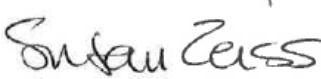


Meeting: West Northamptonshire Shadow Executive
Date: 23 June 2020
Time: 6:00 pm
Venue: Virtual meeting via Zoom

The meeting will be available for the public to view here:
<https://www.youtube.com/channel/UCujrRO-y6RzkN6zPQ-xNAtA>

This agenda has been published by Democratic Services.
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Item	Subject	Page no.
01	Apologies for non-attendance	-
02	Notification of requests to address the meeting.	-
03	Members' Declarations of Interest	-
04	Minutes of the Meeting held on 9 th June 2020	5-7
05	Announcements	-
Items requiring a decision		
06	The Assets, Capital Schemes and Reserves Notification Process	9-13
07	Future Northants Programme Update (to follow)	-
Exempt Items		
	None notified.	
Urgent Items		
	None notified.	
	 Susan Zeiss, Proper Officer Date issued: 15th June 2020	

What is the Shadow Executive?

In accordance with Government legislation, the West Northants Shadow Authority has a Shadow Executive (executive committee). The Shadow Executive is responsible for taking many of the decisions required to establish the new authority by April 2021.

Who are the members of the Shadow Executive?

The Shadow Executive is made up of two representatives from each of the current councils, consisting of the Leader plus another Councillor.

Councillor	Authority
Councillor Ian McCord (Leader)	South Northamptonshire Council
Councillor Jonathan Nunn (Deputy Leader)	Northampton Borough Council
Councillor Richard Auger	Daventry District Council
Councillor Elizabeth Bowen	Northamptonshire County Council
Councillor Rebecca Breese	South Northamptonshire Council
Councillor Adam Brown	Daventry District Council
Councillor Matt Golby	Northamptonshire County Council
Councillor Phil Larratt	Northampton Borough Council

When does the Shadow Executive meet?

The Shadow Executive usually meets on a monthly basis, but it may meet more frequently if required. Meetings take place on Tuesdays at 6pm as follows:

- Tuesday 23 June 2020
- Tuesday 21 July 2020
- Tuesday 25 August 2020
- Tuesday 22 September 2020
- Tuesday 27 October 2020
- Tuesday 24 November 2020
- Tuesday 5 January 2021
- Tuesday 26 January 2021
- Tuesday 23 February 2021
- Tuesday 23 March 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-xNAtA>

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 Executive 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 Disclosable 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.

Notice of items on this agenda which may be held in private

At times it is necessary for the Shadow Authority to give consideration to items where the public must be excluded from the meeting. Members of the public may be excluded from meetings whenever it is likely that confidential or exempt information would be disclosed. This includes exclusion from access to any pertinent documents. Details of the exemption categories can be found in the Access to Information Procedure Rules section in the Constitution.

The table below lists any items which may be considered in private at this meeting, the reason for holding the meeting or part of the meeting in private, any representations made to the Council regarding why the meeting should be held in public along with the Council's response to these representations.

Details of any items of this agenda which may be held in private			
Decision making body:	Shadow Executive		
Date & Time of meeting:	None		
Item in respect of which the meeting or part of the meeting may be held in private	Reason for holding the meeting or part of the meeting may be held in private	Details of any representations made to the Council regarding why the meeting should be held in public	Details of the Council's response to the representations
None			

WEST NORTHAMPTONSHIRE SHADOW EXECUTIVE

Tuesday, 9th June 2020

Shadow Executive members present:

Councillor Richard Auger	Councillor Matthew Golby
Councillor Lizzy Bowen	Councillor Ian McCord (Leader and Chair)
Councillor Rebecca Breese	Councillor Jonathan Nunn (Deputy Leader)
Councillor Adam Brown	Councillor Phil Larratt

Other Shadow Council members present:

Councillor Anthony Bagot-Webb	Councillor Anjona Roy
Councillor André Gonzalez de Savage	Councillor Dennis Meredith

Officers present:

George Candler	Interim Chief Executive, West Northamptonshire Shadow Authority
Marie Devlin-Hogg	HR Enabler, Future Northants Programme
Theresa Grant	Chief Executive, NCC and Strategic Delivery Director, Northamptonshire LGR Programme
Paul Hanson	Democratic Services Manager, NCC
Paul Helsby	Programme Director, Northamptonshire Unitary Integrated Programme
Martin Henry	Interim Chief Finance Officer, West Northamptonshire Shadow Authority
Andrew Hunkin	Executive Director: Resources (Monitoring Officer), SNC and Legal and Democratic Lead, Future Northants Programme
Rebecca Peck	Assistant Director to the Chief Executive, NCC
Jeremy Rawling	Head of Programme Management Office, Future Northants Programme
Ian Vincent	Chief Executive, SNC
Susan Zeiss	Interim Monitoring Officer, West Northamptonshire Shadow Authority

1. APOLOGIES FOR NON-ATTENDANCE

There were none.

2. NOTIFICATION OF REQUESTS TO ADDRESS THE MEETING.

There were none.

3. MEMBERS' DECLARATIONS OF INTEREST

There were none.

4. ANNOUNCEMENTS

There were none.

5. THE JOINT IMPLEMENTATION EXECUTIVE - TERMS OF REFERENCE

The Legal and Democratic Lead, Future Northants Programme, introduced the report to the Shadow Executive and highlighted the salient points.

The recommendation was proposed and seconded. Upon the vote being taken it was **RESOLVED: That the Shadow Executive approved Appendix 1 - the Joint**

Implementation Executive - Terms of Reference and Roles and Responsibilities.

6. WEST NORTHAMPTONSHIRE SHADOW AUTHORITY TASK AND FINISH GROUPS – TERMS OF REFERENCE

The Legal and Democratic Lead, Future Northants Programme, introduced the report to the Shadow Executive and highlighted the salient points. He drew the Executive's attention to a typographical error in the terms of reference for the Transformation Task and Finish Group, whereby references to North Northamptonshire should be replaced by references to West Northamptonshire. A corrected version had been uploaded to the website.

The recommendation was proposed and seconded. The Chair proposed that an Environment Task and Finish Group be established and asked Councillor Brown to take this up with officers.

Other councillors in attendance made the following points:

- It was suggested that the structure of task and finish groups be reviewed to give opposition councillors with particular experience and expertise an opportunity to contribute to their work; and
- Clarification on the role of the Accommodation Task and Finish Group was sought.

In response to the question about the Accommodation Task and Finish Group, the Strategic Delivery Director, Northamptonshire LGR Programme confirmed that the work of the group would be focussed on day one accommodation needs. There would be a requirement for liaison with the equivalent group in the North in order to complete this task.

