

West Northamptonshire

SHADOW AUTHORITY



Meeting: West Northamptonshire Shadow Authority

Date: 15 September 2020

Time: 7:00 pm

Venue: Virtual meeting via Zoom

Members of the West Northamptonshire Shadow Authority are summoned to attend a meeting to consider the items of business listed on the agenda below:

The meeting will be available for the public to view here:

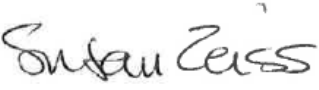
<https://www.youtube.com/channel/UCujrRO-y6RzkN6zPQ-xNAtA>

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Contact: democraticservices@westnorthants.gov.uk

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04	To receive announcements from the Chair	-
05	To receive statements from members of the public This item is limited to 30 minutes.	-
06	Question submitted by councillors and members of the public Questions of which prior notice have been given may be asked of the Chair, Leader, Portfolio Holder or the Chair of a Committee. This item is limited to 30 minutes.	-
07	To receive the Record of Decisions of the Shadow Executive Committee and the minutes of other committees: a) Shadow Executive Committee – 25 th August 2020 b) Shadow Overview & Scrutiny Committee – 17 th August 2020 (draft)	15-23
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09	<p>West Northamptonshire Unitary Council Draft Blueprint</p> <p>Report by the Shadow Executive</p>	31-66
10	<p>Updates to the Shadow Authority's Constitution</p> <p>Report by the Governance Task and Finish Group</p>	67-70
11	<p>Motion on notice</p> <p>11 a) Motion submitted by Councillor Martin Johns</p> <p>This Shadow Authority notes:</p> <ol style="list-style-type: none"> 1. The publication by Government of the White Paper, 'Planning for the Future' on 6 August 2020, which sets out proposals on reforms to the planning process for the future. <ul style="list-style-type: none"> • That the vast majority of planning applications are given the go ahead by local authority planning committees, with permission granted to around 9 out of 10 applications. • That research by the Local Government Association has said that there are existing planning permissions for more than one million homes that have not yet been started. <p>This Shadow Authority is concerned that the proposals seek to:</p> <ol style="list-style-type: none"> 1. Reduce or remove the right of residents to object to applications near them. 2. Grant automatic rights for developers to build on land identified as 'for growth'. 3. Remove section 106 payments for infrastructure and their replacement with a national levy. <p>This Shadow Authority Further Notes:</p> <ol style="list-style-type: none"> 1. The Royal Institute for British Architects called the proposals 'shameful and which will do almost nothing to guarantee delivery of affordable, well-designed and sustainable homes'. RIBA also said that proposals could lead to the next generation of slum housing. 2. The reforms are opposed by the all-party Local Government Association, currently led by Conservative Councillors. <p>This (shadow) Council Believes:</p> <ol style="list-style-type: none"> 1. That existing planning procedures through our Sovereign Councils allow for local democratic engagement over future development and give local people a say in planning proposals that affect them. 2. That proposals for automatic rights to build in 'growth' areas, and increased permitted development rights, risk unregulated growth and unsustainable communities. 3. That local communities must be in the driving seat on shaping the future of their communities, and local determination of the planning framework and planning applications play an important part in this process. 	-

	<p>This (shadow) Council resolves to:</p> <ol style="list-style-type: none"> 1. Take part in the consultation in the planning proposals, and to make representations against the proposals as outlined in this motion. 2. Write to and lobby all of our local Members of Parliament, urging them to oppose these proposals and to circulate their replies to members. 3. Publish its consultation response through the Future Northants webpages. <p>11 b) Motion submitted by Councillor Enam Haque</p> <p>With the proposed de regulation of planning, giving developers ever increasing control over our environments, it is more important than ever to think local and act local. The Localism Act 2011 made provision for Neighbourhood Forums to undertake Neighbourhood Planning. We have examples of excellent Neighbourhood Plans in West Northants. All our communities deserve the same opportunity.</p> <p>Neighbourhood planning gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area. They are able to choose where they want new homes, shops and offices to be built, have their say on what those new buildings should look like and what infrastructure should be provided, and grant planning permission for the new buildings they want to see go ahead. Neighbourhood planning provides a powerful set of tools for local people to plan for the types of development to meet their community's needs and where the ambition of the neighbourhood is aligned with the strategic needs and priorities of the wider local area.</p> <p>We therefore call on the West Northants Shadow Authority to build into the requirement for aggregation and transformation, the capacity to assist in the development of Neighbourhood Forums across our area.</p>	
<p>12</p>	<p>Urgent Items</p> <p>To consider any items of business of which notice has been given to the Proper Officer prior to the first meeting of the Shadow Authority and the Chairman considers to be urgent pursuant to the LGA 1972.</p>	
	 <p>Susan Zeiss, Proper Officer 7th September 2020</p>	

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What is the Shadow Authority?

In accordance with Government legislation, a West Northamptonshire Shadow Authority has been established in order to oversee preparations for the establishment of a new local authority for West Northamptonshire by April 2021. It is responsible for certain major decisions, including setting the budget for the new authority.

Who are the members of the Shadow Authority?

The shadow authority is composed of all of the existing borough, district and county councillors in the West Northamptonshire area:

Daventry District Council	Northampton Borough Council	Northamptonshire County Council	South Northamptonshire Council
Number of Wards: 16	Number of Wards: 33	Number of Divisions: 31	Number of Wards: 27
Number of Councillors: 36	Number of Councillors 44 (one vacancy)	Number of Councillors: 30 (one vacancy)	Number of Councillors: 41 (one vacancy)
Johnnie Amos Richard Auger Adam Brown Nick Bunting Alan Chantler Daniel Cribbin Stephen Dabbs Deanna Eddon Rupert Frost Jo Gilford Liz Griffin Lauryn Harrington-Carter Jonathan Harris Alan Hills Amy Howard Wayne Howard Cécile Irving-Swift David James Catherine Lomax Malcolm Longley Peter Matten Richard Micklewright Chris Millar Colin Morgan Stephen Osborne Kevin Parker Sarah Peck	Tony Ansell Rufia Ashraf Mohammed Azizur-Rahman Sally Beardsworth Jane Birch Alan Bottwood Muna Cali Nazim Choudary Clement Chunga Julie Davenport Janice Duffy Gareth Eales Terrie Eales Brandon Eldred Penelope Flavell Matthew Golby Luke Graystone Tim Hadland Mike Hallam Anamul Haque Stephen Hibbert James Hill Paul Joyce Andrew Kilbride Samuel Kilby-Shaw Anna King Jamie Lane	Richard Auger* Fiona Baker* Jane Birch* Lizzy Bowen Rebecca Breese* Adam Brown* Robin Brown Pinder Chauhan Michael Clarke Julie Davenport* Gareth Eales* Matthew Golby* André Gonzalez de Savage Mike Hallam* Amy Howard* Cécile Irving-Swift* Andrew Kilbride* Stephen Legg Malcolm Longley* Arthur McCutcheon* Dennis Meredith* Ian Morris Stephen Osborne* Suresh Patel* Anjona Roy Sam Rumens Judy Shephard	Ann Addison Mark Allen Robert Atkinson Anthony Bagot-Webb Fiona Baker Dermot Bambridge Sandra Barnes MBE Phil Bignell Caryl Billingham MBE Rebecca Breese John Budden Carole Clarke Roger Clarke Stephen Clarke Karen Cooper Richard Dallyn Hywel Davies Peter Davies Valerie Furniss Andrew Grant David Harries BEM Rosie Herring Steven Hollowell Gregor Hopkins Martin Johns Chris Lofts Dennis Loveland Charles Manners

Jason Pritchard Wendy Randall Ken Ritchie Ian Robertson John Shephard David Smith Mike Warren Mark Wesley Lesley Woolnough	Phil Larratt Christopher Malpas Brian Markham Mary Markham Les Marriott Arthur McCutcheon Dennis Meredith Jonathan Nunn Brian Oldham Nilesh Ramesh- Parekh Suresh Patel Emma Roberts Catherine Russell Brian Sargeant Zoe Smith Danielle Stone Graham Walker	Danielle Stone* Winston Strachan Allen Walker*	Ian McCord Abigail Medina Alice Kim Ord Ken Prichard Peter Rawlinson Lisa Samiotis Mary-Anne Sergison- Brooke Sandi Smallman Catherine Tarbun John Townsend Allen Walker Elaine Wiltshire Paul Wiltshire
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When does the Shadow Authority meet?

The Shadow Authority meets in accordance with the schedule below, but it may meet more frequently if required. Meetings take place on Tuesdays at 7pm

- Tuesday 18 August 2020
- Tuesday 15 September 2020
- Tuesday 16 February 2021

The venue will be confirmed when the papers for a particular meeting are published, but at the moment meetings are taking place virtually. Members of the public who wish to view the meeting can do so via the West Northamptonshire Democratic Services YouTube Channel here:

<https://www.youtube.com/channel/UCujrRO-y6RzkN6zPQ-xNAAtA>

How do I find out about what is being discussed at future meetings?

The agenda and reports for all meetings are published 5 working days in advance and can be downloaded here:

<https://cmis.northamptonshire.gov.uk/cm5live/WestNorthamptonshireShadowAuthority.aspx>

Can I participate in meetings?

Shadow Authority meetings are normally held in public. At present, members of the public may watch the proceedings via YouTube (see link above) in place of attending meetings in person. Members of the public who live or work in the area of the Shadow Authority may request to make a statement on any item on the public part of the agenda. Any person who wishes to make such a statement must submit their statement to the Monitoring Officer, via Democratic Services, at least 24 hours before the start of the meeting.

Declarations of Interest

Shadow Councillors are reminded that the Code of Conduct contains provisions relating to the declaration of interests. Please refer to the Code of Conduct for a fuller description of what constitutes an interest. Shadow Councillors are reminded of the seriousness of failing to declare an interest. Shadow Councillors are reminded that if they have a Discloseable Pecuniary Interest or a significant Non-Statutory Discloseable Interest in a matter to be discussed, whether registered or not, they must not take part in the debate or vote on that matter and should remove themselves from the meeting room irrespective of whether they are a member of the committee.

Members are reminded that under the Code of Conduct, they need only declare the existence of an interest if that interest is not already listed in their register of interests. When declaring an interest at a meeting, councillors are asked to state:

- The item number in which they have an interest;
- The nature of the interest; and
- Whether the interest is a Discloseable Pecuniary Interest or Non-statutory Discloseable Interest.

It is the responsibility of individual Shadow Councillors to decide whether any of these provisions apply in particular circumstances, but Shadow Councillors may wish to seek the advice of the Interim Monitoring Officer before the meeting.

WEST NORTHAMPTONSHIRE SHADOW COUNCIL

Tuesday, 18th August 2020**Present:**

Councillor	Authority	Councillor	Authority
Ann Addison	SNC	Amy Howard	DDC/NCC
Mark Allen	SNC	Wayne Howard	DDC
Johnnie Amos	DDC	Cécile Irving-Swift	DDC/NCC
Tony Ansell	NBC	David James	DDC
Rufia Ashraf	NBC	Martin Johns	SNC
Robert Atkinson	SNC	Andrew Kilbride	NBC/NCC
Richard Auger	DDC/NCC	Samuel Kilby-Shaw	NBC
Anthony Bagot-Webb	SNC	Jamie Lane	NBC
Fiona Baker	SNC/NCC	Phil Larratt	NBC
Dermot Bambridge	SNC	Chris Lofts	SNC
Sandra Barnes MBE	SNC	Malcolm Longley	DDC/NCC
Sally Beardsworth	NBC	Dennis Loveland	SNC
Phil Bignell	SNC	Ian McCord	SNC
Caryl Billingham MBE	SNC	Christopher Malpas	NBC
Lizzy Bowen	NCC	Charles Manners	SNC
Rebecca Breese	SNC/NCC	Brian Markham	NBC
Adam Brown	DDC/NCC	Mary Markham	NBC
John Budden	SNC	Les Marriott	NBC
Muna Cali	NBC	Peter Matten	DDC
Alan Chantler	DDC	Abigail Medina	SNC
Pinder Chauhan	NCC	Dennis Meredith	NBC/NCC
Nazim Choudary	NBC	Chris Millar	DDC
Stephen Clarke	SNC	Jonathan Nunn	NBC
Karen Cooper	SNC	Kevin Parker	DDC
Daniel Cribbin	DDC	Jason Pritchard	DDC
Stephen Dabbs	DDC	Ken Prichard	SNC
Julie Davenport	NBC/NCC	Wendy Randall	DDC
Peter Davies	SNC	Peter Rawlinson	SNC
Janice Duffy	NBC	Ken Ritchie	DDC
Deanna Eddon	DDC	Anjona Roy	NCC
Brandon Eldred	NBC	Sam Rumens	NCC
Penelope Flavell	NBC	Catherine Russell	NBC
Rupert Frost	DDC	Brian Sargeant	NBC
Jo Gilford	DDC	John Shephard	DDC
Matthew Golby	NBC/NCC	Judy Shephard	NCC
André Gonzalez de Savage	NCC	David Smith	DDC
Andrew Grant	SNC	Zoe Smith	NBC
Liz Griffin	DDC	Danielle Stone	NBC/NCC
Mike Hallam	NBC/NCC	Winston Strachan	NCC
Enam Haque	NBC	Allen Walker	SNC/NCC
David Harries BEM	SNC	Graham Walker	NBC
Jonathan Harris	DDC	Mike Warren	DDC
Rosie Herring	SNC	Mark Wesley	DDC
Stephen Hibbert	NBC	Elaine Wiltshire	SNC
James Hill	NBC	Paul Wiltshire	SNC
Alan Hills	DDC		

Officers in attendance:

Ed Bostock	Democratic Services Officer, NBC
George Candler	Interim Chief Executive, West Northamptonshire Shadow Authority
Anna Earnshaw	Deputy Chief Executive and Director of Adults' Services, Public Health and Wellbeing
Richard Ellis	Chief Executive, SNC
Theresa Grant	Chief Executive, NCC and Strategic Delivery Director, Northamptonshire LGR Programme
Paul Hanson	Democratic Services Manager, NCC
Martin Henry	Interim Chief Finance Officer, West Northamptonshire Shadow Authority
Maisie McInnes	Democratic Services Officer, NBC
Rebecca Peck	Assistant Director to the Chief Executive, NCC
Tracy Tiff	Democratic Services Manager, NBC
Marina Watkins	Democratic Services Officer, DDC
Richard Woods	Democratic Services Officer, SNC
Susan Zeiss	Interim Monitoring Officer, West Northamptonshire Shadow Authority

1. APOLOGIES

Apologies were received from Councillors Jane Birch (NBC/NCC), Alan Bottwood (NBC), Robin Brown (NCC), Nick Bunting (DDC), Clement Chunga (NBC), Michael Clarke (NCC), Hywell Davies (SNC), Gareth Eales (NBC/NCC), Terrie Eales (NBC), Valerie Furniss (SNC), Luke Graystone (NBC), Paul Joyce (NBC), Catherine Lomax DDC, Colin Morgan (DDC), Brian Oldham (NBC), Suresh Patel (NBC/NCC), Emma Roberts (NBC), Catherine Tarbun (SNC) and Lesley Woolnough (DDC).

2. TO APPROVE THE MINUTES OF THE MEETING HELD ON 2ND JUNE 2020

RESOLVED: That the minutes of the meeting held on 2nd June 2020 be approved as a true and accurate record.

3. DECLARATIONS OF INTEREST

The Chair declared an interest in Item 09 (West Northamptonshire Shadow Authority Scheme of Allowances).

4. TO RECEIVE ANNOUNCEMENTS FROM THE CHAIR

The Chair reminded members to use the 'raise hand' function when indicating a wish to address the meeting.

5. TO RECEIVE STATEMENTS FROM MEMBERS OF THE PUBLIC

Mr Alvarez Wilkinson addressed the Shadow Authority and spoke in support of Item 11 a). He described the move to unitary authorities as an anxious time for staff and asked the Shadow Authority to engage openly with staff. He highlighted the warm working relationship district and borough council staff have with their employer and asserted that this was within the framework of national terms and conditions.

Mr John Hunt addressed the Shadow Authority and spoke in support of Item 11 b). He highlighted the work of the Environment Task and Finish Group and spoke about the importance of rural transport as a factor in fighting climate change. He called on the authority to ensure the funding required to

safeguard such services could be secured.

The Chair invited members to note a written statement submitted by Mr Steve Miller concerning Item 11 c), copies of which had previously been circulated.

