


Meeting: West Northamptonshire Shadow Executive
Date: 22 September 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>

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Contact: democraticservices@westnorthants.gov.uk

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Items requiring a decision		
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Matters that Stand Referred from the Shadow Authority		
11 a)	<p>Motion submitted by Councillor Zoe Smith</p> <p>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:</p> <ul style="list-style-type: none"> • 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 	195-197

	everyone's work plan.	
11 b)	<p>Motion submitted by Councillor Jonathan Harris</p> <p>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.</p> <p>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.</p>	
Exempt Items		
12	None notified.	-
Urgent Items		
13	None notified.	-
	 Susan Zeiss, Proper Officer Date issued: 14th September 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 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, 25th August 2020

Shadow Executive Members Present:

Councillor Richard Auger	Councillor Elizabeth Bowen
Councillor Rebecca Breese	Councillor Phil Larratt
Councillor Ian McCord (Chair)	Councillor Jonathan Nunn (Deputy Chair)

Officers Present:

George Candler	Interim Chief Executive, West Northamptonshire Shadow Authority
Leslie Currie	Change Manager (Corporate), Future Northants
Anna Earnshaw	Deputy Chief Executive & Director of Adults, Communities & Wellbeing, NCC
Richard Ellis	Chief Executive Officer, SNC
Belinda Green	Operations Director, CSN Resources
Seb Greene	Change Manager, NCC
Paul Hanson	Democratic Services Manager, NCC
Paul Helsby	Programme Director, Northamptonshire Unitary Integrated Programme
Martin Henry	Interim Chief Finance Officer, West Northamptonshire Shadow Authority
Paul Hymers	Strategic Finance Adviser, SNC
Sara Kennedy	Communications Officer, NBC
Alex Melia	Democratic Services Officer, West Northamptonshire Shadow Authority (Minutes)
Rebecca Peck	Rebecca Peck – Assistant Director to Chief Executive, NCC
Gerda Round	Service Improvement Manager, LGSS
Audra Statham	Finance Enabler, Future Northants Programme
Maria Taylor	Executive Director (Community), DDC
Ian Vincent	Chief Executive, DDC
Susan Zeiss	Interim Monitoring Officer, West Northamptonshire Shadow Authority

1. APOLOGIES FOR NON-ATTENDANCE:

None received.

2. NOTIFICATION OF REQUESTS TO ADDRESS THE MEETING:

None received.

3. DECLARATIONS OF INTEREST:

None received.

4. MINUTES OF THE MEETING HELD ON 21st July 2020

RESOLVED: That the Shadow Executive approved the minutes of the meeting held on 21st July 2020 as a true and accurate record.

5. ANNOUNCEMENTS

After visiting the new medical centre currently under construction in Brackley, the Chair wished to express the belief that upon completion the facility would be a considerable asset to the people and place of West Northamptonshire going forward.

6. PROGRAMME DIRECTOR'S UPDATE

The Programme Director, Northamptonshire Unitary Integrated Programme, introduced the report to the Shadow Executive and highlighted the salient points:

- The status of the IT programme has progressed from amber to green;
- Adults has moved from green to amber during the last period, due to beta-testing of processes regarding HR, which has caused slight delays. It is expected that this area of the programme will revert back to green status, as the majority of issues have been resolved.
- The Trade Unions have been engaged with the Draft Blueprint, and it was felt by the Programme Director that the sessions were received positively.
- The Programme had been independently assessed in July, led by a team with previous experience of setting up a Unitary Authority. The report covered seven key areas and made 30 recommendations which will be developed into an action which will be brought to the Joint Implementation Executive next month.
- One of the recommendations made concerned the clarity of reporting, with the Programme Director stating that after the approval of the Draft Blueprint, the reports could split into North and West.
- These reports will then have a greater detail for West Northamptonshire and will come to the Shadow Executive on a monthly basis.
- The Change Management for July mainly focussed on bringing the Change Champions back into the fold following the Covid-19 restrictions.

The Finance Enabler, Future Northants Programme, introduced the finance report to the Shadow Executive and highlighted the salient points:

- Since the previous report, there has been a negative variance of £239,000. The Finance Enabler stated that these savings are now planned for future years instead.
- An Outturn Position for all Northamptonshire Authorities was newly included in the report. The overall adverse variance was projected at £8,500,000. After mitigation, this figure has been revised to £1,400,000.
- The final guidance for an income grant is anticipated for Monday 31st August 2020. This should help to further close this variance going forward.
- The next update from all eight sovereign councils will be in November.

The Chair commented that the reported £239,000 variance was reasonable in light of the challenges faced in recent months.

The recommendation was proposed and seconded. Upon the vote being taken it was:

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.

7. PENSIONS ADMINISTERING AUTHORITY INFORMATION PAPER

The Interim Chief Finance Officer, West Northamptonshire Shadow Authority, introduced the report to the Shadow Executive and highlighted the salient points:

- Paragraph 3.2.2 sets out four different options for which administering body should be selected as the Pensions Authority moving forward.
- The first option is for no change, which is untenable as the County Council will cease to exist after Vesting Day.
- The second option is to have two separate Pensions Administering Authorities in the North and West respectively, which the report deemed inefficient.
- Options 3 & 4 are to base the future Pensions Administering Authority in either West Northamptonshire or North Northamptonshire respectively.

The recommendation was proposed and seconded. Upon the vote being taken it was:

RESOLVED: That the Shadow Executive:

Selected West Northamptonshire as the Administration Authority (option 3), as detailed in the Options Appraisal attached in Appendix A.

8a. COUNCIL TAX HARMONISATION TASK & FINISH GROUP REPORT

The Chair of the Council Tax Harmonisation Task & Finish Group introduced the report and highlighted the salient points:

- The three existing sovereign councils across West Northamptonshire have different levels of council tax.
- It is a statutory requirement to have harmonised Council Tax across the area by the start of the eighth year of the new organisation. The maximum period to achieve this is therefore seven years from vesting day. Two approaches have been discussed to achieve this.
- The Group has discussed and suggested 3-4 years to balance variances across the three authorities.
- Throughout the Local Council Tax Reduction Scheme, benefit will be given to vulnerable clients across the West, whilst also being mindful of the potential impact on all residents.
- The schemes as outlined will give very different results, with the Task & Finish Group minded to use a cost-neutral scheme.
- The final decision is to be made following clearer financial planning.

The recommendation was proposed and seconded. Upon the vote being taken it was:

RESOLVED: That the Shadow Executive:

Noted the progress made by the Council Tax Harmonisation Task & Finish Group.

8b. DISAGGREGATION TASK & FINISH GROUP REPORT

The Chair of the Disaggregation Task & Finish Group introduced the report and highlighted the salient points:

- The Task & Finish Group began in early June and concluded in August, ensuring that members from a range of the sovereign councils were represented.
- Disaggregation is a backwards-looking process, which is essential to the medium-term financial plan, which is itself within the remit of a separate Task & Finish Group.
- The objectives of the group were to disaggregate the current NCC budget, to amalgamate and distribute borough and district budgets, and to provide a starting point to develop a budget for the West Northamptonshire Unitary Authority.

The recommendation was proposed and seconded. Upon the vote being taken it was:

RESOLVED: That the Shadow Executive:

Noted the progress made by the Disaggregation Task & Finish Group.

8c. DAY ONE ACCOMMODATION – WEST REPORT

The Chair of the Day One Accommodation Task & Finish Group introduced the report and highlighted the salient points:

- The basic principle of the report is that staff members should continue to utilise the current blend of remote, home and office-based working. Senior leaders and directors have been made aware of this principle.
- Where disaggregation occurs, the configuration of workplaces such as One Angel Square may need to be revised.
- The Task & Finish Group want all staff members to be kept aware of their location and the viability of resources leading up to Day One of the new authorities.
- The Chair of the Day One Accommodation Task & Finish Group stated that as the Covid-19 situation develops, it may be necessary to explore new, innovative ways of ensuring that the democratic requirements of the Authority are fulfilled.

The Chair commented that the emergency legislation for remote meetings ends on the 7th May 2021, which incorporates Day One of the new authority.

In response, the Chair of the Day One Accommodation Task & Finish Group stated that, if necessary, a system will be in place to operate the Chamber in a safe manner after the 7th May 2021.

The recommendation was proposed and seconded. Upon the vote being taken it was:

RESOLVED: That the Shadow Executive:

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”.

8d. COMMUNICATIONS AND ENGAGEMENT TASK & FINISH GROUP REPORT

The Chair of the Communication and Engagements Task & Finish Group introduced the report and highlighted the salient points:

- Utilising in-house designers to create a flexible, modern and accessible design suitable for a wide range of uses, the Task & Finish Group have narrowed the selections down to three potential designs.
- The group stated that the objective was to avoid any icon that represented a specific locality rather than West Northamptonshire as a whole.
- At the time of writing, 1272 responses had been received to give feedback on the three alternatives, which may influence further changes before a final design is agreed.
- A target date of November has been set for a finalised logo to be sent to the Shadow Executive.

In response to questions, the Chair of the Communications and Engagement Task & Finish Group noted that the Civic Task & Finish Group has expressed an interest in designing a heraldic crest that will sit alongside the finalised commercial logo.

The recommendation was proposed and seconded. Upon the vote being taken it was:

RESOLVED: That the Shadow Executive:

- a) Noted the three designs as set out at Appendix A to the report;**
- b) Noted that the designs have gone out to staff, trade unions, councillors, partners and the public to seek opinion via an online survey;**
- 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;**
- d) Noted that the Centre for Public Scrutiny has been approached for an additional peer opinion on the designs.**

9. WEST NORTHAMPTONSHIRE UNITARY COUNCIL DRAFT BLUEPRINT

The Deputy Chief Executive & Director of Adults, Communities & Wellbeing, NCC, introduced the report to the Shadow Executive and highlighted the salient points:

- Members were asked to note the progress made in splitting services within NCC against the initial projections of decreased progress due to the effect of Covid-19.
- The blueprints are not intended to be a structure, but rather they represent a view of how the services will be aligned to member portfolios.
- On Page 107 of the report, there is significant detail on which services will be under the direct control of West Northamptonshire, and which will require an agreement to be provided to the West by the North Northamptonshire Authority.
- Trade Unions have been given access to the blueprints. The Deputy Chief Executive suggested that the feedback on this transparency was positive.
- Attention was drawn to the outlines for potential opportunities arising from the removal of the two-tier government structure.

- The IT capabilities being rolled out may enable flexibility and improvements for staff, and as a result for the people of West Northamptonshire when dealing with the Authority.
- If members approve the Draft Blueprint, the next stage of the process will be the implementation phase, along with detailed work on what will happen on Day One.

In response to questions from members, the Deputy Chief Executive clarified that Chester Farm, although located in North Northamptonshire, is an example of a hosted service as it provides an archaeological and visitor's site for the county as a whole. At the next stage, to aid comprehension, these functions will be moved into a service-level view.

The Deputy Chief Executive also noted that with some services there may be issues with the affordability of a small number of services, which may result in minor alterations once more evidence becomes available. The Programme Director noted that these decision-making processes would be necessary regardless of the move to create Unitary authorities.

The recommendation was proposed and seconded. Upon the vote being taken it was:

RESOLVED: That the Shadow Executive:

a) Notes 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 Executive with regard Northamptonshire County Council (NCC) Services and aggregation of District and Borough Services;

b) Notes 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;

c) Endorses 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;

d) Agrees 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;

e) Recommends to the West Northamptonshire Shadow Authority that they adopt the Draft Blueprint.

There being no further business, the meeting closed at 19:21pm.

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

22nd September 2020

Report Title	Programme Directors Update
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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 high level programme delivery status
- b) Notes the update on change readiness and change champion recruitment.
- c) Notes the communication and engagement update
- d) 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 is at a point where the blueprint for the council has been shared with the trade unions, staff and elected members and is now in the public domain and is part of the wider agenda for this meeting to consider formal approval.
- 3.1.3 The finance monitoring report for September is submitted for approval and the attached report sets out the details for consideration by the Executive.
- 3.1.4 There is also an update on communications and engagement and change management and the current position in relation to Change Champions and the next steps as we move into the implementation phase of the programme.

3.1.5 Members of the Executive should note that from the October reporting cycle the West Northamptonshire specific implementation monitoring will commence providing a more detailed report of the implementation phase.

3.2 Issues and Choices

3.2.1 The creation of a draft blueprint for West Northamptonshire Council will be presented to the Executive for approval at the meeting of 22nd September.

4. Implications (including financial implications)

4.1 Policy

4.1.1 The delivery costs and benefits are set out in detail in the Finance Monitoring Report attached. 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

Report Author: Paul Helsby – Programme Director

West Northamptonshire
SHADOW AUTHORITY



Programme Director's Update

September 2020

Contents

- 1) Programme Status Summary
- 2) Programme Notes
- 3) Change Management
- 4) Communication and Engagement
- 5) Finance Report – Audra Statham



Programme Notes

Comms and Engagement – All new resources are in place, focus on engagement on draft blueprints throughout September with members, staff and partners. George Candler is taking the Chief Executive lead on this area.

Trade Unions – The draft blueprint was shared with the Trade Unions and a positive discussion was held following the last JIE and important to work closely with the trade unions as we move forward on the work required to align staff to the two new unitaries. Meeting is 10th September.

Blueprint Preparation – Workshops have been held with both Executives on the detailed level of the draft blueprints. ICT workshop and budget workshops taking place.




Implementation reporting and preparation – Critical path work now complete and reporting methodology being tested so that once the blueprints are adopted the reporting will drop down into a more detailed level and on a north and west basis to commence in October reporting cycle.

Programme Health check – 30 recommendation drawn up into an action plan. Each action has been assigned an owner at senior level. The detailed action plan is available if required.

Transformation Directors recruitment process underway

Programme Status Summary

Overall FN programme RAG rating as at 28th August 2020

Programme	Programme Lead	Programme Status	Commentary	Estimated Direction of Travel for next period
Place North	Ian Vincent	G		
Place West		G		
Finance	Barry Scarr	G	Good progress has been made and the overall status of the programme has now moved from Amber to Green through the hard work of Members and Officers and the support of the programme team with very tight timescales. MTFP work is key current area of focus.	
Corporate	Martin Cox	A	Whilst Councils are supporting where they can, the issue of releasing resources due to COVID impact remains a material issue that could impact the delivery of key areas.	
Childrens	Liz Elliott	A	The Creation of the Children's Trust is the immediate priority as we move closer to 1st November. Progress is being made and challenges are being worked through and overcome to date. Savings initiatives remain a concern and the impact of COVID on this area will continue to create delay in the delivery of savings. (see financial report for programme)	
Adults	Anna Earnshaw	A	It was anticipated that the adults programme would return to green status this month however more work is required to test process for the early go-live of this key area. Workshops are underway to address the challenges and amend the approaches in the programme for the benefit of fine tuning the implementation phase.	
ICT	Richard Ellis	G	Whilst green the ICT programme is complex and extensive and continues to be a high priority for resources and tight governance.	
Customer and Digital		G		



Day 1 Assurance: What we've done

- Designed, built and tested the process for capturing and monitoring the implementation status of all Critical Products at Unitary level
- Implemented this process through Future Northants Governance and Assurance Officers, Project Managers and Programme Managers to capture the implementation status of over 800 Critical products at Unitary level
- Compiled the first full view of Critical Product implementation statuses across the c. 80 Day 1 Requirements at Unitary Level (provided in separate document)
- Worked directly with relevant Programme Managers to clarify and resolve Critical Products that are reporting implementation issues or concerns
- Initiated development of the process for capturing and monitoring the implementation status of Day 1 Services for North Unitary and West Unitary



Day 1 Assurance: Interim Unitary Level Exception Report

Critical Products where implementation should have started but has not

- No Critical Products at this status

Critical Products where implementation progress is of concern

- No Critical Products at this status

Critical Products where implementation progress is under increased watch

Corporate C18: Archive and storage facility (strategy and policy)	Establishing Critical Products of this recently revised Unitary Day 1 Requirement
ICT IC03: Customer Services Outsystems	Dependency on partner decision to be made by end August 2020
Place PO4: ID cards	Assurance being sought that implementation has commenced as planned
Place PO7: Room booking	Establishing Critical Products of this newly identified Unitary Day 1 Requirement
Place P08: Archive and storage facility (contracts and physical storage)	Assurance being sought that implementation has commenced as planned

Day 1 Assurance: What we're doing now and next

- Embedding and stabilising the newly introduced data capture and monitoring process for Unitary Day 1 Critical Products
- Continuing status data capture of Unitary Day 1 Critical Products on a fortnightly basis to monitor implementation and instigate rapid corrective action where required
- Reformatting the Assurance Framework to show Unitary Day 1 Critical Products by month of implementation to support Programme Managers in their timely delivery
- Developing enhanced assurance processes to ensure data reported by projects and programmes is accurate
- Building and testing the process for capturing and monitoring the implementation status of Day 1 Services for North Unitary and West Unitary
- Designing and producing separate Day 1 Readiness Reports for North Unitary and West Unitary to provide clear sight of their individual implementation positions



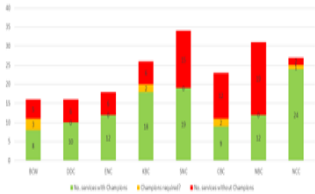
Change Management

Actions Review: August

RECRUITMENT TOOLKIT



No. of Services for each Organisation where a Change Champion is/un't in place.



Gap Analysis

This chart identifies how many services each council has and how many are represented by a Change Champion. To ensure each service is represented by at least 1 Change Champion, a minimum of 71 will need to be recruited as part of a targeted campaign. 8 services require further exploration to agree if Change Champion representation is required e.g. service is currently sub-outsourced. Further consultation with leadership teams on service size/complexity, change readiness and potential resistance levels will identify additional Change Champion needs.



Virtual Engagement Workshops

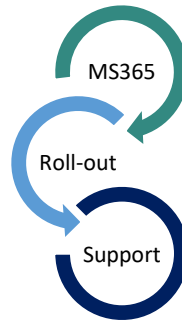


Staff Engagement Activities Continue.....



✓ Change Maker: Completion of Team Profiling with role out of team workshops per programme team/role team.

Colleague Support Activities Continue.....



- Roles Identified**
- IT Pilot Users
 - Early Adopters
 - Super Users



Induction Toolkit

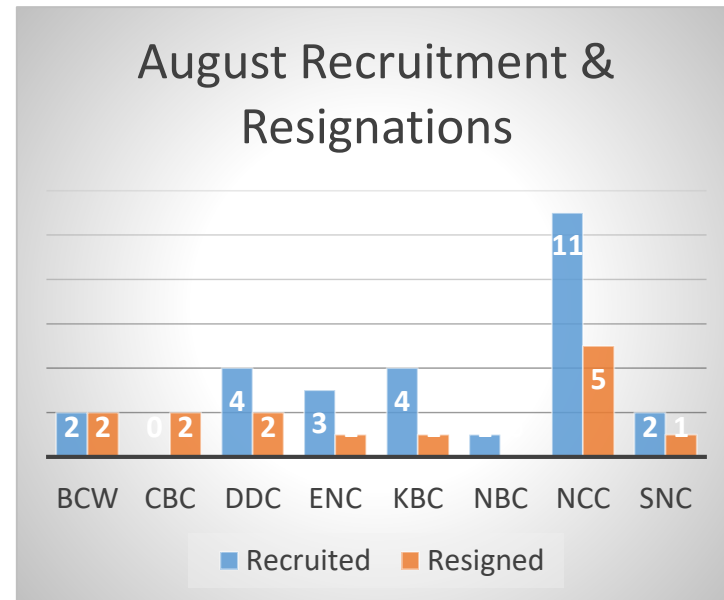
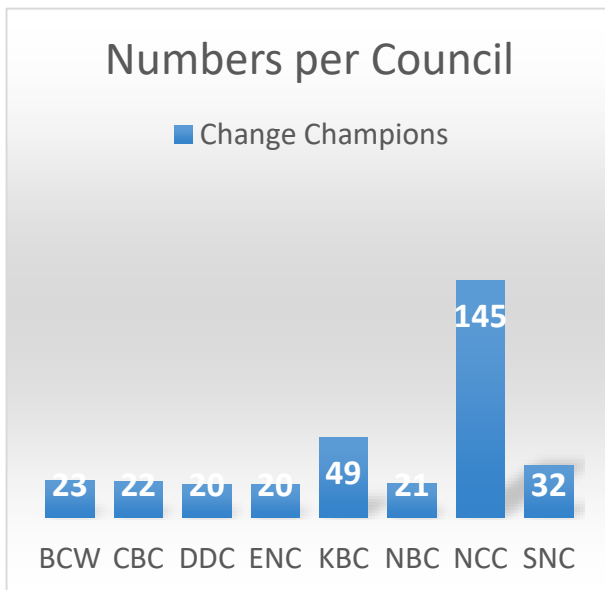
- Change Champion Recruitment Campaign
- Change Champion Survey
- Identification of Support, Engagement and Themes
- ICT Programme Development Session
- Change Coaching Sessions
- Mail automation pilot testing

✓ Change Impact Assessments completed

IMPACT ASSESSMENT TEMPLATE	
PROJECT NAME	DATE CREATED
CHANGES NGA	VERSION DATE
PROGRAMME	VERSION NO.
GAPS ANALYSIS	
CHANGED DATE (YR MO)	
CHANGED DATE (YR MO)	
GAP BETWEEN ACTS 1 & 2	
KEY RISK	
IMPACT OVERVIEW	
IMPACT TYPE	
IMPACT RISK	IMPACT DELIVERY
IMPACT OVERVIEW	
CONSIDERATIONS	
PROBABILITY	
IMPACT	
IMPACT	



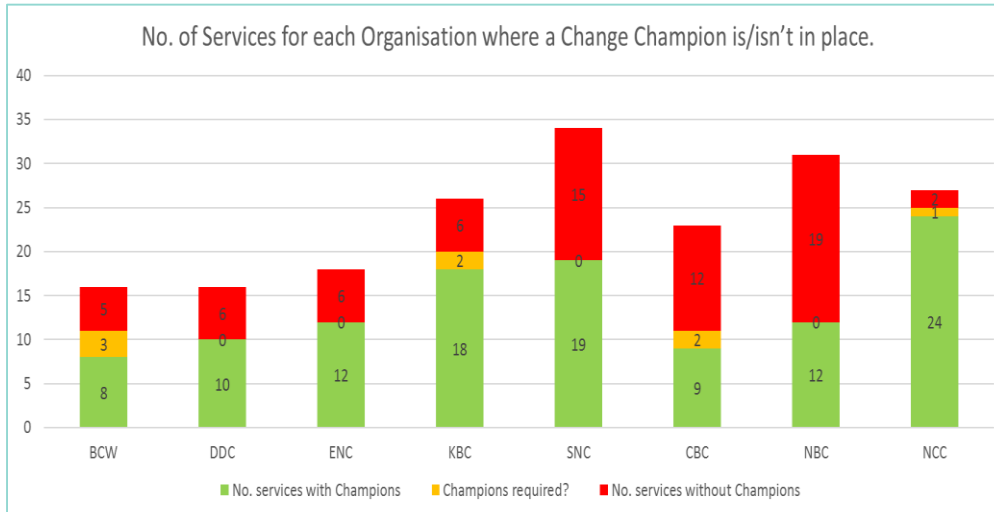
Change Champions Stats: Numbers, Open Recruitment & Resignations



27 recruited in August taking the total from 319 to 346, however, a further 14 resigned, leaving a net total of 332 champions across all 8 councils.



Change Champion Stats: Targeted Recruitment



Targeted Recruitment Principles

Minimum of 1 per service

Agreement of champion representation for outsourced or shared services

Additional champions to be agreed with senior leaders based on:

- Size & Complexity of Service
- Extent of the required change
- Change Readiness
- Potential Resistance levels

To ensure each service is represented by at least 1 Change Champion, a minimum of 71 will need to be recruited as part of a targeted campaign.

8 services require further exploration to agree if Change Champion representation is required e.g. service is currently outsourced.

Next Steps: Consultation with council leadership teams to agree Champion recruitment numbers, locations and nominations process (supported by Recruitment Toolkit and Gap Analysis).

Actions through September



Continue:

- ✓ Change Champion Open Recruitment Campaign
- ✓ Roll out of Change Charter
- ✓ Delivery of Gearing up for Change Workshops
- ✓ ICT Programme Development
- ✓ Change Coaching Sessions
- ✓ ICT Programme Boards in Engine Room
- ✓ Review & Update Champion Gap Analysis



Continue delivery of Team workshops per programme team/role team.

Finance Programme

- Planning consultations for:
- Council Tax Harmonisation
 - Council Tax Reduction (CTRS)
 - National Non Domestic Rates (NDR)

Design of Bite Size Development Workshops

Design of Change Approach Branding for Workforce



Launch Change Champion Development Toolkit

Additions:

- Change Champion Targeted Recruitment Campaign
- Recognition and Sponsorship of Change Champions
- Launch ICT IT Pilot Users / Early Adopters & Super Users roles
- Design of Development Workshops
- Design of Development Workshops
- Formalise reporting structures and info

Communications and engagement

Staff and member briefing: 9-11th September

- **1 staff briefing and 1 member briefing – recorded and distributed for those who can't attend**
 - Engagement on draft blueprints with elected members North and West
 - Recap on progress and launch of implementation phase
 - Intro from new CEs
 - Assurance on day one changes
 - Overview of blueprints
 - Day one transformation – adults and IT examples
 - Next steps for staff consultation
 - Q and A with Change Champions
 - Next steps and roadmap
- Follow up with development of evolving FAQ, and tailored staff briefing sessions delivered by nominated Directors / Programme Leads

Communications and engagement

Recent activity

- Logo survey live. Over 5,000 responses across North / West
- Blueprint - internal and external communications
- CE announcements
- On boarding of new team

Next steps

- Senior appointments – statutory director roles – early Sept
- Support for Council Tax Reduction Scheme consultation – early October
- Development of communications forward plan to enable better planning
- Review of communications model, resourcing, systems
- Review of communications channels / positioning with increased focus on benefits and changes for residents and staff



Finance Report Summary

Audra

See separate report.



Document Type	Information Report
Programme	Future Northants
Title	Future Northants Finance Monitoring Report
Audience for this document	
West Northamptonshire Shadow Executive	
Purpose of this document	
The purpose of this report is to provide a summary of the forecast outturn position of the Future Northants Programme.	

Document Control

Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
27/05/2020	1.0	Audra Stham	Updated LGR and Transformation Budget Changes
13/07/2020	1.0	Audra Stham	Outturn Report
	1.0	Audra Stham	Outturn Report

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

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

Document Approval	
Date	Who

1. Introduction

The programme expenditure and benefits realisable were reviewed, amended and presented to each of the North and West Executive committees in June 2020. Progress against this realigned budget will now be reported on a monthly basis, with this report being the third in that series. The budget monitoring relates to 20/21 only with any resulting slippage for future years being noted.

2. Background

The budget to deliver local government reorganisation and the forecast outturn for 2020/21 is summarised below and in full detail at Appendix 1.

Investment	Budget	Outturn	Variance
	2020/21	2020/21	Under/ (Over)
	£000	£000	£000
Business Rates Retention Pilots	7,802	7,802	0
NCC Transformation	4,250	4,250	0
Other Programme Costs	4,948	4,948	0
Staff Costs	5,697	5,697	0
Total	22,697	22,697	0

Benefits Realisation	Budget	Outturn	Variance
	2020/21	2020/21	
	£000	£000	£000
Business Rates Retention Pilots	2,246	1,630	616
NCC Transformation	12,235	12,383	-148
Total	14,481	14,013	468

The overall variance of £0.468m has increased since the last report by £0.229m. It is still expected that savings not delivered in 20/21 will still be delivered in later years.

Investment

As can be seen the investment costs are currently projected in line with budget. Whilst recruitment to all positions is still on-going, producing a favourable variance within the period, these savings will be used to further strengthen ICT resources and communications and engagement, related to the shortened implementation period.

Benefits Realisation

An analysis of the impact of the current health crisis on the realisation of financial benefits was undertaken on each of the Business Rates Retention Pilot schemes and NCC savings on the basis of what was known or assumed during April and May. This was and remains a fast moving, dynamic period of time and 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.

The variances reported above relate mainly to adults and children's services. Since period 3, reported in July, there is slippage of savings from the New Learning Disability Provision as the build and opening of Oaktree Rise for Transforming care clients has

been delayed to later into 2021-22. The savings impact is a profile issue not an inability to achieve the savings.

Revised Financial Forecast

There remains considerable financial risk to the above outturn position, which will not be fully understood for some time yet depending on the recovery of the economy and any further outbreaks of Covid-19.

It is important to note that of the total £84.448m savings, £34.907m has already been delivered in 2019/20 and we are on track to deliver £14,013m during 2020/21. This will leave £35.528m to be delivered beyond vesting day.

3. Conclusion

Overall we are on track to deliver local government reform and transformation within budget, despite the very challenging environment in which we are operating. Risk remains high but by the end of 2020/21 a total of approximately £50m worth of savings will have been delivered.

Future Northants Revised Benefits Realisation

Staff Costs	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
Staff Costs	3,047	5,697	8,301	17,045

Other Programme Costs	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
Resource - backfill	133	553		686
Legal advice		400		400
Restructuring costs			7,900	7,900
Shadow statutory appointments		832		832
Shadow member appointments		60		60
Recruitment to senior appointments		160		160
Branding & signage		500		500
National pay and conditions		250	500	750
Programme delivery contingency		2,193		2,193
LGR pre submission costs (May-Aug 2018)	148			148
LGR pre submission costs (Sept 18 - Aug 19)	1,109			1,109
Total other Programme Costs	1,390	4,948	8,400	14,738

Year End Outturn Projection
2020/21
£000
5,697

Variance Under/(Over)
2020/21
£000
0

553
400
0
832
60
160
500
250
2,193
0
0
4,948

0
0
0
0
0
0
0
0
0
0
0
0

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

Savings			
2019/20	2020/21	2021/24	Total
£000	£000	£000	£000
0	281	2,019	2,300
0	294	2,106	2,400
1,000	0	0	1,000
0	815	13,185	14,000
0	0	60	60
0	0	3,000	3,000
0	0	2,500	2,500
0	0	500	500
0	138	1,262	1,400
626	0	0	626
0	718	8,115	8,833
0	0	0	0
1,626	2,246	32,747	36,619

Year End Outturn Projection
2020/21
£000
381
164
0
1,085
0
0
0
0
0
0
0
0
1,630

Under/(Over) delivery
2020/21
£000
-100
130
0
-270
0
0
0
0
0
138
0
718
0
616

NCC Transformation	Investment (includes expenditure funded by FUCR)			
	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
Adults	1,204	4,250	0	5,454
Childrens	92	0	0	92
Corporate Services	977	0	0	977
Place	0	0	0	0
LGSS	0	0	0	0
				0
Total NCC Transformation	2,273	4,250	0	6,523

Savings			
2019/20	2020/21	2021/24	Total
£000	£000	£000	£000
22,975	7,130	-3,713	26,392
4,086	1,636	2,730	8,452
3,740	258	500	4,498
2,480	2,241	2,796	7,517
0	970	0	970
			0
33,281	12,235	2,313	47,829

Year End Outturn Projection
2020/21
£000
5,895
909
1,093
3,516
970
12,383

Under/(Over) delivery
2020/21
£000
1,235
727
-835
-1,275
0
-148

Total 9,246 22,697 21,363 53,306

34,907 14,481 35,060 84,448 Total

14,013

468

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

22nd September 2020

Report Title	Taking a community development approach to addressing health inequalities
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1. Purpose

- 1.1 To brief members of the West shadow executive on the plans for a community development approach to addressing health inequalities and to ask for them to endorse this.

2. Recommendations

- 2.1 It is recommended that the shadow executive:
- 2.1.1 Endorses going out to tender for a new contract to address health inequalities
 - 2.1.2 Note that engagement is taking place from 1st to 28th September 2020 and that this feedback will be used to update Cabinet and to develop the service specification.
 - 2.1.3 Note that once Cabinet approval is obtained, the procurement for this new service will launch in November 2020 and the new service will start on 1st April 2021.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Please see detail in the Information paper and its appendix (attached).

3.2 Issues and Choices

- 3.2.1 Please see detail in the Information paper and its appendix (attached).

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 Please see detail in the Information paper and its appendix (attached).

