

**Meeting:** West Northamptonshire Shadow Executive  
**Date:** 26 January 2021  
**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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Item	Subject	Key Decision?	Responsible Officer	Page no.
01	Apologies for non-attendance			-
02	Notification of requests to address the meeting.			-
03	Members' Declarations of Interest			-
04	Minutes of the Meeting held on 5 <sup>th</sup> January 2021			3-10
05	Announcements			-
<b>Items requiring a decision</b>				
06	Director of Transformation's Programme Update	No	Jane Carr	11-19
07	Programme Change Requests <ul style="list-style-type: none"> <li>• A1: Corporate – Opus</li> <li>• A2: Children's – Commissioning and Sufficiency</li> </ul>	No	Programme leads	21-31
08	Local Council Tax Reduction Scheme 2021-22 (please note the Special Urgency Rule has been applied)	Yes	Martin Henry	33-53
09	Returning Officer Fees	No	Catherine Whitehead	55-65
10	Highly Complex Autism Tender	No	Katie Brown	Separate Document
11	Task and Finish Group Reports:	No	Jane Carr	67-70

	a) Transformation			
12	Eclipse: Contract and budget changes (please note the General Exception Rule has been applied)	Yes	Anna Earnshaw	-
13	Assets, Capital Schemes and Reserves Notification	No	Martin Henry	-
<b>Matters that Stand Referred from the Shadow Authority</b>				
14	No matters referred.			-
<b>Exempt Items</b>				
15	None notified			-
<b>Urgent Items</b>				
16	None notified.			-
	<b>Catherine Whitehead, Proper Officer</b> <b>Date issued: 18<sup>th</sup> January 2021</b>			

# West Northamptonshire Shadow Executive

5 January 2021

## Shadow Executive Members Present:

Richard Auger	Matt Golby
Lizzy Bowen	Phil Larratt
Rebecca Breese	Ian McCord (Chair)
Adam Brown	Jonathan Nunn

## Other Shadow Authority Members Present:

Danielle Stone	
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## Officers Present:

George Candler	Chief Executive, Northampton Borough Council
Jane Carr	Transformation Director, West Northamptonshire Shadow Authority
Martin Cox	Programme Lead, Corporate Programme, Future Northants
Anna Earnshaw	Chief Executive, West Northamptonshire Shadow Authority
Belinda Green	Operations Director, CSN Resources
Cathi Hadley	Shared Director of Children's Services and Statutory DCS, North & West Northamptonshire Shadow Authorities
Paul Hanson	Democratic Services Manager, NCC
Martin Henry	Chief Finance Officer, West Northamptonshire Shadow Authority
Paul Hymers	Strategic Finance Adviser, SNC
Graeme Kane	Executive Director for Strategy, Delivery & Transformation, NCC.
Alex Melia	Democratic Services Officer, West Northamptonshire Shadow Authority (Minutes)
Ian Vincent	Chief Executive, DDC
Catherine Whitehead	Monitoring Officer, West Northamptonshire Shadow Authority

## 1. APOLOGIES FOR NON-ATTENDANCE:

Apologies were received from Audra Statham, Finance Enabler, Future Northants, and Martin Henry, Chief Finance Officer, West Northamptonshire Shadow Authority.

## 2. NOTIFICATION OF REQUESTS TO ADDRESS THE MEETING:

None received.

## 3. DECLARATIONS OF INTEREST:

None received.

## 4. MINUTES OF THE MEETING HELD ON 27 OCTOBER 2020

**RESOLVED:** That the Shadow Executive approved the minutes of the meeting held on 24 November 2020 as a true and accurate record.

## **5. ANNOUNCEMENTS**

The Chair advised that, as the country enters another national lockdown, a ministerial call confirmed there are currently no plans to move the elections from the scheduled date in May 2021.

## **6. TRANSFORMATION DIRECTORS UPDATE**

The Transformation Director, West Northamptonshire Shadow Authority, introduced the report and highlighted the salient points:

- It was advised that the information in the report is correct as at 30 November 2020, but given the rapid nature of the transformation project, some elements have progressed significantly since this date.
- To provide an update, Place North & West was shown as amber in the report, but is now much closer to green status.
- Negotiations with Trade Unions are ongoing, so the corporate element of the programme remains amber, but the Transformation Director noted that talks are progressing.
- Adults services has moved from amber to green status.
- The ICT element of the programme will continue to be amber as the rollouts of MS365 continue, with Northants County Council happening in the coming days.
- Programme Governance has moved into a North & West split as approved at the November Shadow Executive meetings. Programme management is being aligned between the North & West Transformation Director's.
- The format of the Change Manager's Update has been altered to demonstrate the actions and subsequent impact of the Change Management programme.
- As the programme continues to progress, more opportunities are being created for staff to liaise with senior officers.
- A "you said – we did" report has been created to highlight the responses to challenges given by staff and Members.
- The new authority logos are now live, following the public consultation. One of the largest budget pressures moving forward is related to the Day One branding decision-making process.
- In response to a question from the Chair, the Transformation Director confirmed that the Communications & Engagement Task & Finish Group would be engaged to ensure that Members have appropriate input.
- A plan to further highlight The Day One readiness campaign outside of the organisation is currently being formulated with Members.

Councillor Danielle Stone expressed concern over the potential loss of expertise during the transition to a unitary authority. It was noted that Northampton is a large town that has distinctive issues as a result, with the experience and understanding of such issues considered by Councillor Stone to be of high importance to West Northamptonshire Council.

The Chair noted that the Shadow Authority is looking to incorporate good practice in order to best utilise existing skills and experiences where applicable.

The Strategic Finance Business Adviser, SNC, introduced the finance monitoring report and highlighted the salient points:

- The Future Northants budget is forecasting an underspend of £190,000 which is related to the timing of the Shadow Authority statutory appointments.
- The report shows a shortfall of around £1million in terms of benefits realisation savings in 20/21, which is a timing issue caused by delays as a result of Covid-19. Any savings not made in 20/21 are expected in future years.

Councillor Matt Golby advised that the Shaw PFI Programme mentioned in the NCC Transformation section of the report was agreed in December 2020.

Councillor Danielle Stone queried the mitigations in place to bridge the gap between the desired savings and actual savings, noting the £36,069m to be delivered beyond vesting day.

The Strategic Finance Adviser noted that the expected £36,069m is split across both West and North Northamptonshire. The initial budget forecast in June 2020 predicted £35m in savings beyond vesting day, meaning that the slippage is roughly £1m. The West Northamptonshire Council's share of these savings have been built into the draft budget to be discussed later in the meeting.

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;**
- c) **Noted the communication and engagement update; and**
- d) **Noted and approved the finance monitoring report.**

**7. PROGRAMME CHANGE REQUESTS**

The Transformation Director, West Northamptonshire Shadow Authority, introduced the report and noted that the changes proposed are in line with the agreed process and relate to the Blueprint initially approved by the West Northants Shadow Executive on 22 September 2020.

Councillor Matt Golby noted that many of the changes relate to small, specialist areas, but represent the beginning of the journey for some services.

Councillor Phil Larratt noted the importance of appendix A10 and fully endorsed the changes being made.

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

**RESOLVED: That the Shadow Executive:**

**Approved the changes requested to the Blueprint as outlined at Appendix A.**

**8. DRAFT BUDGET 2021-22 & MEDIUM TERM FINANCIAL PLAN – GENERAL FUND REVENUE & CAPITAL**

Councillor Rebecca Breese introduced the report and highlighted the salient points:

- The report sets out the first draft Revenue Budget 2021-22 and Medium Term Financial Plan for West Northamptonshire Council and begins the consultation process.

- The draft budget will also be presented to the Shadow Overview and Scrutiny Committee for comment and there has and will be wider engagement with the elected members for West Northamptonshire.
- Following the consultation process, the Shadow Executive will consider the proposals in the draft final budget for 2021-22 for recommendation to the West Northamptonshire Shadow Authority budget meeting on 23 February 2021.
- The current plans assume no service reductions and builds on the capital plans of the existing sovereign councils.
- To help maintain and protect levels of service provision the Shadow Authority will consult on a core Council Tax increase of 1.99% in line with the maximum limit set by government without triggering a referendum and utilising the allowable Council Tax social care precept increase of 3% in full.
- Appendix C of the report outlines the conclusions of the Council Tax Harmonisation Task & Finish Group, that in order to maximise income, harmonisation should be based on applying the referendum limit to the average level of current Band D rates.
- As this is the first budget created for the West Northamptonshire Council, due diligence has been given to forming the baseline figures transferring from the sovereign councils. There will be some inherent risk associated with the demand on services in the first year, which is augmented by the impact of Covid-19.

Councillor Danielle Stone expressed concerns over presenting a draft budget prior to the closing down of sovereign council accounts.

The Chair noted that the close-down arrangements will use best estimates from unaudited accounts, but if changes are required following auditing, this will be possible.

The Strategic Finance Adviser expressed confidence in the levels of reserves that West Northamptonshire Council will receive, adding that subsequent shifts can be dealt with in the budget-setting process for future years.

Councillor Breese advised that financial estimates have been made using the available knowledge in a changing context and that contingency plans are in place, with flexibility built into the budget.

Members of the Shadow Executive commented as follows:

- Councillor Adam Brown noted that in future reports, it may be useful to present figures such as the Band D tax increases in cash terms, as well as percentages.
- Councillor Brown also wished to commend those involved in creating a safe and legal plus draft budget given the ongoing national issues.

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

**RESOLVED: That the Shadow Executive:**

**a) Noted the 2021-22 Draft Budget that will be consulted upon, including:**

- i. **an estimated net revenue budget of £710.647m (£323.647m excluding Dedicated Schools Grant) as set out in Appendix A.**
- ii. **Council Tax harmonisation for West Northamptonshire using the alternative notional amount approach years with the number of years harmonisation to be determined as part of the final budget proposals:**
- iii. **an average Band D Council Tax of £1,566.39 for West Northamptonshire Council which represents an increase of 4.99% on the average Council Tax**

- levied across the West Northamptonshire area (1.99% increase in 'core' Council Tax and 3% Adult Social Care Precept).
- iv. Local Council Tax Reduction Scheme changes as outlined in the report in section 8.18 to 8.23.
- v. The Draft Capital Programme as set out in Appendix E.
- vi. The consultation process as set out in paragraphs 17.8 to 17.14.

b) Noted the estimated taxbase for West Northamptonshire has been calculated at 137,374 band D equivalents as set out in paragraphs 8.7 to 8.9;

c) Noted the approach to Fees and Charges as set out in section 11; and

d) Noted the provisional allocations, and planned usage of the Dedicated Schools Grant (DSG) for 2021-22 pending the final DSG settlement, and following consultation with the Schools Forum, delegates authority to the Director for Children's Services in consultation with the Portfolio Holder for Children's Services, the Portfolio Holder for Finance and the Executive Director of Finance (S151 Officer) to determine the DSG 2021-22 schools funding formula, high needs funding arrangements and the Early Years Funding Formula in line with Department for Education guidance.

## **9. DRAFT HOUSING REVENUE ACCOUNT (HRA) BUDGET, RENT SETTING 2021/22 & HRA BUDGET PROJECTIONS 2022/23 TO 2025/26**

Councillor Rebecca Breese introduced the report and highlighted the salient points:

- The report sets out the draft budget proposals for 2021/22, including Rent setting for 2021/22, and forecast budgets up to 2025/2026 for the Housing Revenue Account (HRA) and the HRA Capital Programme and financing proposals.
- On vesting day, West Northamptonshire Council will assume the responsibility for the HRA, currently owned by Northampton Borough Council. On 1 April 2020, the HRA's housing stock comprised 11,426 dwellings.
- The report details the national and local policy context along with the most recent policy initiatives from central government, taking account of the reduced capital incomes due to the events of 2020, such as the 33-35% reduction in right-to-buy purchases.
- The proposed rent increases for 2021/22 is the maximum 1.5% on average across the housing stock in line with government policy.
- Northampton Partnership Homes has been working with NBC on a ten-year development plan for new affordable homes, including social housing, to address the lack of affordable housing in Northampton and the reduction in housing stock from right-to-buy purchases.
- In response to a question, Councillor Breese advised that the plans of NBC will continue into the new authority.

