

# **West Northamptonshire**

## SHADOW AUTHORITY



Transformation Director's Update

November 2020









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# Programme Status Summary

Overall FN programme RAG rating as at 30th October 2020

Programme	Programme Lead	Programme Status	Commentary	Estimated Direction of Travel for next period
Place North	Ian Vincent	G	No change in status	
Place West		G	No change in status	
Finance	Barry Scarr	A	This has moved from green to amber. There is a heavy reliance on SMEs that's further compounded by a heavy dependency on a small number of key people. Delays are also occurring on financial closedown of some sovereign councils with a dependency on a number of interim staff. There are also concerns emerging that external audit activity may result in a delay or change to sovereign council's financial closedown position which could then impact on the opening position of the unitary councils.	
Corporate	Martin Cox	A	The HR work remains a key area of activity to put in place the Tier 1 to 3 structures and deal with the processes of staff disaggregation and defining which staff will transfer to the west and to the north. Until this is concluded the overall status of the programme will remain Amber and under a close watching brief	
Childrens	Cathi Hadley	A	Liz Elliot has now stepped down from Programme Lead with the appointment of Cathi Hadley as the joint DCS and Cathi will now oversee the delivery of the programme. The overall programme status remains the same with projected savings being delayed but mitigated. At the time of producing this report the Children's trust is about to go live on plan and SoS approval has been received to proceed. This has required considerable effort and expertise on both parts to ensure this deadline has been met. Disaggregation of Education Services will require a careful watching brief and mitigation may be required from vesting day in relation to any additional resources required to deal with the diseconomy of splitting services.	
Adults	Anna Earnshaw	G	The status of the Adults Programme has now moved from Amber to Green. The new Social Care operating model has now been implemented with very positive feedback from staff and trade unions. Eclipse is due to go live in December and the there is considerable work underway and change activity to support support staff. Attention has also now moved to safe and legal activities for vesting day.	
ICT	Richard Ellis	G	No change to status	
Customer and Digital		G	No change to status	

# Programme Notes

**Programme Board Governance** – The changes proposed to the governance structure were adopted at JIE, Following this further work has been undertaken to review and propose some change to the programme boards to facilitate the split of the Programme North and West.

**Programme Management** – Further work is underway to realign programme management and resources to the facilitate the split of the programme and ensure resources are aligned to:

- Day One Preparations
- Integration and Transformation post vesting day
- Stabilisation post vesting day

These arrangements also need to ensure there is clear arrangements for the governance, management and delivery of those programme activities that sit across both West and North Northamptonshire to avoid fragmentation and create risks to delivery or costs of delivery.

Transformation Director's Induction and hand-over – this has been facilitated throughout October and the arrangements for governance and management at programme and project level recognise the changes to leadership in the roles overseen by the Strategic Delivery Director and the inter-dependencies with the Chief Executives of North and West.



# Day 1 Assurance

## West Northamptonshire Unitary

November 2020



# Day 1 Assurance: Overview

- The Day 1 Office is now monitoring Day 1 Readiness of over 800 Unitary-level Critical Products and approximately 150 Services for the North Unitary and 150 Services for the West Unitary
- The Day 1 Office is using this monitoring data, programme issue data and operational intelligence to proactively identify Day 1 Readiness concerns
- The Day 1 Office is working with senior leaders, the North and West Transformation Directors and the FN Programme Managers and their teams to understand these concerns, prioritise and plan appropriate responsive action
- The Day 1 Assurance reports that follow in this presentation highlight Day 1 Readiness concerns for the North Unitary and the West Unitary
- To note, significant corrective action has been taken regarding ICT IC11: Business systems over the last period – at this early stage, and whilst these corrective actions gain full traction, this concern will be retained at Red status rating



# West Northamptonshire Unitary Critical Products

## Critical Products where implementation should have started but has not

- No Critical Products reported at this status

## Critical Products where implementation progress is of concern

ICT IC11 Business systems

Disaggregation of NCC systems and data may result in data protection and GDPR breaches – Responsive action taken and new Project Manager starting w/c 2<sup>nd</sup> Nov 20