4.2 Resources and Risk

4.2.1 Please see detail in the Information paper and its appendix (attached).

4.3 Legal

4.3.1 Please see detail in the Information paper and its appendix (attached).

4.4 Equality and Health

4.4.1 Please see detail in the Information paper and its appendix (attached).

Report Author: Chloe Gay, NCC Public Health



Document Type	Information Report
Programme	Public Health
Title	Taking a community development approach to addressing health inequalities
Audience for this document	
Programme Implementation Board, Joint Implementation Executive, North and West Shadow Executives	
Purpose of this document	
To brief members of PIB, JIE and North and West shadow executives on the plans for a community development approach to addressing health inequalities and to ask for them to endorse this.	

Document Control

Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
20/8/20	V1	Chloe Gay	

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

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

Document Approval	
Date	Who



1. Introduction

Please provide a brief summary of the main points covered (use bullet points where possible).

- Cabinet approval was given to commission in a new community-based offer to address health inequalities, starting in April 2021, replacing the existing Social Wellbeing contract but at with a lower total contract value in response to re-prioritisation of the public health budget.
- This contract will have an extended reach to vulnerable groups at most risk of health inequalities and will focus on interventions that will have a positive impact on wider health and wellbeing.
- This paper is to update members on the proposed procurement and to seek endorsement to proceed with this new approach.

2. Background

Context (the what, why and how)

Public Health currently commission a Social Wellbeing service, which is a legacy from the Supporting People Adult Social Care contracts. The contract is held with Commsortia who subcontract to a number of Voluntary and Community Sector (VCS) providers, and this contract was transferred to the public health team from First for Wellbeing in September 2018.

In December 2019, Cabinet approved a one year extension to the contract between NCC and Commsortia with a total value of £1.3 million expiring at the end of March 2021, to use this year to plan for the end of the contract.

The current outcomes that the Social Wellbeing contract focuses on delivering are:

- a) removing or reducing the need for long-term social care interventions and reducing social isolation in older people, and
- b) delaying or preventing homelessness in vulnerable groups (including offenders, substance misuse, learning disabilities).

The service is split into two with a different specification for each objective. Within each there are a number of providers who deliver services to different groups, in different locations across the county and with variations on how these services are delivered.

This current contract is due to end on 31 March 2021. Cabinet approval was given in December 2019 for NCC to use an optional year extension to the current contract until March 2021 in order to decommission these services. Cabinet also gave approval to commission in its place a new community-based prevention offer from April 2021 that



has an extended reach to other more vulnerable groups who also experience health inequalities and that focuses on more 'upstream' interventions demonstrating a positive impact on wider health and wellbeing.

Public Health have been developing the proposals for the new service and are also conducting engagement to gain feedback on this new service. The engagement will end on 28 September and the report that goes to Cabinet will include the feedback, which will also be used to develop the procurement approach and service specification. This paper is to ask for endorsement of the procurement plans.

Any known risks (how likely are they)

There are a number of risks associated with the ending of the current contract. However, we cannot extend it any further due to procurement rules.

Risk, Cause and Effect	Inherent Risk Score (Likelihood x Impact = Inherent Risk Score)	What are the main controls in place that you rely on to manage the risk?
Reputational damage to the council for ending what has been historic funding of specific VCS organisations, therefore impacting on their viability, particularly when they have been key in providing support as part of the COVID response Cause: End of funding Effect: negative public perceptions/ media campaign criticising the council	9	Commsortia are working closely with providers to support them to plan for the end of the contract and look for alternative sources of funding. Furthermore there will be engagement with the market to allow them to think about how they can develop and bid for the new contract.
Impact on NASS clients and providers Cause: removing funding for services used by NASS/ clients of NASS Effect: Increased demand for NASS services	6	The current providers report that a very low number of their customers are currently NASS customers. PH are discussing the impacts with NASS and asking for involvement from NASS commissioners to mitigate impacts and look at taking a strategic approach to prevention across the county
Increased people who are homeless Cause: end of funding for the wrap-around support tied to specific accommodation (accommodation-based support) means that housing providers refuse to accept tenants with support needs Effect: less people have access to accommodation which will mean an increase in homelessness	9	PH are working with Chief Housing Officers Group and the housing cell to ensure that the new housing strategy and the recovery plans take into account the needs of people who are at risk of homelessness. The new contract will provide support to those who are homeless through addressing the wider



		health and wellbeing needs of those who are homeless
Impact on VCS/ providers Cause: reduction in funding Effect: services may close/ reduce their offer, which will have a knock on impact for referrers into those services and service users	12	Commsortia are working closely with providers to support them to plan for the end of the contract and look for alternative sources of funding. They will also be able to apply for the new contract if they want to.
Legal challenge Cause: decision making process around ending contract and that we are not fulfilling our duties under the care act to prevention deterioration in health or support the market for health and care Effect: judicial review	12	We have sought legal advice on the risk of challenge and they have advised it is low as long as we engage on new proposals Working with NASS to ensure we are adhering to the duties of the care act
Impact on service users Cause: reduced services to support people who are homeless/ older people Effect: impact on levels of isolation, mental health, access to support for wellbeing and health, impact on ability to find a secure home	12	PH are working NASS and CHOG to ensure that any impacts on service users are identified and mitigations are put in place. We are engaging with service users to ensure that any new services address needs, and there will be a focus on people who are isolated and homeless, with services designed to meet their health and wellbeing needs, albeit in a different way.
timing of changes to contracts Cause: NCC is moving to two unitaries in April 2021 Effect: the two new unitaries may have different views on how to address this and would like to proceed differently	6	Inform Future Northants of plans: via procurement route (done) and through implementation exec Boards

Perceived Benefits

There are a range of benefits to this new approach to addressing health inequalities, as compared with the existing contractual arrangements:

- Focuses on co-design and co-delivery
Working co-productively leads to improved outcomes for people who use services



and carers, and has a positive impact on the workforce.

- Outcomes-focused rather than activity-focused
A key part of phase 1 of the programme will be to identify what is important for communities and how we can best address and measure these outcomes.

The benefits to individuals and communities that this contract seeks to gain include the following:

- o Increased social connections
- o Improved neighbourhood environment
- o Improved community resilience
- o Increased in social capital in local communities
- o Improved health and wellbeing outcomes
- o Better engagement with communities, particularly those who do not traditionally engage with services.
- o Reduction in health inequalities

Costs involved

The new contract value will be £900,000 per year. This will be for the whole county. The budget split between North and West will be based on level of health needs and inequalities across the two unitary councils.

Impacts (who/what will be impacted as a result of this information)

The list of those impacted by this de-commissioning and re-commissioning are identified clearly in the risk register above.

3. Supporting information

Please see attached:

- Appendix 1: Proposal for new service

4. Conclusion

Please summarise the main points covered, including any next steps for action.

- Public Health are seeking endorsement to go out to tender for this new contract to address health inequalities.
- Engagement is taking place from 1st – 28th September and this feedback will be used to update Cabinet and also to develop the service specification.
- Once Cabinet approval is obtained, the procurement for this new service will launch in November, and the new service will start on 1st April.



FUTURE NORTHANTS



Proposal for a building community resilience and addressing health inequalities in vulnerable groups

1. Background and evidence base

1.1. Health Inequalities

For a person to stay healthy they need good homes, good jobs, friends and an environment that makes healthy choices possibleⁱ. Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society, which arise from the conditions in which people are born, grow, live, work and age. These conditions influence opportunities for good health, and how people think, feel and act, and this shapes mental health, physical health and wellbeing. Health inequalities can therefore result in differences in:

- access to care, for example, availability of treatments
- quality and experience of care, for example, levels of patient satisfaction
- behavioural risks to health, for example, smoking rates
- wider determinants of health, for example, quality of housing
- health status, for example, life expectancy and prevalence of health conditionsⁱⁱ.

Health inequalities are not inevitable and can be significantly reduced. Most effective actions to reduce health inequalities will come through action within the social determinants of healthⁱⁱⁱ. However, attempts to reduce health inequalities have not always systematically addressed the background causes of ill health and have relied on tackling more proximal causes (such as smoking), through behaviour change programmes^{iv}. Health inequalities are likely to persist between socioeconomic groups, even if lifestyle factors (such as smoking) are equalised, without addressing the fundamental causes of inequality^v. Interventions aimed at changing individual behaviours such as smoking, alcohol, diet and exercise are more quickly and commonly taken up by the middle classes and those who already have positive attitudes towards health^{vi}, which can further exacerbate health inequalities.

'10 years on from the Marmot review'^{vii} observes that the last decade has been marked by deteriorating health and widening health inequalities: 'Since 2010, in many places levels of deprivation and exclusion have intensified and accumulated. Throughout England there are communities and places, that have been labelled as 'left behind', where multiple forms of deprivation intersect and where deprivation has persisted for many years with little prospect of alleviation. Over the last ten years, these deprived communities and areas have seen vital physical and community assets lost, resources and funding reduced, community and voluntary sector services diminished and public services cut, all of which may have damaged health and widened inequalities'.

1.2. Social exclusion

Social inequalities exist across a wide range of domains: age, gender, race, ethnicity, religion, language, physical and mental health and sexual orientation. There are also some groups in society who are particularly disadvantaged: for example people who are homeless, refugees and asylum seekers, including those who receive no financial support and for whom absolute poverty remains a reality.

Social exclusion can be defined broadly as processes driven by unequal power relationships that interact across economic, political, social, and cultural dimensions^{viii}. In the UK, the concept of inclusion health has typically encompassed homeless people; Gypsy, Roma, and

traveller communities; vulnerable migrants; and sex workers^{ix} but other groups can be included.

Social exclusion is associated with the poorest health outcomes, putting those affected beyond the extreme end of the gradient of health inequalities. Inclusion health groups commonly have very high levels of morbidity and mortality, often with multiple and complex needs including overlapping mental and physical ill-health, and substance dependency, creating complex situations that health services are not always equipped to deal with and that traditional population-based approaches generally fail to address^x.

Common experiences cut across inclusion health groups. Most have been or are exposed to multiple, overlapping risk factors, such as adverse childhood experiences, trauma, and poverty. Adding to this unfavourable start, many face multiple barriers in access to health services because of fear, language and communication issues or negative past experiences, such as being turned away^{xi}. This results in overuse of some services, such as accident and emergency departments, and underuse of others, such as primary and preventative care, resulting in inefficiencies and extra costs. Many of these populations are also highly mobile, making it difficult to ensure access and continuity of care from services that are typically designed for fixed populations^{xii}.

These groups frequently face stigma, discrimination, and public misconception, and marginalisation can further be compounded by punitive social policies. Notably, inclusion health groups are not consistently recorded in electronic records, making them effectively invisible for policy and service planning purposes^{xiii}. These experiences can create a vicious cycle of health and social deterioration for those affected.

Inclusion Health^{xiv} highlighted a number of challenges which illustrate the need for commissioners to tackle this issue in a robust way, and most of these still stand today:

	Challenges
Clients	<ul style="list-style-type: none"> • complex needs and chaotic lifestyles make it difficult for socially excluded people to access services and navigate systems • many socially excluded clients have low health aspirations, poor expectations of services, and limited opportunities to shape their care • they often report feeling 'invisible' or discriminated against
Practitioners	<ul style="list-style-type: none"> • many practitioners (especially in non-specialist settings) lack awareness, skills and training to cope effectively with the most excluded • in many mainstream settings, there is a tendency to focus on treating presenting symptoms – rather than supporting recovery and sustained behaviour change • specialist practitioners often work in isolation or lack the support networks and supervision to deal effectively with high need clients
Providers	<ul style="list-style-type: none"> • there is a limited evidence base on what works for these clients, and sometimes a lack of capacity/capability to evaluate • services often lack the flexibility to respond to complex needs and chaotic lifestyles • few incentives to promote partnership working around clients with complex needs

	<ul style="list-style-type: none"> • it is easy for clients to fall between the gaps of different services • there are key gaps in and barriers to provision (e.g. access to mental health services for those with dual diagnosis) • there is an artificial divide between clinical and social models of care
Commissioners	<ul style="list-style-type: none"> • there is considerable variation of provision of specialist services between different areas of the country • socially excluded clients often do not show up on needs assessments • some groups are very small or geographically dispersed, and there are important differences between and within groups • often there is limited join-up between PCTs, LAs and the Third Sector in sharing • knowledge about the most excluded clients • limited focus on health promotion, prevention and recovery
Leaders	<ul style="list-style-type: none"> • there is no national voice for the socially excluded and the diverse range of professionals who work with them • health care for socially excluded groups is of low priority and the needs of these • groups tend not to be at the forefront in strategic planning • health and wellbeing outcomes do not adequately reflect the specificity and complexity of socially excluded clients' needs and circumstances

1.3. Community based approaches to addressing health inequalities

'Community' as a term is used as shorthand for the relationships, bonds, identities and interests that join people together or give them a shared stake in a place, service, culture or activity. Distinctions are often made between communities of place or geography and communities of interest, identity or affinity, as strategies for engaging people may vary accordingly. Nevertheless, communities are dynamic and complex, and people's identities and allegiances may shift over time and in different social circumstances^{xv}.

Communities are important for physical and mental health and well-being. The physical and social characteristics of communities, and the degree to which they enable and promote healthy behaviours, all make a contribution to social inequalities in health^{xvi}. The Marmot Review provided evidence that in order to reduce health inequalities in England, we must improve community capital and reduce social isolation across the social gradient.

'Social capital' refers to the relationships and social networks available that bind and connect people within and between communities. It provides a source of resilience which is critical to physical and mental well-being. Networks can also support more practical needs including, including help for people find work, or get through economic and other material difficulties. The extent of people's participation in their communities and the added control over their lives that this brings has the potential to contribute to their psychosocial well-being and, as a

result, to other health outcomes. Therefore it is **vital to build social capital at a local level** to ensure that approaches are shaped and owned by local communities.

A radical shift is needed to put communities at the heart of public health^{xvii} and there is growing evidence which supports the case for this shift to more person and community-centred approaches to health and wellbeing^{xviii}. They involve:

- using non-clinical methods
- using participatory approaches, such as community members actively involved in design, delivery and evaluation
- reducing barriers to engagement
- utilising and building on the local community assets
- collaborating with those most at risk of poor health
- changing the conditions that drive poor health
- addressing community-level factors such as social networks, social capital and empowerment
- increasing people's control over their health.

Actively involving citizens in prevention programmes and strengthening community assets is a key strategy in helping to improve the health of the poorest fastest. Community assets include:

- the skills, knowledge, social competence and commitment of individual community members
- friendships, inter-generational solidarity, community cohesion and neighbourliness
- local groups and community and voluntary associations, ranging from formal organisations to informal groups, or mutual aid networks such as babysitting circles
- physical, environmental and economic resources
- assets brought by external agencies including the public, private and third sector^{xix}.

Community-centred approaches are about mobilising assets within communities, promoting equity, and increasing people's control over their health and lives. However, not all groups have equal access to community assets. Those who are socially excluded often do not have a voice in local decisions and are not given as many opportunities to participate in community life as others. Participatory approaches can directly address marginalisation and powerlessness that underpin inequities and can therefore be more effective than professional-led services in reducing inequalities. Effective participation in which individuals and communities define the problems and develop community solutions is required to shift power towards individuals and communities to address health inequalities^{xvi}.

PHE has developed a 'family of community-centred approaches' as a framework to represent some of the practical and evidence-based options that can be used to improve community health and wellbeing. It includes four strands of community-centred approaches for health and wellbeing, including:

- strengthening communities: building on community capacities to take action together on health and the social determinants of health
- volunteer and peer roles: enhancing individuals' capabilities to provide advice, information and support or organise activities around health and wellbeing in their or other communities.
- collaborations and partnerships: approaches that involve communities and local services working together at any stage of the planning cycle, from identifying needs through to implementation and evaluation.

- access to community resources: connecting people to community resources, practical help, group activities and volunteering opportunities to meet health needs and increase social participation.

During the COVID-19 pandemic communities have shown and built their resilience. Neighbours are connecting and looking out for each other more than usual, informal support groups in local areas have organised to support people in need. ONS weekly research into social impacts of COVID-19 has seen a steady increase in community spirit. However, it has also likely exacerbated some of the issues faced by those who are isolated and excluded as not everyone can contribute to or benefit equally from neighbourhood action^{xx}.

The pandemic has not only highlighted the importance of communities. In order not to lose these gains as we recover from the pandemic it is vital to maintain the centrality of communities and continue to strengthen community resilience through our ongoing efforts to improve health and wellbeing.

2. Health inequalities in Northamptonshire

To understand local needs Public Health have conducted a rapid desktop needs assessment, looking at vulnerable groups in Northamptonshire. In January 2020 Public Health held a Health and Wellbeing Board Development Session, which also started to gather information on vulnerable groups and what the current local assets and needs are (through local Voluntary and Community Sector and other service representatives who were in attendance). Public Health are also conducting an engagement activity from 1 – 28 September to gain feedback on the proposals for this approach to addressing health inequalities to inform the development of the service specification. However, we also recognise that a key element to any community development approach is to engage with communities to develop relationships and a shared understanding of the issues and to work in partnership to co-design and co-deliver interventions. This will be the first phase of the programme.

2.1. Local needs and areas to focus on

In 2015-17 the life expectancies of Northamptonshire males and females were slightly lower than the England average (males: 79.5 vs. 79.6 years; females: 82.8 vs. 83.1 years). There was a 6.6 year gap between the most and least deprived quintile for males, and a 5.3 year gap for females.

Table 2: Inequalities between the most deprived and least deprived quintile in Northamptonshire in 2015-17

	Male	Female
Life expectancy in most deprived quintile of Northamptonshire (yrs)	75.3	79.4
Life expectancy in least deprived quintile of Northamptonshire (yrs)	82	84.6
Absolute gap in life expectancy between most and least deprived quintile (yrs)	-6.6	-5.3

The top 3 broad causes of death that contributed the most to the life expectancy gap between the most and least deprived areas across the seven districts and boroughs were:

- Circulatory disease
- Cancer
- Respiratory disease

The districts/ boroughs with the greatest inequalities in life expectancy compared to the England average are:

1. Corby (2.8 years lower than England for males and 2.7 years for females)
2. Northampton (1.1 years lower than England for males and 0.6 years for females)
3. Wellingborough (0.7 years lower than England for males and 0.9 years for females)
4. Kettering (0.5 years lower than England for females)

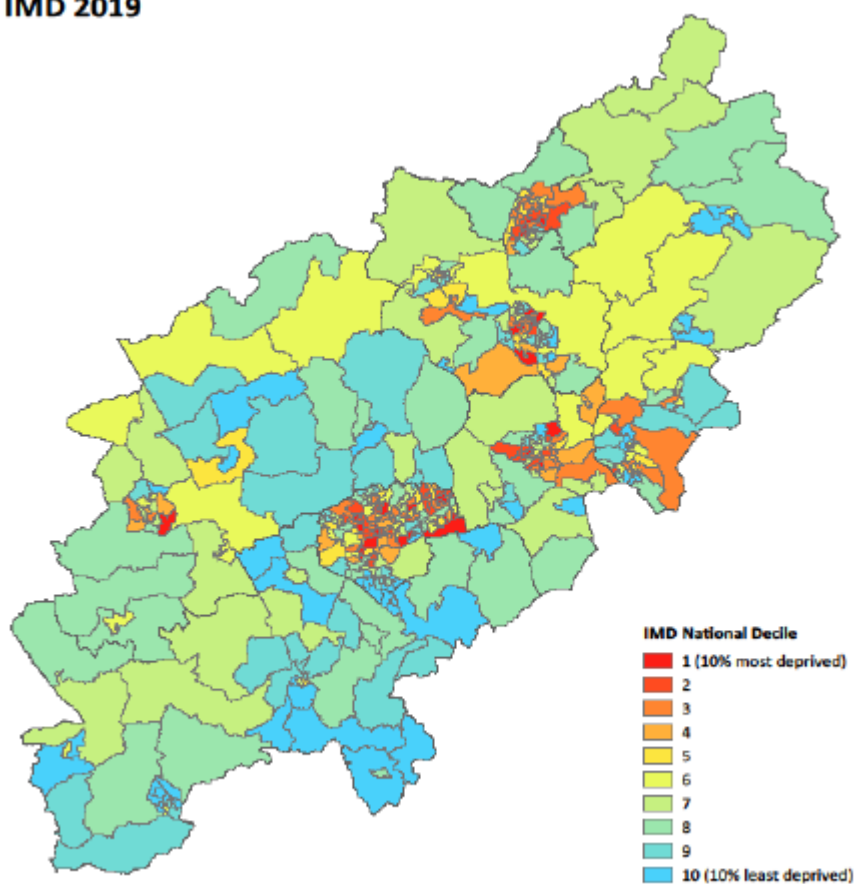
For further detail please view

<https://www.northamptonshire.gov.uk/councilservices/health/health-and-wellbeing-board/northamptonshire-isna/Documents/Health%20Inequality%20in%20Northamptonshire.pdf>

2.2. Indices of multiple deprivation

24 LSOAs in Northamptonshire are amongst the top 10% most deprived in England and 38 fall within Decile 2 nationally. Thus, 62 (14.7%) of the LSOAs in Northamptonshire are amongst the top 20% most deprived nationally. See the table below for the 20 most deprived LSOAs.

Northamptonshire IMD 2019



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LSOA 2011	Name	Proposed Unitary	LSOA 2011 Descriptive Name	IMD 2019 :	IMD 2019 :	IMD 2019 :
				Overall National Rank	Overall National Decile	Overall County Rank
E01027140	Northampton 011A	West	Bellings : Fieldmill Road area, Billing Aquadrome	185	1	1
E01026968	Corby 006G	North	Kingswood : Dunedin Road, Vancouver Close, Kenilworth	440	1	2
E01027127	Kettering 005D	North	Kettering : Kathleen Drive, Washington Square	748	1	3
E01027235	Northampton 026C	West	Briar Hill : Ringway, Southwood Hill	1139	1	4
E01026965	Corby 006Q	North	Kingswood : Sastley Close, Bastion Close	1181	1	5
E01032979	Northampton 021F	North	Town Centre : Rail Station, St James Retail Park, St Peter's Way, Drapery	1372	1	6
E01027244	Northampton 017E	West	Kings Heath : Park Drive, West Oval	1398	1	7
E01027239	Northampton 017A	West	Dallington : Dallington Road, Merthyr Road	1520	1	8
E01027334	Wellingborough 002E	North	Wellingborough : Finedon Road Ind Est, West Farm Cms, Fulmar Lane	1736	1	9
E01027199	Northampton 007D	West	Blackthorn : Blackthorn Primary School, Pikehead Ct, Hogmead Ct	1803	1	10
E01027083	Kettering 005C	North	Kettering Buccleuch, Walnut Crescent	1859	1	11
E01026960	Corby 006B	North	Maplefields School, Leighton Road, Turner Road, Constable Road area	1919	1	12
E01027310	Wellingborough 007B	North	Wellingborough : Minerva Way, Kiln Way	2182	1	13
E01027168	Northampton 012A	West	Eastfield Park, Grange Road	2238	1	14
E01027193	Kettering 007B	North	Kettering : Northfield Avenue (South), Silver Street	2269	1	15
E01027318	Wellingborough 008B	North	Wellingborough : Jubilee Crescent	2296	1	16
E01027013	Darwenby 008D	West	Borough Hill, Trafalgar Way, Tossey Dr area, Long Marsh, High March	2375	1	17
E01027153	Northampton 021C	West	Semi Long & Barrack Rd : Mamot Street, St George's Street, Deal Street, Sheep Street	2420	1	18
E01027131	Kettering 009D	North	Kettering : Northumberland Road, Kettering Business Park	2492	1	19
E01026950	Corby 005B	North	Burghley Drive, Recreation Ground area	2643	1	20

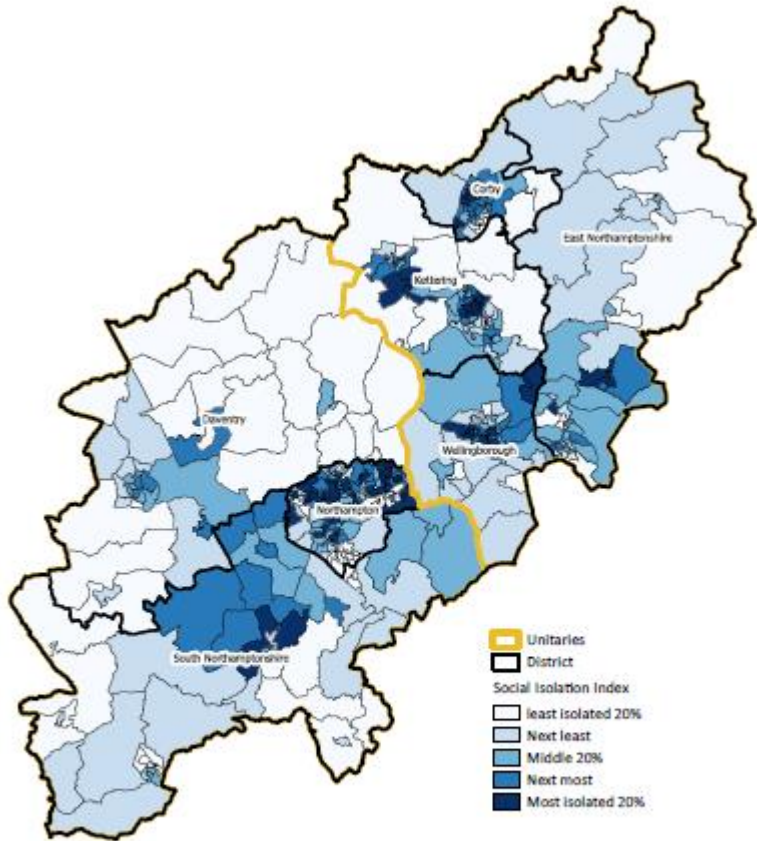
For further detail please view

<https://www.northamptonshire.gov.uk/councilservices/health/health-and-wellbeing-board/northamptonshire-jsna/Documents/IMD%20Profile%20NORTHAMPTONSHIRE%20-%20Oct%202019.pdf>

Social isolation

Isolation (a lack of social contact) and loneliness (the subjective feeling of lacking social contact) are affecting people of all ages and in all situations. People who are socially isolated are between two and five times more likely than those who have strong social ties to die prematurely. Some marginalised or socially excluded groups, including those from migrant communities or those with poor mental health or substance misuse issues often do not have a voice in local decisions and are not given as many opportunities to participate in community life as others.^{xxi}

Public Health Northamptonshire developed a social isolation index based on methodology used by Gloucester County Council using Acorn demographic segmentation produced by CACI Ltd. The figure below shows social isolation by LSOA. It is expected that people feeling socially isolated will have been exacerbated by COVID and the social distancing restrictions, particularly for those who are vulnerable and/ or shielding.



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Vulnerable migrants and asylum seekers

Health problems of vulnerable migrants are frequently related to destitution and lack of access to services, rather than to complex or long-standing ill-health. Vulnerable migrants may be dissuaded from accessing care because they fear charges or coming to the attention of immigration authorities. Refugees and asylum seekers may have high levels of psychological ill-health, which is not necessarily due solely to their experiences of conflict and related traumatic events but is also likely to reflect the socio-political conditions in host countries that create discrimination and marginalisation. Migrants' high risk of homelessness and destitution creates circumstances that further exacerbate their already fragile mental health.^{xxii}

In Northamptonshire:

- In 2019 23 asylum applicants were claiming 'section 95 support'.

While Northamptonshire as a county doesn't have a particularly high rate of asylum applicants it also doesn't have any particular organisations dedicated to working with vulnerable migrants and so their needs may not be met.

Homelessness

The average age of death for homeless people is just 43 for women and 47 years for men, and is associated with reduced quality of life caused by multi-morbidity. Homelessness is an

independent risk factor for premature mortality and is associated with extremes of deprivation and multi-morbidity. Chronic homelessness is an associated marker for tri-morbidity, complex health needs and premature death. Tri-morbidity is the combination of physical ill-health with mental ill-health and drug or alcohol misuse. Oral health problems are very common amongst homeless populations. 32% of people who are homeless report dental pain, and have a greater number of missing and decayed teeth and fewer filled teeth.^{xxii}

In Northamptonshire:

- 140 rough sleepers were accommodated during COVID-19 outbreak, and 80 have now been moved on to settled housing.
- In 2018 there were an estimated 3,026 people who were homeless: 1286 homeless households, 91 rough sleepers, 1649 hidden homeless, 590 temporary accommodation and 7761 overcrowded households

Sexual exploitation and sex workers

Sex workers are likely to experience poor health because of the risks associated with their work. Female sex workers in London have a mortality rate that is 12 times the national average. Up to 95% of female sex workers are problematic drug users. 68% of female sex workers meet the criteria for post-traumatic stress disorder – this is in the same range as victims of torture and combat veterans undergoing treatment. A comparatively low percentage of female sex workers have had routine health checks such as cervical screening, or attend antenatal checks when pregnant. Psychological and institutional barriers to accessing healthcare include: fear of criminalisation, institutional factors (e.g. opening hours, location), stigmatisation and discrimination.^{xxii}

In Northamptonshire

- No local data. Estimated total number of sex workers in the UK 72,800, equal to 1.72 per 1,000 population, applied in Northants this is around 1,021

Gypsy Roma Traveller Communities

“Gypsies and Travellers” is a commonly used catch-all term that includes people from a variety of groups, all of whom were – or are – nomadic. These include: Romany (English/Welsh) Gypsies (the majority group in England and Wales), Scottish Gypsies/Travellers, Travellers of Irish heritage (Irish Travellers), Roma, Fairground and Show people, Circus people, New Travellers, and Bargee and water craft/canal boat Travellers. An estimated two-thirds of Gypsies and Travellers in the UK today live among the “settled community” in permanent housing, with a further significant portion living on permanent sites, either privately or publicly provided. Others, due to national shortages of sites, live on unauthorised sites (as of 2011, approximately 20% of Gypsy/Traveller caravans are stationed “unlawfully”, rendering the occupants technically homeless.^{xxii}

Gypsies and Travellers have significantly poorer health outcomes compared with the general population of England and with other English-speaking ethnic minorities. They are frequently subject to racial abuse and discrimination, and many Gypsies and Travellers reluctant to disclose their identity due to fears of prejudice, and a deeply ingrained mistrust of authority. Many Gypsies and Travellers are not literate.^{xxii}

A 2012 report by the Ministerial Working Group on tackling inequalities experienced by Gypsies and Travellers confirmed that they have the lowest life expectancy of any ethnic group in the UK and continue to experience high infant mortality rates (18% of Gypsy and Traveller women have experienced the death of a child), high maternal mortality rates, low

child immunisation levels (particularly where specialist Traveller Health Visitors are not available), and high rates of mental health issues including suicide, substance misuse issues and diabetes, as well as high rates of heart disease and premature morbidity and mortality.

xxii

There is often a poor take-up of preventative healthcare by Gypsies and Travellers, particularly among men, with conditions usually well advanced before any type of healthcare is sought. Targeted services are needed to increase male engagement in preventative healthcare and to fast-track Gypsies and Travellers to preventative services supported by peer/community health promotion workers. ^{xxii}

In Northamptonshire:

Permanent traveller sites and pitches:

	Data from 2019				Data from 2017		
	Corby	Kettering	East Northants	Wellingborough	Daventry	South Northants	Northampton
Private sites	2	13	3	2	4	1	
Pitches	7	69	72	62	28	3	
Public sites	2	2		1			1
pitches	18	22		3			35

Number of households meeting the planning definition of gypsy traveller:

	Corby	Kettering	East Northants	Wellingborough	Daventry	South Northants	Northampton
Meet the definition	8	25	0	2	0	5	0
Undetermined	4	15	67	29	24	0	10
Do not meet definition	12	20	6	2	2	4	27

Source Documents:

North Northamptonshire Gypsy and Traveller Accommodation Assessment (GTAA) Final Report March 2019. **West Northamptonshire Travellers' Accommodation Needs Study** Final Report January 2017

What do we want to achieve?

Public Health Northamptonshire want to take a community based approach to address health inequalities in Northamptonshire. The outcomes we want to achieve are:

- To build resilience within local communities so that they are empowered to take action together on health and the social determinants of health. The approach required to address this includes community development, asset based approaches, social action and social network approaches and comes from the 'strengthening communities' strand of the family of community based approaches.
- Reduce the health inequalities faced by those who are most disadvantaged or excluded.