Members of the Shadow Executive commented as follows:

- Councillor Lizzy Bowen highlighted that 1200 council houses will be built over the next five years.
- Councillor Bowen also made reference to The Housing and Planning Bill 2016 noted at 3.2.7 to the report and queried the number of high income social tenants in Northampton, as well as the system for reporting increases in income above the threshold.
- The Chief Executive, Northampton Borough Council, agreed to provide an update on the relevant figures after consulting with colleagues at NPH

- Councillor Jonathan Nunn advised that there is likely a low incidence of high income social tenants.
- Councillor Breese commented that under the new West Northamptonshire Council, the geographical boundaries of NPH will increase, offering further opportunities to cater for demand.

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

**RESOLVED: That the Shadow Executive:**

- a) Noted the draft HRA budget including charges and rents as detailed in *appendices 1 and 4* for public consultation;**
- b) Noted the draft HRA Capital Programme and financing, as detailed in *appendix 2* for public consultation; and**
- c) Noted the draft Total Fees proposed for NPH in *appendix 3* to deliver the services in scope.**

## **10. HARMONISATION OF COUNCIL TAX DISCOUNTS AND PREMIUMS FOR WEST NORTHAMPTONSHIRE COUNCIL**

Councillor Rebecca Breese introduced the report and highlighted the salient points:

- The harmonisation of council tax discounts and premiums applies to properties, rather than householders.
- Currently, there are some variances in the council tax discounts and premiums across the sovereign councils, which need to be harmonised on vesting day. The Council Tax Harmonisation Task & Finish Group has considered these variances and the report reflects their recommendations.
- The number of properties affected is 198, which will have a minimal effect on the budget.

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

**RESOLVED: That the Shadow Executive:**

- a) Approved the following Council Tax discounts and premiums to be effective from 1 April 2021:**
  - i. Second homes discount to be set at zero;**
  - ii. Discount for unoccupied and substantially unfurnished properties which are uninhabitable due to requiring major repairs to be set at zero;**
  - iii. Unoccupied and substantially unfurnished properties discount to be set at zero; and**
  - iv. Long term empty premium to be set as follows: where a property has been empty for more than two years but under 5 years a Council Tax premium of 100% to be charged: where a property has been empty over 5 years a premium of 200% to be charged.**

## **11. RESULTS FROM THE CONSULTATION ON LOCAL COUNCIL TAX REDUCTION SCHEME 2021-22**

Councillor Rebecca Breese introduced the report and highlighted the salient points:

- The scheme is only applicable to working-age households, as pension-age households have a scheme that is prescribed by statute.
- It is a requirement for LCTRS to be harmonised by year one of the new authority, unless it is technically not possible to do so. This possibility has been explored extensively by the Shadow Authority with MHCLG, but there has not been a resolution.
- All households currently in receipt of LCTRS were advised in writing of this consultation. The response rate was high and evenly distributed across West Northamptonshire.
- On proposal 1, there was an even split of those who strongly agreed and those who strongly disagreed, at 43.27%. Proposals 2, 3, 4 and 5 had more in favour than against.

The Chair noted that the decision on this consultation will be taken at the end of January 2021 and stressed the importance of thoroughly considering these decisions beforehand.

Councillor Danielle Stone made the following points:

- Concerns were expressed that care-leavers have not been taken out of the council tax system. It was noted that NCC Members have previously raised this point and been advised to wait for the Unitary authority.
- Councillor Stone also expressed concern over the nature of proposal 4, arguing that all policies should be developed with an anti-poverty perspective.

Members of the Shadow Executive commented as follows:

- Councillor Richard Auger suggested that any support should be means-tested and based on individual circumstances, as Council Tax is gathered to pay for services for vulnerable members of society.

The report contained two recommendations for the Shadow Executive. The Chair proposed deferring on the recommendation at 2.2 to the report, listed below, to allow for more time to consider future proposals ahead of the deadline.

*Members are asked to provide a steer on the next steps to establish a Local Council Tax Reduction Scheme for West Northamptonshire Council for the financial year 2021-2022. The scheme will be approved by the Shadow Executive at their meeting on 26 January 2021 to meet the required date of 31 January 2021.*

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

**RESOLVED: That the Shadow Executive:**

**Noted the contents of this report and considered the results from the Local Council Tax Reduction Scheme consultation process.**

## **12. ASSETS PROCESS UPDATE**

The Programme Lead, Corporate Programme, Future Northants, introduced the report and highlighted the salient points:

- In June 2020, the West Northamptonshire Shadow Executive approved the Assets, Capital Schemes and Reserves Notification Process to allow for discussions to be held and conclusions reached in a managed manner on proposals from the sovereign councils concerning assets, capital schemes and reserves.
- The report contains three minor changes brought to the Shadow Executive in line with this process, which are outlined at 4.2.

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

**RESOLVED: That the Shadow Executive: Approved the changes to the Assets Process described in the report.**

**URGENT ITEMS:**

There were none.

**EXEMPT ITEMS:**

There were none.

There being no further business, the meeting ended at 19:19.

## WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

### SHADOW EXECUTIVE MEETING

26<sup>th</sup> January 2021

<b>Report Title</b>	<b>Director of Transformation's Programme Update</b>
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#### 1. Purpose

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

#### 2. Recommendations

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It is recommended that the shadow executive:

- a) Notes the high level programme delivery status
- b) Notes the update on change readiness.
- c) Notes the communication and engagement update
- d) Notes and approves the finance monitoring report.

#### 3. Issues and Choices

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##### 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 adopted and the consultation phase continues with staff and through the trade unions. Consultation has started with the Future Northants programme staff to enable an earlier restructure of the team to allow them to be disaggregated into West and North teams sooner, to ensure seamless continuation of transformation work from Vesting Day.
- 3.1.2 A reporting methodology has been established to track progress in more detail against the 'critical path' timeline at a unitary wide level and also at a service specific level in order to track service readiness and to be able to report at a West only level as well as a programme wide level where interdependencies and dependencies are paramount.

3.1.3 At the request of the Chief Executive a dashboard report has been created to capture significant programme progress in one document, attached to this report. The report includes the financial update. At the time of writing this reflects the same position as last month however it is intended to give a verbal update at the meeting.

3.1.4 There is also an update on communications and engagement and change management and the wider impact of actions.

### **3.2 Issues and Choices**

3.2.1 The blueprint for West Northamptonshire Council will continue to be refined and improved over the coming months and will inform the post vesting day activities and priorities. Future changes to the Blueprint will now be covered by formal change control mechanisms and will be reported to the executive as appropriate.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

4.1.1 The delivery costs and benefits are set out in detail in the Finance Monitoring Report included in the dashboard. 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 currently we are seeing a potential further outbreak. 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 throughout the current 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:** Jane Carr, Director of Transformation, WNC

December 2020

Future Northants Programme Dashboard

1. Programme Status

Programme	Overall	Budget	Risks	Issues	Schedule	Comments	Estimated Direction of Travel for Next Period
Adult Social Care						[Risk] Interdependencies around Eclipse - close working between FN Programmes (Adults & ICT) to reduce the risk	Amber →
						[Budget] and [Risk] Splitting systems before vesting day (specifically Cygnum) - working with supplier and NCC Information Governance team to resolve issues. The Data Protection Impact Assessment is in progress.	
Children's Services (Education & ICF)						(Education) recruiting to specialist posts for new functions (splitting) may be delayed due to funding decisions - new day 1 structure has been proposed to support the blueprint	Amber →
						(Trust) Challenges to FN programme to deliver and agree key decisions in relation to support services will impact the Trust - dependency assessment complete & ongoing engagement with the FN programme	
						(Education) Blueprint change request submitted to amend structure.	
						(Risk) There is a risk of failure to reach agreement for new T's & C's with the TU's. Mitigating risk by - Ensure negotiations are constructed in a way to enable agreement, realistic / honest discussions to take place with an appropriate financial envelope / understanding of cost.	
						(Risk) There is a risk that not all of the inter-authority contracts will be in place for vesting day. Mitigating risk by - Ensure the key and largest contracts are tackled first, services given details on the content required and timings for the schedules, ensure adequate resource is available for drafting and subsequent negotiation of content with lead/host/external providers.	



Finance						(Schedule) The various activities required to deliver the annual Statutory Accounts for sovereign authorities will extend well beyond vesting day and resourcing this activity needs to be agreed. Ensure a dedicated closedown resource for a considerable period of time post April 2021 with an agreed approach towards their management and oversight.	Amber 
						(Schedule) Assessment of Finance project work to be undertaken for Day 1 indicates significant input will be required from Finance SMEs. This may be further compounded by dependency on a number of key individuals with the relevant SME knowledge. Allocation of dedicated resource, work prioritisation, release and backfill of resources where possible. (Risk) Further work to do on how loans and investments will be disaggregated between the two UAs. Clarification required on approach before Banks engaged. Dependency on MRP and balance sheet work. Plans and timescales are dependent on approach. Proposals to engage 3rd party Treasury advisors to support this work. Timing on MRP and Balance Sheet work to be confirmed.	
Place - West						(Risks) Change freeze in effect. Capacity in IT programme flagged as major issue. Ensure that necessary works are absolutely essential. Discussion disaggregation requirements 14/12/2020 to identify approach for day one on NCC systems requiring potential disaggregation and costs.	Amber 

2. Finance										
	2019/2020	2020/2021	2021/2024	Total	2019/2020	2020/2021	2021/2024	Total	Year End Outturn projection	Variance Under/(Over)
Staff Costs	£3,047	£5,697	£8,301	£17,045					£5,697	£0
Other Costs	£1,390	£4,948	£8,400	£14,738					£4,758	£190
<b>Total Programme Costs</b>	<b>£4,437</b>	<b>£10,645</b>	<b>£16,701</b>	<b>£31,783</b>					<b>£10,455</b>	<b>£190</b>
	Investment				Savings					
Business Rates Retention	£2,536	£7,802	£4,662	£15,000	£1,626	£2,246	£32,747	£36,619	£1,452	£794
NCC Transformation	£2,273	£4,250	£0	£6,523	£33,281	£12,235	£2,313	£47,829	£12,020	£215
<b>Grand Total</b>	<b>£9,246</b>	<b>£22,697</b>	<b>£21,363</b>	<b>£53,306</b>	<b>£34,907</b>	<b>£14,481</b>	<b>£35,060</b>	<b>£84,448</b>	<b>£13,472</b>	<b>£819</b>
Comments										
Last period figures, updated figures to follow.										

3. Enterprise Risk Register Updates by Exception								
ID	Raised by	Date Raised	Risk assessment	Impact	RAG Score	Mitigating Action	Rag Score	Owner
Ent-055	Finance	30/11/2020	Orders being raised outside of ERP/AP process, compounded by lack of clarity around approval routes until Tier 1-3 is recruited to.	Accruals may be inaccurate	16 ( R )	Assess volume magnitude with relevant budget owners / managers; use Tier 1-3 posts with no names yet and use 'as is' structure with Tier 4+	12 ( A )	Barry Scarr

4. Day 1 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 data and systems may result in data protection and GDPR breaches - Monitoring Officers North and West now leading and overseeing this as Day One risk is increasing
Corporate C17: Data sharing protocols & agreements	
Critical products where progress is under increased watch	
Corporate C15: Lead authority and hosted agreements	Lead authority and hosted service agreements need to be in place for Day 1, further additional legal capability and capacity being secured
Corporate C22: Existing contracts (transfer of)	Current contracts required for Day 1 must be transferred for Day 1, all required work now underway with no issues projected for Day 1
5. Day 1 Service Readiness	
Services where implementation should have started but has not	
None	
Services where implementation progress is of concern	
None	
Services where implementation progress is under increased watch	
None	

6. Achievements		7. Opportunities	
Description	Impact	Description	Impact
Process in place to provide staff with new ID cards	Staff will have updated ID Cards for Day 1 and will be able to access their required workspaces	Aggregated staff alert (potential violent persons) process/system/register	Increased workforce safety
Adults: L&D Inclusion hubs now live	Further progress for L&D customers	Alignment of fees/charges and concessionary arrangements	Clear and simple information and pricing for customers
		Gain insight from the data we hold on customers	Improve service delivery and customer outcomes
8. Risks		9. Issues	
Description	Mitigation	Description	Mitigation
Risk of failure to reach agreement for new T's & C's with the TU's.	Ensure negotiations are constructed in a way to enable agreement, realistic / honest discussions to take place with an appropriate financial envelope	Business Systems and Data Sharing Agreement's	Work is in progress to identify which systems hold sensitive data and realise technical solutions for as many systems as possible before vesting day. Seeking advice from ICO
Due to new methods of communication for users inside and outside of the authorities, there is an increased risk of cyber security	ICT Managers putting mitigation into place to educate users on best practice and security measures, for e.g. top 10 do's and don'ts		
Insufficient capacity of SME's to provide input required to deliver Day 1 project work	Allocation of dedicated resources and prioritisation of work		

## 10. Change

**You said:** We need simple, logical, accessible information about what's happening on Day 1

**We did:** Developed and launched 'Facts about...' information sheets and hosting platform using feedback from project managers and change champions to focus on priority areas. The sheets are also printable for those without access to technology.