## Critical Products where implementation progress is under increased watch

Corporate C05: Staffing structures & transfer of staff (TUPE)

Timely completion of transfer and TUPE of staff to Day 1 positions critical to successful go live

Corporate C10: DBS checks

DBS checks must be in place for applicable staff for Day 1

Corporate C15: Lead Authority and Hosted agreements

Lead Authority and Hosted services agreements need to be in place for Day 1

Corporate C22: Existing contracts (transfer of)

Current contracts required for Day 1 must be transferred for Day 1

# West Northamptonshire Day 1 Services Readiness

## **Services where implementation should have started but has not**

- No services reported at this status

## **Services where implementation progress is of concern**

- No services at this status

## **Services where implementation progress is under increased watch**

- No services at this status





# Change Management Update

# Adult's Social Care

## Major "Go Live" with their New Ways of Working

- **Launched 19<sup>th</sup> October 2020**

- Implementation of the New Target Operating Model and the "3 Conversations" approach, putting people at the centre of the decision making process, focusing on 'what matters to them', rather than 'what's the matter with them'.
- Directors, Assistant Directors and Service Managers shared messages of support to staff in person and via video

<https://www.youtube.com/watch?v=G9U7rPX4WeU&feature=youtu.be>

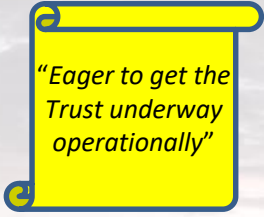
*"The new team have been fantastic and worked through a challenging and chaotic week. They've kept their cool and risen to the challenge - their approach and attitude has been amazing"*

*"The Ideal Outcomes Meeting was creative and helped a member of the team with a person's situation which she had been stuck on for a while"*

*"I LOVE the How to Guides... Our TOM bible!"*

### Impact and Feedback

- ✓ Case Study video with an Adult Social Care Change Champion, Melissa's experience of the Programme; the restructure of her Service and support mechanisms provided.
- ✓ Trade Union has 'had positive feedback from the staff about the consultation process and the development and training that was put in place to support the workforce through this wide-reaching change'.
- ✓ Quotes from User: "You have done more for me in a week than 'others' have done in years".




*"Eager to get the Trust underway operationally"*

## Children's Trust

### Major "Go Live" as of 1 November 2020

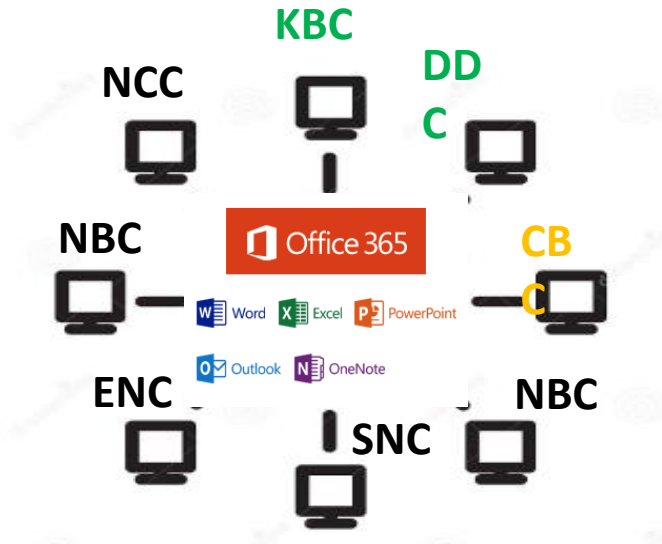
- New Website launches
  - Ofsted Inspection in progress
  - New CE and Board of Directors
  - Opportunity for Social Work excellence to flourish
  - Sense of excitement amongst staff for "Go Live" and the future
- New E-mail addresses for Trust staff
  - Operationally - no step change
  - Shared Safeguarding information with Children's service staff
  - Trust Change Champion plan in development for post "Go live" activities