In responding to comments, the Chair indicated that places on task and finish groups had been allocated on a proportionate basis. If councillors felt they had a deep expertise in a particular subject, it was down to them to make the case to their group leader that they should be appointed to a particular Task and Finish Group.

Upon the vote being taken it was:

RESOLVED: That the Shadow Executive:

(i) Approved the setting up of the following Task and Finish Groups:

- **Council Governance**
- **Council Tax Harmonisation**
- **Budget and Medium Term Financial Plan (MTFP)**
- **Senior Appointments**
- **Vision and Culture**
- **Transformation**
- **Civic Functions**
- **Equalities**
- **Disaggregation**
- **Communications and Engagement**
- **Day One Accommodation.**

(ii) Approved the setting up of an Environmental Task and Finish Group and requested officers put in place the necessary arrangements; and

(iii) Approved the terms of reference for the West Northamptonshire Shadow Authority Task and Finish Groups (Appendices 1 to 11).

7. UPDATE ON RECRUITMENT OF SENIOR OFFICERS

The HR Enabler, Future Northants Programme, introduced the report to the Shadow Executive and highlighted the salient points.

The recommendation was proposed and seconded. The Chair advised the Shadow Executive that he had written to the existing senior officers to encourage them to apply for the positions advertised.

Other councillors in attendance made the following points:

- It was suggested that all Shadow Councillors be given the opportunity to meet with the candidates and that the candidates have the opportunity to visit various areas of West Northamptonshire; and
- Internal applicants were wished the best of luck.

In response to a question from a member of the Shadow Executive, The Strategic Delivery Director, Northamptonshire LGR Programme confirmed the intention was for the new Head of Paid Service to take up their post by November 2020.

RESOLVED: That the Shadow Executive noted the progress made and next steps with recruitment to the permanent roles.

There being no further business, the meeting ended at 6.40pm

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

23 June 2020

Report of the Enabling Lead: Legal and Democratic

Report Title	The Assets, Capital Schemes and Reserves Notification Process
Report Author	Andrew Hunkin, Enabling Lead: Legal and Democratic Andrew.Hunkin@southnorthants.gov.uk

1. Purpose

- 1.1 The purpose of this report is to set out for approval and adoption, a process that allows discussions to be held and conclusions reached in a managed manner on proposals from existing councils concerning assets, capital schemes and reserves.

2. Recommendations

It is recommended that the Shadow Executive:

- (i) Approves and adopts the Assets, Capital Schemes and Reserves Notification Process as set out at Appendix 1.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Existing councils are free to continue to run their affairs and make decisions without taking into account the impact upon the new unitary councils.
- 3.1.2 With the new unitary councils coming into existence from 1 April 2021, resources, investments and assets from the predecessor councils will transfer to one or other of them at that date. It is important therefore that decisions and actions taken in the existing councils are made against the background of not adversely having an impact on the new unitary councils.
- 3.1.3 There is already a spirit of collaboration and co-operation in managing resources, investments and assets amongst the existing councils, and it is felt that this would be enhanced by having a process that allows discussions to be held, and conclusions reached in a managed manner.

- 3.1.4 This could be dealt with through a Section 24 notice (Local Government and Public Involvement in Health Act 2007), which deals with the control of disposals, contracts and the reserves of authorities to be dissolved by orders.
- 3.1.5 A Section 24 notice was not stipulated in the Structural Changes Order and, whilst it can be a helpful tool in protecting the future finances and assets of a new unitary council, it is rather a crude instrument and can capture things it was not intended to e.g. care packages; and not stop things that could have an adverse impact e.g. transfer of car parks to town councils. It is considered best to develop a process that would be more akin to our local needs.
- 3.1.6 A de minimis level of £100,000 is proposed in order to avoid the process becoming unmanageable. This is in line with the de minimis level stipulated in a Section 24 notice. The spirit of this process is that a council should not be breaking down items into parts in order that they become lower than the de minimis level.
- 3.1.7 The key areas covered by the process include the purchase, disposal and transfer of assets, new capital schemes with on-going financial commitments and use of reserves above those already set out in each council's budget.
- 3.1.8 Some exceptions are stipulated:
- Adult and Children care packages
 - HR matters and issues.

3.2 Issues and Choices

- 3.2.1 There is already a spirit of collaboration and co-operation in managing resources, investments and assets amongst the existing councils, and it is felt that this would be enhanced by adopting a process that allows discussions to be held, and conclusions reached in a managed manner.
- 3.2.2 It is therefore proposed that the process set out at Appendix 1 be approved and adopted.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 None specifically.

4.2 Resources and Risk

- 4.2.1 The approval and adoption of the Assets, Capital Schemes and Reserves Notification Process will allow discussions to be held, and conclusions reached in a managed manner; and therefore reduce the risk of an individual council making a decision that may be detrimental to the unitary council(s).

4.3 Legal

4.3.1 The Assets, Capital Schemes and Reserves Notification Process is an alternative to a Section 24 notice and allows local needs to be met, such as certain exceptions, and builds on the spirit of collaboration and co-operation in managing resources, investments and assets that already exists amongst the existing councils.

4.4 Equality and Health

4.4.1 None specifically

Assets, Capital Schemes and Reserves Notification Process

Any **proposed** purchase, disposal and transfer of assets, new capital schemes with on-going financial commitments and use of reserves **above those already set out in each council's budget**, by any of the existing councils above a set de minimis level must be notified to the relevant Shadow Executive(s)¹.

The de minimis level above which notification for financial proposals must be made is £100,000.

The notification requirement and de minimis level will apply to both capital and revenue proposals.

Exceptions will be:

- Adult and Children care packages
- HR matters and issues.

The spirit of this process is that a council should not be breaking down items into parts in order that they become lower than the de minimis level.

Any proposal must be submitted by the existing council's chief executive or s151 officer to the Interim Chief Executive(s); or later on, to the Permanent Chief Executive(s). They will arrange for this to be discussed at the next meeting of the Shadow Executive(s).

The Shadow Executive(s) will act as a consultee and will be asked to endorse, rather than approve the proposal put before it.

If the proposal needs discussion before a scheduled Shadow Executive meeting, then endorsement will be sought from the Leader(s) of the Shadow Executive(s).

The Procurement Notification Process already covers the management of contracts.

Andrew Hunkin

Lead Enabler: Legal and Democratic

May 2020

Note 1 – a proposal may affect one or both shadow authorities.

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

23rd June 2020

Report Title	Programme Director's Update
Report Author	Paul Helsby, Programme Director

1. Purpose

- 1.1 The purpose of this report is to appraise the members of the progress being made to create West Northamptonshire Council.

2. Recommendations

It is recommended that the shadow executive:

- a) Notes the progress being made to mobilise the programme ready for implementation.
- b) Approves and adopts the Change Management Strategy.
- c) Notes and approves the finance monitoring report.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The approach to setting up West Northamptonshire Council had to be amended to reflect the impact of the COVID – 19 pandemic, which was set out in the Prospectus for Change – Next Chapter. The attached slides form the Programme Director's update that 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.