**You said:** Managers need Implementation Guidance laying out what services need to do and when, and also what doesn't need to be done, so they can prepare appropriately.

**We did:** Supported testing and launch of the Implementation Guidance, and management of feedback channels. Ensuring managers are supported and 2 way communication encouraged. Change Managers will support Service Managers in the completion of tasks through a range of tools, coaching and deploying change champions where and when needed. Developed change management framework to be used alongside.

**You said:** We need to liaise with the Trades Unions

**We did:** We've worked closely with the unions and engaged with them fully on the facts about... information sheets.

**You said:** Not always sure of the best places to source the right information and support on relevant Future Northants topics

**We did:** Produced and published infographic which signposts the best places to find information and where to find support.

### What's happening in January:

Winter series of Gearing up for Change workshops with Transformation Directors underway, complete 28<sup>th</sup> January 2021:

- Champions welcomed the openness of the conversations with our new Transformation Directors, impact being myth busting, reassurance and strengthening trust
- Champions explored information sources and enjoyed bitesize learning on how to use a range of facilitation and influencing techniques to minimise resistance and manage challenging behaviours associated with change.

Planning next tranche of engagement activities, i.e. Live Q&A's focused on managers

Reach and Engagement campaign for those colleagues who do not have access to technology or the internet

Working with champions to support roll out of ERP:

- approx. 60 to be recruited from current Champion population and trained to support roll out.

Co-ordinate launch of new IT Policies to ensure a consistent approach

Workstream specific 'check-in and chat' activities and newsletters continuing, including Customer and Digital, Finance, Adult Social Care, Public Health.

11. Communications	
Recent Activity	Next Steps
<ul style="list-style-type: none"> <li>•Scoping and developing Day One awareness campaign (internal and external audiences)</li> <li>•Marked 100 days until Day One with internal and external comms</li> <li>•Developing and delivering comms plans for budget consultations</li> <li>•Scoping and developing a one-stop-shop online hub for FN info and updates</li> <li>•Worked closely with Change Managers to create and host "facts about" sheets</li> <li>•Developed additional internal FN channels (FN Snapshot, FN Live) to launch shortly</li> </ul>	<ul style="list-style-type: none"> <li>•Continued development of Day One Readiness campaign</li> <li>•Promotion of the new one-stop-shop online hub for staff</li> <li>•Designing programme and comms plan-on-a-page/timeline visual</li> <li>•Support for the Housing Allocation consultation launches</li> <li>•Ongoing support for Day One branding decision-making process</li> <li>•Ongoing support for development of vision / values</li> <li>•Ongoing support for North and West leadership</li> </ul>

<b>Produced by Future Northants PMO</b>	
Document Author:	Jasmin Foster
Date:	23/12/2020

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## WEST NORTHAMPTONSHIRE SHADOW EXECUTIVE

26<sup>TH</sup> JANUARY 2021

<b>Report Title</b>	<b>Change Request(s)</b>	
<b>Report Author</b>	<b>Director of Transformation</b>	
<b>Future Northants Programme</b>	<b>Corporate and Children's</b>	
<b>Future Northants Programme Lead</b>	<b>Martin Cox Cathi Hadley</b>	
<b>Date of final endorsement by Joint Implementation Board</b>	<b>6<sup>th</sup> January 2021</b>	
<b>Date of final endorsement by Joint Implementation Executive</b>	<b>13<sup>th</sup> January 2021</b>	

### List of Appendices

#### **Appendix A – Change Requests that affect the Blueprints:**

**A1: Corporate – Opus**

**A2: Children's – Commissioning and Sufficiency**

#### **1. Purpose of Report**

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1.1. To set out and approve Change Requests relating to the Future Northants programme.

#### **2. Executive Summary**

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2.1 This process will

- 1) ensure a clear governance and recording process and,
- 2) propose changes that amend the Blueprint, outlined in Appendix A

#### **Recommendations**

2.2 It is recommended that the Shadow Executive Committee:

- a) Approve the changes requested to the Blueprint as outlined at Appendix A

*(Reason for Recommendations – to ensure a robust change management and recording process for the Blueprint for the new unitary authorities).*

### **3. Report Background**

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- 3.1 This process has been agreed to ensure a clear governance and recording process for any changes to be made to the Blueprint or to other aspects of the programme.
- 3.2 This report includes proposed changes for approval, in line with the agreed process.

### **4. Issues and Choices**

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- 4.1 The Blueprint was approved by the West Northants Shadow Executive on 22<sup>nd</sup> September and the North Northants Shadow Executive on 24<sup>th</sup> September. The Blueprint is the key document that shows how the functions and services provided by all the constituent authorities will be placed across the two new North & West Unitary authorities.

### **5. Implications (including financial implications)**

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#### **5.1 Resources and Financial**

There are no resources or financial implications arising from the proposals.

#### **5.2 Legal**

There are no legal implications arising from the proposals.

#### **5.3 Risk**

- 5.3.1 There are no significant risks arising from the proposed recommendations in this report.
- 5.3.2 The changes proposed to the Blueprint re designed to mitigate risks in ensuring services are safe and legal for Day 1.

#### **5.4 Consultation**

- 5.4.1 The change process does not require consultation.

#### **5.5 Consideration by Overview and Scrutiny**

- 5.5.1 Consideration is welcome as requested by the Overview and Scrutiny committee.

#### **5.6 Climate Impact**

- 5.6.1 None related to the change process outlined in this report

#### **5.7 Community Impact**

5.7.1 None related to the change process outlined in this report

## **6. Background Papers**

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6.1 Blueprint for each of North and West Northants Shadow Authorities.

6.2 Agreed process for managing change requests as agreed by West Northants Shadow Executive on 24<sup>th</sup> November and by North Northants Shadow Executive on 26<sup>th</sup> November.

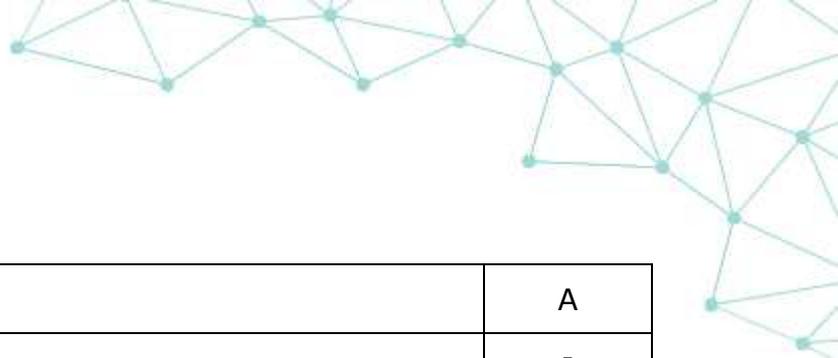


### Change Request Form

<b>Document Type</b>	Change Request Form
<b>Programme Name:</b>	CFN Education
<b>Audience for this document</b>	
Programme Board, Programme Manager – Day 1 Assurance, Programme Implementation Board	
<b>Purpose of this document</b>	
<p>The Change Request Form is a form used to submit a request for a change within the Programme. All changes to scope should be documented on a Change Request Form, and authorised by the Programme Board, Programme Manager – Day 1 Assurance, Joint Implementation Board and relevant stakeholders. The Change Request Form should be used alongside the Change Request Log to track progress (template available).</p>	

<b>Version History</b>			
<b>Date</b>	<b>Version</b>	<b>Author</b>	<b>Brief Comments on Changes</b>
18/12/2020	V0.1	K Parsons	Creation
21/12/21	V0.2	L Cundall	Amendments
21/12/21	V0.3	Cathi Hadley	Amends/authorised
21/12/21	V0.4	Lisa Hyde	Comments
21/12/21	V0.5	L Cundall	Amends following comments from L Hyde

<b>Distribution (For Information, Review or Approval)</b>	
<b>Name</b>	<b>Resp <sup>(1)</sup></b>
Programme Manager – Day 1 Assurance	A
Cathi Hadley – DCS	A



Theresa Grant – Chief Executive	A
PMO	I
Joint Implimentation Board	A
Joint Implementation Executive	A

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

Document Approval	
Date	Who
21/12/20	Cathi Hadley

### 1. Description of Requested Change

To make an addition to the original blue print for the Education sector by adding an Education Commissioning and Sufficiency department to both the North and West authorities. As well as the creation of two additional managerial posts across the two unitaries.

As a direct result of the formation of the Children’s Trust, the Education Service has been left without any Commissioning and Sufficiency resource, as all current provision for this service area has transferred to the Trust.

Prior to the formation of the Children’s Trust the Education team shared Commissioning and Sufficiency resource within the Children’s Service. Previously, Education resource had been moved into the Children’s Commissioning and Sufficiency team to streamline services and share best practice.

The initial blueprints did not show this requirement, at the time of the creation of the blueprint the resource allocation of the team and the full remit of the Intelligent Client Function (ICF) had not been defined.

The two new departments are required to support and manage the contracts within Learning Skills and Education (LSE), and to ensure placements and High Needs Funding requirements are met within the Designated School Grant (DSG) allocation for this area. (This grant is paid in support of the local authority’s schools budget. It is the main source of income for the schools budget. Local authorities are responsible for determining the split of the grant between central expenditure and the individual schools budget (ISB) in conjunction with local schools forums. Local authorities



are responsible for allocating the ISB to individual schools in accordance with their local schools funding formula.)

They will be responsible for commissioning education packages and placements for children with Education Health and Care Plans (EHCP) and Special Educational Needs (SEN)(1200), children with sensory impairment (SIS)and children excluded from mainstream education (approx. 370 at any one time). There are already significant pressures on the DSG funding, and these will only increase with population growth and socio-economic environment likely to be very challenging in the next few years.

## **2. Purpose of Request**

Following change control requirement this report seeks to formally approve the change to the agreed blueprint of the North Northamptonshire and West Northamptonshire Structure via the Joint Implementation Board.

## **3. Likely Impact of Requested Change**

The impact of implementing the change will be a cost of £274,000 per annum. However, the budget for these new posts has already been agreed for 20/21, and accounted for within the 500K confirmed budget for structural changes within this service area.

The positive impact of the change will be the management and control over the budget and contracts in this service area. Costs can be stabilised and DSG allocations meet (ensuring that spend remains within the previously agreed allocation of DSG as agreed by the Schools Forum).

Having a dedicated team will enable us to develop the market in a way which meets the needs of our children, maintain value for money provision in the county and actively negotiate the cost of packages and placements.

The current model of provision is no longer meeting the emerging needs of our children and this team will engage with the Department for Education and Education and Skills Funding Agency to ensure that the right type of provision is commissioned in the right place, and that we are prepared for emerging need.

## **4. Impact of *not* implementing Requested Change**

Education Service having no dedicated resource or control, so a continuing trend of overspend against the allocated DSG and High Needs budget.



A skills and knowledge gap for this service area as all current resource has moved to the Trust, and no dedicated resource is currently available to manage the budget.

A large contract and placement register not being properly managed as no provision within the department to write and negotiate terms and conditions for contracts and placements, including formal processes to quality check and evaluate performance.

No dedicated resource to complete contract / placement renewals, whilst considering value for money and quality of provision.

Underperforming provision for this cohort of children as no independent challenge or future planning.

Service unable to meet the corporate requirements as no owner or expertise in this field.

