Paul Helsby £000	David Oliver £000	David Oliver £000	Liz Elliott £000	Liz Elliott £000	George Chandler £000	George Chandler £000	Norman Stronach £000	Graham Soulsby £000	Richard Ellis £000	Richard Ellis £000	Ian Vincent £000	Ian Vincent £000			
<u>Business Rates Retention Pilot</u>																
Rapid response team (BRR36)		8,833												8,833	8,833	0
Adults TOM review (BRR09)		14,000												14,000	14,000	0
Adults Review task force team (BRR08)		1,000												1,000	1,000	0
Overnight carers scheme (BRR45)		626												626	626	0
Improving CFNs fostering programme (BRR04)					2,300									2,300	2,300	0
CFN workforce programme (BRR26)					1,400									1,400	1,400	0
CFN practice improvement programme (BRR046)					2,400									2,400	2,400	0
Shared Services redesign & consolidation (BRR20)										2,500				2,500	2,500	0
Customer & Digital Strategy (BRR18)											3,000			3,000	3,000	0
Contracts Review (BRR21)										500				500	500	0
Strategic Infrastructure Plan (BRR10)							60							60	60	0
	0	24,459	0	6,100	0	0	60	0	0	3,000	3,000	0	0	36,619	36,619	0
<u>NCC Transformation</u>																
Planned Savings 2019/20	1,379	19,084												1,379	889	-490
			23											19,084	18,716	-368
				8,672										23	23	0
							2,645							8,672	4,009	-4,663
														2,645	2,480	-165
										1,947				1,947	1,874	-73
<u>Flexible Use of Capital Receipts (FUCR) Savings</u>																
Social Workers Agency Staff Conversion				1,624										1,624	77	-1,547
Voluntary Redundancy Costs	1,460													1,460	662	-798
Review of Pricing & Delivery of Learning Disability Services		2,800												2,800	2,800	0
Libraries Transformation Programme	381													381	315	-66
Single Handed Project (Home Care through Specialist Equipment & Training)		1,000												1,000	1,000	0
Canary Pilot (Monitoring systems for long term care packages)		400												400	436	36
	3,220	23,284	23	10,296	0	0	2,645	0	0	1,947	0	0	0	41,415	33,281	-8,134
<u>LGR Programme</u>																
PwC Aug 2018 Report:																
- FTE	6,600													6,600	6,600	0
- IT	0													0	0	0
- Property	800													800	800	0
- Democratic	500													500	500	0
	7,900	0	0	0	0	0	0	0	0	0	0	0	0	7,900	7,900	0
Total	11,120	47,743	23	16,396	0	0	2,705	0	0	4,947	3,000	0	0	85,934	77,800	-8,134

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 and Consolidation (BRR20) and Property savings of £3m included in Customer and Digital Strategy (BRR18).
- NCC Transformation benefits total £41.4m as per Cabinet report in January 2020
- 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.

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WEST NORTHAMPTONSHIRE JOINT COMMITTEE

3rd March 2020

Report Title	Future Northants Risk Management Strategy
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AGENDA STATUS: PUBLIC

1. Purpose

1.1 The purpose of this report is to inform members of the Risk Management Strategy for the Future Northants Programme, which is attached at Appendix 1 to this report.

2. Recommendations

It is recommended that the WNJC:

Accept and endorse the Future Northants Programme Risk Management Strategy.

3. Issues and Choices

3.1 Report Background

3.1.1 The Future Northants Programme follows a programme and project management methodology that includes a strategy for the effective analysis and management of risks to the delivery of the programme.

This paper reports the Risk Management Strategy to the West Northamptonshire Joint Committee for their information. The strategy is attached at Appendix 1.

3.2 Issues and Choices

3.2.1 It is best practice to include a Risk Management Strategy in a programme of work of this size and complexity.

4. Implications (including financial implications)

4.1 Policy

4.1.1 There are no policy implications of this strategy.

4.2 Resources and Risk

4.2.1 There are no resource implications of this strategy, which is being delivered within agreed resources.

4.2.2 Adopting this strategy will remove the likelihood and impact of unmanaged risks materialising, which is a positive impact.

