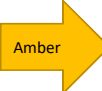January 2021

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) Eclipse must be locked down rather than archived so the North and West have access to only their own data. Also a risk with CareFirst providing ERP with correct file formatting to enable the interface to work successfully. We are currently working on mitigation plans to avoid any data access issues. We are also working with the ERP team to ensure the interface works correctly.	Amber
						[Budget] and [Risk] Splitting systems before vesting day (specifically Cygnum) - working with supplier to resolve issues and avoid being in an unlawful position. Data Protection Impact Assessments underway although risk can not be entirely mitigated and the council may still be unlawful.	
						(Risk) Risk that capacity will have to be drawn from services to fulfil Day 1 Safe & Legal requirements. Working with programme managers and programme management office to establish requirements and allocate appropriate resource.	
Children's Services (Education & ICF)						(Issue, ICF) Inability to recruit permanent staff to ICF - Short term cover is in place. Medium term interim arrangements will be required.	Amber

Corporate	🟧	🟩	🟧	🟧	🟩	(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 understanding of cost. (Risk) There is a risk that not all of the Service delivery interim arrangements (Schedules) will be in place for vesting day - Mitigating risk by ensuing the key and largest contracts are prioritised, services know what to include and by when, and ensure adequate resource is available for agreeing the content with lead/host/external providers. (Issue) There is a risk that we will not be GDPR compliant on Day 1 regarding the split of NCC data, which could result in ICO investigation, fines and reputational damage. Discussions with MHCLG to see if an extension is possible. Further conversations have been had with the ICO to try to agree mitigating actions.	Amber ➡
Customer Contact & Digital	🟩	🟧	🟩	🟩	🟩	[Budget] Risk that resources not fully available within the Project and SME time to support implementations - resource plan in place with SMEs. We check in with SMEs on level of work and demand, and they replied positively.	Green ➡