6. TO RECEIVE THE RECORD OF DECISIONS OF THE SHADOW EXECUTIVE COMMITTEE AND THE MINUTES OF OTHER COMMITTEES

The Chair proposed that the records and minutes listed in the agenda be received. There were no objections.

RESOLVED: that the Shadow Authority received the records of decisions of the Shadow Executive Committee and the minutes of other committees as follows:

- 1. Shadow Executive Committee – 9th June 2020**
- 2. Shadow Executive Committee – 23rd June 2020**
- 3. Shadow Executive Committee – 21st July 2020**
- 4. Shadow Overview & Scrutiny Committee – 30th June 2020 (draft)**
- 5. Shadow Senior Appointments Committee – 7th July 2020 (draft)**

7. QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC

The Chair advised the Shadow Authority that eight questions had been received from Shadow Councillors and members of the public and that the answers had been circulated in accordance with the Constitution. Questions and answers were given as tabled unless where stated. Supplementary questions were asked as detailed below.

In response to a supplementary question relating to question 1, Councillor Breese confirmed that, should the impact of COVID-19 be found to affect Northamptonshire County Council's reserves in future, the position would be reported to the Shadow Authority.

In response to a supplementary question relating to question 2, Councillor Nunn confirmed that local plans were matters for each district to consider, but that future changes would be undertaken by the new unitary authority.

In response to a supplementary question relating to question 3, Councillor McCord confirmed that the data referred to in the answer is available to all members via the links provided.

In response to a supplementary question relating to question 4, Councillor Nunn confirmed he would follow up the supplementary question with Councillor Ashraf.

In response to a supplementary question relating to question 6, Councillor Auger confirmed that the proposed new school would create more green space in Daventry, as well as providing high quality education in the district.

In response to a supplementary question relating to question 7, Councillor McCord confirmed that the membership of the task and finish groups would not change because of the potential implications on political balance.

8. APPOINTMENT OF THE CHIEF EXECUTIVE AND HEAD OF PAID SERVICE

Councillor McCord proposed the report and the recommendations for adoption. In doing so, he explained that the recruitment process that had been followed was set out in full within the report. He thanked Julie Towers of Penna PLC and Martin Cox and Marie Devlin-Hogg for their work in making the process successful. He advised the Shadow Authority that no objections had been received from the Shadow Executive to the proposed appointment.

Councillor Lofts seconded the report. He advised the Shadow Authority that there had been a good range of candidate and that the process followed had been rigorous.

In response to a question, Councillor McCord advised that he would ask officers to advise on whether

the recruitment costs could be ascertained and shared with Shadow Councillors.

Upon the vote being taken it was **RESOLVED: That**

1. **Anna Earnshaw be confirmed as Chief Executive designate for the West Northamptonshire Shadow Authority from 1 October 2020 and that she be confirmed as the new permanent Chief Executive, Head of Paid Service and Returning Officer for the West Northamptonshire Council from 1 April 2021; and**
2. **A salary of £170,000 (within the advertised salary grade £170,000 - £180,000) be effective from 1 October 2020.**

9. WEST NORTHAMPTONSHIRE SHADOW AUTHORITY SCHEME OF ALLOWANCES

The Chair advised the Shadow Authority that the Monitoring Officer had granted a dispensation to members with an interest to vote on this item. The Chair invited Mr John Cade, Chair of the Independent Remuneration Panel (IRP), to introduce the report. Mr Cade made the following points:

- The Shadow Authority had a legal duty to consider the IRP's recommendations;
- He thanked Susan Zeiss and Tracy Tiff for supporting the Panel's work;
- The Panel's remit was defined by Article 10 of the Northamptonshire Structural Change Order;
- The Panel had recommended a basic allowance of zero. The Panel had generally recommended special responsibility allowances be set at zero, but had made exceptions for the Chair of the Shadow Authority and the Chair of the Shadow Overview and Scrutiny Committee. He explained that chairing both bodies was a complex task and was important to securing good governance.

Councillor Nunn proposed the report and the recommendations for adoption.

Councillor Russell seconded the report.

Councillors Rawlinson proposed an amendment as follows:

In appendix 2 to the report:

- a) paragraph 1.2 be amended to read "The amount of special responsibility allowances payable to Members by the West Northamptonshire Shadow Authority will be set at nil."
- b) And the following text be deleted:
"subject to the following exceptions:

Chair of the Shadow Overview and Scrutiny Committee: The SRA for the Chair of the Shadow Overview and Scrutiny Committee will be set at £6,459.

Chair of the West Northamptonshire Shadow Authority: The SRA for the Chair of the Shadow Overview and Scrutiny Committee will be set at £5,000."

In doing so, he advised the Shadow Authority that he felt the allowances recommended were disproportionate.

Councillor John Shephard seconded the amendment and pointed out that after the IRP had drafted its report, the Chair had been made Chair of Daventry District Council.

Councillors commented as follows:

- The Shadow Council should be mindful of financial hardship suffered by residents of Northamptonshire as a result of COVID-19 measures;
- The IRP's recommendations should be adopted. Individual councillors had the option to refuse any allowance payable.

In responding, Mr Cade explained that the Panel had recommended that only one special responsibility allowance could be paid, so any councillor who had the option to receive two allowances would have to choose which they would receive.

Upon the vote being taken on the amendment it was **RESOLVED: that the Shadow Authority adopted the following amendment to Appendix 2 to the report:**

- a) paragraph 1.2 amended to read “The amount of special responsibility allowances payable to Members by the West Northamptonshire Shadow Authority will be set at nil.”
- b) And the following text be deleted:
*“subject to the following exceptions:
 Chair of the Shadow Overview and Scrutiny Committee: The SRA for the Chair of the Shadow Overview and Scrutiny Committee will be set at £6,459.
 Chair of the West Northamptonshire Shadow Authority: The SRA for the Chair of the Shadow Overview and Scrutiny Committee will be set at £5,000.”*

Upon the vote being taken on the substantive motion (as amended) it was **RESOLVED: that the Shadow Authority**

- 1. Had regard to the recommendations made by the Independent Remuneration Panel;
- 2. Adopted the Members’ Allowances Scheme at Appendix 2 to the report, subject to the following amendment:
 - c) paragraph 1.2 amended to read “The amount of special responsibility allowances payable to Members by the West Northamptonshire Shadow Authority will be set at nil.”
 - d) And the following text be deleted:
*“subject to the following exceptions:
 Chair of the Shadow Overview and Scrutiny Committee: The SRA for the Chair of the Shadow Overview and Scrutiny Committee will be set at £6,459.
 Chair of the West Northamptonshire Shadow Authority: The SRA for the Chair of the Shadow Overview and Scrutiny Committee will be set at £5,000.”*
- 3. Delegated authority to the Interim Monitoring Officer to:
 - a) make the necessary changes to the Members’ Allowances Scheme in the Shadow Authority’s Constitution to reflect the Shadow Authority’s decision, to include the full schedule of rates and allowances and terms and conditions; and
 - b) make arrangements for the publicity that the Shadow Authority is required to undertake in accordance with Regulation 16 of the Local Authorities (Members’ Allowances) (England) Regulations 2003.

10. WEST NORTHAMPTONSHIRE SHADOW AUTHORITY GOVERNANCE

Councillor Brown proposed the report and the recommendations for adoption.

Councillor Beardsworth seconded the report.

In response to questions, the Monitoring Officer advised that the Independent Person could be paid expenses. She also confirmed that the wording of the second paragraph of the Code of Conduct would be re-examined by the Governance Task and Finish Group.

RESOLVED: that the Shadow Authority:

- 1. Noted and approved the changes to committee membership set out in section 3.1 of the report;
- 2. Noted and approved the updates to the Constitution that have been made by the Monitoring Officer under powers delegated by the Shadow Authority as set out in section 3.2 of the report; and
- 3. Noted and approved the appointment of Mr Tom Edwards as Independent Person to the Shadow Authority, as set out in section 3.3 of the report.

11 A) MOTION SUBMITTED BY COUNCILLOR WENDY RANDALL

Councillor Randall proposed the motion for adoption and stressed its importance.

Councillor Roy seconded the motion.

Councillor McCord proposed an amendment to the motion. In doing so, he emphasised the need to move on from the past and stressed the importance of the new authority being perceived as an employer of choice. The amended motion to read:

“This Shadow Authority recognises the role of the Trade Unions as a key stakeholder in the transition to the West Northants Council. We will continue to communicate with all the trade unions to ensure we maximise the goodwill and expertise of the staff body in managing the challenges of reorganisation. This Shadow Authority will seek to recommend to the new authority that it continues to work in partnership with all the trade unions and ensure regular dialogue and comprehensive communications; and

This Shadow Authority commits itself to provide future employees with information about trade unions in the induction packs for new staff, including senior appointments.”

Councillor Nunn seconded the amendment.

At the Chair’s invitation, Councillor Randall indicated that she accepted the amendment. Councillors commented on the motion (as amended) as follows:

- A healthy relationship with trade unions could only benefit staff. Trade unions could also bring significant expertise to bear on any issues faced by the future authority;
- Mistakes had been made in the past and staff left underpaid as a result.

Upon the vote being taken it was **RESOLVED: that the following motion was approved as amended:**

“This Shadow Authority recognises the role of the Trade Unions as a key stakeholder in the transition to the West Northants Council. We will continue to communicate with all the trade unions to ensure we maximise the goodwill and expertise of the staff body in managing the challenges of reorganisation. This Shadow Authority will seek to recommend to the new authority that it continues to work in partnership with all the trade unions and ensure regular dialogue and comprehensive communications; and

This Shadow Authority commits itself to provide future employees with information about trade unions in the induction packs for new staff, including senior appointments.”

11. B) MOTION SUBMITTED BY COUNCILLOR ZOE SMITH

The Chair explained that in accordance with Appendix 2 to the Shadow Authority’s Procedure Rules, the subject of this motion fell solely within the powers, duties and responsibilities of the Shadow Executive Committee. In accordance with the Constitution the motion must, when moved and seconded, stand referred to the Shadow Executive Committee to determine and there would be no vote on the motion.

Councillor Zoe Smith proposed the motion. In doing so, she explained that several authorities in West Northamptonshire had declared a climate emergency and stated that climate change continued to cause problems for communities.

Councillor Stone seconded the motion and stressed the importance of drawing on the expertise available within the community to help the planet recover. She expressed concern that the Shadow Authority would not be able to take vote on the motion.

Councillors commented as follows:

- The membership of the Environment Task and Finish Group should include representatives of climate groups;
- Issues experienced by citizens with disabilities should be considered; and
- Concern was expressed that this motion, as well as the following motion, would stand referred to the Shadow Executive rather than be subject to a vote at the meeting. It was suggested that the Governance Task and Finish Group consider this aspect of the Constitution at its next meeting.

The motion stood referred to the Shadow Executive Committee in accordance with the provisions of Appendix 2 to the Shadow Authority’s Meeting Procedure Rules:

“Our Sovereign Councils have agreed there is a climate emergency. As the shadow successor authority, we have agreed a task and finish environment group to advise on the way forward. We call on this group to consider:

- how best to draw on the knowledge, expertise and commitment of climate emergency Groups;
- how to engage all partners in this issue; and
- how to put the climate emergency on everyone’s agenda and in everyone’s work plan.”

11. C) MOTION SUBMITTED BY COUNCILLOR JONATHAN HARRIS

The Chair explained that in accordance with Appendix 2 to the Shadow Authority’s Procedure Rules, the subject of this motion fell solely within the powers, duties and responsibilities of the Shadow Executive Committee. In accordance with the Constitution the motion must, when moved and seconded, stand referred to the Shadow Executive Committee to determine and there would be no vote on the motion.

Councillor Harris proposed the motion. In doing so, he highlighted public dissatisfaction with road maintenance and the cost of compensating those whose vehicles had been damaged. He also questioned the cost of re-tendering the contract.

Councillor Lofts seconded the motion and expressed concern about the democratic validity of a decision that he perceived would bind the future authority.

Councillors commented as follows:

- The procurement process should be paused to enable councillors to take a closer look at the business case;
- The cost-effectiveness of the current contract was questioned;
- The re-tendering costs had been agreed by the Leaders of both Shadow Authorities;
- Some aspects of the contract had been reviewed, leading to the transfer of some 60 staff back to Northamptonshire County Council; and
- The two new authorities would be responsible for signing the new contract.

The Chief Executive of Northamptonshire County Council confirmed that the new contracts would be signed by the new authorities.

The motion stood referred to the Shadow Executive Committee in accordance with the provisions of Appendix 2 to the Shadow Authority’s Meeting Procedure Rules:

“The recent decision by NCC to go ahead with arranging and awarding the Highways Maintenance Contract is premature. The new West Northamptonshire Council should make these decisions as the contract need not start until 2022 and its impact will be felt for years to come.

This Shadow Council is asked, therefore, to request that NCC does not adopt a new Highways Maintenance Contract covering West Northamptonshire and that approval of any contract is deferred until it can be considered by the new West Northamptonshire Council in 2021 and as part of that process, the option of bringing the maintenance work in-house is thoroughly assessed.”

There being no further business, the meeting ended at 9.10pm

Record of Decisions of the West Northamptonshire Shadow Executive meeting held on 25th August 2020

Item	Subject	Decision	Responsible Officer
04	Minutes of the meeting held on 21 st July 2020	RESOLVED: That the Shadow Executive: Approved the minutes of the meeting held on 21 st July 2020.	Paul Hanson
06	Programme Director's Update	RESOLVED: That the Shadow Executive: a) Noted the high-level programme delivery status; b) Noted the update on change readiness and change champion recruitment; c) Noted the communication and engagement update; d) Noted the contents of the independent recommendations included in the report and; e) Noted and approved the finance monitoring report. REASONS: The report sets out the progress being made to mobilise the revised programme approach ready for implementation. It includes the finance monitoring report, the approach to change management and an update on the current status of communication completed or underway in relation to the changes to the programme. ALTERNATIVE OPTIONS: The report is for information only. CONFLICT OF INTERESTS DECLARED AND DISPENSATIONS GRANTED: None.	Paul Helsby
07	Pensions Administering Authority Information Paper	RESOLVED: That the Shadow Executive: Selected West Northamptonshire as the Administration Authority (option 3), as detailed in the Options Appraisal attached in Appendix A. REASONS: The scheme manager for the Northamptonshire Pension Fund, known as the "Administering Authority" is currently Northamptonshire County Council (NCC). When NCC ceases to exist, a new Administration Authority must be selected to perform the critical functions listed in the report. ALTERNATIVE OPTIONS: Basing the Pensions Service in a different location to the	Martin Henry

		<p>Administration Authority would lead to additional complexities in how the service functions.</p> <p>CONFLICT OF INTERESTS DECLARED AND DISPENSATIONS GRANTED: None.</p>	
08a	Council Tax Harmonisation Task & Finish Group Report	<p>RESOLVED: That the Shadow Executive:</p> <p>Noted the progress made by the Council Tax Harmonisation Task & Finish Group.</p> <p>REASONS: The approach adopted by West Northamptonshire Council in respect of Council Tax Harmonisation and the Local Council Tax Reduction Scheme will be pivotal in determining the total level of resources available for the new Council.</p> <p>ALTERNATIVE OPTIONS: The report is for information only.</p> <p>CONFLICT OF INTERESTS DECLARED AND DISPENSATIONS GRANTED: None.</p>	Martin Henry
08b	Disaggregation Task & Finish Group Report	<p>RESOLVED: That the Shadow Executive:</p> <p>Noted the progress made by the Disaggregation Task & Finish Group.</p> <p>REASONS: The Disaggregation Task and Finish group has completed its work. The output of the Task and Finish group will be an input for the Budget and Medium-Term Financial Plan Task and Finish group to commence their work.</p> <p>ALTERNATIVE OPTIONS: The report is for information only.</p> <p>CONFLICT OF INTERESTS DECLARED AND DISPENSATIONS GRANTED: None.</p>	Martin Henry
08c	Day One Accommodation – West Report	<p>RESOLVED: That the Shadow Executive:</p> <p>Deliberated and agreed that the current working and location agreements are maintained where feasible, safe and legal for Day One as shown in the attached report, under the sections “Recommendation” and “Approach”.</p> <p>REASONS: Adoption of the principles set out in this report will allow the Future Northants</p>	Colette McDade