Outcomes

Outcomes should be developed as part of the development of the program, but the types outcomes we want to see include:

- Improved wellbeing

- Increased social connections
- Improved neighbourhood environment

These protective factors can help buffer against risk factors like smoking, obesity, and drug and alcohol use^{xxiii} as well as mental health, and these are also areas which the programme could expect to see an impact on.

Key Principles of the programme

A whole-system approach

People are complex: everyone's life is different, everyone's strengths and needs are different. The issues and systems that respond to these issues are complex: the range of people and organisations involved in creating 'outcomes' are beyond the management control of any person or organisation.^{xxiv} Therefore a holistic approach is needed to engage people with multiple needs that is based on an understanding that the people being supported are part of a wider system. For example, homelessness is rarely the result of a single lifestyle choice, but rather the outcome of numerous systematic failures and problems.

To empower communities we need to work across partnerships and sectors to maximise impact and remove system barriers^{xxv}. Community action is a necessary component of place-based approaches to reduce health inequalities, alongside and as part of, healthy public policy and prevention services. Joint working between the civic, service and community sectors is needed to enable the whole to become more than the sum of its parts^{xxvi}.

This commission community based approach will be part of a system wide approach to address these issues, which will be led by Public Health. It is anticipated that a system wide programme board will be set up to ensure that key stakeholders can work together to address some of the systemic issues that result in the poorer health outcomes and inequalities faced by those who are vulnerable or marginalised.

For many disadvantaged groups, clinical encounters and contact with service providers are characterised by suspicion, indifference and occasionally hostility, rather than dignity and respect.^{xxvii} Working in partnership with commissioners and provider services to identify and address some of the barriers to accessing service will be a really important part of the programme.

Outcomes focussed

We need to develop outcomes that people care about, and that are produced by whole systems rather than individuals, organisations or programmes^{xxviii}. A key part of phase 1 of the programme will be to identify what is important for communities and how we can best address and measure these outcomes.

Genuine co-design and co-delivery

It is vital to involve members of the community in setting priorities, monitoring and evaluating services and initiatives, as well as delivery. Working co-productively leads to improved outcomes for people who use services and carers, and has a positive impact on the workforce.

Delivery model

Community based

We recognise the importance and value the Voluntary and Community Sector has, through their knowledge and connections with local communities. Therefore this program of work will be led by those who have good links with local communities. There will some budget allocated to grants which will seed fund new local projects.

The proposal to deliver the service should include the use of community development workers, ideally from local communities, who can work with communities to understand their needs, local assets and develop interventions to improve health outcomes.

Sustainability of services is key and it is important the service results in more social capital and community resilience to enable an exit strategy.

Areas of focus

It is expected that the service development and delivery will be based on local needs and areas of focus, but there is an expectation that the main areas of focus will be to work with people who are affected by:

- Social isolation
- Homelessness
- Excluded and vulnerable groups, as listed above.

Procurement approach

This contract will be procured through an open competitive tender process. Due to the different areas of focus and the needs led, community based approach it is planned that the contract will be through a lead provider who will oversee delivery and coordinate the programme of work and will subcontract to other providers as and when required, as well as overseeing a grants programme. It is planned that the contract will be split into four lots which are aligned to the four Primary Care Localities, and this is the same way that the Northamptonshire Social Prescribing Social Impact Bond contract is structured, as it is key that we work together on this programme to complement one another. Therefore, the proposed geographies are:

- Northamptonshire North
 - Kettering and Corby
 - East Northants and Wellingborough
- Northamptonshire West
 - Northampton
 - Daventry and South Northants

Structuring the contract in this way will be a more efficient use of resources in terms of the commissioning and oversight of the contract, but using the lead provider approach will mean that there is flexibility to adapt services as required on a much more local level.

Delivery of the contract

Phase 1: engagement with local communities to map assets, understand the local issues, and identify shared outcomes and to coproduce solutions

Phase 2: development of the 'service' – co-produced and co-delivered with local communities.

Phase 3: service delivery- in partnership with communities to empower and enable them to continue after the end of the project

Phase 4: exit and sustainability

Location

The service will be place based, focusing on areas of highest need.

Timescales

Phase 1 will start in April 2021. The contract is proposed to be for 3 years, with an optional 1 year extension.

Funding

The annual budget will be.

Funding stream	North	West	Total
Social wellbeing	£429,307	£470,693	900,000

ⁱ Selbie, D. The NHS Long Term Plan: Focusing on prevention to save thousands of lives. 2019. Public Health England [Online] Available from <https://publichealthmatters.blog.gov.uk/2019/01/08/the-nhs-long-term-planfocusing-on-prevention-to-save-thousands-of-lives/>

ⁱⁱ <https://www.kingsfund.org.uk/publications/what-are-health-inequalities>

ⁱⁱⁱ Marmot M (2010) Fair society, healthy lives : the Marmot Review : strategic review of health inequalities in England post-2010.

^{iv} Hunter DJ, Popay J, Tannahill C, Whitehead M and Elson T (2009) Learning lessons from the past: Shaping a different future. Working Committee submission to the Marmot Review. www.ucl.ac.uk/marmotreview/documents

^v Gruer L, Hart CL, Gordon DS, Watt GCM (2009) Effect of tobacco smoking on survival of men and women by social position: A 28 year cohort study. *BMJ* 338:b480; Phelan JC, Link BG et al (2004) "Fundamental Causes" of social inequalities in mortality: A test of the theory. *Journal of Health and Social Behavior* 45: 265–285; Marmot M (2004) The status syndrome: How social standing affects our health and longevity. New York: Owl Books.

^{vi} Bauld L, Judge K, Barnes M, Benzeval M, Mackenzie M and Sullival H (2005) Promoting social change: The experience of Health Action Zones in England. *Journal of Social Policy* 34: 427-45.

^{vii} Marmot, M, Allen, J, Boyce, T, Goldblatt, G, Morrison, J. (2019). Health Equity in England: The Marmot Review 10 years On. The Health Foundation.

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<http://www.cabinetoffice.gov.uk/media/346571/inclusion-health.pdf>

^x Ines Campos-Matos, Jez Stannard, Eustace de Sousa, Rosanna O'Connor, John N Newton. From health for all to leaving no-one behind: public health agencies, inclusion health, and health inequalities *Lancet*, Volume 4, Issue 12, E601-E603.
[https://doi.org/10.1016/S2468-2667\(19\)30227](https://doi.org/10.1016/S2468-2667(19)30227)

^{xi} Luchenski S Maguire N Aldridge RW et al. What works in inclusion health: overview of effective interventions for marginalised and excluded populations. *Lancet*. 2018; 391: 266-280

^{xii} Ines Campos-Matos, Jez Stannard, Eustace de Sousa, Rosanna O'Connor, John N Newton. From health for all to leaving no-one behind: public health agencies, inclusion health, and health inequalities *Lancet*, Volume 4, Issue 12, E601-E603.
[https://doi.org/10.1016/S2468-2667\(19\)30227](https://doi.org/10.1016/S2468-2667(19)30227)

^{xiii} Aldridge RW, Story A, Hwang SW, et al. (2018) Morbidity and mortality in homeless individuals, prisoners, sex workers, and individuals with substance use disorders in high-income countries: a systematic review and meta-analysis. *Lancet*. 2018; 391: 241-250

^{xiv}

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^{xv} <https://www.gov.uk/government/publications/health-matters-health-and-wellbeing-community-centred-approaches/health-matters-community-centred-approaches-for-health-and-wellbeing>

^{xvi} Marmot M (2010) Fair society, healthy lives : the Marmot Review : strategic review of health inequalities in England post-2010..

^{xvii} Stansfield, J, Mapplethorpe, T and South, J (2020) The Community Response to Coronavirus. Public Health Matters Blog
<https://publichealthmatters.blog.gov.uk/2020/06/01/the-community-response-to-coronavirus-covid-19/>

^{xviii} <https://www.gov.uk/government/publications/health-matters-health-and-wellbeing-community-centred-approaches/health-matters-community-centred-approaches-for-health-and-wellbeing>

^{xix} <https://www.gov.uk/government/publications/health-matters-health-and-wellbeing-community-centred-approaches/health-matters-community-centred-approaches-for-health-and-wellbeing>

^{xx} Stansfield, J, Mapplethorpe, T and South, J (2020) The Community Response to Coronavirus. Public Health Matters Blog
<https://publichealthmatters.blog.gov.uk/2020/06/01/the-community-response-to-coronavirus-covid-19/>

^{xxi} Director of Public Health Annual Report 2019, Public Health Northamptonshire

^{xxii} Homeless and Inclusion Health standards for commissioners and service providers

^{xxiii} <https://www.gov.uk/government/publications/health-matters-health-and-wellbeing-community-centred-approaches/health-matters-community-centred-approaches-for-health-and-wellbeing>

^{xxiv} <http://wordpress.collaboratei.com/wp-content/uploads/1.-Exploring-the-New-World-Report-MAIN-FINAL.pdf>

^{xxv} Public Health England. Reducing health inequalities: system, scale and sustainability. 2017.

^{xxvi} <https://www.gov.uk/government/publications/health-inequalities-place-based-approaches-to-reduce-inequalities/place-based-approaches-for-reducing-health-inequalities-foreword-and-executive-summary>

^{xxvii} Homeless and Inclusion Health standards for commissioners and service providers
^{xxviii} <http://wordpress.collaboratei.com/wp-content/uploads/1.-Exploring-the-New-World-Report-MAIN-FINAL.pdf>

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

22nd September 2020

Report Title	West Northamptonshire Unitary Council Detailed Blueprint for approval
Report of:	Theresa Grant, Strategic Delivery Director
Report Author:	Anna Earnshaw Deputy Chief Executive & Director of Adults, Communities & Wellbeing

1. Purpose

1.1 The purpose of this report of to set out further information on the proposed future design of West Northamptonshire Unitary Council in the form of a Detailed Blueprint which gives insight into how functions and services will work and any changes that may be made.

2. Recommendations

2.1 It is recommended that the Shadow Executive:

2.1.1 Note the content of the detailed blueprint which sets out more detail of how services will operate and the design principles that will underpin their future operation and service to stakeholders

2.1.2 Note the key elements of service functions that we plan to transform and improve in the functions and services (the “plus”)

2.1.3 Note the key activities that will be undertaken in each area during the first year of the new Council,

2.1.4 Note the high level feedback from the initial detailed blueprint briefings with staff, unions and members, and

2.1.5 Adopt the detailed Blueprint as the basis of the day 1 functional design, subject to the identification of any further agreed opportunities to transform

and improve service areas during the remaining months leading up to vesting day on 1st April 2021.

3. Report Background

- 3.1 Work has been ongoing for several months within the Future Northants programme to progress the plans and activities to achieve a “safe and legal plus” transfer to the new Authorities on 1st April 2021.
- 3.2 While this remains our priority, we agreed with the Shadow Executive that we would also seek wherever possible to implement transformation, where it was safe to do so, (the “plus”) prior to vesting day.
- 3.3 Working with staff, service leads and across the programme areas we developed a high level Blueprint that was previously presented to the Executive, unions, staff and wider Members. This provided the outline of how the services would fit together on day 1 and how we would split out “disaggregate” the NCC services and bring them together with the District and Borough services to create a functioning Council.
- 3.4 Attached to this report is a more detailed set of information on the proposed Blueprint design that has been created by the programme teams working with service leads, subject matter experts, programme teams and SROs.
- 3.5 These detailed design documents set out in a greater level of granularity the key aspects of each service functions going forward and the activities that we will undertake pre and post vesting day as they are currently planned.
- 3.6 Further work is intended to seek opportunities to transfer and aggregate services that will inform and update the Blueprints and contribute to the achievement of improved service outcomes and potential efficiencies. Any such opportunities will be agreed and validated through the ongoing programme governance and presented to the Shadow executives and Shadow authorities if approved.

4. Approach to the Detailed Blueprints

- 4.1 The detailed Blueprint have been produced in a consistent format with each service area Blueprint providing further detail on:
 - The source of the function (whether staff will be coming from the District and Borough, the County Council or both),
 - The scope of services included in the service blueprint
 - The potential staff in scope of the service (subject to ongoing updates and final validation), and

- Any investment that has already been identify to support transformation or to support the safe disaggregation of NCC services into the two new Councils.
- 4.2 Each service area has also set out the design principles that it is proposed will underpin the day 1 services, how they are delivered, what it will feel like to stakeholders, residents and business and key areas of collaboration. These design principles vary in the level of change that they represent but provide both reassurance on the continuity of services and areas where we hope to develop and progress new ways of working within services and with key partners.
- 4.3 The detailed blueprint also provide staff, unions and stakeholders more details about the following Safe and Legal aspects of the services and their functions:
- **The service Offer** – what are the key responsibilities, deliverables and outputs that the service is responsible for,
 - **Key activities** – the key processes, procedures and tasks to be undertaken in the service area,
 - **Planned Location** – the sites and buildings that the service will operate from on day 1 and any planned changes from current locations, for example in adults where staff are moving to the community based hubs,
 - **IT Systems** – any key systems that will be used and where appropriate any planned changes that will be required due to the split in services,
 - **Customer and channels** – the stakeholder and customer groups that the service supports and will continue to provide as well as any planned changes or improvements that we hope to offer in the new Council,
 - **Key partners and providers** – details of the key 3rd party organisations and internal and external services that the service will interact with and therefore key stakeholders that we need to engage with, keep informed and communicate any changes to,
 - **Plus** – the key significant changes we have currently identified in terms of major change to the way we work, the tools we use, the strategies that we want to develop and key areas of potential transformation to develop, and
 - **Key activities Year 1** – a summary of the key changes we will need to complete in the first year, providing staff with some sense of the key changes we will need to make to operate the service legally and safely.
- 4.4 As set out in the previous report on the High Level Blueprint designs, we have in some cases agreed that an existing NCC service area will be “hosted” by one authority and provided back to the other authority on day 1. Hosting will continue for a stated period until any prerequisites or key dependencies are resolved to support a future split, for example where the terms of an existing

contract means that splitting the service would incur significant additional cost or where there is a risk to the continuity of statutory or critical service if we split them for day 1.

- 4.5 Primarily hosted services will be led by one authority 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. Examples of this longer period of hosting include the ICT strategy team, which will be part way through a 2-year ICT change programme at April 2021 and it would not make sense to break up the team and put their plans at risk until the work is fully implemented.
- 4.6 Where a service is hosted the detailed Blueprint also set out the steps that we will take post day 1 to work towards splitting hosted services in order to ensure that both Councils have full control of as many of their own functions and services as possible.
- 4.7 The only exception to this principle will be services and functions that will remain as “lead” authority provision for the foreseeable future or until agreed by the two Councils, because splitting them will detrimentally effect integrated support services for Council staff or in some cases external customers of those services and impact on income.

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.
- 5.2 All areas of the programme have 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.
- 5.3 We will shortly commence a key next stage of the programme as we look towards the opportunities to aggregate services and create new joint ways of working presented by removing the current two tier system of local government and we join up the key service areas to create new unitary functions for West Northamptonshire.
- 5.4 Working more closely with service leads across all the Councils and led by the new Transformation Director for West Northamptonshire, we will now start to identify and progress;
 - additional quick wins,
 - opportunities where working together will bring benefits for West Northamptonshire customers,

- improved processes,
- benefits from shared assets and consolidated contracts,
- reduce hand-offs and improved customer experience and
- create potential efficiencies.

5.5 We know that we will face a challenging first year with the legacy impacts of COVID 19 and it will be important that we identify these benefits as early as possible and implement any changes we can before vesting day so that we operate in the most effective way from day 1.

5.6 We also want to create a clear pipeline of bigger and more ambitious changes and transformation opportunities that could deliver our longer term ambitions and improvement across all our services.

6. Feedback to key stakeholders

5.7 The high level and detailed blueprints have been shared with staff, unions and all Members, as it is important that they understand the direction of travel and that we share the key things that we know or think will change as well as what we don't know or won't change. The issue of the blueprints also follows the issue of recorded members and staff briefings which are available on YouTube:

5.7.1 [Staff](#)

5.7.2 [North Northamptonshire members](#)

5.7.3 [West Northamptonshire members](#)

5.8 A "Frequently asked Questions" (FAQ) log has also be developed where any staff or other stakeholders can raise concerns or questions and we will be updating and publishing answers regularly as the programme develops.

5.9 The Blueprint contains a significant amount of detail but we have purposely sought to provide as much information as we can to reassure and prepare staff and Members for the changes ahead. We have also sought to set out the positive change and transformation that we hope to implement for example around IT, supporting continued flexible working and transformation that is already taking place, for example in Adults.

5.10 As expected the majority of staff and the unions are understandably most concerned about what it means for their job, their terms and conditions and their locations as well as whether redundancies might follow. We have tried to be clear on these areas and reassure staff where there will be little change, for example the majority of staff will remain in their current locations on day 1 and that staff will transfer with their existing terms and conditions. But we will continue to engage in a two-way discussion to answer their detailed questions and consult on any changes.

- 5.11 We have confirmed that at this stage no significant redundancies are planned but with some duplication of services and the aggregation of the eight Councils we will have some areas where we have more staff than we will need. But there will also be areas that we will need to recruit because by splitting NCC services we have had to add additional posts to deliver services as two separate Councils. These will provide the opportunity for redeployment.
- 5.12 Some of the wider feedback on the blueprints that stakeholders gave included:
- That people were heartened by the number of very positive initiatives and areas of transformation.
 - That it was good to have further clarity and reassurance about day 1 accommodation.
 - That the blueprint helped to make the new Councils feel real and provided some sense of the opportunity.
 - That we needed to be mindful of communicating the detail of the blueprints to those staff that may not be able to access IT or YouTube or that find the colours of keys hard to read.
 - Many and consistent comments from staff and members that they would like to see more focus on climate change initiatives as an underlying priority, although the blueprint is not designed to be a policy statement.
- 5.13 There were also a number of quite detailed questions about the approach for example:
- Why we weren't keeping some services at a county level
 - Why specific functions were grouped together or were not together
 - When will more info be coming out on the blueprint/staff structure.
 - Whether we will have a balanced budget, and
 - Whether some specific locations will continue to be used.
- 5.14 The blueprints are not structure charts and the functions have been grouped initially to reflect the member portfolios that the two Councils have established and delivery areas of the programme. The final structures will be developed in the coming months and now that senior appointments have been made to each Unitary, as the final delivery structure is a matter for each Council.
- 5.15 Some of the detailed staff questions will be the subject of more detailed consultation with staff and unions but we have developed a Frequently Asked Questions (FAQ) database that will be available for all staff so they can see what others have asked and get information and answers. We have also provided videos about the high level blueprints so that any staff not at work or away can still see the same information and change champions will be

equipped with more information to share and impart to colleagues. They will also collate and share any additional questions for the FAQ database.

- 5.16 With regard to work locations, there are no current plans generally to change the locations from which staff operate, with the exception of adult's staff who will be moving into communities as part of their transformation. But the locations, assets and sites transferring to both councils will be reviewed after day 1 as part wider future corporate planning and strategies.

7. Implications (including financial implications)

6.1 Policy

- 6.1.1 There are no direct policy implications of the detailed Blueprints but they do include an indication of where we expect to have to amend key policies. Such changes form part of a wider Future Northants programme plan on policies across the existing Councils and what changes will be required to meet the new Councils' statutory duties, policies that will require harmonisation, policies that can rebranded and transferred with change and reviewed later and those policy areas where members will undertake reviews and agree new policies that the Council will adopt from day 1.

6.2 Resources and Risk

- 6.2.1 As set out in the report for the High Level Blueprint, 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 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.
- 6.2.2 Any new investment identified as part of the aggregation and transformation work to follow will be subject to a business case processes and approval and will need to set out the financial and non-financial benefits that could be released. Any financial benefits will be fed into the MTFP planning process and inform the West Northamptonshire budget setting in the coming months.
- 6.2.3 The greatest risk faced by the programme remains the ongoing risk of COVID pressure on staff, finances and operational teams as we respond to any surges in cases or increase in demand on the back of pandemic and lock down. As we enter the winter period we will also naturally see additional seasonal pressures on some key demand services like Adults and Childrens services that could add additional risk in a period of change. This is one of the reasons that both services are planning to complete significant changes (the

set-up of the Trust for childrens and the transformation and disaggregation programme for Adults) ahead of the Unitary go live.

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 Equality and Health assessments at this stage as these 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 these will be followed by more detailed staff engagement and Member consultation as the detailed plans are confirmed.



FUTURE NORTHANTS

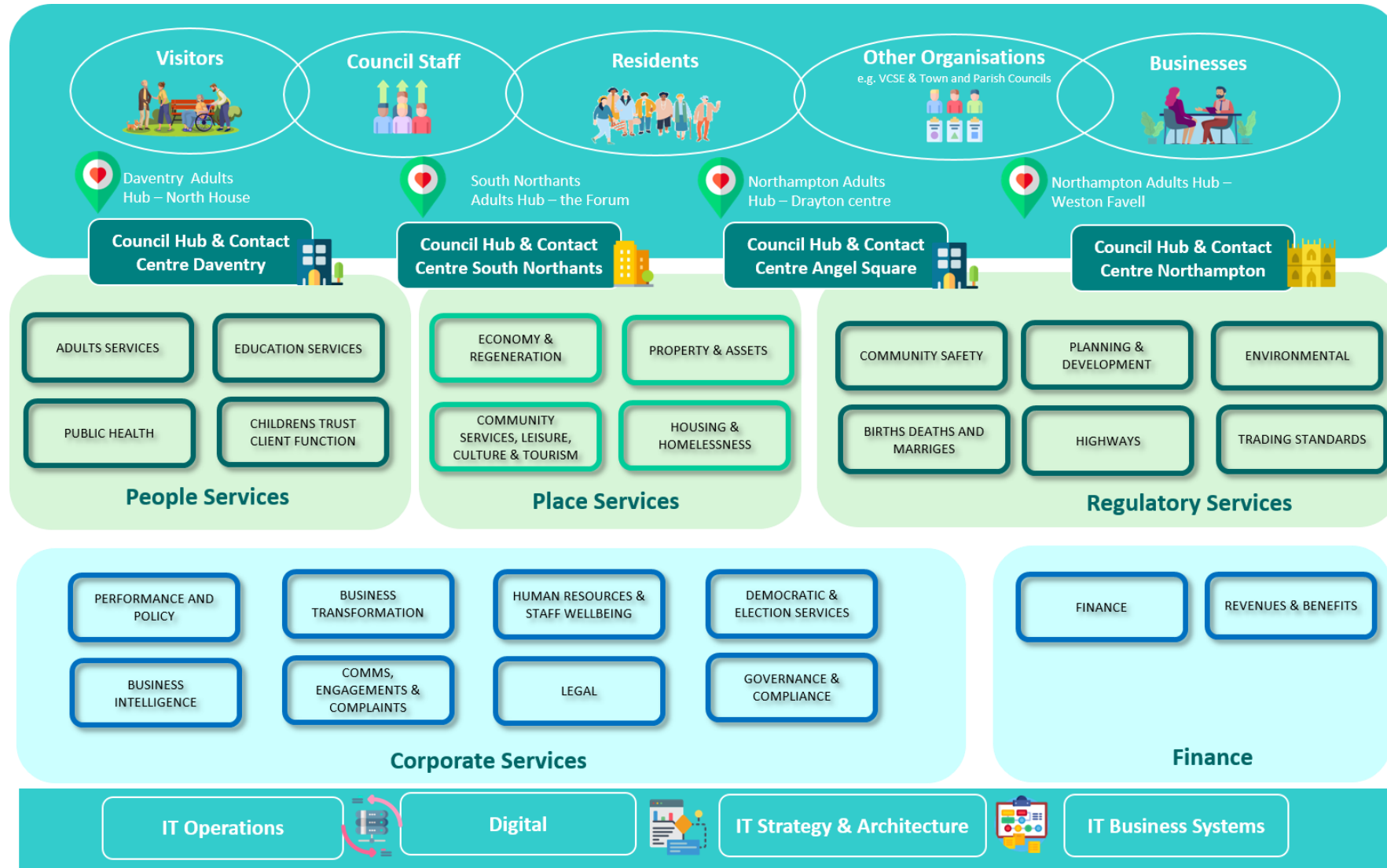
Service Blueprint West Northamptonshire

What this pack contains



- This is the **detailed blueprint** for the Council - It builds on the high level blue print previously published and reflects the decisions and agreements reached.
- it is split into service areas with each chapter using a consistent format to provide further detail on the functions within the service and specifically:
 - The source of the function (whether staff will be coming from the District and Borough council, the County Council or both),
 - The scope of activities included
 - The potential staff in scope of the service (subject to ongoing updates and final validation), and
 - Any investment that has already been identify to support transformation or to support the safe disaggregation of NCC services into the two new Councils.
- It also provides further detail of key aspects of the service, its activities, offer, systems, partners and also they key transformation and year 1 activities.

West Blueprint



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

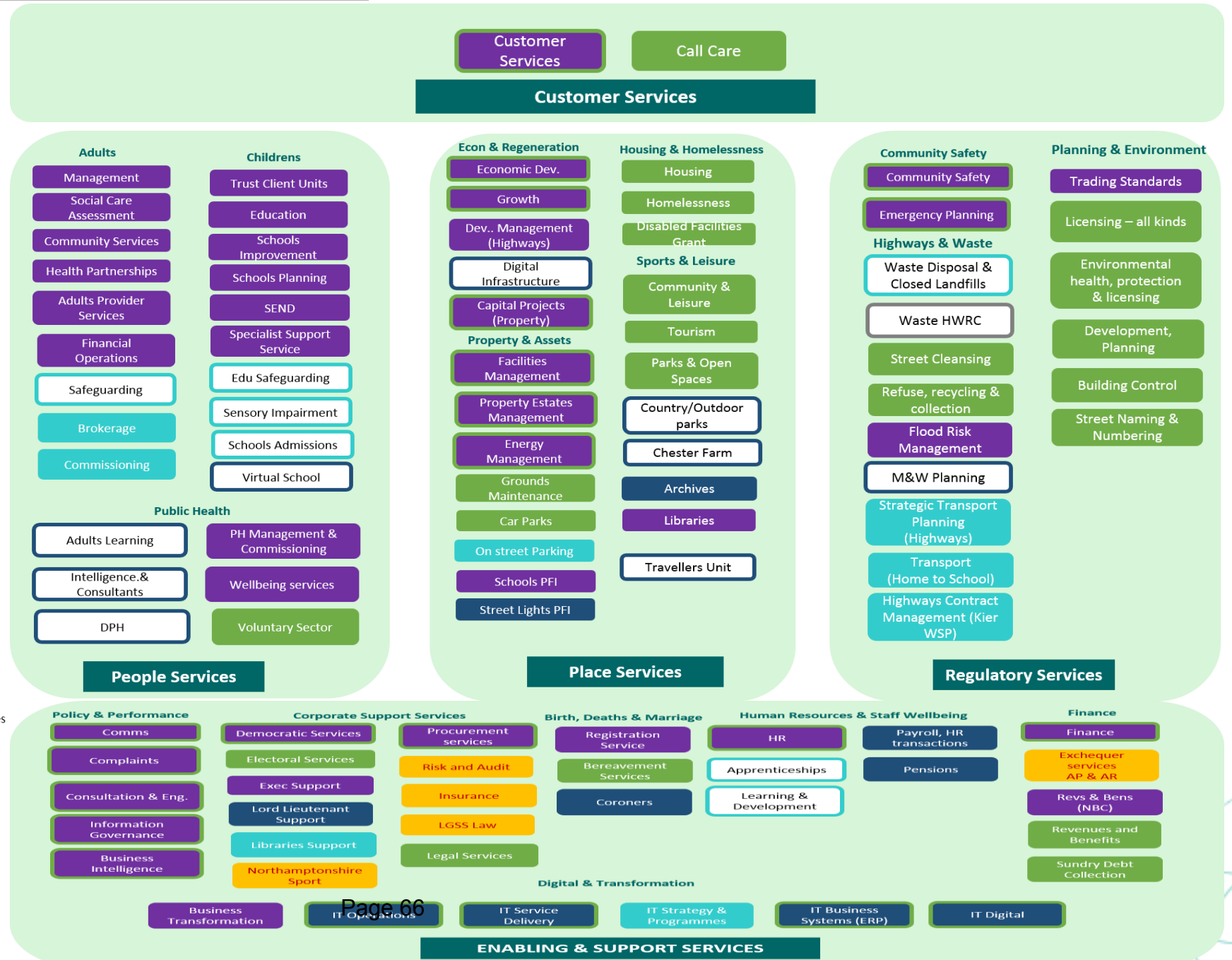
Provide the underpinning back office support services and ICT infrastructure to keep the Council running and performing its business

West Blueprint

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

Key:

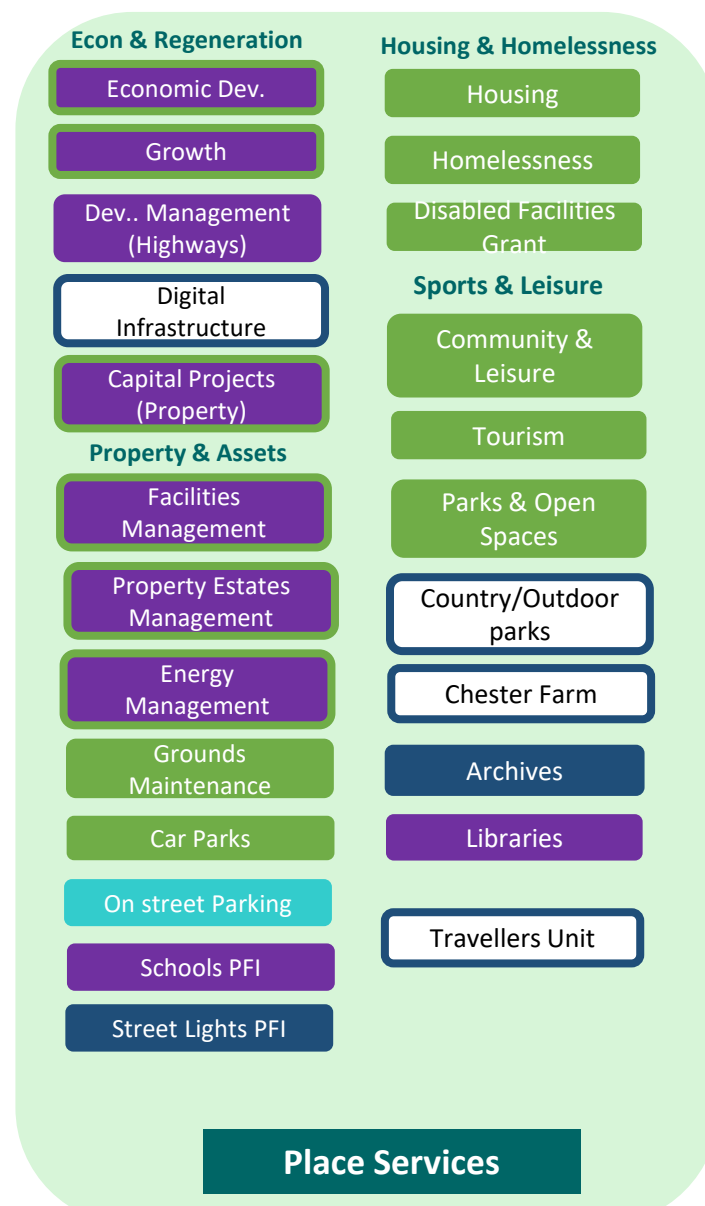
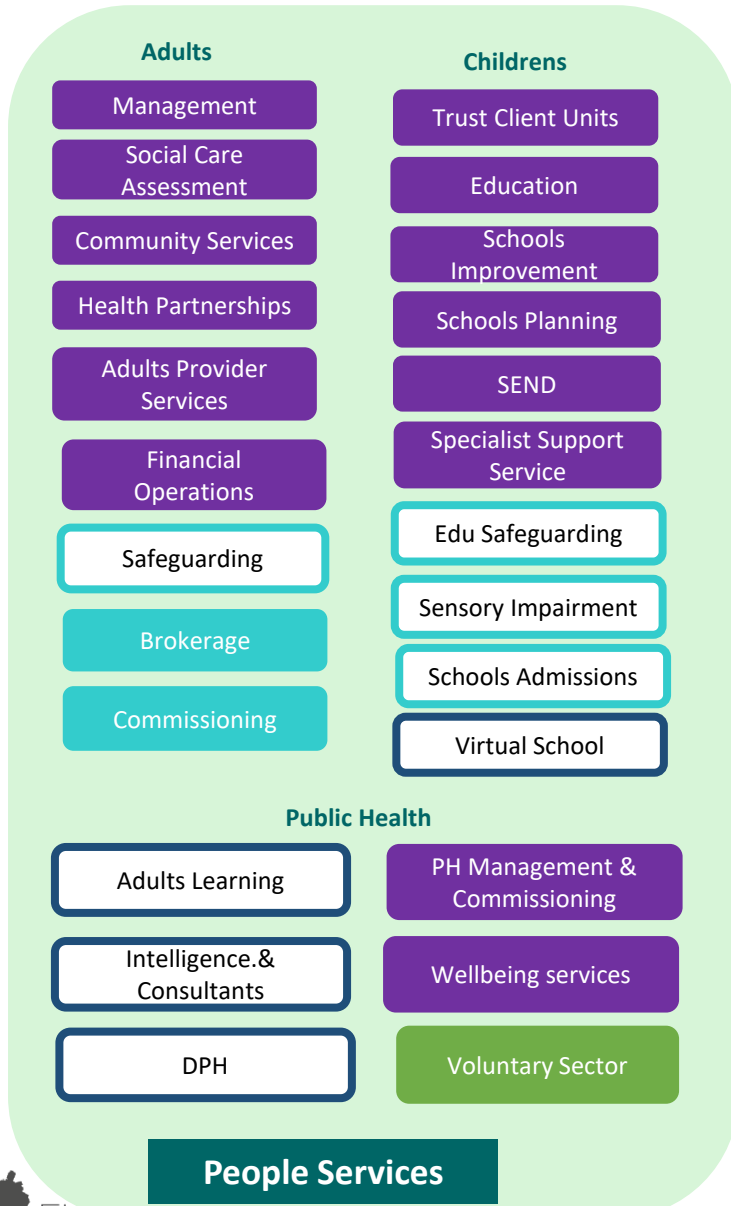
-  NCC only function that is disaggregated
-  NCC & D&B Common function
-  District & Borough only function that is aggregated
-  NCC function that is Lead Authority - Provider
-  NCC function that is Lead Authority - Receiver
-  NCC function hosted for up to 12 months - Provider
-  NCC function hosted 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