4.3 Legal

4.3.1 There are no legal implications of this strategy.

4.4 Equality and Health

4.4.1 There are no equality or health implications of this strategy.

Report Author: Jeremy Rawling, Head of Future Northants PMO



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Document Type	Information Report
Programme	Future Northants
Title	Risk Management Strategy for the Future Northants programme
Audience for this document	
North and West Northamptonshire Joint Committees	
Purpose of this document	
<p>The purpose of this strategy is to embed effective risk management in the Future Northants Programme by establishing a risk management framework that provides:</p> <ul style="list-style-type: none"> • an effective and efficient control environment • the overt allocation of accountability for risk management throughout the organisation • a well-established risk assessment process • performance monitoring of risk management activity • communications process to support risk management 	

Document Control

Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
05.11.19	0.1	Pete Farrar	Initiation of document
13.11.19	0.2	Pete Farrar	Draft complete
06.02.20	0.3	Paul Helsby	Finalising report
13.02.20	0.4	Jeremy Rawling	Revisions after Design Board

Distribution (For Information, Review or Approval)	
Name	Resp⁽¹⁾
Paul Helsby	R

(1)Responsibility: I=Information, R=Review, A=Approval

Document Approval	
Date	Who
12.02.20	Design Board
19.02.20	Leaders' Oversight Board



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1. Introduction and purpose

Definition and scope of risk management

- 1.1 Risk management involves understanding, analysing and addressing risk to make sure organisations achieve their objectives. So it must be proportionate to the complexity and type of organisation involved.

The Institute of Risk Management (IRM)

The overall process of managing risk can be divided into:

- *Risk analysis, or assessment, which includes the identification, estimation and evaluation of the risks*
- *Risk management that encompasses the planning, monitoring and controlling activities based on the information derived from risk analysis*

- 1.2 This paper sets the Risk Management Strategy for the Future Northants programme.

2. Background

Aims and objectives

- 2.1 The risk management policy of Future Northants is to adopt best practices in the identification, evaluation, and cost-effective control of risks to ensure that they are eliminated or reduced to an acceptable level.



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- 2.2 It is acknowledged that some risks will always exist and will never be eliminated. All stakeholders in the Future Northants programme must understand the nature of risk and accept responsibility for risks associated with their area of authority. The necessary support, assistance and commitment of senior management will be provided.
- 2.3 The risk management objectives of the Future Northants programme are to:
- integrate risk management into our culture
 - manage risk in accordance with best practice
 - consider safe & legal compliance as a minimum standard
 - anticipate and respond to changing social, environmental and legislative requirements
 - prevent injury and damage and reduce the cost of risk
 - raise awareness of the need for risk management.
- 2.4 These objectives will be achieved by:
- embedding a risk management culture into the Future Northants programme organisational structure
 - including risk management as an agenda item at Boards and meetings as appropriate
 - continuing to demonstrate the application of risk management principles
 - facilitating risk management workshops
 - maintaining documented procedures for the control of risk and the provision of suitable information, training and supervision
 - maintaining an appropriate incident reporting and recording system, with investigation procedures to establish cause and prevent recurrence
 - maintaining effective communication
 - monitoring arrangements on an ongoing basis



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Definition of Future Northants risk appetite

2.5 Risk appetite is the amount of risk that the Future Northants programme is prepared to take in order to achieve its objectives. Defining the risk appetite provides the strategic framework for effective decision-making. The programme's risk appetite has not been defined.

2.6 In all circumstances the Future Northants programme will:

- Secure the legal integrity of its actions at all times
- Ensure safety is at the core of how we work
- Minimise exposure to risk
- Control risk wherever possible

Roles and responsibilities

2.7 The following groups and individuals have the following roles and responsibilities for risk management within the Future Northants programme.

Strategic Delivery Director

2.8 To be the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work.

Design Board Members

2.9 To ensure the Future Northants programme manages risk effectively through the development of a comprehensive risk management strategy; to monitor delivery by receiving reports from PMO which in turn is solely enabled by information received from the Programmes.