		<p>Programme to communicate clearly on the principles for Day One Accommodation that will affect staff and elected Members across the West Northamptonshire District and Borough authorities and the County Council.</p> <p>ALTERNATIVE OPTIONS: Exceptions to this may be made where they are essential to the provision of key services to residents, or to maintain alignment with any changes to legislation such as the changeable Covid-19 situation.</p> <p>CONFLICT OF INTERESTS DECLARED AND DISPENSATIONS GRANTED: None.</p>	
08d	Communications and Engagement Task & Finish Group Report	<p>RESOLVED: That the Shadow Executive:</p> <p>a) Noted the three designs as set out at Appendix A to the report;</p> <p>b) Noted that the designs have gone out to staff, trade unions, councillors, partners and the public to seek opinion via an online survey;</p> <p>c) Noted that this feedback will be used to shape and inform any additional work required and will present the final logo to the Shadow Executive for approval in November, and;</p> <p>d) Noted that the Centre for Public Scrutiny have been approached for an additional peer opinion on the designs.</p> <p>REASONS: The report provided an update to the Shadow Executive on the work so far on the visual identity/logos for West Northamptonshire Council. The Communications & Engagement Task & Finish Group has been working graphic design resources produce the options for account accessibility requirements.</p> <p>ALTERNATIVE OPTIONS: Options were set out in the report and will now be subject to public consultation.</p> <p>CONFLICT OF INTERESTS DECLARED AND DISPENSATIONS GRANTED: None.</p>	Rachel Hand
09	West Northamptonshire Unitary Council Draft Blueprint	<p>RESOLVED: That the Shadow Executive:</p> <p>a) Noted the progress made on preparation for the new Unitary Council and approve the Draft</p>	Anna Earnshaw

		<p>Blueprint including how the services are likely to be configured within the new Council, taking into account the arrangements agreed with the Executive with regard Northamptonshire County Council (NCC) Services and aggregation of District and Borough Services;</p> <p>b) Noted the aspirations and opportunities set out in the papers as a result of bringing services together and the underpinning capabilities being progressed in relation to our digital transformation as well as consider future aspirations for the People and Place of West Northamptonshire;</p> <p>c) Endorsed the wider engagement programme as set out in section report with all Members and stakeholders on the content of the blueprint and more detailed work that sits below the summary presented today, in order to understand the service plans for day 1;</p> <p>d) Agreed to receive feedback on the draft Blueprint from employees, all Members and trade unions at a future meeting (to help shape the final agreed approach) following the recent commencement of the Union and Staff engagement, and;</p> <p>e) Recommended to the West Northamptonshire Shadow Authority that they adopt the Draft Blueprint.</p> <p>REASONS: The report set out the draft blueprint for how service areas within the West Northamptonshire Unitary may be organised at vesting day, as well as an overview of some key areas, plans to ensure a safe transfer and aspects of service improvement. This work is a requirement of the Structural Change Order.</p> <p>ALTERNATIVE OPTIONS: There are no policy implications of the Draft Blueprint although they may help inform future plans as political priorities are set.</p> <p>CONFLICT OF INTERESTS DECLARED AND DISPENSATIONS GRANTED: None.</p>	
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Date Issued: 28th August 2020

WEST NORTHAMPTONSHIRE
SHADOW OVERVIEW AND SCRUTINY COMMITTEE

Monday, 17 August 2020

Shadow Overview and Scrutiny Committee Members present:

Councillor Jane Birch (Chair)	Councillor Jamie Lane (Deputy Chair)
Councillor Ann Addison	Councillor Dermot Bambridge
Councillor Julie Davenport	Councillor Andre Gonzalez de Savage
Councillor Dennis Meredith	Councillor Ken Ritchie
Councillor David Smith	Councillor Allen Walker
Councillor Mike Warren	

Other Shadow Council Members present:

Councillor Rebecca Breese, Chair, Council Tax Harmonisation Task and Finish Group, West Northamptonshire Shadow Authority

Officers present:

George Candler	Interim Chief Executive, West Northamptonshire Shadow Authority
Martin Henry	Interim Chief Finance Officer, West Northamptonshire Shadow Authority
Susan Zeiss	Interim Monitoring Officer, West Northamptonshire Shadow Authority
Paul Hymers	Strategic Finance Adviser, South Northants Council
Belinda Green	Operations Director CSN Resources
Tracy Tiff	Democratic and Member Services Manager, Northampton Borough Council
Ed Bostock	Democratic Services Officer, Northampton Borough Council

1 APOLOGIES FOR NON-ATTENDANCE

Apologies for absence were received from Councillor Penny Flavell, Councillor James Hill, Councillor Ian Morris and Councillor Mark Wesley.

2 NOTIFICATIONS OF REQUESTS TO ADDRESS THE MEETING

There were none.

3 MEMBERS' DECLARATIONS OF INTEREST

There were none.

4 CHAIR'S ANNOUNCEMENTS

There were none.

5 MINUTES

RESOLVED: That the Shadow Overview and Scrutiny Committee approved the minutes of the meeting held on 30 June 2020.

6 UPDATE - FINANCE

Councillor Rebecca Breese, Chair of the Council Tax Harmonisation Task and Finish Group, introduced the report, highlighting that Council Tax is a substantial element of the budget and can therefore impact on both services provided and residents.

Councillor Breese highlighted the disparity between Council Tax of the sovereign councils of the West and that the Task and Finish Group was investigating how Council Tax could be harmonised. One of two different methods of harmonisation can be used and either method would create a financial impact.

Martin Henry, Interim S151 Officer, gave the Shadow Overview and Scrutiny Committee a comprehensive presentation on the Council Tax Harmonisation and Council Tax Reduction Scheme highlighting the salient points:

Different levels of Council Tax are raised in each of the constituent areas across West Northamptonshire.

The charge for the County Council's element of the Council Tax charge will be consistent across the County but the individual districts and boroughs will have historically levied different amounts of Council Tax for the services they provide.

The Committee was provided with an example: Council Tax for 2020-21 levied for each of the individual areas (based on a Band D property):

Daventry District Council £1,451.56

Northampton Borough Council £1,516.26

South Northants Council £1,481.75

Average Council Tax for a band D property in an English Shire Authority is £1,541.

Council Tax income equates for around two thirds of the entire budget, approximately £207 million.

The Committee was provided with details and the financial implications of both methods of harmonisation:

Average Council Tax approach – referendum principles are applied to the average Council tax calculated for the area. This approach generates a greater amount of total Council Tax income.

Individual Area Council Tax approach – referendum is applied to each of the individual areas. This limits the amount of Council Tax that can be derived as the referendum amount can only be applied to the lowest levying Council Tax area.

The Shadow Overview and Scrutiny Committee made comment, asked questions and heard:

- It was confirmed that Parish and Town Council precepts are not included as they have their own powers.
- Council Tax setting levies must be harmonised by year eight at the latest.
- In response to a query regarding percentage increases, the Interim S151 Officer advised that increases would appear steep in year one but if increased over a number of years the increase would be gradual. All modelling presented to the Committee was based on 3.99% referendum and no change in the tax base.
- Concerns were raised regarding a potential increase in Council Tax due to the harmonisation and whether an additional option of a zero-percentage increase could be provided also. It was confirmed that this could be provided as an option.
- It was noted that the Average Council Tax approach to harmonisation would always generate more.
- It was emphasised that although Council Tax is just one element of the budget setting process, it is a significant component. Council tax income is crucial to the financial viability of the new Unitary. The Interim S151 Officer confirmed that further information on the budget would be shared with the Committee at future meetings.

The Interim S151 Officer appraised the Committee of the context of the Local Council Tax Reduction Scheme (LCTRS). LCTRS replaced Council Tax benefit in 2013. Council Tax benefit was a nationally prescribed scheme, LCTRS is a local scheme set at the discretion of the relevant district or borough council.

The scheme applies to working age claimants. Eligible pensioners continue to receive up to 100% Council Tax support depending on the levels of income they are in receipt of.

The Committee was advised that the schemes (minimum Council Tax payable) are different across the three district and borough Councils in the West:

Daventry District Council 20%

Northampton Borough Council 31%

South Northants Council 8.5%

It is estimated that a move to an 8.5% scheme across the West would cost an additional £2.5million, a move to a 20% scheme across the West would cost an additional £0.9million and a move to a 31% scheme across the West would save £0.6million.

A change to the LCTRS would impact upon the tax base and on the precept raising ability of the Police, Fire and Crime Commissioner and Town and Parish Councils.

The scheme will need to be fully consulted upon and it was envisaged there would be a comprehensive, meaningful consultation process for a six-week period

commencing in October 2020. Various options would be included within the consultation process.

An LCTRS must be in place by 31 January 2021.

The Committee made comment and heard:

- It was highlighted that the Council Tax Harmonisation Task and Finish Group is mindful of the impact that a potential increase in Council Tax could have on the most vulnerable residents and the Committee received details of case studies to explain this.
- Concerns were raised regarding individuals currently exempt from paying Council Tax, for example students and how the scheme might impact upon them. A full list of exempt categories of individuals should be considered.
- In answer to a query regarding how care leavers would be affected by the LCTRS, the Interim S151 Officer advised that details provided do not include care leavers and further modelling would have to take place. This would generate further budget pressures.
- It was noted that issues such as single occupancy reduction are not dealt with under the LCTRS
- It was confirmed that Officers were able to calculate the number of people eligible under the LCTRS

Shadow Overview and Scrutiny Councillors further commented:

- It was felt that it would be more beneficial for the Shadow Overview and Scrutiny Committee to undertake further finance scrutiny work, rather than setting up a separate Working Group to undertake this role.
- The Committee commended the excellent presentation provided to it on the Council Tax Harmonisation Scheme and LCTRS.
- Councillors reiterated that the Council Tax Reduction Scheme should include a zero-percentage option. A full list of those exempt from Council Tax should be added for information.
- A balanced budget must be produced and the need for increases in certain areas were recognised.

RESOLVED: :

- (1) That the report in relation to the harmonisation of Council Tax and the Local Council Tax Reduction Scheme was noted.
- (2) That other financial topics in relation to the budget would be included within the Shadow Overview and Scrutiny Committee's work programme.
- (3) That the Shadow Overview and Scrutiny Committee, rather than a smaller working group of Overview and Scrutiny members, will receive further detailed financial information in relation to the budget.

7 WNSA – EXECUTIVE FORWARD PLAN

George Candler, Interim Chief Executive, West Northamptonshire Shadow Authority, addressed the Shadow Overview and Scrutiny Committee and referred Members to the WNSA Executive Forward Plan. He advised that the Shadow Executive was scheduled to receive an update on the Transformation Programme at its September meeting and it was suggested to the Shadow Overview and Scrutiny Committee that it receives an update on the Transformation and Financial Programme at its meeting on 8 September 2020.

The Shadow Overview and Scrutiny Work Programme 2020/2021 is currently being drafted and would be circulated to the Committee shortly. Topics that were suggested at the informal workshop would be included, for example:

Transformation

Finance

Governance, including and review of the constitution and localism

It was suggested that recommendations from the Shadow Overview and Scrutiny Committee regarding the transformation and financial programme could be presented to the Shadow Executive at its November 2020 meeting.

RESOLVED:

- (1) That the Shadow Overview and Scrutiny Committee receives a presentation on the Transformation and Financial Programme at its meeting on 8 September 2020.

8 URGENT BUSINESS

There was none.

There being no further business, the meeting concluded at 20:15 hours

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW AUTHORITY MEETING

Tuesday 15th September 2020

Report of the Interim Head of Paid Service

Report Title	Appointment of the Statutory Officers and other Senior Officers for the new Senior Leadership Team of West Northamptonshire Council
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1. Purpose

- 1.1 The purpose of this report is to recommend to the Shadow Authority the permanent appointment of the Senior and Statutory Officer roles for the new leadership team for the West Northamptonshire Council.
- 1.2 The report also recommends the designation of the interim Monitoring Officer for the Shadow West Northamptonshire Council.

2. Recommendations

- 2.1 That the following be confirmed as Directors and designated statutory officers for the West Northamptonshire Shadow Authority and the West Northamptonshire Council:
 - Martin Henry as Director of Finance and Statutory Section 151 Officer (Chief Finance Officer); to be appointed to a salary of £130,000 (*within the advertised grade of £130, 000 - £140, 000*)
 - Catherine Whitehead as Director of Legal and Democratic Services and Statutory Monitoring Officer; to be appointed to a salary of £110, 000 (*within the advertised grade of £110, 000 - £115,000*)
 - Stuart Lackenby as Director of Adult Social Service and Statutory DASS officer; to be appointed to a salary of £130, 000 (*within the advertised grade of £130, 000 - £140, 000*)
 - Cathi Hadley as Shared Director of Children's Services and Statutory DCS (joint with North Northamptonshire Council); to be appointed to a salary of £150, 000 (*within the advertised grade of £145,000 - £155, 000*).

(Reason for Recommendations – The appointment of Statutory officers is for decision by the Shadow Authority. In line with government guidance and the importance of transparency and of objective justification for senior salaries the basis for the recommended salary is set out in this paper).

- 2.2 That Andrew Hunkin be confirmed as interim Monitoring Officer for the West Northamptonshire Shadow Authority with effect from 21st September 2020 until the permanent Director of Legal and Democratic Services and Statutory Monitoring Officer is confirmed and commences their appointment.

3. Report Background

- 3.1 The appointment of the senior leadership team is a significant step towards establishing the new West Northamptonshire Council. It enables Members, supported by the recently appointed permanent Chief Executive, Anna Earnshaw, to drive forward the transformation that is needed to successfully transition to the new unitary on 1st April 2021. The new Chief Executive will commence her role on 1 October 2020.
- 3.2 The Northamptonshire (Structural Changes) Order 2020 specifies that, 'each shadow authority must before 31st December 2020 appoint a person to become, on and after that date: i) the Council's monitoring officer; ii) the council's Chief Finance Officer; and iii) the council's Head of Paid Service'.
- 3.3 Prior to the formation of the West Shadow Senior Appointments Committee and the Senior Appointments Task and Finish group in June 2020, Council Leaders agreed that these three statutory roles, along with some further leadership roles in Adults and Children's social care should be recruited to the West Northamptonshire Council:
- Chief Executive; incorporating Head of Paid Service statutory designation;
 - Director of Finance; incorporating Chief Finance Officer / S151(CFO) statutory designation;
 - Director of Legal and Democratic Services; incorporating the Monitoring Officer statutory designation;
 - Director of Adult Social Service; incorporating the DASS statutory designation;
 - A shared Director of Children's Services; incorporating the DCS statutory designation to sit across both unitary authorities; with oversight of the Children's Trust.
- 3.4 To attract the most suitable candidates and ensure compliance with the Structural Changes Order (2020) in appointing the three statutory posts before 31st December 2020, leaders agreed to launch a national recruitment campaign in May 2020.
- 3.5 After a procurement exercise, which resulted in Penna being selected as the preferred external executive search and recruiting partner, this campaign was developed by Leaders in conjunction with the Future Northants HR Programme and Penna and resulted in a national advertisement campaign "Shaping Our future" being launched in the Municipal Journal and online throughout the months of May and June. The Shadow Leader, Cllr McCord, also positively encouraged internal employees to apply.
- 3.6 A benchmarking exercise was undertaken to agree salary ranges for these senior roles, based on roles in comparable Unitary councils, both in terms of the size and complexity of services delivered.
- 3.7 The Shadow Senior Appointments Committee and Task and Finish group was established following the first Shadow Council meeting on 2nd June 2020. The selection strategy and appointment process was developed in the Task and Finish Group meetings during June. The Shadow Senior Appointments Committee agreed a series of recommendations from the Task & Finish Group at its meeting on 7th July 2020.

- 3.8 A transparent and holistic selection approach was agreed; with the aim of involving as many Councillors and stakeholders as possible in these key appointments. To enable this wider involvement of councillors in the decision making, the Senior Appointments Committee on 7th July 2020, established a main appointment Sub-Committee as provided for in the West Northamptonshire Shadow Authority Constitution, and hereafter referred to as the interview panel with member panels to advise it, together with the partner panels, which also contained relevant stakeholders. The interview panels conducted the interviews in confidence during the 1st week of September.

The interview and other panels were each led by a member of the Shadow Executive and included over 43 different members from across the Shadow Council. These Members took part in main panel and member stakeholder panel engagement. We were also very grateful for the positive involvement of stakeholders from our partners in Health, Police and the voluntary sector. Their valuable involvement and feedback gave the interview panels a different perspective on candidates and allowed the selection to take into account feedback on each candidate's approach to working with partners.

Our new Chief Executive, Anna Earnshaw, was also able to take part in the interviews as a senior adviser to the main panels; supporting the shaping of West Northamptonshire's new leadership team.