No future proofing in an area where we can drive down high expenditure and negotiate value for money with our contractors / providers.

<b>5. Additional costs of implementing Requested Change</b>	
Capital Costs	0
Revenue Costs	£274,000 per annum (initial allocation agreed)
Benefit Costs	

**\*\*These costs sit within the £500K allocation available to disaggregate the Education Services**

**6. Additional Benefits**

A specialist team that will monitor and control cost within this high expenditure area.

A dedicated team to improve relationship and partnerships with external contractors allowing scope to negotiate and drive down future costs.

Confidence for the service that we are utilising our funds to get the best value for money for this cohort of children whilst meeting their requirements.

Specialists in this field to offer advice and guidance to the LSE teams through continuous knowledge sharing and training. Including potential linked up learning and collaboration with the Childrens Trust so previous skills are not lost.

A specialised service that can provide honest, accurate and unbiased views in quality and assurance assessment.



## FUTURE NORTHANTS



Competitive and active tendering service, so current service managers can have confidence the process has been completed to legal standards whilst also offering value for money, choice and competition.

Resource available to link up with other sufficiency and commissioning teams across both organisations to look at efficiencies and saving opportunities.

Management can have confidence that they are fully informed and build contingency into the Service areas.

Joint working between all partners to achieve the best outcomes for children with SEND, SIS, High Needs and EHC plans.

Opportunity for innovation, as the team will have the skills to review including accurate benefit realisation of projects and tenders, whilst considering payment by results (PbR) models.

Joined up learning across the county and with other LA's, through SEND commissioning boards, reviewing policy and giving access to intelligent analysis, knowledge and experience.



### Change Request Form

<b>Document Type</b>	Change Request Form
<b>Programme Name:</b>	Corporate Programme
<b>Audience for this document</b>	
Programme Board, Programme Manager – Day 1 Assurance, Programme Implementation Board	
<b>Purpose of this document</b>	
The Change Request Form is a form used to submit a request for a change within the Programme. All changes to scope should be documented on a Change Request Form, and authorised by the Programme Board, Programme Manager – Day 1 Assurance, Programme Implementation Board and relevant stakeholders. The Change Request Form should be used alongside the Change Request Log to track progress (template available).	

<b>Version History</b>			
<b>Date</b>	<b>Version</b>	<b>Author</b>	<b>Brief Comments on Changes</b>
07.10.20	0.1	E Conway	First draft

<b>Distribution (For Information, Review or Approval)</b>	
<b>Name</b>	<b>Resp (1)</b>
Programme Manager – Day 1 Assurance	A
Corporate Programme Board	A

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



Document Approval	
Date	Who
	Programme Manager – Day 1 Assurance

### 1. Description of Requested Change

Opus recruitment agency is currently used by NCC through a partnership agreement which provides agency staff at a reduced commission rate. The current set up is a Limited Company arrangement under Teckal, with Opus (Suffolk CC) owning 52% of the company and NCC, MKC and CCC each owing 16% respectively. With the move to the two new unitary authorities, the 16% share of NCC will be transferred to the North and West.

### 2. Purpose of Request

The request is to add Opus as a **provider** of a service (yellow) via the lead authority model, to both the North and West blue prints.

If approved, there will be a further paper drafted detailing the next steps; for example the services agreement and shareholder agreements will need to be re-drafted in line with the new arrangements for 1<sup>st</sup> April 2021. Non-executive board members for North and West will also be required to sit on the board alongside other shareholders; traditionally this has been at officer level, such as an HR Director or Section 151.

### 3. Likely Impact of Requested Change

This will mean that reduced contracting agency rates will be available to the North and West authorities, and the NCC Shareholding will be transferred to the new authorities. There will be a minimal impact to an officers time to attend the board meetings.

### 4. Impact of *not* implementing Requested Change



If OPUS is not used, there is a risk that much higher agency fees are paid per individual which would mean additional costs to the services that frequently use this type of resource to support their service delivery. Previous analysis indicated that NCC saved a money across all service areas using agency staff which has reduced the overall revenue spend.

## 5. Additional costs of implementing Requested Change

Capital Costs	
Revenue Costs	
Benefit Costs	

## 6. Additional Benefits

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# WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

## SHADOW EXECUTIVE MEETING

26 January 2021

<b>Report Title</b>	<b>Local Council Tax Reduction Scheme 2021-2022</b>
<b>Report Author</b>	Martin Henry Executive Director of Finance martin.henry@westnorthants.gov.uk

### 1. Purpose

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- 1.1 The purpose of this report is to provide members of the Shadow Executive with an update on the proposed Local Council Tax Reduction Scheme (LCTRS) for West Northamptonshire Council for the financial year 2021-2022 and to ask members to approve a Local Council Tax Reduction Scheme for West Northamptonshire for 2021-2022.

### 2. Recommendations

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- 2.1 It is recommended that the Shadow Executive note the contents of this report and the previous report received by Shadow Executive on 5<sup>th</sup> January 2021.
- 2.2 Members are asked to agree the proposed Local Council Tax Reduction Scheme for West Northamptonshire for the financial year 2021- 2022 subject to 2.3 below.
- 2.3 Members are asked to grant delegated authority to the Section 151 Officer to make amendments as required to the Local Council Tax Reduction Regulations up to and including 31 January 2021 including the income uprating announced by MHCLG.

### **3. Issues and Choices**

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#### **3.1 Report Background**

- 3.1.1 Members will be aware that from April 2013 each Local Authority has been required to determine a LCTRS, which replaced the national Council Tax Benefit scheme.
- 3.1.2 The scheme applies to working age claimants only as the government prescribes the scheme (CTRS Prescribed Requirements Regulations 2012) for those of pension age which provides up to 100% support based on the circumstances of the individual.
- 3.1.3 Each billing authority has discretion as to their local scheme including the maximum level of support available to working age claimants (and therefore the minimum percentage of the bill they are required to pay) and the eligibility criteria for the scheme.
- 3.1.4 Currently in West Northamptonshire, each District and Borough has a different LCTRS that gives different levels of support to working age people. The table below provides a reminder of the current schemes. From April 2021 the current schemes will end, and a new scheme will need to be agreed.

	<b>Minimum contribution by the customer</b>	<b>Maximum discount awarded by the Council</b>
Daventry	20%	80%
Northampton	31%	69%
South Northants	8.5%	91.5%

#### **3.2 Issues and Choices**

##### **Local Council Tax Reduction Scheme Harmonisation**

- 3.2.1 The LCTRS must be approved and in place by 31 January 2021 and prior to that the authority must consult any precepting authority and any other persons who may have an interest in the scheme.
- 3.2.2 At the meeting on 27 October 2020, the Shadow Executive agreed six proposals, for consultation purposes only, and approved a consultation period of six weeks. The consultation ran from Monday 2 November 2020 until midnight on Sunday 13 December 2020 and included an online form open to all residents, stakeholders and people representing organisations. The consultation results were presented to the Shadow Executive at their meeting on 5 January 2021, a summary of the results is shown at Appendix A of this report. The proposals that were included in the consultation are shown below:

### **Proposal 1: Level of contribution for working age**

The current councils have different levels of minimum Council Tax contribution that working age claimants must pay. It was agreed that the consultation should be based on a LCTRS which is cost neutral for the new authority. The harmonised percentage that would have no financial impact on the finances of the new Council would be a minimum payment of 26.5% **based on current caseloads**. The table below provides a reminder of the cost of moving from 26.5% scheme to a lower minimum scheme.

<b>Working Age Minimum Payment</b>		<b>Impact on West Northants Council</b>	<b>Impact on Fire Police and Crime Commissioner</b>	<b>Average Parish</b>
		£k	£k	%
26.0%		60	13	0.03%
25.5%		120	25	0.06%
25.0%		180	38	0.08%
24.5%		240	50	0.11%
24.0%		300	63	0.14%
23.5%		360	75	0.17%
23.0%		420	88	0.19%
22.5%		480	100	0.22%
22.0%		540	113	0.25%
21.5%		600	125	0.28%
21.0%		660	138	0.31%
20.5%		720	150	0.33%
20.0%		780	163	0.36%

Shadow executive need to determine the minimum payment relating to the LCTRS that will be effective from 1 April 2021.

### **Proposal 2: To disregard 100% of War Widows and War Disablement income.**

Whilst this is not a change to the proposed scheme, as all three Councils currently disregard 100% of income under local schemes, the proposal is for this disregard to continue at relatively low cost to the taxpayer.

Shadow executive are requested to confirm this approach.

### **Proposal 3: Removal of the family premium for new claims**

Northampton Borough Council continues to award a family premium in the applicable amounts when assessing new claims for LCTRS. Daventry and South Northants Councils do not as they aligned their schemes to reflect the changes introduced to Housing Benefit. The proposal would align the scheme differences and would be in line with DWP Regulations .

Shadow executive are requested to confirm this approach.

**Proposal 4: To limit the child allowance to two children when assessing new claims for LCTRS.**

Changes under the wider welfare reform agenda limit the child allowance used in applicable amounts to a maximum of two children. South Northants and Daventry have already introduced this change. This proposal would align the differences in the existing regulations.

Shadow executive are requested to confirm this approach.

**Proposal 5: To apply a minimum value to the income of those people who are self-employed when assessing LCTRS.**

South Northants and Northampton Borough do not currently apply a minimum income to self-employed claimants. The proposal would align the differences in the schemes.

Shadow executive are requested to confirm this approach.

**Proposal 6: to harmonise the rates of non-dependant deduction to the prescribed amounts set by Government**

Where an adult friend or family member resides with a claimant, LCTRS is reduced by a set amount normally based on prescribed amounts and on the weekly income of the non-dependant. Daventry has slightly higher rates of deduction. This proposal would align the differences in the existing district and borough's LCTRS

Shadow executive are requested to confirm this approach.

- 3.2.3 The consultation process considered the full range of service users who may be impacted by the proposed changes. The responses were evenly split between the three sovereign councils and there was a good balance between those on LCTRS and other taxpayer demonstrating a level of engagement across West Northants. The results of the consultation were considered at the shadow executive meeting held on 5 January 2021.

3.2.4 In summary responses to the proposals have been positive and consultees largely support proposals 2-6. A greater level of feedback was received to proposal one, the level of contribution of 26.5% to be paid by working age customers. There was a moderate level of support for this proposal as detailed in the report on the consultation outcome.

Shadow executive need to determine the minimum contribution LCTRS to adopt.

3.2.5 Members are asked to approve a LCTRS for West Northamptonshire Council for the year 2021-2022 based on the following proposals:

- To determine the minimum level of contribution for working age customers.
- To retain the 100% disregard of War Widows and War Disablement pensions
- To remove the award of a family premium when assessing new claims for LCTRS from 1 April 2021. This will harmonise the scheme and is in line with the Department for Work and Pensions (DWP) Regulations.
- To limit the child allowance to two children when assessing new claims for LCTRS from 1 April 2021. This is also in line with the DWP Regulations.
- To apply a minimum value to the income of those people who are self-employed. This is in line with the wider Universal Credit Regulations.
- To harmonise the rates of non-dependant deductions to the prescribed amounts set by Government.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

4.1.1 The approach adopted by West Northamptonshire Council in respect of the Local Council Tax Reduction Scheme is a fundamental and key policy decision.

### **4.2 Resources and Risk**

4.2.1 It should be noted that a number of factors may impact the cost of the scheme for West Northants Councils including the LCTRS caseload and possible changes in entitlement, the impact of Covid-19 and how it affects individuals who may need to claim LCTRS.

### **4.3 Financial Implications**

4.3.1 The estimated impact financial impact of the various LCTRS options are detailed in the table under proposal 1 shown earlier. The estimated financial impact is a change of £120,000 for each 1% difference in the scheme.

4.3.2 As the LCTRS is essentially a discount on Council Tax the costs of the scheme are actually work through as adjustments on the taxbase figure. The taxbase is an estimate of chargeable properties for the forthcoming financial year and the calculation of the taxbase will be re-examined for the final budget based on the decision on LCTRS and any other factors affecting the taxbase for next year.

#### **4.4 Legal**

4.4.1 The adoption of a Local Council Tax Reduction Scheme for West Northamptonshire is a legal requirement and is set out in the Local Government Finance Act 1991 section 13A (2).