Programme Director

2.10 To champion the cause of risk management within the Future Northants programme, particularly at the strategic level; to take personal responsibility for ensuring that the risk management objectives are achieved.



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Head of PMO – Risk Function

2.11 The PMO Risk Function is responsible for establishing and maintaining risk management activities and to provide scrutiny via periodic reviews of both Enterprise and Programme risks. Ensuring adherence to the agreed standards and advising and facilitating where necessary for the escalation of risks.

Programme Manager

2.12 To ensure that risk is managed effectively in each Programme to the agreed risk management strategy and to ensure risks are presented at the relevant Programme boards. Undertake periodic reviews with the PMO Risk Function where risks can be scrutinised, challenged and if necessary escalated.

Methodology for identifying and assessing risk

Enterprise Risks

2.13 Risks identified as a potential threat to the investment portfolio (collection of Programmes) that may impact the delivery of the change the portfolio is set up to deliver. Enterprise Risks are the highest level of risk and are owned by colleagues at the highest level of the organisation.

Unitary Risks (North/West)

2.14 Risks identified as a potentially threat to the achievement of the agreed objectives of either or both North and West Unitary Authorities. If the mitigation of a risk is beyond the control or influence of the Programme Director then this risk will be considered for escalation as an Enterprise risk.

Programme Risks

2.15 Risks to delivery of a Programme. Risks assessed as being beyond the influence or control of the Programme Manager will be proposed for escalation.



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Issue Assessment

2.16 For Issue logs, all Issues are 100% probable as they have already occurred, and any impact described is currently happening or has already happened. As such Issues are prioritised over Risks.

Risk Assessment

2.17 For risk logs, the following definitions are applied for the measurement of risk in respect of probability and consequences:

Probability

2.18 Probability is the likelihood that a risk could occur, the greater the likelihood the higher the score. Issues are certain and as such the probability will always be (5. Very High)

Estimation	Description
5: Very High (Probable/Certain)	60%-80% Probability
4: High	40%-60% Probability
3: Medium (Possible)	20%-40% Probability
2: Low	10%-20% Probability
1:Very Low (Remote)	Less than 10% Probability

Impact (Qualitative)

2.19 The impact is an estimate of the effect if a risk occurs, the most common ways a risk could impact a project are cost, time and reputation. This is based on a qualitative score (High/Medium/Low). This provides an indicative estimate of an impact and is the chosen approach to how we measure impact.

Estimation	Description
5: Very High	Severe Impact
4: High	Major Impact
3: Medium	Moderate Impact
2: Low	Slight Impact
1: Very Low	Minimal Impact



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Impact (Quantitative)

2.20 Quantitative measurement of a risk impact requires more data and as such provides a greater degree of accuracy. Impact would also have separate distinct categories, usually cost and time.

2.21 Impacts that are quantitatively assessed enable forecasting. This enables a proactive rather than reactive approach.

Estimation	Description
5: Very High	<ul style="list-style-type: none"> Financial Impact – 5% + of agreed budget Time Impact – 40 days +
4: High	<ul style="list-style-type: none"> Financial Impact – 4% of agreed budget Time Impact – 30 - 40 days
3: Medium	<ul style="list-style-type: none"> Financial Impact – 3% of agreed budget Time Impact – 20 - 30 days
2: Low	<ul style="list-style-type: none"> Financial Impact – 2% of agreed budget Time Impact – 10 - 20 days
1: Very Low	<ul style="list-style-type: none"> Financial Impact – 1% of agreed budget Time Impact – 1 - 10 days

Risk Escalation

2.22 When a risk is beyond the influence and/or control of its owner it should be considered for escalation to the tier above.

2.23 This will help ensure that the risk is being understood at the right level and owned by the person or board best equipped to resolve and/or mitigate it.