- 3.9 The appointment panels received a briefing and training on recruitment and selection prior to the interviews by the Local Government Association during July and August 2020.
- 3.10 Due to the complex and thorough procedure undertaken by the interview panels, the time it took to source, interview and finalise negotiations with candidates, (especially against the backdrop of Covid-19 restrictions and the summer holiday period), it was not possible to convene a further meeting of the Senior Appointments Committee in time to make the decision about which Candidates to recommend to Full Council at this meeting. The decision could not be delayed until the next Full Council meeting, which is in February, as that would not have met the deadline of 31st December 2020 imposed by the Northamptonshire (Structural Changes Order) 2020.
- 3.11 The Interim Head of Paid Service has therefore used the authority granted to him in Part 4D Meeting Procedure Rules Paragraph 19 of the Constitution to take the urgent decision on behalf of the Senior Appointments Committee. This decision was to receive the outcomes and recommendations of the interview panels and recommend to Full Council the appointments contained in Paragraph 4 of this report. The designation set out in Paragraph 6 of the report is recommended directly by the Head of Paid Service under delegated authority.

4. Leadership Appointments – Panels and Recommended Appointments

4.1 Recommended Appointment of Director of Finance (CFO/ S151)

The main appointment panel was chaired by Cllr McCord; who was joined by Cllr Longley, Cllr Breese, Cllr Eldred, Cllr Randall and Cllr Harris.

The appointment panel received a total of 14 applications for this recruitment campaign and longlisted 8 candidates to undertake the technical assessment process. 4 candidates were shortlisted and interviewed on Tuesday 1st September 2020.

The conclusion of the main appointment panel is to recommend the appointment of Martin Henry as West Northamptonshire's permanent Director of Finance and Section 151 Officer. Martin is currently the interim Section 151 Officer for West Northamptonshire Shadow Authority and also the Executive Director of Finance and Property at South Northamptonshire Council. He has worked in and with local government and the wider public sector for almost 30 years and has spent nearly 15 years of that period as a Chief Financial Officer. Martin has extensive experience of operational financial management; as well as delivering a range of successful corporate strategies and procedures.

4.2 Recommended Appointment of Director of Legal and Democratic Services (MO)

The main appointment panel was chaired by Cllr Nunn; who was joined by Cllr Brown, Cllr Shephard, Cllr Rawlinson, Cllr Ashraf and Cllr Lofts.

The appointment panel received a total of 7 applications from this recruitment campaign and longlisted 5 candidates to undertake the technical the assessment process. 2 candidates were shortlisted and interviewed on Wednesday 2nd September 2020.

The conclusion of the main appointment panel is to recommend the appointment of Catherine Whitehead as West Northamptonshire's permanent Director of Legal and Democratic Services and Monitoring Officer. Catherine is currently the Head of Democratic, Legal and Policy/ Monitoring Officer for Wycombe District Council (now Buckinghamshire Council). She is a highly experienced lawyer who has operated at senior board level for over 15 years. She has successfully advised and delivered on unitary transition and transformation.

4.3 Recommended Appointment of Director of Adult Social Services (DASS)

The main appointment panel was chaired by Cllr Auger; who was joined by Cllr Herring, Cllr Stone, Cllr Beardsworth, and Cllr Bowen.

The appointment panel received a total of 16 applications from this recruitment campaign and longlisted 10 candidates to undertake the technical the assessment process. 4 candidates were shortlisted and interviewed on Thursday 3rd September 2020.

The conclusion of the main appointment panel is to recommend the appointment of Stuart Lackenby as West Northamptonshire's permanent Director of Adult Services (DASS). Stuart is currently the Director of Adult Social Care for Sandwell Metropolitan Borough Council. He is a registered social worker and has worked in Adult Social care for over 22 years; operating at a senior level for the past 5 years. He brings considerable experience of strategic leadership planning and successful implementation of change and transformation.

4.4 Recommended Joint Appointment of Director of Children's Services (DCS)

This role has been agreed by West and North Northamptonshire Councils as a joint role and a joint appointment. The agreed employer for this shared role is North Northamptonshire Council from 1st April 2021.

The joint appointment panel comprised:

Cllr Golby, Cllr Baker and Cllr Birch for the West Shadow Authority; and

Cllr Brackenbury (Wendy), Cllr Edwards and Cllr McGhee for the North Shadow Authority.

The appointment panel received a total of 5 applications from this recruitment campaign and longlisted 2 candidates to undertake the technical assessment process. 1 candidate was shortlisted and interviewed on Tuesday 8th September 2020.

The conclusion of the joint appointment panel is to recommend the appointment of Cathi Hadley as the shared Director of Children's Services for the West and North Northamptonshire Councils; and the shared DCS Statutory Officer designation for both. Cathi is the current Director of Children's Services for Northamptonshire County Council and has been leading the improvement agenda over the last year. She brings a wide range of both social care and business skills and experience to the role and has worked for a number of local authorities in her career in a variety of senior management roles. Cathi has also worked in the private sector specifically within the provision of fostering service.

5. Issues and Choices

- 5.1 In accordance with part F of the Shadow Authority's Constitution, the Staff Employment Procedure Rules this recommendation was sent in confidence to each member of the Shadow Executive Committee in order to establish if any member of the Shadow Executive Committee had any objection to the proposed appointment. No objections from the Leader, on behalf of the Shadow Executive Committee have been raised to this recommendation.

Subject to ratification by the Shadow Authority, a start date will be confirmed with the candidates; taking into account their notice obligations.

6. Designation Recommendation for the Interim Monitoring Officer

- 6.1 At the inaugural meeting of the Shadow Authority on 2 June 2020, Susan Zeiss was appointed interim Monitoring Officer for the West Northamptonshire Shadow Authority, as per the requirements set out in the Northamptonshire (Structural Changes) Order 2020. Susan has now resigned from her position as she has been successful in securing a new role with another Council. Susan's appointment will end on 8 October 2020 and her last working day is 25th September 2020.
- 6.2 In order to comply with the Structural Change Orders, there is a requirement to appoint an interim Monitoring Officer for the West Shadow Authority for the period between 25 September 2020 and the start date for Catherine Whitehead, the permanent Director of Legal and Democratic Services/ Monitoring Officer (start date still to be confirmed).

The Interim Head of Paid Service therefore recommends that:

Andrew Hunkin is designated as the interim Monitoring Officer for the West Northamptonshire Shadow Authority with effect from 21st September 2020 to enable a short handover period with the current incumbent. This interim designation will cease when the permanent officer commences in post.

7. Implications (including financial implications)

7.1 Policy

The appointment of Statutory Officers by 31 December 2020 is a requirement that is laid down in the Northamptonshire (Structural Changes) Order 2020.

7.2 Resources and Risk

The appointment of Statutory Officers will enable a safe and legal transition from the shadow authority to the Unitary Council in 2021.

7.3 Legal

The appointments to the Statutory Officer designations ensures compliance with the Northamptonshire (Structural Changes) Order 2020 and other relevant legislation.

7.4 Equality and Health

The appointment process followed a fair and transparent process. Eligible candidates were invited to apply to a national and open recruitment campaign.

Report Author:
Marie Devlin-Hogg – Unitary HR Enabler, Future Northants Programme

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW AUTHORITY MEETING

15th September 2020

Report Title	West Northamptonshire Unitary Council Draft Blueprint for approval
Report Author	Anna Earnshaw Deputy Chief Executive & Director of Adults, Communities & Wellbeing

1. Purpose

1.1 The purpose of this report is to set out the draft blueprint for West Northamptonshire Unitary Council and how services are generally expected to be organised at vesting day, as well as an overview of some key areas, our plans to ensure a safe transfer and aspects of service improvement.

2. Recommendations

2.1 It is recommended that the Shadow Authority:

2.1.1 Note the progress made on preparation for the new Unitary Council and approve the Draft Blueprint including how the services are likely to be configured within the new Council, taking into account the arrangements agreed with the Shadow Executive with regard to the disaggregation of Northamptonshire County Council (NCC) Services and aggregation of District and Borough Services.

2.1.2 Note the aspirations and opportunities set out in the papers as a result of bringing services together and the underpinning capabilities being progressed in relation to our digital transformation as well as consider future aspirations for the People and Place of West Northamptonshire,

2.1.3 Endorse the wider engagement programme as set out in section 4 of this report with all Members and stakeholders on the content of the blueprint and more detailed work that sits below the summary presented today, in order to understand the service plans for day 1.

3. Report Background

- 3.1 Work on the potential designs for the two new Unitary Councils was progressing well at the start of 2020 when the COVID-19 Pandemic struck. As a result of the situation, the programme and normal Council services were forced to pause and all attention and focus was rightly targeted at dealing with the risks and consequences of the pandemic.
- 3.2 With this in mind, and recognising the demands COVID placed on all our Councils, it was agreed that the Future Northants programme would continue but the focus would shift to achieving a reduced “safe and legal plus” transfer. This means our priority has been ensuring all services could safely operate and that all day 1 “must haves” were in place in order for us to meet the Structural Changes Order legal deadline of April 2021 for the new Councils to go live.
- 3.3 However, all members of the Shadow Executive agreed that we would also:
- seek wherever possible to implement transformation, wherever safe to do so, (the “plus”) prior to vesting day, and
 - that where possible, and only if it is safe and practical, we would split NCC services and staff into the two new unitary footprints on day 1 this will reduce service and staff disruption later.
- 3.4 Since then the Future Northants Programme, working with Chief Executives, has been developing a “blueprint” of how the new Council service might look on day 1 and specifically how we would split out “disaggregate” the NCC services and bring them together with the District and Borough services to create a functioning Council. The draft blueprint presented to the Shadow Authority today now provides an overview of what is proposed for approval.

4. Approach to the Draft Blueprints

- 4.1 The draft Blueprint set out in the supporting papers is not designed to be a structure chart for the new Council, but represents a functional view of how services will come together. Behind this high level view sits more details about the activities to transfer services, day 1 must haves and staff in scope of each of the functions.
- 4.2 This work provides the foundations for the next step of the plan as we prepare for implementation and the basis to commence discussions with the staff and unions about how staff will be designated to the West or North Northants Councils. This will form part of a formal consultation process on future plans and TUPE arrangements.
- 4.3 It should be noted that Adults Social Care intends to create its new Shadow West and North service structures during 2020 and ahead of the Vesting day. This is being done to align the changes resulting from service transformation, which is already underway, and to ensure that there is minimal disruption for staff and Adults customers on day 1. This is being done in a specific formal consultation process with the Unions and Staff which has now commenced.

- 4.4 Members should particularly note the new Council “Service maps” on pages 11 (West) and 13 (North) respectively which sets out how each of the new Unitary Councils will be made up from the NCC & District & Borough services. Given the nature of NCC services, the complexity of splitting them or the limitations of existing arrangements, it was agreed that different treatment of the services was required to ensure we could remain safe and legal and in some cases existing contract arrangements may need to continue for a while or one Unitary may need to act as the ‘lead’ commissioning Council or temporary ‘host’ of services for the other.
- 4.5 There are 4 main ways that NCC services have been treated when deciding the day 1 blueprint, these are:
- Disaggregate - These are NCC services that can clearly be split on day 1 into North & West Unitary Council Services
 - Externally Provided - These are NCC services that are provided by other organisations to NCC now and will continue to be provided in that way to the new authorities.
 - Hosted - These are NCC services that will need to be hosted by one **Unitary Council** and provided to the other for a period until any prerequisites or dependencies are resolved to support a future split. Primarily, this will be for up to 12 months with a few areas being hosted for longer until key tasks or contract periods are ended, at which point they will be split.
 - Lead - These are NCC services that we plan to move to Lead Authority model where one Unitary Council provides services to the other under an SLA because splitting them will detrimentally effect services for Council staff or in some cases external customers of those services.
- 4.6 For District and Borough services, it is assumed that all current functions and staff for South Northants, Northampton Borough Council and Daventry District Council will move to the West and that all functions and staff for Corby Borough Council, Kettering Borough Council, East Northants Council and Borough of Wellingborough Council will move to the North Unitary.
- 4.7 At this stage it is assumed that staff will remain in their current locations for day 1 unless, as in Adults Services, it is agreed as part of consultation with staff and Unions that service will operate from new locations.

5. Transformation and Future Council Aspirations

- 5.1 First and foremost, it is essential that Members can feel confident that services will operate safely and effectively on day 1 and the supporting papers set out how Members can feel assured of this in key areas of our People services, Place services and in terms of our IT and Customer services functions.
- 5.2 But all areas of the programme have also considered the opportunities to transform before vesting day (the “plus”) or to prepare a roadmap for future transformation opportunities to be taken up and delivered by the new

Councils. Where possible the “plus” transformation changes have been built into the Blueprint designs for day 1 and key aspects of the changes being made have been included. But the papers also set out some of the significant future opportunities we now have to bring the component parts of all the existing Councils together and make West and North Northants great places **to grow up, get on and grow old.**

- 5.3 Members should note that while at this stage the functional Blueprint is generic by virtue of the stage we are at, the aspirations that have been articulated could now provide the foundation for developing the future designs and plans for the new Council and link into the Task and Finish Group Work on the Vision and Values that will truly shape the future organisation model for West Northamptonshire Council.
- 5.4 Mid Term Financial Plan (MTFP) Task and Finish group which will be looking at the future budgets for West Northamptonshire Council taking into account the disaggregation of NCC services and any additional costs created as a result of splitting services, the aggregation of District and Borough services, the impacts of COVID, the progress of all existing MTFP savings initiatives and the government settlement when announced later in the year.
- 5.5 Until that is complete, we will not be able to include additional transformation initiatives for delivery but we will continue to build a pipeline of opportunities for implementation and the transformation teams will continue beyond vesting day to provide the capacity and capability to maintain ongoing transformation priorities for each Council. The Transformation Member Task and Finish Group can start to review and assess priorities for transformation beyond vesting day and feed into the planning process.

6. Implications (including financial implications)

6.1 Policy

- 6.1.1 There are no policy implications of the blueprints although they may help inform future Council plans as political priorities are set.

6.2 Resources and Risk

- 6.2.1 From a finance perspective, Members should note that the Draft Blueprint, day 1 plans and the “plus” elements of the programme have all been budgeted for within the existing programme arrangements. These will feed into the MTFP Task and Finish group which will be looking at the future budgets for West Northants Council taking into account the disaggregation of NCC services and any additional costs created as a result of splitting services, the aggregation of District and Borough services, the impacts of COVID, the progress of all existing MTFP savings initiatives and the government settlement when announced later in the year.
- 6.2.2 Throughout the recent programme development work, the greatest risk faced by the programme was the ability to progress plans robustly in the context of wider COVID pressure and in a way that would ensure that services could safely transfer and ensure that all legal duties would be maintained. Alongside

the wider Blueprint development there has been considerable work undertaken to ensure that all services and functions have identified all the critical products and day 1 must haves that will be required for the safe and legal transfer. Work has already been completed to baseline all services and subject to Shadow Council approval on the draft Blueprints, stakeholder briefings will take place on the details behind these and implementation work will commence.

6.3 Legal

- 6.3.1 There are no legal implications of the Blueprints at this stage although their formation is a critical part of the steps towards fulfilling the requirements of the Structural Change Order.

6.4 Equality and Health

- 6.4.1 There are no health Equality and Health assessments at this stage as these are high level Blueprints about future form. Where there are any impacts on residents or staff through a proposed change in service or delivery, this will be consulted on in line with the duties of the Council. Wider stakeholder briefings are also planned and this will be followed by more detailed staff engagement and Member consultation as the detailed plans are confirmed.



FUTURE NORTHANTS

Unitary Council DRAFT Blueprints



Objectives Today



- Presentation of the Draft Service Blueprints to Members.
- That members consider the draft blueprints / alongside the disaggregation and aggregation proposals for staff and services and endorse the direction of travel.
- Agree that we will hold separate North & West detailed Blueprint sessions with members.
- Agree we can share the outline blueprints with staff & unions.
- Agree what is going to the Shadow Executive in terms of detail.

