

Meeting: West Northamptonshire Shadow Executive
Date: 12 February 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 26 th January 2021			5-11
05	Announcements			-
Items requiring a decision				
06	Director of Transformation's Programme Update	No	Jane Carr	13-22
07	Final Budget 2021/22 and Medium Term Financial Plan	No	Martin Henry	Separate Document
08	Housing Revenue Account Budget and MTFP	No	Martin Henry	23-39
09	Eclipse	Yes	Anna Earnshaw	41-52
10	Constitution for the West Northamptonshire Unitary Council	No	Catherine Whitehead	Separate Document
11	Delegation of responsibility to the Head of Paid Service for employment matters.	No	Martin Cox	53-57
12	Inter-Authority Arrangements, including archives and heritage services	No	Catherine Whitehead	58-96
13	ICAN Procurement (Please note the General Exception Rule has been applied)	Yes	Stuart Lackenby	97-107

14	Task and Finish Group Reports: <ul style="list-style-type: none"> Vision and Values 	No	Anna Earnshaw	109-145
15	Northampton Borough Council: Report in the public interest regarding the Council's loans to Northampton Town Football Club (Report to Follow)	No	George Candler	Report to Follow.
16	Operational and Non-Statutory Policy Delegation	No	Catherine Whitehead	143-146
Matters that Stand Referred from the Shadow Authority				
17	No matters referred.			
Exempt Items				
18	None notified.			-
Urgent Items				
19	None notified.			-
Catherine Whitehead, Proper Officer Date issued: 4 th February 2020				

What is the Shadow Executive?

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

Who are the members of the Shadow Executive?

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

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

When does the Shadow Executive meet?

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

- Tuesday 5 January 2021
- Tuesday 26 January 2021
- Friday 12 February 2021
- Tuesday 23 March 2021

The venue will be confirmed when the papers for a particular meeting are published, but at the moment meetings are taking place virtually. Members of the public who wish to view the meeting can do so via the West Northamptonshire Democratic Services YouTube Channel here:

<https://www.youtube.com/channel/UCujrRO-y6RzkN6zPQ-xNAtA>

How do I find out about what is being discussed at future meetings?

The agenda and reports for all meetings are published 5 working days in advance and can be downloaded here:

<https://cmis.northamptonshire.gov.uk/cm5live/WestNorthamptonshireShadowAuthority.aspx>

Can I participate in meetings?

Shadow Executive meetings are normally held in public. At present, members of the public may watch the proceedings via YouTube (see link above) in place of attending meetings in person. Members of the public who live or work in the area of the Shadow Authority may request to make a statement on any item on the public part of the agenda. Any person who wishes to make such a statement must submit their statement to the Monitoring Officer, via Democratic Services, at least 24 hours before the start of the meeting.

Declarations of Interest

Shadow Councillors are reminded that the Code of Conduct contains provisions relating to the declaration of interests. Please refer to the Code of Conduct for a fuller description of what constitutes an interest. Shadow Councillors are reminded of the seriousness of failing to declare an interest. Shadow Councillors are reminded that if they have a Discloseable Pecuniary Interest or a significant Non-Statutory Discloseable Interest in a matter to be discussed, whether registered or not, they must not take part in the debate or vote on that matter and should remove themselves from the meeting room irrespective of whether they are a member of the committee.

Members are reminded that under the Code of Conduct, they need only declare the existence of an interest if that interest is not already listed in their register of interests. When declaring an interest at a meeting, councillors are asked to state:

- The item number in which they have an interest;
- The nature of the interest; and
- Whether the interest is a Discloseable Pecuniary Interest or Non-statutory Disclosable Interest.

It is the responsibility of individual Shadow Councillors to decide whether any of these provisions apply in particular circumstances, but Shadow Councillors may wish to seek the advice of the Interim Monitoring Officer before the meeting.

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

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

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

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

West Northamptonshire Shadow Executive

26 January 2021

Shadow Executive Members Present:

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

Other Shadow Authority Members Present:

Rufia Ashraf	Malcolm Longley
Fiona Baker	Danielle Stone

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 and Returning Officer, West Northamptonshire Council
Richard Ellis	Chief Executive, South Northants Council
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, Northamptonshire County Council
Martin Henry	Chief Finance Officer, West Northamptonshire Council
Alex Melia	Democratic Services Officer, West Northamptonshire Shadow Authority (Minutes)
Ian Vincent	Chief Executive, Daventry District Council
Catherine Whitehead	Monitoring Officer, West Northamptonshire Council

1. APOLOGIES FOR NON-ATTENDANCE:

Apologies were received from Councillor Adam Brown and Audra Statham, Finance Enabler, Future Northants.

2. NOTIFICATION OF REQUESTS TO ADDRESS THE MEETING:

None received.

3. DECLARATIONS OF INTEREST:

Anna Earnshaw, Chief Executive and Returning Officer, West Northamptonshire Council, declared a pecuniary interest in Item 9 – Returning Officer Fees.

4. MINUTES OF THE MEETING HELD ON 5 JANUARY 2021

RESOLVED: That the Shadow Executive approved the minutes of the meeting held on 5 January 2021 as a true and accurate record.

5. ANNOUNCEMENTS

There were none.

6. TRANSFORMATION DIRECTOR'S UPDATE

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

- It was noted that this item is being reported by exception, with emphasis placed on the common themes linking the risks in key areas across the programme.
- Within Adult Social Care, some risks have materialised around the systems involved. It was expected that IT issues would be prevalent heading towards vesting day and mitigation is in place for further risks that may arise.
- The Corporate element of the programme contains the biggest risks, as it is the widest area. There are some issues relating to intra-authority contracts not being in place prior to vesting day.
- It was advised that it is unlikely for all contracts to be in place for day one of the West Northamptonshire Council. However, the highest risk areas are being prioritised to ensure that these issues are addressed.
- There is some risk involved with GDPR compliance from the split of Northamptonshire County Council data, as a result of the various systems in place. A paper will be presented on this issue at a future meeting of the Shadow Executive.
- The risks noted with the Finance and ERP systems have largely been mitigated with the help of feedback from the Shadow Executive at previous meetings.
- There are a number of risks within IT, as some issues have arisen regarding the rollout of MS365 systems. Northamptonshire County Council is currently behind schedule, but an alternative plan has now been developed and will be implemented shortly.
- Some specialist skills within IT are currently being recruited from the marketplace to buttress the skills of the existing workforce. This mainly relates to specialist areas which need to be addressed in the short-term prior to vesting day.
- Further work on the disaggregation of loans and investments is required, with the Chief Finance Officer continuing to work on and alleviate these issues.

The Chief Finance Officer, West Northamptonshire Council, introduced the finance monitoring section of the report and noted that the figures included have not changed since last month, with an underspend of £190,000 based on the delayed appointment of statutory officers. It was advised that there is a profiling issue which shows savings that will be delivered in future years rather than current financial year, leading to an unfavourable variance figure equal to that reported in the previous month.

Members of the Shadow Executive commented as follows:

- Councillor Lizzy Bowen requested an update on the progress of the MS365 rollout at Northamptonshire County Council. In response, the Chief Executive, South Northants Council, advised that two alternative plans are now being considered. A different migration approach has been agreed, which mitigates many of the risks but pushes the date of the intended rollout back to mid-February.

- Councillor Bowen also queried whether the disaggregation team should be updated on the progress of disaggregation, particularly budget issues. The Chief Finance Officer advised that this is a live topic with outstanding issues still to be resolved. Meeting are still ongoing and it was hoped that an update can be provided within the final budget report.
- Councillor Matt Golby noted that many outstanding issues relate to the IT areas of the programme, and asked whether there is sufficient expertise available and the time to implement these skills.
- The Transformation Director advised that there is sufficient skill within the marketplace, and the programme intends to upgrade the skills available in West Northants through the framework agreement.

Other Members commented as follows:

Councillor Danielle Stone expressed concerns over capacity issues and the resulting pressure on staff, and asked for information on the effects of this stress and the ability to deliver targets.

The Chief Executives of the sovereign councils responded as follows:

- The Chief Executive, West Northamptonshire Council, advised that NCC is recording monthly staffing and capacity level monthly. It was noted that sickness levels are higher than in previously seen during the Covid-19 pandemic. With reference to specialist areas such as cyber security, the importance of bringing in the relevant expertise was emphasised.
- The Chief Executive, Northampton Borough Council, advised that sickness levels have dropped within the previous 12 months, with various causes. It was advised that there has been some increase in the previous two months, reflecting winter and a small number of self-isolation periods, but this has not affected frontline service delivery.
- The Chief Executive, Daventry District Council, noted the small cohort of staff in Daventry and advised that sickness levels are causing stress not by volume, but rather which staff members are affected by illness. Currently, there are three areas under pressure: IT, Environment Health and Revenues & Benefits.
- The Chief Executive, South Northants Council, advised of a fall in overall sickness rates, which are being monitored. It was suggested that there may be stress in some key areas and therefore resources are being moved as appropriate.

Councillor Rufia Ashraf queried the possibility of upskilling staff through of apprenticeships. In response, the Transformation Director advised that because of the time pressures and specialist skills required in the short-term, external support is required. However, the commitment of West Northamptonshire Council to providing apprenticeships and other opportunities moving forward was emphasised.

The Transformation Director summarised the remainder of the report:

- The Change Management area of the programme is continuing on a “you said, we did” basis to address the concerns of staff and demonstrate the subsequent responses.
- It was noted that pressures as a result of Covid-19 have caused extra stress on some areas and staff. The Transformation Director highlighted that mental health first aiders at Northamptonshire County Council are available for guidance and support.

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 delegated to the relevant programme leads.

The Shared Director of Children's Services and Statutory DCS, North & West Northamptonshire Shadow Authorities, presented the first requested change:

- At the formation of the Children's Trust, the Education Service was left without commissioning and sufficiency as this had been previously shared with Children's Services. The initial blueprints did not show this requirement.
- The commissioning and sufficiency resource is required to support and manage the skills and contracts within Learning Skills and Education and to ensure placements and High Needs Funding requirements are met within the Designated School Grant allocation for this area.
- The cost of this change is £274,000, which has already been confirmed within a £500,000 budget for structural changes.

The Programme Lead, Corporate Programme, Future Northants, presented the second requested change:

- This change relates to how the Council will manage spend on agency staff and temporary employment.
- It was advised that this change will ensure competitive rates for the new Council, with further decisions on this subject required for West Northamptonshire in future.
- It was also noted that all existing councils are being transitioned to this change and will derive benefit.

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. LOCAL COUNCIL TAX REDUCTION SCHEME

The Chair noted that this item is the subject of Special Urgency, and thanked the Chair of the West Northamptonshire Shadow Overview & Scrutiny Committee for agreeing to waive the call-in process.

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

- Each of 3 sovereign authorities operate their own Local Council Tax Reduction Schemes, which are required to be harmonised by vesting day.
- The original proposal called for a 26.5% scheme, which would be cost-neutral to West Northamptonshire Council.
- Responses to this proposal via the consultation process were evenly split, with 43.28% of respondents strongly agreeing, and 43.27% strongly disagreeing.

- Having considered the consultation process and the ongoing economic impact of the Covid-19 pandemic, a 20% scheme was recommended for adoption moving forward. The cost of this scheme will be c£780,000.

The Chair noted that around 80% of people in receipt of LCTRS will be in either an equal or better off position, based on the new proposals following the consultation response.

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

RESOLVED: That the Shadow Executive:

- a) **Noted the contents of this report and the previous report received by the Shadow Executive on 5 January 2021;**
- b) **Agreed, under 3.2.2 of the report, the following proposals:**
 - Proposal 1 - The minimum level of contribution was set at 20.0%;**
 - Proposal 2 - War widows and war disablement income to be disregarded;**
 - Proposal 3 - Removal of the family premium for new claims;**
 - Proposal 4 - Limit the child allowance to two children when assessing new claims;**
 - Proposal 5 - Apply a minimum level of income to those people who are self-employed;**
 - Proposal 6 - Harmonise the rates of non-dependant deduction to the prescribed amounts set by Government; and**
- c) **Granted 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.**

9. RETURNING OFFICER FEES

The Monitoring Officer, West Northamptonshire Shadow Authority, introduced the report and highlighted the salient points:

- The report concerns the elections scheduled to take place in May 2021. The schedule of fees has been set out for the whole of the Northamptonshire area.
- The report recommends the fees for the returning officer, who is in turn responsible for setting the fees payable to all other staff. Appendix A to the report provides detail on all of these fees.
- It was noted that the fees payable will be less than those currently payable in Kettering, East Northants and Daventry.

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

RESOLVED: That the Shadow Executive:

- a) **Approved the Returning Officer fees contained within Appendix A; and**
- b) **Noted all other fees and charges within the Scale of Fees at Appendix A.**

10. HIGHLY COMPLEX AUTISM TENDER

The Chief Executive, West Northamptonshire Council, introduced the report and highlighted the salient points:

- The report seeks approval to delegate authority to Katie Brown, Interim Director of Adult Social Services, to give permission to proceed with the tender for complex autism services for autistic people over the age of 14 years.
- It was noted that the challenging needs of those with autism have not necessarily been met well in previous years.
- As a result, parent groups and other key partners have provided feedback to help create an outcome framework with bespoke services. This framework will provide a commonality across children's, young people and adult services.
- Progress on this framework has been slightly delayed as a result of Covid-19.

Members of the Shadow Executive commented as follows:

- Members offered their support to the recommendations and noted the benefits of an integrated approach with Northamptonshire County Council Cabinet, who will consider the report on 9 February 2021.

In response to a query, it was confirmed that the report concerns people from the age of 14.

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

RESOLVED: That the Shadow Executive:

Approved Delegated Authority to Katie Brown, Interim Director of Adult Social Services to give permission to proceed with the tender for complex autism services for autistic people over the age of 14 years

11. TRANSFORMATION TASK & FINISH GROUP UPDATE

Councillor Matthew Golby introduced the report and highlighted the salient points:

- It was noted that transformation will extend well beyond vesting day.
- Some staff working on transformation have been reassigned to other areas due to the impact of Covid-19.
- This has resulted in some elements of transformation intended for vesting day not being completed, but discussion on future principles continues.

The Transformation Director commented:

- The importance of the long-term ambitions for West Northamptonshire Council was noted, but emphasis was placed on the first few years of the new authority because of the pressures arising from the disaggregation and hosting of services.
- After assessment, a timeline and roadmap will be available to outline the path of these services. Discussions with North Northamptonshire on this topic remain ongoing.
- The contribution of Members was highlighted as a key element of this transformation work.

RESOLVED: That the Shadow Executive:

- a) Noted the content of the report; and**
- b) Agreed to 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.**

URGENT ITEMS:

There were none.

EXEMPT ITEMS:

There were none.

There being no further business, the meeting ended at 18:55.

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January 2021

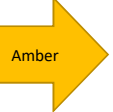
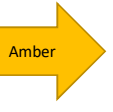
Future Northants Programme Dashboard

1. Programme Status

Programme	Overall	Budget	Risks	Issues	Schedule	Comments	Estimated Direction of Travel for Next Period
Adult Social Care	Yellow	Yellow	Yellow	Green	Green	(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)	Yellow	Green	Yellow	Yellow	Yellow	(Issue, ICF) Inability to recruit permanent staff to ICF - Short term cover is in place. Medium term interim arrangements will be required.	Amber →

Corporate	Yellow	Green	Yellow	Yellow	Green	(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.	Amber 
						(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 ensuring 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.	
Customer Contact & Digital	Green	Yellow	Green	Green	Green	[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						<p>(Risk) Risk that D&B's will not be on-boarded for finance, HR & pay for vesting day. Project is currently on track</p>	
						<p>(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.</p>	
						<p>(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.</p>	
						<p>(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.</p>	
						<p>(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.</p>	
						<p>(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</p>	
						<p>(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.</p>	
						<p>(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.</p>	

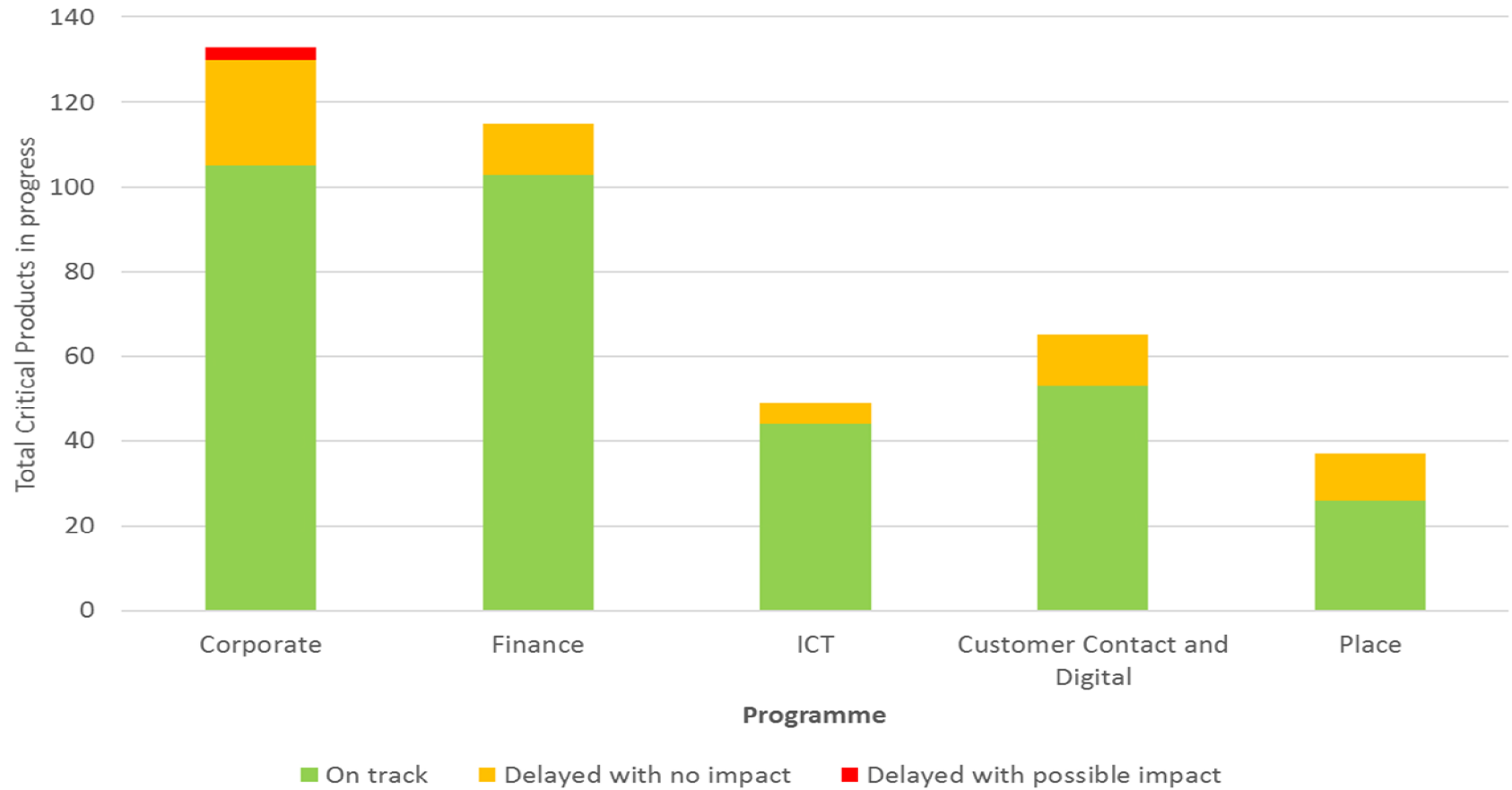
Finance	Yellow	Green	Yellow	Green	Yellow	(Risk) Other projects such as ERP, websites, resource structures and service plans are not delivered on time resulting in delay/increased costs. We will ensure they are all understood and monitored and we will escalate potential delays.	Amber 
						(Risk) Assessment 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	Green	Green	Yellow	Green	Green	(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:										
<ul style="list-style-type: none"> • 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	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
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 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

Produced by Future Northants PMO	
Document Author:	Jasmin Foster
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WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

12 February 2021

Report Title	Housing Revenue Account (HRA) Budget, Rent Setting 2021/22 and Budget Projections 2022/23 to 2025/26
Report Author	Martin Henry, Executive Director of Finance Martin.henry@westnorthants.gov.uk

1. Purpose

- 1.1 The purpose of this report is to agree the Shadow Executive's proposals for recommendation to Council on 23 February 2021 for the 2021/22 HRA budgets and the indicative levels 2022/23 to 2025/26 HRA budgets.
- 1.2 To agree the Shadow Executive's proposals for recommendation to Council on 23 February 2021 for the 2021/22 HRA rent setting.
- 1.3 To agree the HRA capital programme funding proposals for 2021/22 and future years.
- 1.4 To ask the Shadow Executive to recommend to Council that they approve the recommendations in section 2 below.