Risk Tier	Level of Approval
Enterprise	<u>Leaders Oversight Board and Joint Committees</u>
Unitary (North/West)	Design Board
Programme	SRO and Programme Boards



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3. Risk Management Strategic Action Plan

Enabling Behaviours

3.1 Embedding risk management fully in any organisation will always be a journey rather than a destination. Nevertheless, addressing the behaviours that have been identified for improvement will help the Future Northants programme improve its practices significantly.

Management Activity	Enabling Behaviours
Leadership and Management	Leaders and senior managers take the lead to champion and apply risk management thoroughly across the organisation. They own and manage a register of key strategic risks and set the risk Appetite.
Strategy and Plans	Risk management principles are reflected in the Programme’s strategies and plans. Risk framework is reviewed, developed, refined and communicated.
Escalation	Risk is well managed across Programme boundaries and escalation criteria is consistent.
Processes	Early warning indicators and lessons learned are reported. Critical projects supported through continuity plans
Risk Handling and Assurance	Clear evidence that risk management is being effective in all key areas. Capability-assessed within a formal assurance framework and against best practice standards.
Outcomes and Delivery	Clear evidence that risk management is supporting the delivery of key outcomes in all relevant areas.



WEST NORTHAMPTONSHIRE JOINT COMMITTEE

3rd March 2020

Report Title	IMPLEMENTATION TEAM
---------------------	----------------------------

1. Purpose

- 1.1 To seek authority for the West Northamptonshire Joint Committee (“WNJC”) to form a single team of officers (“the Implementation Team”) to enable it to discharge its functions under the Northamptonshire (Structural Changes Order) 2020.

2. Recommendations

2.1 It is recommended that:

- a) The WNJC agrees to form a single team of officers as required by Article 26 of the Northamptonshire (Structural Changes) Order 2020 (“SCO”) and that the current Programme Management Office be designated as the Implementation Team for the purposes of the SCO with immediate effect;
- b) That it be noted that, as required by the SCO, the leader of the Implementation Team is the Chief Executive of Northamptonshire County Council (Theresa Grant);
- c) That it be noted that Northampton Borough Council Chief Executive (George Candler) is West Northamptonshire Joint Committee deputy leader of the Implementation Team and that Kettering Borough Council Chief Executive (Graham Soulsby) is North Northamptonshire Joint Committee deputy leader of the Implementation Team.

3. Issues and Choices

3.1 Report Background

As members of the WNJC may be aware, prior to the SCO coming into force, sovereign councils across Northamptonshire entered into a voluntary agreement to establish a single team of officers to assist with preparations for the creation of two new unitary councils in Northamptonshire.

The following resolutions were agreed by all sovereign councils in Northamptonshire in 2018 -

Subject to the submission of “Northamptonshire Local Government Reform Proposal” by any council, Council endorses the Chief Executive’s deployment of resources required to progress work on the next steps including those ahead of any decision by the Secretary of State, up to a maximum of £500,000 to be taken from existing budgets and/or reserves; and

Subject to the submission of the “Northamptonshire Local Government Reform Proposal” by any council, Council approves the interim governance structure of a Northamptonshire Central Programme Team overseeing a West Northamptonshire Project Board and a North Northamptonshire Project Board for the preparatory phase leading up to shadow authorities.

The current Programme Management Office (PMO) was created with the agreement of sovereign councils arising from these resolutions. The PMO under the direction of the Strategic Delivery Director (Theresa Grant) consists of seconded officers from the sovereign councils and staff directly recruited externally.

The current PMO supports the work of the various work streams, as previously reported to the WNJC, for the creation and administration of the Shadow Council, arrangements for the continuation of service delivery on Vesting Day and initial preparations for the unitary councils. In addition, the PMO seeks to support the principles of the Transformation Programme through the various work streams. **Appendix A** to this report outlines diagrammatically the broad programme structure currently operating and which is being recommended by this report. Clearly the Implementation Team and PMO may change depending on the transformation programme’s requirements.

It is recognised that the Shadow Councils will ultimately determine the governance and service delivery models of the two new councils, however the PMO has initiated important work to provide baseline data and early consideration of options for service delivery.