3.2 Issues and Choices

- 3.2.1 The creation of a draft blueprint for West Northamptonshire Council will be presented to the Executive in July setting out the approach and choices available.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 The delivery costs and benefits have been re-profiled and covered in detail in the Finance Monitoring Report attached. Members are asked to note that the changes to the programme delivery costs are fully met from within existing approved financial resources. There is no requirement to provide additional funds and this situation will be carefully monitored on a monthly basis.

4.2 Resources and Risk

- 4.2.1 The full extent of the impact of the pandemic is still emerging and we cannot be sure that a further outbreak is likely or not. The programme has been reorganised to mitigate this as much as possible but it will be necessary to monitor the situation carefully to ensure the resources needed from the sovereign councils are available for the implementation phase of the programme.

4.3 Legal

- 4.3.1 No implications in this report

4.4 Equality and Health

- 4.4.1 No implications in this report



FUTURE NORTHANTS

Programme Director's Update

June 2020

Contents

- 1) Mobilisation Plan RAG Status
- 2) Programme Management Structure
- 3) Update and preparations of the blueprint
- 4) Day One Assurance approach
- 5) Change Strategy
- 6) Comms and Engagement
- 7) Finance Report



Mobilisation Plan

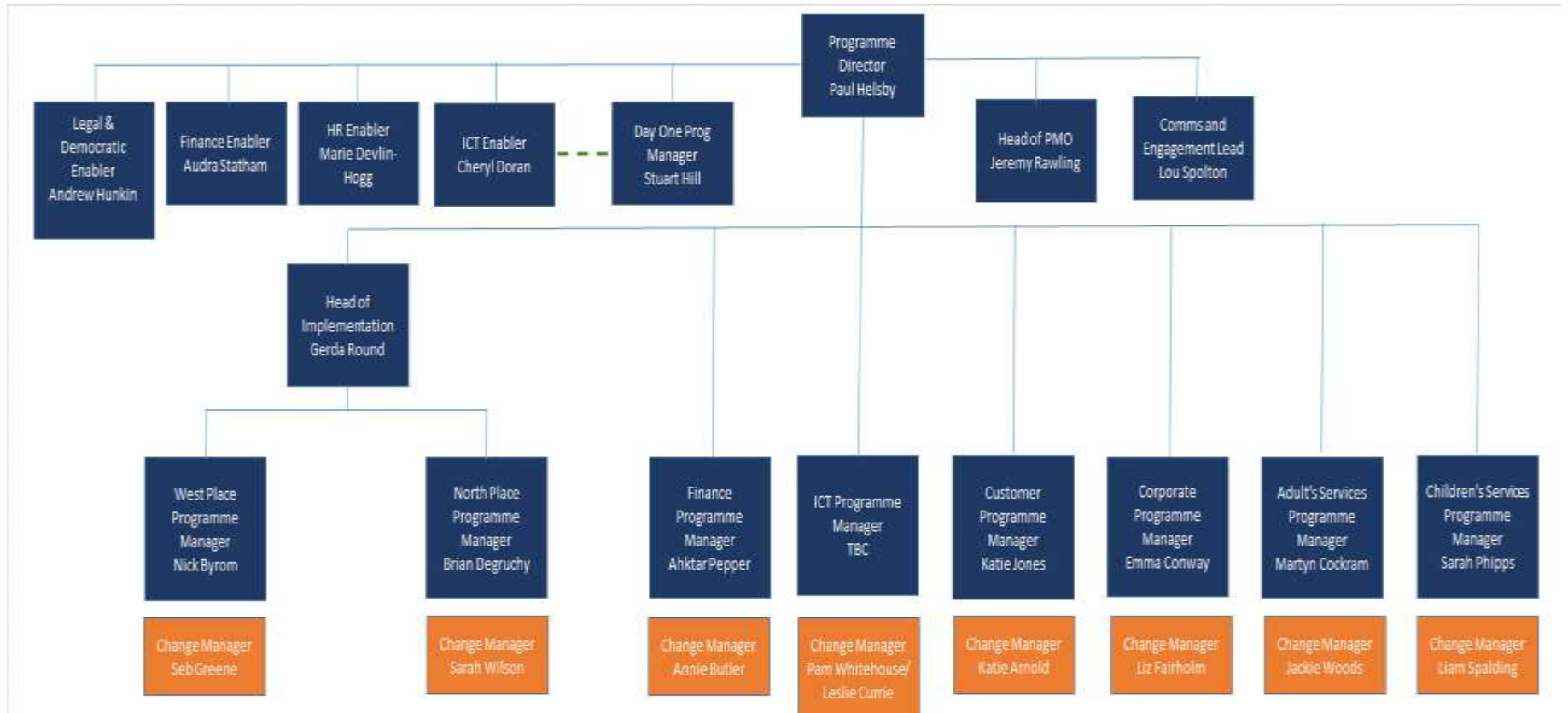
Future Northants Safe and Legal Plus - Mobilisation Plan RAG Status

15th June 2020

	Activity	Status	Notes
1	Review and realign programme resources	G	Mainly complete now with some realignment to complete to two programmes
2	Programme Delivery Resources	G	Resources from D&B and County Council. Requirements being scoped.
3	Programme Boards Set Up	G	Boards on track for each programme and TOR being developed
3	Programme Cost Baseline	G	Completed new baseline and realigned budgets
4	Detailed Benefits Realisation	A	Further detailed work required on BRRP funded projects where COVID19 has created delays
5	Member Task and Finish Groups Operational	G	TOR and membership approved, first meetings underway or diarised
6	Programme Documentation	G	PIDs, ToRs For Boards, Critical Path and Programme plans underway and on track
7	Comms and Engagement Realignment	G	Underway
8	PMO realignment	G	Programme file storage in place, new boards functional.
9	Day One Safe and Legal Blueprints	G	Alignment of services underway, lead authority/Host Authority D&B Alignment on track
10	Programme Plans overall	G	Programme preparations are critical to be in place to commence delivery of Blueprint once approved
10.1	HR Plan	G	Underway, will require D&B and County resources
10.2	ICT Plan	A	Underway, will require D&B and County resources. Capita, ERP and Eclipse issues to resolve
10.3	Legal and Democratic Plan	G	Underway
10.4	Comms and Engagement Plan	G	Individual engagement plans by programme TBD, will require D&B and County resources
10.5	Individual Programme/Project plans based on MVP	G	Underway
10.6	Critical Path, day one readiness	G	Planning and mapping underway



Programme Management Structure





FUTURE NORTHANTS

Day 1 Service Arrangements The Blueprint

The components

County Council
Services

Disaggregation

District & Borough
Services

Aggregation

Finance

Budget aggregation and
disaggregation

Progress:

On track to present for approval in July

- Good progress made on ensuring majority of County Council services can be disaggregated.
- Validating HR data on District and Borough services.
- Budget model built and finance overlay of aggregated and disaggregated services completes the blueprint ready for implementation at end of July.