2. Recommendations

- 2.1 That Shadow Executive recommend Council to approve:
 - a) An average maximum rent increase of 1.5% per dwelling, in line with the legislation and the government's national rent standard, to take effect from 5th April 2021.
 - b) The HRA budget for 2021/22 of £54.7m expenditure detailed in Appendix 1.
 - c) The HRA capital programme for 2021/22, including future year commitments, and proposed financing as set out in Appendix 2.
 - d) The proposed service charges listed in Appendix 3.
 - e) That the Shadow Executive be authorised, once the capital programme has been set, to approve new capital schemes and variations to existing schemes during 2021/22, subject to the funding being available and the schemes being in accordance with the objectives and priorities of the Council.

- f) The Total Fees proposed for NPH to deliver the services in scope for 2021/22 detailed in Appendix 4.
- 2.2 That the Shadow Executive acknowledges the issues and risks detailed in the Chief Finance Officer's statement on the robustness of estimates and the adequacy of the reserves contained within the final budget report.
- 2.3 That the Council be recommended to confirm the reserves strategy of protecting balances wherever possible to allow the option of supporting future years' budgets, aiming for a minimum level of unallocated HRA balances of at least £5m for 2021/22 having regard to the outcome of the financial risk assessment.
- 2.4 That authority be delegated to the Chief Finance Officer to make any technical changes necessary to the papers for the Council meeting of 23 February 2021.
- 2.5 That Council be recommended to delegate authority to the Chief Executive and Chief Finance Officer to implement any retained HRA budget options and restructures.
- 2.6 That authority be delegated to the Chief Finance Officer in consultation with the Portfolio Holder for Finance, and where appropriate the relevant Head of Service and Portfolio Holder to:
- Transfer monies to/from earmarked reserves should that become necessary during the financial year.
 - Transfer monies to /from HRA working balances between the Council and NPH for cash flow purposes should that become necessary during the financial year.
 - Update the budget tables and appendices, prior to Council should any further changes be necessary.
 - Update prudential indicators in both the Prudential Indicators report and Treasury Strategy report, for Council for any budget changes that impact on these.

Reason for Recommendations:

- *To ensure that the Shadow Authority complies with its Constitution and all other relevant requirements in setting the budget (including the HRA budget) for West Northamptonshire.*

3. Issues and Choices

3.1 Report Background

Housing Revenue Account

- 3.1.1 The HRA is a ring-fenced account that represents the costs of holding the Council housing stock. There are strict rules surrounding the costs and income that can be charged to this account. Much of the income and expenditure is dictated by legislation and regulation leaving the Council with direct control over a limited number of these budgets.

- 3.1.2 The HRA Budget proposed for 2021/22 reflects the current service levels and service delivery. This year's HRA budget process continues to incorporate the calculations required to provide a Total Fee to Northampton Partnership Homes (NPH) who manage the housing stock on a Management Agreement. This report provides the updated financial position and revised Total Fee for NPH for 2021/22 to provide the services in scope taking into account the current rules and regulations which impact upon the financial envelope brought about by Government changes in legislation in housing finance.

3.2 Draft HRA Revenue Budget 2021/22 Shadow Executive 5 January 2021

3.2.1 The Shadow Executive met on 5 January 2021 and recommended proposals for consultation. The headlines were:

- a) Proposing rent increase in line with legislation and national rent policy of on average 1.5%;
- b) A HRA budget for 2021/22 of £54.7m expenditure.
- c) A Total Fee for NPH of £81.0m for 2021/22 for the delivery of services over the six fee elements including a Capital Sum.

Further work on refining estimates has been undertaken on the HRA revenue and capital budgets since January 2021, resulting in the proposals set out in the following sections 3.3 and 3.4.

3.3 HRA Revenue Budget 2021/22 – Shadow Executive 12 February 2021

3.3.1 The final proposed 2021/22 HRA budget remains as at the draft position of £54.7m expenditure. The details of this proposed budget can be found in appendix 1. However there are some adjustments that have been made to the draft continuation budget. These changes between draft and final proposed continuation budget are detailed in the following table:

Description	Budget 2021/22
	£'000
Draft Continuation Budget	(25,500)
<u>Expenditure:</u>	
Abortive Costs	(150)
Court & Legal Costs	(78)
ICT Revenue	(290)
Staff Capitalisation	(100)
Postage Recharge	(50)
Technical Adjustment	(99)
<u>Technical:</u>	
Interest & Financing Costs	441
Revenue Contributions to Capital	(441)
Contribution to / (from) Reserves	767
Final Continuation Budget	(26,266)

As part of the budget process a number of cost pressures and growth items were identified and included in the draft budget. The aim, where possible, is to manage these within existing resources, however the removal of these from the draft budget has been replaced by a contribution to reserves which can be drawn down in year following consideration and approval of appropriate business cases.

Rents and Rent Setting 2021/2022

- 3.3.2 Rent Income, by far the largest single budget within the HRA, has previously been calculated in accordance with national rent policy. In October 2017, the government announced its intention to set a long term rent deal for both local authority landlords and housing associations. This currently permits annual rent increases on both social rent and affordable rent properties of up to CPI (as of the September prior to any increase coming into effect) plus 1 percentage point from 2020, for a period of at least five years ('the new policy'). The new policy will come into effect from 1 April 2020.
- 3.3.2.1 The proposal for rent increases in 2021/22 is therefore the maximum 1.5%,(September 2020 CPI 0.5% plus 1%) on average across the housing stock in line with the new policy.This is consistent to what was put forward in the report to the Shadow Executive on 5 January 2021.
- 3.3.2.2 **Target Rent** - In line with the Government's guidance any dwelling that becomes void in year will automatically have its rent realigned to the Formula Rent (target rent), which takes account of average national rent, relative county earnings, number of bedrooms and relative property value.
- 3.3.2.3 There are currently 3,055 dwellings not at target rent (compared to last year 3,378). In all these cases the rent is less than their Target. The estimated financial impact of rents being lower than target is approximately £260k per annum, but reducing as each property becomes void and re-let. The policy of moving re-let properties straight to Formula was introduced in 2014/15 with the intention of closing the rents to target over a period of time. This will continue to be monitored and any future changes to Rent Policy will be consulted on.

Service Charges

- 3.3.3 The schedule of proposed Service Charges for 2021/22 is attached at Appendix 3. The level of Service Charges should be set to enable the full recovery of costs incurred. It is proposed that general Service Charges for 2021/22 are increased in line with CPI as at September 2020 (0.5%). The Service Charges have been reflected in the budgeted income figures. There are no changes proposed to the draft budget position.

NPH Management Agreement / Services Being Provided

- 3.3.4 The HRA is the Council's statutory account for the Housing Landlord service, which pays NPH a Total Fee to provide both the Housing Landlord services and those Housing General Fund Services in the scope. The continuous development of NPH is planned to shape the future HRA budgets as efficiencies and improvements to services are made leading to more investment opportunities into the stock and the service.
- 3.3.4.1 The Total Fee for 2021/22 has been negotiated in partnership with NPH and takes into account the current level of budgets, and the changes in available funding for services in scope. NPH have been working with the Council to ensure that a balanced budget can be delivered while trying to mitigate the impact on services. It should be noted that the Asset Management Plan

continues to be reviewed. Further Government announcements on Housing are likely to be released in 2021/22 which will be interpreted and modelled through the HRA Business Plan model.

3.3.4.2 Since the proposed draft budget in January 2021, there have been a number of changes to the revenue budget detailed in paragraph 3.3.1 above. These changes have been reflected in the NPH Total Fee Proposal in the table below and in the creation of reserves which can be drawn upon subject to business case and approval by the Executive Director – Finance.

3.3.4.3 In addition to this a change has been made to the Capital Programme. Firstly, the change to one new build project which previously was to be funded via a lease arrangement but through negotiation with the current owner this has been changed to fully HRA upfront funded through a mixture of borrowing and one for one RTB receipts. Secondly the rephrasing of a street acquisition scheme programme and thirdly the reduction of the ICT Capital programme to priority one projects and creation of reserve to drawdown on subject to business case.

A summary of the 2021/22 NPH total Fee proposed is shown below.

NPH Management Fee	Draft £'000s	Final £'000s
Management - HRA	14,793	14,426
Management - General Fund Housing	282	282
Maintenance - Responsive & Cyclical (Managed Budget)	12,633	12,383
Capital - Improvements to Homes (Managed Budget)	49,868	57,980
Capital - Improvement to Environment (Managed Budget)	3,000	3,000
Capital - Managed Budget ICT	426	276
Total Fee	81,002	88,347

The detailed NPH Fee schedule 5 is attached at Appendix 4. The Management Agreement provides NPH the ability to action the virement of funds within the Total Fee up to an agreed sum. Any requirement for a virement above this or of the Housing General Fund element will need Council approval through the Chief Financial Officer (Statutory section 151 Officer). This enables the Council to have assurance that the budgets are spent in line with the budget the Council approves.

HRA Reserves

3.3.5 It is prudent to set aside funds into specific HRA Reserves to finance future HRA expenditure including capital financing, service improvements, risks of leaseholder claims, and an Insurance Reserve. The use of the capital reserve is incorporated into the Capital Programme financing considerations included later in this report. The table below shows the current forecast of these reserves to the end of the financial year. It is proposed to create two new reserves. The first is out of the existing service improvement reserve earmarked for the potential ongoing cost to NPH of running the current instance of ERP Agresso system post Unitary vesting day. In addition to this it is proposed to capture the changes in budget between draft and final in reserves designed for NPH to drawdown on

subject to clear plans and business case being submitted to the Executive Director – Finance for consideration.

Reserves	Balance B/f 01/04/2021	Earmarked in Year	Applied in Year	Balance C/f 31/03/2022
	£'000	£'000	£'000	£'000
HRA Reserves	(128)	(150)	128	(150)
Revenue Reserve	0	(617)		(617)
HRA Leaseholder Reserve	(500)	0	0	(500)
HRA Service Improvement Reserve	(1,000)	0	50	(950)
ERP Agresso Reserve	0	(50)	0	(50)
HRA Insurance Reserve	(300)	0	0	(300)
Total HRA Reserves	(1,928)	(817)	178	(2,567)
Min Level of Working Balances	(5,000)	0	0	(5,000)
Total HRA Reserves	(6,928)	(817)	178	(7,567)

3.3.5.1 These reserves can be drawn down as required, to finance the future strategic requirements of the service. The reserves will be subject to change depending on the final outturn position for 2020/21 and future investment priorities driven by the Asset Management Plan and decided by the Council.

Adequacy of Working Balances

3.3.6 A prudent level of working balance, along with appropriate application of reserves, should be part of the overall budget. The Chief Finance Officer reviews the level of balances required to support the Housing Revenue Account spend annually as part of his risk assessment of the budget. The Executive Director – Finance has assessed that the minimum level of balances, taking all known risks into account should be held at the current level of £5m for 2021/22. It is anticipated that in future there could be a requirement to increase this level of working balances to take into account any further government announcements. This minimum level is designed to cope with unpredictable circumstances, which cannot be addressed by management or policy action within the year.

3.4 Housing Revenue Account Capital Programme

The Financial Position and New Build Programme

3.4.1 Capital expenditure is essential for the Housing Revenue Account in order to maintain and improve the Council's housing stock as well as deliver new council housing. The HRA is an asset driven service and as such the capital programme plays a key part in the delivery of the HRA service

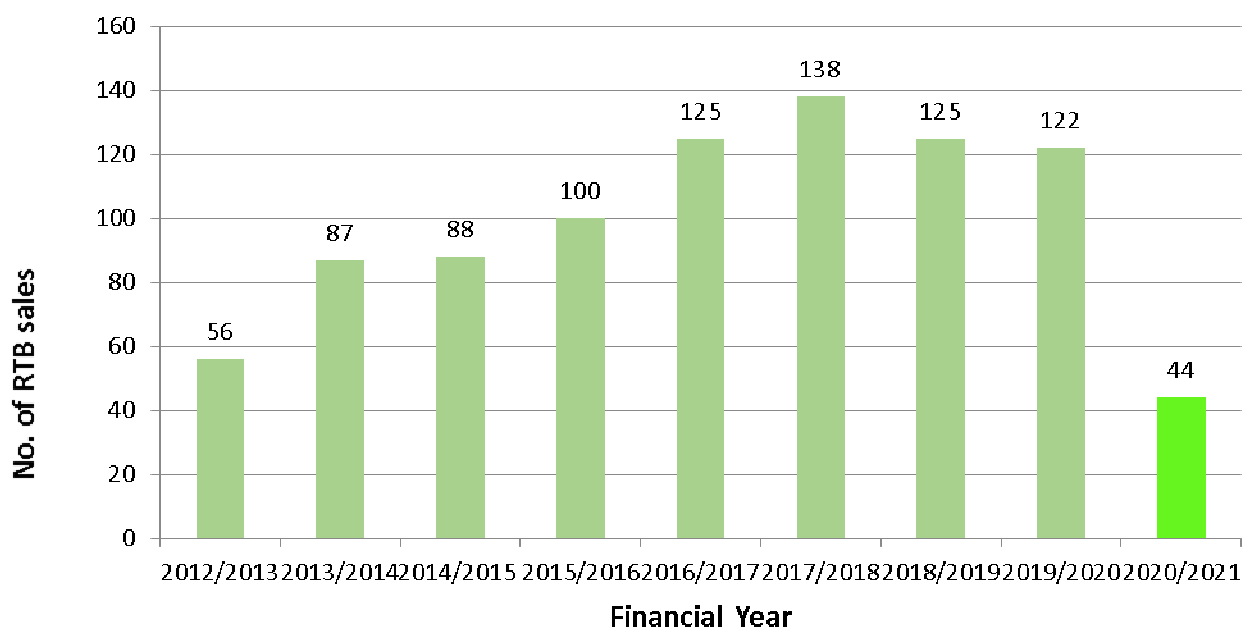
3.4.2 Alongside the implementation of NPH, the Council decided to adopt the "Northampton Standard" for the maintenance and improvement of Council

housing stock. This higher standard has associated increased costs which are built in to the capital programme.

- 3.4.3 The HRA Capital Programme has been developed within the context of the 30-year Business Plan and the existing Asset Management Plan which is being reviewed and updated with the latest information. There will be further input from the HRA Business Plan review which is currently being undertaken which may lead to changes being brought back to Shadow Executive in 2021/22 as the New Build programme is developed.
- 3.4.4 Included in the capital programme for 2021/22 is a significant investment in the New Build programme (£42.2m). This is in addition to previous year's investment and means that the Council is on schedule to deliver up to 200 new dwellings in 2021/22. The indicative budgeted investment in new build is forecast to deliver a steady stream of new council dwellings of approximately 200 per year. This ability to investment reflects the removal of the HRA Debt Cap from October 2018 and the ability to prudentially borrow within the HRA.
- 3.4.5 The medium term plan currently shows a similar high level of investment in new build over the next 5 years, however this is currently being reviewed and will be continually reviewed along with the Council's HRA prudential borrowing and affordability. NPH will continue to work closely with the Council to deliver the new build programme for new social and affordable homes over the coming years. This will help the Council to address the severe shortage of affordable housing in Northampton and reduce the rate at which the Council's housing stock is reducing through Right To Buy.
- 3.4.6 **Right to Buy (RTB) sales** have increased compared to recent years following an increase in discount levels introduced from April 2012. However, in the current year sales have significantly dropped mainly due to the Covid-19 pandemic. The current year's sales at the end of January are 44.

When the budget was set for this year it was assumed that there would be approximately 90 sales in the year at this stage. The reduced forecast in sales in the year is expected to generate useable capital receipts lower than the original budget estimate of £7.7m. However, the flip side of this reduction in RTB sales is that the amount rental income should be greater than originally anticipated. The fall in sales is expected to be a one off and estimates for the draft budget include sales back at a prudent assessment similar to prior year levels. The pipeline of potential sales still looks to be at the same levels as prior years. The total RTB sales by financial year, including the current year to date is shown in the graph below:

Right To Buy Sales by Financial Year



Assumptions based on these recent trends are included within the indicative HRA capital programme financing shown at Appendix 2. There are two additional considerations arising from RTB sales:

- a) Additional pressure is placed on the revenue budgets through reduced rental income; assumptions around this have been built into the HRA budgets being considered in the draft budget; and
- b) The additional capital receipts, (retained one for one RTB receipt element 2021/22), must be used towards the provision of new social housing and can only be used to finance up to 30% of this cost. If the Council does not spend the capital receipts within a 3-year rolling timeframe, the receipts, plus an amount for interest, are payable to Government.