It is proposed that the PMO and Implementation Plan continues in its current format until consideration by the new Shadow Councils once established.

Article 26 of the Order requires the WNJC to form an “Implementation Team”. The role of the team will be to continue the work undertaken to date for the preparation ahead of the Shadow Council and the longer-term Implementation Plan for the unitary councils.

Article 26 (3) of the Order requires the lead officer of the Implementation Team to be the Chief Executive of Northamptonshire County Council (Theresa Grant).

Article 26 (4) of the Order also requires deputy lead officers to be appointed, one from the North sovereign councils and one from the West sovereign councils. These appointments have been made as outlined in this report.

There is a duty placed on sovereign councils within the Order to co-operate in the establishment of the team and allow for the release of officers on their existing staffing establishment to assist in the team’s activities. All sovereign councils have directly through both financial and staffing resources contributed to the establishment of the team.

The PMO has operated to date through the leadership of the Chief Executive of Northamptonshire County Council; this is continued under the Order.

George Candler (Northampton Borough Council Chief Executive) has been appointed as the West's deputy leader of the Implementation Team and Graham Soulsby (Kettering Borough Council Chief Executive) has been appointed as the North's deputy leader of the Implementation Team.

The Implementation Team will support the respective Joint Committees until the Shadow Councils hold their inaugural full council meetings. The Joint Committees will as required of the SCO then be dissolved on the day following those inaugural meetings.

The new Shadow Councils will need to affirm that the Implementation Team continues through the Shadow Period in its current format or may propose a revised structure. The Implementation Team will be required to support the Shadow Council and continue to oversee preparations for Vesting Day on 1st April 2021 and the agreed implementation and transformation programme.

4. Implications (including financial implications)

4.1 Financial

- 4.1.1 Costs associated with the operation of the team are being met from the previously agreed contributions from the sovereign councils. WNJC receives regular financial reports on the cost of the programme, including staffing costs.

4.2 Resources and Risk

- 4.2.1 At the time of writing this report, each of the councils are processing their respective budgets for 2020-21, these recognise the initial funding agreed of £0.500M from each council, with an increased contribution taking the committed funding to £2.400M toward the costs of transformation, transition and formation of the two new Unitary Councils.
- 4.2.2 The costs incurred and committed by the West Joint Committee will be drawn from these funds.
- 4.2.3 There are no additional costs directly arising as a result of this SCO.

4.3 Legal

- 4.3.1 There is a legal requirement under the SCO for the County Council and the West Northamptonshire councils to within 14 days of the SCO coming into force to establish a joint committee under Section 101 (5) of the Local Government Act 1972. WNJC was established in anticipation of the passing of the SCO.
- 4.3.2 The Northamptonshire (Structural Changes) Order 2020 was made on 13th February 2020. The Order is now in force. there are obligations and responsibilities placed directly on WNJC to in effect take steps and make initial preparations for Unitary government in Northamptonshire pending the formal setting up of the Shadow Council post the May election.

4.3.3 The SCO also requires the relevant councils no later than 21 days from the coming into force of the Order to form an Implementation Team. This report seeks the authority from the WNJC to address this requirement.

4.4 Equality and Health

4.4.1 There are no specific equality and health implications arising directly, from this report. However, the relevant Councils normal policies and procedures will be used to ensure equality in the way personnel are and have been selected and deployed to roles within the PMO and Implementation Team. Equality Impact Assessments will be undertaken through the programme as required.