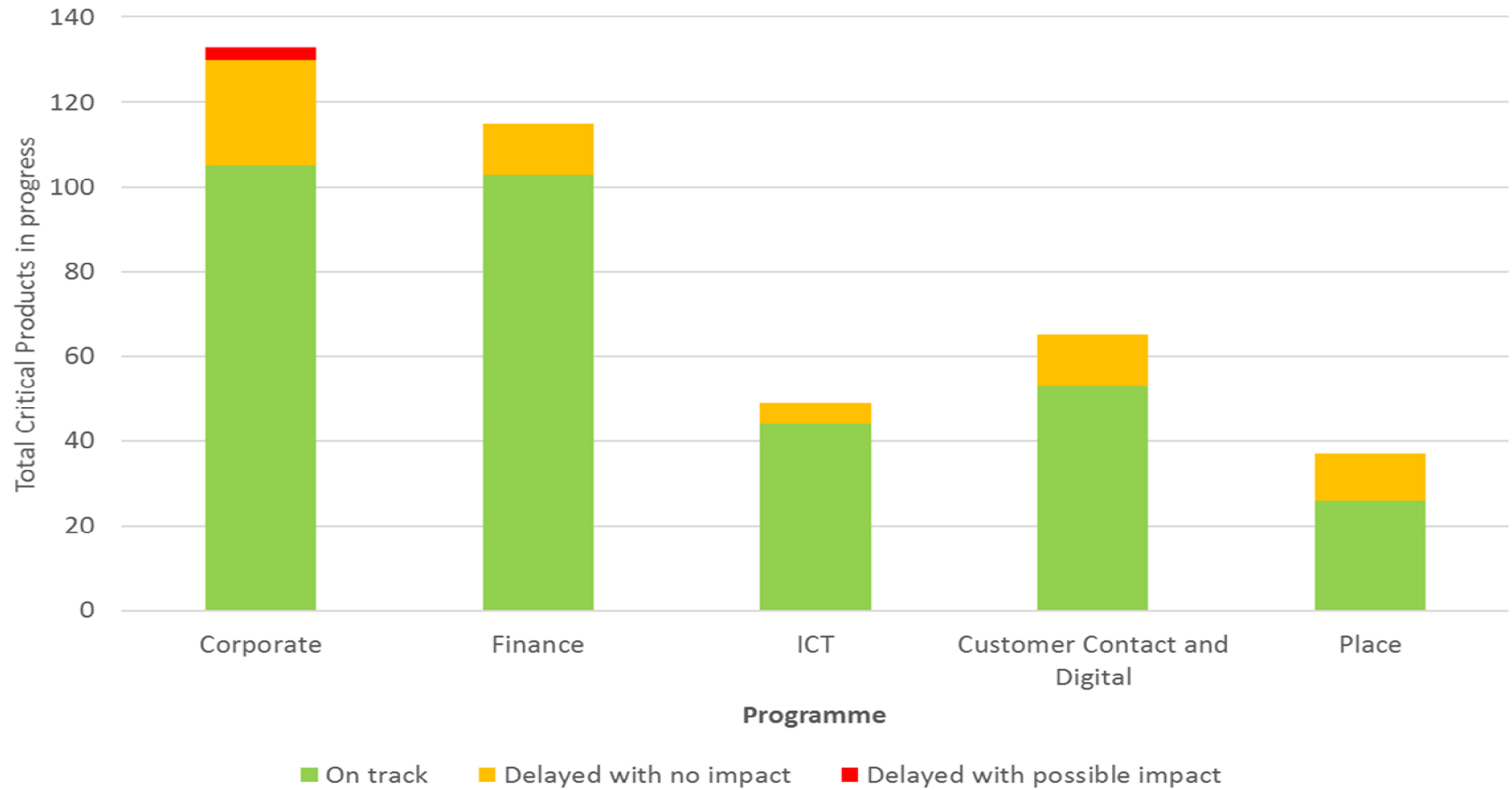|							
ICT						(Risk) Risk that D&B's will not be on-boarded for finance, HR & pay for vesting day. Project is currently on track	Amber →
						(Risk) There is a risk that we are unable to articulate the exact requirement for how many Data Privacy Impact Assessments need to be undertaken for the ICT systems identified as holding personal data, to reflect the new unitary changes and ensure compliance in time for us to take definitive action. The analysis of systems used by disaggregating services is progressing, and a number of DPIAs have either been completed or are underway.	
						(Risk) Work is underway with the relevant service areas to identify their ICT systems and which hold personal and sensitive data. As there are over 50 systems there will not be technical solutions for all systems by Vesting Day. North & West Monitoring officers along with elected officers to seek advice from the ICO.	
						(Issue) There are approx. 1200 devices which have been identified as not meeting the minimum technical specification across the 8 authorities. This will continue to cause a poor user experience using MS365 if these devices are not either upgraded or replaced. Most of the devices that need replacing are in NCC, rollout is planned to start late February, getting new devices to users whilst working remotely will need careful planning.	
						(Schedule) A solution has been agreed to have 2 separate instances of Eclipse for Vesting Day. The detailed project plan needs to be developed to understand resource required to deliver in time. The detailed plan and resourcing requirements are being developed. There is no contingency and to ensure system testing can start as soon as possible weekend working is required. A mitigation plan is being developed and a decision will be made on 1 March to continue or revert to this plan.	
						(Risk) With new methods of communication for users both inside and outside their authorities, and as we go through a period of significant change, we are more vulnerable to cyber security risks. The ICT managers are communicating the top 10 do's and don'ts for users to help further embed security / cyber security good practice. There is an urgent need to bring in a Cyber Security specialist as current in-house knowledge is comparatively weak given the significant degree of change taking place and the elevated threat from cyber criminals	
						(Risk) There are a range of specialist skillsets/experience that are urgently required i.e. SharePoint & Cyber Security specialists. A preferred supplier for the partnership framework agreement has been selected. We will use this framework to procure specialist resources when in place. Statement of works for SharePoint and Cyber Security resources are currently being developed.	
						(Risk) The NCC Citrix environment needs to be assessed to understand if it is fit for purpose for M365. An external specialist company has been procured to perform a health check and document findings and recommendations. The report has been received and NCC are prioritising resources to implement all recommendations, no date has been given as to when this will be completed.	