4.4.2 There is a legal requirement to consult on any proposed LCTRS.

#### **4.5 Equality and Health**

4.5.1 An equality impact assessment has been carried out. Whilst some impacts have been noted actions have been taken to mitigate these. It should be noted that if we do not harmonise the scheme residents will be treated differently based on where they live and there is a risk that we may not meet our equality duty. The equality impact assessment will be reviewed again when a scheme is agreed.



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# **Local Council Tax Reduction Scheme (LCTRS) Consultation Results**

**5 January 2021**

## **Table of Contents**

- 1. Executive Summary**
- 2. Introduction**  
**Background**  
**Consultation methodology**
- 3. Profile of respondents**
- 4. Questionnaire findings for each proposal**
- 5. Summary**
- 6. Appendix**

## 1. Executive Summary

The Local Council Tax Reduction Scheme (sometimes known as Council Tax Support) helps people on low income pay their Council Tax. Local Council Tax Reduction Schemes (LCTRS) were introduced from April 2013 when Council Tax Benefit was abolished and replaced by locally agreed schemes for working age people. Each year Councils need to approve a LCTRS by 31<sup>st</sup> January for the following 12 months. Where there are changes proposed, it is necessary for a public consultation to take place.

Those of pensioner age are protected by the prescribed regulations set out by central government

The current two-tier system of local government in Northamptonshire is changing from 1st April 2021. On 1st April 2021 there will be a new council called West Northamptonshire, replacing the County Council, Northampton Borough Council, Daventry District Council and South Northamptonshire Council.

Currently in Northamptonshire, each District or Borough Council has a different LCTRS that give different levels of Council Tax Support for working age people. The introduction of the new unitary Council means that the current LCTRS will cease and a new scheme will need to be agreed.

The four existing Councils worked together on draft proposals for a new West Northamptonshire Council. The proposals apply to people of working age who are on low income and currently reside in Daventry District, Northampton Borough or South Northants District council areas.

### Summary of consultation

A six-week consultation period ran from Monday 2<sup>nd</sup> November 2020 until midnight on Sunday 13<sup>th</sup> December 2020.

368 responses were received of which 309 were fully completed. 159 responses were from Local Council Tax Reduction recipients and 123 from other Council Taxpayers. The remaining responses were from people representing organisations and housing associations or from people who preferred not to say.

There was an even split of responses from residents across all three councils 29.73% from Daventry District, 38.51% from Northampton Borough and 29.39% from South Northants.

Respondents made over 400 comments. We also received 341 calls to the dedicated phone line and 34 emails were received.

## 2. Introduction

The current two-tier system of local government in Northamptonshire is changing from 1 April 2021. On 1 April 2021 there will be a new council called West Northamptonshire, replacing the County Council, Northampton Borough Council, Daventry District Council and South Northamptonshire Council.

Currently in Northamptonshire, each District or Borough Council has a different LCTRS that gives different levels of Council Tax Support for working age people. The introduction of the new council means that all the current LCTRS will cease and a new scheme will need to be agreed.

From April 2021 we want the new West Northants Council to have one LCTRS, which is affordable, consistent and fair to all our residents, wherever they live.

The four existing Councils worked together on draft proposals for a new West Northamptonshire Council. The proposals apply to people of working age who are on low income and currently reside in Daventry District, Northampton Borough or South Northants District council areas

Views on the Councils' proposals were sought through a full consultation process. Respondents were asked for their input on the following proposals:

- The level of minimum contribution for working age claimants
- Disregard of War Widows and War Disablement
- Removal of Family Premium for new claims from April 21
- Restriction of child allowance to two children for new claims from April 21
- Application of a minimum value to the income of those people who are self-employed when assessing LCTRS
- To harmonise the rates of non-dependant deduction to the prescribed amounts set by Government

## 3. Consultation Methodology

The consultation ran from Monday 2<sup>nd</sup> November 2020 until midnight on Sunday 13<sup>th</sup> December 2020 and it consisted of a formal survey to understand overall views and opinions of residents and key stakeholders.

The survey asked for respondents' opinions on their strength of agreement, or disagreement, with the proposals for the Local Council Tax Reduction Scheme for 2021-2022 as well as for any further comments.

The consultation was widely communicated and promoted including:

- Updates on all council websites
- Social media updates
- Press releases
- Internal staff communications
- Liaison with voluntary sector, money advice services and with stakeholders such as DWP
- Liaison with housing options teams
- Direct emails to Major Preceptors, MPs and Town and Parish Councils
- Letters were sent to all recipients of LCTRS
- A dedicated email address for enquiries
- A dedicated phone line to help the public to complete the on-line form to mitigate any access issues.

#### 4. Profile of respondents

**Question: Which Local Authority area do you currently live in?**

	Number	Percentage
Daventry District Council	88	29.73%
Northampton Borough Council	114	38.51%
South Northants Council	87	29.39%
None of the above	2	0.68%
Prefer not to say	4	1.35%
Other, please specify	1	0.34%
<b>Total</b>	<b>296</b>	<b>100.00%</b>

**Question: Are you currently in receipt of Local Council Tax Reduction?**

	Number	Percentage
Yes	159	53.72%
No	123	41.55%
Prefer not to say	14	4.73%
<b>Total</b>	<b>296</b>	<b>100.00%</b>

**Question: What age band do you fall in?**

	Number	Percentage
16-24	1	0.34%
25-66	208	70.27%
67+	65	21.96%
Prefer not to say	22	7.43%
<b>Total</b>	<b>296</b>	<b>100.00%</b>

**Question: Do you consider yourself to have a disability in line with the definition set out in section 6 of Equality Act 2010?**

	Number	Percentage
Yes	85	28.81%
No	172	58.31%
Prefer not to say	38	12.88%
<b>Total</b>	<b>295</b>	<b>100.00%</b>

## 5. Questionnaire findings

Respondents were provided with an outline of the six proposals for the Local Council Tax Reduction Scheme for 2021-2022 and were asked for their views.

They were also invited to make comments and provide alternative suggestions. A summary of all the comments and suggestions has been shared with the Leader and Portfolio holder

A summary of the responses to each proposal is shown below.

**1. Level of contribution for working age:** the current councils have different levels of minimum Council Tax contribution that working age claimants must pay ranging from a minimum of 8.5% to a maximum of 31% of Council Tax. The proposal for consultation is to harmonise the minimum contribution to 26.5% of Council Tax liability for working age people.

- **43.28% answered that they strongly or tend to agree with the proposal.**
- **43.27% answered that they strongly or tend to disagree with the proposal.**
- **13.45% answered that they didn't know or answered neither agree nor disagree**

**2. War Widows and War Disablement:** the three districts currently disregard 100% of War Pension income under local schemes. This has a beneficial impact on customers and the support they receive. Our proposal for consultation is to continue to protect this group and to disregard 100% of the income from War Pensions.

- **74.62% answered that they strongly or tend to agree with the proposal.**
- **6.04% answered that they strongly or tend to disagree with the proposal.**
- **19.34% answered that they didn't know or answered neither agree nor disagree.**

**3. Family Premium:** Our proposal for consultation is to remove the award of a family premium when assessing new claims for LCTRS.

- **50.47% answered that they strongly or tend to agree with the proposal.**
- **15.89% answered that they strongly or tend to disagree with the proposal.**
- **33.64% answered that they didn't know or answered neither agree nor disagree.**

**4. Child allowance in the calculation of LCTRS:** Our proposal is to limit the child allowance to two children when assessing new claims for LCTRS in line with DWP Regulations.

- **57.82% answered that they strongly or tend to agree with the proposal.**
- **15.62% answered that they strongly or tend to disagree with the proposal.**
- **26.56% either did not answer, answered that they didn't know or answered neither agree nor disagree**

**5. Minimum self-employed income:** Our proposal is to apply a minimum value to the income of those people who are self-employed when assessing LCTRS.

- **44.34% answered that they strongly or tend to agree with the proposal.**
- **18.87% answered that they strongly or tend to disagree with the proposal.**
- **36.79% answered that they didn't know or answered neither agree nor disagree.**

**6. Non dependant deductions:** Our proposal is to harmonise the rates of non-dependant deduction to the prescribed amounts set by Government.

- **59.05% answered that they strongly or tend to agree with the proposal.**
- **7.94% answered that they strongly or tend to disagree with the proposal.**
- **33.01% answered that they didn't know or answered neither agree nor disagree.**

## **6. Summary**

The consultation process considered the full range of service users who may be impacted by the proposed changes. The consultation was well publicised and tailored to meet the needs and preferences of groups with different methods of access including online, telephone and email.

A total of 368 respondents completed the survey. The responses were evenly split over the three sovereign Councils which is encouraging and demonstrates a level of engagement across the new West Northants area.



Of the responses received there was a good balance between those on LCTRS and other taxpayers with over 70% of the respondents of working age.

The number and range of responses means that the survey may be considered robust and provides a meaningful insight to the proposals and helps the Council to understand further the possible impact of the changes.

### Results table

To what extent do you agree or disagree with proposals	Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5	Proposal 6
<b>Agree</b> (strongly agree, tend to agree)	43.28%	74.62%	50.47%	57.82%	44.34%	59.05%
<b>Disagree</b> (tend to disagree, strongly disagree)	43.27%	6.04%	15.89%	15.62%	18.87%	7.94%
<b>Other</b> (neither agree nor disagree, don't know)	13.45%	19.34%	33.64%	26.56%	36.79%	33.01%

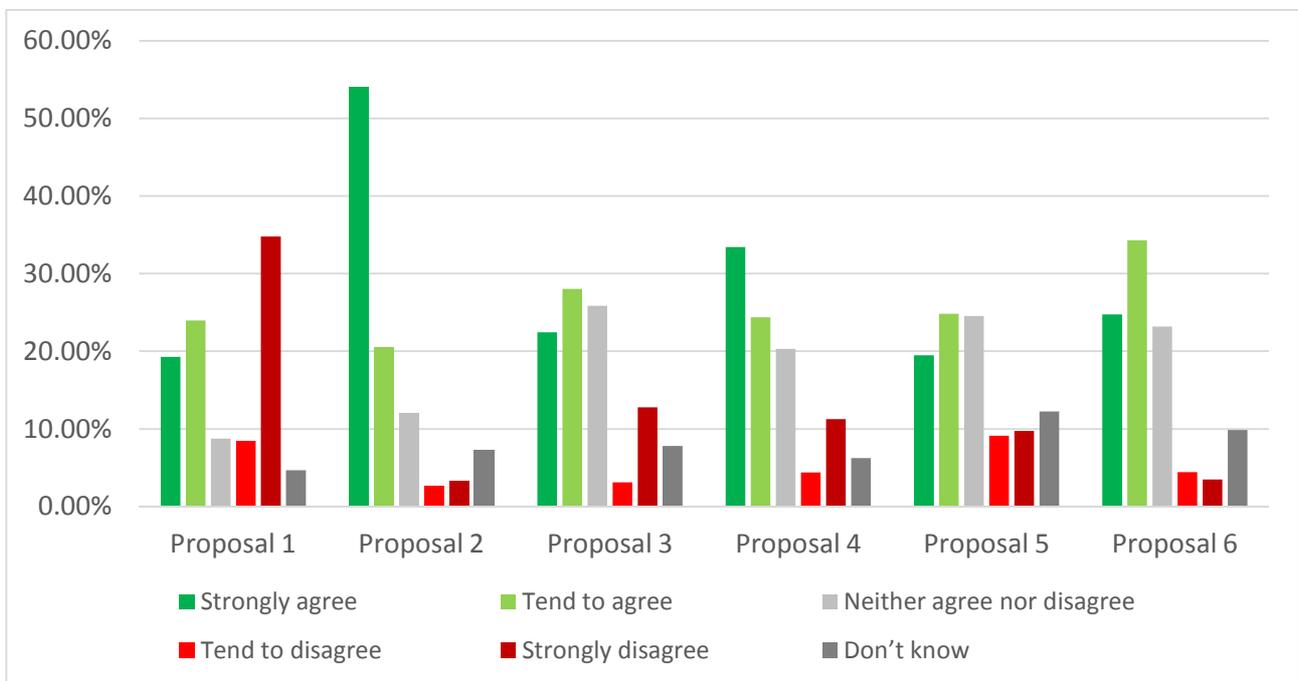
In summary the greater level of feedback was received in response to proposal 1 which is the minimum level of contribution of 26.5% to be paid by working age customers. Of the 342 responses received 43.28% strongly agreed or tend to agree and 43.27% strongly disagree or tend to disagree. This offers a moderate level of support for the proposal.