From Monday, 2<sup>nd</sup> November the Trust, NCC & Unitary Councils will be working collaboratively on the **Stabilisation Phase** for the next Five Months



*"Communication is good and lots of information coming through"*

# MS365 Roll out .....



## What was migrated (combined DDC & KBC)...

- ✓ 786 mailboxes
- ✓ 293 shared mailboxes
- ✓ 103 Exchange Groups
- ✓ 7.45m e-mails
- ✓ >1.7tb of data (only 317 failed items due to size = error rate of 0.005%, which is excellent)

## Process and Support

- Communication to Change Champions within the organisation starts 10 days in advance of the launch
  - includes what 'new' looks like – this will manage colleagues expectations, reduce calls to IT helpdesks and allay fears amongst staff
  - approach clearly sets out the 'call to action' tasks that are required from staff both pre & post migration
- A Teams channel is also available to support colleagues who have migrated over to MS365
  - contains tips and links to 'how to' guides and online learning
- Lessons learnt from each implementation are being applied to each, following roll-out to minimise service disruption





# Eclipse is coming...

The launch of the new Adult Social Care system, Eclipse, is another critical part of the ICT infrastructure, and will support the transformation of Adult Social Care as the service moves to a strengths-based approach, seeing the person and their strengths, rather than their weaknesses

- Adults Go-Live 7<sup>th</sup> December 2020
- Community of 77 Eclipse “Super Users” recruited
  - Super User representation from each function/service area within Adult Social Care and across Partners, the Customer Service Centre and the Emergency Duty Team (EDT)
  - Training for Super Users commenced on 27<sup>th</sup> October
  - Role is based on the Super User role description developed by the FN ICT Programme
- All staff training begins 23<sup>rd</sup> November



# Focussed areas of “Change” Comms & Engagement

- Live Q&A session with Strategy Delivery Director and Change Champions (CCs) on 12<sup>th</sup> November
- Programme specific CC sessions 20, 21, 22, 27 & 28 October and 2, 4, & 6 November – Good Feedback to work with following
- The Place Programme have published BiteSize workstream specific videos
- Micro learning video with the Adult Social Care Programme Manager has been published to the Change Champions
- [Place Space](#) launched as a single point for programme information
- Collaborative working with ERP project team to identify and develop synergies, quick wins and blockers. Opportunities for CCs to become ERP Gold Advocates being explored, along with wider familiarisation sessions for all Change Champions.

- Trade Union (TU) Chair has been interviewed with the aim of providing clarity to Change Champions on the difference between the TU role and the role of the CC and instances where it may be suitable to signpost colleagues to their TU Rep




North Engine Room - virtual tour; early November launch – let us know if you would like a link

# Communications and engagement

## Recent activity

- Working with T&F groups on iteration of new authority logos
- Revamped staff and member bulletin in line with survey feedback
- All-staff comms on Blueprint updates and staff transfer
- Support for MS 365 roll out
- Developed criteria for Day One rebranding priorities
- Supported launch of the West CTRS consultation
- Shared new intro blog from Rob
- Working on videos with Anna and Rob

## Next steps

- Support for finalising of new logos (Shadow Execs in Nov)
  - Support for the Housing Allocation consultation launches
  - Planning for upcoming Budget consultations
  - Ongoing support for Day One branding decision-making process
  - Ongoing support for development of vision / values
  - Ongoing support for North and West leadership
  - Planning for the future: Day One residents' campaign
- 

# Finance Report Summary





# Glossary

Acronym	Meaning
CC	Change Champion
DBS	Disclosure Barring Service
DCS	Director of Children's Services
ERP (Gold)	Enterprise Resource Planning. The platform for the new authority's financial and HR activity
GDPR	General Data Protection Regulations
SLACK	An online communication tool for group communications. Similar to WhatsApp. MS Teams offers similar functionality.
SME	Subject Matter Expert