What we're going to show you



- The steps taken to complete the DRAFT blueprints
- Overall draft blueprint for the future Councils
 - Overarching view - how the services will be delivered & fit together
 - Confirmation – what will be delivered by who and where
 - Sense of Place and People - approaches in the new Unitaries
 - Transformation - being delivered for Adults and in Customer and Digital Services
- Supported by background material
 - detailed service function blueprint manuals
 - Details of year 1 plans and plans to split hosted services

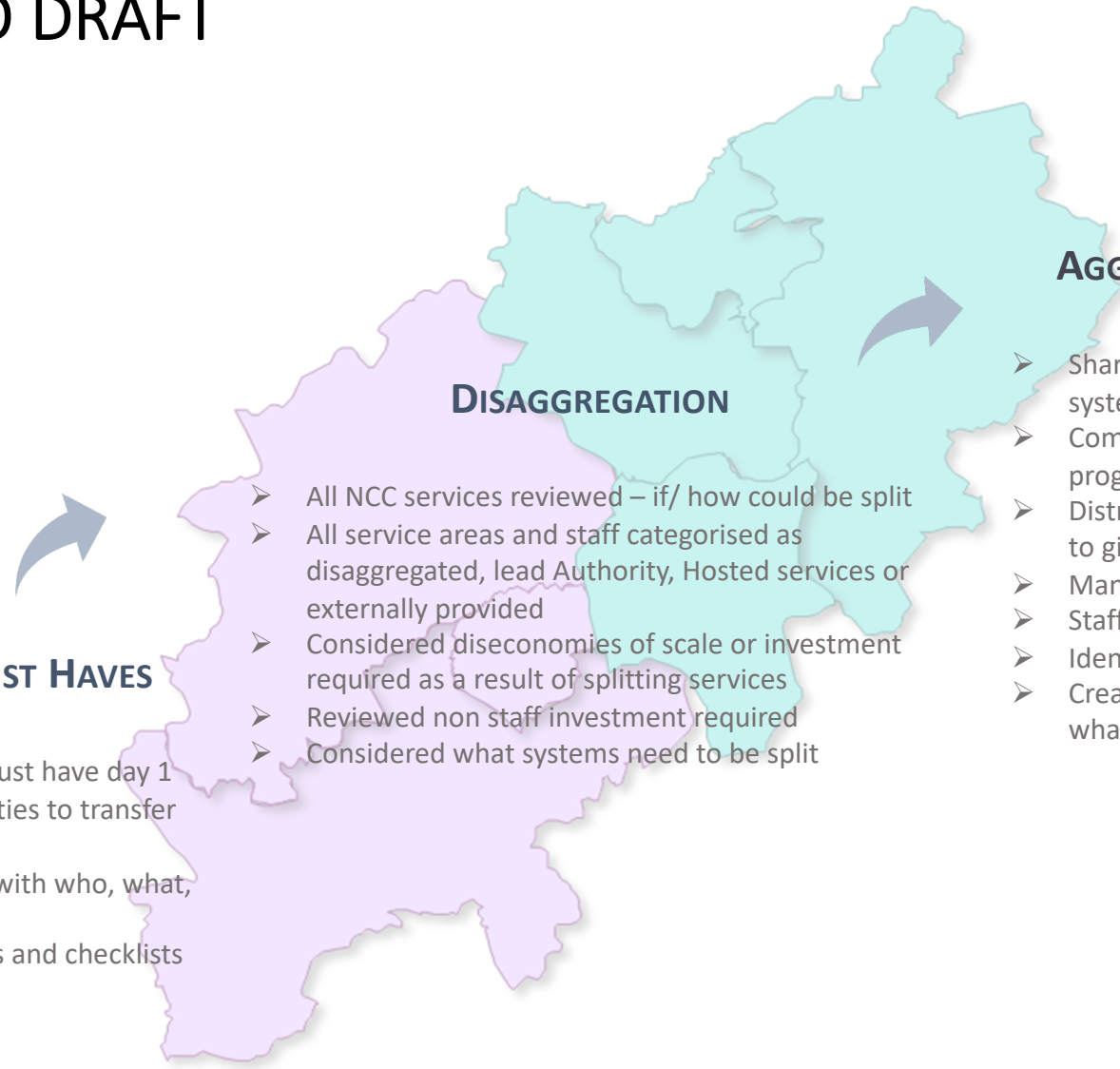


FUTURE NORTHANTS

Unitary Council Draft Blueprints

Background &
Context

OUR JOURNEY TO DRAFT BLUEPRINTS



SAFE & LEGAL DAY 1 MUST HAVES

- All services areas consulted on must have day 1 products, capabilities and certainties to transfer safely and legally
- Collated lists of all requirements with who, what, when and how defined.
- All programmes tracking products and checklists of critical must haves

DISAGGREGATION

- All NCC services reviewed – if/ how could be split
- All service areas and staff categorised as disaggregated, lead Authority, Hosted services or externally provided
- Considered diseconomies of scale or investment required as a result of splitting services
- Reviewed non staff investment required
- Considered what systems need to be split

AGGREGATION & BLUEPRINT PRODUCTION

- Shared systems and cross cutting tools, capabilities and systems identified for implementation.
- Common policy and procedure areas identified and progressing for Day 1
- District & Borough staff reviewed & overlaid NCC staffing to give total staffing picture for all functions.
- Management posts and structures identified for functions
- Staff & functions assigned to Portfolio
- Identify “plus”, COVID learning and transformation
- Creation of blueprints setting out the day 1 services: what transfers as is, what changes and how things work.

REMINDER: UNITARY BUSINESS IMPERATIVES



Business imperatives we must achieve



Day one Safe & Legal

First and foremost all programmes must achieve **a safe and legal day 1 transition.**

That means that we must have the staff, systems, budgets, procedures and policies to deliver our statutory duties.

We need to avoid disruption to services to our residents and businesses and that nothing falls through the net in the transfer, especially protecting vulnerable residents and children.



Support Services

We agreed to ensure the continuity and robustness of key LGSS support services for our new Councils and partners (who share & buy them) that we would keep these services together under a lead authority model.



Cost-Effective

We need to ensure our blue prints are affordable and we continue to deliver balanced budgets & planned savings. We will need to look at the diseconomy of splitting things and the opportunity for innovation and from bringing things together to get a total picture.

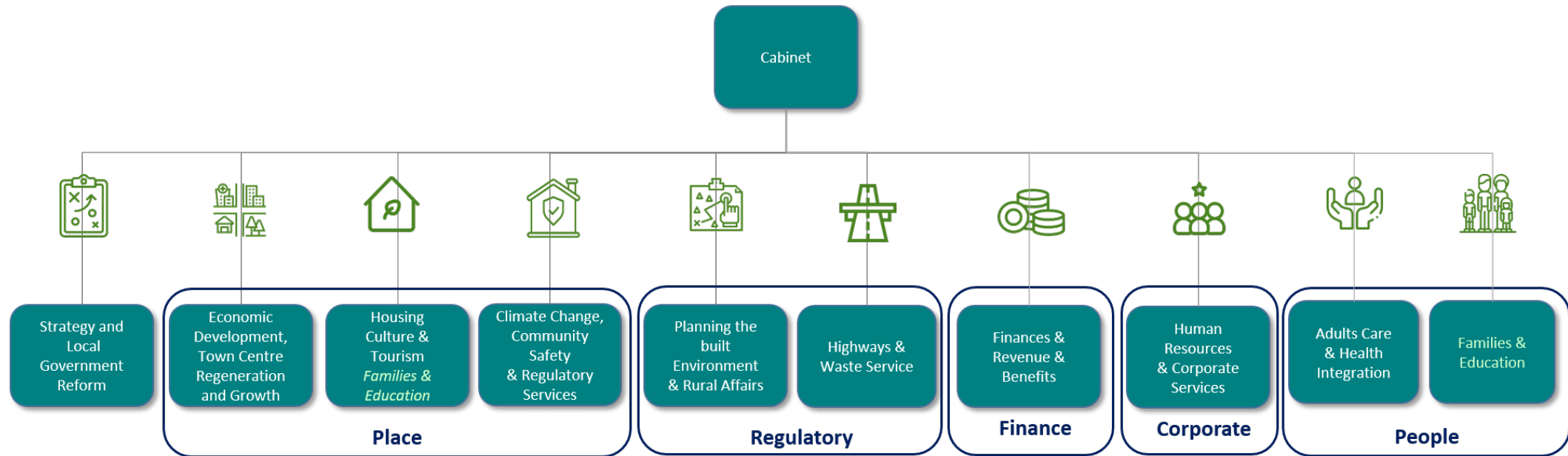


Transformation

Wherever and its safe and doable, we want to find ways and opportunities to transform and deliver “plus” elements in the programme.

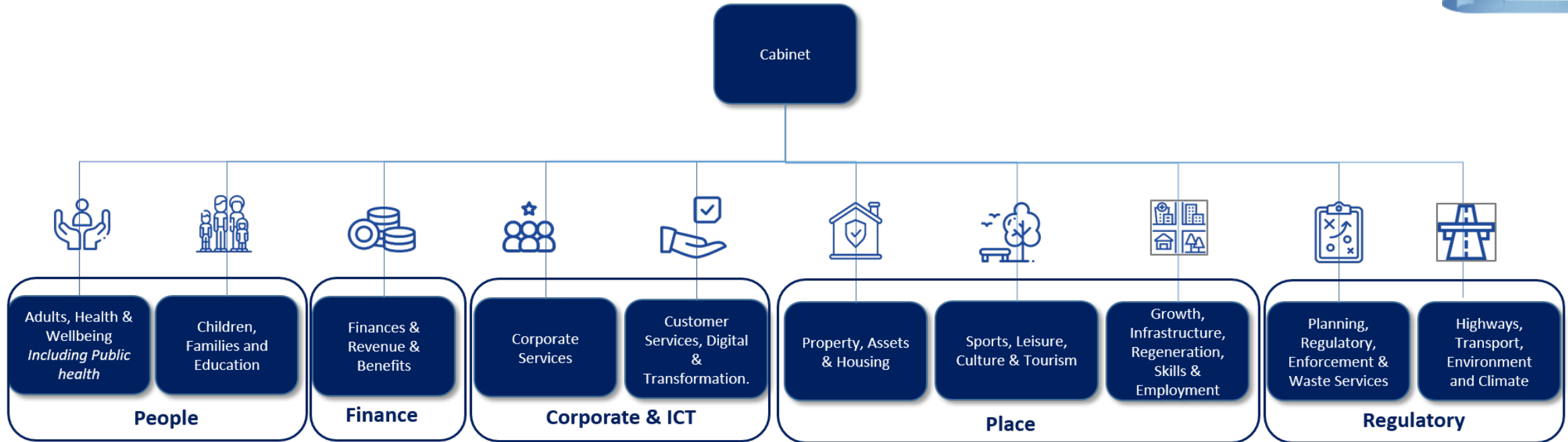
Where we cant do it this side of Unitary we will set out the opportunities, ideas and new ways of working that we want to pursue and build a pipeline of transformation projects that the two Unitaries can implement to improve services efficiencies and best practice post day 1.

West Portfolios



The Blueprints have been set out in chapters that reflect key themes or directorates that underpin in Unitary Councils portfolios

North Portfolios



The Blueprints have been set out in chapters that reflect key themes or directorates that underpin in Unitary Councils portfolios



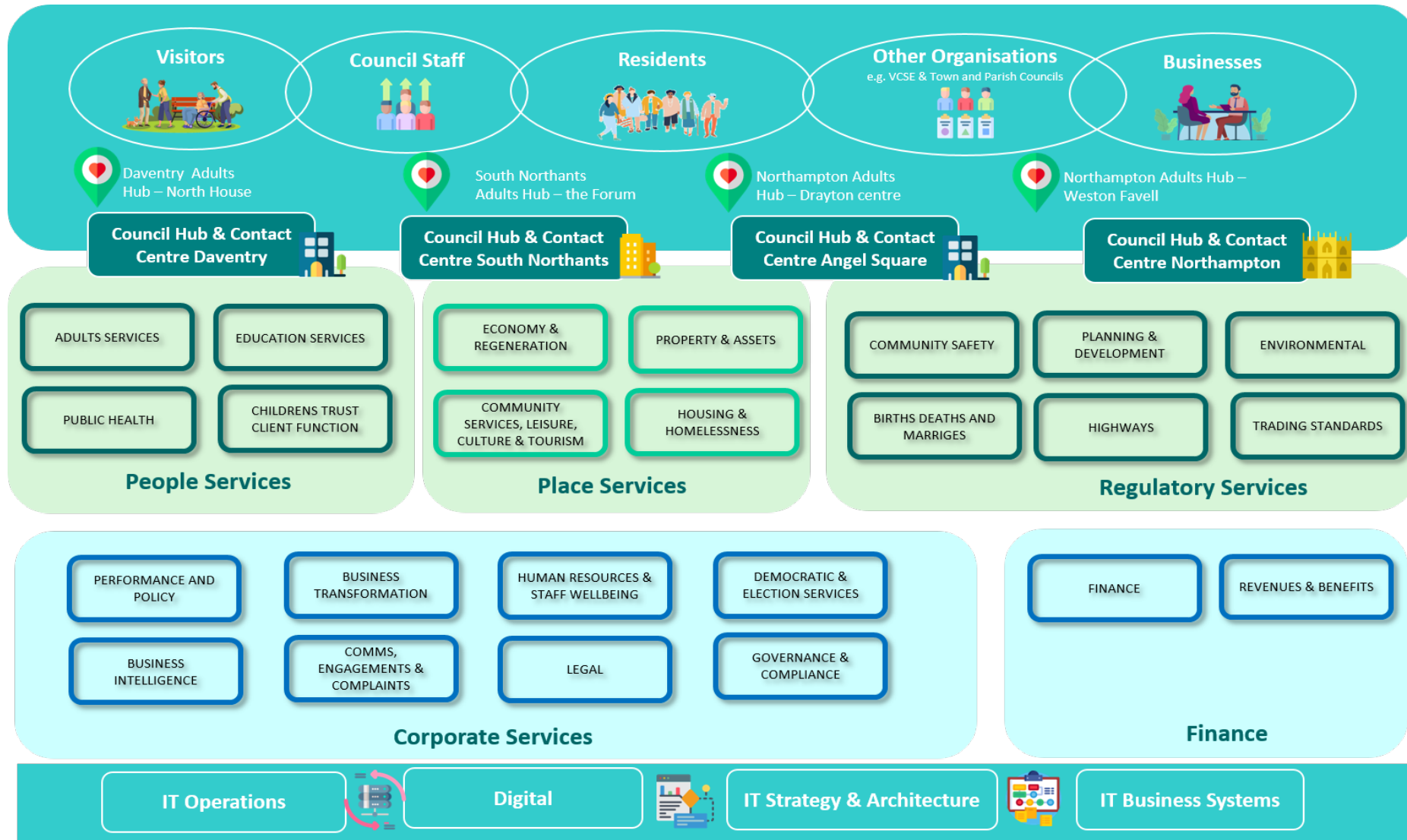
FUTURE NORTHANTS

Unitary Draft Council Blueprints



DRAFT Blueprints

West Draft Blueprint – Functional Map



Customer Service Front door

Range of access points supported by professionals & contact centre technology to route calls and automate more on-line transactions

Fulfilment Services

Providing a range of services to the people and places within the unitary footprint