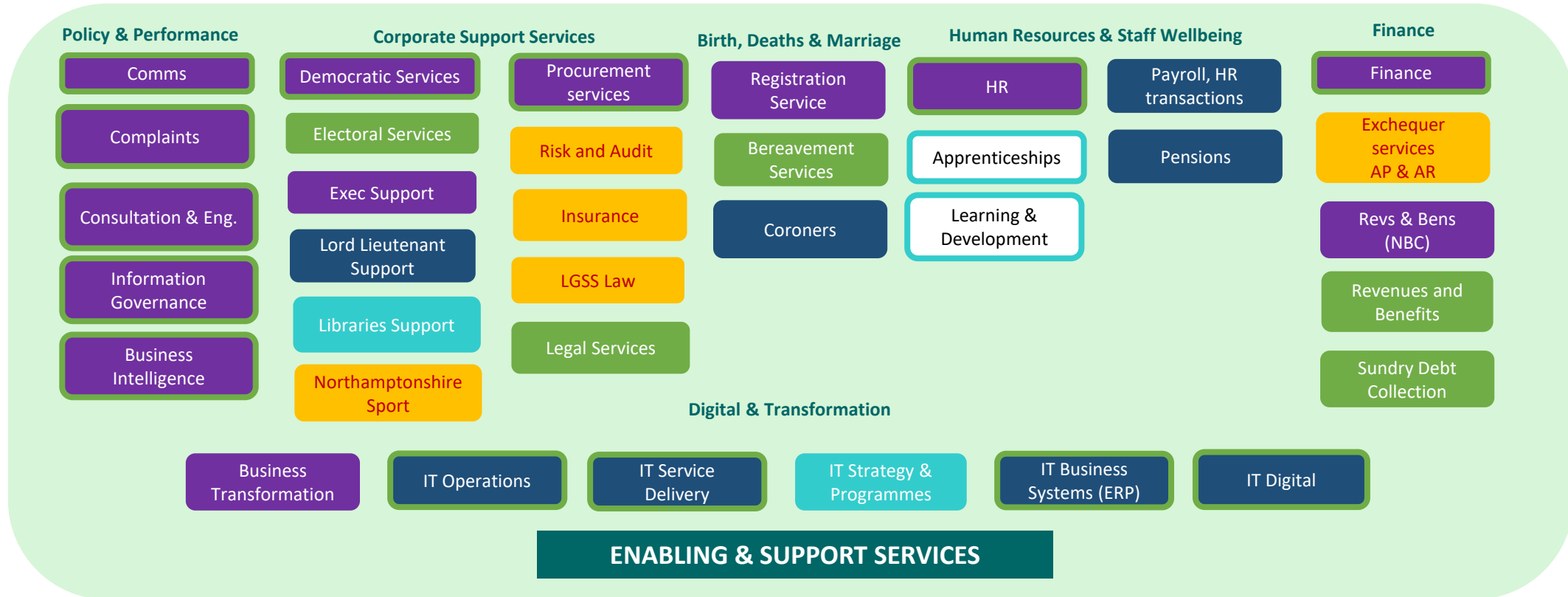
West Northants – Customer Layer *(Expanded)*



West Northants – Fulfilment Layer (Expanded)



West Northants – Enabling Services Layer (Expanded)





FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Designs for
PEOPLE



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Children, Families and
Education

SCOPE OF SERVICE AREA BLUEPRINT



Children's Education Services



Staff Source: *NCC Services Only*



Service Functions included:

Schools, Specialist Support Service, EHCP, High Needs Funding, Early Years Funding, Early Years Advisory, Education Inclusion, Schools Improvement, School Place Planning, Commissioning and Sufficiency, IASS.

(School Admissions, Safeguarding in Education, Sensory Impairment Service, Virtual School will be Provided by the North)



Staff in scope: 169. *Staff Split based on a 50/50 N & W further work required (additional 21.81 FTE required to Disaggregate)*



Investment: *£1,018,546. to fund the additional 21.81 FTE required to Disaggregate Services posts required to disaggregate services*

BLUEPRINT DESIGN PRINCIPLES – SERVICE AREA: EDUCATION

1

Statutory Duties

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

2

Financial Stability

Disaggregation of the DSG (Dedicated Schools Grant) and Base Budget for Education to meet the service requirements.

3

Future proofed

Services: A service that is focused upon improving Education outcomes for all of our Children and Young People in such a manner that it continuously learns and improves through best practice and integration with partners.

4

Shared systems and information

Working with key partners, e.g. DfE (Department of Education), Ofsted, Regional School Commissioner, Early Years Settings, Children's Trust, Adult Services and Schools Stakeholders to support and challenge improvement where needed through solid performance information.

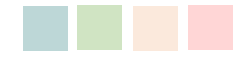
5

Child Centred Pathways for Universal and Vulnerable Children

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

Key areas of collaboration:

- An Education Service that is clearly joined-up with the Children's Trust and Adult Services
- Closely working with Public Health colleagues to ensure a more co-ordinated service across well being,
- Improved working relationships with Schools , FE Colleges
- Clear processes and links to wider corporate functions e.g. Place Planning and Economic development



BLUEPRINT FOR DAY ONE SAFE AND LEGAL – CHILDREN’S EDUCATION DISAGGREGATED SERVICES

<p>Service Offer Early Education And Childcare: Secure sufficient childcare for working parents. Secure early years provision free of charge ,For 2 year olds: based on eligibility and for 3 and 4 years olds: 15 hours/ week to all; 30 hours/ week to eligible families. Deliver the funding entitlements to approved settings (Early Years Designated School Grant) Education Psychology, VIG & Therapy : Ensure compliance with SEND duties. Oversight and reporting to Schools Forum of High Needs Funding Block of DSG circa £65,000,000. Ensure sufficiency of special educational placements. Promote and develop joint working and commissioning arrangements with health and social care (children and adults) EHCP, High Needs & 16-19 Team Manage the assessment and placements of children and young people, 0-25, with special educational needs and disabilities (SEND), ensure sufficient provision and allocate funding to schools and education providers, including post-16 Specialist Support Service Support the inclusion of children and young people both at home and in their educational settings and reduce the risk of exclusion or the escalation into more specialist services and support Education Inclusion: Ensure exclusions are avoided, and where pupils are excluded, they still receive full entitlement; support regular attendance and prosecute parents when this isn't achieved; monitor home educated children, and together with other agencies, support the safeguarding of children missing education; administer and oversee licensing for children in entertainment and employment School Improvement: The assessment and improvement of education provision in order to increase the numbers of pupils attending Good and Outstanding settings in the county; focus on working with maintained schools and maintained nurseries School Place Planning Provision of sufficient school places in all areas of the county; prioritising provision in Good and Outstanding schools, and value for money per new school places delivered in line with industry standard per pupil and per m2 rates; maintenance of the schools estate</p>	<p>Key Activities</p> <ul style="list-style-type: none"> - Service Design - Working protocols between Education and The Trust - Delivery of BAU (business as usual) service Plans for each Functional Area - Dialogue with Children’s Trust and NCC - Business case development for areas of improvement - Clear Communication Plan with LSE workforce for future. - Integration of Support function for 2 new unitaries. 	<p>Planned Locations</p> <p>No Change Planned for Day 1</p> <p>IT Systems</p> <ul style="list-style-type: none"> • Capita One Client, Capita One Online • Capita One V3, Mash Protect • CareFirst • Carecalc. For the Resource Allocation System (RAS) • VIG, EPEP, FFT Aspire • NCER Nexus/Nova, eVisit • Eligibility Checking System (ECS) • S2S, AVCO • Early Years Funding Portal • StaffPay, Key to Success • Duxbury Licence • Abbey Fine Reader Licences • FIS • Local Offer • ViewPoint • Mailchimp • NCC Survey Software • Twitter • Instagram • Governor Hub • Alps - A-level Performance System ALPS (A-level Performance System) • Dfe Secure sign in • Standards and testins agency (STA) • Primary Assessment gateway • Newly qualified teacher (NQT) Manager • K2 • NaSacre (Nat assocof SACRE) • CLEAPSS 	<p>Customer & Channels</p> <ul style="list-style-type: none"> • Children And Young People accessing Education • Schools Requiring Support • Early Years settings requiring Support • EY Providers requiring Payments for 2 ,3 and 4 Year olds • Provider Portals • Web forms • Phone/Email 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Schools, Further Education Providers and Alternative Provision • LGSS (Local Government Support Services) • Early Years Providers • DfE • Regional School Commissioner • Children’s Trust • Unions • Corporate Services in the new Authorities
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Plus

- Work with Children’s Trust to embed SLA (Service Level agreements) and KPI (Key Performance Indicators) – efficient pathways for children accessing both services
- School Sufficiency and Specialist School Placements – medium term transformation
- Medium term strategy for DSG and Vulnerable Learners – specifically use of EHE, AP and culture with the schools



Key Activities Year 1

- Deliver Schools Strategy
- Deliver against Improvement Plans (SEND, Education Inclusion and Educational Psychology Service)
- Prepare for SEND Inspection
- Improve and deliver in year sufficiency requirements
- Embed joint processes with the Children’s Trust
- Embed processes within new Unitary structure across new organisations.



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Adults, Health & Wellbeing

SCOPE OF SERVICE AREA BLUEPRINT



Adult Social Care



Staff Source: NCC



Service Functions included:

All Areas of Adult Social Care- Provider Services, Community Services, Brokerage, Commissioning, Health Partnerships, Safeguarding, Financial Operations, Social care Assessment



Staff in scope: *All Northamptonshire Adults Social Services staff 574 FTE's*



Investment: *There will be some further investment in people required, to be agreed*

BLUEPRINT DESIGN PRINCIPLES – ADULT SOCIAL CARE



Statutory Duties

Legal Duties. A 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



Financial Stability

The money: 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.



Future proofed

Services: A service that is focused upon improving outcomes for all of our residents in such a manner that it continuously learns and improves through best practice and integration with partners. It is connected with residents and through its culture and change approach delivers good outcomes consistently



Targeted Intervention

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 for good outcomes. There will be no presumption of ongoing support.



Shared systems and information

Sharing more: We will make sure that the information we share is legally compliant, yet is seen as an enabler for more joined up stories which means we are able to support the residents story only needing to be told once. Equally through the use of appropriate technology we will look to improve outcomes for all or our residents.



Simple and collaborative services

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. It will be joined together in such a way that collaboration is second nature and helps to drive the good outcomes that we desire for all of our residents.

Key areas of collaboration:

- Integration of Health and Social Care
- An Adults service that is clearly joined-up with other services and partners– including the Children’s Trust and the voluntary sector
- Closer working with the community in general.
- Closely working with Public Health colleagues to ensure a more co-ordinated service across well being, commissioning and and sharing of information
- Closer working relationships with colleagues across Housing, Communities and Leisure and environmental services.

Adults Core “6-5-4 Design Principles”

A reminder of our responsibilities, principles and aims to underpin our future models of care and support for adults

Adults Social Care – Transformation Blueprint

Vision: For Northamptonshire Adults Social Services to be safe and sustainable and support people to live well, stay well and age well.



6 Statutory Duties – Things we must do

Duty 1: Advice and signposting

Duty 2: Helping people support themselves

Duty 3: Providing social care assessments

Duty 4: Meeting eligible social care need

Duty 5: Developing social care markets

Duty 6: Protecting the vulnerable

5 Principles – guidelines to delivering care

1. The Right Person

2. The right time:

3. The right place:

4. The right support:

5. The right Partner:

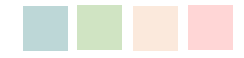
4 Aims – Stages of Care & Support

1. Prevent Need






2. Reduce Need

3. Delay Need

4. Meet Need



BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA ADULT SOCIAL CARE

<p>Service Offer</p>  <ul style="list-style-type: none"> Northamptonshire Communities and Individuals are supported to live well, age well and stay independent Move away from bureaucracy - spend longer with people face to face We exhaust informal care and solutions in a crisis before considering ongoing support. The right person: we support people to get on with their lives and live the life they want The right time: We work with people in crisis intensively to regain control of life and prevent things getting worse The right place: we understand the resources available in the family and community and make use of “extended networks”. The right support: If care is needed we will consider the best resources, connectors and support will enable the person to live their chosen life in the right setting at the right cost. Carers: We always think about what will help carers continue caring. We support a person’s journey – not our silo’s/functional model – limited handoffs Help people gain the skills & education 	<p>Key Activities</p> <ul style="list-style-type: none"> Designing Excellence within Innovation sites (process and pathways) Redesign of reablement Developing Brokerage ways of working Developing Acute ideal Outcomes Developing Inclusion Developing finance and operations Safeguarding development Developing structure and function LD Transformation Connect (3 conversations model) Accommodation development LD Supported living Shaw PFI – return of care services Health and social care integration Admissions avoidance to reduce demand and hospital admissions Case management system - Eclipse/Abacus implementation 	<p>Planned Locations</p>  <p>4 Community Hubs and Older adults community teams across West Northamptonshire</p> <p>2 Inclusion hubs</p> <p>1 Learning disability hub</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> Older people Mental health Transitions from Childrens Trust Autism Acquired Brain injury Physical disability Learning disability Carers Prisoners Hospital Patients Family Councillors 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> Right source market provision for the best outcome at the right cost – excellent commissioning Use voluntary sector or social prescribing Service to add scale and capacity Integrate and share services and contracts where offers value for money. Integration of health and social care at a community level. Integrated working on hospital pathways Train trusted Partners to deliver connecting conversations Collaborate around the person Maintain strong links and contract with childrens trust Join-up with other key services in community hubs Join up with other Councils if we can deliver more effectively together Closer working with public health Partners can provide delegated functions
<p>Plus.</p> <ul style="list-style-type: none"> Community Hubs and teams to help people be more connected in their communities Continued review of structure, culture and practice, health and care integration Inclusion Hubs Learning Disability Hubs Finance and Operations will make sure that everyone receives a fair assessment of their finances for access to financial support Older people Reablement to help people live more independently Acute Discharge to support independence as well as flow out of hospital Brokerage being responsible for matching the most ideal package of care to each individual needs across community teams Safeguarding being person led and outcome focused 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Embedding the transformation – allowing to settle and develop Continued development of the Operating model – completing the journey whilst realising opportunities as unitaries develop e.g.. Housing and leisure Continued culture change Continuing transformation in accommodation, practice and technology Continuing health and care integration 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Community and Wellbeing



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 service Design for
Sports, Leisure, Culture
& Tourism

SCOPE OF PORTFOLIO BLUEPRINT



Sports, Leisure, Culture & Tourism



Staff Source: *NCC and D&B*



Service Functions included:

Green Spaces (Country/urban parks and play areas and woodlands etc.), Sports & Leisure facilities, Physical Activities & Wellbeing, Community Development, Libraries (localities), Tourism, Archives & Heritage (including Museums, galleries, theatres, documents and records archiving), Community Events



Staff in scope: *94.25 FTEs*



Investment:

Continued voluntary sector and community grants support & funding for minimum 12 months beyond vesting day. Costs associated with the upkeep and maintenance of major leisure and sports facilities, heritage assets, parks and open spaces and associated infrastructure, including investment programmes and grant aided projects which will have started before and continue beyond vesting day.

BLUEPRINT DESIGN PRINCIPLES – COMMUNITIES & LEISURE (WEST)



Continued income & Grant Giving Models

Continued Income and Grant Giving Models

We need to ensure that all existing arrangements with regards to supporting voluntary and community partners continues beyond vesting day for a period of at least 12 months



Collaborative Working

Collaborative Working

A more joined up approach, with other linked authority services (such as Planning, Economic Development), voluntary sector and service delivery partners (such as Northamptonshire Sport) and other key partners in the planning and development of targeted and appropriate services for communities.



Continued investment into Arts, Heritage and Leisure

Continued investment into Arts, Heritage and Leisure

Continue to support ongoing development into arts, heritage and leisure functions to support lifelong learning and community wellbeing – investment into varied public programmes and events, ensure access to materials and sustainability of services



Continued access to quality services and facilities

Continued access to quality services and facilities

Services to remain largely as-is for vesting day, with no drop of significant changes to customer offer or journey. All existing arrangements regarding maintenance/upkeep, access to services and level of service offering will remain the same



Services by Geography

Services by Geography

All location based services will remain where they are currently provided from, and all that sit within the boundaries of the West Unitary will transfer in ownership accordingly. Staff based at localities will remain in these localities.



Prevention and Early Intervention

Prevention and Early Intervention




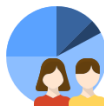

The new model should ensure continued focus on prevention and early intervention for health and wellbeing. Community and leisure services make a major contribution to social and economic outcomes across a range of public services. They have the potential to prevent/lower demand and reduce the financial burden on key public services such as health, social care and the justice system.

Key areas of collaboration:

- Maintaining/improving existing and developing new links and collaborative ways of working with voluntary sector partners
- Improving collaborative working (including co-production of strategies, improved access to/sharing of information) with other key partners, such as Health, Education, Police and Community Groups
- Closer working with our communities and service users to help determine priorities/needs within the local area and help shape future service design

BLUEPRINT FOR DAY ONE SAFE AND LEGAL - COMMUNITIES & LEISURE (WEST)



<p>Service Offer</p>  <ul style="list-style-type: none"> • Education and outreach • Advice and support • Cultural facilities to visit with scheduled public programmes in place (museums, theatres, art galleries, heritage sites) • Sports and leisure facilities, such as swimming pools, tennis courts, playing pitches, indoor courts/sports halls etc. • Bookable classes and facilities for both physical activity and cultural/enrichment activity • Applications for community grants/support based in relevant eligibility • Document and records archiving, with statutory Portable Antiquities Scheme (PAS) and Historical Environmental Records (HER) • Local support and services provided at Libraries (linked to Corporate) • Access to safe and well maintained Parks (urban and country) and Play Areas • Access to conservation and other open green spaces for recreation and enrichment (walks, nature activities etc.) • Community events and key activities (e.g. Bonfire Night, summer events, Xmas events, religious festivals etc.) 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Education and outreach to customers and communities (cultural, health and wellbeing etc.) • Targeted campaigns and public programmes based on community needs/priorities • Full programme of physical and leisure activities in place • Developing lead authority model for documents archiving (records office) • Clearly mapped out grants and service support arrangements in place • Mapping of service contracts and future arrangements 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). Centralised management staff (i.e. Community Development coordination etc.) will likely be aligned to West Head Office Records Office (document archiving) function to be based at Wootton Hall Park facility</p> <p>IT Systems</p> <ul style="list-style-type: none"> • Corporate Systems in place for purchases and invoicing – Civica (ENC, KBC, CBC), Agresso ERP (BCW), • Customer interface at locations (i.e. payments at arrival, POS - Gladstone, shops/cafes etc.) • Local Leisure systems in place (continuity of) – e.g. Local Lotto (DDC), MODEs for museums , People’s Network for libraries 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for flexible development of the service and improves effective commissioning • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information (e.g. opening times, events, pricing, classes etc.) 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Volunteers are actively managed within the services as a key resource for effective delivery and channel for community based feedback • Strong links are developed with voluntary sector partners to develop sustainable service plans that meet the needs of communities • Contracts with external providers (out-sourced services) are managed effectively with performance review and shared business plans where applicable • Close links to other partners such as Wildlife Trust, Rockingham Forest Trust
<p>Plus</p>  <ul style="list-style-type: none"> • Community engagement activity to help determine relevant needs and priorities for service plans and development • Single arrangement to commission voluntary sector services under multi-year SLAs • Review into service provision to align arrangements where possible (in-house/out-sourced provision) • Co-produced strategies (Cultural, Physical Activity & Wellbeing, Community) • Alignment of systems and processes • Potential sale of Everdon Outdoor Learning facility (cancelled due to COVID-19 lockdown) 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and eventual alignment of concessionary arrangements provided to partners / communities • Re-commission services from voluntary sector for an initial four year period • Review and alignment of systems and processes • Implement and develop model of operation for Document/Records Office • Initiate review and development of co-produced Strategies with partners and communities – longer term shared initiatives and strategic direction • Determine investment priorities for leisure and sports provision • Review into business/market intelligence and best practice models 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Community Safety

SCOPE OF SERVICE AREA BLUEPRINT



Community Safety & Emergency Planning



Source:

Community Safety and Emergency Planning Services are provided by all eight authorities. For West Northants this will be an aggregation of the three district and borough councils along with the disaggregation of NCC's functions.



Service Functions included:

Community Safety and Emergency Planning (including LRF)



Staff in scope:

24.5 FTEs (6.5 FTEs coming from NCC disaggregation)

**Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.*



Investment:

LRF contributions may need to be uplifted to fund new LRF co-ordination model. Investment Business Case for growth of NCC EP team (extra 250k for staffing) – already approved by NCC.

BLUEPRINT DESIGN PRINCIPLES – COMMUNITY SAFETY



Continuity of service

Seamless service delivery for Day One

No changes to service standards for community safety services.



Collaborative Working

A more collaborative model

A more joined up approach with partners including the police to develop a new Community Safety Partnership with new priorities for West Northants.



Harmonisation of services

Smoothing the customer experience

Consistent fees and charges will be in place for some elements including bulk waste collection. Medium term harmonisation achievable in 3 of the 4 districts and borough areas.



Customer centred design

Residents and Customers will be at the centre of our services

Real opportunity to redesign these services over the medium term to embed the learning from COVID in terms of effective of local response.



Locality based services

Services by Geography

All location based services will remain where they are currently provided from, and all that sit within the boundaries of the West Unitary will transfer in ownership accordingly. Staff based at localities will remain in these localities.



Partnerships

Local Resilience Forum



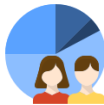

Working together to ensure the West can provide an appropriate response to civil contingency issues.

Key areas of collaboration:

- COVID response – essential services that need to be tied into organisation response and changes in service demands.
- Closer working with NHS and Adult Social Care on areas that overlap between community safety and safeguarding e.g. PREVENT, DA, knife crime, collection of medical waste.
- MOU/SLA in relation to LRF functions and county-wide EP planning with North Northants

BLUEPRINT FOR DAY ONE SAFEL AND LEGAL – SERVICE AREA COMMUNITY SAFETY & EP



<p>Service Offer</p> <ul style="list-style-type: none"> • Deliver a safe and legal community safety function for the new unitary authorities. • Ensure community safety partnerships are supported and engaged across the county. • Supporting unitary wide CSPs and the CSB • Working closely and effectively with statutory and non statutory partners • Delivering against the authorities' statutory responsibilities, county wide strategies, and local priorities and projects • Supporting national community safety and counter terrorism programmes • Ensuring that the team operates effectively across all areas of West Northants providing support to local communities and helping them to feel safe. • Compliance with Civil Contingencies Act and National Resilience Standards. • On call Gold Silver and Bronze functions • Development, review and testing of Emergency Plans and Procedures, geographic and county wide 	<p>Key Activities</p>  <ul style="list-style-type: none"> • The establishment of a statutory community safety partnership (CSP) for the west (one already exists for the north) with agreed membership, terms of reference, and meeting arrangements. • Strategic co-ordination and leadership of key elements of LRF work programme e.g. flood prevention; mass fatalities; psychosocial & humanitarian assistance; Pandemic flu 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). Centralised management staff of staff expected to be hosted by NBC as the largest team.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for flexible development of the service and improves effective commissioning • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Northants Police • Northants Fire and Rescue Service • Voluntary sector organisations and community groups • Safeguarding partners • OPFCC • MOD • Environment Agency • Public Health
<p>Plus</p> <ul style="list-style-type: none"> • Potential to create combined business intelligence function with partners for community safety. • Potential to form part of community hub pilot models • Working with LRF partners on future model for EP for county 		<p>Key Activities Year 1</p>  <ul style="list-style-type: none"> • Review Day One service model and develop plan future model. • Business case for potential integration of services into NBC as host for West for community safety. • Review and alignment of systems and processes • Service stabilisation and optimisation. • Review locality models for future target operating model 		





FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Housing & Homelessness

SCOPE OF PORTFOLIO BLUEPRINT



Housing & Homelessness



Source: *Districts & Boroughs*



Service Functions included:

Housing Options (Housing Advice, Housing Allocations, Homelessness assessment ,Rough sleeping initiatives and Temporary accommodation placement.) Private Sector Housing (Licencing and Enforcement, DFG'S, Fees and Charges and Private sector housing standards) Housing Strategy (Housing enabling and partnership working, policy and strategy development ,) Council & Affordable Housing Supply (Asset management and compliance,. Out of hours service and Capital investment programmes)



Staff in scope: *37 FTEs*



Investment:

BLUEPRINT DESIGN PRINCIPLES – HOUSING (WEST)

1

Safe, Legal and Accessible Services

Safe, Legal and Accessible Services

We need to ensure that safe, legal no disruptions and is easy for all customers, partners and other stakeholders to access, navigate and engage with.

2

Policies and procedures Harmonised

Policies and Procedures Harmonised

Where practicable, the opportunity will be taken to improve the service offering to customers and harmonise strategies, policies and procedures. Where this is impractical a transitioning period will be determined and agreed.

3

Customer Centred Approach

A Customer Centred Approach

solution-focused service that is cost effective, sustainable and improves housing conditions and life chances through effective joined-up working, innovation and choice.

4

Provide Good Quality Services

Good Quality Services

New performance management models across services that ensures service standards are maintained and improved

5

Service delivered by location

Service Delivery By Location

All location based services will remain where they currently operate from. Staff will also remain in these localities.

6

Early Intervention and Prevention

Early Intervention and Prevention





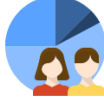

A new model should ensure the focus is on early intervention and prevention of homelessness and delivering enforcement functions. This would allow for efficiency savings and reduce the financial burden on key public services such as health, social care and the justice system.

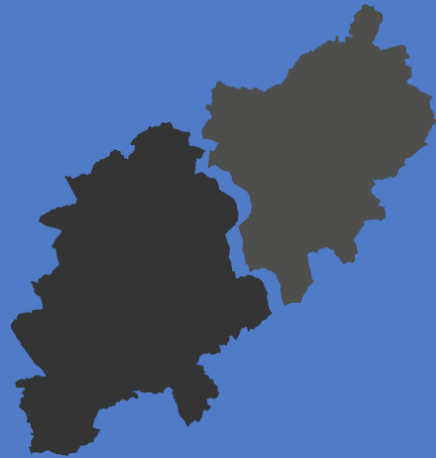
Key areas of collaboration:

- A strong multi-agency approach to address the needs of health and social care (e.g. mental health, domestic violence and drugs and alcohol services).
- Strategic engagement with Private Sector and Registered Social Landlords to deliver key priorities.
- Co-production of strategies with a range of partners and the community.

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – HOUSING WEST



<p>Service Offer</p> <ul style="list-style-type: none"> • Housing Advice and Assistance • Assessing Homeless application . • Operating a Housing Allocation scheme • Temporary Accommodation placement and support • Providing specialist accommodation • Rough sleeping initiatives. • HMO licencing & Enforcement. • Assessments under the Housing Health and Safety Rating system. • Fees and charges scheme • Illegal eviction and Landlord harassment. • Assessment of Disabled Facilities Grants • Strategic Engagement with Registered Social Landlords • Asset Management • New Build programmes • Specialist Housing • Out of Hours service • ALMO-Contract monitoring and partnership working 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Provide early intervention and support to prevent homelessness. • Through multi agency working and commissioned outreach services reduce those Rough sleeping • Provide accommodation for those who are eligible and in Housing need • Private Sector property Inspection, investigation and enforcement .. • Continue to develop working relationships with Private sector Landlords. • Enabling activities to increase the delivering of affordable housing • Assisting residents to remain in their own homes • Asset management and Regulatory compliance • Capital investment programmes • .. 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).Northampton Borough Council will be Lead Authority hosting the housing out of hours first contact service. Staff resources will be located to the town Hall .</p> <p>IT Systems</p>  <p>Few commonality in the use of IT systems:</p> <ul style="list-style-type: none"> • Homeless prevention and Assessment IT system -Jigsaw • Housing Allocations (DDC- Abitas) (NBC –Capita) (SNC-Academy Housing) • Private Housing Enforcement- (SNC &NBC –Northgate) (DDC-ECINS) 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Integrated customer access channels. • Improved website information to provide a single view. of services. • Service information kept relevant and up to date for dissemination, both via customer contact and printed / online information. 	<p>Key Partners & Suppliers</p> <p>Proactively collaborating with partners, to improve services offered to residents and the community.</p> <p>key partners:</p> <ul style="list-style-type: none"> • Adult and Social Care • Children services • Police & Probation service • DWP • Private sector Landlords • Public health services • Registered Social Landlords • Housing Developers • Voluntary sector advice agencies • NHS Hospital discharge teams . • Rough sleeping Outreach services
<p>Plus</p> <ul style="list-style-type: none"> • Develop an integrated homelessness service which is strength-based, person-centred. • Building the foundations for locality community hubs • Co-produced strategies . • COVID- 19 recovery plan to be dovetailed into new operational models • A single IT system used for Housing options services . 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review align critical processes, policies and procedures • Review and develop a road map towards a single Homelessness & Rough Sleeping Strategy and Housing Allocations Policy. • Ensure Officers have the appropriate delegated authority . • Use business/market intelligence and best practice models to shape services . 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Corporate



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Customer Services

SCOPE OF SERVICE AREA BLUEPRINT



Customer Services



Source: *NCC and District and Borough*



Service Functions included:

Customer services access channels including telephony, emails, face to face, out of hours, blue badge, permits, strategy for customers, online customer experience (web team)



Staff in scope:

Customer services: 87.20 FTE's, Headcount 99 (potential + or – 4 FTE from NCC for children's trust lead model) online customer experience (web team) = 6



Investment: *to merge and develop the customer service centres and systems e.g. new CRM system and contact centre solution, workforce management, automating more services e.g. emails and harmonising out of hours, development of the new websites and decommissioning the old websites.*

BLUEPRINT DESIGN PRINCIPLES – CUSTOMER SERVICES & ONLINE CUSTOMER EXPERIENCE

1 Designed for Customer Needs

Designed for Customer Needs

To have a high level of understanding of customer needs to ensure the service is fit for purpose for all users at all times- any service, anywhere at any time! The service needs to be fit for purpose and have a continuous improvements ethos embedded within the culture. Customers expect to co-create their experience and want to take responsibility and have increased autonomy as their demands and complexity increases.