Day 1 Assurance

- To ensure everything necessary is in place to be safe and legal on Day 1
- Identified approx. 50 Day 1 Service Requirements (aka 'Must Haves')
- These include, for example, a service having:
 - an agreed budget in place
 - personnel with line management identified
 - staff set up on payroll
 - staff able to access appropriate buildings
 - staff issued with enforcement warrants where required
- Mapping the critical path for each of the 50 Day 1 Requirements (Must Haves)
- Critical paths will include drop-dead dates against which programme delivery will be measured and managed in order to provide Day 1 assurance



Change Strategy

Strategic Ambitions



Empower colleagues to be part of the unitary journey.

Seek opportunities to develop networks that aid adoption of change.

Respond and adapt quickly to circumstances to realise the benefits of change.

Improve awareness and perception of change by encouraging open conversation to inspire trust.

Role model behaviours and mindsets to motivate, reassure and enthuse others and inspire a culture of growth.



Communications and engagement

Update

- ✓ Revised communications & engagement strategy in place
- ✓ Set up online consultation hub
- ✓ North & West member task and finish groups for communications & engagement
- ✓ Video about revised proposed programme
- ✓ Promoting YouTube channel for viewing shadow meetings



Finance Report Summary

Summary of revised programme costs and savings

	Investment	Savings	Notes
Business Rates Retention Pilots	15,000	36,619	Revised forecast shows majority of savings delivered between 2021 and 2024
NCC Transformation	6,523	47,829	Includes actuals for 2019/20 and revised forecast for 20/21
Other Programme Costs	14,738		Includes revised forecast for 20/21 onwards
Staff Costs	17,045		Actuals for 2019/20. Projection for safe and legal plus for 20/21 and transformation costs 2021/24
Total	53,306	84,448	
Original LGR Budget	43,450		
2020/21 NCC staff costs	4,796		These costs met from within NCC existing budget 2020/21
2020/21 NCC transformation costs	4,250		These costs met from within NCC existing budget 2020/21
NCC Capital to fund Eclipse	219		These costs met from within NCC existing budget 2020/21
Children's Trust implementation funded by DfE	591		These costs are for the Children's Trust set up and to be met from DfE funding
Total	53,306		





Change Strategy

A roadmap for managing change

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Executive summary

Introduction

Local government in Northamptonshire is undergoing a significant transformation which will change the way local authority services are provided in this area for a generation.

The move to replace the existing two-tier system of local government – one county council and seven district or borough councils – with two new unitary councils from 1 April 2021 presents significant opportunities, but also poses a number of challenges.

Perhaps most significantly, there are approximately 5,500 people employed by the existing local authorities who will face the task of continuing to provide outstanding levels of service against the backdrop of uncertainty as they transition into employment, in a newly-established organisation, with new sets of cultural values, aims and ambitions.

Effective change leadership is crucial to establishing a workplace culture that values the contribution of every employee, both individually and collectively, and empowers all employees to use their skills, knowledge and expertise to make a difference to the people and places of Northamptonshire.

Swift action in response to the recent Covid-19 pandemic has seen action to implement radical change. For example, the introduction of mass remote working to enable key workers and implementing community hubs has joined up activity across the county.

It is through this positive demonstration of leadership that we remain confident in building our strategic partnerships further and strengthening county-wide collaborations to deliver outcomes by putting people first, now and in the future.

Purpose

The move to unitary presents a once-in-a-generation opportunity to design services that meet rising customer expectations in a sustainable manner, that are valued by residents, and a source of pride for employees.

Work undertaken by the Future Northants Programme approaching Vesting Day marks the start of the journey. While some transformation and 'quick wins' will be achieved through pre-Vesting Day work, the majority of transformational activity will be undertaken post-Vesting Day.



It is critical that this shift in focus is accompanied by a shift in mindset. The goals, challenges and environments needed to enable cohesion, integration and improvement represent a different level of change. This transition will need to be recognised and managed appropriately.

This strategy sets out the framework for leaders and managers to spearhead change in a way that capitalises on the skills and expertise of the existing workforce and encourages them to contribute to building trusted, efficient and sustainable organisations.

It is acknowledged that due to resource constraints as a result of the Covid-19 response, and the timescales to deliver the work, it is not possible for every employee to be deeply involved in service design.

However, mechanisms such as the change champion network are being developed to facilitate two-way engagement. These mechanisms will support the efforts of line managers and subject matter experts who will naturally be responsible for engaging colleagues on these matters and ensuring their inclusion.

It is also recognised that work being undertaken by the Future Northants Programme in the run-up to Vesting Day is not the full extent of the work required.

Future transformational opportunities will exist, and it will be essential for the wider workforce of the two new authorities to be thoroughly involved far beyond Vesting Day.

The impact of Covid-19

The impact of the pandemic has been felt across all sections of society locally, nationally and internationally. Against a backdrop of uncertainty, local government continues to lead the frontline response to protect communities and will continue to do so.

These vital efforts have inevitably impacted capacity within the Future Northants Programme, including the heads of service and directors that are critical to the design and implementation phases.

A revised plan has been developed to deliver local government reform without interfering with the county's partnership response to the pandemic. The plan also reflects the government's decision to allow the formation of shadow authorities, each with a shadow executive consisting of current councillors, following the national postponement of local elections planned for May 2020.



The plan focusses primarily on ensuring that the two new authorities are safe and legal to operate on Vesting Day, with the majority of work to transform services being undertaken within those respective authorities from April 2021 onwards.

While the vision for the programme remains the same, the mission has been revised to reflect the updated plan.

Our vision	To create the two highest performing local authorities in the country.
Our mission	The Future Northants Programme team will put their heart and soul into serving the citizens of Northamptonshire by designing, planning and implementing services that are safe and legal on day one, with as much transformation as possible before Vesting Day. Transformation and aspiration will be at the forefront of our minds to enable our vision to be delivered by 2024.

Context

When it comes to leading change in a complex environment, research suggests that it is neither practical nor efficient to adopt any one model or theory above another.

Instead, a blended approach combining appropriate techniques from a range of models tailored to local objectives and contexts are required to achieve desired outcomes.