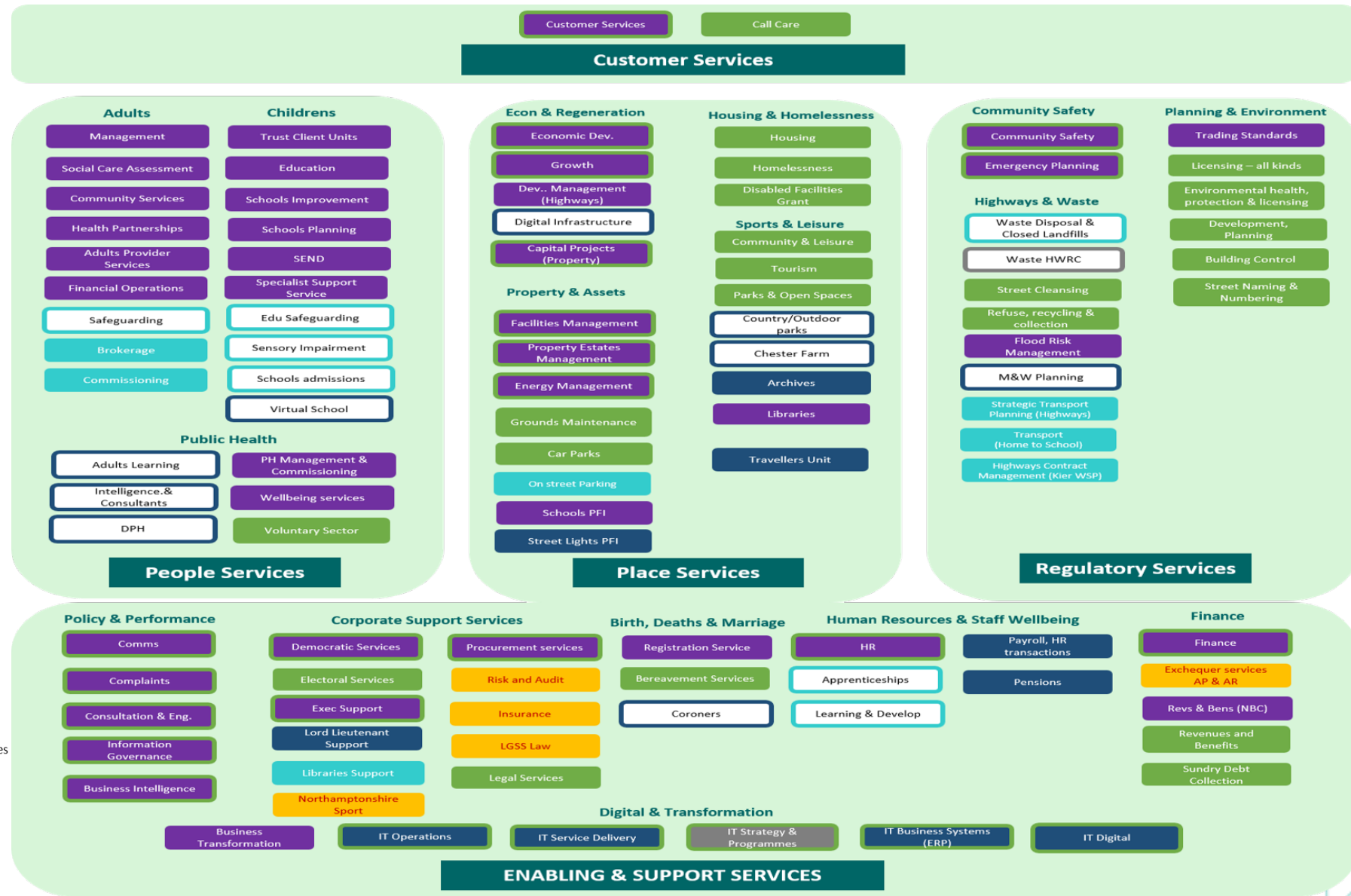
Enabling and Support Services

Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

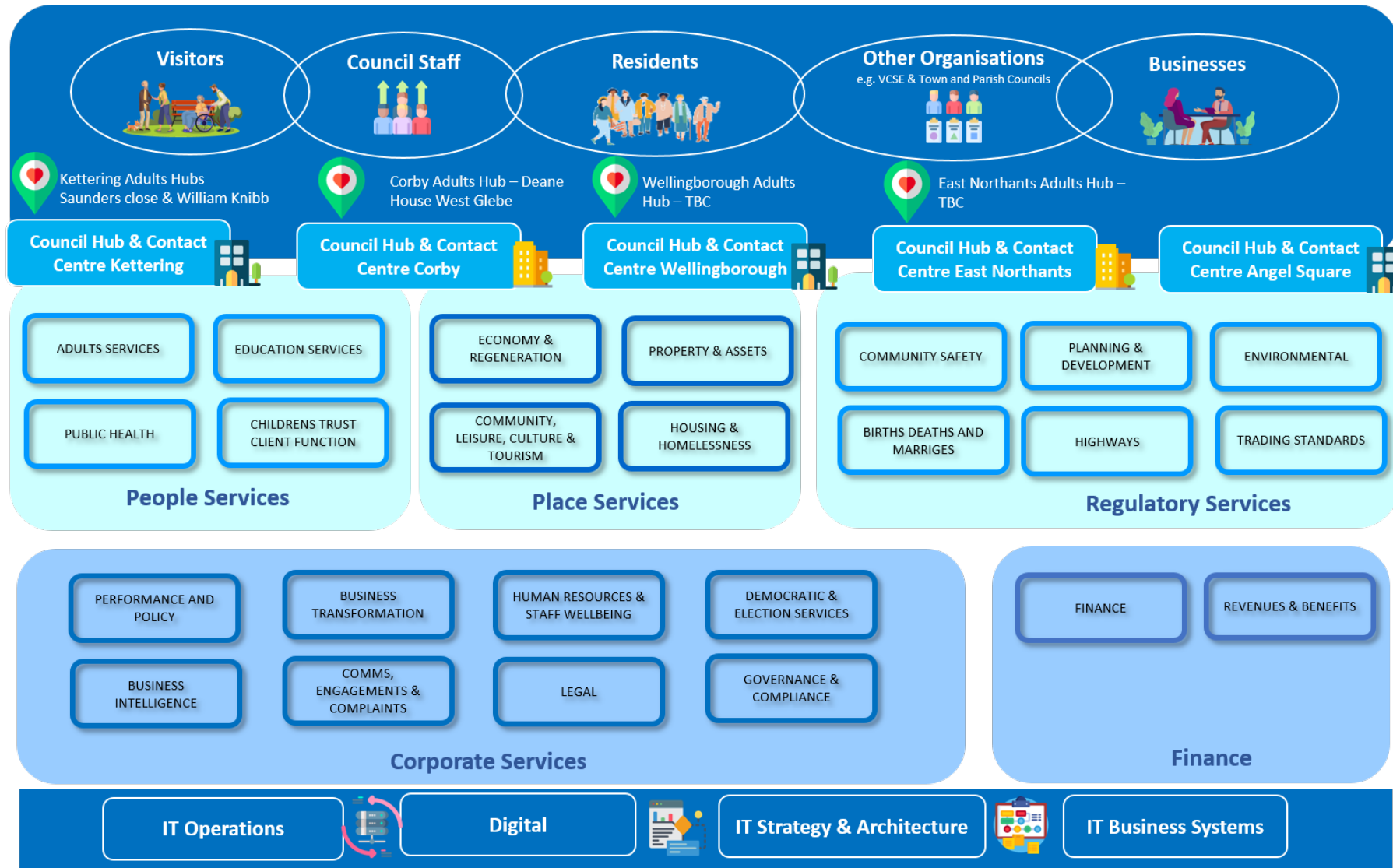
West Draft Blueprint

This is how the West blue print is made up from the NCC & D&B services

- Key:**
- NCC only function that is disaggregated
 - NCC & D&B Common function
 - District & Borough only function that is aggregated
 - NCC function that is Lead Authority - Provider
 - NCC function that is Lead Authority - Receiver
 - NCC function hosted for up to 12 months - Provider
 - NCC function hosted for up to 12 months - Receiver
 - NCC function hosted for more than 12 months - Provider
 - NCC function hosted for more than 12 months - Receiver
 - Function provided by other organisations to the new authorities



North Draft blueprint – Functional Map



Customer Service Front door
Range of access points supported by professionals & contact centre technology to route calls and automate more on-line transactions

Fulfilment Services
Providing a range of services to the people and places within the unitary footprint

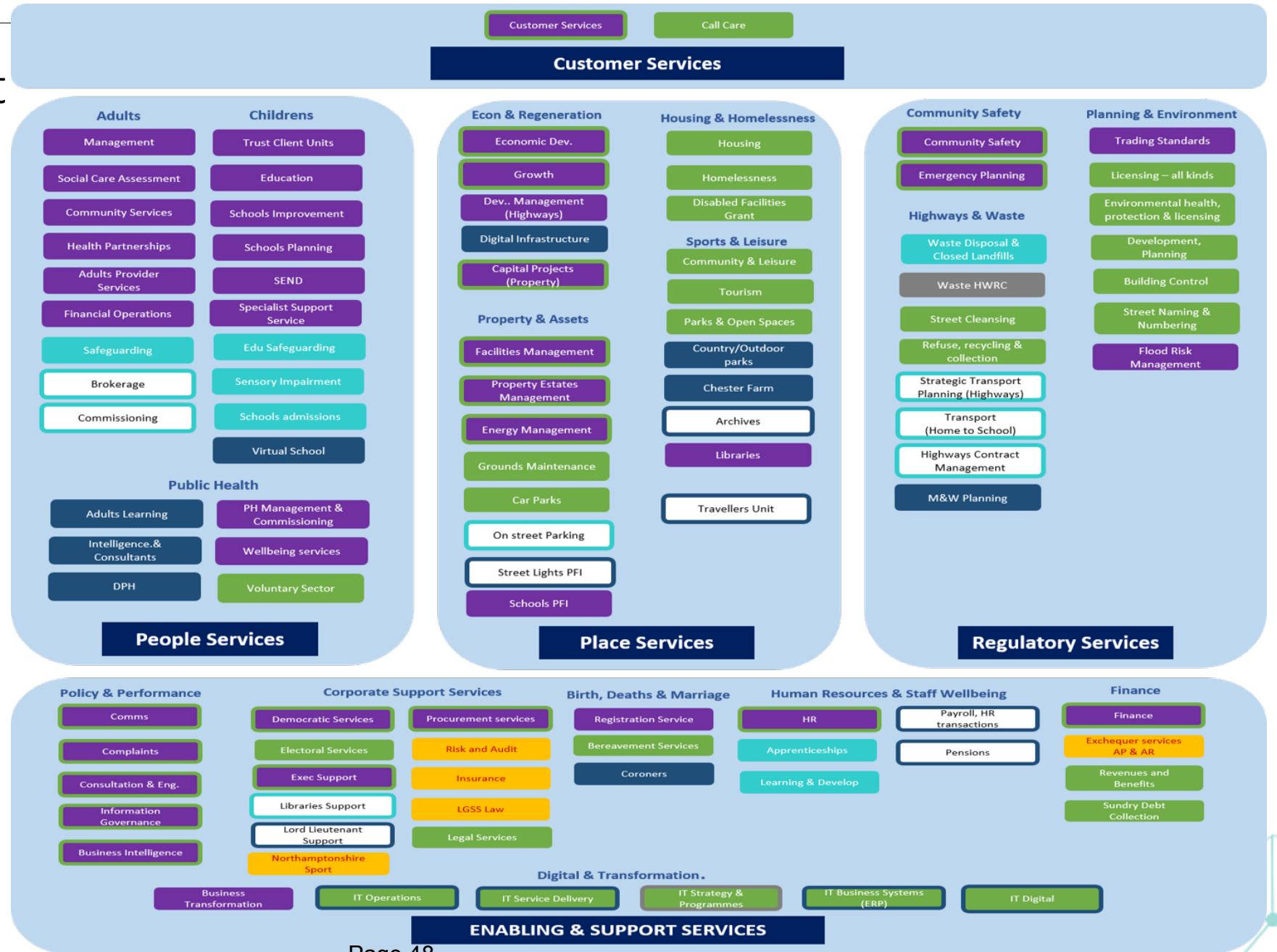
Enabling and Support Services
Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

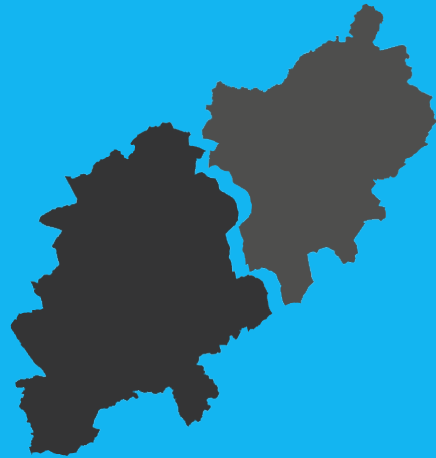
North Draft Blueprint

This is how the North blue print is made up from the NCC & D&B services

Key:

- NCC only function that is disaggregated
- NCC & D&B Common function
- District & Borough only function that is aggregated
- NCC function that is Lead Authority - Provider
- NCC function that is Lead Authority - Receiver
- NCC function hosted for up to 12 months - Provider
- NCC function hosted for up to 12 months - Receiver
- NCC function hosted for more than 12 months - Provider
- NCC function hosted for more than 12 months - Receiver
- Function provided by other organisations to the new authorities





FUTURE NORTHANTS

Unitary Draft Council Blueprints

Key Directorate Themes
and Opportunities

Our People, Our Place

With the blueprint “wiring” complete and agreed we now have the opportunity to bring our component parts together and make West and North Northants great places **to grow up, get on and grow old**. The next slides provide some of potential opportunities



BLUEPRINT FOR TOMORROW – PEOPLE SERVICES



Aspirations for our residents wellbeing

Integrated Health and Social care services organised around our residents and focused on good health outcomes.

People are living longer and healthier lives than ever before, with good health outcomes and a reducing gap in inequalities.

Our residents live independent, fulfilling lives, within strong, healthy, inclusive and resilient communities.

We work with people & their communities supporting them to help themselves and connecting them to the assets and services around them.

We continue to work with our partners and communities to innovate and improve our offer, helping people recover from illness sooner, promoting fostering, reducing social isolation and loneliness, and supporting our most vulnerable residents

Aspirations for protecting the Vulnerable

We support people to deal with the challenges of life before they become too hard to manage, through early help and intervention.

We make sure children and adults, particularly those who need more help, are healthy, safe and protected from harm.



Aspirations – a child Friendly Councils

Supporting families to give children the best start in life

Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes

Improving social, emotional and mental health and wellbeing

Help young people into adulthood, to develop life skills, and be ready for work

Aspirations – a age Friendly Councils

Making our County a great place to grow old.

Prioritising prevention; Promoting opportunities for older people to be healthy, active, included and respected

Developing accessible and affordable transport options to help older people get around

strong focus on social networks within neighbourhoods - Helping older people participate and reducing social isolation.

BLUEPRINT FOR TOMORROW – PEOPLE SERVICES - ADULTS



OUR MISSION IS TO MAKE THE BEST USE OF THE AVAILABLE RESOURCES TO KEEP PEOPLE IN NORTHAMPTONSHIRE SAFE AND INDEPENDENT

Assurance for transfer

Unitary Teams in place – Adults teams will have been operating in their new Unitary structures and out in their community hubs since October 2020 ensuring service continuity and minimal disruption.

Legal Duties. Adults service that meets its 6 statutory duties: advice and signposting, helping people support themselves, providing social care assessments, meeting eligible social care need, developing social care markets, protecting the vulnerable

Ensuring quality across Adult Services: The new model of service provision means that we will provide services of a high quality and in such a manner that the whole system is simpler to use and access for all people, carers and partners.

Financially Sustainable - A service that meets the needs of all residents in such a manner that it delivers the good outcomes they require, they value and within budget - helping them as far as possible to remain in their own homes.

PLUS Areas being delivered for Day 1

Sticks like glue: Our people will have the time to understand and listen to our residents and be well connecting in the community. The service will help people maintain control over their lives, sticking like glue to them until they achieve their outcomes and avoiding hand-offs.

There will be **no presumption of ongoing support.** We will be **easy to get in touch** with, and always have a conversation.

People will **tell us their story once**, we'll listen to their problems to make sure we really understand what they want and need.

We'll **think differently** about how we support them through their crisis, and increase their links into communities, charities and family. Where we connect people to services we'll 'stick like glue' to make sure everything works out.

If people need ongoing help **we'll think creatively** to design the support they need, and once they're settled we'll check in to make sure it's **working for them.** We'll also get in touch annually to make sure the right options are in place.

TRANSFORMATION Opportunities to Develop

Integrated place and People services - Adult social care transformation gives greater opportunity through the use of strengths based and place based working to integrate with current district and borough services as well as current NCC services. This includes housing, well being services, library and information services, community engagement and safety.

Integrated Care across Northamptonshire (ICAN) - The opportunity to further develop and embed the integrated health and Care through our joint programme with 3 aims

- Ensuring people stay well
- Ensuring people stay at home
- Ensuring no one is in hospital unless they have to be

Community Resilience - Further strengthen links to the voluntary and third sector

Commissioning strategies to be place & population based. Strengthen prevention services across health, social care and communities.

Accommodation strategy that underpins collaborative working with communities.

BLUEPRINT FOR TOMORROW – PEOPLE SERVICES - CHILDREN



Assurance for transfer

Childrens Trust Client Unit in place – childrens managed against a clear set of outcomes for children and ongoing improvement, helped to account through a clear contract and performance measures and financial transparency.

Legal Duties. An Education service that meets its statutory duties and the associated timescales expected of a Local Authority.

Disaggregation of the DSG and Base Budget for Education to meet the service requirements.

Partnership working: Education Working with key partners and stakeholders to support and challenge improvement where needed through solid performance information.

Ensuring quality across Education Services: through pathways which meet the children and young peoples needs both of Education and for the Children's Trust

Trust as part of Council - Ensure that the trust remains connected to and part of the Councils corporate plan

PLUS Areas being delivered for Day 1

Getting the Best Start in Life : An Education service that is focused upon improving Education outcomes for all of our Children and Young People

Childrens Trust - Work with Children's Trust to embed SLA and KPI – efficient pathways for children accessing both services

Schools Sufficiency and Specialist School Placements – medium term transformation

Vulnerable Learners - Medium term strategy for DSG and Vulnerable Learners – specifically use of EHE, AP and culture with the schools

.