Draft HRA Capital Programme and Funding 2021-22

- 3.4.8 The proposed HRA capital programme for 2021/22 to 2025/26 is attached at Appendix 2.
- 3.4.9 The table below shows a summary of the draft programme and final proposed capital programme and funding for 2021/22.

	Draft 2021-22 £000	Proposed 2021-22 £000
External Improvements	11,650	11,650
Internal Works	3,050	3,050
Environmental Improvements	450	450
Disabled Adaptations	650	650
Structural Works and Compliance	3,000	3,000
IT Development	426	276
New Build Programme/Major Projects	34,068	42,180
Buybacks and Spot Purchases	6,500	8,500
Total	59,794	69,756

FINANCING:		
Major Repairs Reserve/Depreciation	15,150	15,150
Capital Receipts - RTB (excl 1-4-1)	2,912	2,912
Capital Receipts - RTB 1-4-1 Receipts	6,270	6,270
Capital Receipts - Grant Funding	12,482	18,612
Revenue/Earmarked Reserve	1,083	642
Borrowing / CFR	21,897	26,169
Total Financing	59,794	69,756

As reported in paragraph 3.3.4.3 above, the capital programme has increased between draft and final to mainly to reflect a change in the funding arrangements of a new build project that was previously to be funded via a lease arrangement but is now to be funded upfront through a mixture of borrowing and one for one receipts. The other material change is due to the re-phasing of street acquisition programme. The New Build/ Major projects budget and indicative budgets for the following 4 years is expected to deliver up to 1,200 new council homes.

3.5 The Next Steps

- 3.5.1 The HRA budget, once considered by Shadow Executive will be considered at the full authority meeting to be held on 23 February 2021.

3.6 Consultation

- 3.6.1 The general fund and HRA budget was subject to a public consultation which closed on 2 February 2021. The analysis relating to this exercise is included as an Appendix to the GF budget report but covered both the General Fund and the HRA. There was a significant majority of respondents in agreement with the rental increase of 1.5% and the general service charge increases of 0.5%

3.2 Issues and Choices

- 3.2.1 It is recommended that Shadow Executive make the recommendations to Council as detailed in section 2 of this report, taking into account the items detailed for noting.
- 3.7.2 The Shadow Executive may choose to make amendments to the proposed budgets or to the proposed rent increase and adjust the budget proposals accordingly, in consultation with the Chief Finance Officer. It would then recommend the amended budget (if applicable) to Council.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 The HRA revenue budget is set in the overall context of the HRA 30 year business plan.
- 4.1.2 The Capital Programme for the HRA is set in the context of the Council's HRA 30 year Business Plan.

4.2 Resources and Risk

- 4.2.1 HRA budgets may be subject to further changes to reflect the Government's settlement and any Housing White Papers.
- 4.2.2 The HRA 30 Year Business Plan for 2021/2022 is currently being built and will be subject to external review to assess for accuracy and robustness, the result of which could require revisions to the HRA Capital programme. This will be reported on and reported on in year to the Shadow Executive.

4.3 Legal

- 4.3.1 The Council has a legal duty to set a balanced budget each year, bearing in mind its fiduciary duties to the taxpayer, and the HRA is not allowed to go into deficit by law. In exercising these duties, the Council must comply with various legislation and administrative duties.
- 4.3.2 In complying with these overarching legal duties, the Council must follow proper accounting practices and comply with a range of other legislative and administrative financial duties, which have been taken into account in the preparation of the proposals in this report.
- 4.3.3 There is no statutory requirement to consult tenants upon a proposal to increase rents in accordance with the provisions of the new rent standard.

4.4 Equality and Health

- 4.4.1 The Public Sector Equality Duty (PSED) requires the shadow authority to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out its activities. Failure to comply with this duty would be challengeable in the courts.

4.4.2 Equality impact assessments are 'living' documents and relevant feedback from the consultation process will be considered with any mitigations to limit its impact implemented alongside the final options taken forward and approved in February 2021

4.5 Environmental implications (including climate change issues)

4.5.1 Any potentially negative environmental impacts, especially with regard to climate change issues, were considered as part of each of the medium term planning options submitted. They seek to avoid any negative environmental impact.

4.5.2 Northampton Partnership Homes is integrating sustainability and biodiversity into both its new build programme and neighbourhood investment. Examples include:

- Reviewing waste strategies for new build schemes both in construction and in occupation once completed
- Renewable energy into new build housing schemes such as the plan to include photovoltaic panels on the Billing Brook Road Scheme and The Roof Gardens and to include air source heat pumps in the Moray Lodge supported housing scheme.
- Inclusion of car charging points in a number of developments including The Roof Gardens.
- Installing loft insulation (where it is absent) and where appropriate external wall insulation as part of the internal works programme to properties
- Creating secure bicycle storage for tenants living in apartment blocks as part of the wider neighbourhood investment.
- Installation of bat boxes and swift boxes in many of the new build schemes.
- Installation of LED lighting in communal areas of existing apartment blocks and in new build schemes
- Providing opportunities for tenants in apartments to grow their own food through the installation of raised beds and water butts in communal gardens.
- Piloting new 'fabric first' approaches to whole house retrofit on solid wall properties
- Promoting energy and water monitoring
- Publishing a new three year sustainability strategy

4.6 Other implications

4.6.1 None.

5. Background Papers

5.1 None

Housing Revenue Account Budget Summary 2021-2026

Description	Note	Original 2020/21	Budget 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26
INCOME		£	£	£	£	£	£
Rents - Dwellings Only	(1)	(50,126,700)	(51,317,635)	(54,414,672)	(57,293,595)	(62,389,828)	(62,990,650)
Rents - Non Dwellings Only		(967,100)	(938,544)	(924,514)	(909,995)	(895,727)	(883,025)
Service Charges		(2,583,080)	(2,464,032)	(2,511,444)	(2,555,531)	(2,596,999)	(2,646,010)
Other Income		(24,000)	(14,936)	(14,936)	(14,977)	(14,936)	(14,936)
Total Income		(53,700,880)	(54,735,148)	(57,865,567)	(60,774,098)	(65,897,491)	(66,534,621)
EXPENDITURE							
Repairs and Maintenance	(2)	13,855,415	13,954,169	14,234,410	14,363,239	14,542,213	14,542,213
General Management	(2)	8,814,172	8,958,688	9,253,224	9,376,701	9,498,534	9,510,821
Special Services	(2)	4,607,699	4,853,832	4,951,665	5,005,906	5,060,206	5,061,044
Rents, Rates, Taxes & Other Charges		289,300	302,000	302,000	302,000	302,000	302,000
Increase in Bad Debt Provision		600,000	400,000	400,000	400,000	400,000	400,000
Total Expenditure		28,166,586	28,468,689	29,141,299	29,447,846	29,802,953	29,816,079
Continuation Budget		(25,534,294)	(26,266,459)	(28,724,267)	(31,326,253)	(36,094,538)	(36,718,542)
Net Recharges from the General Fund		2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Interest & Financing Costs		6,423,145	7,185,707	7,707,589	8,118,113	8,637,371	8,655,985
Revenue Contributions to Capital		6,891,164	642,252	3,216,678	5,408,140	9,657,166	11,262,557
Depreciation		12,000,036	15,150,000	15,150,000	15,150,000	15,150,000	14,150,000
Contribution to / (from) Reserves		(2,430,050)	638,500	0	0	0	0
Remaining Deficit / (Surplus)		0	0	0	(0)	0	0

Notes

(1) CPI (0.5%) plus 1% increase from 2021/22

(2) Expenditure budgets above are proposed to be split between NBC and NPH as per the table below.

(3) Medium Term Planning Pressures could affect NPH Fee in future years

Description	£'000
Repairs and Maintenance	13,954
General Management	8,959
Special Services	4,854
Less NBC Retained Budgets	(957)
NPH Budget as per Appendix 4	26,809

Capital Programme 2021-22 to 2025-26 - HRA

Appendix 2

	Original 2020-21	Budget 2021-22	Estimate 2022-23	Estimate 2023-24	Estimate 2024-25	Estimate 2025-26	Total
	£	£	£	£	£	£	£
External Improvements	9,300,000	11,650,000	12,450,000	12,450,000	10,450,000	8,450,000	55,450,000
Internal Works	4,600,000	3,050,000	2,250,000	2,250,000	4,250,000	5,250,000	17,050,000
Structural Works and Compliance	600,000	450,000	450,000	450,000	450,000	450,000	2,250,000
Disabled Adaptations	650,000	650,000	650,000	650,000	650,000	650,000	3,250,000
Environmental Improvements	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
IT Development	300,000	275,500	315,000	260,000	245,000	245,000	1,340,500
New Build Programme/Major Projects	20,900,000	42,180,038	35,419,832	34,089,029	20,900,000	20,900,000	153,488,899
Buybacks and Spot Purchases	500,000	8,500,000	500,000	500,000	500,000	500,000	10,500,000
Total	39,850,000	69,755,538	55,034,832	53,649,029	40,445,000	39,445,000	258,329,399

SPLIT:							
Improvements to Homes	15,150,000	15,800,000	15,800,000	15,800,000	15,800,000	14,800,000	78,000,000
Improvements to Environment	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
IT Development	300,000	275,500	315,000	260,000	245,000	245,000	1,340,500
New Build Programme/Major Projects	20,900,000	42,180,038	35,419,832	34,089,029	20,900,000	20,900,000	153,488,899
Total NPH	39,350,000	61,255,538	54,534,832	53,149,029	39,945,000	38,945,000	247,829,399
NBC Retained - Buy Backs	500,000	8,500,000	500,000	500,000	500,000	500,000	10,500,000
Total Capital Programme	39,850,000	69,755,538	55,034,832	53,649,029	40,445,000	39,445,000	258,329,399

FINANCING:							
Major Repairs Reserve/Depreciation	12,000,000	15,150,000	15,150,000	15,150,000	15,150,000	14,150,000	74,750,000
Capital Receipts - RTB (excl 1-4-1)	2,845,400	2,912,000	2,912,000	2,912,000	2,912,000	2,912,000	14,560,000
Capital Receipts - RTB 1-4-1 Receipts	4,892,600	6,270,000	6,050,052	3,640,000	3,640,000	3,640,000	23,240,052
Capital Receipts - Grant Funding		18,612,051	1,992,322	3,787,451	3,787,451	0	28,179,276
Revenue/Earmarked Reserve	6,891,200	642,252	3,216,678	5,408,140	9,657,166	11,262,557	30,186,793
Borrowing / CFR	13,220,800	26,169,235	25,713,780	22,751,438	5,298,382	7,480,443	87,413,278
Total Financing - HRA	39,850,000	69,755,538	55,034,832	53,649,029	40,445,000	39,445,000	258,329,399

SCHEDULE OF SERVICE CHARGES 2021/22

<u>SERVICE CHARGES</u>		PRESENT	PROPOSED
		£	£
Garages		9.61	9.66
(+VAT in some cases)			
Commuter Surcharge on Garages		15.28	15.35
(+VAT in some cases)			
Communal Heating		10.74	10.79
Sheltered Charges			
- Level 1 Low		6.42	6.46
Brookside Meadows New Build - Service Charges			
- Tarmac and Block Paving		4.02	4.04
- Electric Gates		1.12	1.13
Centenary House New Build - Service Charges			
Communal Area Maintenance		1.79	1.80
Communal Area Cleaning		3.51	3.53
Grounds Maintenance		1.17	1.18
Electric		3.48	3.50
Little Cross Terrace New Build - Service Charges			
Communal Area Cleaning		1.86	1.87
Grounds Maintenance		1.23	1.24
TV Aerials		0.32	0.32
Eleanor Lodge - Service Charges			
Grounds Maintenance		1.00	1.00
Electric		4.87	4.90
Gas		3.31	3.32
Water		6.23	6.27
Furniture		4.90	4.93
Electric (Self-contained areas)		3.34	3.35
Gas (Self-contained areas)		2.27	2.28
CCTV		3.95	3.97
Grounds Maintenance		2.16	2.17
<u>Non- Standard Service Charges</u>			
Electricity Communal	Low	0.12	0.12
	High	7.24	7.28
Estate Services - Cleaning and Caretaking			
	- Service Level 1	0.40	0.40
	- Service Level 2	0.98	0.98
	- Service Level 3	1.22	1.23
	- Service Level 4	1.62	1.63
	- Service Level 5	2.44	2.45
	- Service Level 6	3.66	3.68
	- Service Level 7	4.87	4.89
	- Service Level 8	4.87	4.89

Schedule 5 - NPH Management Fee

Housing Management & Maintenance(HRA)		2020/21 Original	2021/22 Budget	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
		£	£	£	£	£	£
Total	Repairs & Maintenance	12,218,960	12,383,188	12,638,656	12,769,936	12,948,699	12,948,699
Total	General Management	7,053,071	7,144,548	7,397,188	7,503,874	7,612,943	7,612,943
Total	Special Services	4,001,754	4,263,453	4,351,905	4,405,178	4,459,487	4,459,487
Total	Recharges	3,117,000	3,018,246	3,079,192	3,079,192	3,079,192	3,079,192
TOTAL HRA		26,390,786	26,809,435	27,466,941	27,758,180	28,100,321	28,100,321
Housing General Fund							
Total	Travellers Site	210,972	202,312	202,646	203,311	203,990	203,990
Total	Home Choice & Resettlement	80,000	80,000	80,000	80,000	80,000	80,000
TOTAL GF HOUSING		290,972	282,312	282,646	283,311	283,990	283,990
TOTAL REVENUE		26,681,758	27,091,748	27,749,587	28,041,491	28,384,310	28,384,310
HRA Capital Programme (See Notes)		39,350,000	61,255,538	54,534,832	53,149,029	39,945,000	38,945,000
GRAND TOTAL		66,031,758	88,347,286	82,284,419	81,190,520	68,329,310	67,329,310
Analysed by Funding Pots							
	Management - HRA (including Special Services)	14,171,826	14,426,248	14,828,285	14,988,243	15,151,622	15,151,622
	Management - GF Housing	290,972	282,312	282,646	283,311	283,990	283,990
	Maintenance - Managed Budget Responsive	9,408,599	9,535,055	9,731,765	9,832,851	9,970,498	9,970,498
	Maintenance - Managed Budget Cyclical	2,810,361	2,848,133	2,906,891	2,937,085	2,978,201	2,978,201
	Capital - Managed Budget Improvement to Homes	36,050,000	57,980,038	51,219,832	49,889,029	36,700,000	35,700,000
	Capital - Managed Budget Improvement to Environment	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
	Capital - Managed Budget ICT	300,000	275,500	315,000	260,000	245,000	245,000
Total		66,031,758	88,347,286	82,284,419	81,190,520	68,329,310	67,329,310

Notes:

All figures are subject to the annual approval, by Council, of the HRA and General Fund budgets in accordance with clause 10

Estimated figures for future years are shown in real terms including inflation on supplies and services.

Capital programme based upon figures provided in support of the revised Asset Management Strategy.

Indicative year 5 included to comply with management agreement (based on 24/25 figures). Subject to HRA Business planning refresh.

Medium Term Planning Pressures could affect NPH Fee in future years

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WEST NORTHAMPTONSHIRE SHADOW EXECUTIVE

12th FEBRUARY 2021

Report Title	Eclipse: Contract and budget changes	
Report Author	Anna Earnshaw – CX West Northants	
Future Northants Programme Name	Adult Social Care	
Future Northants Programme Lead	Martyn Cockram	
Date of final endorsement by Joint Implementation Boards	6 January 2021	
Date of final endorsement by Joint Implementation Executives	13 January 2021	

Contributors/Checkers/Approvers		
West MO	Catherine Whitehead	04/02/2021
West S151	Martin Henry	04/02/2021

List of Appendices

Appendix A – detailed report

1. Purpose of Report

- 1.1. To set out the rationale for contractual and budget changes to the Eclipse system project within the Adults transformation programme.

2. Executive Summary

- 1.2. The appendix to this paper sets out contractual and budget changes to the Eclipse system project within the Adults transformation programme and seeks endorsement of recommendations set out below.

3. Recommendations

- 3.1 It is recommended that the Shadow Executive Committee endorse the following:

- a) To proceed with a new contract on a 2+1+1 G Cloud framework with OLM
- b) To proceed with change control procedures with Northamptonshire Children’s Trust to manage the impact of the changes
- c) To advise the Shadow Executive of the impacts to the Capital Programme and ongoing revenue impacts in a paper for February 2021.

3.2 Reason for Recommendations –

- Consistency with previous decisions.

4. Report Background

4.1 Please see the attached appendix to this report.

5. Issues and Choices

5.1 Please see the attached appendix to this report.

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 The financial implications relating to the Capital Programme and the Revenue account for next year will need to be incorporated into the final budget report that will be considered at February's executive meeting.

6.2 Legal

6.2.1 Please see the attached appendix to this report.

6.3 Risk

6.3.1 Please see the attached appendix to this report.

6.4 Consultation

6.4.1 No consultation is required.

6.5 Consideration by Overview and Scrutiny

6.5.1 No consideration is expected.

6.6 Environmental Impact

6.6.1 Please see the attached appendix to this report.

6.7 Community Impact

6.7.1 Please see the attached appendix to this report.

6.8 Equalities

6.8.1 Please see the attached appendix to this report.

7. Background Papers

7.1 None.

Eclipse: proposed contractual changes and budget summary report

1. Purpose of this report

The planned rollout and costs of the Eclipse system across childrens and Adults has been impacted by both COVID, delays in the creation of the Childrens Trust and a change in the Eclipse system roadmap. These have resulted in a re-phrasing of our plans and resources and challenges from an information governance (IG) perspective. Together they have led to the need for a comprehensive review of the plans, solutions and timings across the project.

This report provides a summary of the what has changed and the resulting proposed contractual changes as well as the revised budget requirements ahead of Vesting Day. Together changes now proposed will also ensure that we can future proof the system in terms of IG and operability for the two new authorities.

This report sets out the rationale for this change, details of the additional capital and revenue budget required, and recommended next steps for approval by JIE and ratification by the Shadow Executive in February 2021.

2. Background

The Social Care case management system, CareFirst, used by Children and Adults Social Care within Northamptonshire County Council is being replaced with a new product, Eclipse both being products from the same provider, OLM.

The NASS (Northamptonshire Adults Social Services) Eclipse implementation successfully went live on 7th Dec 2020 and is now in its stabilisation phase of the project, this was one month later than originally planned.

Now, the planning and focus for this programme has moved to the remaining key projects.

- Vesting Day readiness by 31st March 2021;
- Children's Social Care Eclipse implementation and;
- Finance implementation for both Adults and Social Care with a current go-live date of April 2022.