The scale and pace of change that will be experienced in Northamptonshire is unique. Though other councils around the country are at various stages of journeys to unitary, the situation in Northamptonshire is both an exciting and complex mix of ingredients thanks to these local factors:

- establishment of a trust organisation to deliver children’s services
- integration of health and social care
- repatriation of LGSS services
- financial complexity of disaggregation of the county council combined with aggregation of borough and district councils
- additional challenge of recovery from the pandemic affecting all councils

It is recognised that each of the Future Northants work programmes all have varying degrees of change requirements so this strategy outlines a pragmatic approach to identifying the scope of the change, assessing the impact, and making outcome-based decisions to propose suitable management plans.



Guiding principles

Creating a safe-to-fail environment which encourages innovation and develops a culture of continual learning and improvement is critical to establishing a workforce that is productive, efficient and well-equipped to deliver the new organisations' visions.

It is accepted that a thriving organisational culture requires significant internal investment, and any new cultural values that the organisations strive to embed will take time to mature.

While the seeds of change will be sown through the work initiated by the Future Northants Programme, this set of guiding principles will underpin the change approach to ensure that any plans are designed to enable people and places to flourish. These principles are:

- adapt and be flexible
- put people at the centre of decision-making (so that decision making is as close as possible to residents and customers by empowering our frontline colleagues)
- design around people not processes
- model the behaviours we want to see and encourage others to do so
- recognise the impact that individual's make and leverage accordingly

Objectives

The overarching objective of this strategy is to help people deal with the impact of major change, on a large scale. The Future Northants Programme is an enabling mechanism to transition the eight existing authorities into the new councils of North Northamptonshire and West Northamptonshire, and aspires to achieve these ambitions to support the design, creation and stabilisation of these authorities:

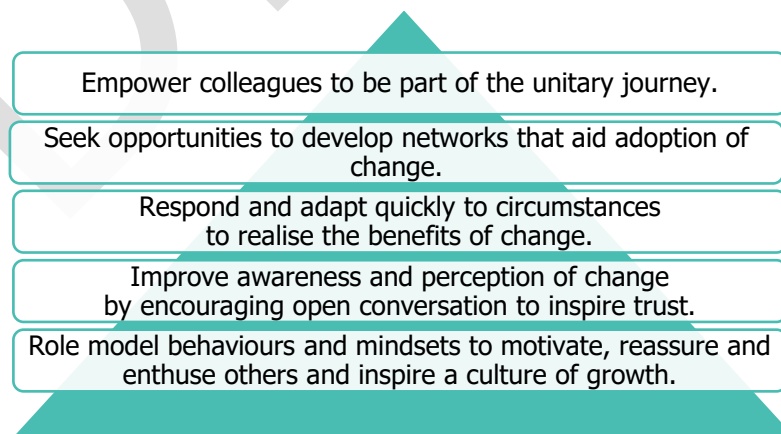


Figure 1: strategic ambitions



These ambitions reflect the guiding design principles for the North and West authorities detailed in the Prospectus for Change.

Formation of the shadow authorities will initiate the establishment of new cultural identities for the authorities of North Northamptonshire and West Northamptonshire.

These cultural identities will go through several stages of development, reflective of the process set out to establish the organisations. Each stage of the process and many of the major milestones (establishment of the authorities, appointment of interim and permanent chief officers, elections) offers successive opportunities to underline the vision, mission and behavioural competencies.

While this should be acknowledged as a genuine opportunity for colleagues at all levels of the organisation to connect with their employer, it is not without significant challenge.

The merits of investing in measures to establish, grow and solidify a modern workplace culture will bring many rewards, not least uniting employees behind a common set of values. However, cultural change is not achieved quickly, especially when undertaken on such a large scale.

Approach to managing change

Helping people to manage change

A change manager is assigned to each programme of work to:

- assess readiness for change
- develop strategies to facilitate change
- coach leadership teams in preparing for, and implementing change

The programme has a change manager to support programme teams to:

- facilitate learning and development change activities across the programme team
- manage cross-cutting change initiatives to support the change management team
- sustain consistency in change activities into the business

The role of a change manager is to maintain a high-level overview of all areas of work in their programme and the programme overall. They support their project teams to identify and facilitate faster adoption of new ways of working to maximise the benefits associated with the change.

They also support senior leaders and line managers to design appropriate support mechanisms for helping their teams manage the effects of change.



Programme	Change manager
Adults'	
Children's	
Corporate	
Finance	
IT & Customer	
Place – North	
Place – West	
Future Northants Internal	

Figure 2: Future Northants change managers

The job of creating the two new councils for Northamptonshire must not be seen as the responsibility of the Future Northants Programme alone.

Colleagues in services, as subject matter experts, will be the driving force for stabilising the services provided by the two new councils post-Vesting Day.

To this end, line managers and service leaders, as well as the senior leadership team and elected members, must assume responsibility for leading their employees through this change.

In the same way that the Future Northants project managers can structure the work required to transition to unitary, the change managers can act as a trusted confidant and impartial adviser to service leaders, supporting them to make informed decisions about how best to engage, inspire and develop their teams to realise the full benefits of the opportunities that lie ahead.

A timeline for change management activity

Changes are happening continuously and it is accepted that some people will be more adept at dealing with the impact than others, yet these transitions happening at a time when people are facing considerable personal upheaval due to the Covid-19 pandemic.

The scale and pace of the changes associated with the move to unitary will increase significantly as Vesting Day approaches, and again once work to transform services begins.

For this reason, it is essential that change management activity is aligned to the outcomes associated with the four core phases of the Future Northants Programme: recalibrating, integrating, transforming, normalising.

Figure 3 highlights some core activities that the Future Northants change managers will lead to support work undertaken in their programme's work areas, and gives a broad expectation to the focus of change management activities until Vesting Day.