5. Background Papers

5.1 The Northamptonshire (Structural Changes) Order 2020 SI 2020/156.

Francis Fernandes
Borough Secretary and Monitoring Officer

FUTURE NORTHANTS GOVERNANCE

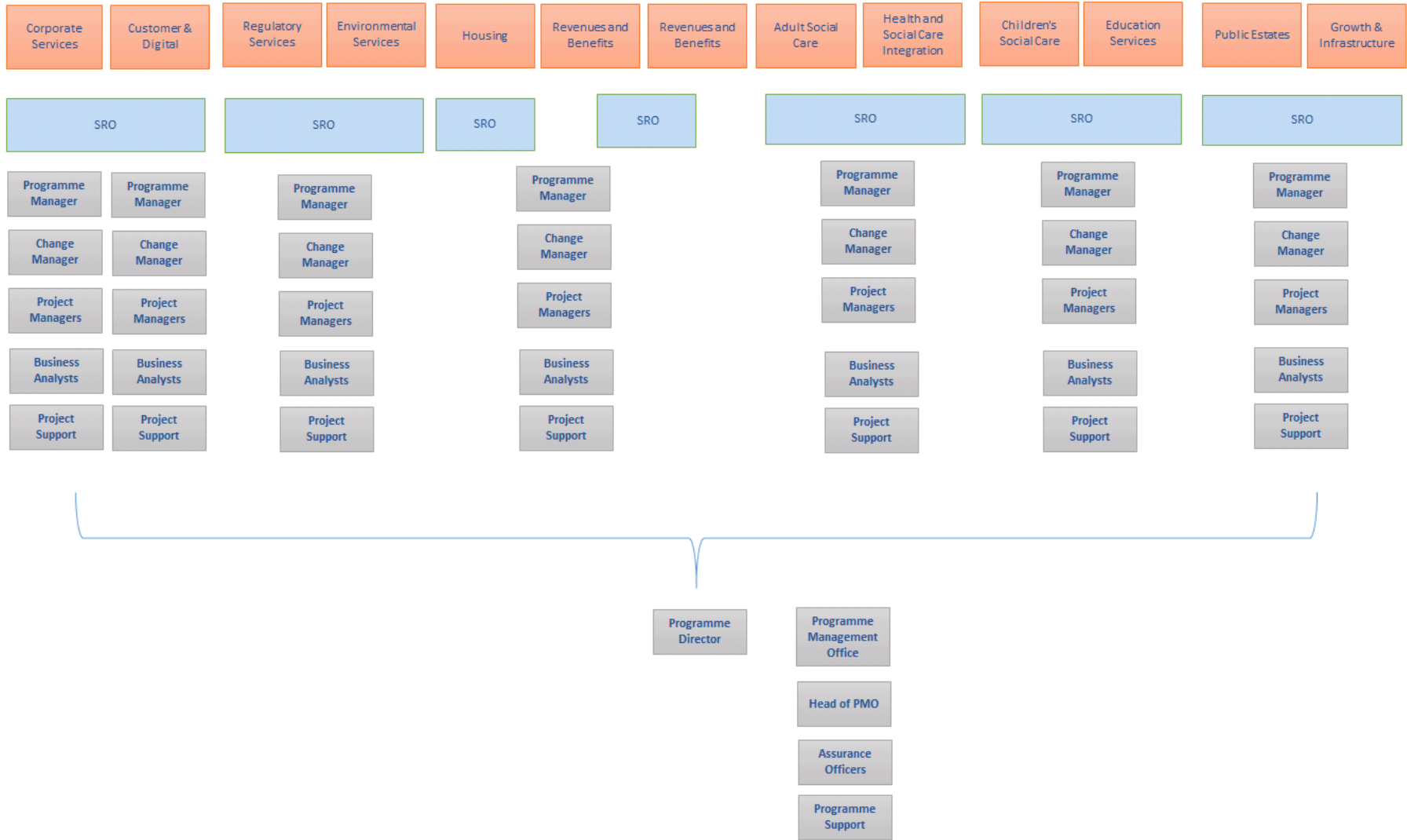


1. Programme Boards with allocated Senior Responsible Officers

Portfolios – Operational Boards In Place for each Portfolio



2. Future Northants Programme Delivery Structure February 2020



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WEST NORTHAMPTONSHIRE JOINT COMMITTEE

3 March 2020

Report Title	Location for the West Northamptonshire Shadow Council meetings
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AGENDA STATUS: PUBLIC

1. Purpose

- 1.1 The purpose of this paper is to outline the recommended location for the West Northamptonshire Shadow Council meetings.