2 Excellent Customer Services Authority wide

Excellent Customer Services Authority Wide

Establish a culture throughout the organisation of putting the customer, whether internal or external at the heart of what we do - every person, programme and process that shapes the customer experience. Customer excellence throughout the organisation. Empower and develop staff skillsets to deliver a service which is right first time, empathetic and means no wrong door for customers. Call handlers become expert problem solvers!

3 Welcoming Customer Experience

Welcoming Customer Experience

We should be approachable, friendly and trusted when dealing with all enquiries. The customer feels assured and has confidence in the service. We exceed expectations and the customer comes away feeling better about us (and potentially themselves) after their contact. Customer contact develops into customer experience.

4 Accessible and Personal

Accessible and Personal

Services should be developed to so that they are easy, accessible and available at all times through many different channels. This will provide different choices for customers to access our services so they can help themselves. Single point of access to make it easier for the customers to interact.

5 Innovative

Innovative

Assisted Digital by default/design providing responsive technology and keeping all access channels open with the channel being selected by the customer according to their needs Enable the 'me-culture'- the desire for the customer contact to be tailored to the individual

6 Efficient and Effective






Efficient and Effective

Services should be delivered efficiently and effectively. Ability for adaptation and adaptability. Advisors use their own intelligence/ skills to make the service more effective. Customers can expect a service that is responsive to their needs and be dealt with in a timely manner. Customers should have faith in a reliable service where they will receive a response within an appropriate amount of time that resolves their needs.

Key areas of collaboration:

- Maintaining/improving existing links and developing new links and collaborative ways of working with public and private partners
- Collaboration with all services / functions in the unitary council to develop and deliver integrated services that go from the start to completion- create digital services that are integrated and cover the entire customer journey
- Collaboration with ICT to enable the development of service design to meet the customer needs
- Understand the service users needs - what is good service and how we can deliver that?
- Improving collaborative working (including co-production) with other key partners, such as Health, Education, Police and Community Groups
- Use data to innovate and create new ways to deliver services

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – CUSTOMER SERVICES & ONLINE CUSTOMER EXPERIENCE

<p>Service Offer </p> <p>Excellence in customer services Increased self serve and ability to enquire / find out information 24/7 Reducing the need for customer to chase their enquiries Consistent and clear customer standards Ability for customers to access unitary services from all access channels, face to face, telephone, email..etc..... To provide an out of hours service Advice and Support, signposting to relevant partners / services Harmonised opening hours One telephone number</p>	<p>Key Activities</p> <ul style="list-style-type: none"> • Contracts are novated • Customer journeys start being harmonised through process and system changes • SLA between the children's trust (or North) • Implement one new non geographical telephone number • Implement voice concierge • Implement automation to handle non complex email enquiries • New opening hours consistent across the unitary • Standard KPIs and strategy for customer implemented • Change and training plan for CSC and organisation wide • SNC change OOH provider 	<p>Planned Locations </p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities)</p> <hr/> <p>IT Systems </p> <p>NCC systems either split, two versions or data sharing agreement in place Automation of emails rolled out across the unitary Voice automation rolled out across the unitary New CMS system Potential new eforms system</p>	<p>Customer & Channels </p> <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for more seamless customer service and opportunity for one view of the customer • Clear information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination to customers for all unitary services • All access channels remain open • Customer remain at the heart of everything we do 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Contracts with external providers (out-sourced services) are managed effectively • Partnership links are developed to provide more joined up working • New website partner (TBC) • Integrated process / systems where possible • Provision of children's trust call handling (or could be North) • Tell Us Once process with the DWP remains • Stronger links to health and social care services • Out of hours suppliers harmonise
<p>Plus </p> <p>Customer service centres are harmonised, increased remote working New website developed and migration begins to decommission old websites. 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</p>		<p>Key Activities Year 1</p> <p>Systems and process are aligned. Unitary CRM system and workforce management is designed Increased self serve and digital services based on user needs. Automation developed Telephony contact centre solution is reviewed Out of Hours services and provision is reviewed and changes implemented Tell Us Once is centralised process led by customer services</p>		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Digital &
Transformation

SCOPE OF SERVICE AREA BLUEPRINT



Digital and Transformation



Source: *NCC and District and Boroughs*



Service Functions included:

All IT, digital and transformation services including: IT platforms, IT operations, IT digital services (note that online customer experience is in Customer Services), ICT business systems



Staff in scope: *37 FTEs*

FTE Transformation. ICT 186 (not including vacant posts)– note that ICT is recommended to be Lead Authority in the West, ICT and technical Digital staff will TUPE there.



Investment:

ICT systems/platforms to support the Digital and Technology strategy. (MS365, website, digital platform, ERP, Capita One, Eclipse, LLPG, data lake, BI and reporting solutions, service desk, project management tool, etc)

BLUEPRINT DESIGN PRINCIPLES – DIGITAL & TRANSFORMATION

1

Designed for User Needs

Designed for User Needs

Understand our users and their needs. Co-create services with users (users can be customers, members, partners and employees).

2

Digital by preference

Digital by preference

Digital services designed around humans and their needs. Creating service designs so good that people choose to use them. These same services can also be used by employees to provide assistance to customers that are unable or choose not to use them.

3

Design with Data

Design with Data

Use data more effectively by improving your technology, infrastructure and processes. Keep the amount of data collected to a minimum and keep it for the shortest period of time, ensure that the data can be used in many different places to develop meaningful insights.

4

Share re-use and collaborate

Share re-use and collaborate

Make sure that any IT or digital service being created, is shared in the open so colleagues can re-use the service pattern and help them along their change journeys

5

Be agile, iterate and improve

Be agile, iterate and improve

Doing things in short sharp sprints and releasing value in bursts, rather than waiting three years to see the whole things all at once.

6

Cloud leaning, modern enterprise architecture

Cloud leaning, modern enterprise architecture



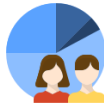


Taking the opportunity to look at other technologies and being able to stand up new environments at greater speed because we don't have to buy, licence and install all the physical hardware. We will also need to develop our people capability as well as out technology components.

Key areas of collaboration:

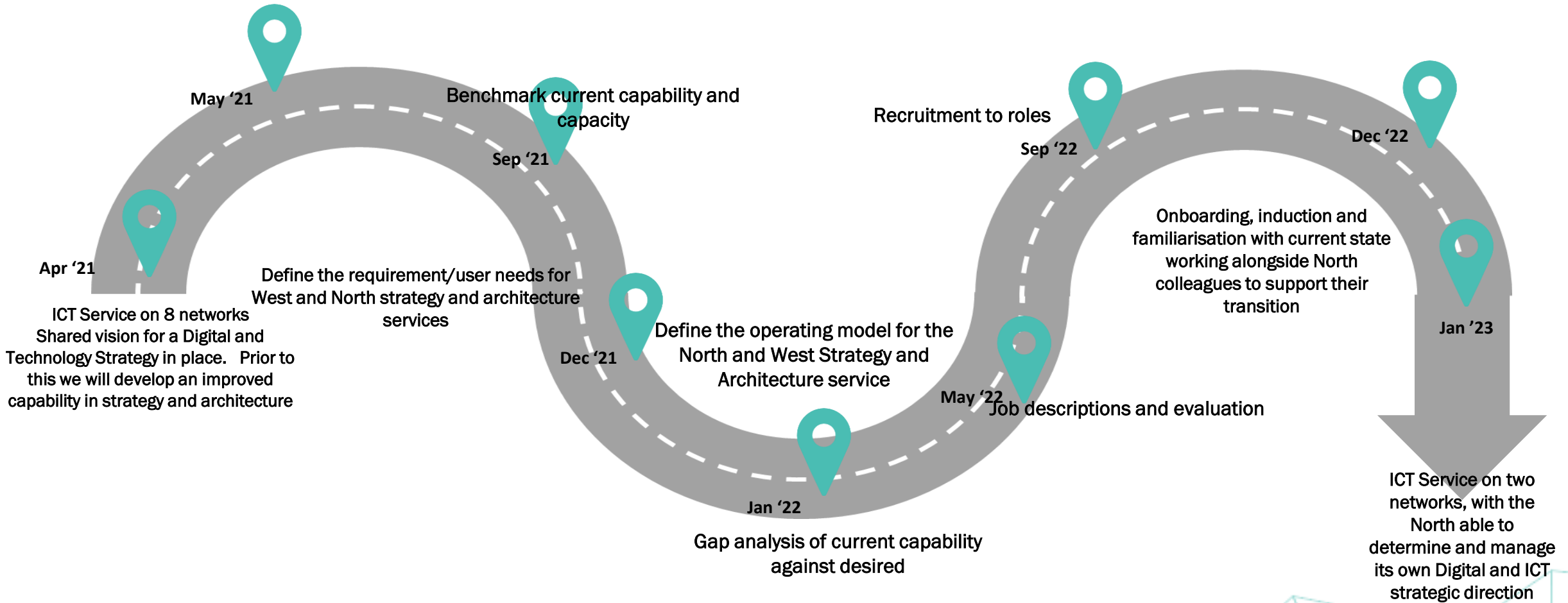
- -Maintaining/improving existing and developing new links and collaborative ways of working with public and private partners
- Working in cross functional delivery teams to create digital services that are integrated and cover the entire customer journey
- Understand the service users needs- what is good service and how we can deliver that.
- Use data to innovate and create new models of service delivery
- Improving collaborative working (including co-production) with other key partners, such as Health, Education, Police and Community Groups
- Work with national digital networks to share and reuse service patterns, technology, code and integration models.

BLUEPRINT FOR DAY ONE SAFE AND LEGAL– DIGITAL & TRANSFORMATION



<p>Service Offer</p> <ul style="list-style-type: none"> • Provide capacity and capability to implement transformation agenda • Provide capacity and capability to implement the disaggregation of hosted services • Provide PMO support to ensure governance and assurance • Delivery of IT services to the North, Children’s Trust ; fusing the delivery of current IT services with new unitary IT “enabling” services • Service desk, desktop, infrastructure, networks, digital, application support and development, strategy and architecture • Developing an internal consulting capability on the architecture, design and delivery of digital/IT services • Delivery of ERP Business systems services to the North, CCC and MKC 	<p>Key Activities </p> <p>Vesting day Deliverables:</p> <ul style="list-style-type: none"> • MS365, ERP, Eclipse, Capita One, LLPG, website, intranet • Strategy, target operating model and investment plan. • Change and training plan for employees • Updated PM Practice guidelines/templates for each authority • Provide framework to agree transformation priorities for day 1+ • Support data sharing agreements for disaggregating services where system can’t split • Support SLA dev for Lead authority services. 	<p>Planned Locations </p> <p>Locations will remain as is</p>	<p>Customer & Channels </p> <p>Offer services based on understanding user needs.</p> <p>Aim to provide digital services so good – people choose to use them.</p> <p>Ensure that current access channels are not broken on day 1.</p> <p>Offer seamless points of contact for new unitary IT services (e.g. MS 365, website)</p>	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Microsoft; the supplier of our key productivity platform • LGSS and Unit 4, providing our ERP platform • New website delivery partner (TBC) • Digital platform partner (TBC) • North Northamptonshire Council • Children’s Trust • NHS, Police, etc 
<p>Plus </p> <p>New website developed with increased self-serve and better customer experience</p> <p>MS365: work from anywhere, Teams, SharePoint online, integrated solution.</p> <p>ICT – Digital blueprint capability development - digital declaration lived up to Health and Social Care Integration. Adults Eclipse Finance Module</p> <p>24/7 working, flexible and remote working enabled by the underpinning infrastructure</p>		<p>Key Activities Year 1</p> <p>Increased self-serve and digital services based on understanding user needs.</p> <p>Consolidation of systems and datacentres underway, and ICT support services/teams</p> <p>Culture change and org wide training plan to deliver modern digital services</p> <p>Master data management & business intelligence platform and capability development</p> <p>Service integration and transformation including plan to decommission legacy IT systems</p>		

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





FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Human Resources and
Staff Wellbeing

SCOPE OF SERVICE AREA BLUEPRINT



Human Resources and Staff Wellbeing



Source: *NCC and D&B*



Service Functions included:

*HR Advisory/Operations, HR Policies and Procedures, Pay Reward and Recognition, Diversity and Inclusion, Learning and Development, HR Systems, Performance Management, Culture/Engagement/Employee Behaviours, Transformation and Change Management, Workforce Analytics, Health and Wellbeing, Employee Relations and Trade Unions, Apprenticeships, Recruitment, Selection and Induction, H&S Policies and Procedures, Occupational Health, Statutory compliance monitoring. **Payroll and HR Transactions lead authority model***



Staff in scope: *112.86 FTE transferring over*



Investment: *New LMS (Learning Management System)*

BLUEPRINT DESIGN PRINCIPLES – HUMAN RESOURCES AND STAFF WELLBEING

1

Deliver Consistent Services

Deliver consistent services

We need to ensure our services are high quality and consistent and advice given is right first time by ensuring a single set of clear policies and procedures are in place. Operate in a transparent way, aligned to shared values

2

Align resources to priorities

Align resources to priorities

Lean, automated systems for high volume/low complexity support /transactional tasks to reduce the requirement for manual processes. Maximise technology / Promote Manager and Employee Self Service.

3

Open and honest communication

Open and honest communication

Operate in a transparent way, aligned to shared values

4

Deliver best outcomes

Deliver best outcomes

Work with suppliers and partners to ensure e maximise resources and assets

5

Invest in technology

Invest in technology

Maximise technology / Promote Manager and Employee Self Service.

6

Decisions informed by data

Decisions informed by data



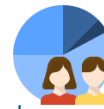



Work as enablers / problem solvers to achieve the best outcomes for the authority

Key areas of collaboration:

- Vision,
- Values,
- Culture and behaviours





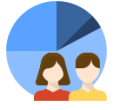
BLUEPRINT FOR DAY ONE SAFE AND LEGAL – HUMAN RESOURCES AND STAFF WELLBEING



<p>Service Offer</p> <ul style="list-style-type: none"> Assisting line managers to understand and implement policies and procedures Promoting equality and diversity as part of the culture of the organisation liaising with a range of people involved in policy areas such as staff performance and health and safety Developing and implementing policies on issues like working conditions, performance management, equal opportunities, disciplinary procedures and absence management Advising on pay and other remuneration issues, including promotion and benefits Negotiating with staff and their representatives (for example, trade union officials) on issues relating to pay and conditions Administering payroll and maintaining employee records Interpreting and advising on employment law Dealing with grievances and implementing disciplinary procedures Developing HR planning strategies, which consider immediate and long-term staff requirements Planning and delivering training, including new staff inductions Analysing training needs in conjunction with departmental managers. 	<p>Key Activities</p>  <ul style="list-style-type: none"> Leadership structure in each authority Agreed transfer/Tupe like process in place and implemented. Transfer of staff to new Councils completed New Authority Terms and Conditions finalised and approved for new starters Common set of policies and processes for new authorities, accessible to all employees Identification and rationalisation of HR contracts Single recruitment process in place for new Council - communicated and in place *. Working with Trade Union Agreement in place for new Authority, covering consultation and negotiation Data and systems in place to ensure staff are paid after transfer Pensions discretions agreed for new Authority. <p>* Safe and Legal PLUS</p>	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). Centralised management staff will likely be aligned to West Head Office.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> Improved MI and information sharing between partners allows for flexible development of the service Clear sign-posting to information available on websites and web forms as applicable Service information kept relevant and up to date Self service logging for internal customers 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> Contracts with external providers are managed effectively with performance review and shared business plans where applicable (Agency supplier etc.) 
<p>Plus</p>  <ul style="list-style-type: none"> Review into service provision to align arrangements where possible Co-produced strategies Alignment of systems and processes Learning and Development transformation and split from hosted authority 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Review and alignment of systems and processes Terms and Conditions/ Pay/ Harmonisation Journey to greater self service Hosted Authority transformation and split for L&D 		


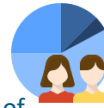


BLUEPRINT FOR DAY ONE SAFE AND LEGAL – CORPORATE HEALTH & SAFETY



<p>Service Offer</p> <ul style="list-style-type: none"> • Produce and maintain H&S Policies and Procedures • Provision of H&S advice and guidance • Ensure legislative reporting compliance (RIDDOR) • Routinely monitor and audit to ensure H&S procedures are followed • Produce, review & deliver H&S training materials • Periodically consult with the Trade Unions on H&S matters • Investigate serious health & safety incidents 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Development of overarching H&S Policy • Alignment of H&S Procedures • Alignment of H&S induction training course • Audit schedule to cover all unitary service areas • Alignment of consultation with the Trade Unions • Alignment of communications with one process for reporting accidents * • Mapping of service contracts and future arrangements * <p>* Safe and Legal PLUS</p>	<p>Planned Locations</p>  <ul style="list-style-type: none"> • One Angel Square – Northampton • The Guildhall Northampton • The Forum – Towcester • Civic Offices, Daventry District Council <p>IT Systems</p>  <ul style="list-style-type: none"> • Frontline (W) • Ecins • Huddle (Schools) 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • All staff and contractors • Phone contact • Intranet • Email 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Northampton Partnership Homes • Public Health • Schools and Academies Amey • Norse • Occupational Health Employee Assistance Programme • Lone worker Protection Service • CLEAPSS • Trade Unions • Leisure centres, Community centre committees / sports clubs
<p>Plus</p> <ul style="list-style-type: none"> • Restructure of H&S team to amalgamate staff and co-locate • Alignment of H&S software systems 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Development and delivery of training in line with new policy and procedures • Agreement and delivery of an audit plan • Develop relationships with employee health and safety representatives • Develop health and safety intranet pages 		

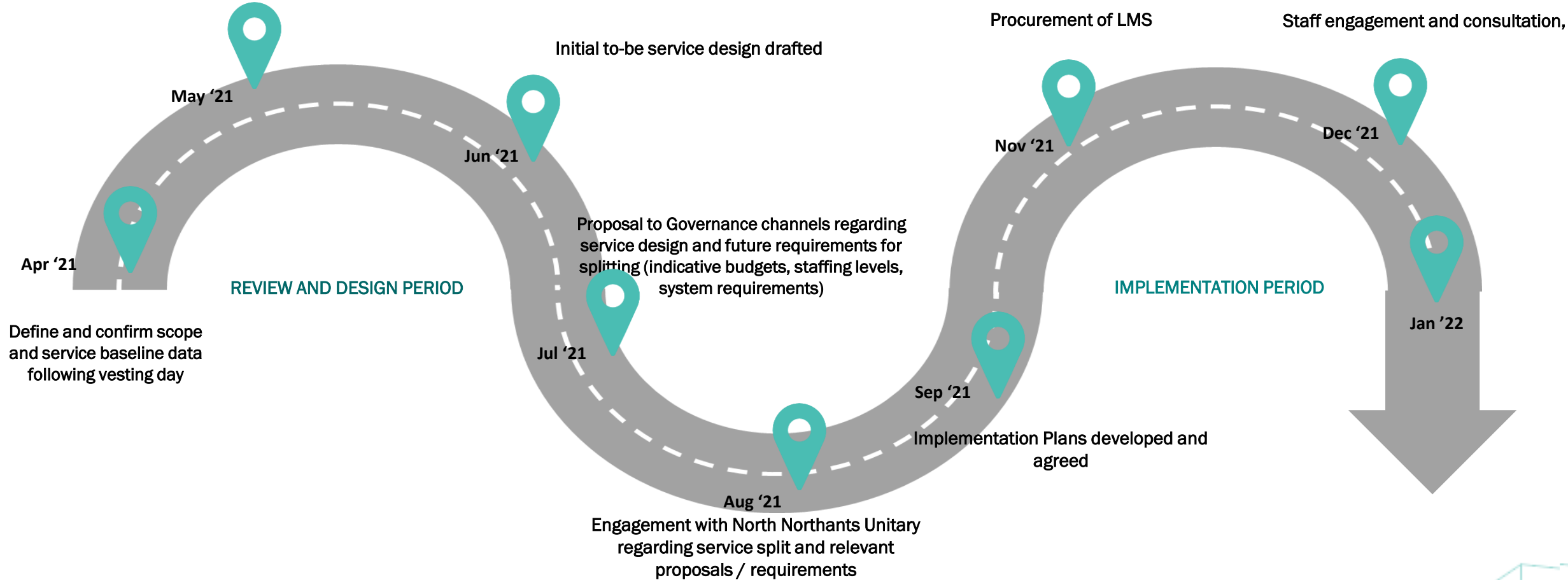
BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA - PENSIONS



<p>Service Offer</p> <ul style="list-style-type: none"> • Pensions Fund Management (currently valued at £2.6bn) • Fund accounting and statutory reporting • ‘Cradle to grave’ fund administration • Employer functions including admissions and cessations • Support and oversight of scheme employers in respect of their own pension duties • Fund governance including preparation of papers for s101 Committees and Pension Board • Member skills and knowledge training • Preparation of Fund strategies and policies • Fund communications • Pension systems and development 	<p>Key Activities</p> <ul style="list-style-type: none"> • Policies and strategies reviewed * • Scheme of delegation reviewed/redesign explored • Pensions branding redesign explored * • Application to MHCLG to be the administering body <p>* Safe and Legal PLUS</p>	<p>Planned Locations</p> <p>Lead Authority Model in line with Blueprint</p> 	<p>Customer & Channels</p> <ul style="list-style-type: none"> • Continuation of members self service portal, email and telephone channels 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Cambridgeshire pensions fund • LGSS finance services (treasury, AP, Debt recovery) • Investment funds managers • LGPS • Employers 
<p>Plus</p> 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Stabilisation of the workflow from the unitary transition • Establishment of a Pensions Board and Committee 		

JOURNEY TO SPLIT SERVICES – HOSTED LEARNING AND DEVELOPMENT INCL. APPRENTICESHIPS

Review and mapping of service function in detail – systems, processes, contracts etc.





FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for Corporate Support Services

SCOPE OF SERVICE AREA BLUEPRINT



Corporate Support Services



Source: *Both County, Brough and District services*



Service Functions included:

Procurement, Legal, Democratic and Elections, Information Governance, Insurance, Central Libraries Management. Insurance services will be provided by CCC under the lead authority model, Risk and Audit will be provided by MKC



Staff in scope: *100.94 FTE*



Investment: *any additional investment required*

BLUEPRINT DESIGN PRINCIPLES – CORPORATE SUPPORT SERVICES



Deliver Consistent Services

Deliver consistent services

We need to ensure our services are high quality and consistent and advice given is right first time by ensuring a single set of clear policies and procedures are in place. Operate in a transparent way, aligned to shared values



Focus on value for money

Focus on Value for Money

Lean, automated systems for high volume/low complexity support /transactional tasks to reduce the requirement for manual processes. Maximise technology / Promote Manager and Employee Self Service.



Operate as one council

Operate as one council with one voice and shared values

Operate in a transparent way, aligned to shared values



Deliver shared outcomes

Deliver Shared Outcomes

Work with suppliers and partners to ensure e maximise resources and assets



Embrace Technological information

Embrace Technological Information

Maximise technology / Promote Manager and Employee Self Service.



Data gathered and shared






Data gathered and shared

Work as enablers / problem solvers to achieve the best outcomes for the authority

Key areas of collaboration:




- Senior leadership team
- Corporate Directors

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA LIBRARIES MANAGED SERVICES

<p>Service Offer </p> <ul style="list-style-type: none"> Library Lending Service Online access via PCs, tablets and Wi-Fi Printing, scanning and copying Virtual services (Inc. e-lending) Information provision Signposting & Referral incl. MECC Business and IP Centre services Assisted Digital Support (e.g. Blue badge and bus passes) Children’s services including Bookstart 20 Community Managed Libraries Supported Income generation/delivery of traded services Management including grant funding (S106) Bookstart co-ordination Library Systems support 	<p>Key Activities</p> <ul style="list-style-type: none"> Agree SLA for provision of service to the North * Ensure Intranet content is representative of North and West * Ensure Banking requirements are clear for N & W and communicate to customers Contract Novation/assignment Ensure Data Sharing agreements are in place between N&W and CML’s Rebrand as required * * Safe and Legal PLUS  	<p>Planned Locations </p> <ul style="list-style-type: none"> Library HQ and Learning Resources for Education Centre @ Booth Meadow House, Riverside, Northampton 	<p>Customer & Channels </p> <ul style="list-style-type: none"> Universal customer base including children Walk-ins Telephone Online Library to You Schools (LRE) Prison Public Health 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> Central Buying Consortium (Stock includes) Askews Other stock suppliers including digital suppliers Bolinda Overdrive Community Orgs (CML) Property Services LGSS IT Book Trust Registrars Adult Learning See also “IT System” 
<p>Plus Financial Transactions and processing</p> <ul style="list-style-type: none"> Consider most effective/efficient way to deliver managed services to both unitary authorities Disaggregate/move to locality based model as necessary 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Integrate with unitary customer service offer Implement transformation planning outcomes Procure for long term Library Management System/Systems Align Strategic direction and delivery with individual unitary priorities 		



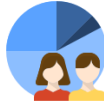



BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA - INFORMATION GOVERNANCE



<p>Service Offer</p> <ul style="list-style-type: none"> • Produce and maintain Information Governance Policies and Procedures • Provision of advice and guidance • Produce and review GDPR training materials • Processing information requests from customers • Maintaining the NHS Data security and protection toolkit • Provide support with producing data sharing agreements & DPIA's • Provide support in writing information asset registers, data flows and privacy notices • Ensuring publication of transparency data and publication scheme • Reviewing contracts and MOU's 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Registration with the ICO • DPO and Caldicott guardian in place • Development of overarching data protection and data security policies and procedures • Data sharing agreements in place between the N & W and with our partners • Privacy notices and information asset registers in place • Alignment of GDPR and data security induction training course • Alignment of communications with one process for requesting information & reporting a security incident * • Publication scheme and transparency data owners in place • * Safe and Legal PLUS 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • One Angel Square – Northampton • The Guildhall Northampton • The Forum – Towcester • Daventry District Council • As is today 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • All staff and contractors • Partners • Residents of Northamptonshire • Face to Face • Phone contact • Letter • Intranet • Email • Website 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Northamptonshire Police • NFRS • ICO • NHS & health partners • Children's Trust 
<p>Plus</p>  <ul style="list-style-type: none"> • Further alignment of Information Governance communications • Alignment of software systems 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Restructure of Information Governance team to amalgamate staff and co-locate • Further alignment of templates 		

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – PROCUREMENT



<p>Service Offer </p> <ul style="list-style-type: none"> Tendering above/below threshold, Requests for Quotation, Waiver Management, Contract Regs. Reporting, Procurement Activity Reporting, Spend Reporting, Contract Register Maintenance, Procurement Advice, Procurement Training, Documentation Development & Maintenance, Procurement Intranet & Internet Content Management, Corporate Management, Public Data Publishing, Audit Support, Provision of Procurement Performance Data, Supplier Engagement, Market Knowledge Research, Contract Management Governance. Assist service areas to identify the best way to deliver those outcomes at the lowest cost, via the most robust procurement frameworks, consolidate procurement practices and help bring together commissioning teams with wide ranging expertise. 	<p>Key Activities</p> <ul style="list-style-type: none"> Provision of a Functioning Procurement team for NNC. Regardless of physical location at this point. Corporate Contract Registers E-Tendering Systems * Procurement & Contract Management Policy Comprehensive Documentation * Outline SLA * Intranet Page(s) * Provision of template Letters for contract novation/assignment (change of organisation) Ensure consistent procurement advice and support on the corporate governance of procurement and contractual queries to other programmes in the transfer to Safe and Legal <p>* Safe and Legal PLUS</p>	<p>Planned Locations </p> <ul style="list-style-type: none"> All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). 	<p>Customer & Channels </p> <ul style="list-style-type: none"> Development of dashboard reporting and analysis for services and corporate management. Clear sign-posting to information available on websites and web forms as applicable. Service information kept relevant and up to date for staff and members. 	<p>Key Partners & Suppliers </p> <ul style="list-style-type: none"> Significant contracts with suppliers. All services across the council. 
<p>Plus </p> <ul style="list-style-type: none"> Review into service provision to align arrangements where possible. Alignment of systems and processes. Streamlining of systems, services and contracts will provide cost savings compared to current position. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Review and refine contract register. Review and refine staffing. Embedding Procurement process into BAU. Review and alignment of systems and processes. 		



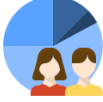



BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA - LEGAL, DEMOCRATIC AND ELECTIONS



<p>Service Offer</p> <ul style="list-style-type: none"> • Legal Services provide legal advice and guidance to the council and all its services. MO is incorporated within this, it is also responsible for corporate governance arrangements. • Democratic Services provides support to Councillors , officers and members of the public on the Council’s decision making processes. The service also provides support to Councillors to ensure they are able to undertake their roles effectively . • Provision of a comprehensive Electoral Registration and Election Management to the unitary council 	<p>Key Activities</p> <ul style="list-style-type: none"> • Systems in place e.g. case management Established legal provision or contract in place Robust process for the transfer of legacy and ongoing cases from the sovereign councils List of authorised officers able to take legal action on behalf of each council. Updated standards regime including appointment of Independent Persons Official seal for each unitary. • CMS system and support teams in place Agreed operating model for services and functions * • Statutory scrutiny officers in place for West Governance and locality arrangements in place (Cabinet vs Committee) Website as a means of publishing papers A nominated clerk to the Lord Lieutenant Civic and ceremonial arrangements for the new councils approved Updated and adopted North and West Constitutions Updated members’ allowances scheme • Single electoral register * Single electoral management system * Designated Returning Officer Electoral Registration Officer 	<p>Planned Locations</p> <ul style="list-style-type: none"> • All current service delivery locations will remain as-is. Centralised management staff will likely be aligned to West Head Office. 	<p>Customer & Channels</p> <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for flexible development of the service and improves effective implementation of SLA’s • Clear sign-posting to information available on websites • Service information kept relevant and up to date 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Additional Legal Services to be commissioned from either LGSS Law or District Law
<p>Plus</p> <ul style="list-style-type: none"> • Review into service provision to align arrangements where possible • Alignment of systems and processes 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Availability of a new CMS system – needs to be in place by Mar 21 in readiness for May elections and subsequent paper provision 		



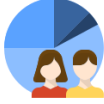


BLUEPRINT FOR DAY ONE SAFE AND LEGAL – INSURANCE



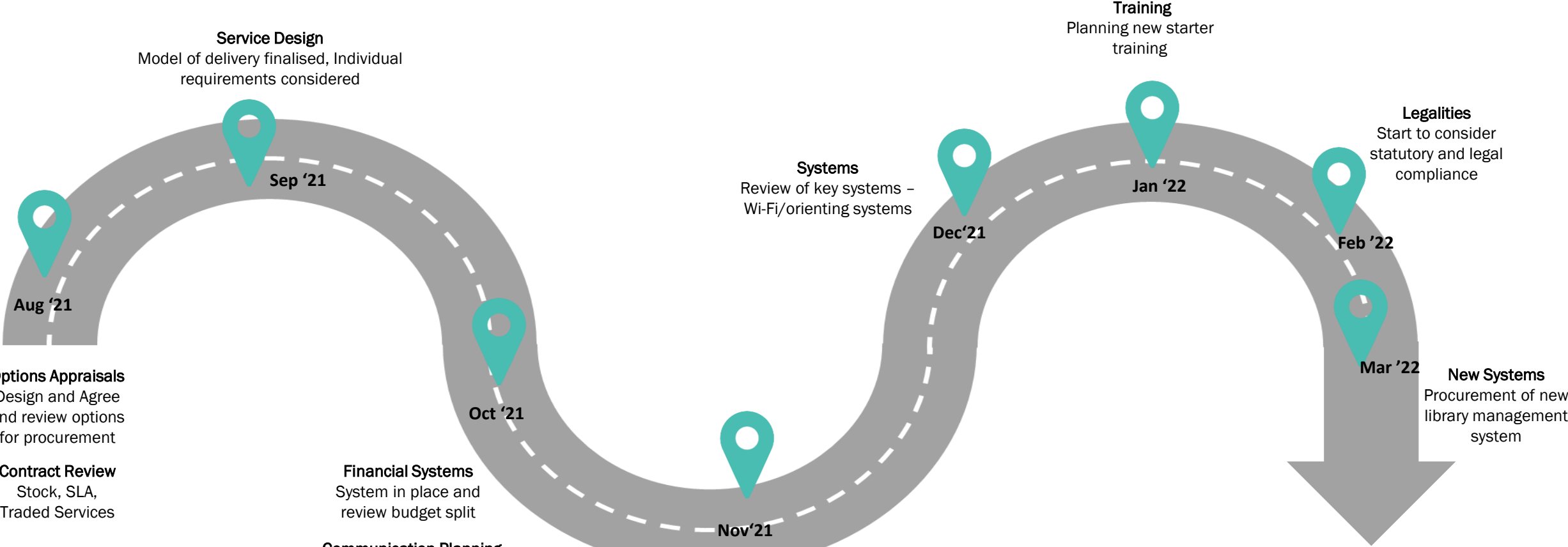
<p>Service Offer</p>  <ul style="list-style-type: none"> • Insurance services for West Northamptonshire Council. • Insurance Policy procurement and management. • Claims administration and management services. • Provision of insurance and indemnity related advice and guidance. • Provision of insurable risk management advice. 	<p>Key Activities</p> <ul style="list-style-type: none"> • Provision of the insurance for Shadow Authorities. • Provision of the insurance for the New Unitary Authority. • Agreed process for claims management * • Updated Policies • Contribution to the SLA for the Lead Authority model * • * Safe and Legal PLUS 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • Cambridge • Milton Keynes • All current Northamptonshire locations 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Intranet pages will be fully developed and delivered to enable self service delivery. • Creation of e-claims form for public to make highways related claims. 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • Insurance Brokers – A J Gallagher. • Insurers – TBC subject to procurement. • Software Prover – Fusemetrix. • Insurance services to be provided via Cambs CC under new LGSS ToM. 
<p>Plus</p> <ul style="list-style-type: none"> • Subject to change of LGSS target operating model. • No other service transformation planned at this time. 		<p>Key Activities Year 1</p>  <ul style="list-style-type: none"> • Delivery and implementation of insurance services to Council. • Development of claims management processes to meet council needs. • Agreement of service deliverables and PI for council. 		