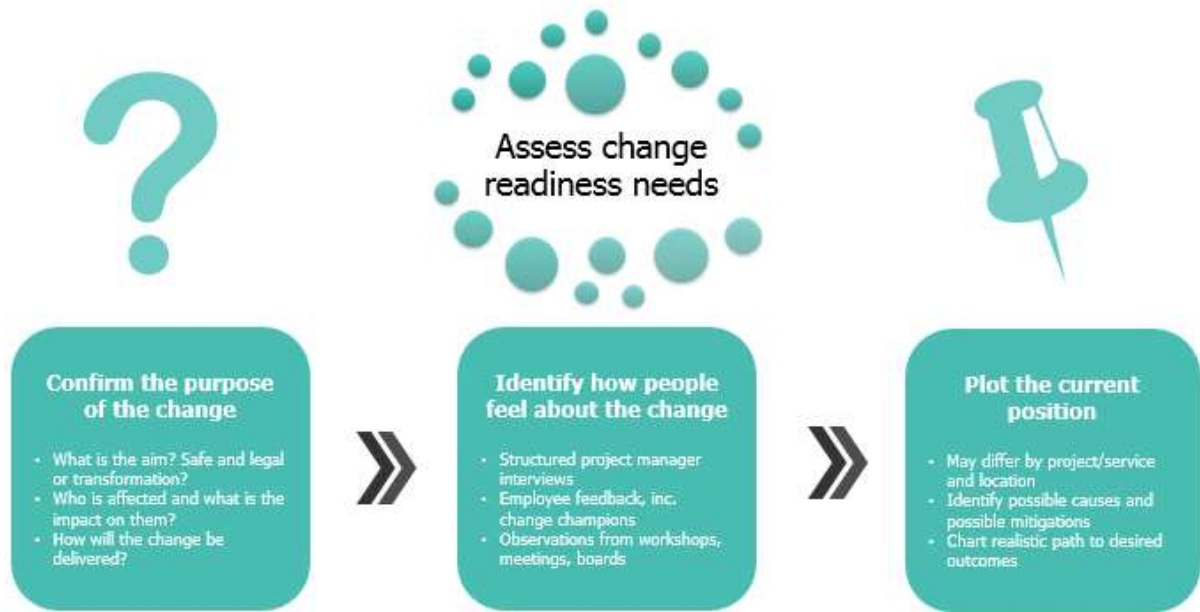


Figure 4: approach to assessing change

The approach allows the change manager flexibility in determining which approaches (see Figure 5 for examples) are most appropriate for the circumstances. It is important that the change manager is not restricted in their ability to create a blended approach that reflects the nature of the change.

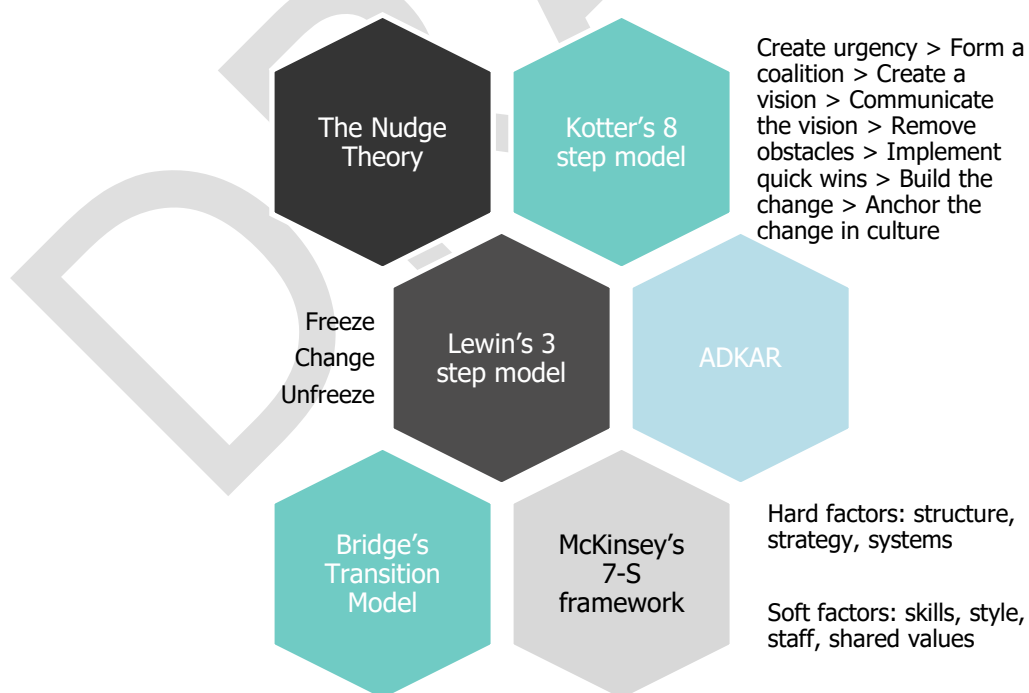


Figure 5: examples of available models

Once a suitable method has been determined, either a detailed change plan is created or a number of change management actions will be built into existing project plans depending on the scale and complexity of the identified change.

A toolkit for managing change

The approach provides the change manager with an array of tried and tested tools and techniques to facilitate change.

Centred on a guiding coalition of core stakeholders and best practice methodologies are the various mechanisms that a change manager will consider deploying to support change management activities.

These may be used independently or as part of a package and may be facilitated by a change manager, member of the programme team or a service leader. Whatever mechanism is proposed and deployed, it will be underpinned by local insight.

The tools and techniques detailed in Figure 6 should not be considered a definitive list.

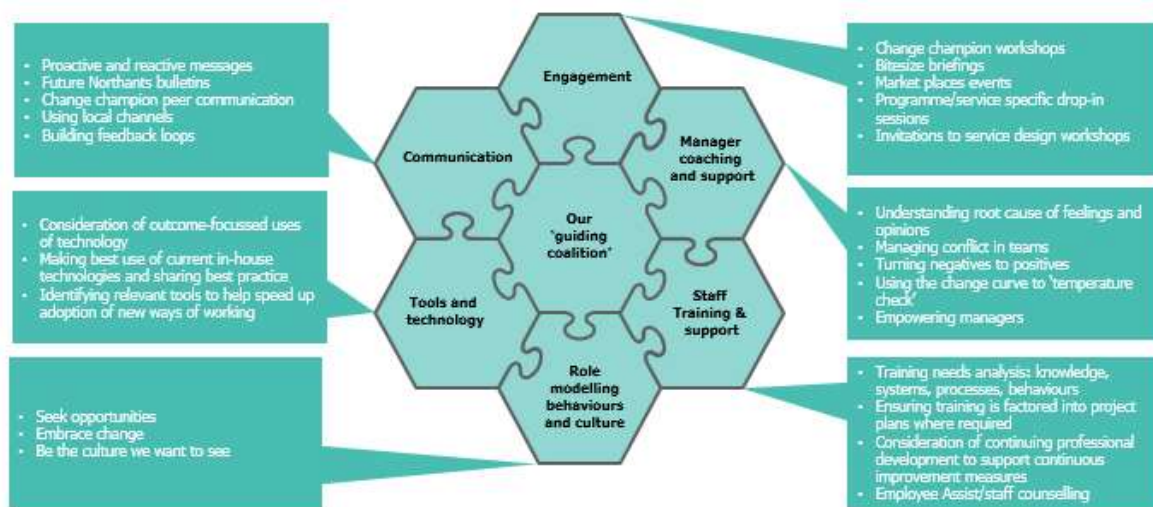


Figure 6: example of tools and techniques for enabling change

Outcomes of effective change management

Much like the activities detailed in Figure 3, the anticipated outcomes will vary according to the stage of the programme.

While the outcomes associated with specific activities will be detailed in individual change plans, the outcomes detailed in Figure 7 give a high-level overview of the expectations of combined change management activities during the core phases of programme delivery.