There was a high level of support for proposal 2 which is to continue to disregard War Pensions when assessing LCTRS with 74.62% strongly agreed or tend to agree.

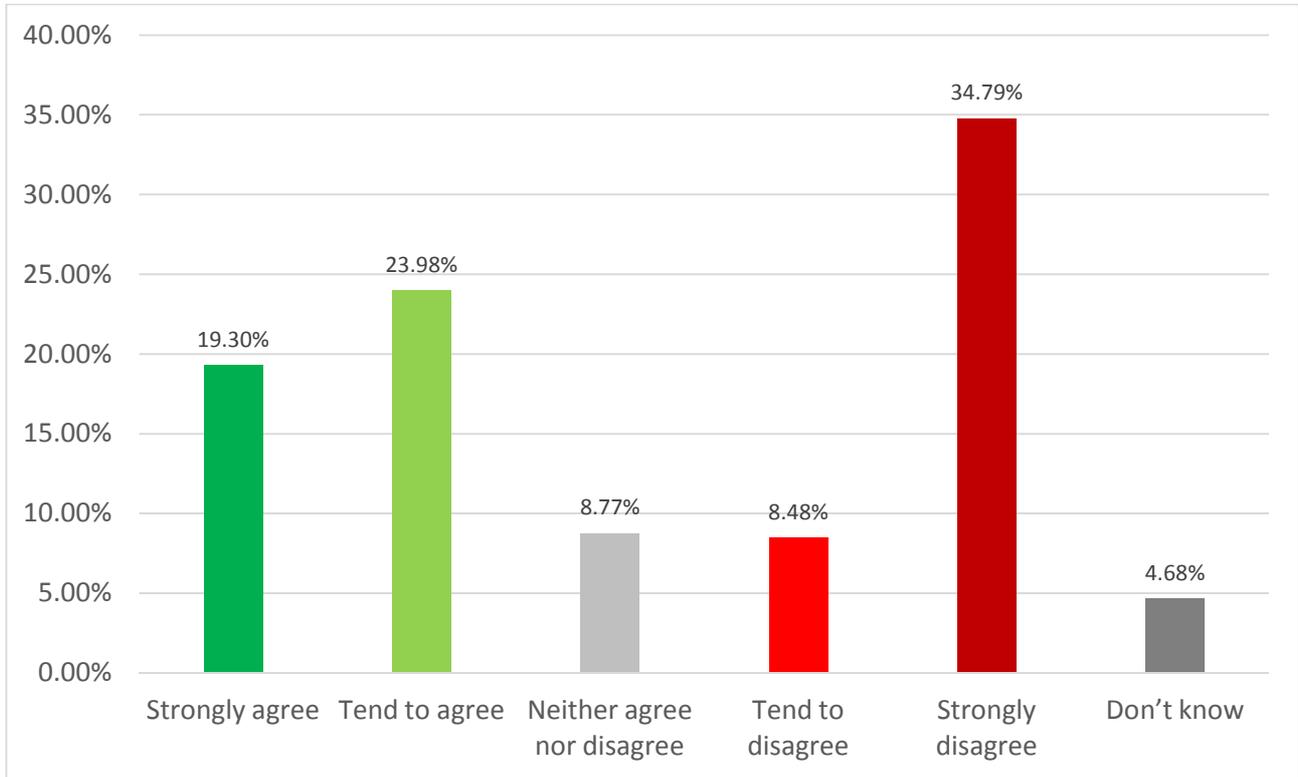
Proposals 3 to 6 had moderate levels of support.

## Appendix 1: Summary of responses

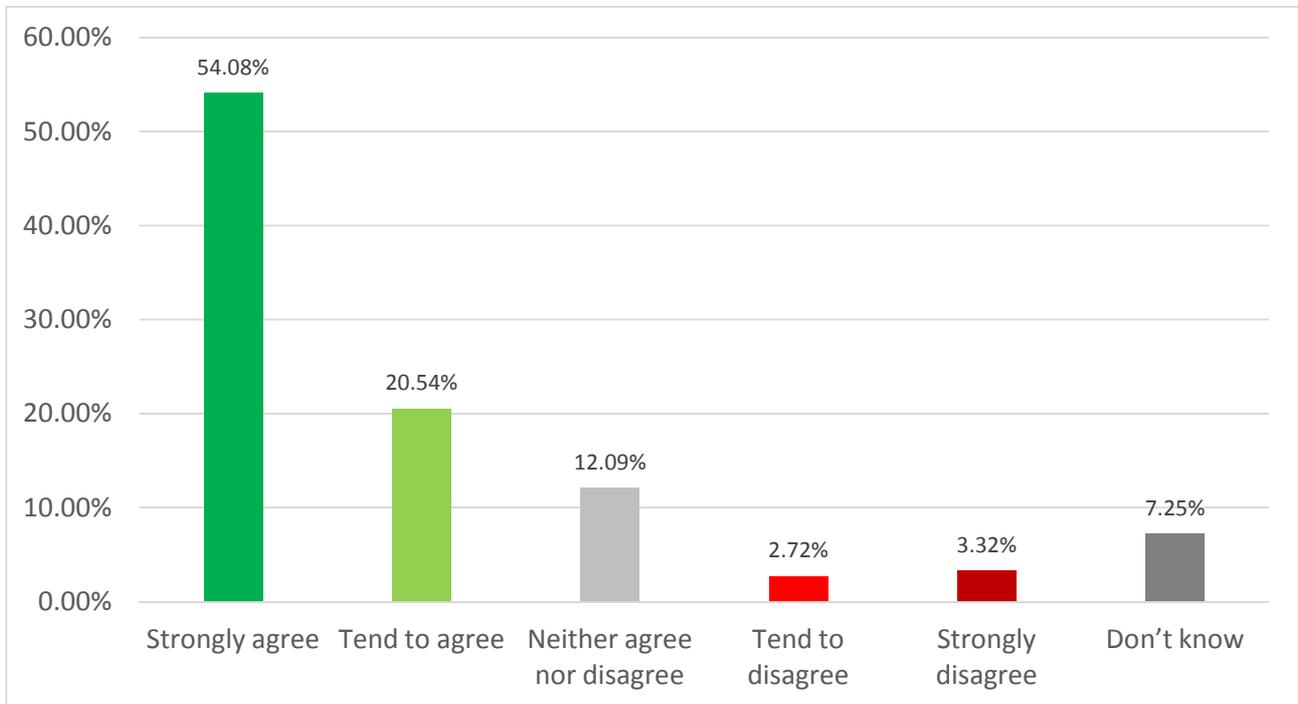
**Table1: All proposals**



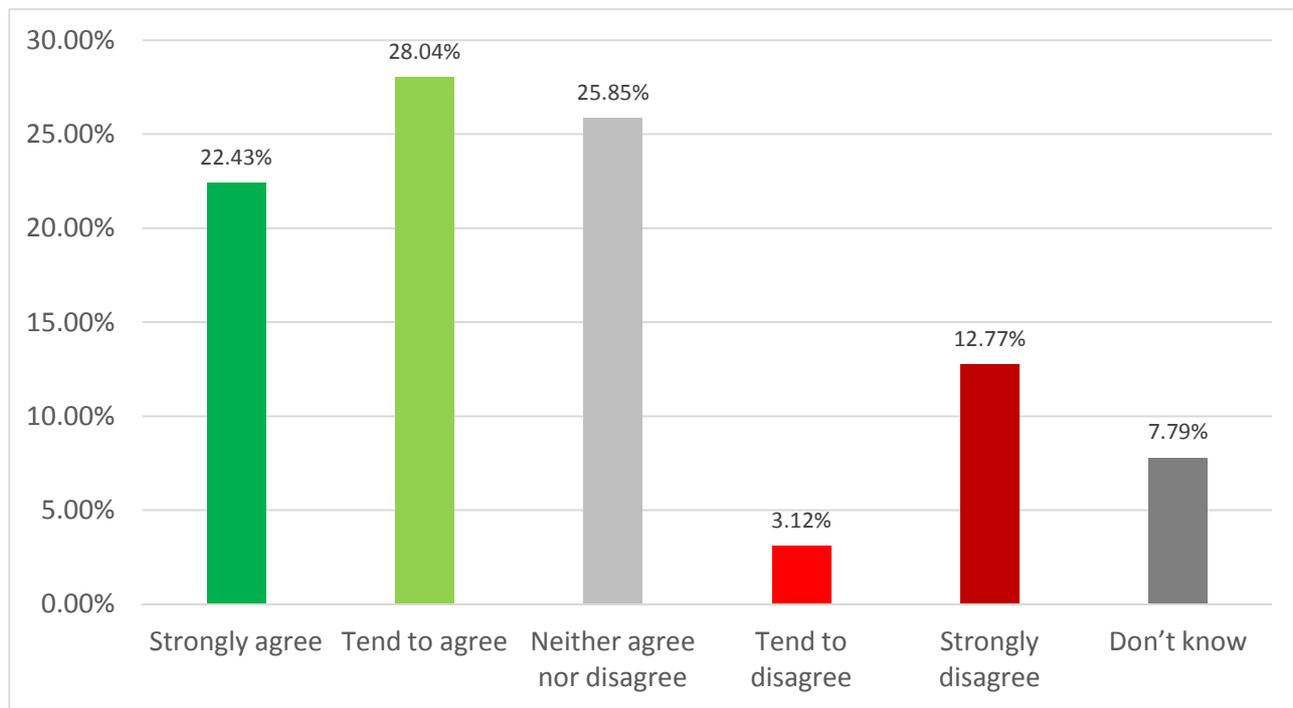
**Table 2: Proposal 1: minimum contribution for working age of 26.5%**



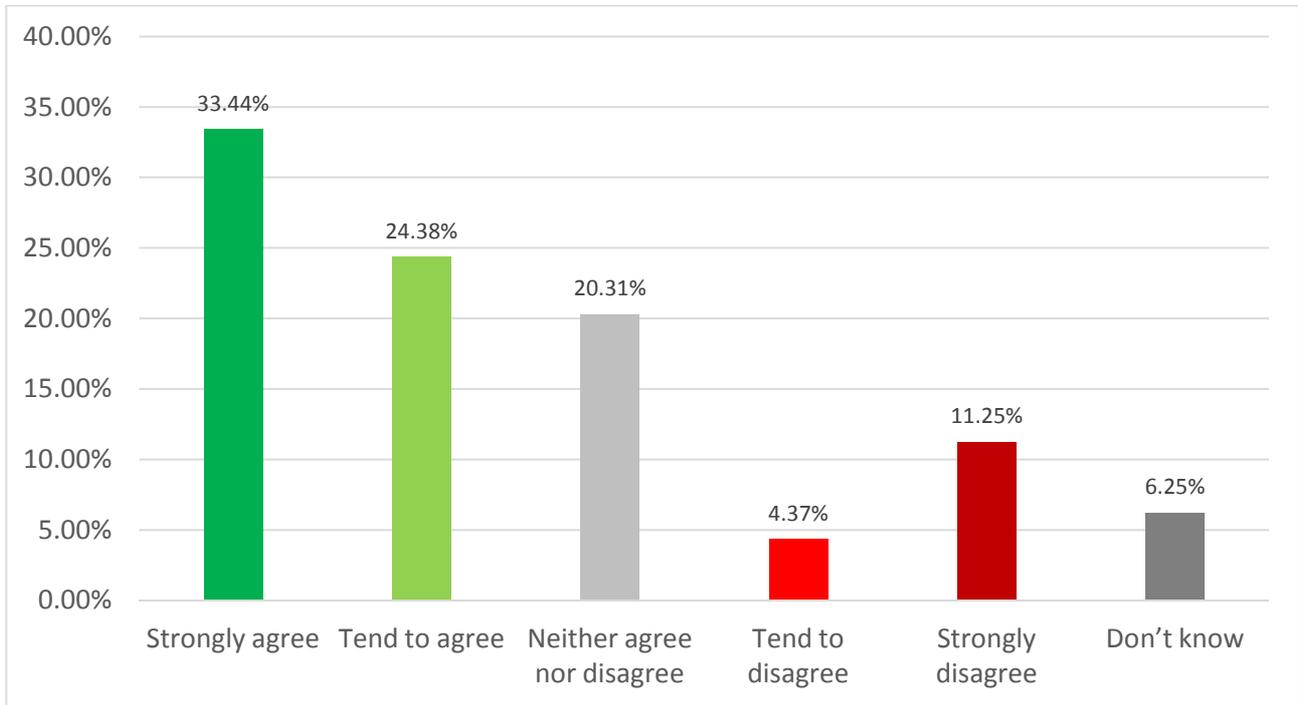
**Table 3: Proposal 2: to continue to protect this group and to disregard 100% of the income from War Pensions.**