Childrens case management system

Originally it was envisaged that the Adults and Childrens implementation would overlap supporting the shared use of internal and external resources and reduced cost of implementation. The events of 2020 and COVID has meant that the Adults and Childrens programmes have had to separate and have been elongated in terms of activity and timescales to complete.

The delay has also resulted in a review of how the Childrens Trust can maximise the benefits and efficiency it can get from the wider system solution. The review and replanning work for the Children's project has focused on how Childrens can improve their systems, management information capability and make use of the Finance module.

Lessons learnt from the NASS implementation have also been used to review the resources and the time frame of the Children's and Finance module projects.

Data management issues

In addition, there significant new issues were identified with regards to the splitting of data within the Adults system between North and West Northants and the security and accessibility of this data.

The initial scope of the project was to deliver one instance of the Eclipse software that would be used by all the three new organisations with identifiers added to each client record that ensured client data and financial care package costs could be split within Eclipse by West and North Councils and/or the Childrens Trust organisation.

During 2020, OLM the system supplier announced a delay to the Eclipse Financial model go live date to April 22. This added further complexity as it led to the need to retain the Care First Financial model to process care costs and as this system was never planned to be split by the new authorities/Trust. That in turn introduced an inability to split key personal and financial data creating a risk of data sharing and financial controls for the new Councils until the new financial module was implemented. These issues have required further due diligence work to be undertaken with the provider, OLM to ensure we are safe and legal on Day 1, taking into account their responsibility for this aspect created by their delays in implementing the financial module,

The initial review focused on the ability to temporarily split and control data through operational protocols and coding. But there were significant operational impacts in this work around and limited protection. Further reviews of the technical workarounds and negotiation with OLM led to the development of a proposal that would allow for the split of client data and care costs by implementing three separate instances of Eclipse for North Northants, West Northants and the Childrens Trust.

This solution provides not only a resolution of the data sharing and control issues, but also provides a future proofed solution with each organisation having a stand-alone system and security/administration. As part of the solution the Council has also negotiated to include the ongoing hosting and maintenance but also the archive solution required under data retention requirements. As the solution is all hosted in the Cloud it will also ensure resilience across the platform and services.

There is also an impact on the reporting infrastructure which has been setup for Northamptonshire Adults Social Care which will also require separate instances to provide robust MI on care demand, clients, cases statutory returns and analytics.

Conclusion

The programme resources and costs have now had to be reprofiled to reflect the change in the plan and timing for the actual costs of the Adults implementation and the revised childrens rollout plan, which will now be delivered much later than adults.

The outcome of the due diligence work on the data sharing resulted in a revision of the technical solution that not only makes the solution safe and legal for Day 1, it also makes provision for a stable platform that puts in place separate instances that governs data more effectively and brings forward future development that would have had to be implemented at a later date and additional cost.

The result of these decision is a revised proposal from OLM that requires a new contract and subsequent impact to the current revenue and capital budgets and ongoing revenue budgets.

It also needs to be noted, that the projected associated benefits realisation from this programme of work is expected to deliver £1.390m savings over the period of the contract, including £140,000 savings in licence costs.

3. Capital Spend

The original Capital budget (which include the capitalisation of programme costs as well as set up IT assets) was approved by the NCC Cabinet on 9th April 2019. This provided a budget of £2m, £1.5m for the programme and set up and £0.5m contingency. The current status of the budget is outlined below:

Project Budget	19/20	20/21	21/22
Approved Investment	£1,200,000	£800,000	
Actual Spend to date	£604,776	£553,224	
Forecast Spend*	£662,107	£1,206,040	£1,492,729

* Forecast spend profile is not fully aligned to actual spend due to outstanding internal re-charges.

3.1 Based on the revised programme plan across all remaining projects with the revised solution, the projected spend for the programme for 20/21 is £1.85m and an overall total forecast spend for the programme is now £3.36m.

3.2 The proposed revised £3.36m budget is an increase of £1.36m against the original approved budget. The additional implementation, resources and system set up costs can be capitalised in line with the previous approach and approvals. A breakdown of the increased budget areas and revised capital costs is provided in Appendix A.

3.3 The programme is currently forecast to exceed the budget in Qtr1 2021/22. A request for approved additional Capital will be progressed through the Capital Approvals Board, subject to the Joint Implementation Executive (JIE) and Shadow executives due to the ongoing cost to the new Unitary Councils.

3.4 The total shortfall is £1.36m (Table A, Appendix A) Half of this would be costs for the children's trust which is split between both unitary councils. Each unitary will need to capitalise £680,437 as a transformation cost

4. Revenue Spend

4.1 The current ongoing revenue costs for system support and maintenance are £207,000 and the shortfall for the revised case management system over the next four years starting 21/22 is £545,000. These cannot be capitalised as they are ongoing. Details of the impact on the revenue has been included in Appendix B.

4.3 The potential requirement to also implement separate instances of the reporting tools for the North and West Adults services are also shown in appendix B but we are currently assuming that a shared instance will continue to be used (with appropriate data sharing protocols in place with the system admin teams) while a review of the cost and benefit of separate BI/reporting instances is reviewed. The current revenue shortfall for the additional reporting capability is £52k a year, however this will require further consideration and is not included in the proposal at this stage.

4.4 An equal split has been used as both councils share the cost of the childrens trust which is a third of the total costs. Each of the Councils then pays for their own instances. This is the net revenue impact over and above the transferred budget.

Revenue Costs

Year	20/21	21/22	23/24	24/25
Revenue Shortfall	80,000	155,000	155,000	155,000
West	40,000	77,500	77,500	77,500
North	20,000	77,500	77,500	77,500

5. Contract

5.1 It is proposed that there is a new contract to support the technical changes, which will be up to four years, on a basis of a 2-year agreement with the option to extend for an additional 2 years with an annual review (2+1+1), as per the standard G-Cloud procurement framework.

6. Planning assumptions

Assumptions were made at the start of the programme and formed the basis of the application for Capital funding. These have been included as part of Appendix B, which includes an explanation of their impact on the budget.

In order to forecast future, spend on the project and the request for an uplift the following assumptions have been made:

- Project, reporting and IT resources utilised during the NASS implementation will continue to be available. Without these resources there could be an impact on the timeline due to extra time required for training on system training.
- The Eclipse finance module will be available to implement in April 2021 and can be undertaken in the timeframe included in the resource profile.
- The Eclipse finance module implementation requirements (process and pathways) will be the same for both North and West authorities; if this is not the case more resources will be required to undertake the project.
- Training costs for the Children's and Finance implementation have been included, where the assumption is that this will be delivered via e-learning and supported through the delivery of quick cards. Production of training materials will be developed by L&D as well as the project team. The delivery of training will be an additional revenue cost.
- Resource profile can be delivered through the new Transformation Directorates in North and West Northamptonshire and Northamptonshire Children's Trust.
- The resource profile for the Children's Trust implementation is based on the scope of work identified in conjunction with the Children's Trust and any changes to the scope will require further re-profiling of resource and may have an impact on the project budget.
- The forecast does not include any further changes to the scope of the work including the need for a managed service from the provider, OLM for Carefirst and Eclipse.

7. Further considerations

6.1. Reporting Capability and Funding

Through the implementation of the project a new reporting infrastructure was put in place to allow Eclipse and Carefirst reporting to be accessible through a data warehouse and reporting capability called Searchlight v2. This replicates the NASS reporting capability provide through Searchlight v1.

The capital costs for NASS Searchlight v2 were funded through the Eclipse project. Ongoing revenue costs were funded through the current revenue funding stream. Costs for Searchlight v2 are revenue and will be paid for by the BIPI service until it is decommissioned and currently this will be June 2021.

In the Capital forecasting for the project some estimated costs have also been included for Searchlight setup costs for the Children's Trust, however the service does not have a Searchlight infrastructure in place currently and this would be a change in the scope of the project. This new capability will give childrens the opportunity for the first time to have detailed MI on the cost, volume and type of care demand it gets and the ability to analyse and predict the cost drivers. It will also provide the ability to track cases, team performance and data quality.

If this capability is required, then this should be undertaken as a separate project once requirements are understood. As the current reporting for Children's is available through Business Objects and some Carefirst Accurate reporting, the assumption has been that these will continue to be utilised. Any new Business Objects costs have not been included. There may be further work required and an impact on funding for delivering reporting.

Although the reporting resources have been reviewed with the current BIPI manager, due to changes to the BIPI team structure as part of Future Northants, resources may be limited to assist with the implementation. If external resource is required to support the reporting implementation this will need to be funded separately.

6.2. Governance post Vesting Day

Budgeting and project governance after April 2021 will need to continue and be overseen within the Transformation portfolio.

6.3 Managed Service Option

To help manage the contract, there is a managed service option available, which provides direct account management and helps de-risk the overall contract and is an additional £70,000 per annum. Further details can be provided upon request.

8. Next steps and recommendations

In order to progress in line with timescales to be safe and legal by Vesting Day, it is recommended that following next steps are approved.

- a) To proceed with the new contract on a 2+1+1 G Cloud framework with OLM
- b) To proceed with change control procedures with Northamptonshire Children's Trust to manage the impact of the changes
- c) To advise the Shadow Executive of the impacts to the Capital Programme and ongoing revenue impacts in a paper for February 2021.

Appendix A

Table A

	Revised Budget	Original Budget	Comments
TOTALS Systems & Resources	3,360,873	2,000,000	
Legal advice	19,030	-	data protection advice
Reporting infrastructure	111,520	-	Upgrade & additional licensing
OLM totals	492,500	435,000	
Nass Total Forecast	1,077,137	446,100	Addition resource & longer programme
CFN Total Forecast	1,088,417	365,863	Delayed programme/no shared resource with adults
Finance Total Forecast	357,729	253,036	additional work to configure Abacus while OLM delayed
Vesting Day - resources	81,540	-	Additional Testing resources
Vesting Day - software	73,000	-	Additional OLM software
Contingency	60,000	500,000	

Appendix B

Year	20/21	21/22	23/24	24/25
Eclipse: Support and Maintenance				
Children's Trust	£60,000	£60,000	£60,000	£60,000
Adults North	£50,000	£50,000	£50,000	£50,000
Adults West	£50,000	£50,000	£50,000	£50,000

Eclipse: Hosting and Carefirst				
Carefirst hosting Adults West/ North (capital cost removed)	£15,000	£15,000	£15,000	£15,000
Children's Trust: Eclipse	£0	£75,000	£75,000	£75,000
Adults North: Eclipse	£55,000	£55,000	£55,000	£55,000
Adults West: Eclipse	£55,000	£55,000	£55,000	£55,000

Combined Total	£285,000	£360,000	£360,000	£360,000
Current Total Maintenance	£205,000	£205,000	£205,000	£205,000
Revenue Shortfall	£80,000	£155,000	£155,000	£155,000

Total Per Authority Breakdown				
Children's Trust	£60,000	£135,000	£135,000	£135,000
Adults North	£105,000	£112,500	£112,500	£112,500
Adults West	£105,000	£112,500	£112,500	£112,500

Funding stream requires further clarification

Searchlight: Support and Maintenance

Searchlight V2 North	£33,500	£33,500	£33,500	£33,500
Searchlight V2 West	£33,500	£33,500	£33,500	£33,500
Searchlight: Hosting				
Searchlight V2 North	£18,327	£18,327	£18,327	£18,327
Searchlight V2 West	£18,327	£18,327	£18,327	£18,327

Combined Total	£103,654	£103,654	£103,654	£103,654
Current Total Maintenance Searchlight V2	£51,827	£51,827	£51,827	£51,827
Revenue Shortfall	£51,827	£51,827	£51,827	£51,827
Business Objects licence cost current	£5,000	£5,000	£5,000	£5,000

Appendix B - Assumptions

Assumption not met	Impact of Assumption
<p>Changes to Model Office: SRO's had agreed that Model Office (standard templates) would be implemented by both NASS and CFN with limited bespoke elements requiring development by NCC.</p> <p>A significant amount of changes have been made to Model Office resulting more resources required for the project.</p>	<p>The SME resource and LGSS IT support has been more than originally estimated. Furthermore, the need for thorough testing is needed due to the number of areas amended for NCC. A testing manager is required for the test of the build, this role will be an externally recruited resource as the skills set was not available within the current project resource or within IT.</p>
<p>Timescale: NASS, CFN and Finance each would be implemented within 9 months. The system would be implemented by March 2021.</p> <p>The NASS go-live date was extended from April 2020 to Nov 2020, taking the implementation period from 9 months to 15 months. This allows for a longer period to design and build processes, testing and training.</p>	<p>As an example, the SME resource required for NASS has been extended from 9 months for the SME lead to 15 months. The two SME's resources have been extended from 6 months allocated to the project to 9 months.</p>
<p>Reporting IT Requirements: Technical support has been required as there was significant setup required for the reporting which was unforeseen. The reporting was an unknown and it was envisaged that any extra requirements could be funded through the contingency budget set aside for the project.</p>	<p>Costs for LGSS IT support and infrastructure have been more than initially estimated.</p> <p>Costs that are attributed to LGSS IT will need to be reviewed if/when there is a repatriation of roles into NCC.</p>
<p>Resource Estimation: The resource requirements for NCC were based on resource requirements requested from OLM during procurement. The resource requirements were greater than the supplier had suggested. Model office was amended and numerous changes were made to ensure the design of processes would meet the NASS needs.</p> <p>Use of Internal resources for delivery of the project so in the</p>	<p>Cost of resources has increased due to the resources required to work through each part of the implementation. The NCC resource time spent on the project has been significantly more than the supplier suggested. OLM stated that data cleansing would be resourced by the Authority, the data mapping requirements were not outlined and a significant amount of time has been spent in mapping data from Carefirst to Eclipse. External resources have been used for the project increasing</p>

<p>main they were on NCC pay grade however a number for contractors have been assigned to project which was not included in the original budget.</p>	<p>the costs of some resources due to specialisms not available internally.</p>
<p>Reporting Capability: Existing reporting requirements would be delivered predominantly by the in-system reporting capability.</p>	<p>The dashboard within Eclipse is limited in its reporting capability, therefore a separate reporting infrastructure has been setup to create NCC specific reports. This has required Vertex to setup a separate version of Searchlight to replicate current reporting capability as well as an NCC on-site reporting infrastructure.</p>

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CONFIDENTIAL

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE MEETING

12TH February 2021

Report Title	Future Northants Corporate Workstream – Human Resources Delegation of responsibility to the Head of Paid Service for employment matters.
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Appendices:

Appendix 1 – List of relevant staff policies.

1. Purpose

- 1.1 The purpose of this report is to seek approval from the West Northamptonshire Shadow Executive to delegate responsibility for the negotiation of Day 1 employee pay arrangements, terms and conditions and employment policies to the Head of Paid Service.
- 1.2 The report also provides a brief update on the work that has been completed to date.

2. Recommendations

- 2.1 It is recommended that the Shadow Executive:
- a) delegate responsibility to the Head of Paid Service in consultation with the relevant portfolio holder to negotiate pay and terms and conditions for the new Council with recognised trade unions;
 - b) delegate responsibility to the Head of Paid Service in consultation with the relevant portfolio holder for the HR employment policies listed in **Appendix 1** to the Head of Paid Service; with the exception of the Pay Policy statement under s38 Localism Act 2011 which must be approved by Full Council; and

- c) that the final terms and conditions package, along with the financial considerations are recommended for approval by the Shadow Executive in late in March 2021 (excluding those relating to the Chief Officers).

3. Reasons

- 3.1 To ensure that the Council has terms and conditions of employment and necessary policies in place for the 1st April 2021 to enable it to recruit and manage staff.

4. Background

- 4.1 On 1 April 2021, just under 3,000 directly employed sovereign council employees will transfer into West Northamptonshire Council (WNC). The new Council will also need to ensure that it has processes in place to recruit new starters to fill vacancies in the workforce from Day 1 and allow for transformation.
- 4.2 In order to do this, the Council will need to ensure that it has an agreed set of pay arrangements and contractual terms and conditions of employment. This does not include the pay and terms and conditions applicable to the Head of Paid Service and Chief Officers, which where applicable is governed by the Pay Policy agreed by Council and is otherwise a function of Cabinet.
- 4.3 Work is already underway with regards to negotiation with our recognised trade unions; with a view to reaching a collective agreement to have Day 1 terms and conditions from 1 April 2021. These Negotiation meetings commenced at the end of last year and are now held on a weekly basis with the Head of Paid Service, recognised trade unions and HR officers supporting this workstream.
- 4.4 In addition to negotiating new pay and conditions, the Council will also need to ensure that it has clear and transparent employment policies and procedures in place to manage and support its workforce. These HR policies provide written guidance for employees and managers on how to handle a range of employment issues; including areas such as performance management, sickness absence, how to raise concerns and how to deal with organisational change. All sovereign councils currently have a suite of workforce related policies; and although legally compliant, there are a number of operational variations between them. In the future, it is not practical for employees and managers to navigate several different versions of policies; as this would be inefficient and likely to lead to challenges due to inconsistent application.
- 4.5 The HR workstream, which sits within the Corporate Programme, is currently developing a set of common employment policies and procedures for West Northamptonshire Council.
- 4.6 A list of priority employment policies that are being developed for Day 1 can be found in **Appendix 1**.

- 4.7 High level policy principles have been discussed at a series of policy working groups (these have been operating on a regular basis since the end of July 2020). These groups include trade unions representatives and HR colleagues from across the sovereign councils.
- 4.8 HR colleagues are now at the stage where they have developed a number of draft priority policies and these are being formally consulted on with the trade unions for their feedback.

5. Next Steps

- 5.1 Subject to the Shadow Executive agreeing the recommendations in this paper, it is proposed that the draft employment policies are approved by the Head of Paid Service.
- 5.2 There is a relatively short period of time until vesting day and the delegation to the Head of Paid Service will enable the necessary discussions with relevant Chief Officers as well as unions to take place and to agree the HR policies that will be adopted to manage the workforce.
- 5.3 As stated, the exception to this will be the West Northamptonshire Pay Policy Statement; which must be approved by Full Council and will need to go to the Shadow Authority meeting in February 2021.
- 5.4 It is also proposed that the Head of Paid Service continues to provide updates to the executive members informally on the progress of the pay and conditions negotiations with the trade unions; and that a formal recommendation paper regarding Day 1 pay, terms and conditions, including financial considerations, is presented to the Shadow Executive in March 2021.

6. Implications (including financial implications)

6.1 Financial and other resources and Risk

- 6.1.1 The absence of Day 1 pay, terms and conditions presents a risk to the Council in terms of its ability to recruit new employees and deliver transformation; particularly in critical roles and those roles that require specialist skills and knowledge.
- 6.1.2 Similarly, there is an increased risk of potential employment claims and challenges from the workforce if policies and procedures are inconsistent. These can be costly both in monetary terms and also on resources, as managers have to allocate time to resolve issues and concerns that could have been avoided with a clear and open policy and procedure.