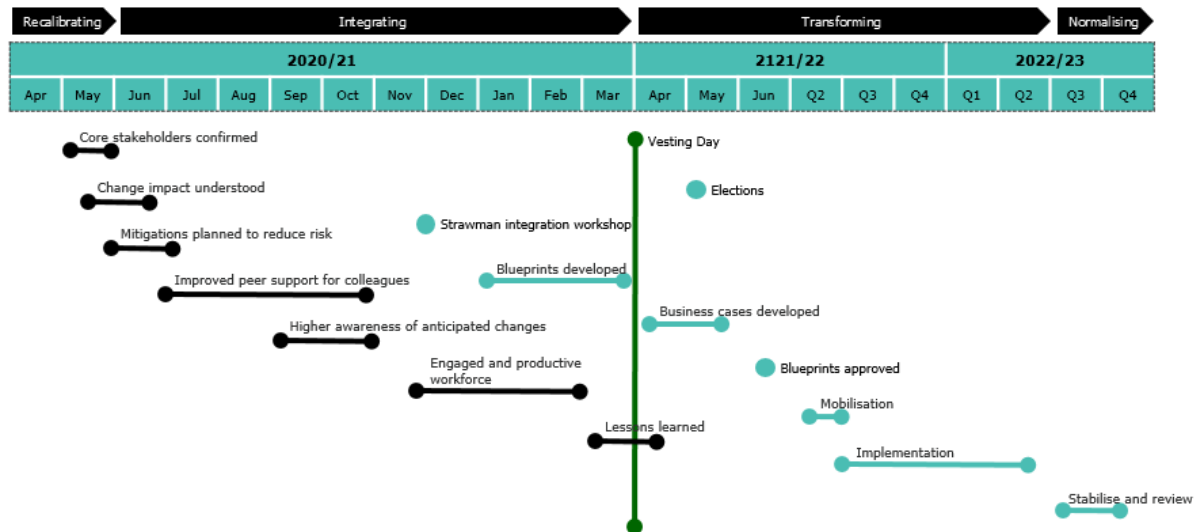


Figure 7: high level outcomes

Considerations

Linked documents

This document should be read in conjunction with the Prospectus for Change - the Next Chapter, and the Future Northants Communications & Engagement Strategy (internal and external).

Governance

This strategy is managed by the Future Northants change managers under the strategic guidance of the Future Northants Programme Director and collective ownership by all members of the programme team.

The focus and scope of programme-specific change activities will be presented to individual programme boards by each change manager, with change managers agreeing appropriate reporting mechanisms with the head of programme and their boards.



Risks and mitigations

The primary risk to achieving the ambitions of this strategy, and the objectives detailed in individual change management plans, revolves around people and their acceptance of what the impacts of the change will bring and what it means to them.

It is broadly recognised that with any change concept, people will fall into three categories. Those who will be:

- unsupportive of the change no matter what
- supportive providing they have the right level of support to see the benefits associated with the change
- supportive of the change no matter what

Assessment of the current position against desired position allows a detailed plan to be created, which will identify any specific risks associated with that change and any mitigating actions to be put in place.

The ultimate risk is that the objectives detailed in this strategy fail to be achieved, which is why this strategy advocates the use of a consistent but agile framework for managing change which can be adapted quickly to respond to changing circumstances or shifts in opinion.

Resistance

People may resist change for a variety of reasons, which may include fear of the unknown, trust in the rationale for change or those responsible for implementing it, or a misunderstanding of the impact.

Common factors such as fatigue from sustained organisational redesign, poor leadership and communication approaching and during a change, and faith in the competency of those in a position of leadership and/or trust may also cause people to resist.

With support from change champions, change managers will identify the relevant factors which will inform the strategies developed to manage the change.

Timelines

The timeline for local government reorganisation in Northamptonshire presents a risk. Many of the long-term benefits of effective change management will only be, at best, partially realised ahead of Vesting Day.



The transformation phase that will begin after Vesting Day relies entirely on a motivated and productive workforce that has a collective understanding and commitment to the organisation's vision.

Depending on the scale of change experience in a particular area, it is entirely possible that change fatigue could set in. For the organisations to remain on course to achieve their ambitions, employees will need to maintain pace, while in many cases, shifting their focus from the short and medium term to the long.

This strategy aims to build solid foundations for realising long term benefits over a sustained period of operation post-Vesting Day, putting each council on a sure footing to build effective change practices into their operating processes.

Leadership

A person's perception of a situation is heavily influenced by those around them, and the level of trust they place in those individuals.

As the design of future services becomes clear and to avoid a risk, service leaders will need to be fully engaged to appreciate the value of change management leading to teams feeling less isolated.

The feelings associated with the changes likely to be experienced pre- and post-Vesting Day are likely to be different, requiring service leaders to use different tactics with a different mindset to secure continued engagement.

Part of the change manager's role is to coach service leaders on change management, whether this is the practical application of techniques or facilitating workforce engagement.

Naturally, all members of the Future Northants Programme will be in a position to lead and influence change, especially pre-Vesting Day. It is vital that the team role models the competencies and attitude needed to bring about successful changes.

Monitoring and evaluation

The success of this strategy will be measured by the realisation of the benefits associated with the change.

Benefits will be detailed in the relevant project or change plans which will be subject to the reporting mechanisms of programme implementation boards.



In addition, the Change Management Strategy underpinning the implementation plan will set out the actions, outputs and outcomes pre-Vesting Day, and be developed to include the same level of detail post-Vesting Day at an appropriate point in the future.

The plan will be a 'living document' reflecting the collective efforts of the change managers.

- ENDS -

DRAFT



Document Type	Information Report
Programme	Future Northants
Title	Future Northants Finance Monitoring Report
Audience for this document	
The Executive	
Purpose of this document	
The purpose of this report is to set out the financial position of the Future Northants programme based on the revised approach of safe and legal on day one with the capacity to continue full disaggregation of services and transformation post vesting day.	

Document Control

Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
27/05/2020	1.0	Audra Statham	Updated LGR and Transformation Budget Changes

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

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

Document Approval	
Date	Who



1. Introduction

Prior to the COVID outbreak, the extent of efficiency and transformations savings were forecast at circa £90m with a budget of 44.4m. Since the COVID outbreak the programme has been amended to focus on “safe and legal” transfer and the “must haves” while maintaining the desire to progress transformation and implementing this wherever we can (the “plus”). As a result the programme expenditure and benefits realisable have been reviewed and amended and are presented in Appendix 1 to this report.

2. Background

The budget to deliver local government reorganisation is £44.4m. This was set out in the original Prospectus for Change together with the funding sources as shown in the summary below.