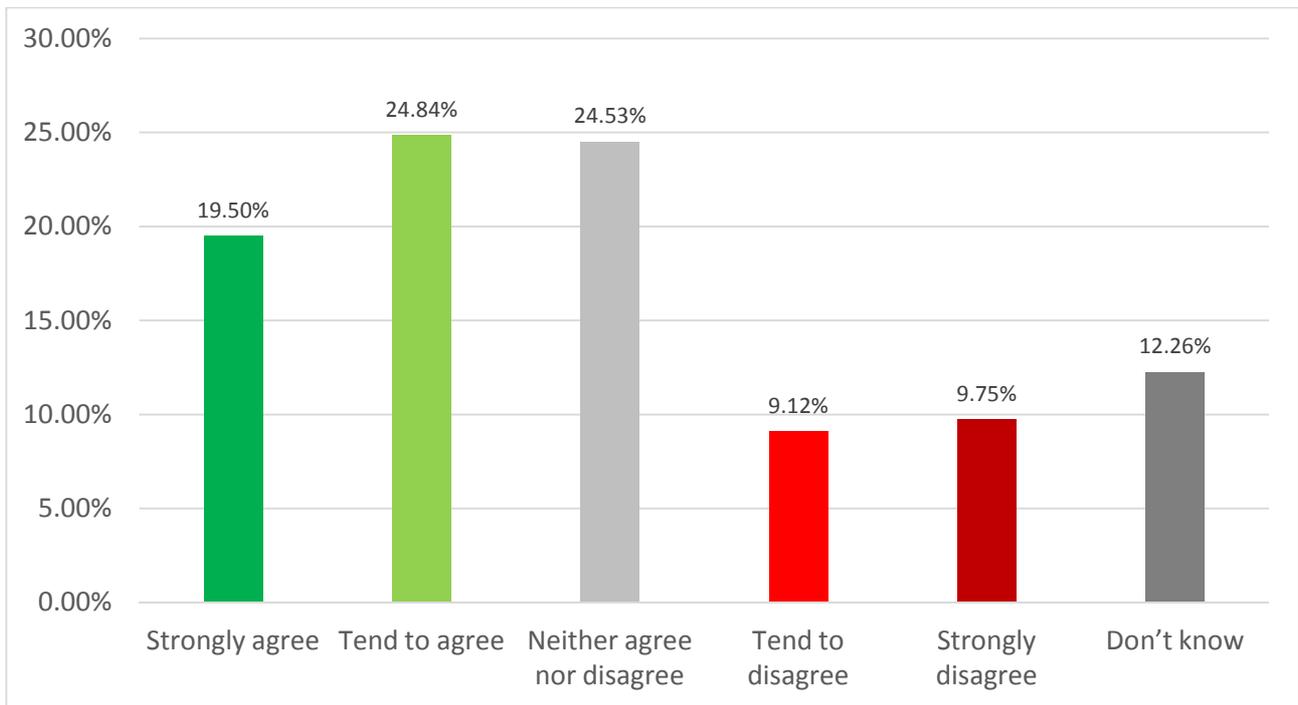
**Table 4: Proposal 3: to remove the award of a family premium when assessing new claims for LCTRS.**



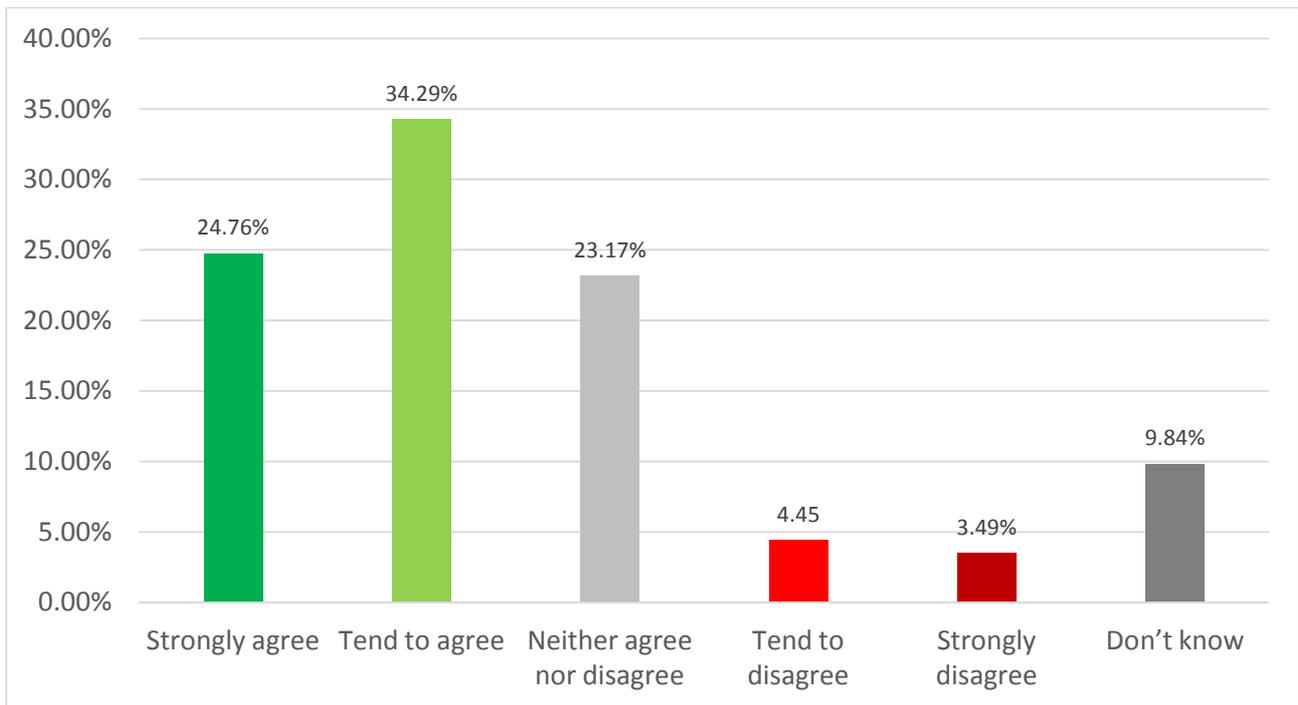
**Table 5: Proposal 4: to limit the child allowance to two children when assessing new claims for LCTRS in line with DWP Regulations.**



**Table 6: Proposal 5: to apply a minimum value to the income of those people who are self-employed when assessing LCTRS.**



**Table 7: Proposal 6: to harmonise the rates of non-dependant deduction to the prescribed amounts set by Government.**



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# WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

## SHADOW EXECUTIVE COMMITTEE MEETING

26<sup>th</sup> January 2021

Report Title	Elections- Scale of Fees and Charges
Report Author	Catherine Whitehead Director of Legal and Democratic <a href="mailto:catherine.whitehead@westnorthants.gov.uk">catherine.whitehead@westnorthants.gov.uk</a>

### List of Appendices

#### Appendix A – Scale of Fees

##### 1. Purpose of Report

1. To seek agreement for a scale of fees for the Returning Officer and note fees and charges in connection with unitary, town and parish elections, parish polls and neighbourhood planning referendums.

##### 2. Executive Summary

1. The Representation of the People Act 1983 requires the council to appoint an officer of the council to be the Returning Officer in local elections; for West Northamptonshire the Chief Executive is the appointed Returning Officer. For all other elections, the appointment is by legislation.

2. The role of the Returning Officer is to prepare, plan and manage elections. It should be noted that it is distinct and separate from the substantive Chief Executive role and therefore when acting as Returning Officer, s/he is directly accountable to the courts as an independent statutory officer rather than accountable to the council. A natural consequence of this is that should legal action be commenced due to actions taken in respect of the election, it shall be taken against her/him personally.

3. It is a legislative requirement that the Returning Officer's expenditure in delivering an election is met by the council. Expenditure includes staff payments and any necessary disbursements.

4. Although the Returning Officer may determine a scale of fees and charges which will enable her/him to deliver a successful election, it is considered prudent that the council note the proposed scales of expenditure to ensure that they are aware of the financial envelope that the Returning Officer will work within.

5. A Northamptonshire wide Scale of Fees is proposed to ensure that there is consistency across the whole of Northamptonshire and that staff know that there is no difference in remuneration between the electoral areas. There are similar

arrangements throughout the country. It should be noted that proposed staff fees are not less than they have been in the predecessor Councils

6. The proposed Scale of Fees at Appendix A has been drafted following consultation with colleagues within Northamptonshire and an examination of best practice from around the country. Further, the scale was submitted to the Association of Electoral Administrators (AEA) which is the body that represents election professionals in the UK for comment, and the AEA agreed that they were fair and reasonable in comparison to other scales adopted by other Councils.

7. Members previously agreed that Town and Parish Councils will be recharged for the cost of administering elections on their behalf and the proposed scale also helps to provide some indication to parish and town councils of the likely costs they will be liable to incur.

8. Returning Officer fees vary throughout the country and there is not a standard approach or formula to determining them. The proposed fees are set out within the Scale of Fees at Appendix A. They were reached by consulting with the district councils within Northamptonshire, councils throughout the East Midlands and other councils of a similar electorate size to the new council.

9. In relation to the proposed Returning Officer fees for administering the election of members of West Northamptonshire, they are based upon the agreed fee of £490 per ward for the 2017 Northampton County Council elections but with a small uplift of £60 based upon the complexity of delivering elections based on a 3 member electoral ward.

10. In some instances, the proposed Returning Officer fees would mean that they would be lower than that payable for a three member ward for an existing Council, which would be for example £650 for Kettering Borough and around £850 for East Northants. In the other two areas, the fee would be largely the same.

11. The proposed fees are considered to be reasonable and proportionate considering the geographical size of the area, electorate number and complexity of three member wards.

12. The fees for conducting Parliamentary and Police and Crime Commissioner elections are regulated by the Returning Officers' Fees and Charges Orders made by Government.

### **3. Recommendations**

1. It is recommended that the Shadow Executive Committee;

1. approves the Returning Officer fees contained within Appendix A
2. Notes all other fees and charges within the Scale of Fees at Appendix A

2. Reason for Recommendations

- a. To ensure that there is a consistent and transparent approach to payments for administering elections within West Northamptonshire

### **4. Report Background**

#### **Resources and Financial**

1. As there are 31 electoral wards in the new authority, the cost of the Returning Officer's fee would be £17,050.
2. Town and Parish Councils would be recharged for the administration of elections on their behalf.

### **Consultation**

3. As outlined in the report, consultation has been undertaken with elections teams within the District Councils. The AEA was also consulted on the proposed staff fees.

### **Consideration by Overview and Scrutiny**

**None**

### **Climate Impact**

4. None

### **Community Impact**

5. The successful administration of elections is essential to ensuring democracy for electors within West Northamptonshire.

### **5. Conclusions**

1. The proposals contained in this report seek to ensure that elections within West Northamptonshire are conducted in an efficient and transparent way.