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA – RISK & AUDIT



<p>Service Offer</p> <ul style="list-style-type: none"> • Internal Audit • External Audit • Audit Governance • Financial Procedures and Regulations • Anti Money Laundering Policy • Anti Fraud and Counter terrorism policy • Risk Management Strategy and monitoring. 	<p>Key Activities</p>  <p>For Day 1</p> <ul style="list-style-type: none"> • To ensure an Internal Audit function is in place to deliver the Internal Audit Plan • To ensure External Auditors have been appointed. • The Authority's Financial Procedures and Regulations are defined and approved. • To ensure Anti Money Laundering and Anti Fraud & Counter Terrorism policies have been approved for the Authority. • Risk Management Strategy has been defined and approved and Authority wide Risk Monitoring processes are in place • Contribution to the SLA for the Lead Authority model * <p>* Safe and Legal PLUS</p>	<p>Planned Locations</p>  <p>Lead Authority Model in line with Blueprint</p>	<p>Customer & Channels</p> 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • External Auditors (tbc) • Internal Audit services (MKC) 	
<p>Plus</p> <p>For Day 1</p> <ul style="list-style-type: none"> • Alignment of policies and procedures ensuring Authority wide best practice is in place. 			<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Risk monitoring and enhancements • Embedding processes and procedures 		

LIBRARIES MANAGED SERVICES - JOURNEY TO SPLIT SERVICES



Aug '21

Options Appraisals
Design and Agree and review options for procurement

Contract Review
Stock, SLA, Traded Services

Service Design
Model of delivery finalised, Individual requirements considered

Sep '21

Oct '21

Financial Systems
System in place and review budget split

Communication Planning
Stakeholder Mapping, consultation and engagement

Contract Move
Move all to the Lead Authority

Nov '21

Planning Staff Recruitment
Service design will dictate if this is a requirement

Physical Assets
Stock allocation, database disaggregation and headquarter review

Dec '21

Systems
Review of key systems – Wi-Fi/orienting systems

Jan '22

Training
Planning new starter training

Feb '22

Legalities
Start to consider statutory and legal compliance

Mar '22

New Systems
Procurement of new library management system





FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Births, Deaths and
Marriages

SCOPE OF SERVICE AREA BLUEPRINT



Births, Deaths and Marriages - Registrations



Source:

Registrations, Ceremonial and Coroners Services are provided by NCC. There are no publically owned crematoria in West Northants. The current model is the registrations service will disaggregate into West and North on a 50/50 model. Coroners service cannot be disaggregated as this is not permissible under current regulations for establishing new coroners geographies.



Service Functions included: *Registrations, ceremonies (marriages), burial sites and Coroners.*



Staff in scope:

21.35FTE Disaggregated NCC staff to the West. 13.5FTE in registrations*

**Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.*



Investment: *No investment for Day One.*

BLUEPRINT DESIGN PRINCIPLES – BIRTHS, DEATHS AND MARRIAGES (WEST)



Continuity of service

Seamless service delivery for Day One

No changes to service standards. Coroner's Service operated by the West will provide single service for the North



Safe and Legal

Smoothing the customer experience in waste services

Deliver a 'Safe & Legal' registration, coroners & bereavement services for the new appointed Unitary authorities for 1st April 2021



Continued access to quality services and facilities

Digital front door

Ensuring customers have both excellent web-based access to services but also those participating in ceremonies have a good customer experience



Services by Geography

Promoting the West and delivering to local expectations



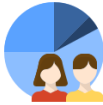



Opportunity to do more targets customer service evaluation and review of operational sites.

Key areas of collaboration:

- COVID response – essential services that need to be tied into organisation response and changes in service demands.
- Working with assets teams on venues and operational premises.
- Host/Client relationship with the North Northants unitary.

BLUEPRINT FOR DAY ONE SAFE AND LEGAL - BIRTHS, DEATHS AND MARRIAGES (WEST)



<p>Service Offer</p> <ul style="list-style-type: none"> • Seamless transition for West registrations services into disaggregated model. • No changes to service levels. • Suitable wedding venues managed for the West. • Ensuring that national registration channels are maintain for reporting of official statistics and data to governmental organisations. 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Successful disaggregation of Registrations Service. • Confirming arrangements for Coroners Service in lead authority model in the West. 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working locations, services offered etc.). Centralised management function will operate from existing locations for Day One.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Clear sign-posting to information available on websites and web forms as applicable but with no major changes anticipated for Day One. • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information. 	<p>Key Partners & Suppliers</p>  <p>NHS primary and secondary care. MHCLG Police</p> 
<p>Plus</p> <ul style="list-style-type: none"> • Implementing second instance of RON database for the West and North. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review service model and develop plan for future service management and optimisation. • Review and alignment of systems and processes • Service stabilisation and optimisation. 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 service Design for
Policy & Performance

SCOPE OF PORTFOLIO BLUEPRINT



Policy & Performance



Source: *NCC and D&B*



Service Functions included:

Crisis and emergency comms, Strategic comms advice and support for staff and members, PR, press and media relations service, Service marketing and promotion, Social media activity, management and development, Graphic Design Services, New brand management, Website and intranet content development, Video/photography services, Internal comms, Events management and promotion, Speech writing, Behavioural change campaigns, Awards submissions/ national case studies, Publications, Income generation/advertising, Place marketing promotions, Public affairs, Compliments, comments and complaints policies and procedures, processing compliments, comments and complaints, dealing with ombudsman complaints, performance reporting, statutory returns, report development, equalities policies, technical report writing, strategic planning, analysis and benchmarking.



Staff in scope: *26.87FTE*



Investment: *any additional investment required*

BLUEPRINT DESIGN PRINCIPLES – POLICY & PERFORMANCE



Deliver Consistent Services

Deliver consistent services

We need to ensure our services are high quality and consistent and advice given is right first time by ensuring a single set of clear policies and procedures are in place. Operate in a transparent way, aligned to shared values



Focus on value for money

Focus on Value for Money

Lean, automated systems for high volume/low complexity support /transactional tasks to reduce the requirement for manual processes. Maximise technology / Promote Manager and Employee Self Service.



Operate as one council

Operate as one council with one voice and shared values

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Deliver shared outcomes

Deliver Shared Outcomes

Work with suppliers and partners to ensure and maximise resources and assets



Embrace Technological information

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Maximise technology / Promote Manager and Employee Self Service.



Data gathered and shared

Data gathered and shared



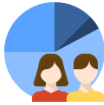



Work as enablers / problem solvers to achieve the best outcomes for the authority

Key areas of collaboration:

- Senior leadership team,
- Corporate Directors
- Benchmarking groups- external

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – COMMUNICATIONS, CONSULTATION & ENGAGEMENT



<p>Service Offer</p>  <ul style="list-style-type: none"> • PR, press and media relations. • Crisis and emergency communications. • Social media activity and management. • Internal communications. • New brand management. • Strategic communications, advice and support. • Advice and Support for formal consultations 	<p>Key Activities</p> <p>Branding Audit to understand day 1 must have's for safe and legal</p> <p>Create logo and branding for Shadow Executive</p> <p>Create logo and branding for West Northants</p> <p>Update Policies, procedures and strategies for new authority</p> <p>Oversee web content *</p> <p>Control of branding to ensure brand integrity *</p> <p>New system in place to support consultation *</p> <p>* Safe and Legal Plus</p>	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date (e.g. opening times, events, signposting etc.). 	<p>Key Partners & Suppliers</p>  <p>Local and National Press.</p> <p>Other Councils in the area/country.</p> <p>Members.</p> <p>Staff.</p> <p>Residents and general public.</p> 
<p>Plus</p> <p>Review into service provision to align arrangements where possible.</p> <p>Alignment of systems and processes.</p> 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and alignment of systems and processes. • Initiate review and development of co-produced Strategies with partners and communities – longer term shared initiatives and strategic direction. • Review into best practice models – what's working and what needs to change. 		

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – COMPLIMENTS, COMMENTS & COMPLAINTS



<p>Service Offer</p> <ul style="list-style-type: none"> • Produce and maintain Compliments, Comments and Complaints Policies and Procedures • Provision of advice and guidance • Processing compliments, comments and complaints from customers • Dealing with Ombudsman complaints/enquiries • Produce regular performance reports 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Development of Compliments, Comments and Complaints and Vexatious Persons policies and procedures • Alignment of communications • Mapping of service contracts and future arrangements * 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • One Angel Square – Northampton • The Guildhall Northampton • The Forum – Towcester • Civic Offices, Daventry District Council 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • All staff and contractors • Partners • Residents of Northamptonshire • Face to Face • Phone contact • Letter • Intranet • Email • Website 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • LGSCO • Health & parliamentary Ombudsman • Housing Ombudsman • Northamptonshire Partnership Homes • Norse • Veolia • Care home providers • Health Partners 
<p>Plus</p> <ul style="list-style-type: none"> • Restructure of Compliments, Comments and Complaints team to amalgamate staff and co-locate • Alignment of software systems 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Moving towards a centralised operating model 		

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – BUSINESS INTELLIGENCE



<p>Service Offer</p> <ul style="list-style-type: none"> • Performance Reporting • Statutory Returns/Reporting • Equalities advice and guidance • Technical Report Writing (SQL) • GIS & Geography Analysis • Service Performance Reporting • Strategic Planning, Analysis & Benchmarking • Internal/External Communication • Financial Reporting/data provision • Brokerage case management • Report Development 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Support the production of statutory returns • Identification and allocation of performance reports * • Support the development of the SORPs * • Support the development of the Council Plan * • Develop new equalities policies • Consolidated EQIA process * • * Safe and Legal Plus 	<p>Planned Locations</p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p>  <p>IT Systems</p>  <ul style="list-style-type: none"> • Trello • SSMS • Postgre SQL • Microsoft Power BI • SSRS • Searchlight/V2 • MS Office • Cygnum • CareFirst/Eclipse • Capita One • QGIS • Crystal Reporting • Actuate • Business Objects 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Central Government • HMRC • Public • Councillors • ADASS • LGA • Public Health • NHS • NHft • MHCLG • Email • Phone contact • Website • Intranet 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • OLM • Oracle • Ofsted • NHS • NHft • Children’s Trust • Public Health • Adults service area 
<p>Plus</p> <ul style="list-style-type: none"> • Central BI team in place for the Unitaries reporting and returns • Consolidation of disparate datasets through currently 8 local councils. • Consolidated reporting • Corporate business planning and performance framework 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Creation of two new BI functions • New performance reporting for new local authorities • Statutory Returns/Reporting for closed down authorities • Strategic Planning, Analysis & Benchmarking 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Finance & Resources



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Finance

SCOPE OF SERVICE AREA BLUEPRINT



Finance



Source: A number of the functions within the Finance, Exchequer Services and Pensions services are present in all districts, boroughs and the county.



Service Functions included:

- Finance (General Ledger, External and Internal Reporting, Capital planning, budgeting, Treasury, Taxation, Corporate Finance & Projects, Financial Control),
- Exchequer Services (Accounts Payable & Receivable, Petty Cash and Government Procurement Cards, Helpdesk)
- Pensions (detailed service blueprint in Corporate pack)



Staff in scope: Staff linked to services transferred to the West as a Lead Authority (Pensions, Exchequer Services). Remaining staff will be aggregated/disaggregated in line with service designs and the overarching blueprint.

- Exchequer Services - 30.41 FTE TUPE to the West
- Pensions – 71.89 FTE TUPE to the West
- Finance – 48.61 FTE TUPE to the West



Investment: Exchequer Services - Additional resource for the Helpdesk on Day 1 to manage an influx of calls in both payables and receivables for potentially a couple of months (resource to be quantified for training and testing (potential backfill requirements)) . Pensions – Additional outsourced training support for newly appointed Pensions Committee Members

BLUEPRINT DESIGN PRINCIPLES – FINANCE

-  **Data**

Accurate data underpins the finance service. Comprehensive understanding of the data will empower informed decisions by sound business intelligence and data analytics
-  **Service Design**

Appropriate resources to support the functions that the service deliver, incorporating all statutory roles and responsibilities. Consistent approach to working practices & policies with a continual drive to enhance efficiencies
-  **Technology**

The service will endeavour to **maximise the potential of all technology available**, including partner and customers alike, using the most effective, efficient and compliant methods of contact and data transfer available
-  **Financial Management**



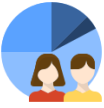


To **drive good financial management** whilst providing good quality services to the residents of the county. Whilst providing strategic and business support across the council to enable robust and efficient decision making by management and members. Effective process and procedures are in place to ensure robust financial controls are exercised in both unitary authorities to ensure the safeguarding of assets and minimisation of liabilities.
-  **Culture**

Building upon the existing cultures to be enhanced for each of the two authorities by both senior management and the workforce collaboratively. These will harmonise further as the new authorities mature. Governance and policies will support a vision for Finance
-  **Quality**

The output of the **service quality** will continue to be of a high standard. Key performance indicators will empower any areas of focus or improvement required based on evidence. Services will be based on the right insight & evidence



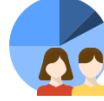


BLUEPRINT FOR DAY ONE SAFE AND LEGAL – EXCHEQUER SERVICES



<p>Service Offer</p> <ul style="list-style-type: none"> To ensure payments made to the two authorities are made in a efficient, secure and accurate manner with agreed KPIs. To ensure sundry income for the two authorities is received in a efficient, secure and accurate manner. To ensure Debt is managed effectively and recovered in accordance with agreed policies To ensure petty cash is administered for the two authorities in line with policies and in a efficient, secure and accurate manner. To ensure GPCs are administered for the two authorities in line with policies and in a efficient, secure and accurate manner. 	<p>Key Activities</p> <ul style="list-style-type: none"> Accounts Payable processing. Accounts Receivable processing. Petty Cash administration. Government Procurement Cards (GPC) processing. 	<p>Planned Locations</p>  <p>Lead Authority Model in line with Blueprint</p>	<p>Customer & Channels</p> 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> Unitary Authorities 3rd Party suppliers Unitary Authorities customers Unitary Authorities Finance and Procurement functions Internal and External Audit Banks . 
<p>Plus</p> <ul style="list-style-type: none"> For Day 1 <p>Migrating from multiple accounts payable, accounts receivable , petty cash administration and other payable functions to a single shared service for both unitary authorities.</p>		 <p>Key Activities Year 1</p> <ul style="list-style-type: none"> Close out remaining 2020/21 open items (creditors/debtors) Embedding new processes and procedures 		

BLUEPRINT FOR DAY ONE SAFE AND LEGAL - FINANCE



<p>Service Offer</p> <ul style="list-style-type: none"> Accounting – maintenance of the general ledger in order to hold and enable the reporting of the Authority's financial data. External reporting – to enable the Authority to meet statutory and legal obligations (e.g. statutory government returns - RO, RA, WGA etc., annual Statement of Accounts, VAT and Tax reporting to HMRC) Management Reporting – providing internal reporting (single source of truth) to support the Authority in monitoring performance and making decisions. Financial planning, setting Medium Term Financial Plans, setting revenue and capital budgets, ongoing monitoring Taxation compliance Financial control – providing a framework and oversight to ensure the Authority can safe guard assets and minimise liabilities 	<p>Key Activities</p>  <ul style="list-style-type: none"> Accounting – general ledger Reporting to meet statutory and legal obligations. Management information reporting. Financial control Capital Planning and budgeting Treasury Taxation Corporate Finance & Projects 	<p>Planned Locations</p>  <p>Lead Authority Model in line with Blueprint</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> Meet Customer and Channels management information reporting requirements 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> CCC Exchequer Services (accounts receivable & payable) External Auditors (tbc) Internal Auditors (MKC) Treasury Advisors (tbc) Financial services providers (Barclays and D&Bs banking services transferred to the new Authority) 
<p>Plus</p> <ul style="list-style-type: none"> For Day 1 Consolidation from multiple policies, processes, systems and organisations to common instances in the North and West leading to efficiency and control improvements 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> Close out remaining 2020/21 open items (creditors/debtors) Review adequacy and changes to reporting via ERP Embedding new processes and procedures 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Revenues & Benefits

SCOPE OF SERVICE AREA BLUEPRINT



Revenues and Benefits Service (West)



Source: *Districts and Boroughs & LGSS (NBC Service)*



Service Functions included: *Revenues, Benefits, Money and Debt Advice*



Staff in scope: *115.76 FTEs*



Investment: *Future investment to harmonise ICT Systems*

BLUEPRINT DESIGN PRINCIPLES – REVENUES AND BENEFITS

1

Service Delivery

Maintain service excellence

Continue to employ best service practice and improve collections rates where possible, whilst transitioning through to unitary authorities. Maintain or improve performance on time taken to assess claims for Housing Benefit and Council tax Reduction. Consistent approach to working practices & policies with a continual drive to enhance efficiencies

2

Customers

Place customers at the centre of all we do

Ensure services continue to be easy to access, digital services are evolved further whilst we are still able to cater for our most vulnerable residents

3

Harmonisation

Steps towards a harmonised service

Customers can access any office within the unitary area and get the same or similar service through our collaborative approach backed up with appropriate training plans. Policies, procedures and working practices are harmonised along with the Council Tax and Council Tax Reduction schemes

4

Technology

Drive Technology Forward

The service will endeavour to maximise the potential of all technology available, including partner and customers alike, using the most effective, efficient and compliant methods of contact and data transfer available

5

Culture

Positive culture

Building upon the existing cultures to be enhanced for each of the two authorities by both senior management and the workforce collaboratively. These will harmonise further as the new authorities mature. Governance and policies will support a vision for Finance

6

Collaboration

Collaborative Teams

Build on collaborative working arrangements between teams to provide a more integrated and harmonised service

BLUEPRINT FOR DAY ONE SAFE AND LEGAL - REVENUES AND BENEFITS



<p>Service Offer</p> <ul style="list-style-type: none"> • Easy to access service with a variety of easy payment methods • Financial support provided to those most vulnerable to avoid homelessness, financial insolvency and bankruptcy • Maximisation of income to the Council from collection of Council Tax and Business Rates 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Council Tax • Council Tax Reduction Scheme including new claims and change event assessments • NNDR Business Rates • Recovery & Enforcement • Sundry Debts • Subsidies & Returns • Money & Debt Advice • Assessment of new claims and change events for Housing Benefit • Housing Benefit subsidy including audit • Performance and systems 	<p>Planned Locations</p>  <ul style="list-style-type: none"> • Daventry • Northampton • South Northants 	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Push towards digital services whilst recognising the need for a more flexible service for vulnerable residents may bring further efficiencies • Harmonisation and further development of online website forms may bring further efficiencies and better customer access 	<p>Key Partners & Suppliers</p>  <ul style="list-style-type: none"> • LGSS • CSN • Northgate • Capita One • BID • Citizens Advice • DWP • Landlords • Valuation Office Agency • Community Law Service • Kettering Futures Partnership • CEEA • Internal and external audit • Enforcement agents • Housing providers
<p>Plus</p>  <ul style="list-style-type: none"> • Working assumption is that we 'lift and shift' current arrangements into the new organisations • Operating model review will commence from Year 1 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Harmonisation of subsidies and returns through DWP action plan • New unitary arrangements for Money & Debt Advice 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 service Design for
Place



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 service Design for
Regulatory: Planning,
Environment & Trading
Standards

SCOPE OF PORTFOLIO BLUEPRINT



Regulatory: Planning, Environment & Trading Standards



Source: *NCC and D&B*



Service Functions included:

Bereavement services, Building control, Emergency planning, Environmental Health, Flood risk management/flood defences and land drainage, Development control services including waste, minerals, Planning policy, Sports grounds certification, Street naming and numbering, Trading standards, Travellers unit



Staff in scope: *171**

**Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.*



Investment: *NCC investment in 6 new Trading Standards posts to facilitate disaggregation (Total: £198k pa = £99k pa West) – already agreed by NCC.*

BLUEPRINT DESIGN PRINCIPLES – PLANNING & DEVELOPMENT, REGULATORY & ENFORCEMENT SERVICES (WEST)

1

Safe, Legal and Accessible Services

Safe, Legal and Accessible Services

We need to ensure that safe, legal and accessible services continue to be delivered with no interruption for residents, customer and the public.

2

Strategy & Policy Harmonisation

Strategy and Policy Harmonisation

We will harmonize strategies, policies and procedures with proper and through consultation. Where harmonisation could lead to an impractical or unfair burden on customers a transitioning period will be determined and agreed.

3

Business Continuity

Business Continuity

We will ensure that there is a seamless transition for approvals, applications, consultations, advice, inspections, investigations and case management.

4

Authorisations

Authorisations

We will ensure that all officers have the appropriate delegated authority to be able to provide a legal service. We will ensure that Members with responsibilities for these service or committees are able to commence work seamlessly post election.

5

Services by Geography

Services by Geography

All location based services and staff will remain where they currently are. Staff will only be moved when business delivery model has been developed and agreed, post Vesting day. Day One accommodation for the West.

6

Legal Governance Structures



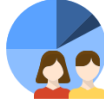


Legal Governance Structures

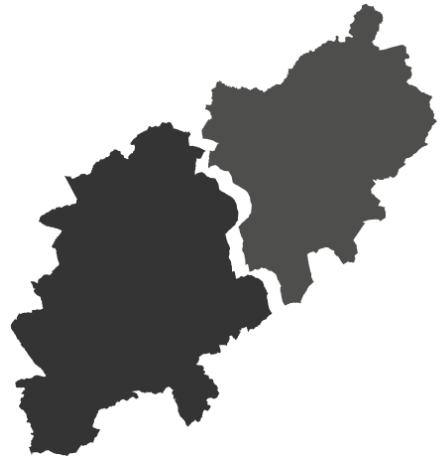
We will develop proposals for the new council to consider when establishing new governance structures that are legal, effective and efficient.

Key areas of collaboration:

- Maintaining/improving existing and developing new links and collaborative ways of working with statutory, strategic and business partners
- Improving collaborative working (including co-production of strategies, improved access to/sharing of information) with other key partners, such as Health, Education, Police and Community Groups
- Closer working with our communities and service users to help determine priorities/needs within the local area and help shape future service design
- Interfaces with town and parish councils on special planning and developments in West Northants.
- Ensuring that the West has strong working relationship with North where operational and strategic collaboration is necessary

BLUEPRINT FOR DAY ONE SAFE AND LEGAL - REGULATORY: PLANNING, ENVIRONMENT & TRADING STANDARDS (WEST)

<p>Service Offer</p> <p>This broad portfolio covers a range of services that must be safe and legal for Vesting Day. There are no major changes in service offer planned in the service areas in scope of this blueprint. They are as follows:</p> <ul style="list-style-type: none"> • Environmental Protection • Trading Standards • Licensing • Health & Safety advice and investigations • Food Safety • Building Control • Development Management • Planning Policy • Local Land Charges • Climate and environmental protection • Flood Management • Minerals and Waste 	<p>Key Activities </p> <ul style="list-style-type: none"> • Seamless administration and determination of applications across all service areas. • Ensuring the authority has all necessary legal requirements in place to enable enforcement (Inspection, investigation and intervention) from Vesting Day.. • Ensuring seamless progression of private & commercial planning and development work. • Establishing any area planning committees for the West and shaping the strategic planning arrangements with North Northants. • Supporting staff through unitary formation through change 	<p>Planned Locations </p> <ul style="list-style-type: none"> • All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). • With exception of Planning Policy for the West with NBC agreed as host authority for this service. 	<p>Customer & Channels </p> <ul style="list-style-type: none"> • Ensuring seamless routing of enquiries and applications to the correct service team across the current authorities. • Improved MI and information sharing between partners allows for flexible development of the services. • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact and printed / online information. 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Relationships with partners are maintained with minimal disruption. • Improved information sharing. • Continued ability to take account of future growth proposals in their investment decisions, to understand and incorporate local priorities/ opportunities and to pilot innovation and invest in exemplary developments to help deliver sustainable growth. 
<p>Plus</p> <ul style="list-style-type: none"> • Develop a business delivery and investigation model in Regulatory Services based on geography and specialisms. • Robustly pursue IT opportunities to mobilise the work force. • Integration of trading standards into regulatory service team in the West. • Disaggregation of county wide services provided by NCC into West. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and harmonise existing scheme of delegations, policies, statements and procedures. • Review and alignment of systems and processes • Confirm future service structures for maximum efficiency. • Develop, implement and refine a business delivery models.. • Develop client interface with the North for Travellers Unit services in the West. 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Highways & Waste Service

SCOPE OF SERVICE AREA BLUEPRINT



Highways & Waste Service



Source:

Highways & Transport- NCC, D&B. Waste Management Services are provided by all eight authorities. The District and Borough councils are responsible for collection services and recycling. The County Council is responsible for waste disposal and Household Waste Recycling Centres.



Service Functions included:

Development Management, Regulations / Enforcement, Travel Choices, Capital Programme Delivery Unit (CPDU), New Roads and Street Works Act (NRSWA) (Administration and Inspections), Investigations, Searches and Definitive Map, Community Liaison, Street lighting, Parking - parking services, P&D machines, on street parking, Bus Lane Enforcement, Highway Maintenance, Winter service works, Bus stations/Shelter, Traffic Management, Traffic Management System, Bus services - commercial registrations, traveline database, concessionary travel, Highways Development, Highways improvements, Enforcement, regulation & licensing, Coordination of works on the highway, Rights of way, Local land charges, Road Safety, Sponsorship of assets, Technical approval authority, Business improvement. Waste Collection, Recycling, Grounds Maintenance, Street Cleansing.



Staff in scope: 195 FTEs

**Source Future Northants employee data supplied by local HR teams. On-going validation of these numbers and roles.*



Investment: *No investment for Day One. Longer term the service would look to explore the benefits of investment in waste management infrastructure but this would be a strategic initiative.*

BLUEPRINT DESIGN PRINCIPLES – SERVICE AREA HIGHWAYS & WASTE SERVICE



Continuity of service

Seamless service delivery for Day One

No changes to service standards for household services for collection of waste and recycling.



Collaborative Working

A more collaborative model

A more joined up approach with other business areas for example planning and transport would enable less duplication and a joined up approach



Harmonisation of services

Smoothing the customer experience in waste services

Consistent fees and charges will be in place for some elements including bulk waste collection. Medium term harmonisation achievable in 3 of the 4 districts and borough areas.



Strong client function for Waste Disposal functions

Clienting arrangements for West in place

Host authority model will be in place for 12 months to allow full disaggregation of NCC functions to the North. West will need to establish a client function to manage the hosting period.



Services by Geography

Services by Geography

All location based services will remain where they are currently provided from, and all that sit within the boundaries of the North Unitary will transfer in ownership accordingly. Staff based at localities will remain in these localities.



Strong Host Authority for Highways & Transport functions

Hosting key functions for the North



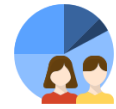

Host authority model will be in place for 12 months to allow full disaggregation of NCC functions to the North with alignment to BCW service decision.

Key areas of collaboration:

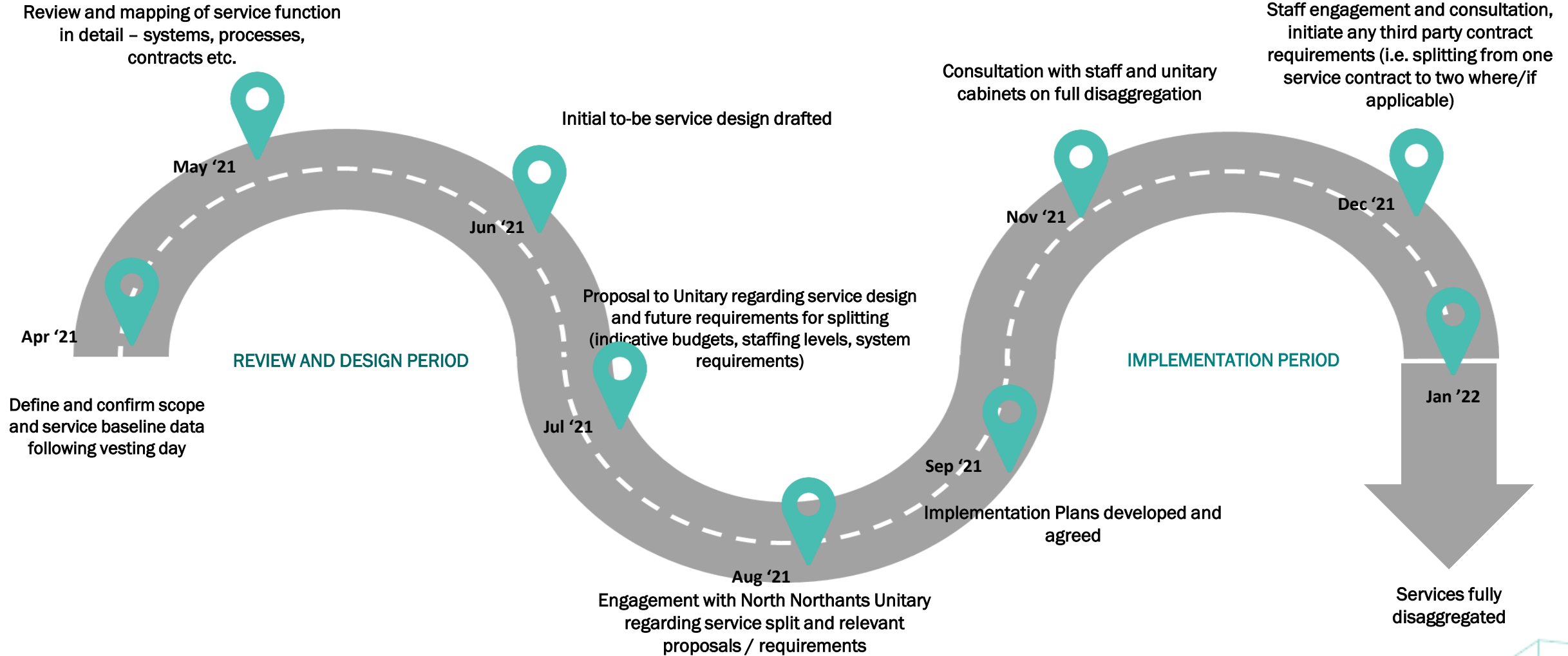
- COVID response – essential services that need to be tied into organisation response and changes in service demands.
- Inclusion of borough and districts to ensure that Highways Team include any elements for future inclusion to new contract.
- Lighting and parking teams within the business units
- Relationships with town and parish councils on grounds maintenance contracted or devolved to local councils.
- Closer working with NHS and Adult Social Care on collection of medical waste.
- Host/Client relationship with the North Northants unitary.