6.2 Legal

- 6.2.1 Under Structural Changes Order all matters which are not reserved specifically by legislation to full council are Executive. Staff matters would usually be non-executive but during transition fall to the Executive to decide.

This is to enable the number of decisions required to deliver effective transition to be made. The Head of Paid Service already has powers directly from statute to set out to members the arrangements and number of staff required under s4 Local Government and Housing Act 1989. These delegations are therefore consistent with the transitional legal framework.

6.2.2 The requirement for Full Council to approve the Council's pay policy statement is set out in the Localism Act, 2011.

6.3 **Equality and Health**

6.3.1 Transparent policies and procedures that are applicable to all employees support a more inclusive and equitable culture and approach; as they set clear parameters on the 'what' and the 'how' to manage workforce matters in a consistent way.

Report Author: Marie Devlin-Hogg (HR Enabler, Future Northants)

Appendix 1 – List of priority HR/ Employment Policies currently being developed for Day 1

Policy
Pay Policy Statement – Full Council Sign off
Job Evaluation
Travel, Mileage and Subsistence
Sick Pay
Apprenticeship Pay
Pension Discretions
Organisational change / redundancy drafted
Recruitment drafted
DBS drafted
Performance management / capability
Probation
Grievance resolution drafted
Disciplinary drafted
Alcohol and drugs drafted
Dignity at work drafted
Volunteering
Long Service
Leave arrangements
Flexible and Agile Working
Flexi-time
Managing Absence drafted

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WEST NORTHAMPTONSHIRE SHADOW AUTHORITY
SHADOW EXECUTIVE COMMITTEE MEETING

12th February 2021

Report Title	Shared Service Arrangements
Report Author	Catherine Whitehead, Director Legal and Democratic and Monitoring Officer

List of Appendices

Appendix A – Updated Blueprint document: Schedule of Services

Appendix B – Draft IAA

Appendix C – Proposed Terms of Reference of the Joint Committee

Appendix D – Proposed Terms of Reference of the Joint Officer Board

Appendix E – Proposed reservation to Delegation in the Constitution.

Appendix F – Summary chart of legal powers.

1. Purpose of Report

- 1.1. This report is to give effect to the decision of the Shadow Executive on 22nd September 2020 in relation to the Blueprint and seeks Members approval for the governance and legal agreements which will govern the shared services between the North Northamptonshire Council and the West Northamptonshire Council from the 1st April 2021.

2. Recommendations

2.1 It is recommended that Members:

- a) Agree to share the services described as Hosted or Lead Authority, in the Blueprint schedule attached as Appendix A to this report, with the North Northamptonshire Council as detailed in this report.
- b) Establish an Executive Joint Committee within the governance framework of the Council with the Terms of Reference set out in **Appendix C** to oversee the shared arrangements.

- c) Note the reservation of delegated powers to the Chief Executive, Corporate Directors, Directors and Assistant Chief Executive which will be set out in the Constitution and described in Appendix E (this decision will be made as part of a separate report to this meeting on the Constitution).
- d) Agree the Heads of Terms for the inter authority agreements with the North Northamptonshire Council for the delivery of the services set out in **Appendix B** and in particular agree to:
 - i. Provide the services set out in **Appendix A** and described as hosted by West Northamptonshire Council on a short-term basis in accordance with the terms of the proposed agreement
 - ii. Provide the services set out in **Appendix A** and described with West Northamptonshire as Lead Authority in accordance with the terms of the proposed agreement until the agreement relating to that service is terminated
 - iii. Receive the services set out in **Appendix A** and described as hosted by North Northamptonshire on a short-term basis in accordance with the terms of the proposed agreement
 - iv. Receive the services set out in **Appendix A** and described with North Northamptonshire as lead authority in accordance with the terms of the proposed agreement until the agreement relating to that service is terminated.
- e) Establish a Joint Officer Board to support the Joint Committee in accordance with the Terms of Reference set out in **Appendix D**

2.2 Reasons for Recommendations:

- a) The Councils have agreed that it is not practicable to disaggregate some services before 1st April 2021 and therefore a short term agreement will allow the current arrangements to continue until the necessary service changes can be made or contracts replaced to allow the services to be disaggregated.
- b) The Councils have agreed that some services, which benefit from critical mass where the service will be commissioned from an external provider (and amending the contract now would be cost prohibitive) and where sharing gives both authorities better value for money and/or improved delivery, should continue to be delivered across the whole geographical area of West and North Northamptonshire.
- c) To give effect to the decisions a Joint Committee will need to be established with agreed terms of reference supported by an Officer Board.
- d) An agreement will need to set out the terms of the arrangement and specific delegations will need to be made to relevant Chief Officers and Senior managers

3. Report Background

- 3.1 Work has been ongoing for over the last year within the Future Northants programme to progress the plans to achieve a transfer to the new Authorities on 1st April 2021. In August 2020 a draft Blueprint was prepared which set out how the services from the predecessor Councils would be brought together and how in particular County Council services would be disaggregated and combined with the District and Borough Services to create two new functioning Councils. This draft document was made available to staff and others as part of a consultation exercise.
- 3.2 On 22nd September 2020 the Shadow Executive received the detailed Blueprint together with the results of the consultation. The final Blueprint document outlined the future design of the new Councils and since that time the Future Northants Programme has been working to deliver the Blueprint. That report and the attached Blueprint are background papers to this report.
- 3.3 The recommendations of the report to the September Executive were as follows:
- a. Note the content of the detailed blueprint which sets out more detail of how services will operate and the design principles that will underpin their future operation and service to stakeholders
 - b. Note the key elements of service functions that we plan to transform and improve in the functions and services (the “plus”)
 - c. Note the key activities that will be undertaken in each area during the first year of the new Council,
 - d. Note the high level feedback from the initial detailed blueprint briefings with staff, unions and members, and
 - e. Adopt the detailed Blueprint as the basis of the day 1 functional design, subject to the identification of any further agreed opportunities to transform and improve service areas during the remaining months leading up to vesting day on 1st April 2021
- 3.4 To give effect to that decision work has been ongoing working out the detailed arrangements for delivering services in accordance with the Blueprint. Members were advised that service areas had set out the design principles and also that there were details about the services and their functions. These included issues like:
- The service Offer outputs that the service is responsible
 - Key activities undertaken in the service area

- Planned Location operate and any planned changes from current locations
- IT Systems – any planned changes that will be required due to the split in services,
- Customer and channels the service supports a planned changes or Council,
- Key partners and organisations and internal and external services that the service will interact with
- Plus – the key significant changes identified in terms of major change
- Key activities Year 1 – key changes to be completed in the first year

3.5 As set out in the previous report on the Blueprint, some existing NCC services will be 'hosted' by one of the two new Councils and provided to the other Council. 'Hosting' will continue for a stated period until issues or barriers can be resolved and support a split at an earlier point. The majority of these 'hosted' arrangements will be for a twelve-month period but in some cases will be for up to two years to align with the end date for shared programmes or contracts.

3.6 There will also be some services which have been identified as being 'lead authority'. This means that one Council will deliver a service on behalf of both because that is the most efficient and effective way for those services to be delivered and splitting them will be detrimental to the Council in terms of delivery and/or cost. Many Councils have effective shared arrangements in place because it is appropriate for those services to be delivered on a larger geography. For example, waste disposal contracts are often delivered on a wider basis because they are long term commissioned services with significant investment required by suppliers and as economies of scale mean that services can be delivered at a lower cost using shared resources. These options need to be explored for some of the shared arrangements in the coming months and the appropriate geographies and costs for new arrangements explored in full.

4. Hosted and Lead Authority Services

4.1 The 22nd September Shadow Executive Report outlined that further work would be undertaken to further refine the Blueprint and some additional 'change request' reports have since been agreed by the Shadow Executive to update the Blueprint. **Appendix A** shows the updated position in relation to each of the services including those services which are to be disaggregated; externally provided; hosted and delivered by a lead authority. Page 2 of the spreadsheet provides the Approved Service Treatment and the changes since the Blueprint was approved in September are detailed in red.

4.2 Services which are disaggregated or externally provided are not relevant to the remainder of this report. Those services marked Hosted or Lead Authority in column E of Page 2 are those which are to be subject to some form of shared governance arrangements between the two new Councils. All the items in the spreadsheet have been previously approved by the Shadow Executive. This report does not seek to make any change to the Blueprint but to give effect to what has already been decided.

4.3 In order to give effect to the decisions made by members in September 2020 the two shadow authorities need to enter into agreements with each other to set out, amongst other things:

- a. what will be delivered by each council,
- b. how much will it cost the other council to have those services provided
- c. what powers the host/lead authority will have to make decisions about service delivery
- d. what other arrangements will need to be put in place eg support services and staff, to enable the services to be delivered.

5. Delegation of Powers and Duties

5.1 Shared Service Arrangements have been increasingly common between local authorities as a means of providing service improvements and financial benefits. There are a number of tried and tested legal powers which support the sharing of local authority services. Different powers are appropriate for different circumstances and before putting arrangements in place it is appropriate to consider the purpose and nature of the shared arrangements. The purpose of these shared arrangements is primarily to enable an appropriate timeframe for work to be completed to achieve effective disaggregation. The need to ensure value for money and avoid disruption to service delivery are also relevant factors. It is not the primary purpose of these arrangements to enter into a long-term partnering between the two councils or to provide profit or an income stream through commercial arrangements.

6. Legal advice and options

6.1 To provide an objective and informed assessment of the legal powers, advice has been obtained from Anthony Collins Solicitors and Olwen Brown, Partner. The advice is being provided to the West but with advice also being made available to the North separately to comply with solicitor's practice rules. The advice is summarised below to assist in consideration, with additional comment from the Director of Legal and Democratic Services on the particular circumstances of this transition.

6.2 S101 Delegation

Summary of Advice

- 6.2.1 Firstly, section 101 allows local authorities to delegate functions to other local authorities. Where the 'Receiver' council chooses to delegate functions to another authority and the 'Provider' authority agrees to accept the delegation. The authority will then perform the function on behalf of the Receiver authority, even though, it is important to note, the Receiver authority remains ultimately responsible for the function and so needs to have the requisite information in place to reflect that.
- 6.2.2 Use of the s101 power is a very common feature of many shared service arrangements and requires both the authority who is taking on the function i.e. the Provider authority and the authority delegating the function i.e. the Receiving authority, to take "mirror" reports to their executive the difference being that one authority is agreeing to delegate the function and the other agreeing to accept the delegation.

Additional Comment

- 6.2.3 The proposed delegation scheme for both the North and the new West Northamptonshire Councils provides for a reverse delegation. This means that all powers in a service area would be delegated to the Director responsible. Where a delegation to another Council is in place an exception will be recorded to that delegation. Delegations can then be made for these service areas to the Director in the other Council or to a Joint Committee. This will make it relatively easy to make the delegations without the need to set out in detail the nature of the delegations, only those matters which are reserved. The Director/Joint Committee will then be able to delegate power to whichever officer is necessary to deliver the service effectively. The Provider is held to account through the terms of the agreement and the governance arrangements. S 101 can be used to delegate executive and non-executive functions.

6.3 S102 Joint Committee

Summary of Advice

- 6.3.1 The second option is to use the powers in section 102 of the 1972 Act to set up a Joint Committee made up of members of the two authorities and delegate authority for running the functions to that Joint Committee. This is an arrangement which is often seen as appropriate where members wish to maintain a higher degree of control and oversight of the functions, is again a well tried and tested way of delivery where more than one authority is involved. The responsibility for the service will be delegated by each authority to the Joint Committee and both councils will need to agree the terms of reference and the delegations made.
- 6.3.2 Whilst a Joint Committee is able to have all of the functions of a local authority delegated to it, it is rare for Joint Committees to employ officers directly. Usually the arrangements are that practicalities dictate that officers

are employed by one of the authorities but work to the direction of the Joint Committee; and the operational matters are dealt with by that employing authority; under a detailed agreement. The decisions, about direction, budget etc, usually regarded as those in which members should be involved, are taken by the Joint Committee; with the operational matters delegated to officers.

Additional Comment

- 6.3.3 There will be matters which need to be resolved after the Joint Implementation Executive ceases to exist and therefore the Joint Committee will enable the North and West Councils to continue to work together to deliver transition and transformation, including further disaggregation, after the 1st April 2021.
- 6.3.4 If a Joint Committee is set up, the members would have to be appointed to it in accordance with the law and the constitutions of the respective Councils. The management of services is an executive function under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (the Functions and Responsibilities Regulations) and therefore it will be necessary to establish an executive Joint Committee, this means that only executive members would be members of the committee with decisions subject to Overview and Scrutiny within the respective Councils. The employment and appointment of staff is a non-executive function and can be dealt with by officers through a Joint Officer Board.
- 6.3.5 There is scope for s101 and s102 to apply together with the functions for delivery of a service to be split between those operational powers which would be delegated directly to officers and decision making at a high level to be delegated to the Joint Committee. Alternatively, all powers can be delegated to the Joint Committee with the committee itself delegating powers to officers. This option would not be suitable for any non-executive functions and therefore some s101 delegation will be necessary.

6.4 S113 Secondment

Summary of Advice

- 6.4.1. The third option is to for the Receiver authority to delegate powers to its own employees but share those officers with the Provider authority using the powers in s113 of the 1972 Act. Under such a provision, the officers would simply be seconded over to the provider authority and would work as an officer of the authority to which they were seconded for all purposes (other than superannuation).

Additional Comment

- 6.4.2 This model means that powers are delegated to the relevant officer who is seconded to the Receiver authority. This is particularly appropriate where there are proposals for a joint management team or shared senior officer structure as in the recent partnership between South Northamptonshire and Cherwell District Council. It can be appropriate where an officer with specialist

skills carries out specific functions across a wider area to make the best use of limited skilled resource. It is a model commonly used as a method of bringing two Councils who have decided to work together to be able to deliver services quickly and effectively with minimal governance. The teams below senior management would carry out functions at the instruction of the officer with delegated powers. Because the individuals concerned have to have the powers delegated directly to them it could be significantly more difficult to put in place in a situation where the senior management will continue to be separate, and the delegation of powers will be to a number of officers carrying similar functions within service-based teams.

6.5 Commercial Options (s1 GSA)/ CHARGING AND TRADING (S93/95 LGA 2000)

Summary of Advice

- 6.5.1 A fourth option is for one authority to provide the services under an agreement made under s1 of the Local Authorities (Goods and Services Act) 1970. This provision enables one council to provide another with goods and materials services. These services can be provided at a fee in a more or less straightforward commercial transaction. There is also an option to set up a company or other commercial vehicle to deliver the services, including through a social business arrangement. However, whilst these separate legal vehicles are popular, and many authorities have used them and found them to be successful, they require quite a lot of time and resource to set up.

6.6 Summary of Options

- 6.6.1 The advice provided by Anthony Collins Solicitors set out above provides that there are a range of options and while each is lawful as a means of delivering the Blueprint, there are pros and cons of each option. A chart which sets out a summary of the options available is attached in **Appendix F**



6.7 Assessment of Options and Conclusions

6.7.1 There are more than 50 services which it is proposed will need to be subject to some form of shared arrangements. The arrangements need to ensure that decision makers are operating within the scope of powers, and any failure to put in place appropriate delegations makes the decisions vulnerable to challenge as ultra vires ie outside the powers available to the decision maker. The delegation however needs to ensure that the decision makers can be held to account where appropriate for the decisions that have been made and that those carrying out operational decision can do so quickly and without the need to refer to a committee or senior officers.

6.7.2 The relevant factors can be summarised as follows:

- Provide the necessary delegation
- Are relatively straightforward to put in place
- Are flexible to change as transition moves forward
- Provide for operational delivery
- Provide the necessary accountability.

6.8 Recommended Options

6.8.1A Joint Committee is relatively easy to establish at a time when new governance is being put in place for the new Council and can be added to the Council decision making framework and be included within the new Constitution. It continues arrangements that have existed during the Shadow Period and extends that opportunity into the new Council. Although it requires delegations as it is an Executive function these can be varied with relative ease by the Leader or the Executive as appropriate. The Joint Committee enables continued political oversight for the transition journey and decisions about when services disaggregate can be overseen by politicians. Having established a Joint Committee with delegated powers in relation to a number of high risk services, it is available to provide informal oversight and monitoring of all shared services through regular reports.

6.8.2 It would not be appropriate for all decisions to be made by a Joint Committee. The most appropriate way forward is for individual officers within the authorities to receive powers delegated to them by both Council's under a s101 delegation to carry out functions. This will need an agreement to describe in more detail the terms of the delegation but it provides a simple approach which could be used across all services.

6.8.3 A s113 can be used in appropriate cases but will not be suitable for services where there is limited shared management. It is therefore recommended that to avoid multiple different forms of agreement that s101 is the preferred form of agreement.

6.8.4 Other powers highlighted are more suited to commercial or one-off arrangements and would not be appropriate as the basis for a suite of agreements for a number of services.

7. The Joint Committee

7.1 Anthony Collins Solicitors, through Olwen Brown have also provided advice in relation to the type of Joint Committees. That advice is set out below:

7.2 We would advise that the most appropriate mechanism to deal with this where there is a justifiable desire for member involvement, would be via a Joint Committee made up of members from each authority, which Joint Committee would have an overview of the services and have the delegated authority from each of the two new unitaries to take the necessary decisions delegated to them in relation to the service.

7.3. A Joint Committee can be set up either as a decision-making body, which we would advise would be the most pragmatic option as it will then be deciding matters jointly between the two councils; or it could instead be asked to be advisory in the sense of agreeing recommendations to be made back to each Executive; or possibly a mixture, if it is felt that whilst the intention is to empower the Joint Committee, there are some decisions which are so important that they need to go back to the home authority, but the delegations have to be common in any event. A single Joint Committee of Executive members will avoid the need for multiple meetings placing additional demands on members and officers alike, and increasing costs.

8. Form and Terms of Reference

8.1 It is proposed that the new Council's should each have two Joint Committees, in addition to existing arrangements, one for the Children's Trust because this is a Committee dealing services to a separate legal body and another for all other shared arrangements. Arrangements for the Children's Trust will be dealt with by a separate report. The Membership of the Shared Services Joint Committee will be drawn from the Executive.