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### **6. Background Papers**

None

**West Northamptonshire Council**  
**ELECTION OF WARD, PARISH AND TOWN COUNCILLORS AND NEIGHBOURHOOD**  
**REFERENDUMS**

Scale of expenditure fixed under Section 36(4) and (5) of the Representation of the People Act 1983

**Effective from 1 April 2021**

<b>PART 1</b>			
<b>Returning Officer's Fees</b>			
<p>The fees to be paid to the Returning Officer for conducting an election; giving the prescribed notices; preparing, supplying and distributing nomination papers and forms of consent; preparing for signature, verifying and adjudicating upon nomination papers; appointing deputy returning officers, including the deputy returning officers fee; issuing poll cards; issuing and receiving postal ballot papers; arranging for and conducting the poll; counting the votes; declaring the result and making a return of the same; generally performing all the duties which a returning officer is required to perform and for covering all disbursements and expenses other than those for which provision is made in Part 2, but excluding both the employees' and employer's share of superannuation and national insurance contributions where payable, shall be as follows:-</p>			
<b>1</b>	<b>In a contested election</b>		
<b>Where the election is for unitary councillors</b>			
(a)	For each ward	<b>£550</b>	
<b>Where the election is for parish/town councillors or a Referendum to adopt a Neighbourhood Plan</b>			
(b)	i	For every 500 electors (or part thereof) in each parish, parish ward or town boundary (single election)	<b>£65</b>
	ii	For every 500 electors (or part thereof) in each parish, parish ward or town boundary (combined election)	<b>£20</b>
<b>2</b>	<b>In an uncontested election</b>		
<b>For unitary councillors</b>			
(a)	For each ward	<b>£150</b>	
<b>For parish/town councillors</b>			
(b)	For each parish or town council	<b>£25</b>	£15 additional fee for each parish ward

**PART 2**  
**Disbursements**

**POLLING STATION COSTS**

<b>Staffing</b>			
(a)	Presiding Officer's fee	<b>£200</b>	Additional £25 for each combined election up to a maximum of 3
(b)	Poll Clerk's fee	<b>£140</b>	Additional £15 for each combined election up to a maximum of 3  Part time hours at a proportionate rate as determined by the RO
(c)	Polling Station Inspector's fee	<b>£240</b>	
(d)	Mileage rate for Returning Officer, Deputy Returning Officers and Polling Station Staff	<b>45p per mile</b>	To include travel to and from; face-to-face training sessions ballot box collection point polling station verification
(e)	Training Fee to train Polling Station Staff	<b>£50</b>	
(f)	Training Fee for Polling Station Staff	<b>£30</b>	

<b>Premises, printing and equipment related costs</b>			
	The rental or statutory charges* in respect of providing permanent polling stations	Actual & necessary costs	
F8	The rental and other costs in respect of providing temporary polling stations	Actual & necessary costs	
	Heating and lighting (per polling station)	Actual & necessary costs	
	Conveyance of ballot boxes and voting screens	Actual &	

		necessary costs	
	The preparation of a room for the purpose of a poll, and of a count, and cleaning and reinstating the room (per station)	Actual & necessary costs	In the case of a school maintained by a local authority, which may be used free of hire charge, the caretaker's fee is to be paid in accordance with the allowances in force in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service; or any local agreement:  in any other building:
	Compensation payable in consequence of the cancellation of functions in order to make suitable premises available for use as polling stations or places of count	Actual & necessary costs	
F9	Preparation and transport costs for polling station equipment	Actual & necessary costs	
F10	The provision of equipment for polling stations	Actual & necessary costs	
F11	The printing of all ballot papers, electoral registers, corresponding number lists, absent voting lists and notices (Annex E)	Actual & necessary costs	

## POSTAL VOTE COSTS

### Staffing

(a)	Postal Vote Manager	<b>£25:00 per hour</b> (Evening sessions) <b>£22;50 per hour</b> (Daytime sessions)
(b)	Postal Vote Supervisor	<b>£22:50 per hour</b> (Evening sessions)

		<b>£20:00 per hour</b> (Daytime sessions)
(c)	Postal Vote Assistant	<b>£17:50 per hour</b> (Evening sessions) <b>£15:00 per hour</b> (Daytime sessions)
(d)	Postal Vote Scanner	<b>£20:00 per hour</b> (Evening Sessions) <b>£17:50 per hour</b> (Daytime sessions)
(e)	Training Fee to train Polling Station Staff	<b>£50</b>
(f)	Training Fee for Polling Station Staff	<b>£30</b>
<b>Premises, printing and postage related costs</b>		
G4	Printing and stationery costs for postal voting	Actual & necessary costs
G5	Postal voting postal costs - outward	Actual & necessary costs
G6	Postal vote postage costs – inward	Actual & necessary costs
G7	Accommodation costs for postal voting (if any)	Actual & necessary costs
G8	Equipment costs for postal voting	Actual & necessary costs
G9	Cost of postal vote ‘sweeps’	Actual & necessary costs

## POSTAL VOTING COSTS

### Staff Costs

G1	Preparation and issue costs if done in-house	£35 per 100 postal voters or part thereof Paid as sessional fees with RO
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		determining the rate of pay
G1	Preparation and issue costs if done by printer/mailing house	£15 per 100 postal voters or part thereof
G2	Opening and checking costs	£44 per 100 postal voters or part thereof Paid as sessional fees with RO determining the rate of pay
G3	Training	Incorporated into the above
<b>Premises, printing and postage related costs</b>		

G4	Printing and stationery costs for postal voting	Actual & necessary costs
G5	Postal voting postal costs - outward	Actual & necessary costs
G6	Postal vote postage costs – inward	Actual & necessary costs
G7	Accommodation costs for postal voting (if any)	Actual & necessary costs
G8	Equipment costs for postal voting	Actual & necessary costs
G9	Cost of postal vote ‘sweeps’	Actual & necessary costs

## VERIFICATION AND COUNT COSTS

### Staff costs

(a)	Verification/Count Manager	<p><b>£35 per hour</b> for night count (end of poll onwards), weekends/bank holiday</p> <p><b>£32.50</b> per hour for daytime</p> <p>No mileage payable</p>
(b)	Control Table Staff	<p><b>£25:00 per hour</b> for night count (end of poll onwards), weekends/bank holiday</p> <p><b>£22:50</b> an hour for daytime</p>
(c)	Verification/Count Supervisor	<p><b>£25:00 per hour</b> for night count (end of poll onwards), weekends/bank holiday</p> <p><b>£22:50</b> an hour for daytime</p>
(d)	Verification/Count Assistant	<p><b>£17:50</b> per hour for night count (end of poll onwards), weekends/bank holiday</p> <p><b>£15:00</b> an hour for daytime</p> <p>No mileage payable</p>
(e)	Senior Verification/Count staff (as determined by the Returning Officer)	<p><b>£22.50</b> for night count (end of poll onwards), weekends/bank holiday</p> <p><b>£20.00</b> per hour for daytime</p>
(f)	Media Team	<p><b>£17:50</b> per hour for night count (end of poll onwards), weekends/bank holiday</p> <p>£15:00 per hour for daytime</p>
(f)	Car Parking & Buildings (incl. security)	<p><b>£17:50</b> per hour for night count (end of poll onwards), weekends/bank holiday</p> <p>£15:00 per hour for daytime</p>
(g)	IT Support	<p><b>£17:50</b> per hour for night count (end of poll onwards), weekends/bank holiday</p> <p>£15:00 per hour for daytime</p>
(h)	Front of House Assistants	<p><b>£17:50</b> per hour for night count (end of poll onwards), weekends/bank holiday</p> <p><b>£15:00</b> per hour for daytime</p>
(i)	Runners	<p><b>£17:50</b> per hour for night count (end of poll onwards), weekends/bank holiday</p>

		<b>£15:00</b> per hour for daytime
(j)	Training Fee to train Count Supervisors (when undertaken prior to Count)	<b>£50</b>
(k)	Training Fee for Count Supervisors (when undertaken prior to Count)	<b>£30</b>
<b>Count Accommodation, equipment, conveyance and security costs</b>		
	Transfer of ballot boxes from verification to count venue	Actual & necessary costs
15	Hire and associated verification/count premises costs	Actual & necessary costs
16	Equipment and stationery costs for the count (including count refreshments, if any)	Actual & necessary costs
17	Conveyance of count equipment etc	Actual & necessary costs
18	Security costs for the count	If employed by the Returning Officer, rates payable to other count staff apply. If provided externally – actual and necessary costs.

## OTHER COSTS

J3	Training courses	Actual & necessary costs
J4	Costs of materials and services	Actual & necessary costs
J6	RO's Superannuation costs	Calculated by payroll
N/a	Encouragement of electoral participation in accordance with the Electoral Administration Act 2006	Actual & necessary costs
N/a	Any other costs not allocated elsewhere	Actual & necessary costs

## POLL CARD COSTS

H2	Equipment costs for poll cards	Actual & necessary costs
H3	Printing and stationery costs for poll cards	Actual & necessary costs
H4	Postage or delivery costs for poll cards	2 <sup>nd</sup> class post or a staff delivery fee not exceeding 90% of 2 <sup>nd</sup> class post

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## WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

### SHADOW EXECUTIVE MEETING

26<sup>th</sup> January 2021

<b>Report Title</b>	<b>Future Northants Task and Finish Group Update Transformation Task and Finish Group Chair: Councillor Matt Golby</b>
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#### **1. Purpose**

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- 1.1 The purpose of this report is to inform the West Northamptonshire Shadow Executive of progress made by the Transformation Task and Finish Group and to recommend actions as listed below.
- 1.2 Details about the group's progress is attached at Appendix 1.

#### **2. Recommendations**

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- 2.1 It is recommended that the shadow executive:
  - 2.1.1 Note the content of the report
  - 2.1.2 Support the continuation of the work of the group to finalise the Transformation priorities and to agree joint priorities with the North Northamptonshire Transformation task & finish group

#### **3. Implications (including financial implications)**

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##### **3.1 Policy**

- 3.1.1 None

##### **3.2 Financial and other resources and Risk**

- 3.2.1 None

##### **3.3 Legal**

- 3.3.1 None

##### **3.4 Equality and Health**

3.4.1 None

**Report Author: Jane Carr, Director of Transformation**

## Appendix 1

### Overview of Task and Finish Group

To develop a transformation programme to drive transformation that's embedded in officers' and members' day jobs in the new organisation.

#### Attendees

Cllr Matt Golby (Chair)

Cllr Stephen Hibbert

Cllr Fiona Baker

Cllr Stephen Dabbs

Cllr Colin Morgan

Lead Officers – Paul Helsby, Programme Director (until his retirement in October 2020) Jane Carr, Director of Transformation.

#### Key discussion points

The task and finish group held it's first meeting in June 2020. At this point the group was focussing on long term transformation and some of the key ambitions that members felt were important and wanted focus on.

Following the arrival of the Director of Transformation at the beginning of October there was a review done of the work of this group and an assessment of how the members in this group could best support the work of the Director of Transformation and future team.

The impact of Covid on the Transformation that should have taken place in 20/21 is that the resources were diverted to Covid response work and Transformation priorities were delayed.

Due to the delay the groups focus was reviewed to take a more detailed look at the first 2-3 years following vesting day. The review focussed on prioritising within the two key areas that would provide the majority of the Transformation work in this time period. The areas were the remaining Hosted Services that will need Disaggregation and Aggregation of services where separate teams will need aligning and services remodelling.

In order to have a clear understanding of what would be prioritised and why the group set and agreed key transformation principles which are:

- 1. Customer/Resident centred**
- 2. Provides best value/Value for money**
- 3. Focus on sustainability (environmental, social and economic)**
- 4. Prevention and Early Intervention focussed**
- 5. Partnership and Collaboration centred**
- 6. Improves quality of services and support**
- 7. Accessible and Inclusive**
- 8. Utilising the right technology at the right time**

These were also prioritised in order of importance.

The priority order of transformation for Hosted and Aggregation was then agreed against this and additional considerations of:

- Customer Impact
- Staff Impact
- Financial Impact
- Impact on Organisational Ability to Operate
- Political Impact

This has given the Director of Transformation a robust member steer on the ordering and to continue with the next steps.

### **Agreed actions**

- Director of Transformation to create timeline for review by the task and finish group
- Meeting with North Northants Council to be arranged to discuss and agree final Hosted ordering.

### **Recommendations**

That the contents of this report are noted by the Shadow Executive

That the Shadow Executive supports the continuation of the Transformation Task and Finish Group through to completing the finalisation of the timeline and agreeing the hosted position with North Northants.