2. Recommendations

It is recommended that the WNJC:

That following a workshop session with the Leaders from Daventry District Council (DDC), Northampton Borough Council (NBC), Northamptonshire County Council (NCC) and South Northamptonshire Council (SNC) (see Appendix 1) approve:

The selection of County Hall, Northampton, as the location for the West Northants Shadow Council Meetings.

That all other committee meetings that will be required for West Northants Shadow Council will make use of existing rooms in the four local authority buildings

3. Issues and Choices

3.1 Report Background

- 3.1.1 There is a requirement within the Structural Changes Order to hold a Shadow Council meeting within 14 calendar days of the day of the elections (7th May 2020).

3.1.2 In planning and considering a proposed location a number of administrative and logistical factors were considered. These are covered in detail in Appendix 1 but included:

- Members' accommodation will need to be ready to hold full Council meetings for the Shadow Authority on or before 21st May 2020.
- The full Council meetings will need to accommodate 93 Members plus Officers, public and press observers.
- There will need to be delegate units in sufficient quantity or an appropriate substitute.

3.1.3 There were also a number of assumptions considered, again covered in detail in Appendix 1 but included:

- The building where full Shadow Council meetings are held will not necessarily be the new named HQ location of the Unitary Authority going forward.
- The Executive Committee and Committees of the Shadow Council will be of a more easily manageable membership size and could either be held in existing local authority meeting rooms or in the same building allocated for full Council meetings.

3.2 Issues and Choices

3.2.1 In selecting the venue both 'internal' (Councils' owned) and external venues were considered. After due consideration of options presented, the four leaders of NCC, NBC, SNC and DDC all had a preference for County Hall that best meet the needs of the full council meetings.

3.2.2 With some modifications, County Hall will allow for a maximum capacity of 110 people. An antechamber for observer overflow will also be available with video live-streaming of the meeting should this be required for each meeting.

3.2.3 At present it is believed that the existing County Hall audio video (AV) system, supplemented with equipment from other Northamptonshire Authorities if required, will be sufficient to meet the needs of the Shadow Council meetings.

3.2.4 In terms of webcasting, paperless meetings and electronic voting, the four Leaders preference was that this was not required at this stage but will be a future decision for the Shadow Council once elected.

3.2.5 In regard to the Executive Committee meetings (these in effect hold the same status as a Cabinet in a Shadow Council), the preference agreed at the workshop was that they would rotate between each of the main local authority buildings in West Northamptonshire:

- Lodge Road, Daventry
- The Guildhall, Northampton
- The Forum, Moat Lane, Towcester
- One Angel Square, Northampton

For the purposes of rotation the Northampton buildings will count as one.

There will also be a number of other committee meetings held by West Northants Shadow Council (e.g. Overview and Scrutiny, Standards Committee) and it was felt that as with the Executive Committee these would make use of existing committee rooms in each of the four buildings detailed in 3.2.5

- 3.2.6 It was also noted a members' room and office(s) should be available in each of the main council buildings for the new Shadow Council.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 There are no policy considerations.

4.2 Resources and Risk

- 4.2.1 Costs are still being evaluated although overall they are expected to be minimal. Once assessed they will be reflected in status updates to the Budget Monitoring Reports.

4.3 Legal

- 4.3.1 There are no legal considerations.

4.4 Equality and Health

- 4.4.1 County Hall, as a listed building, has made all reasonable modifications to enable disability access. However officers will ensure that should there be a need for any additional access arrangements that these are factored in before the first meeting in May 2020.

Report Author: George Candler

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Members' Accommodation for the Shadow Authorities – West Northamptonshire

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Overview

- The Growth Infrastructure & Public Estates Leader's Briefing session presented a number of questions to Leaders of the West sovereign councils.
- The aim of the session was to gain agreement on an interim location for Shadow authority Members to hold full council meetings.
- The reason for the urgency of a decision is that the cost to repurpose or modify a space to hold meetings is likely to fall under procurement rules which can necessitate a lengthy tendering process.
- A matrix outlining potential options was presented to the Leaders to help enable the discussion.