Costs	£M
LGR Programme Cost	19.0
NCC 2019/20 Transformation Programme	6.5
LGR Transformation	18.9
Total	44.4
Funding	
Unitary LGR Funding (each LA £2.4m)	19.2
NCC 2019/20 Transformation Budget	6.5
BRP Transformation Funding	18.9
Total	44.4

Budget spend included the direct programme team costs, transformation costs, integration costs and general expenditure such as executive recruitment.

The budget was forecast as being on track prior to the COVID outbreak.

Revised Financial Forecast

There is now considerable financial risk emerging, which will not be fully understood for some time yet although early assessments have been made.



Expenditure

The programme stages and duration have changed and we have now brought together all projects including our Social Care system, the Children’s Trust and NCC savings plans under this single programme to make it easier to manage and monitor.

These additional projects had their own funding with the creation of Children’s Trust funded by DfE and the new social care record system (Eclipse) funded through NCC’s capital budget respectively.

A review of ‘other programme costs’ has resulted in a reduction of the following areas:-

- Backfill not required post vesting day £1.314m
- Shadow Member Appointments not required in full £0.300m
- Programme Contingency £0.913m

Benefits Realisation

An analysis of the impact of the current health crisis on the realisation of financial benefits has been undertaken on each of the Business Rates Retention Pilot schemes and NCC savings on the basis of what is currently known or assumed.

Although there may be some delay in delivering the benefits due to COVID impacts we still expect to achieve annual benefits rising to £85m a year. With one off costs of £53.3m this still represents a significant return on our investment and a positive legacy for the two new Unitary Councils.

The following is a summary of the revised programme budget:-

	Investments	Savings
	£’000	£’000
Business Rates Retention Pilots	15,000	36,619
NCC Transformation	6,523	47,829
Staff Costs	17,045	
Other Programme Costs	14,738	
Total	53,306	84,448
Original LGR Budget	43,450	
20/21 NCC Staff & Transformation Costs	9,046	
NCC Capital to fund Eclipse	219	
Children’s Trust Implementation funded by DfE	591	
Total	53,306	



We will still deliver the new two new Unitary Councils and Safe and Legal Plus programme within our original budget.

There are a number of assumptions in the analysis that will require ongoing review as the country starts to return to normal and enters into a recovery phase, which will be challenging in the lead up to setting budgets for the two unitary councils.

3. Conclusion

This document provides an update on what the current assessed COVID impact means for our plans to deliver local government reform and transformation and the resultant changes in the overall budget and re-profiling of benefits realisation. As progress is made and more information becomes available further reviews will be carried out to challenge the robustness of assumptions.

The above budgets will be monitored on a regular basis and reported to the Joint Implementation Board and each Shadow Committee.



APPENDIX 1

FUTURE NORTHANTS FINANCIAL SUMMARY AND ANALYSIS

The following sets out the financial position of the Future Northants programme based on the revised approach of safe and legal on day one with the capacity to continue full disaggregation of services and transformation post vesting day.

Table 1 Summary Position

	Summary of revised programme costs and savings		
	Investment	Savings	Notes
Business Rates Retention Pilots	15,000	36,619	Revised forecast shows majority of savings delivered between 2021 and 2024
NCC Transformation	6,523	47,829	Includes actuals for 2019/20 and revised forecast for 20/21
Other Programme Costs	14,738		Includes revised forecast for 20/21 onwards
Staff Costs	17,045		Actuals for 2019/20. Projection for safe and legal plus for 20/21 and transformation costs 2021/24
Total	53,306	84,448	
Original LGR Budget	43,450		
2020/21 NCC staff costs	4,796		These costs met from within NCC existing budget 2020/21
2020/21 NCC transformation costs	4,250		These costs met from within NCC existing budget 2020/21
NCC Capital to fund Eclipse	219		These costs met from within NCC existing budget 2020/21
Children's Trust implementation funded by DfE	591		These costs are for the Children's Trust set up and to be met from DfE funding
Total	53,306		

Detailed profiles

The following table sets out the revised profile of savings delivery relating to the investment through Business Rates Retention Pilot schemes, noting that the majority of savings accrue after vesting day.

Table 2 Business Rates Retention Pilots

Business Rates Retention	Investment				Benefits			
	2019/20	2020/21	2021/24	Total	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000	£000	£000	£000	£000
BRR04 - CFN Improving Fostering	16	120	334	470	0	281	2,019	2,300
BRR06 - CFN Practice Improvement	482	185	128	795	0	294	2,106	2,400
BRR08 - Adults Review Task Force Team	388	12	0	400	1,000	0	0	1,000
BRR09 - Adults Review of Target Operating Model	400	0	0	400	0	815	13,185	14,000
BRR10 - Strategic Infrastructure - Growth and Infrastructure Plan	27	223	0	250	0	0	60	60
BRR18 - Customer Contact - Customer and Digital Strategy	0	1,900	3,750	5,650	0	0	3,000	3,000
BRR20 - Shared Service Redesign	43	4,057	0	4,100	0	0	2,500	2,500
BRR21 - Corporate Contracts Review	0	250	0	250	0	0	500	500
BRR26 - CFM Workforce Programme	539	196	0	735	0	138	1,262	1,400
BRR45 - Adults Overnight Carers Scheme	350	0	0	350	626	0	0	626
BRR46 - Adults Rapid Response Team	291	859	450	1,600	0	718	8,115	8,833
Unallocated funds	0	0	0	0	0	0	0	0
Total Business Rates	2,536	7,802	4,662	15,000	1,626	2,246	32,747	36,619

The following table sets out the revised profile for NCC savings relating to actuals delivered in 2019/20 and a revised profile prior to vesting day and post vesting day taking account of assumptions in evaluating the robustness of estimates taking the impact of the pandemic into account.

Table 3 NCC Transformation

NCC Transformation	Investment				Benefits			
	2019/20	2020/21	2021/24	Total	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Adults	1,204	4,250	0	5,454	22,975	7,130	-3,713	26,392
Childrens	92	0	0	92	4,086	1,636	2,730	8,452
Corporate Services	977	0	0	977	3,740	258	500	4,498
Place	0	0	0	0	2,480	2,241	2,796	7,517
LGSS	0	0	0	0	0	970	0	970
				0				0
Total NCC Transformation	2,273	4,250	0	6,523	33,281	12,235	2,313	47,829

Table 4 Other Programme Costs

Other Programme Costs	2019/20	2020/21	2021/24	Total
Resource - backfill	133	553		686
Legal advice				400
Restructuring costs				7,900
Shadow statutory appointments				832
Shadow member appointments				60
Recruitment to senior appointments				160
Branding & signage				500
National pay and conditions				750
Programme delivery contingency				2,193
LGR pre submission costs (May-Aug 2018)				148
LGR pre submission costs (Sept 18 - Aug 19)				1,109
Total other Programme Costs				14,738