TRANSFORMATION Opportunities to Develop

Creating a bright future - creating a place where all children are given the best start in life and young people grow up inspired to exceed expectations

Integrated early help offer in our communities incorporating maternity, health visiting, antenatal and parenting support services, all working to identify issues early and respond to those needing support.

Education Journey - Our children have a good primary education and successful transition to secondary school, attending and achieving throughout

life ready children on exit from secondary school, equipped for work and life-long learning

Additional support - children and families requiring specialist and additional support have their needs identified early and appropriate person centred support is provided

BLUEPRINT FOR TOMORROW – PEOPLE SERVICES – PUBLIC HEALTH



Assurance for transfer

Legal Duties –service that meets its duties across the system through the statutory appointment of a Director Public Health to be responsible on behalf of the council for the following functions: weighing and measuring of children, health check assessments, sexual health services, public health advice service to health partners, health protection.

The money: Public Health will discharge its statutory duties and be able to meet the needs of residents and deliver good outcomes within its budget and according to grant conditions.

Services: Public Health service commissioning and delivery will be based on intelligence, best practice and modelled with future demand and trajectories in mind.

Focused: Public Health will target its services using intelligence and insight, to address local inequalities within North Northamptonshire.

Sharing more: Public Health will have a presence at a strategic (ICS) and operational (ICP) level to ensure staff skills mix is maximised.

PLUS Areas being delivered for Day 1

Public Health has a strong focus on outcomes across the county and targeting areas of inequality and poor health outcomes.

Preventative strategies means that all individuals who live in Northamptonshire can and do benefit from such an approach.

strong focus on community within PH which impacts positively across Leisure, communities, housing and the environment.

Intelligence led strategies and plans – significant use of and access to data ensuring that all decisions improve outcomes across the community.

TRANSFORMATION Opportunities to Develop

Transformation – Public Health transformation gives greater opportunity through place based working to integrate health and wellbeing services across the unitary functions and align with Growth Strategy and our Climate Change ambitions.

Integration - The opportunity to further develop and embed the integrated care system with health across both unitary councils.

Commissioning strategies and opportunities to be able to develop further and more quickly.

Strengthen prevention services across health, social care and communities.

Consider an accommodation strategy that underpins **collaborative working with communities**.

BLUEPRINT FOR TOMORROW – PLACE SERVICES

Aspirations for Housing & Wellbeing

Boost the pace of housing development and improve the quality, choice and affordability of the homes on offer so that our housing markets meet the requirements and aspirations of existing and future residents.

We need to create a housing offer to meet the needs and aspirations of existing and future residents.

support improved health across the whole population, encouraging and supporting people to make healthier choices, promoting wellbeing and preventing homelessness and ill-health in the first place

Aspirations for Leisure & Tourism

Increased local and national awareness of, pride in, and engagement with our culture, leisure and visitor economy

Provide the infrastructure and embed behaviours that enable more of our residents to be more active, more often, improving their health, well-being and quality of life.

To develop and market as a great area to visit. To enhance the sporting, historic & cultural offer of the area to increase visitors.

residents and visitors more involved with, contribute to, and benefit from our wider cultural ambition and assets



Aspirations for Communities

Build on the strengths and perseverance of our communities over during recent months and COVID-19.

Work together with local VCSE sector groups and Parish & Town Councils to enable communities to support themselves and co-produce future services.

Implement integrated place-based services at a neighbourhood level that are able to be responsive to local need and build on the assets of the community and capacity to deliver change, survive, adapt and grow in the face of challenges

continue to work to make all our communities safe for everyone, preventing risks, threats and harm

Aspirations for Planning & Economy

Improved economic growth and reduced inequality in economic outcomes across our places and population. Increased business start-ups and inward investment, and improved business performance.

Town centres as a critical for our future success - ensuring our town centres can be re-purposed and modernised through transformational development so they can become quality places to live and work, balancing new higher-density residential development with quality cultural facilities, public spaces, a good environment for walking and cycling, public services, retail, entertainment, and employment opportunity.

BLUEPRINT FOR TOMORROW – Housing, Wellbeing & Leisure



Assurance for transfer

Maintain our COVID focus on community compliance and wellbeing.

*For day one safe and legal there will be **minimal disruption** to current working arrangements.*

We see the majority of the workforce working in the same buildings as they do now – minimising disruption and work

For our residents they will still be able to access local services locally as they do now and all service delivery locations will remain the same for day one.

Minimal disruption to existing IT systems.

Policies and practices will remain the same where possible only essential or legal changes made before vesting day.

Fees and charges for leisure usage will remain unharmonized to avoid adversely affecting take up of services and price differentials in local markets.

Alignment of existing websites to new single website will minimise potential disruption to on line service delivery ensuring that current access channels are not broken on day one.

PLUS Areas being delivered for Day 1

A single IT system used for Housing options services .

COVID- 19 recovery and reset plan to be dovetailed into new operational models with greater integrated multi-agency working and a focus on prevention and crisis management..

Maintain our Homelessness and Rough Sleeping COVID successes with 5 key areas of focus that provide the framework for our work:

- *Minimise rough sleeping*
- *Maximise homeless prevention*
- *Future role of housing related support*
- *Care leavers and youth homelessness*
- *A focus on priority groups*

Develop a seamless response between housing and social care so that we can better meet the challenges posed by children leaving care and other people with complex health and social needs; helping them to make the transition to independent living.

TRANSFORMATION Opportunities to Develop

Work to optimise the Local plan and harmonise the 5 year land supply in a way that brings forward opportunities to build new homes – including affordable homes while respecting the need for sustainable rural communities.

Work with developers and builders to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and population need for different stages of life.

The expansion of the three conversations model across housing - provide a springboard, not just a safety net – a future focus on life chances.

Join up of Leisure services with the proactive work of public health to provide a better informed service based on strong evidence & research

Integrated leisure offer in partnership with all leisure operators, enabling residents to move between facilities and experience the leisure offer they want, when and where they want it.

BLUEPRINT FOR TOMORROW – Economy, Infrastructure & Growth



Assurance for transfer

For day one safe and legal there will be minimal disruption to current working arrangements.

Review and harmonise existing scheme of delegations, policies, statements and procedures.

Review and alignment of systems and processes

Alignment of existing portals to new website will minimise potential disruption to on line service delivery ensuring that current access channels are not broken on day one.

PLUS Areas being delivered for Day 1

Complete work on economic recovery from COVID and maximise the opportunities for funding, new skills, new and early release of investment in Town developments, active schemes and infrastructure.

Review into business/market intelligence and regional analysis to understand areas of diversification and business growth and job creation of the future.

Look at Place strategy from a people perspective linking people to services and employment, enabling people to better manage their wellbeing and increasing the number of people choosing active travel and public transport

A joined up approach to digital technology, data, infrastructure, digital literacy and skills across the whole city is vital to our future success

A single asset management strategy for operational/ service property and Pan Northamptonshire Estate Framework (One Public Estate)

An investment strategy for commercial property investment to attract new businesses, grow existing businesses and generate an income for the new authorities

TRANSFORMATION Opportunities to Develop

*Investing in **people** - their health and wellbeing, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system*

*A focus on **place** will mean developing and regenerating places, supporting neighbourhoods, communities and centres to respond to economic change, growing our economic presence at the heart of the Country and alongside the Arc to pursue the opportunities for major economic hubs around the County.*

Supporting economic recovery from COVID-19 and building longer-term economic resilience – including a sustainable and joined up infrastructure helping us respond to our challenges. A resource-efficient and connected area will be a better, healthier place to live, more competitive and better placed to ride out future economic and climate shocks.

*Supporting growth and investment, helping everyone benefit from the economy to their full potential
Supporting businesses and residents to improve skills, helping people into work and into better jobs*

Targeting interventions to tackle poverty in priority neighbourhoods

BLUEPRINT FOR TOMORROW – Customer & Digital Aspirations



Aspirations for Customer services

Customers will have access everywhere and anywhere to council services through mobile applications.

Fast and effective referrals to services for people needing more help or in a crisis and needing expert support.

Through our technology we will provide a one stop shop for our customers allowing them quicker and easier access to information and transactions with a true 24/7 capability.

Aspirations for Customer services

The aim of the strategy is to make digital the preferred channel for most of our residents, businesses and visitors. This will enable us to manage demand more effectively and deploy our people where they are most needed.

A modern platform will mean we have inbuilt capability from day one to continuously extend the range of digital services offered.



Aspirations for Digital services

Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working pattern.

Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention.

Consolidate and rationalise duplicated features of legacy systems to reduce cost and improve services.

Aspirations for Digital services

Holistic view of the customer to enable customer profiling and the delivery of the right services to the right customers.

A safety net that allows vulnerable residents the opportunity to be guided through digital platforms.

Enable intra-organisation and external collaboration to streamline case management.

BLUEPRINT FOR TOMORROW – Customer & Digital



Key Customer & Digital Assurance Tasks – Day 1

Ensuring that both organisation can provide statutory reports from day one is a key requirement.

Retain the Street Doctor or equivalent reporting tool to maintain ability to report potholes and road issues.

The ERP implementation is critical across three instances and essential the the Children’s company instance is created no later than 1st November 2020 to ensure sufficient time to build and test the North and West instances. This is further complicated by the ERP system being a live environment that also supports two other councils.

The Education Capita system requires two instances for day one with data split accordingly and moved to cloud hosting in line with our wider move to a cloud leaning approach.

Eclipse must be live for adult social care records along with interim arrangements for managing the financials pending the development and roll out of the Eclipse finance module post vesting day. Children’s Eclipse implementation to commence pre vesting day.

MS 365 roll out is critical for day one to provide the new email capability and new email addresses for every employee.

PLUS Areas being delivered for Day 1

New website developed with increased self-serve and better customer experience

MS365: work from anywhere, Teams, SharePoint online, integrated solution.

24/7 working, flexible and remote working enabled by the underpinning infrastructure and learning from COVID.

Customer service contact centres are harmonised, increased remote working

Harmonised opening hours

Systems are developed/ implemented to provide single view of the customer

Tell Us Once centralised / Out of Hours reviewed and implement a service to meet the customers needs

Face to Face to be developed to enable more self serve and be in locations customers need

One telephone number

Implement automation to handle non complex email enquiries

TRANSFORMATION Opportunities to Develop

Systems and process alignment. Unitary CRM system and workforce management is designed.

Increased self serve and digital services based on user needs. Automation and robotics developed and roll out commenced.

Telephony contact centre solution is reviewed and developed.

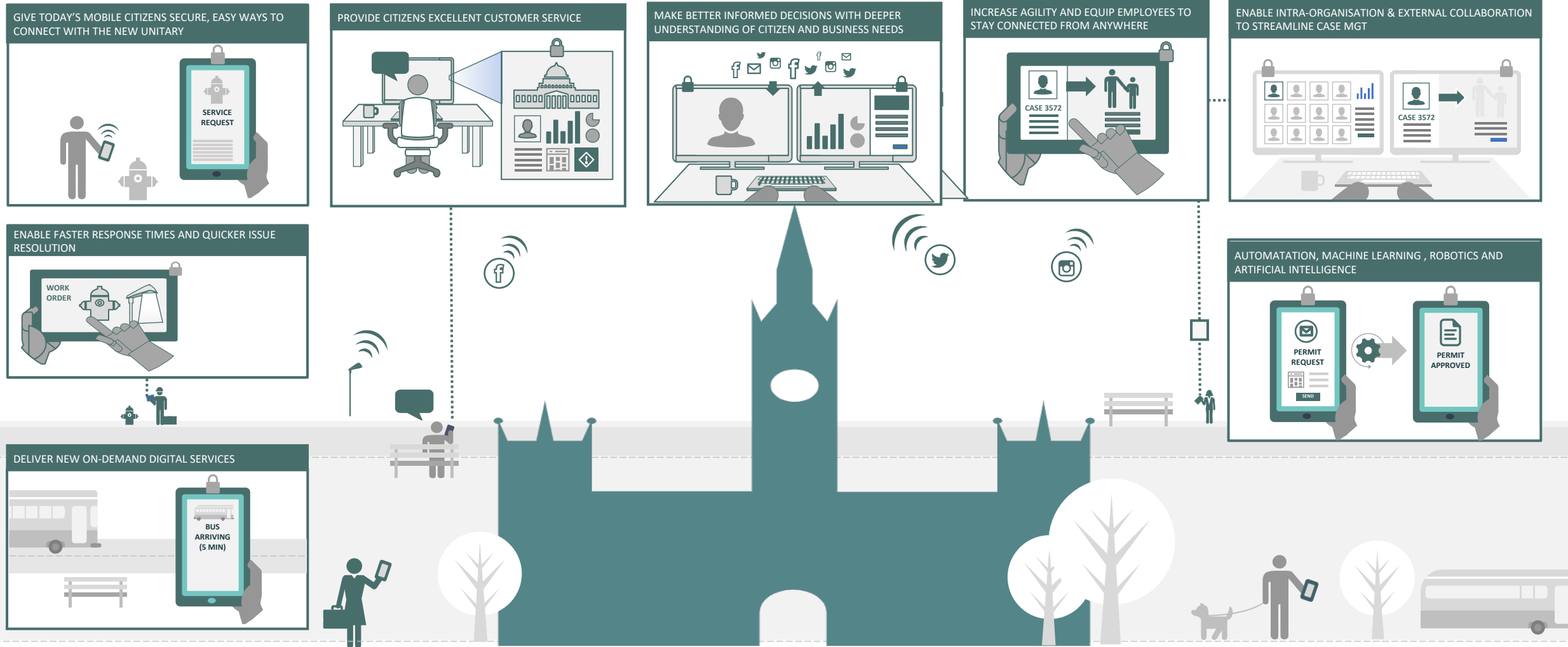
Out of Hours services and provision is reviewed and changes implemented.

Tell Us Once is centralised process led by customer services.

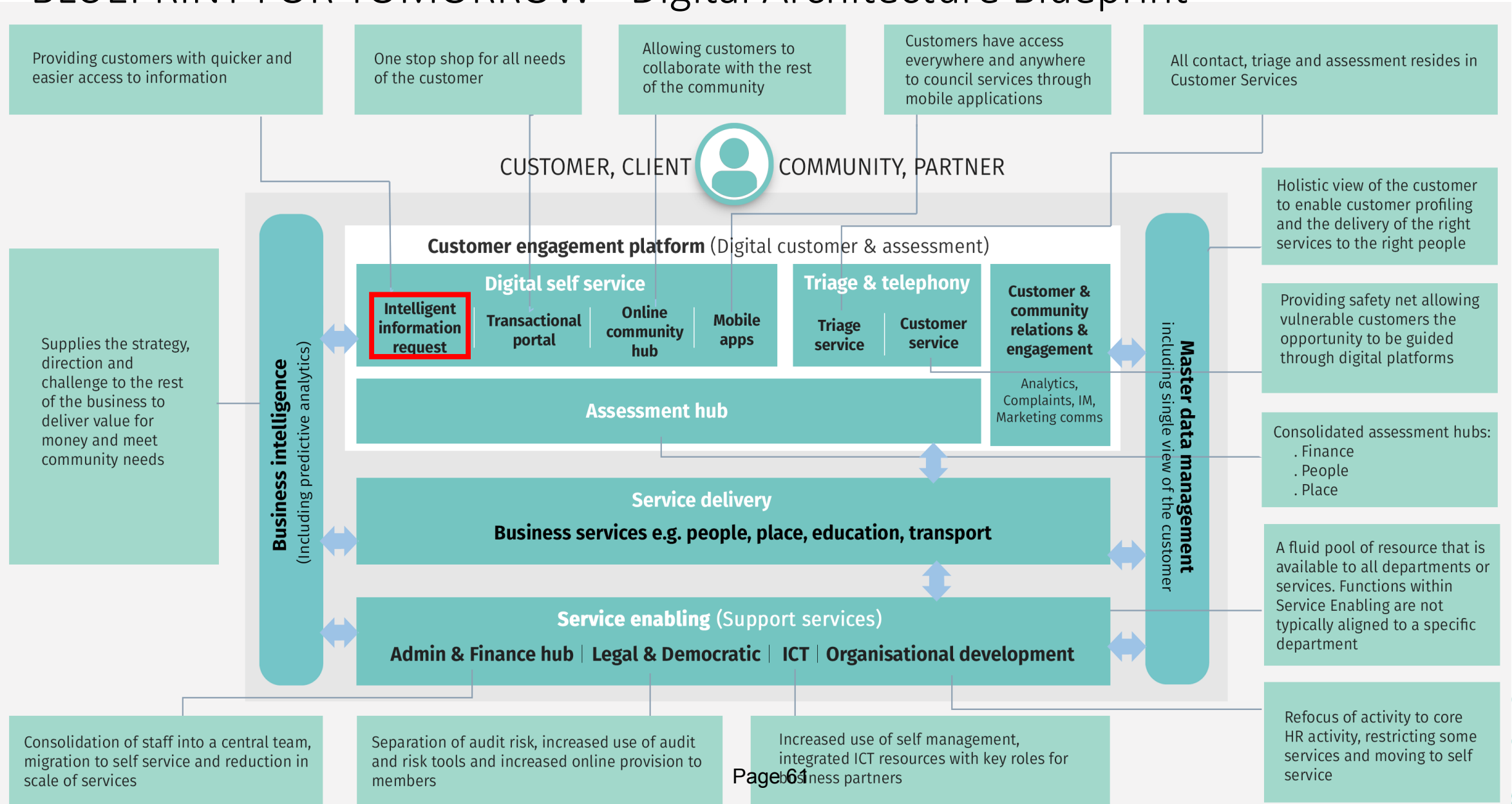
Decommissioning of legacy systems to reduce licence costs and radically reduce silo working through better information flow and single view of customer.