8.2 A Joint Committee is not limited by the requirement to have 10 members, (as with a Cabinet) however to provide accountability for the decisions made and to make the Joint Committee practical both for members and officers, it is recommended that the number of members on the joint committee is somewhere between 6-12 members, with equal numbers being provided by each authority. The Joint Committee will need to meet regularly, certainly in the first year, to manage the services effectively. It is proposed that the Joint Committee meet bi-monthly but that additional meetings can be called by the Leaders of either the Councils. In order to ensure that there is shared oversight of the Joint Committee it is proposed that the chair of the Joint Committee will rotate. Rotation can be on any basis eg meeting by meeting, six month basis or a yearly basis. There will need to be regular support to the Joint Committee through Democratic Services and to avoid the need to change the support often it is proposed that the support is attached to the Chair and the Chair rotates on

a six month basis in the first year, and thereafter on a yearly basis. It is proposed that as the basis of the Joint Committee is an agreement to share the Chair will not have a casting vote. This will mean that there is an even number of votes so that each Council, if all its members are agreed, will have an effective right of veto on any proposal. It is therefore not proposed that decisions will be put to the vote but that agreement will be reached between the two authorities. The Executive will delegate to the Joint Committee the powers as set out in the Terms of Reference which will be exercised within the Policy Framework and Budget for each of the two Councils. Decisions outside the budget will be made in accordance with the Constitutions of the respective Councils by the Executive and Council.

- 8.3 The Joint Committee will be a meeting of the Executive and will be subject to agreed joint Executive Procedure Rules between the two Councils. Decisions of the Joint Committee will in accordance with the rules, be subject to the requirements in relation to the publication of 28 day notices through a Forward Plan. The Overview and Scrutiny arrangements of each Council will apply to decisions of the Joint Committee. The draft Terms of Reference for the Joint Committee is attached at **Appendix C**. To support the work of the Joint Committee it is proposed that a Joint Officer Board would need to meet to agree the matters to be presented to the Committee and to deal with operational matters eg staffing which in accordance with the Functions and Responsibilities Regulations cannot be the responsibility of an executive committee. The draft Terms of Reference of a proposed Joint Officer Board are set out in **Appendix D**.

9. The Agreements

- 9.1 There will be over fifty shared service arrangements and each service arrangement requires a Receiver and Provider agreement. Work has been underway within the service areas to prepare the arrangements which will inform the agreements and to ensure that those arrangements will enable service delivery.
- 9.2 The IAAs are the method by which the formal governance arrangements are put in place alongside the creation of the Joint Committee. Many of the terms of the agreements would be common across all service areas, however there will need to be some practical differences to cover matters such as the description of the service, the performance standards, monitoring arrangements and the operating arrangements, etc.
- 9.3 As there may be different intentions between the Hosted and Lead Authority services there will be two different forms of agreement; as terms and conditions on the matters set out below may well vary, even though by and large the same areas would need to be covered.
- 9.4 The proposed Heads of Terms of the IAAs (of whatever form) should contain agreed terms and conditions about the following matters:
- i. Description of the service to be provided and any exclusions;

- ii. Performance standards and monitoring arrangements;
- iii. Operational arrangements;
- iv. Finance Arrangements;
- v. Staffing arrangements;
- vi. Length, notice and termination arrangements
- vii. Information, data sharing, data protection and confidentiality;
- viii. Dispute resolution;
- ix. Accountability;
- x. Compliance with any legal requirements applicable to the service area;
- xi. Insurance and indemnities;
- xii. Any standard terms for the authorities.

- 9.5 Although the shared arrangements cover a number of services the implications of those sharing arrangements are significantly different in terms of size and cost. For example, an agreement which is providing for a long term commissioning arrangement where the commitment is for many millions over the life of the contract will require greater accountability and less delegation than a service providing low cost services through existing delivery arrangements. Those services which are 'hosted' and therefore short term, ie in anticipation of disaggregation will carry fewer risks than Lead Authority, which need to provide for unforeseen future events and changes in administration. It is therefore proposed that the agreements will be broadly similar and all contain the same minimum content whilst some may have more specific provisions.
- 9.6 In order to evaluate the nature of the services and establish the most appropriate form of agreement a detailed questionnaire has been sent out which will enable the classification of the services into groups, to enable them to be prioritised according to risk and to further describe the length and nature of the agreements. It is proposed that a skeleton agreement is approved alongside the governance arrangements, with key heads of terms, pending the return of the questionnaires. Once the form of agreement is approved schedules for each service area will be drawn up and will be presented to a meeting of the Executive of each Council in March to enable the Council to put the agreements in place before they are required to take effect on 1st April 2021. The draft skeleton agreement is attached at **Appendix B**.

10. Officer Delegations

- 10.1 In order to ensure that the delegation of Executive functions to the Joint Committee sits alongside the Schemes of Delegations in each Council. The reservation of delegated powers for the West Council is provided in **Appendix E**.

11. Next Steps

- 11.1 The timetable for completion of the proposed work necessary to give effect to the Blueprint is set out in the following table:

Where	What	When
JIB	Share IAA Principles Report	3rd Feb
NIE/WIE/JIE	Share IAA Principles Report	10th Feb
W & N Shadow Exec's	Approval of IAA Principles Report	12th and 15th Feb
W & N Shadow Exec's	Set up Joint Committee	23rd Feb and 25th Feb
JIB	Detailed IAA's	3rd Mar
NIE/WIE/JIE	Detailed IAA's	10th Mar
W & N Shadow Exec's	Approval of detailed IAA's	23rd and 25th Mar

12 Implications (including financial implications)

12.1 Resources and Financial

The proposed terms of reference outline that the Joint Committee will determine the financial arrangements and will do so within the budgets set for each of the Councils. This report therefore proposes that the financial arrangements would be the subject of later decisions through the Joint Committee. There are nevertheless significant financial implications if shared governance arrangements cannot be agreed and the services are required to disaggregate without the necessary planning.

12.2 Legal

The detailed legal options and implications are set out in the body of the report.

12.3 Risk

The following chart sets out the risks in relation to this report:

Risks		
12 (A)	12 (A)	There is a risk that the appropriate arrangements are not put in place for day 1, meaning a potential legal challenge, or impact to service delivery
12 (A)	12 (A)	There is a risk that not all of the Inter Authority over arching contracts will be in place for vesting day, meaning a potential legal challenge, or impact to service delivery
12 (A)	12 (A)	There is a risk that the Councils do not agree the terms of reference of the Joint Committee / Joint Officer Board, meaning decisions could not be made whilst negotiations took place, this could lead to potential legal challenge or impact to service delivery.
12 (A)	8 (A)	There is a risk that not all of the service schedules will be in place under each of the over arching inter authority agreements, meaning a potential legal challenge, or impact to service delivery

12.4 Consultation

Include the details of any statutory or other consultation undertaken with the public and/or agencies/interested parties. Also include the consultation results and any amended recommendations to draft policy or proposals that have resulted.

12.5 Consideration by Overview and Scrutiny

Include any comments received by the Overview and Scrutiny Committee in relation to this report and its recommendations, and any prior consideration of the issues raised, including date/s of meetings where considered.

12.6 Climate Impact

The arrangements proposed are designed to achieve continuity of vital services in the Northamptonshire. The absence of these arrangements will have a negative impact on Council's ability to manage climate impact. The creation of governance structures is a necessary feature of the arrangements and as with all Council governance is managed electronically to minimise the impact on the environment and climate.

12.7 Community Impact

There is no specific community impact in the proposed arrangements, but the governance is designed to provide continuity of service to avoid a negative impact on service delivery and on communities.

13 Background Papers

Report to the Shadow Executive on 22nd September 2020 Item 8 – in relation to the Blueprint
Report to the Shadow Executive on 25th August 2020 Item 9 – in relation to the Blueprint

Programme [Do not amend]	Unitary [Do not amend]	Service Area [Do not amend]	Function [Do not amend]	Treatment on Approved NCC Blueprint v4.7 Do not amend RED TEXT = Treatment for Day 1 has changed
Adults	North	Public Health - Adults Learning	Provider services Adults Learning	Lead Authority – Provider
Adults	West	Public Health - Adults Learning	Provider services Adults Learning	Lead Authority – Receiver
Adults	North	Adults - PBBS (Personal Budget Service)	Adults PBBS	Hosted < 12 months – Receiver
Adults	West		Adults PBBS	Hosted < 12 months – Provider
Adults	North	DPH (Director of Public Health)	Public health DPH	Lead Authority – Provider
Adults	West		Public health DPH	Lead Authority – Receiver
Adults	North	Public Health Intelligence & STP	Public Health Intelligence & STP	Lead Authority – Provider
Adults	West		Public Health Intelligence & STP	Lead Authority – Receiver
Adults	North	Public Health - Management, Commissioning & Admin	Public Health Management, Commissioning & Admin	APPROVED: Public Health Mgmt, Commissioning & Admin - Hosted < 12 months – Provider
Adults	West		Public Health Management, Commissioning & Admin	APPROVED: Public Health Mgmt, Commissioning & Admin - Hosted < 12 months – Receiver
Adults	North	Public Health - Wellbeing Services	Public health Provider services Wellbeing	APPROVED: Public Health Provider Services Wellbeing - Hosted < 12 months – Provider
Adults	West		Public Health Provider services Wellbeing	APPROVED: Public Health Provider services Wellbeing - Hosted < 12 months – Receiver
Children's	North	Safeguarding in Education	Safeguarding in Education	Hosted < 12 months – Provider
Children's	West		Safeguarding in Education	Hosted < 12 months – Receiver
Children's	North	School Admissions	School Admissions	Hosted < 12 months – Provider
Children's	West		School Admissions	Hosted < 12 months – Receiver
Children's	North	Sensory Impairment Team	Sensory Impairment Team	Hosted < 12 months – Provider
Children's	West		Sensory Impairment Team	Hosted < 12 months – Receiver
Children's	North	Trust client function	Trust client function	APPROVED: Trust client function - Lead Authority – Provider
Children's	West		Trust client function	APPROVED: Trust client function - Lead Authority – Receiver
Children's	North	Virtual School	Virtual School	Lead Authority – Provider
Children's	West		Virtual School	Lead Authority – Receiver

Corporate Services	North	HR and Staff Wellbeing	Apprenticeships	Hosted < 12 months – Provider
Corporate Services	West		Apprenticeships	Hosted < 12 months – Receiver
Corporate Services	North		HR Advisory - Traded services	APPROVED: Hosted < 12 months – Receiver
Corporate Services	West		HR Advisory - Traded services	APPROVED: Hosted < 12 months – Provider
Corporate Services	North		HR Learning and Development	Hosted < 12 months – Provider
Corporate Services	West		HR Learning and Development	Hosted < 12 months – Receiver
Corporate Services	North		HR Payroll and HR Transactions	HR Payroll and HR Transactions
Corporate Services	West	HR Payroll and HR Transactions		Lead Authority – Provider
Corporate Services	North	Libraries support (incl. traded services)	Libraries support (incl. traded services)	Hosted < 12 months – Receiver
Corporate Services	West		Libraries support (incl. traded services)	Hosted < 12 months – Provider
Corporate Services	North	Lord Lieutenant Support	Lord Lieutenant Support	Lead Authority – Receiver
Corporate Services	West		Lord Lieutenant Support	Lead Authority – Provider
Finance	North	Pensions	Pensions	Lead Authority – Receiver
Finance	West		Pensions	Lead Authority – Provider
ICT & Customer	North	IT Business system - ERP	IT Business system - ERP	Lead Authority – Receiver
ICT & Customer	West		IT Business system - ERP	Lead Authority – Provider
ICT & Customer	North	IT Operations	IT Operations & Infrastructure	Lead Authority – Receiver
ICT & Customer	West		IT Operations & Infrastructure	Lead Authority – Provider

ICT & Customer	North	IT Strategy and Development	IT Service Delivery	Lead Authority – Receiver
ICT & Customer	West		IT Service Delivery	Lead Authority – Provider
ICT & Customer	North		IT Digital	Lead Authority – Receiver
ICT & Customer	West		IT Digital	Lead Authority – Provider
ICT & Customer	North		IT Programme team	Hosted > 12 months – Receiver
ICT & Customer	West		IT Programme team	Hosted > 12 months – Provider
ICT & Customer	North		IT Strategy & architecture	Hosted > 12 months – Receiver
ICT & Customer	West		IT Strategy & architecture	Hosted > 12 months – Provider
Place	North		Coroners	Coroners
Place	West	Coroners		Lead Authority – Provider
Place	North	Country Parks	Country parks	Lead Authority – Provider
Place	West		Country parks	Lead Authority – Receiver
Place	North	Culture and Leisure	Outdoor Learning *	Lead Authority – Provider
Place	West	Culture and Leisure	Outdoor Learning *	Lead Authority – Receiver
Place	North	Document Archives	Archives (Wootton Hall)	Lead Authority – Receiver
Place	West		Archives (Wootton Hall)	Lead Authority – Provider
Place	North	Economic Development	Digital infrastructure	Lead Authority – Provider
Place	West	Economic Development	Digital infrastructure	Lead Authority – Receiver
Place	North	Emergency Planning	Emergency planning	APPROVED: Emergency planning - Hosted < 12 months – Provider
Place	West		Emergency planning	APPROVED: Emergency planning - Hosted < 12 months – Receiver
Place	North	Heritage (Chester Farm)	Heritage Chester Farm	Lead Authority – Provider
Place	West		Heritage Chester Farm	Lead Authority – Receiver
Place	North	Highways Contract Management	Business improvement	Hosted < 12 months – Receiver

Place	West		Business improvement	Hosted < 12 months – Provider
Place	North		Community Liaison	Disaggregated
Place	West		Community Liaison	Disaggregated
Place	North		Coordination of works on the highway	Hosted < 12 months – Receiver
Place	West		Coordination of works on the highway	Hosted < 12 months – Provider
Place	North		Highways Traffic Management (Kier Contract)	Hosted < 12 months – Receiver
Place	West		Highways Traffic Management (Kier Contract)	Hosted < 12 months – Provider
Place	North		Investigations, Searches and Definitive Map	Hosted < 12 months – Receiver
Place	West		Investigations, Searches and Definitive Map	Hosted < 12 months – Provider
Place	North		Licensing - Highways licences	Hosted < 12 months – Receiver
Place	West		Licensing - Highways licences	Hosted < 12 months – Provider
Place	North		New Roads and Street Works Act (NRSWA) (Administration and Inspections)	Hosted < 12 months – Receiver
Place	West		New Roads and Street Works Act (NRSWA) (Administration and Inspections)	Hosted < 12 months – Provider
Place	North		Rights of way	Hosted < 12 months – Receiver
Place	West		Rights of way	Hosted < 12 months – Provider
Place	North		Road Safety	Hosted < 12 months – Receiver
Place	West		Road Safety	Hosted < 12 months – Provider
Place	North		Technical approval authority	Hosted < 12 months – Receiver
Place	West		Technical approval authority	Hosted < 12 months – Provider
Place	North	Minerals and Waste Planning	Development control services incl waste, minerals	Lead Authority – Provider

Place	West		Development control services incl waste, minerals	Lead Authority – Receiver
Place	North	Parking	On street parking (enforcement)	Hosted < 12 months – Receiver
Place	West	Parking	On street parking (enforcement)	Hosted < 12 months – Provider
Place	North	Strategic Transport Planning	Bus services - commercial registrations	Hosted < 12 months – Receiver
Place	West		Bus services - commercial registrations	Hosted < 12 months – Provider
Place	North		Bus services – commercial registrations and subsidised services; Traseline database and Concessionary Travel	Hosted < 12 months – Receiver
Place	West		Bus services – commercial registrations and subsidised services; Traseline database and Concessionary Travel	Hosted < 12 months – Provider
Place	North		Major HW Projects (CPDU)	Hosted < 12 months – Receiver
Place	West		Major HW Projects (CPDU)	Hosted < 12 months – Provider
Place	North		Strategic Transport Planning	Hosted < 12 months – Receiver
Place	West		Strategic Transport Planning	Hosted < 12 months – Provider
Place	North		Travel choices	Hosted < 12 months – Receiver
Place	West		Travel choices	Hosted < 12 months – Provider
Place	North	Street lighting PFI	Street lighting PFI	Lead Authority – Receiver
Place	West		Street lighting PFI	Lead Authority – Provider
Place	North	Transport (Home to School)	Transport (Home to School)	Hosted < 12 months – Receiver
Place	West		Transport (Home to School)	Hosted < 12 months – Provider
Place	North	Travellers unit	Travellers unit	Lead Authority – Provider
Place	West		Travellers unit	Lead Authority – Receiver
Place	North	Waste Disposal (including Closed Landfills)	Waste Disposal (including Closed Landfills)	Hosted < 12 months – Provider
Place	West		Waste Disposal (including Closed Landfills)	Hosted < 12 months – Receiver

Place	North	Waste HWRC	Waste HWRC	Hosted > 12 months – Provider
Place	West		Waste HWRC	Hosted > 12 months – Receiver

DRAFT HEADS OF TERMS

**For the Provision of Disaggregated Services under an arrangement under s101
of the LGA 1972**

SUBJECT TO CONTRACT

Parties and Recitals	<p>(1) West Northamptonshire Shadow Authority (WNS) (the Hosting / Receiving / Lead Authority); [delete as appropriate]</p> <p>(2) North Northamptonshire Shadow Authority (NNS); (the Hosting / Receiving / Lead Authority); [delete as appropriate]</p> <p>(Parties/Party)</p>
Definitions	<ul style="list-style-type: none"> • Definitions and Interpretation of terms in the Agreement
Powers and Delegation	<ul style="list-style-type: none"> • Relevant statutory powers • Parties have agreed to arrange for the discharge of the Function of [name of Function] by [name of Hosting / Leading Authority] in accordance with this Agreement • Include reference to new unitary authorities
Name of Service Area	<p>In accordance with <i>Day 1 Functions and Service Areas v5</i></p> <ul style="list-style-type: none"> • Adults Social Services • Children's Social Services • Corporate Services • Finance • ICT & Customer Services • Place
Service Function and Description	<ul style="list-style-type: none"> • Service Function: in accordance with <i>Day 1 Functions and Service Areas v5</i> • Function Description: in accordance with <i>Day 1 Functions and Service Areas v5</i>
Service Offer	<ul style="list-style-type: none"> • In accordance with West Northants Detailed Blueprint • In accordance with North Northants Detailed Blueprint (equivalent document)
Operational Arrangements	<ul style="list-style-type: none"> • How the Hosting / Lead Authority will deliver the Function as provided by the Hosting / Lead Authority and appended (including the location(s) from which the Function will be accommodated / delivered)
Performance Standards	<ul style="list-style-type: none"> • As provided by the Hosting / Lead Authority and appended
Monitoring Arrangements	<ul style="list-style-type: none"> • As provided by the Hosting / Lead Authority and appended
Budget	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • The agreed budget within which the Hosting / Lead Authority will deliver the Function
Payment	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving