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA HIGHWAYS & WASTE SERVICE



<p>Service Offer</p> <ul style="list-style-type: none"> • Transport Provision to mainstream, SEN and looked after children plus social care and health • Maintain highways infrastructure and provide winter services on the network • Highways development Management – consultation on planning applications, securing developer contributions (S106/CIL), permitting developer works, adoption of roads. • Highways improvements . Strategic view on how assets will be developed and improved • Seamless collection of black bin household waste from households to current specifications. Collection of recycling materials from households. • Developing a competitive commercial waste service. • Continued street cleansing to local and COVID specifications. • Management of grounds and open spaces to West Northants service standards. 	<p>Key Activities</p>  <ul style="list-style-type: none"> • Development and maintenance of the highways infrastructure network • Developing future plans and working with developers • Providing transport provisions to those who need it the most • Ensuring safety on the highways network • Enforcement and regulation • Ensure that waste is collected and processed effectively • Street cleansing 	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.). Centralised management staff. Highways & Transport. will likely be aligned to West and waste disposal to North Head Office.</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • Improved MI and information sharing between partners allows for flexible development of the service and improves effective commissioning • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Veolia – collection supplier for NBC. • Norse – collection JV supplier for DDC. • Town and Parish Councils – Devolution of grounds functions to local administrators. • Highways England, DfT • NSL Ltd • KierWSP • Bramble Hub Ltd • Connect Roads Northamptonshire LTD • Balfour Beatty • DDL, • Homes England, Home Builders Federation 
<p>Plus</p> <ul style="list-style-type: none"> • Digitalisation of areas to align with other systems and remove paper based solutions • Review into service provision to align arrangements where possible (in-house/out-sourced provision) • Business case for strategic infrastructure investment for waste disposal and recycling. 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Highways contract re-procurement & service disaggregation • Transport service disaggregation • Review hosted service model and develop plan for permanent lead authority model. • Business case for potential integration of NBC and DDC waste collection service into SNC as host. • Review and alignment of systems and processes • Service stabilisation and optimisation. 		

JOURNEY TO SPLIT SERVICES – (HIGHWAYS & TRANSPORT)





FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Economy and
Regeneration

SCOPE OF SERVICE AREA BLUEPRINT



Economy and Regeneration



Source: *NCC and D&Bs*



Service Functions Included: *Economic Development*



Staff in Scope: *11 FTEs*



Investment

- *£3 million from ERDF and £6 million through SEMLEP for the Vulcan Works Regeneration*
- *Northampton has a successful Future High Street Fund bid. Both Northampton and Corby are part of the Towns Fund programme (up to £25m funding per place).*
- *£2 million funding from the Local Growth Fund – Catesby Aerodynamic Research and Innovation Centre and £4.2 million for the Catesby Aerodynamic Research Facility*

BLUEPRINT DESIGN PRINCIPLES – ECONOMY AND REGENERATION

1

Freedom

Freedom

It is essential that we all have the freedom to share our opinion and complete our work without blockages.

2

No Autocratic Structures

No Autocratic Structures

Autocratic structures will hinder progress and cost Northampton dearly. Avoid a top down structure.

3

Access to Information

Access to Information

Information must be freely and easily shared with appropriate decision making processes that we can see and influence.

4

Interaction and Collaboration

Interaction and Collaboration

All staff across the two new unitary authorities must be able to interact and collaborate with the right individuals to allow service functions and progress to be made.



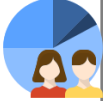


5

Raising Awareness

Raising Awareness

To allow economic development to thrive, an awareness of key assets and income streams need to be increased.

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – ECONOMY AND REGENERATION

<p>Service Offer</p> <p>This is an important function for all authorities which broadly covers;</p> <ul style="list-style-type: none"> • Promoting local business • Advising potential inward investors • Brand/identity development to attract investment • Supporting the business community • Provision of Business Centre space enable start-up and growing businesses • Improving and regenerating areas of deprivation • Disseminating Government funding, European Funding, (soon to be Shared Prosperity Fund) • Strategic regeneration plans to enable place shaping • Strengthening investment links through the Department of International Trade • Promoting business growth 	<p>Key Activities </p> <ul style="list-style-type: none"> • Engage effectively with businesses through excellent communications, and resourcing specific business engagement roles where possible • Coordination between Northamptonshire West and North, SEMLEP grouping and wider (not just the traditional links), and Ox CAM ARC through working groups and effective communications and continued engagement with wider bodies outside of Northamptonshire • Engagement with key EDR groups with West Northamptonshire representation • Further development of key communications around what Northamptonshire has to offer, using existing websites and social media • Development and publication of a Masterplan for promoting West Northants • Developing non targeted communications within the service • Publishing a Business Charter, highlighting what Northamptonshire West has to offer, and its offer to businesses 	<p>Planned Locations </p> <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p>	<p>Customer & Channels </p> <ul style="list-style-type: none"> • Policy Maker and Shaper • Regulator • Developer, Landowner and Landlord • Service Provider • Buyer or goods and Services • Employer • Community Leader • Tax Collector • Tenants • Northamptonshire residents and businesses 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • KIER wsp & Business Cases • BRADSAD Suppliers – Far Point (Commercial technical service) Business Support • Design & Building Operations Possible Consultancy Consultation Delivery (County) • Stakeholder engagement QS In formal relationship with key consultant • Delivering One to one workshops Business Adviser Function Velocity • Growth Hub • BIDS • SEMLEP • Homes England • MHCLG 
<p>Plus </p> <ul style="list-style-type: none"> • Alignment of systems and processes 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and alignment of systems and processes • Review into business/market intelligence and best practice models • Continue to attract new businesses to the area through various platforms, containing the positive occupancy levels seen over the past 10 years. 		



FUTURE NORTHANTS

Service Blueprint West Northamptonshire

Day 1 Service Design for
Property and Assets

SCOPE OF SERVICE AREA BLUEPRINT



Property and Assets



Source: *NCC and D&Bs*



Service Functions Included: *Facilities Management, Asset (Property Estate) Management.*



Staff in Scope: *85.72*



Investment: *No Inward Investment for Facilities and Property Management.*

BLUEPRINT DESIGN PRINCIPLES – SERVICE AREA PROPERTY AND ASSETS (WEST)



Communication

Communication

We need to target our communications at all stakeholders who need the most support as early as we can, helping them deal with issues and support their services to grow and develop.



Alignment

Alignment

To ensure the success and sustainability of the new initiative or process brought on by this project, everyone it will directly impact must be onboard. The message must include the WIIFM "what's in it for me" at every level; otherwise most stakeholders will not be interested or engaged around the new initiative..



Access to Quality Service and Facilities

Access to quality services and facilities

Services to remain largely as-is for vesting day, with no drop of significant changes to customer offer or journey. All existing arrangements regarding maintenance/upkeep, access to services and level of service offering will remain the same



Geographical Split

Services by Geography

All location based services will remain where they are currently provided from, and all that sit within the boundaries of the North Unitary will transfer in ownership accordingly. Staff based at localities will remain in these localities.



Collaborative Working

Collaborative Working

A more joined up approach, with other linked authority services (such as Planning, Economic Development), voluntary sector and service delivery partners and other key partners in the Facilities and Asset Management of targeted and appropriate services.

BLUEPRINT FOR DAY ONE SAFE AND LEGAL – SERVICE AREA PROPERTY AND ASSETS (WEST)

<p>Service Offer</p> <ul style="list-style-type: none"> • Facility Management is a profession that encompasses multiple disciplines to make sure the places in which people work, play, learn and live are safe, comfortable, productive and sustainable. • Facilities Management contributes to the organization’s bottom line through their responsibility for maintaining what are often an organisation’s largest and most valuable assets, such as property, equipment and other environments that house personnel, productivity, inventory and other elements of operation. • Asset Management is the management of County, District & Borough property assets. It is the process which aligns property strategies to the corporate strategy ensuring the optimisation of assets in a way which best supports its key objectives. • Asset management includes some 1,300 separate assets in the West and 1,480 separate assets in the North. Assets range from large office buildings to garages, allotments, and Enterprise centres. 	<p>Key Activities</p> <p>Asset Management: Asset Valuation, Estates Management, Premise Running Costs, Property Income, Corporate asset management database, Management of commercial estates, Property data in Council databases, Provide advice on all property related matters, Review of property contracts, Acquisitions (commercial and regeneration), Condition surveys and defect analysis, Property and Assets, Property disposal, Property Disposal Revenue Costs, Strategic Asset Management, Commercial Investments (strategic planning), Corporate Landlord principles, Energy and renewables strategies, Property operational and exploitation</p> <p>Facilities Management: Asbestos Management, Building Security, Car Parking (linked to buildings), Catering, Cleaning, Helpdesk, Mailroom, Out of Hours Support, PAT Testing, Reception Services, Room Booking, Statutory Compliance, Supplies, Utilities, Repairs & Maintenance</p>	<p>Planned Locations</p>  <p>All current service delivery locations will remain as-is (i.e. staff working within localities, services offered etc.).</p> <p>There may be some exceptions depending on Day One Accommodation</p> <hr/> <p>IT Systems</p>  <p>For Asset/Property Management: Agresso, Civic ERP Gold, K2 Facilities & Asset Management Software, Microsoft Excel, Huddle, Microsoft Sharepoint, Microsoft Outlook Zoom/Skype Citrix</p>	<p>Customer & Channels</p>  <ul style="list-style-type: none"> • For Asset/Property Management the external customers include: RICS, Consultants, Suppliers/Contractors, Tenants, Adjoining Landlords, Towns/Parish councils, Central government, Values • BAU accommodation team will be an internal customer, requiring provision of suitable accommodation/or retraction of accommodation depending on future strategic decisions around location and recruitment. • Clear sign-posting to information available on websites and web forms as applicable • Service information kept relevant and up to date for dissemination, both via customer contact representatives and printed / online information (e.g. opening times, events, pricing, classes etc.) 	<p>Key Partners & Suppliers</p> <ul style="list-style-type: none"> • Superfast Northamptonshire • Government departments • Sub-national and Local Planning Bodies e.g. the Arc, England’s Economic Heartlands, North Northamptonshire and West Northamptonshire Joint Planning Units • Sub-national Economic Development and Regeneration Bodies e.g. SEMLEP • Private sector • Business Improvement Districts • Voluntary Sector • Police, Fire & Health • English Heritage • Historic England • Civic Societies • Accommodation project 
<p>Plus</p>  <ul style="list-style-type: none"> • Alignment of systems and processes • Review into service provision to align arrangements where possible (in-house/out-sourced provision) • Review of Assets – Aligning North and West assets 		<p>Key Activities Year 1</p> <ul style="list-style-type: none"> • Review and alignment of systems and processes • Review into business/market intelligence and best practice models 		

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

22nd September 2020

Report Title	Adults Safeguarding Board – unitary option
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1. Purpose

- 1.1 To provide an overview of the obligations for the two new Unitary Councils to establish a Safeguarding Adults Board under the 2014 Care Act and to seek a formal decision about how the two new Unitary Councils wish to fulfil these obligations.

2. Recommendations

- 2.1 It is recommended that the shadow executive:
- 2.1.1 Endorses the establishment of one single Safeguarding Adults Board which would encompass North and West Northamptonshire unitary authorities
 - 2.1.2 Endorses the creation of one system-wide Chief Officer post to support the Board and to provide professional advice and guidance to the DASS in each unitary authority.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Please see detail in the Information paper and its appendices (attached).

3.2 Issues and Choices

- 3.2.1 Please see detail in the Information paper and its appendices (attached).

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 Please see detail in the Information paper and its appendices (attached).

4.2 Resources and Risk

4.2.1 Please see detail in the Information paper and its appendices (attached).

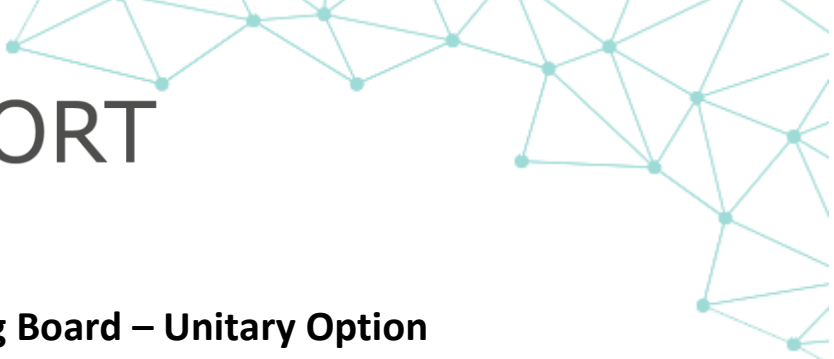
4.3 Legal

4.3.1 Please see detail in the Information paper and its appendices (attached).

4.4 Equality and Health

4.4.1 Please see detail in the Information paper and its appendices (attached).

Report Author: Anna Earnshaw, Director of Adult Social Services, NCC



Adults Safeguarding Board – Unitary Option

Purpose:

To provide an overview of the obligations for the two new Unitary Councils to establish a Safeguarding Adults Board under the 2014 Care Act and seek a formal decision about how the two new Unitary Councils wish to fulfil these obligations.

Recommendation

Members are asked to:

- Consider and agree the recommendation for the establishment of a single strategic Safeguarding Partnership to provide support to North & West Northamptonshire Unitary Authorities
- To support the review and revision of the existing Adult Safeguarding Board Constitution, Terms of Reference and roles and responsibilities of the Independent Chair and support officer/s

Note: This options paper is separate from and, in addition to, the determinations being developed relating to the shape and configuration of the Safeguarding Adults Team function within Adult Services which forms part of the Adults TOM transformation programme.

Background:

The Care Act (2014) sets out a clear legal framework for how local authorities and other parts of the system should protect adults at risk of abuse and neglect. This duty includes the creation and leadership of a multi-agency local adult safeguarding system that seeks to prevent abuse and neglect and to stop it quickly when it happens. The Safeguarding Board is there to provide assurance that safeguarding arrangements are in place as defined by the Care Act (2014) as part of the statutory guidance.

The existing Safeguarding Adults Board covers the whole of Northamptonshire County Council and key partners and is funded by three key partners:

- The County Council
- The Police
- The CCG

The current website <https://www.northamptonshiresab.org.uk> provides more detail on the scope, remit and aims of the current board. The Boards vision is to work together to keep people safe.

Work is underway to ensure that North & West Northampton Unitary Authorities will be allocated adequate and appropriate capacity to manage and co-ordinate their statutory

duties in response to safeguarding concerns, in line with national best practice models as set out in Making Safeguarding Personal (Local Government Association/ADASS 2013/14))

A Safeguarding Adults Board is required to oversee all partner activity and outcomes in response to safeguarding concerns, and the lead responsibility for this sits with the Local Authority.

There are a number of key advantages to retaining a single strategic Safeguarding Partnership across North & West Northampton Unitary Authorities:

- Other partners have recently consolidated with the two acute hospitals and two CCGs coming together as single County wide organisations
- To ensure senior level attendance from partner organisation, a single Board would not divert focus or create additional resourcing pressures
- A single board is seen as a best practice model as it will encompass safeguarding within each organisation and the ability to implement shared and cohesive policies that make it easier for residents and stakeholders
- Avoids duplication
- Economies of scale in terms of funding adequate and appropriate support to the Board with a focus on excellence
- Consistency of approach
- Consistent and sustainable accountability sector wide
- A single Board would not interfere with individual Unitary Authority arrangements for safeguarding Adults
- Alignment with a single Children's Trust & Children's Safeguarding Partnership

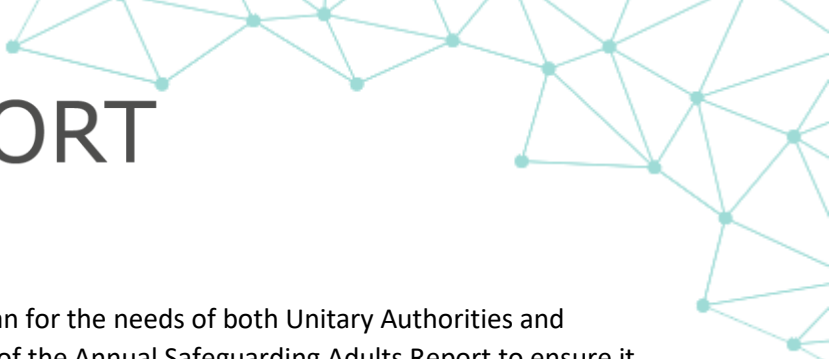
The recommendation

The recommendation is to establish one single Safeguarding Adults Board which would encompass North & West Northampton Unitary Authorities

This would ensure that there is a clear and single line of accountability with partners and providers and to have one independent chair to provide leadership & direction for the single Board

The recommendation includes the creation of one system wide Chief Officer post to support the Board and provide professional advice and guidance to the DASS in each Local Authority. This would help to create consistency and best practice sharing and shared learning. Funding for this post would include contributions from all key partners

The system wide Chief Officer role would work directly for and to the Board holding all partners to account, whilst providing ongoing support, advice & guidance. Due to the statutory nature of the Board, the system wide Chief Officer role would need to be employed by one of the Unitary Local Authorities



A single Board would need to recognise and plan for the needs of both Unitary Authorities and consideration given to the format and content of the Annual Safeguarding Adults Report to ensure it reflects the identity and concerns of each.

A single Board would align to the planned model of a single Board for Safeguarding Children as part of the Children’s Trust development.

There are examples of combined Boards including models of Adult & Childrens Safeguarding Board working successfully in a number of areas and across London Boroughs and this has paid dividends in managing residents and safeguarding across areas. A dual authority Board retains the focus on Safeguarding Adults issues and priorities

It should be noted that there is a clear opportunity to consider the inclusion of the Community Safety Partnership within the Safeguarding Board arrangements creating a further opportunity to bring partners and intelligence together for the benefit of community and residents

The Creation of the Unitaries also offers the opportunity to review the current structure and remit of the existing Board and establish an improved and robust approach to the Constitution and Terms of Reference and a clear set of requirements and outcomes linked to the role of the Independent Chair and support role/s.

Rationale:

Two options have been considered in reaching this conclusion and set out below:

OPTION ONE: A SINGLE BAORD

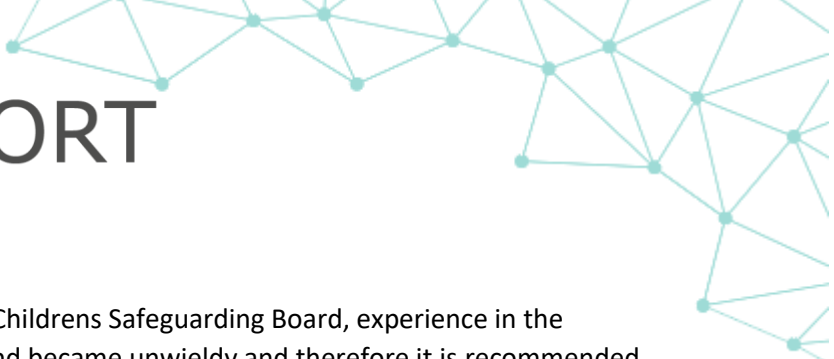
Under this option there would remain a single Safeguarding Adults Board which would encompass North & West Northants Unitary Authorities. Under this model there would be a clear and single line of accountability with partners and providers and we would continue to have one independent chair to provide leadership & direction for the single Board.

The board would also be supported by one system wide Chief Officer post to support the Board and provide professional advice and guidance to the DASS in each Local Authority addressing some of the gaps in the current set up and gaps created by having a part time Chair. The posts would continue to be jointly funded by all key partners.

The system wide Chief Officer role would work directly for and to the Board holding all partners to account, whilst providing ongoing support, advice & guidance. Due to the statutory nature of the Board the system wide Chief Officer role would need to be employed by one of the Unitary Local Authorities.

A single Board would need to recognise and plan for the needs of both Unitary Authorities and consideration given to the format and content of the Annual Safeguarding Adults Report to reflect this.

A single Board would also align to the planned model of a single Board for Safeguarding Children as part of the Children’s Trust development. It should be noted that while there are examples of



combined Boards including models of Adult & Childrens Safeguarding Board, experience in the County previously was that this did not work and became unwieldy and therefore it is recommended that retain the focus on Safeguarding Adults issues and priorities through a dedicated board.

ADVANTAGES:

- Other partners have recently consolidated with the two acute hospitals and two CCGs coming together as single County wide organisations
- Having a shared single board will make senior level attendance from partners more likely and create system focus
- A single board is seen as a best practice model as it will encompass safeguarding within each organisation and the ability to implement shared and cohesive policies that make it easier for residents and stakeholders
- Avoids duplication
- Economies of scale in terms of funding adequate and appropriate support to the Board with a focus on excellence
- Consistency of approach
- Consistent and sustainable accountability sector wide
- A single Board would not interfere with individual Unitary Authority arrangements for safeguarding Adults and the investigations and actions that might follow a report of concern as this will remain with the Unitary Councils
- Alignment with a single Children’s Trust & Children’s Safeguarding Partnership

DISADVANTAGES:

- Each Unitary Authority would not have their own Safeguarding Adults Board/Partnership
- Both DASS’s would need to attend the single Board or make appropriate arrangements for delegated authority
- Arrangements would need to be made to ensure that the Annual Safeguarding Adults Report provides an accurate reflection of the population needs for each Unitary Authority

OPTION TWO – INDIVIDUAL UNITARY COUNCIL BOARDS:

Under this option we would have two Safeguarding Adult Boards, one for North Northants and one for West Northants.

Under this model we would still recommend that each board has its own Chair although it may be possible to jointly contribute towards a single Chair to give some continuity and if a suitable candidate could be found to cover both.

Under this model each council would also need a NSAB Chief Officer post to support the Board and provide professional advice and guidance to the DASS in each Local Authority but this may not be full time.

Under this model each Authority would have its own Annual Safeguarding Adults Report albeit the focus, content and key areas of interest are likely to be common.



ADVANTAGES:

- Focus will be aligned to the specific local Authority and its population
- Single DASS attendance
- Each Board would link directly to the Safeguarding Adults configuration within each authority
- Each Board would produce its own data and intelligence
- Each Board would produce its own Annual Safeguarding Adults Report

DISADVANTAGES:

- Increased demand on Partners (unified organisations) and may lead to inconsistencies in attendance or seniority of representation
- Each Board would require an Independent Chair
- Each Board would require support staff
- Partners will be expected to contribute to funding of both the Chair and support staff in both Unitary Authorities
- Opportunities for whole population monitoring, tracking and planning will be reduced
- Risk of duplication
- As each Unitary Authority will be working with the same partners, there would need to be ongoing cross reference to partner and provider activity and outcomes to ensure consistency in terms of accountability and continuous improvements

Budget:

Based on the expenditure of £145,340 agreed at Strategic Board on 28th January, the suggested partner contributions are £38,974 per statutory agency (£116,922 combined).

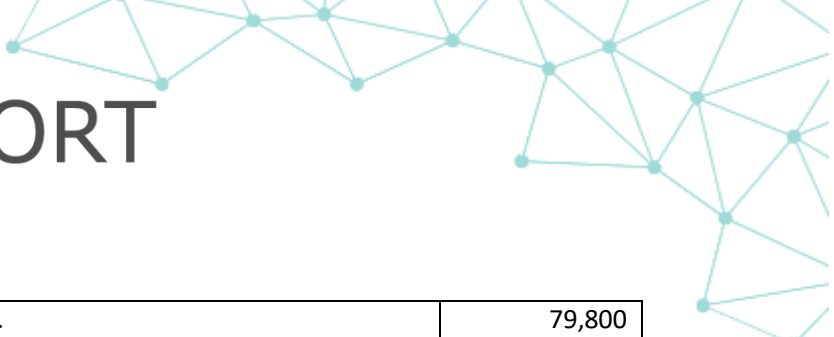
1. Revised Budget 2020/21

The current budget for the board is £145,340 and needs to cover a range of costs including the items shown below.

The commissioning of SARs (Safeguarding Adult Reviews) is a variable cost which will reflect the number and/or need for agreed joint reviews where an adult in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult. These are independently led investigations required under Care and Support Statutory Guidance (October 2018).

Based on the recommendation set out these costs would be shared by the two new Unitary Authorities, but if the preference is to have two separate boards the majority of this cost would be incurred by each and need to be added to the disaggregation diseconomy of scale additional costs.

Expenditure	Budget 2020-21
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Salaries - Staffing 2 x FT posts including on costs.	79,800
Independent Chair	20,000
Safeguarding Adult Reviews (SARs) - Independent Authors	26,000
Service User Engagement & Awareness Raising	500
Marketing campaign(s)	5,000
Annual Conference(s)	4,000
Office costs (postage)	40
SAR training for SAR Sub Group members	2,000
e-Learning for VCS/providers and SAR learning	6,000
Estimated legal fees – SAR	2,000
Total Expenditure	145,340

Risk

The main risk is that the two new Unitary Councils do not meet their statutory requirements by agreeing the format for their Safeguarding Adults Boards and setting them up ready for vesting day.

Appendices

Appendix A – SAFEGUARDING PARTNERSHIP DRAFT TERMS OF REFERENCE

Appendix B – SAFEGUARDING PARTNERSHIP DRAFT CONSTITUTION

Appendix C – SAFEGUARDING PARTNERSHIP DRAFT ROLE OUTLINE: INDEPENDANT CHAIR

Appendix D – SAFEGUARDING PARTNERSHIP DRAFT ROLE OUTLINE: CHIEF OFFICER

Frequency

Initially bi-monthly plus a joint development session with the FN Safeguarding Adult Partnership

Membership

Members will be Directors (or equivalent rank) of the service area/organisation that they represent.

- FN Director/s Adult Social Services on behalf of Local Authority Chief Executive Key Statutory Partner
- FN Neighbourhood Policing Unit Commander on behalf of West Midlands Chief Constable
- FN CCG Chief Nurse on behalf of the Accountable Officer
- Voluntary Sector Representative
- FN Public Health Representative
- Community Representative
- Chairs of subgroups
- FNSPPB Partnership System Lead Officer

Purpose, Role and Responsibilities of the group

- To act as a strategic leadership group that engages and coordinates services to safeguard and promote the welfare of people in FN.
- To identify and respond to new safeguarding issues and emerging themes, trends and threats.
- To promote and embed learning from local and national reviews of serious safeguarding incidents (including adult safeguarding incidents and domestic homicides) and quality assurance activity.

Duties

- To set the vision, strategy and policy direction for FN's safeguarding arrangements within the wider context of the borough
- To agree the Business Plan for FNSPPB and monitor progress against this plan
- To allocate the available resources to deliver against the Business Plan and the statutory duties set out in legislation and statutory guidance and to coordinate the efforts of the partners to ensure sufficient resources are made available by their organisations through the annual budget setting process
- To monitor and oversee the work of the partnership sub groups, ensuring that activity and work plans are consistent with strategic safeguarding objectives and that barriers to implementation are removed
- To ensure that FNSPPB maintains effective relationships with other strategic partnerships in FN and beyond and has a direct impact on the wider strategic planning and commissioning of services
- To ensure that member's hold each other to account and that safeguarding arrangements within each organisation are effective
- To ensure that the FNSPPB has appropriate information to identify strengths and areas for improvement in respect of safeguarding through a robust quality assurance framework and an effective performance management programme.
- To challenge and influence the commissioning of relevant services by all partners

- To ensure that the learning from Case Reviews supports continuous improvement within organisations and better outcomes for adults
- To produce, authorise and agree recommendations from the FNSPPB Annual Report
- To authorise media communications.
- To receive recommendations from the FNSPPB groups about learning, areas of strength and weakness, scope for improvement, emerging themes, trends and priorities and progress of objectives.
- To ensure that the FNSPPB operates effectively, efficiently and economically.

**FN SAFEGUARDING
PEOPLE PARTNERSHIP
Constitution 2020**

**DRAFT V1
JUNE 2020**

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Title

FN Safeguarding People Partnership (FNSPP) is the accountable strategic group for ensuring the existence of local robust safeguarding arrangements for the most vulnerable and at risk people in FN in the situations defined in legislations. FN Safeguarding People Partnership (FNSPP) shall be known as the 'Partnership' or FNSPP throughout this document.

Purpose

To protect those adults who are vulnerable and at risk, as defined in and as a response to:

- The Care Act 2014 and Statutory Guidance

To ensure appropriate safeguards are in place for adults who lack capacity in order to promote their rights, as laid down in The Mental Capacity Act (MCA) 2005 and the Deprivation of Liberty Safeguards (DoLS) 2007.

To coordinate what is done by each person or organisation represented on the Partnership for the purposes of safeguarding and promoting the welfare of adults with care and support needs at risk in FN - and making sure that what they do is effective, and improves quality of life.

Objectives

- To establish an environment in which effective multi-agency safeguarding practices can flourish
- To ensure that all agencies work together for the purpose of improving local safeguarding arrangements and promoting the welfare of children and adults with care and support needs, or at risk in FN and ensure the effectiveness of that work.
- To ensure clear leadership and accountability structures are in place and visible across all agencies and organisations represented on the Partnership.
- To ensure that effective safeguarding includes both a preventative and protective focus, and that its work is informed by those who have experienced, or may be at risk of harm and abuse.
- To ensure the Partnership learn from experiences and continuously seek to develop and further strengthen existing practice and arrangements

Whilst the Partnership have a role in coordinating and ensuring the effectiveness of work being done by local individuals and organisations in relation to safeguarding and promoting the welfare of adults with care and support needs, or at risk, it is not accountable for their operational work.

Functions

Each Partnership Partner has their own existing lines of accountability for safeguarding and promoting the welfare of children and adults within their respective agency/organisation. The Partnership does not have the power to direct other organisations.

The Partnership have overall governance of the policy, practice and implementation for multi-agency safeguarding arrangements. This includes:

- a) To lead and promote the responsibility for safeguarding across all agencies and stakeholders.
- b) To ensure the role, responsibility, authority and accountability with regard to the action each agency and professional group should take contributes to the protection of children and adults with care and support needs, or at risk.
- c) To quality assure safeguarding standards across the partnership and hold agencies, relevant partners and other strategic boards to account for safeguarding activities.
- d) To commission regular policy reviews and amendments in response to relevant local, regional and national changes.
- e) To ensure that matters of diversity and equality are inclusive within all safeguarding work and to develop strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect.
- f) To identify types of circumstances giving grounds for concern and when they should be considered as a request for service/referral to the local authority as an enquiry, including referral pathways and thresholds for intervention.
- g) To ensure that matters of mental capacity are addressed appropriately within all adult safeguarding work.
- h) To be responsible for ensuring appropriate and up to date sharing of information protocols are in place across key partner organisations.
- i) To formulate guidance about the arrangements for managing safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding.
- j) To ensure that there are systems in place for learning from local, regional and national experience and research, and that any lessons learned are applied to practice and policy development.
- k) Monitor data, outcomes and trends, and ensure action is taken to address identified concerns.
- l) Participate in planning and commissioning of adult/children's services to ensure that safeguarding children and adults with care and support needs at risk is of primary consideration.
- m) Work collaboratively with other strategic partnerships boards across Dudley.
- n) Co-operate with neighbouring Adult Services authorities and their Safeguarding partnership Boards and arrangements.
- o) To undertake adult safeguarding reviews.
- p) Agree and publish a Strategic Plan setting out how the Partnership purpose and objectives will be realised.
- q) Publish an annual report detailing how the Partnership business has been delivered during the previous year, and the ways in which the Partnership

intends to develop its services and initiatives to further enhance arrangements for the benefit of children and adults with care and support needs at risk in North & West Northamptonshire

- r) Closely monitor the activities of the groups mandated to oversee elements of the statutory and legislative functions for adult safeguarding duties, taking swift and prompt actions to remedy any identified areas for improvements.
- s) The Partnership will undertake or engage in other activities that facilitate or are conducive to safeguarding activities to achieve its objectives.