Finance						(Risk) Other projects such as ERP, websites, resource structures and service plans are not delivered on time resulting in delay/increased costs. We will ensure they are all understood and monitored and we will escalate potential delays.	Amber
						(Risk) Assessment of Finance project work to be undertaken for Day 1 indicates significant input will be required from Finance SMEs and we are dependent on a number of key people with the relevant SME knowledge. Allocation of dedicated resource, work prioritisation, release and backfill of resources where possible.	
						(Schedule) Delay in disaggregation of county loan book. Clarification required on approach before Banks engaged. Plans and timescales are dependent on approach. Have engaged with 3rd party Treasury advisors who will provide an independent analysis on how to disaggregate the loan book and also provide some options on MRP.	
Place - West						(Risk) Difficulty in capturing costs and specifications for branding items. SME's working closely with contractors to define requirements and understand costs.	Amber
						(Risk) IT works capacity and costs of additional work on Jigsaw system (Housing). Discussed with Transformation Director (West) to pause this activity due to lack of capacity in ICT programme. System harmonisation can take place post Vesting Day.	

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					£4,677	£271
Total Programme Costs	**£4,437**	**£10,645**	**£16,701**	**£31,783**					**£10,374**	**£271**
	Investment				Savings					
Business Rates Retention	£2,536	£7,802	£4,662	£15,000	£1,626	£2,246	£32,747	£36,619	£1,418	£828
NCC Transformation	£2,273	£4,250	£0	£6,523	£33,281	£12,235	£5,637	£51,153	£11,962	£273
Grand Total	**£9,246**	**£22,697**	**£21,363**	**£53,306**	**£34,907**	**£14,481**	**£38,384**	**£87,772**	**£13,380**	**£1,101**

Comments

Key causes of the change in forecast outturn are as follows:

• Other Costs - Lower than anticipated costs of external legal advice, offset by an increase in forecast costs for branding and senior recruitment consultants.
• Business Rate Retention and Transformation Savings - The increasing impact of delays in savings delivery caused by the response to the Covid-19 pandemic.

3. Enterprise Risk Register Updates by Exception								
ID	Reason for reporting	Date Raised	Risk assessment	Impact	RAG Score	Mitigating Action	Rag Score	Owner
Ent-051	Recommend closure as FN and DS teams now aligned	24/09/2020	Ineffective alignment with Democratic Services processes	Delay to programme	16 (R)	Work closely with Democratic Services to align processes	12 (A)	Jane Carr/ Lisa Hyde
Ent-052	Declined likelihood as balanced budgets now being reported	28/09/2020	2021/22 Budget gap leads to unsustainable financial position	Legal budgets cannot be set and services need to be scaled back at short notice	20 (R)	Work closely with MHCLG to ensure that the financial position is considered by government. Both Councils have now reported a balanced budget to Cabinet.	10 (A)	Barry Scarr
Ent-053	Updated mitigation actions for information	28/09/2020	Employee morale and uncertainty as Government has commenced agreement to its long standing plans for an Exit Cap.	The Government have implemented the Exit Cap from 4th November and this impacts any exit from any of the sovereign councils and then the N/W Councils.	20 (R)	Government advice on if a waiver might apply has suggested we provide a business case. This is being prepared by Bevan Brittan for circulation amongst stakeholders prior to submission.	20 (R)	Martin Cox
Ent-054	Declined likelihood due to effective mitigations	19/11/2020	NCC disaggregation exercise results in lack of certainty of where every post goes (N or W) due to concerns raised around capacity and skills needed to deliver for two authorities after Vesting Day	Inability to complete TUPE process, possible loss of staff goodwill and/or resignations, all causing inability to deliver S&L in both authorities at or beyond day 1	20 (R)	Senior management scrutiny, staff and TU engagement, effective comms messages, FAQ and other support, consideration of need for additional resources	10 (A)	Theresa Grant

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 Corporate C17: Data sharing protocols & agreements	Disaggregation of NCC systems and data may result in data protection and GDPR breaches – Monitoring Officers North and West now leading and overseeing this as Day One risk is increasing
Critical products where progress is under increased watch	
Corporate C15: Lead authority and hosted agreements	Lead Authority and Hosted services agreements need to be in place for Day 1 – further additional legal capability and capacity being secured

5. Day 1 Service Readiness	
Services where implementation should have started but has not	
Corporate: HR Advisory - Traded Services	Only just endorsed and approved; imminent commencement; no implementation issues identified by Corporate Programme
Corporate: OPUS Recruitment	Currently going through governance; imminent commencement; no implementation issues identified by Corporate Programme
Services where implementation progress is of concern	
None	
Services where implementation progress is under increased watch	
None	

Future Northants Programme (excl. Adults and Children's) Critical Products progress at mid January 2021