Arrangements	<ul style="list-style-type: none"> Authority • The agreed method by which the Receiving Authority will pay the Hosting / Lead Authority for delivery the Function in accordance with the Operational Arrangements
Decision Making in respect of the Function	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • How decisions will be made in respect of the Function
Information, Accountability Scrutiny and Legal Proceedings	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • Provisions for the sharing of information and co-operation in respect of requests made under the Freedom of Information Act 2000 and / or the Environmental Information Regulations 2004 • Provisions for the Parties' scrutiny of the delivery of the Function • Provisions for the Parties to co-operate and assist each other in responding to any inquiry or investigation by the Local Government and Social Care Ombudsman; the Information Commissioner and other Regulators; • Provisions for the Parties to co-operate and assist each other in respect of legal proceedings • How complaints will be dealt with
Staffing	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • The provision of staff as required by the Hosting / Lead Authority to deliver the Function (including secondment / TUPE)
Confidentiality	<ul style="list-style-type: none"> • Provisions as to the holding, acquisition, disclosure, return of confidential information
Information Sharing / Data Protection	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • Data sharing protocols • Data protection provisions
Dispute Resolution	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • The procedure the Parties will follow for the resolution of disputes including named officers for the purpose
Service Area and Function Regulatory Compliance	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • The legal requirements with which the Parties must comply in respect of the Function
Insurance and Indemnity	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority • Insurance and indemnity provisions for the Function
Duration and Extension of Arrangements	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • Provisions as to the duration of the Hosting / Leading arrangements and any extension thereof
Exit / Termination Arrangements	<ul style="list-style-type: none"> • As agreed by the Hosting / Lead Authority and the Receiving Authority • Provisions for exiting / terminating the agreement (including notice)
Boiler Plate Clauses	<ul style="list-style-type: none"> • Including <ul style="list-style-type: none"> ○ whole agreement

	<ul style="list-style-type: none"> ○ assignments ○ variation and wavier ○ costs ○ no partnership ○ good faith ○ third party rights ○ notice ○ language ○ severance ○ further assurance ○ counterparts ○ governing law and jurisdiction
Documents	<p>Documents required for appending as Schedules to the Agreement to include:</p> <ol style="list-style-type: none"> 1) Function description 2) Operational arrangements 3) Performance standards 4) Monitoring arrangements 5) Information Sharing Protocol 6) Data Protection Sharing Protocol
Execution Block	<p>_____ For and on behalf of West Northamptonshire Shadow Authority</p> <p>_____ Date</p>
Execution Block	<p>_____ For and on behalf of North Northamptonshire Shadow Authority</p> <p>_____ Date</p>

Terms of Reference of the Joint Committee

1. The Joint Committee's role is to oversee the management of those services which are provided on a Northamptonshire wide basis on behalf of North Northamptonshire and West Northamptonshire Councils to ensure effective delivery of such services and to provide strategic direction
2. The Joint Committee is specifically responsible for:
 - a. Developing and agreeing the strategy for each of the services
 - b. Approving the Service Plans for the Specified functions including targets for service quality, performance and efficiency.
 - c. Agreeing the responsibilities of each Council to deliver the Service Plans and agreed strategy, including any specific responsibilities of the Provider Council and that the responsibilities are documented within the Service Plans.
 - d. Ensuring that the services are provided within the policy and budget set by the councils.
 - e. Ensuring that the arrangements ensure that each Council's statutory responsibilities are met
 - f. Reviewing the performance of the services and initiating additional/remedial action where appropriate.
 - g. Ensuring that clear operational policies are in place and that these are complied with
 - h. Ensuring the provision of adequate funds and other resources to enable delivery
 - i. Agreeing the basis for apportioning cost between the two Councils and the amount to be apportioned
 - j. Ensuring that effective risk management arrangements are in place, that the services are subject to adequate and independent audit and that any audit recommendations are acted upon.
 - k. Approving business cases for proposed changes and overseeing the progress of subsequent work
 - l. Ensuring that there are robust plans for any disaggregation of services and that there is a smooth transition to new service delivery arrangements.
 - m. Resolving issues that are referred to the Joint Committee by relevant Chief Officers of the Service
 - n. Delegating functions of the Joint Committee to officers of either Council under s101 Local Government Act 1972.
 - o. Agreeing arrangements to place staff employed by one of the authorities at the disposal of the other authority to carry out the functions of the Joint Committee as described above under s113 Local Government Act 1972.
 - p. To take decisions in relation to the commissioning and procurement of services either hosted or under a lead authority arrangement from a third party.
 - q. Providing an Annual Report to each of the two Councils on the performance, finances and proposed service improvements including any arrangements for disaggregation.

Rules of Procedure of the Joint Committee

1. Each of the Councils shall appoint X Members (being Executive members of that Council) as its nominated Members of the Joint Committee. The Members appointed will have full voting rights.
2. Each Council may nominate one or more substitute Members to attend any meeting in place of an appointed Member from the Executive of that Council subject to notification being given to the Monitoring Officer via the relevant Democratic Services before the start of the meeting. The Member appointed as a substitute shall have full voting rights.
3. Each Member of the Joint Committee shall comply with the Code of Conduct of their Council when acting as a Member of the Joint Committee.
4. Each Member of the Joint Committee shall serve on the Joint Committee for as long as he or she is appointed to the Joint Committee by the relevant Council but a Member shall cease to be a member of the Joint Committee if he/she ceases to be a Member of the Executive appointing him/her or if the relevant Council removes him/her from the Joint Committee.
5. Meetings of the Joint Committee shall be carried out on a rotational basis in the North and West Council areas or by remote means where this is permitted by law.
6. The Council hosting the first meeting shall appoint one of its nominated members as Chair and that member shall remain Chair until the first meeting taking place after the elapse of 6 months from the time of his/her appointment unless he/she ceases to be a Member of the Joint Committee. On the expiry of the first Chair's term of office as Chair, the Council which did not appoint the first Chair shall appoint one of its nominated members as Chair for a period of 6 months from the time of his/her appointment. The same procedure shall be followed for the appointment of the Chair in subsequent years.
7. The Council not appointing the Chair of the Joint Committee in any year shall appoint one of its nominated members as Vice Chair.
8. Proposed key decisions of the Joint Committee will be published on the Forward Plan for each Council in accordance with their own Access to Information Rules.
9. Requirements in relation to Overview and Scrutiny will be met in each case by the Overview and Scrutiny Committees of the relevant Council. The relevant Overview and Scrutiny Committee will be the closest to the Corporate Scrutiny Committee for each Council.
10. Meetings will be governed by the Executive Procedure Rules and the Access to Information Rules for each Council and where they differ by agreement between the Monitoring Officers of the two Councils as to which of the two sets of Rules will be applied.
11. The Joint Committee shall meet once every two months (bi-monthly) unless otherwise determined by the Joint Committee. Cancellation of meetings shall be agreed by the Joint Committee or both Leaders.
12. Additional meetings can be called by Monitoring Officer for the Chair by providing at least five clear days' notice to Member of the Joint Committee, for the purposes of resolving urgent matters arising between the bi-monthly meetings. Additional meetings may be called if either Leader requests it.

13. The Democratic Services for the Chair will send out agenda, record minutes and arrange for the sign off of minutes in accordance with the procedure rules for the relevant Council.
14. A meeting of the Joint Committee will require a quorum of at least two members from each Council.
15. The rules of the Joint Committee will otherwise be the rules of the Council associated with the Chair for the time being, and where there is any conflict or uncertainty the relevant rules will be agreed between the Monitoring Officers for each of Councils.
16. Public speaking at the Joint Committee will be at the discretion of the Chair but in any event limited to one speaker for or against an item on the agenda for a maximum of two minutes.

TERMS OF REFERENCE OF THE JOINT OFFICER BOARD

The Joint Officer Board's role is to support the Joint Committee in overseeing the management of the shared services to ensure the effective delivery of such services and to provide strategic direction.

2. Specific Responsibilities

1. The responsibilities of the Joint Officer Board include:

- a) Considering proposed budgets, Service Plans, Business Cases and other key documents relating to the delivery of the services;
- b) Monitoring the performance and financial position of the services and reporting to the Joint Committee and agreeing any mitigation or improvement actions where required.
- c) Reviewing the end of year accounting statements, including the cost sharing proposals
- d) Making recommendations, providing advice and where required, referring matters for resolution to the Joint Committee in a timely and efficient manner
- e) Ensuring effective links and liaison with the Chief Officers in West Northamptonshire and North Northamptonshire Councils responsible for the relevant services.
- f) Considering issues referred to the Joint Officer Board, resolving the issues where possible and appropriate and escalating others to the Joint Committee where appropriate.
- g) Confirming the appointment of Service Managers and dealing with other HR related work referred to the Joint Officer Board
- h) Acting as the central focal point for all matters relating to shared services
- i) Ensuring consistent and effective communications in both councils on all matters relating to shared services
- j) Supporting the Joint Committee in developing the strategy and long term vision for Northamptonshire Shared Services including consideration of market developments and best practice.
- k) The Joint Officer Board is the Project Board for any major change work associated with the disaggregation of the services.

Scheme of Delegation to Officers

1. The Scheme:

- Introduction
- Member Consultation
- Reservations
- Restrictions
- Permissions

2. Areas of Responsibility

3. Exceptions:

- Contractual and Property
- Financial
- Employee and Staff Management
- Legal Action and Prosecuting Acts

4. Statutory Officer and Proper Officer Powers

INTRODUCTIONS AND PERMISSIONS

Introduction

1. The West Northants Council has adopted a vision expressed in the Corporate Plan XXXX. To support delivery of the Corporate Plan, managerial and operational decisions are taken, within a framework of democratic accountability, at the most appropriate level, which is usually the closest point of contact to the citizen. This scheme is to be interpreted widely to give effect to this overall purpose by empowering staff to carry out their functions and deliver the Council's services within the budget and policy framework set by the Council, and subject to the guidelines set by the Council, the Cabinet and the Council's management team.

Overall Limitations

2. Any exercise of delegated powers is subject to the following overriding limitations.

Member Consultation

3. Officers set out in the scheme are expected to:-

- (a) maintain a close liaison with the appropriate portfolio holder or in their absence the Deputy Portfolio Holder or Leader;
- (b) consult relevant portfolio holders when exercising temporary or project specific delegations;
- (c) ensure the Ward Councillor(s) is/are consulted or advised of the exercise of delegated powers relevant to their area; and
- (d) ensure that the Chief Executive (Head of Paid Service), Executive Director of Finance (s151 Officer) and the Director of the Legal and Democratic (Monitoring Officer) are consulted and advised of any decisions as necessary.

4. Portfolio holders for the relevant area should be consulted on the exercise of a delegated power in all cases where :-

- (a) there is likely to be opposition from members of the public;
- (b) where there are political sensitivities;
- (c) there is likely to be media (including social media) interest or
- (d) expenditure is unusual for the budget area.

5. Before exercising any delegated power, officers must consider whether to consult with the relevant portfolio holder on the exercise of delegated powers or not to exercise delegated powers but to refer the matter to the relevant member or member body to decide.

6. The Leader or any Cabinet Member may at any time, following consultation with the Chief Executive and relevant officer, require a particular issue or any aspect of delegated powers to be referred to the appropriate member body for a decision.

7. This does not limit the general requirements set out elsewhere in the constitution to consult with relevant ward members, scrutiny chairs and interested groups in reaching decisions.

Reservations

8. The scheme does not delegate to officers:-

- (a) any matter reserved to full Council;
- (b) any matter which by law may not be delegated to an officer;
- (c) any Key Decision; or
- (d) any matter expressly withdrawn from delegation by the Council, Committees, Leader or Cabinet.
- (e) any executive matter delegated to the Shared Services or Children's Trust Joint Committees, any matter delegated to an Officer within the North Northamptonshire Unitary Council or to an Officer on the Joint Officer Board in relation to the shared arrangements with North Northamptonshire Council.

Restrictions

9. Any exercise of delegated powers is subject to

- (a) any statutory restrictions;
- (b) the budget and policy framework;
- (c) any provision contained in this Constitution including the Procedure Rules;
- (d) any financial limits set out in the revenue or capital budgets except as set out in the Financial Procedure Rules;
- (e) any policy set by the Council or its committees, the Cabinet or the Chief Executive; and
- (f) the Code of Conduct for Employees.

Permissions

10. This scheme delegates to the Assistant Chief Executive, Executive Directors and Directors all the powers and duties relevant to those areas of responsibility detailed within the areas of responsibility below that rest with the Council or which have been delegated or granted to the Council, subject to the limitations, restrictions, reservations and requirements for consultation set out above. This includes all powers and duties under all legislation present and future within those descriptions and all powers and duties incidental to that legislation including but not limited to:

(a) Powers in relation to staff

Take any action in accordance with the Council's agreed policies and procedures with respect to the recruitment, appointment, promotion, training, grading, discipline, determination of wages and salary scales, determination of allowances, determination and application of conditions of service, including but not limited to allocation of leave, honorariums, ill health retirement and determination of establishment except as detailed in the Staff and Employment Exceptions chart.

(b) Powers in relation to contracts and property

Powers in relation to contracts and property agreements to negotiate, put out to tender, bid, submit tenders, vary, terminate, dispute, extend and renew and in relation to contracts to buy and sell and in relation to property to acquire, dispose of, let and licence except as detailed in the Contracts and Property Exceptions Charts.

(c) Powers in relation to planning

Powers to determine applications, grant permission, refuse permission, to publicise applications, to comment or make representations on applications, notifications and consultations, to raise objections, to require documentation and information, to take appropriate action on enforcement, to negotiate, complete, vary, discharge or amend planning obligations and agreements, process and determine all decisions relating to neighbourhood planning under the Localism Act 2011, other than as detailed in the Legal Exceptions Chart.

(d) Powers in relation to finance

Powers to incur capital and revenue expenditure, to seek recovery of amounts owed, to exercise discretion in recovery, alter or waive repayment periods, or approve exemptions in relation to repayments, agree refunds, reduce or remit payments and waive fines, except as detailed in the Finance Exceptions Chart.

(e) Powers in relation to legal action

Powers to authorise, appoint or nominate officers and to investigate, prosecute, enforce, lay summons, require individuals to disclose information, serve requisitions for information, publish information, apply to a court, sign notices, issue, serve, vary, revoke and publish notices, including fixed penalty notices and serve documents, make prohibition orders, suspend or vary a prohibition order, take emergency remedial action, carry out works in default, issue certificates, issue consents, issue licenses and license applications, issue permits, refuse, vary or revoke licensing applications, issue temporary exemption notices, obtain, introduce, operate, amend, extend, vary and revoke orders, impose conditions, introduce and maintain registers, exercise powers of entry without force, apply for a warrant, make, vary or revoke and in relation to land relevant to service functions to note applications for licences, planning, consents and approvals, a declaration and grant, vary, revoke and attach conditions to consents except as detailed in the Legal Exceptions Chart.

The Chief Executive

11. The Chief Executive may carry out the powers and duties of the Assistant Chief Executive and Executive Directors and Director of Legal and Democratic in their absence or in consultation with them and will also have the following additional powers:

- (a) to carry out the powers and duties of any of the officers in their absence or in consultation with them;
- (b) to incur expenditure in the event of a civil emergency;
- (c) in cases of urgency to take any decision which could be taken by the Council, the Cabinet or a committee, in consultation with the Leader;
- (d) to alter the areas of responsibility of the Assistant Chief Executive, Executive Directors and Directors set out in the Areas of Responsibility section of this scheme;
- (e) to make arrangements for the appointment of Chief Officer roles and to make appointments to Deputy Chief Officer roles.
- (f) to agree the Human Resources Policies following relevant consultation.
- (g) to make any changes necessary to the Employee Code of Conduct following relevant consultation.

The Monitoring Officer

2.16. In addition to any powers delegated under section 2.10 above the Monitoring Officer has delegated authority to:

a. grant dispensations to councillors in accordance with the Localism Act 2011 with the power to refer any request for a dispensation back to the Standards and General Purposes Committee.

The Section 151 Officer

2.17. In addition to any powers delegated under section 2.10 above the Section 151 Officer has delegated authority to carry out those responsibilities set out as delegated to him/her in the Financial Procedure Regulations within this Constitution.

Assistant Chief Executive and Executive Directors and Director

12. The Assistant Chief Executive, Executive Directors and Directors may carry out the powers and duties of any direct reports within their area of responsibility in their absence or in consultation with them.

Officer Delegation

13. Any delegation to an officer includes authority for any further delegation within the relevant Area of Responsibility. Officers shall devolve responsibilities for service delivery and management to those staff who represent the nearest practicable point of delivery to the service user.

Written Records and Publicity

14. An Officer making a decision under delegation, will need to publish a written record of :-

(1) any decision which is sufficiently important or sensitive that the public would expect that decision to have been taken by an Elected-Member decision-making body, such as Cabinet rather than an Officer using delegated powers;

(2) any decision which :-

(a) is a specific expressed power rather than general delegation;

(b) grants a permission or licence;

(c) affects the right of an individual; or

(d) awards a contract, or incurs expenditure which, in either case, materially affects the Council's financial position.

16. If a written decision record of a decision is required, it must be completed as soon as is reasonably practicable after the decision has been made. The decision must be publically available for inspection and posted on the Council's website (together with any background papers). The decision record must include, the date of the decision, the reasons, details of any alternative options considered and rejected and details of any conflict of interest declared (for instance of a Cabinet Member who may have been consulted).
17. A pro-forma decision record is available for use.