The objectives will be achieved through ensuring the following functions are in place:

- a) Robust local Multi-Agency Policies and Procedures for Safeguarding Adults, Mental Capacity Act and Deprivation of Liberty Safeguards that are in accordance with statutory requirements and the Children's Act 2004.
- b) Single and multi-agency training is provided on safeguarding and promoting welfare and that this meets the required standards and is appropriate to the needs of the identified/relevant staff.
- c) Adult independent reviews are appropriately resourced, co-ordinated and supported and that the Partnership is sighted and advising on lessons to be learnt.
- d) Safeguarding is integrated into all contractual arrangements.
- e) Performance management systems follow the journey of the person who is using the service, record and indicate the potential for vulnerability & intervention.
- f) Audit, quality assurance and self-assessments are carried out in a scheduled and timely manner
- g) There are comprehensive accessible public information and advice about keeping safe and what constitutes abuse of adults with care and support needs at risk.
- h) There is a process in place that ensures adults with care and support needs at risk, carers and families are consulted with and their views are taken into account.
- i) Safe Recruitment processes are in place across partnership organisations

Membership

The Partnership shall be composed of:

- Independent Chair
- Director/s of Adult Services on behalf of Local Authority Chief Executive
- Neighbourhood Policing Unit Commander on behalf of East Midlands Chief Constable
- CCG Chief Nurse on behalf of the Accountable Officer
- Safeguarding Partnership Business Manager
- *To include other local partners as appropriate*
- *There is the potential to expand the Board to encompass Community Safety*

In addition to the above membership, the Partnership will secure the involvement of other relevant senior officers & organisations, either by inviting them to be representatives of its themed groups, any of the sub-groups, through invitation for

specific issues for discussion of a Partnership meeting or through some other mechanism.

Members will be required to sign a Memorandum of Understanding (Appendix 1 page 13/14)

NOTE: the Partnership recognises that some of its members may not have clear accountability frameworks for the groups they represent, e.g. the representative for the voluntary sector representatives etc. In this case the expectation will be that they communicate effectively within/across their organisations/services the decisions made and the work of the Partnership.

Chair & Vice Chair

The Partnership will have an Independent Chair who will assist the key statutory partners to hold agencies to account and to provide leadership, strategic vision and to ensure that there is appropriate transparency and scrutiny across the partnership. The Chief Executive together with the key safeguarding Partners will hold the Chair to account for the effective working of the Partnership in consultation with the nominated relevant Partnership members.

The Board will agree a nominated lead officer from the Partnership to chair the Board if the Independent Chair is absent. This will be formally agreed by the Board. If an Independent Chair is going to be absent for any length of time then a Vice Chair would be considered by the Partnership.

It is acknowledged by all members of the Partnership that the ultimate responsibility for safeguarding arrangements for adults is led by the Local authority, in consultation with partners.

Frequency of meetings

The Partnership will meet bi-monthly and will adopt the financial year April 1st to March 31st.

There may be exceptional circumstances that arise that require Partnership members to meet in between the scheduled programmed meetings, for example; if a failure to protect adults at risk has led to significant abuse or even deaths that could result in wide negative political and media interest across the partnership of the Partnership. Therefore additional meetings may be convened if required by the key statutory partners and the Independent Chair.

Minutes of each meeting will be prepared and submitted to the Chair for approval following each meeting. Approved minutes of meetings will be entered as a permanent record only after being approved by Partnership members.

Quoracy & Voting

A quorum of the Partnership shall be with at least the three key statutory partners being in attendance and the Chair, or Vice/nominated Chair. Interim decisions can be made and then validated electronically with all members following the meeting. If at any time there is not a quorum present, the meeting shall not proceed.

Wherever possible the chair shall attempt to reach decisions by consensus, however where this proves not to be possible then matters will be settled by a simple majority of those members present who are entitled to vote, i.e. those with signed memberships.

No organisation shall exercise more than one vote and in the case of equity of votes, the Chair shall have the casting vote.

The Chair (or, in the absence of the Chair, the Vice Chair), in consultation with 3 statutory agencies, shall decide any issue which requires a decision by the Partnership between meetings if it does not (in the opinion of the 3 statutory agencies and the Chair), require a special meeting to be convened. The decision will be reported and submitted for ratification to the next meeting of the Partnership. The Partnership may delegate such of its functions as it considers appropriate to any of its groups, the sub-groups and/or task specific/theme specific groups.

Monitoring of Attendance

Attendance at meetings is recorded and reported at Partnership meetings. In the event of one member's persistent non-attendance, the Chair will write to Chief Executive of the organisation to address the concern and reach a resolution.

Confidentiality

The Partnership is committed to transparency and information discussed at Partnership meetings must balance the need to maintain confidentiality of personal and sensitive information with the requirement to share information on a "need to know basis", when it is necessary to safeguard children and adults (with care and support needs), from abuse and neglect.

Under S45 of the Care Act 2014 a person or body is required to comply with requests for information that are made to safeguard adults. This request for information will only be made when the information is essential to carry out the statutory functions.

Notice of Leaving

In the event of a member no longer representing their agency, reasonable notice should be given to the Chair so that a replacement can be identified.

Responsibilities of Partnership Members

- a) Carry out a strategic role in relation to safeguarding and promoting the independence, wellbeing and safety of vulnerable adults
- b) Have the authority to speak on behalf of their organisation to represent its views and various duties.
- c) Refer back to their organisation to account on all matters relating to safeguarding adults with care and support needs at risk and to recommend ways to implement necessary changes within their organisation.

- d) Be able to request their organisation deploys resources to support safeguarding adults work by the allocation of financial or human resources to directly support the achievement of the Partnership agreed objectives.
- e) Partnership members will ensure that the safety and wellbeing of adults with care and support needs at risk is promoted within services provided by their organisation.
- f) Members will agree to develop their knowledge and understanding of safeguarding in order to keep up to date and to share this expertise within the Partnership and their own organisations, in particular that agreed policies, procedures and findings from all safeguarding reviews are appropriately cascaded through their organisations.
- g) Partnership Members have a duty of candour by proactively bringing to the attention of the Partnership matters of high risk at the earliest opportunity.

Expectations of Partnership Members

Members will attend all meetings and if unable to, they will send a consistent individual as their nominated deputy who is able to act with the same level of authority, and decision making.

Members will ensure that staff and volunteers within their organisation are kept fully informed of the Partnerships work.

Members will contribute to the work of adult themed groups established as FN Safeguarding Partnership Board

Members will nominate representatives to participate to the wider activities of the Partnership as mandated to and the relevant sub-groups, in the interests of vulnerable adults with care and support needs at risk.

Declaration/Conflict of Interest

If at any time a Partnership Member has an interest in any matter being considered by the Partnership, he/she shall declare the existence and nature of that interest in writing to the Independent Chair.

Declarations of interest will be recorded and steps taken to ensure the individual concerned has no involvement in decision-making or consequent action in relation to the matter in question.

The Chair will inform members of all declarations at the start of each meeting as a standing item on all Partnership agendas.

Accountability

The Partnership will form a view of the quality of safeguarding in FN, challenge organisations when necessary and have an independent, decision making voice. The Partnership will be consulted on issues that affect safeguarding promoting the welfare of vulnerable adults with care and support needs at risk.

The local Scrutiny Committee is one of the critical checks and balances to hold the Partnership to account for the effectiveness of the safeguarding arrangements and

can make specific request for reports to be presented at any of its meeting in respect of safeguarding activity and performance.

Elected Members, through their membership of governance bodies such as the Cabinet and/or Scrutiny Committee, hold the Local Authority and its officers to account for their contribution to the effective functioning of the Partnership.

The Independent Chair will be held to account for the effective working of the Partnership by the Chief Executive of the Local Authority, drawing on other Partnership partners who are participating in the Partnership's activities.

In order to provide effective scrutiny, FNSPP is independent. It is not subordinate to, nor subsumed within, other local structures.

Each partner organisation retains their own existing lines of accountability for safeguarding and promoting the welfare of vulnerable adults with care and support needs at risk by their services.

It is important that Partnership members feel able to challenge each other and other organisations where it believes that their actions or inactions are increasing the risk of abuse and neglect. This will include commissioners, as well as providers of services.

The Partnership will produce an annual report to be deliberated by all agencies, the Chief Executive, Leader of the Council, the local police and crime commissioner, the Director of Nursing and the Chair of the Health and Wellbeing Board.

The strategic plan for the Partnership must be developed with the involvement of people who use the service, including Healthwatch, FNVSC and other voluntary/community/faith organisations, and shared with the Health & Well Being Board.

The Partnership must ensure FNSAB conduct Safeguarding Adults Reviews in accordance with Section 44 of the Care Act 2014

FNSPP will decide how each group operate but they must ensure that the arrangements will be able to deliver the duties and functions as scheduled.

Disputes and Complaints

The Partnership intends to be a collaborative, co-operative body and needs to ensure that no particular sector or member is unduly favoured.

Disputes: If there is a dispute between Partnership members, the Independent Chair will convene a joint meeting with the parties. This should take place within 28 days of the determining that the dispute exists. In most cases the Independent Chair will chair these meetings. The agenda will be agreed jointly by the parties in dispute.

Complaints: The Partnership shall refer all complaints from members of the public in relation to the provision or performance of any function of a member organisation to the Partnership Partner's own internal complaints handling process.

Complaints regarding the operation of a Partnership should be addressed to the Chair who will investigate and attempt to reach satisfactory resolution with the complainant.

Finances and Resources

The financial year will run from 1st April to the 31st March.

The Partnership must be adequately resourced and funded in order to deliver a level of services which effectively safeguard adults at risk in FN and continue to develop the infrastructure required to facilitate this.

Organisations represented on the Partnership should have an identified Safeguarding Adults lead role who will contribute to the Partnership meeting its key objectives.

The Partnership have an ambition to have both sufficient financial and other resource contributions at an agreed level, having regard to the differing size, resources and responsibilities of each agency. Individual agencies will consider options within their future budgetary planning cycles to address this.

The Partnership will agree an annual combined budget for each forthcoming financial year.

Management of FNSAB Working Subgroups

The adult groups are charged with assisting the Partnership in setting strategic and operational priorities and overseeing and monitoring the Sub-Groups and the implementation of the Strategic Business Plan.

The themed groups will oversee the operational statutory functions on behalf of the Partnership, with its members consisting of:

The FNSAB are those agencies as laid out in the Care Act 2014 s14.116 & 14.117. Members must have the authority to speak on behalf of their organisation to represent its views and various duties and to make decisions on their agencies behalf.

The adult specific group will scrutinise data in relation to trend analysis, gaps and learning and will inform the Partnership of areas of good practice and areas for improvement.

The groups will ensure there are appropriate links and alignments between the Partnership and other statutory and non-statutory and voluntary organisations.

If the Partnership includes Community Safety then consideration to be given to any specific performance and quality monitoring requirements as part of the sub group framework

Sub Groups

The Partnership will also instate sub groups which will carry out the day to day operational functions of the Partnership. All sub groups will have an annual work plan which will derive from the Partnership's annual business plan to support the operational functions of the Partnership.

Chairs of Sub-Groups will be nominated by Members of the Partnership and will be members of FNSAB in order to ensure a link and effective communication and feedback to the Partnership.

The Sub-Groups will report in to FNSAB at each meeting to evaluate their progress against the Business Plan and address any issues arising from the Sub Group work, and will be invited to attend FNSPP on exceptions.

Each Sub Group will review its Terms of Reference on an annual basis at the first meeting of each financial year following a formal consultation process with the sub group members.

The Partnership will have oversight of each Sub-Group's Terms of Reference at their first meeting of each financial year;

The Partnership will delegate powers to the sub-groups to:-

- a) Carry out any work related to the different sections of the Business Plan;
- b) Undertake consultation as appropriate;
- c) Take a decision in reference to a specific item on behalf of the Partnership where authority to do so has been delegated by the Partnership;
- d) Prepare a response to consultation matters on behalf of the Partnership;
- e) Investigate a particular issue;
- f) Publish material on behalf of the Partnership; and
- g) Discharge any functions delegated to it from the Partnership.

Review of Constitution

The Constitution will be reviewed annually by the Partnership.

FN SAFEGUARDING PEOPLE PARTNERSHIP MEMORANDUM OF UNDERSTANDING

Name of Individual

Employed By

Job Title

As a member of the Partnership, I will abide by the standards set out in the FN Safeguarding People Partnership Constitution and also:

- I agree to carry out a strategic role in relation to safeguarding and promoting the independence, wellbeing and safety of adults with care and support needs experiencing or at risk of abuse or neglect.
- I have the authority to speak on behalf of my organisation to represent its views and various duties.
- I am able to refer back to my organisation to account on all matters relating to safeguarding adults at risk and to recommend ways to implement necessary changes within my organisation.
- I am able to request my organisation deploys resources to support safeguarding adults at risk work by the allocation of financial or human resources to directly support the achievement of the safeguarding Partnerships agreed objectives.
- I will ensure that the safety and wellbeing of adults with care and support needs experiencing or at risk of abuse or neglect is promoted within services provided by my organisation.
- I agree to develop my knowledge and understanding of safeguarding in order to keep up to date and to share this expertise within the Partnership and my own organisation.

I will contribute to the effective functioning of the Safeguarding Partnership by:

- Attending all meetings and if unable to attend, I will send a nominated deputy who will be able to act with the same level of authority
- Ensuring that staff and volunteers within my organisation are kept fully informed of the Partnership's work, communications and decisions made.
- Representing the interests of adults at risk and safeguarding on other committees that I am a member of.
- Contributing to the work of the sub-groups by identifying and mandating appropriate delegates from my own organisation and ensuring that they keep me informed as appropriate.

<i>Director of Adult Services on behalf of Local Authority Chief Executive</i>	
Name	
Signature	
Date	

<i>FN Neighbourhood Policing Unit Commander on behalf of East Midlands Chief Constable</i>	
Name	
Signature	
Date	

<i>FN CCG Chief Nurse on behalf of the Accountable Officer</i>	
Name	
Signature	
Date	

<i>Safeguarding Partnership System Lead</i>	
Name	
Signature	
Date	

<i>Accepted on behalf of FN Safeguarding People Partnership Independent Chair</i>	
Name	
Signature	
Date	

VERSION CONTROL

Document Title	FNSPP Constitution
Author	
Version Date/s	
Date Approved	

FN SAFEGUARDING PARTNERSHIP BOARD (*Safeguarding Adults Board*)

ROLE OF THE INDEPENDENT CHAIR

(based on recommendations made by : ADASS/LGA/Skills for Care/National Network for Chairs Safeguarding Adults Boards)

Context:

The Care Act 2014 made all local authorities responsible for ensuring that any adult who needs care and support, who is at risk of or experiencing abuse or neglect, and as a result of their needs is unable to protect themselves, is protected by the local authority.

It also required them to set up a Safeguarding Adults Board to coordinate local work to safeguard adults who need care and support.

Each board has an independent chair who is accountable for the effective working of the board

Making Safeguarding Personal (MSP) is a sector led initiative which aims to develop an outcomes-focus to safeguarding work, and a range of responses to support people to improve or resolve their circumstances. It's about engaging with people about the outcomes they want at the beginning and middle of working with them, and then ascertaining the extent to which those outcomes were realised at the end. It takes both a person and community-centred approach and is led by the Local Government Association and ADASS.

Accountability and the chair of the Safeguarding Adults Board:

The chair of the Safeguarding Adults Board is accountable to residents in the area covered by the board through; the statutory annual report and strategic plan, which is presented to council members and relevant partnership boards; through reporting to the chief executive of the local authority for that area; and to the partners of the Safeguarding Adults Board.

Functions of the chair

The Safeguarding Adults Board chair is required to:

- provide effective leadership to the board, ensuring that they complete all tasks and responsibilities to a high standard, in a timely and proportionate manner, and in accordance with the requirements of the Care Act (2014) and other relevant legislation
- lead the quarterly¹ board meetings including setting the agenda, approving and distributing minutes and following up on decisions taken by the board
- ensure sound governance and due diligence is in place at
- ensure sound governance and due diligence is in place at all times
- take the lead in producing and publicising the board's strategic plan and annual report, and monitoring and reviewing the effectiveness of the plan
- where individuals meet the criteria, instigate SARs, ensuring that current guidance and processes are followed and that all learning is appropriately shared
- promote collaborative work and a culture of learning, constructive criticism and support within the board

- provide advice, support and encouragement to board members and other colleagues
- work with any conflicts or concerns within the board, supporting members to reach a positive resolution
- contribute to developing a culture where the prevention of abuse and neglect is paramount, including sharing learning from SARs within the local area, regionally and nationally (where appropriate)
- ensure that the work of the board and the outcomes from SARs inform wider training plans and learning and development priorities
- develop and maintain constructive links and effective communication with partners across the local area, promoting the safeguarding agenda and working together to develop best practice
- champion and promote the prevention of abuse and neglect to adults across all relevant agencies, contributing to the broader safeguarding preventative agenda
- act as a spokesperson for the board with other agencies and the media as appropriate
- hold regular meetings to update the local authority chief executive and the director of adult social services about the board's activities
- ensure that the voices of people who need care and support and their families, are heard and acted upon within the board's work
- ensure that all partners to the board provide assurance, are accountable and challenge partners if required
- ensure that the principles of 'Making Safeguarding Personal' are embedded in all relevant policies, procedures, actions & plans
- act as the link between the board and all relevant local, regional or national groups, ensuring that learning and development is shared
- ensure that the board has clear policies, processes and appropriate protocols in place to support information sharing and that they are monitored
- keep themselves and the board up to date with good practice and act upon developments in national policy, case law and research

Knowledge and understanding requirements of the chair

Local contextual awareness

- Safeguarding Adults Board chairs need to have knowledge of and understand:
 - local networks
 - the role of the different safeguarding leads (local authority, police and others)
 - local political systems
 - local resources and organisations that support or contribute to the safeguarding agenda

- relevant Safeguarding Adult Board policies, procedures, underpinning values and mission statement, including equality and diversity policies.

Legal frameworks and statutory duties

- Safeguarding Adults Board chairs need to have knowledge of and understand:
- The Care Act (2014), in particular: safeguarding standards and procedures including raising a safeguarding concern and clarity about when safeguarding concern meets the threshold for investigation and review
- Mental Capacity Act (2005), amendments (2009) and Deprivation of Liberty Safeguards
- Data Protection Act (1998), including an understanding of information sharing protocols and appropriate use of information sharing, and the General Data Protection Regulation (2018)
- Human Rights Act (1998)
- up to date knowledge of safeguarding developments, legislation and research underpinning safeguarding work.

Understanding of abuse and neglect, risk management and safeguarding

Safeguarding Adults Board chairs need to have knowledge of and understand:

- different kinds of abuse and neglect and the ways in which it occurs
- thresholds for identifying and investigating abuse and neglect, including when a SAR should be triggered
- appropriate risk management and harm reduction strategies, including different approaches to working with adults who need care and support (such as strength-based approaches)
- How to do research and develop an understanding of abuse and neglect, good practice and legislation specific to any SAR being undertaken.

Management and organisational theory and practice

Safeguarding Adults Board chairs need to have knowledge of and understand:

- whole systems leadership
- change management
- organisational culture and behaviour
- participative leadership
- conflict resolution
- management styles, including approaches to chairing
- Group behaviours and culture.

Research methods, quality assurance, planning and evaluation

Safeguarding Adults Board chairs need to have knowledge and awareness of:

- qualitative and quantitative research methods, including participative approaches
- quality assurance systems, including outcomes-focused approaches, monitoring and evaluating
- different approaches to project and programme management.

Learning and development

Safeguarding Adults Board chairs need to have knowledge of and understand:

- national developments and ongoing learning specific to Safeguarding Adults Boards
- Different learning opportunities, styles and where to find high quality learning providers

Skills requirements of the chair

Organisational management skills

- Strong leadership skills evidenced through working in a senior role in a relevant organisation.
- Managing governance arrangements in a large organisation and across partnerships.
- Know how to hold organisations to account.

Interpersonal skills

- Able to develop and maintain good working relationships with people from different organisations and professional backgrounds, including local services
- Good team work skills with a range of different stakeholders, including people who need care and support and their families.
- Strong facilitating skills and able to work sensitively with complex group dynamics and manage and resolve disputes.
- Excellent written and verbal communication skills, including being able to communicate using plain English and use adapted communication systems when needed.
- Strong negotiation skills.
- Active listening skills.
- Ability to understand when confidentiality must be respected, and when and with whom information sharing is necessary.
- Good interviewing skills, including questioning, reflection and summarising.

Other skills to support the role

- Strong report writing skills to develop strategic reports and plans, with a good understanding of setting and monitoring outcomes.
- Understanding and reviewing appropriate data and information for sharing with others.
- Assessment and evaluation skills with experience of using evidence-based approaches.
- Decision making skills.
- Researching skills and the ability to understand complex information and legislation and how it applies in real life.
- Time management and able to manage competing priorities, with excellent organisational skills.
- Problem solving skills.
- Strong analytic and reflective skills, taking a solution-focused approach

FN SAFEGUARDING PARTNERSHIP

System Lead Chief Officer, FN Safeguarding Partnership

Outcomes:

- To promote, develop and support high quality safeguarding practice and performance sector wide, which is based on legislation, knowledge, research and effective contribution of all participants, and which leads to positive outcomes for adults with care and support needs
- To provide a strategic lead to the Board and Sub Groups ensuring that there is continuous development in the approach towards Adult Safeguarding and promotes the desired outcomes for adults at risk.
- To model the values and embed them in the way in which services are delivered
- To be visible, inject pace, rigour and purpose

Role Outline:

- To lead the co-ordination and effective operation of the FN Adult Safeguarding Partnership and ensure that there is continuous and ongoing improvement
- Development and monitoring of adherence to the agreed Memorandum of Agreement
- To build and maintain robust partnership relationships
- To engage with national and regional leads to reflect on and shape best local practice
- The development and implementation of key Sub Groups
- To lead and co-ordinate the production of the statutory FN Adult Safeguarding Partnership Board Annual Report in collaboration with all key partners
- Responsible for the Board Strategy & Action Plan and the co-ordination and delivery of the SAR process
- Advise members of and elected members on high level policy issues making recommendations for decision making relating the FN ASP budget, duties, priorities and future direction
- Lead on the development, implementation and revision of multi-agency policies and procedures to ensure that practice is of a high quality and consistent sector wide
- To develop, lead and implement a rolling programme of Quality Audits across partnership approaches, shaped by trends and issues resulting from Subgroups
- To support the development and delivery of key performance reports from the Sub Groups and from key Partner organisations
- To ensure that all key data is analysed and that relevant intelligence is shared and used effectively to improve performance sector wide
- To develop and implement a system wide Learning & Development programme shaped by an analysis of local needs
- Ensure that there are regular and ongoing opportunities to share learning and experiences from serious cases
- Maintain the partnership Web Site
- Liaise, and where appropriate, lead on required media and publication issues to ensure the consistent and positive promotion of Adult Safeguarding issues
- To work with the Chair of the Board to monitor the strategic horizon in order to prepare the Board for changes in legislation, policy and opportunities to improve practice
- To manage the multi-agency budget for adult safeguarding

Specifications:

- Appropriate degree, professional qualification or significant equivalent with experience in in a relevant social care or health related field
- Experience of safeguarding adults work in a multi-agency setting
- Experience of Adult Safeguarding statutory requirements
- Knowledge and understanding of the Care Act (2014) safeguarding duties and responsibilities
- Excellent written and verbal communication skills and an ability to negotiate and influence others

The post holder line management arrangements would need to be agreed by the 2 x DASS's. If the Lead Social Worker is linked to the Partnership this would then provide a suitable line management option

Salary circa £44 -48k based on average salary on currently advertised roles of a similar nature

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

22nd September 2020

Report Title	Northamptonshire Safeguarding Children's Partnership
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1. Purpose

- 1.1 To set out to members of the shadow executive recommendations for the future of the Northamptonshire Safeguarding Children's Partnership (NSCP) following consultation with partners and key stakeholders.

2. Recommendations

- 2.1 It is recommended that the shadow executive:
- 2.1.1 Endorses continuing with a single NSCP from 1st April 2021.
 - 2.1.2 Endorses agreeing a hosted model for the NSCP business support office to be located with the Joint Director of Children's Services in North Northamptonshire Council.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Please see detail in the attached Decision paper (attached).

3.2 Issues and Choices

- 3.2.1 Please see detail in the attached Decision paper (attached).

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 Please see detail in the attached Decision paper (attached).

4.2 Resources and Risk

- 4.2.1 Please see detail in the attached Decision paper (attached).

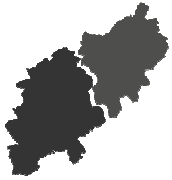
4.3 Legal

4.3.1 Please see detail in the attached Decision paper (attached).

4.4 Equality and Health

4.4.1 Please see detail in the attached Decision paper (attached).

Report Author: Rebecca Peck, Assistant Chief Executive, NCC



Document Type	Decision paper
Programme	Future Northants
Title	Northamptonshire Safeguarding Children Partnership
Audience for this document	
Programme Implementation Board, Joint Implementation Executive and Shadow Executives (West and North)	
Purpose of this document	
The purpose of this report is to set out recommendations for the future of the Northamptonshire Safeguarding Children’s Partnership (NSCP) following consultation with partners and key stakeholders.	

Document Control

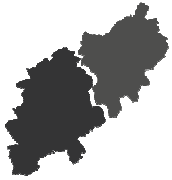
Version History (please see version control guidance)			
Date	Version	Author	Brief Comments on Changes
26/08/20	1.0	Rebecca Peck	Draft

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

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

Document Approval	
Date	Who

1. Introduction

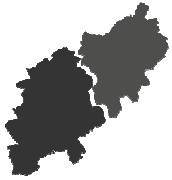


Following consultation with partners and key stakeholders, this paper sets out recommendations to:

- 1.1 Continue with a single Northamptonshire Safeguarding Children Partnership (NSCP) from 1 April 2021
- 1.2 Agree a hosted model for the NSCP business support office to be located with the Joint Director of Children's Services in North Northamptonshire.

2. Background

- 2.1 Northamptonshire Safeguarding Children Partnership (NSCP) replaced the Northamptonshire Safeguarding Children Board (NSCB) on 1 July 2019 in accordance with Working Together to Safeguard Children 2018 and strives to improve local arrangements to ensure the children and young people of Northamptonshire can be as safe as possible from risk of harm, exploitation and neglect.
- 2.2 The work of the NSCP is led by representatives of the three Statutory Safeguarding Partners, who have equal accountability in terms of leadership for safeguarding children in the county:
 - Northamptonshire County Council
 - Northamptonshire Police
 - Northamptonshire Clinical Commissioning Groups
- 2.3 The NSCP is jointly funded by the agencies that make up the partnership and a small team (the Business Office) employed to manage the work of the partnership, and is currently hosted by Northamptonshire County Council within the Safeguarding Quality and Assurance Service.
- 2.4 The NSCP acknowledges the need to develop a strong working relationship with The Children's Trust and receives regular updates from the Director of Children's Services in order to consider how robust links can be developed.
- 2.5 The Northamptonshire Safeguarding Children Board discussed the proposal for two unitary authorities when the first consultation into the new Multi-Agency Safeguarding Arrangements was released for comment in 2018. At that time, the Independent Chair of the NSCB formally responded to the consultation on behalf of the NSCB and was emphatic on behalf of the partners that there should be one safeguarding partnership, supporting both unitary authorities.
- 2.6 Benefits of a single safeguarding partnership to cover both unitary authorities:



- A single safeguarding children partnership would allow a continued, consistent, effective and joined up approach that is equitable and safe for all children.
- Current arrangements already cover the whole county and are effective, robust and continually strengthening and improving.
- There will be a mechanism to share learning across both unitary authorities and share good practice.
- Safeguarding policies and procedures will remain the same with regular updates and revisions.
- The current sub groups and members will remain the same which will allow members to continue to strengthen, challenge and improve the work of the partnership.
- There will be one point of contact in terms of undertaking Child Safeguarding Practice Reviews, identifying improvements and taking forward learning.
- There will be one point of scrutiny and challenge of individual partner safeguarding arrangements.
- Duplicating arrangements for each unitary would involve additional cost.
- Different arrangements could be challenging for those partner agencies working across both councils. This includes two of the Statutory Safeguarding Partners in the Police and the CCG.

2.7 Potential concerns to having a single partnership across both unitary authorities:

- Each unitary council may have differing priorities and levels of need.
- It could be argued that the smaller scale of the unitaries could give greater opportunities to drive improvements in safeguarding practice.

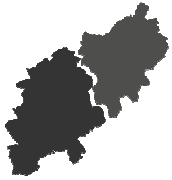
2.8 Consultation:

Consultation has been undertaken with key partners and stakeholders on the future of the NSCP. All partners are supportive of maintaining a single safeguarding partnership for Northamptonshire. Partners did not feel they would have the capacity to support two separate boards due to capacity and felt a single partnership would be stronger for both councils, improving outcomes for children and young people.

Shadow Leaders & Deputies and Lead for the Children's Programme have been consulted and all support the Board sitting under the DCS along with the Business Team, with it remaining as a single service.

2.9 National best practice

There are examples from across the country about how Local Safeguarding Children Boards have taken the opportunity, through the revised guidance of Working Together to Safeguard Children



2018, to bring together Boards into single pan-partnerships to provide a coherent approach to wider local safeguarding systems. Examples include:

- Pan-Cheshire has amalgamated Cheshire West and Chester.
- Pan-Berkshire has amalgamated Reading, Wokingham and West Berkshire.
- Pan-Sussex has amalgamated East Sussex, West Sussex and Brighton and Hove.
- Pan-Hampshire has amalgamated Hampshire and the Isle of Wight.
- Bi-Borough has amalgamated Westminster and Kensington & Chelsea.
- Richmond and Kingston share their Safeguarding Partnership.

3 Conclusion

3.1 There is consensus amongst key partners and stakeholders that a single Northamptonshire Safeguarding Children Partnership provides the best opportunity to continue to improve outcomes for children and young people in Northamptonshire.

3.2 Locating the NSCP Business Office alongside the Joint Director of Children's Services will help to ensure strong relationships and the effective operation of the partnership for both unitary authorities.

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

22 September 2020

Report of the Monitoring Officer

Report Title	Motions referred to the Shadow Executive under Part 4D of the Constitution
Report Author	Susan Zeiss, Interim Monitoring Officer

1. Purpose

- 1.1 The purpose of the report is to advise the Shadow Executive of two motions that have been referred to the Shadow Executive in accordance with Appendix 2 of Part 4D of the Constitution (Meeting Procedure Rules).

2. Recommendations

- 2.1 It is recommended that the Shadow Executive:
- 1) Notes the motion submitted by Councillor Zoe Smith, set out as Item 10 a) on this agenda and resolves to either accept, amend or reject the motion.
 - 2) Notes the motion submitted by Councillor Jonathan Harris, set out as Item 10 b) on this agenda and resolves to either accept, amend or reject the motion.
 - 3) Notes that, following a recommendation of the Governance Task and Finish Group, the Shadow Authority will be asked to revoke the provisions of Appendix 2 to Part 4D of the Constitution.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Appendix 2 to Part 4D of the Shadow Authority's Constitution sets out the procedure to be followed where the full Shadow Authority considers a motion submitted by a Shadow Councillor, the subject of which is solely a matter for

the Shadow Executive. The text of paragraph 6 and 7 of Appendix 2 is set out below, but in summary such motions stand referred to be determined by the Shadow Executive.

“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.”

- 3.1.2 At Shadow Authority meeting on 18th August 2020, several Councillors expressed their dissatisfaction with the wording of this part of the Constitution. A report has been submitted to the Shadow Authority by the Governance Task and Finish Group with a view to revoking this provision of the Constitution.

3.2 Issues and Choices

- 3.2.1 In accordance with the provisions of the Constitution at the time of the Shadow Authority Meeting, the Shadow Executive is required to consider the motions that stood referred as set out at 10 a) and 10 b) on the agenda.
- 3.2.2 Section 5 of Part 4B of the Constitution (Shadow Executive Committee Procedure Rules) requires the Shadow Executive to consider matters referred to it by the Shadow Council. The Shadow Executive may resolve to either accept, amend or reject each motion. This decision of the Shadow Executive is not subject to call-in.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 None directly arising from this report, although the outcome of the Shadow Executive’s decision in relation to each motion may have policy implications.

4.2 Resources and Risk

- 4.2.1 None directly arising from this report.

4.3 Legal

- 4.3.1 None directly arising from this report.

4.4 Equality and Health

- 4.4.1 None directly arising from this report.

Appendices

None.