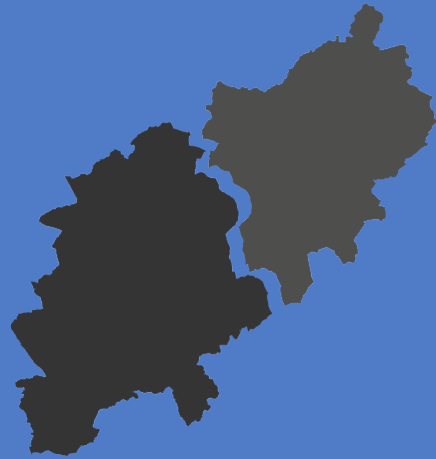
COVID 19 has accelerated the pace of change for digital adoption, for all users of our services (internal and external)

BLUEPRINT FOR TOMORROW – Customer & Staff Digital Transformation



BLUEPRINT FOR TOMORROW – Digital Architecture Blueprint





FUTURE NORTHANTS

Unitary Council Blueprints

Key Areas of Focus and
Development at Next Stage

BLUEPRINT FOR TOMMORROW – Next Steps

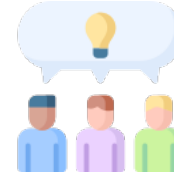
Focus on Staff and Customers



Digital Strategy - Complete work and embed our digital capabilities to ensure we maximise the use of tools and technology to improve and transform the way the councils work, provide services and engage with residents.



Communications enable us to clearly explain the challenges and opportunities to our residents, partners and other key stakeholders, and to engage them in being a part of the solutions, further strengthening these vital relationships and collaborative working.



People Strategy - set out our ambition to be the best place to work, retain talent, and develop leaders – underpinned by a culture of fairness, diversity and collaboration. focus on keeping our staff safe whilst building in flexibility across the workforce in response to the pandemic.



Staff Engagement - Ramp up comms and engagement on our plans and focus on what will change ahead of day 1, what will stay the same and things we will need to change post day 1.

Communicate and engage on TUPE arrangements and plans to provide certainty.

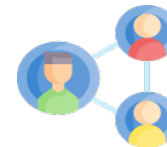
Opportunities to Integrate and Consolidate



Progress Integrated Care Across Northamptonshire (ICAN) programme to care for more people at home, keep them out of hospital, discharge them in a timely way and ensure they recover to independence.



Estate Management Strategy – develop approach to managing the councils land and buildings helping us deliver a modern, efficient, sustainable estate and workplaces that remain fit for purpose as we adapt to new ways – and places – of working.



Joint working and shared teams - Look at more joined up working across teams and sharing of resource within new Council area, initially on COVID priorities or where gaps in staffing but with increasing focus on opportunities to improve services or make efficiencies.



Integration – look for more partnership working and integration opportunities to deliver differently, building resilience and safety and create thriving town and communities.

BLUEPRINT FOR TOMMORROW – Next Steps

Governance & Organisational



Childrens Trust - Create the West and North Children's Trust client unit with clear outcomes, requirements and protocols to ensure smooth working and pathways.



Statutory Boards - Agree and set up arrangements for the Adults Safeguarding board so can meet duties for children and Adults working with key partners.



Diseconomy of Scale - Complete Check and Challenge of all NCC service additional costs from diseconomies and prepare options for members consideration.



Develop Cultural values and behaviours for the new Councils that underpins everything they do and how they work to achieve their ambitions and commitments to residents, businesses and staff.

Efficiency and Value for Money



Financial Strategy set out plans to be financially sustainable and resilient, safeguarding public funds while achieving value for money.

Ensure we are well placed to respond to the significant funding uncertainties and pressures we face – exacerbated by coronavirus – and to target our money to where it can make the most difference.



Creating innovation and maximising commercial opportunities. We will need this to truly transform and make the most of our skills. For e.g. selling planners time, advice to businesses and commercial waste and using our assets to generate income.



Contract rationalisation & consolidation - Review all contracts looking for opportunities for future quick wins, medium term and long term opportunities to reduce cost or get better economy of scale.



Develop an integrated strategy for attracting investment and business into the new authority areas and generating skills and employment opportunities building on freedoms and initiatives post COVID.

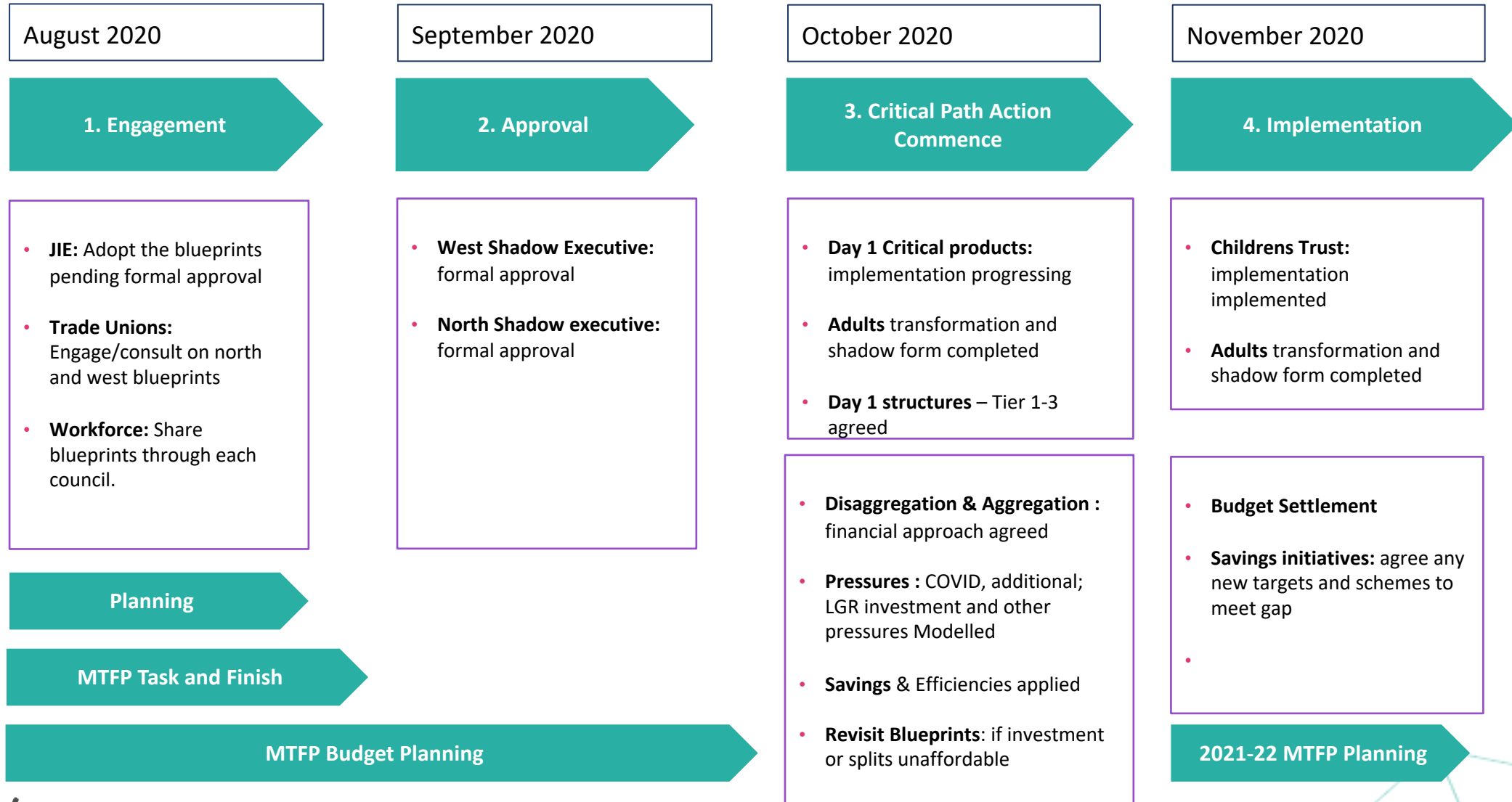


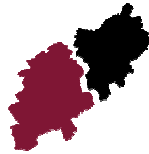
FUTURE NORTHANTS

Unitary Council Draft Blueprints

Decisions and Next Steps

Timetable Next Steps





WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW AUTHORITY MEETING

15 September 2020

Report of the Governance Task and Finish Group

Report Title	Proposed amendments to the West Northamptonshire Shadow Authority Constitution – Part 5 Code of Conduct and Part 4D (Meeting Procedure Rules) Annex 2 paragraph 7
Report Author	Susan Zeiss, Interim Monitoring Officer

1. Purpose

- 1.1 At the meeting of the Governance Task and Finish Group held on 20 August 2020, two proposed amendments to the West Northamptonshire Shadow Authority (WNSA) Constitution were discussed. These matters came to the attention of the Task and Finish Group having been raised at the WNSA Full Council meetings on 2 June and 18 August 2020.

2. Recommendations

- 2.1 It is recommended that the Shadow Authority
- 1) Notes the recommendation of the Governance Task and Finish Group to amend the Shadow Authority's Constitution as set out in Section 3 below;
 - 2) Approves the wording of the proposed amendment to be made to the Code of Conduct, set out in paragraph 3.2.2 of the report; and
 - 3) Approves the deletion of paragraphs 6 and 7 in Appendix 2 to Part 4D of the Constitution (Meeting Procedure Rules) and the insertion of the text set out in paragraph 3.2.6 of this report.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The Task and Finish Group has a remit to keep the Shadow Authority's Constitution under review and to report to the Authority on any recommended amendments for approval.
- 3.1.2 At the Shadow Authority meeting on 2 June 2020, Councillor Harris recommended that the Authority consider an amendment to the wording of the Code of Conduct for Members.
- 3.1.3 At Shadow Authority meeting on 18th August 2020, several Councillors expressed their dissatisfaction with the wording of Part 4D Annexure 2 paragraph 7 which deals with the automatic referral of certain Motions on Notice directly to the WNSA Executive.

3.2 Issues and Choices

- 3.2.1 Under its Terms of Reference, the Task and Finish Group has the remit to consider the Constitution and to recommend amendments.
- 3.2.2 The first part of the Constitution recommended for amendment in this report is Part 5 Code of Conduct. On page 128 of the general provisions of the Code, the Seven Principles of Public Life, (commonly referred to as the Nolan Principles) are listed with the following preamble:

"The Code is underpinned by the following seven Nolan principles of public life, which should be borne in mind when interpreting the meaning of the Code"

The proposal for amendment is the deletion of the phrase "borne in mind" and replacing it with "adhered to" so the paragraph reads as follows:

"The Code is underpinned by the following seven Nolan principles of public life, which should be adhered to when interpreting the meaning of the Code"

- 3.2.3 The second part of the Constitution recommended for amendment in the report is Part 4D (Meeting Procedure Rules) Appendix 2 paragraphs 6 and 7, which read:

"Automatic reference to Shadow Executive Committee, Committee/Sub-Committee – Non-Shadow Executive Committee Function

If the subject of any motion (which does not relate solely to any Shadow Executive Committee function or part of a function) comes within the powers, duties and responsibilities of any Committee or Sub-Committee or the Shadow Executive Committee, it shall, when it has been moved and seconded, stand referred without discussion to such of those bodies as the Chair may determine, for consideration and report. However, if the Chair considers it conducive to the dispatch of business, the motion may be dealt with at the meeting at which it was brought forward. Unless the Chair has indicated that he/she proposes to deal with the motion at the meeting, the

mover may formally move the motion and reserve the right to speak until the report on the motion comes before the Shadow Council.

Advice to the Shadow Council on any referred Notice of Motion under this section will be formulated by the Shadow Executive Committee and by such other bodies (Committees/Sub-Committees) as are deemed appropriate. The report to the Shadow Council will set out the views of all bodies consulted on the Notice of Motion. The Minutes of a Committee or Sub-Committee containing advice to the Shadow Council on any referred Notice of Motion shall be dealt with separately from the other Minutes of those bodies. Where any Committee or Sub-Committee advises on a Notice of Motion referred to it under this rule that Committee or Sub-Committee shall record such advice in an Appendix to its minutes. At its next meeting the Shadow Council shall, in addition to approving those minutes, consider the Appendix containing the advice on the Notice of Motion as a separate agenda item.”

“Automatic reference to the Shadow Executive Committee - Shadow Executive Committee Function

If the subject of any motion of which notice has been duly given comes solely within the powers, duties and responsibilities of the Shadow Executive Committee, it shall, when it has been moved and seconded, stand referred to the Shadow Executive Committee to determine, subject to the advice from any other body whose views are sought as determined by Shadow Council. The, on formally moving the motion, has the right to speak to the Motion. The seconder may also speak to the Motion. The Chair will allow a period of fifteen minutes for a debate on any such notices of motion. This period shall include any speeches made by the mover and seconder of the motion in question. At the end of the debate if sooner or upon the expiration of the fifteen minutes, the appropriate Shadow Executive Committee Members shall have the opportunity to respond. No speeches including the response shall exceed 3 minutes. No amendments to the motion may be moved. The motion will then stand referred to the Shadow Executive Committee.

There are no right of “call in” or “reference to the Shadow Council” where the Shadow Executive Committee has discharged a motion submitted under this Procedure Rule.”

- 3.2.4 For context, the intention of these paragraphs is to prevent the Shadow Authority from taking a decision that would otherwise be reserved in law for the Shadow Executive, just as the Shadow Executive is prevented from taking decisions that are reserved for the Shadow Authority (such as adopting the scheme of allowances and agreeing the appointment of staff).
- 3.2.5 Although this safeguard preserves the lawful transaction of business through the correct decision making structures, Shadow Councillors understandably expressed frustration that the effect of these paragraphs is to constrain debate at Shadow Authority meetings. It is therefore proposed that these paragraphs be deleted entirely.

- 3.2.6 Notwithstanding that, the Task and Finish Group considered that it would be prudent to include a safeguard within this section of the constitution, not least to provide clarity to Shadow Councillors about the powers and duties of the Shadow Authority and its respective decision making bodies. It is therefore proposed to insert the following text in place of these paragraphs:

“Any notice of motion which would have the effect of reviewing or rescinding a decision of the Shadow Executive taken under powers ascribed to the Shadow Executive by the Structural Changes Order, otherwise than in the form of a proposal that the matter be referred to the Executive for consideration and report, shall not be deemed to have been duly given for the purposes of this Standing Order.”

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 By its nature, the task of drafting the constitution is inter-dependent on the output of other work streams, Tasks and Finish Groups or Committees. However, the Council Procedure Rules and some other areas of the Constitution are not largely dependent on these work streams

4.2 Resources and Risk

- 4.2.1 The lawfulness of the Constitution, as well as its ability to support effective and efficient governance is a risk that will be managed through the Task and Finish Group process, with input from officers where required.

4.3 Legal

- 4.3.1 Adoption of the draft Constitution will establish a clear framework for governance of the new authority.
- 4.3.2 Councillors should be aware that the acceptance of a Motion on Notice by Full Council on matters which are the sole responsibility of the Executive will not, in law, bind the Executive.

4.4 Equality and Health

- 4.4.1 There are no equality and health implications arising directly.

Appendices

None.