What we know - logistical and admin requirements

- The Member's accommodation will need to be ready to hold full Council meetings for the Shadow Authority by 21st May 2020.
- The Member's accommodation for the Shadow Authority will need space for:
 - 93 Members
 - Officers and members of the press and public
- 61 • A building(s) to host the Executive Committee meetings (assume meeting space to hold 30)
- A building(s) to host future Committee meetings
- Delegate units in sufficient quantity or an appropriate substitute
- Webcasting arrangements, if required
- Arrangements for recording votes
- Electronic hosting of paperwork
- Democratic Services support for the Shadow Council



Assumptions

- The building(s) where full council meetings are held may not necessarily be the new named HQ for the unitary going forward
- In the short term (May – Sept) the council meetings will be in a space but the support services could be provided by an authority in a different location.
- The Executive Committee and Committees of the Shadow Council will be of a more easily manageable membership size, and could either be held in existing large meeting rooms in existing buildings or in the same building allocated for full council meetings
- Commercial venues are included in the options to ensure geographical reach
- That the full Council meetings will be open, transparent and modern; i.e. willing to consider the adoption of:
 - Webcasting (subject to cost)
 - Social media as a communications channel
 - Paperless meetings
- Costs will need to be carefully managed therefore 'internal' venues and equipment may be preferred if the costs including any necessary modifications are lower than an external option. This could include considering the use of large Council owned venues such as leisure centres as an interim measure.
- Delegate units will not be readily available in sufficient quantity and will therefore need to be procured and budgeted for. Consideration needs to be given, set against timescales of hire versus purchase for the new unitary council going forward

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Timeline

- Paper on the agreed approach to Joint Committees: March 2020
- Elections: 7th May
- First full council meeting on or before 21st May
- First Executive Committee meeting: before 28th May

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- The following questions were posed to Leaders of the **WEST** Districts and Boroughs (Including the County Council) regarding the interim Shadow accommodation;
- Is there a preference for an internal Council-owned venue?
 - Yes, an internal venue is preferable. The collective view was taken to utilise the chamber at County Hall for meetings of the full Shadow Council.
- Is there a preference to hire or buy equipment/furniture?
 - The more cost effective solution is preferable. More detailed costings are required (these are in the process of being requested)
- Is the preference towards low cost repurposing/modification?
 - Yes
- What are the minimum access needs for council meetings?
 - None, although by selecting County Hall good transport links, bus routes and parking are available. No special provisions for Member parking required (no free or dedicated parking provision).
- One venue for both to share or separate sites?
 - No desire to share a site in the North. The West Shadow meetings must be held in a location in the new West authority.
- Does the office space for supporting Officers need to be the same location as the Council meetings?
 - No, not necessarily, although it is possible that the interim CEX will share their time between their Sovereign Council duties and the location of the Shadow authority Leader.
- Should council meetings aim to be paperless ?
 - No. This is a decision for the new authorities to take forward.
- Minimal technical equipment or fully IT enabled e.g. Web casting voting buttons (individual units or sharing)?
 - No. This is a decision for the new authorities to take forwards.
- Just for Shadow Council meetings or also use for Shadow Executive meetings?
 - The collective view was taken for the Exec Committee meetings to rotate between each of the 4 main buildings in the West (N.B. Northampton has two sites, these would only count as one to help ensure a fair distribution of meetings across the West).

Northamptonshire West: Interim Accommodation for Shadow Councils - Recommendations

Following the guidance from the Leaders' workshop the following is **recommended**:

- County Hall is progressed as the preferred location of West Northamptonshire Shadow Council Meeting for the initial short term (May – Sept).
- Detailed costings to be obtained for the configuration of County Hall including the supporting AV system.
- Options for webcasting, paperless offices and electronic voting are not required at this stage – this will be a future decision for the Shadow Council.
- Executive Committee meetings to rotate between each of the 4 main buildings in West Northamptonshire.
- Car Parking will be for members to arrange themselves
- A Members room and office(s) should be available in each of the main council buildings for the new Shadow Council



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