6. Achievements		7.Opportunities	
Description	Impact	Description	Impact
Tiers 1-3 consultations ended	Interviews underway	Extending the community teams model to further the joined-up way of working with partner departments in the authority such as Housing	To improve services for residents by streamlining access to services
Pre-paid cards, an alternative to a direct payments, will go live to new customer on 25th January 2021	Similar to debit cards, easier and quicker for customers to use for e.g. to pay bills and the council can monitor accounts in real time.	Waste Infrastructure project – potential for residual and dry mixed recycling future outlets and contracts. Potential partners identified.	Improved customer service and improved recycling rates, reduced costs.
All West Districts and Boroughs migrated to MS365 and NCC to follow	Enables better collaborative and cross-organisation working and communication.	Single integrated payment solution for all paid for council services	Improved customer experience, de-duplication of payment systems, easier reconciliation, reduction in licence costs.
8. Risks		9. Issues	
Description	Mitigation	Description	Mitigation
Eclipse must be locked down rather than archived so the North and West have access to only their own data.	We are currently working on mitigation plans to avoid any data access issues.	Devices not meeting technical specifications across 8 authorities, resulting in poor user experience of MS365	Most of these devices are within NCC. Rollout of new devices to commence in February
Risk around CareFirst providing ERP with correct file formatting to enable the interface to work successfully	We are working with the ERP team to ensure the interface works correctly.	Risk of being non GDPR compliant on Day 1 in regards to the split of NCC Data	In discussion with MHCLG to see if extension is possible and discussing mitigating actions and Data Protection Impact Assessment's with ICO
There is a risk that we will not be GDPR compliant on Day 1 regarding the split of NCC data, which could result in ICO investigation, fines and reputational damage..	Discussions with MHCLG to see if an extension is possible. Further conversations have been had with the ICO to try to agree mitigating actions.	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 want more "Fact About..." information sheets

We did: Taken the feedback of Change Champions "Top 3 Concerns" and are continuing to create more titles in accessible formats for all

You said: The Managers Implementation Guidance is not clear what services need to do and when - needs more instructions on how to use it

We did: Change Managers are working with management to provide additional information

You said: Change Champions (Adults) wanted to meet their new Directors

We did: Stuart Lackenby and David Watts attended the Adults Programme change champion catch up on 27th January to meet the champions and talk a little about their vision for the new Unitaries and their Directorates

You said: ERP Gold marks a major change in the way district and borough employees manage annual leave, review pay slips, manage budgets etc, how will this change be supported?

We did: All change champions have received communication and short videos to provide knowledge and familiarisation with the ERP system to cascade to their teams. 50 champions are being recruited to acts as ERP Gold advocates, supporting the role out and sign posting colleagues to training, support and information locally.

You said: What are the plans for communication and adoption of new or amended policies?

We did: Change Managers, Comms and relevant services are working together to ensure policies can be hosted and accessible prior to Day 1. Planning is underway to identify which policies will require further change support and training.

What's happening in February:

Change Managers re-organising to maximise capacity and prioritise change activity.

Co-ordinated launch of IT; HR and Information Governance policies with central location for easy access.

NLT, Directors and NCC Change Champions – will receive additional information relating to MS365/Teams rollout to aide understanding and thereby help colleagues.

Investigating the future use of Teams Live! For big virtual events.

Currently planning the Spring series of Gearing Up for Change workshops with the change champions, to begin in February.

ERP Gold Change Champion training commences for the 50 recruits

Continue to produce and promote Facts About sheets on relevant and priority topics for employees

Facilitate and manage change champion questions and feedback on all things FN and feed into relevant stakeholders and communication channels

11. Communications	
Recent Activity	**Next Steps**
• Finalised "final phase" narrative and shared with key staff • Launched additional internal FN channels (FN Snapshot) • Developed weekly comms update for leadership team • Promotion of the new one-stop-shop FN hub with info for staff • In sign off: "final phase" of Day One residents awareness campaign • Promotion of the "two months to go" mark - press release and social media • Further development of Day One awareness comms for staff • Delivering comms plans for budget consultations	• Continued ongoing promotion of Day One awareness messaging • Developing the look and feel for the Day One awareness campaign • Implementing "final phase" Day One awareness plan post-sign off • Support for the Housing Allocation consultation launches • Ongoing support for Day One priority branding decision-making process • Ongoing support for development of vision / values • Ongoing support for North and West leadership

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Document Author:	Jasmin Foster
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