AREAS OF RESPONSIBILITY

(a) Chief Officers

Post	Main Functions and Areas of Responsibility
Assistant Chief Executive	<ul style="list-style-type: none"> • Communications and Engagement • Policy and Performance • Business Intelligence • Executive Support • Lord Lieutenant Support
Executive Director Finance	<ul style="list-style-type: none"> • Finance and Accountancy • Finance and Strategy • Audit and Risk • Revenues and Benefits • Procurement • Pensions
Executive Director of Corporate	<ul style="list-style-type: none"> • Human Resources • Transformation • Customer and Corporate Services • Information Technology and Data Management
Director of Legal and Democratic	<ul style="list-style-type: none"> • Registration of Births, Marriages and Deaths • Elections Administration • Legal and Democratic Services
Executive Director Place and Economy	<ul style="list-style-type: none"> • Regulatory Services • Highways and Waste • Assets and Environment • Growth, Climate & Regeneration
Executive Director Adults, Communities and Wellbeing (DASS)	<ul style="list-style-type: none"> • Commissioning and Performance • Adults Services • Safeguarding and Wellbeing • Housing and Communities • Public Health
Director of Children's Services (DCS)	<ul style="list-style-type: none"> • Children's Social Care • Education • Commissioning and Partnerships

Powers	Advantages	Disadvantages
LGA 1972 S101 delegation	Straightforward and involves delegations mainly to officers; with the service run within the constitution of the provider authority in accordance with the IAA	Removes member/officer involvement in decisions about the service from receiver authority whilst retaining legal responsibility for the function
	Resource light to achieve and operate	Lack of control or management for receiver authority over focus of the service and delivery
	Enables seamless transition of the service	Lack of involvement by receiving authority may make subsequent disaggregation more difficult and lengthier
	Suitable for services which are not so high profile or open to challenge	
LGA 1972 S102 delegation to Joint Committee	Keeps both authorities involved at a political level through members	Is often resource heavy and expensive to service
	Means that budget and other decisions have been agreed by both authorities and so should minimise future disagreements	As the service will usually be operated by officers working from one authority; the other can find that they do not have officers to call upon to assist them with complex decisions; although this can be mitigated if there is a high level of trust that advice is being given impartially and objectively
	Possible to have a “golden rule” to refer key decisions back to a single authority	Can make decision making unwieldy and slow
	Suitable for high profile functions which may be open to more challenge and where decisions need to be taken which will significantly affect the residents of both authorities over a significant period; eg waste	Likely to be less suitable for small or low profile services

	May be suitable for high level control over support services which are critical to overall service delivery- eg IT	
LGA 1972 S113 secondment	Very easy to achieve; can often be done via existing officer scheme of delegation	Not as appropriate where the senior management remains separate and the delegations are direct to service delivery teams
	The seconded officers are seen for all purposes (other than superannuation) as officers of the authority they are seconded to	The seconding authority loses any control over these officers
	Existing solution for many councils	May lead to unintended redundancy
Goods and Services 1970 Act s1	Focuses on a “contact” for delivery so should be easier to put in place	A commercial agreement rather than an IAA
	Enables a profit/surplus for the provider	May lead to redundancy/TUPE
		Very little political oversight
		Not all services may be well equipped to carry out delivery on this basis
		Is the receiver authority prepared to pay a profit/surplus fee?
Section 93 and 95 LGA 2003	Powers to Charge and Trade	A commercial agreement rather than an IAA
		Unlike Goods and Services charging does not allow for a profit
		Trading power does allow a profit, but requires a company to be set up.

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY
SHADOW EXECUTIVE COMMITTEE MEETING

12.2.2021

Report Title	ICAN SYSTEM PARTNER PROCUREMENT
Report Author	Stuart Lackenby – Executive Director for Adults, Communities and Wellbeing (DASS) Stuart.lackenby@westnorthants.gov.uk

Contributors/Checkers/Approvers		
Portfolio Holder	Matt Golby, Portfolio holder Adults	2.2.2021
West MO	Catherine Whitehead	1.2.2021
West S151	Martin Henry	3.2.2021
Other Director/SME		

List of Appendices

Appendix 1. ICAN Presentation deck

1. Purpose of Report

- 1.1. This report seeks approval to give delegated authority to the Executive Director for Adults, Communities and Wellbeing in consultation with the Cabinet member for Adults to host a procurement on behalf of health and care partners in order to secure a system transformation partner who can support the service improvements in care for our residents and implementation of Integrated Care in Northamptonshire(ICAN) transformation programme.
- 1.2. The appointment of a transformation partner to help implement the ICAN programme would be funded by health partners as part of their three-year Long Term Plan and priorities. ICAN is a joint initiative and builds on the transformation of Adults Social Care already in progress. The ICAN programme would see the realisation of benefits across health and care in terms of improved outcomes for residents, reduced operating costs and less reliance on acute hospital care as we shift our focus to more community based care, prevention and joint working.

2. Executive Summary

- 1.3. The challenges of our health and care system are well documented and include:
- Too many people being admitted to our hospitals
 - 91 over 65s being admitted each day and this is increasing
 - Patients staying too long and when they no longer need acute care
 - Delays in discharging people
 - Very high occupancy in our hospitals
 - an inability to cope with any surge in demand and pressured winters
 - Too much reliance on bed based solutions in hospital and on discharge
 - Significant financial pressure on health and social care budgets
 - A lack of capacity in our facilities and workforce to meet the demand
 - A knock on impact to social care in care costs and market capacity to meet the demand coming from hospitals.
- 1.4. Longer-term these issues are likely to get worse as the County is set to see significant growth in its population, especially over-65s and our GPs and hospitals face workforce and capacity shortages that mean we cannot manage the demand effectively if we don't change.
- 1.5. Nationally there is also a recognition of the need for change and to work as systems in areas to achieve better outcomes and to use shared funding more effectively to improve care and wellbeing. To that end all areas must now form Integrated Care Systems (ICS) as a legal requirement from the 1st April 2021.
- 1.6. In an integrated care system, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS care, and improving the health and care of the population they serve. Crucially they must work in a joined up way and within a shared system budget.
- 1.7. Significant activity took place during 2019 and 2020 to develop an integrated transformation plan for Health and Care as part of the work to establish the Northamptonshire Integrated Care System (ICS).
- 1.8. Integrated care systems enable organisations to work more closely together and coordinate services, to make real, practical improvements to people's lives. For staff, improved collaboration can help to make it easier to work with colleagues from other organisations. And systems can better understand data about local people's health, allowing them to provide care that is tailored to individual needs.
- 1.9. A central priority of the local ICS will be how we improve services and outcomes around frail and elderly care and last year we worked with our health partners to shape the ICAN (Integrated Care Across Northampton) programme.
- 1.10. The ICAN programme has been designed to compliment and enhance the Councils Adults Social Care target operating model (TOM) and would continue

to establish consistent new and effective ways of working across Adult Social Care and Health. This will make it simpler for patients and providers to navigate care and access support.

- 1.11. The development of the ICAN programme was informed by independent analysis on our health and care pathways and processes to establish opportunities to improve services, deliver better outcomes for local people and achieve efficiency savings. The diagnostic work produced clear evidence of the potential of the programme and the requirement for investment in a system transformation partner to support its realisation. Our work showed that:
 - 6,600 people could avoid attending the emergency department each year.
 - 36,500 people annually could have less delay in their hospital stay.
 - 250 people are in hospital right now who could be at home.
 - 1 in 5 patients want more independence than we support them to achieve.
- 1.12. Health partners are in the process of ratifying an investment of between £2m and £6m to fund a system transformation partner that could support the system to realise annual savings of between £16m to £21m in what is expected to be an 18-month programme.
- 1.13. Having identified the required investment, Health partners have approached West Northamptonshire Council to host the procurement of a suitably skilled and experienced system transformation partner for the ICAN programme. This would in effect involve Health Partners providing the Council with the required funding to enable the Council to procure the system partner.
- 1.14. There are several benefits to the authority acting as the host including
 - Securing local authority influence and benefit from the ICAN programme
 - The Council is able to reclaim any VAT charged by an external partner
 - making sure that local people receive the best joined up health and social care services.
 - The pace that the Council is able to move at in order to secure the programme ahead of winter 21-22
 - The procurement and market expertise available in the council to oversee the procurement while health colleagues are focused on the COVID vaccination and wider pandemic issues.
 - The ability of the Adults transformation programme to be aligned into the ICAN programme and achieve better joint outcomes.
- 1.15. Subject to health partners providing confirmation of funding, approval of their business case (informed by market engagement) and a mini competition it is expected that the programme would start before summer 2021.
- 1.16. It is proposed that a compliant two stage procurement process is initiated through the Crown Commercial Framework so to seek interest from appropriately skilled and experienced organisations.

3. Recommendations

3.1 It is recommended that the Shadow Executive Committee:

- a) Subject to confirmed funding in full from health, approve delegated authority to the Executive Director for Adults, Communities and Wellbeing in consultation with the Cabinet member to procure and appoint a system transformation partner on behalf of the health and care system for the delivery of Integrated Care in Northamptonshire(ICAN)

3.2 Reason for Recommendations:

- The option proposed aligns most closely align with local government reform and transformation outcomes
- The Council is able to reclaim any VAT benefiting the system and maximising the investment in delivery
- The ability of the Council to progress matters before the winter of 2021 in order to secure early benefits.
- The future Council and customers will receive the maximum benefit from the option proposed and the proposal enables the integration of Adult Social Care and Health.

4. Report Background

- 4.1 In 2018 Northamptonshire celebrated the 70th anniversary of the NHS. Within a few weeks of the NHS being founded in 1948, our social care system was also set up to meet the needs of the time. Historically our services were set up in very different ways and based on varying different priorities and approaches and this has created differences in the way people receive support, how we approach it and budgets not always being held where the demand is.
- 4.2 These differences now mean our community is not getting the high quality and continuity of care we would all want to provide. There are too many hand-offs, there are too many delays and we don't always deliver the best outcomes we could. In addition, the cost and inefficiency of these ways of working means that we cannot meet the demand we have within the budgets we have, we do not have the capacity to meet the growing demand and we will not improve outcomes for our residents and patients.
- 4.3 Our population is growing older and people are living longer with complex conditions. The number of people living in Northamptonshire is expected to grow from 741,000 in 2018 to 803,000 by 2028 – that's an increase of more than 8% in 10 years. But for our elderly population there has been a steady increase in the over 65s of around 65% from 122,000 in 2014 to an anticipated 201,000 by 2034 and this is rising and faster than most other areas. We are also seeing a rise in mental health demand and the longer term implications of some of our health inequalities.
- 4.4 Until very recently our health and care organisations were accountable only for the specific care that they provide to the patient or service user. Unfortunately, this has meant that someone who needs care for a variety of conditions could be receiving services from five or six different organisations with very little coordination between them. This is confusing and a wasteful use of resources, and the reality is that this situation leaves no one taking overall responsibility for the coordination of this fragmented care.
- 4.5 But as a set of system partners we have increasingly seen the benefits for staff and patients of working together and this has been proven in COVID where the barriers to doing the right things and getting the best outcomes have been broken down. We have been working together on a joint programme of change and transformation, ICAN (integrated care across Northamptonshire), that will permanently change how we work, where and how we provide care and improve outcomes for people. We have undertaken significant analysis of our challenges and compared ourselves to others and we see a huge opportunity for improvement.
- 4.6 We want to build on this work and the requirement for the creation of our Integrated Care System (ICS) creates opportunities to act together to make change and implement the opportunities we have found. We now need a partner to add the skill and capacity required to help us drive this programme at the pace and scale required to make urgent, lasting and positive change. Our aim in the longer term is to empower people to choose well, stay well and live well.

4.7 **The need for Change**

4.8 The number of people living in Northamptonshire is expected to grow from 741,000 in 2018 to 803,000 by 2028 – that’s an increase of more than 8% in 10 years.

4.9 The Northamptonshire Health and Care system has been challenged over many years and this has been characterised by:

- Too many people being admitted to our hospitals
- 91 over 65s are admitted each day and this is increasing
- Patients staying too long and when they no longer need acute care
- Delays in discharging people
- Very high occupancy in our hospitals
- an inability to cope with any surge in demand and pressured winters
- Too much reliance on bed based solutions in hospital and on discharge
- Significant financial pressure on our budgets
- A lack of capacity in our facilities and workforce to meet the demand
- A knock on impact to social care in care costs and market capacity to meet the demand

4.10 We know that we cannot continue as we are. Working under this pressure and with these demands does not produce the best outcomes for people and is inefficient. If don’t make changes we will need to build more hospitals, spend more on social carer and we will need significantly more GPs to deal with the demand we expect.


4.11 We need to turn our focus to prevention and early intervention and we need to move away from an over reliance on bedded solutions. It is crucial that our health and social care organisations work together with the voluntary and community sectors to help older people to maintain their independence for longer. This means doing things differently, being less risk averse and offering new solutions together that keep people well in their community but also offers alternatives to hospital admissions and more effective step down options that support full recovery when they leave.

4.12 We also need to simplify things for our staff and patients. Our services are complex and confusing and people in our community get care from different organisations and have to repeat themselves. They have told us loud and clear they want things to be simpler, consistent and listen to them more. Making our processes and ways of working simpler will also help our community care providers to know what to expect, the care we need to procure and the outcomes we want from them.

4.13 We have looked at the level of external capacity and skills we might need to deliver in order to start implementing change before Winter 2021-22 and considered what it might cost to secure the estimated benefits over an anticipated 18-month programme. We have also undertaken significant engagement across our workforce and created a consensus on our issues, our plans and need to changes required

The Vision for Integrated Health and Social Care

- 4.14 In 2020, a diagnostic exercise was undertaken to establish what we need to do to make the improvements in our health and care that the people of Northamptonshire deserve. We know:



The infographic is a vertical list of seven items, each with an icon on the left and text on the right. The items are:

- We could listen more to people's choices**
1 in 5 patients want a more independent outcome than the professionals involved in their care are aiming for
- We could do more to offer everyone the same choices**
We see variation by where people live, what time they access our services, rather than just on the person's need
- We could do more to tailor services for different needs**
We see people who access our services more frequently, and yet we don't have an effective way of tailoring the way in which we interact
- We could act sooner to avoid escalation**
35% of escalations that result in a visit to A&E could have been avoided in the 2 weeks before the escalation. The biggest opportunity is in accessing the right services to meet a changing need
- We could be more aware of the services that exist**
The knowledge of existing services varies, with both ambulance and front door teams unaware that urgent community services offering services like prescribing already exist
- We could do more to always have the right services in place**
For frail patients, the front door services differ across the county, we need to take the best practice and ensure a consistent offering to increase the 8% of admissions we facilitate
- We could support patients in a better place for them**
1 in 3 patients in our acute hospitals and 1 in 2 patients in our community hospitals are there despite that bed no longer being the best place for them to be
- We could make better use of our capacity**
We have capacity of the wrong sort, and patients in beds who could have gone home whilst other patients for those beds, causing flow issues throughout the system

In practice this means:

- 6,600 people could avoid an escalation to ED each year.
- 36,500 people annually could have less delay in their hospital stay.
- 250 people are in hospital right now who could be at home.
- 1 in 5 patients want more independence than we support them to achieve.

- 4.15 We have identified how we want to change and the Integrated Care in Northamptonshire Programme ('iCAN') is the means to facilitate change. We now need to move the programme from the assessment phase to Design, Adoption and Sustain. This should enable us to achieve our goals for 2025. It would mean that a person in Northamptonshire will be able to say:

iCAN

- ... be sure that the right choices are available to me;
- ... be sure that the right services are there to help me look after my own health;
- ... be sure that the right services are there to detect, diagnose and treat me;
- ... be sure that I get the right treatment;
- ... be sure that the right care and support exists to help me manage;
- ... be sure that the care and support is in the right place for me.

- 4.16 This will allow our population to:



The Opportunity

- 4.17 We have identified a clear set of opportunities that will enable us to provide a health and care system that produces better outcomes for our residents, improves their experience and which is manageable within our financial envelope.
- 4.18 The opportunity should support us moving more of our demand and capacity from hospital sites to community sites so we are closer to the people we serve. This will also free our hospitals to focus on more acute and specialist care.
- 4.19 We want to work in Multi-Disciplinary Teams ('MDTs') which will allow us to do more for the people of Northamptonshire in their communities and closer to home in a joined-up way that suits them and brings the appropriate service to them quickly and effectively.
- 4.20 We will focus on older people to ensure that they are best served to remain at home whenever possible and because this is where our greatest level of demand on the Acutes comes from. We will ensure that our MDTs operate across health and care pathways and are digitally enabled to provide the right care at the right time in the right place. We will work closely with all partners in our STP (NHCP - Northamptonshire Health and Care Partnership), notably the Voluntary Sector, but also social care, GPs and community groups to bring all resources to bear for our residents. Based on the evidence we have gathered we are looking to achieve some significant improvements including.
- 5% reductions in over-65 escalations that would have resulted in admission
 - 5% reduction of over-65 attendances that would have resulted in admission
 - 5% reduction in over-65 admissions from A&E
 - 7% reduction of over-65 bed-days through reducing the Length of Stay
 - 5% reduction in the cost of care for over-65s upon discharge
 - 20-30% reduction in the number of people in Residential or Nursing homes by enabling home living first.
- 4.21 Based on the detailed analysis we have done and achieving this level of improvement we believe that there are significant system savings to be made. We estimate that overall net benefits could total £17-20m for NHCP by 2025.

What we need to do

- We are committed to making change and have the support of all system partners in NHCP. We have made progress:
- We have the **data, evidence and insights** to know what action will deliver best results for our population.
- We can build on the **strong clinical engagement** in the system
- We have a **clear NHCP and iCAN vision**
- There is **strong leadership alignment** to drive change
- We can **learn** from other systems
- We need to build the right foundations for success, culture, digital, IG, communications, OD
- We need to be self aware, we don't have a track record of successful delivery as a system

4.22 At this point we have proposed that we should have West Northamptonshire Council, on behalf of the partners in NHCP, lead a procurement using an appropriate framework via a mini-competition open to organisations that specialise in organisational change and are prepared to share the risk of successful implementation.

4.23 This report therefore seeks approval to give delegated authority to the Executive Director for Adults, Communities and Wellbeing in consultation with the Cabinet member to procure and appoint a system transformation partner to support the continued drive and implementation of Integrated Care in Northamptonshire (iCAN) on behalf of the Northamptonshire Health and Social Care System.

4.24 In supporting Health partners to take forward the iCAN programme through the proposed procurement the Council is ensuring its ability to actively influence and benefit from the iCAN programme making sure that local people receive the best joined up health and social care services.

5. Issues and Choices

5.1 Health partners have proposed that the Council procure the systems transformation partner rather than take forward this activity themselves. The rationale for this decision is based upon

- the strong working relationships between the Council and health partners,
- the Council's proven track record in taking forward a similar approach in its implementation of the Adult Social Care TOM
- the need to act before winter 2021 to secure the capacity and change and current pressure on health resources to support this themselves
- the financial advantages of the Council hosting the arrangements

- 5.2 The local system knows what needs to change and the opportunities available. However, unless we have the right capacity, with the right skills and experience to help us design new ways of working, based on evidence, we will be unable to implement the required changes sustainably at pace and scale. The consequential impact for the system of not providing the required capacity will be that at some point the demand for service will become greater than the capacity available.

6. Implications (including financial implications)

6.1 Resources and Financial

- 6.2 The development of the ICAN programme was informed by independent analysis establish opportunities to improve services, deliver better outcomes for local people and achieve efficiency savings. The work produced clear evidence of the potential of the programme and the requirement for investment in a system transformation partner to support its realisation.

- 6.3 Health partners have identified that investment of around £6m with a system transformation partner would be needed to provide the capacity and expertise to help them realise a benefit range of circa £16m to £21m in annual recurrent gross savings within an 18-month period.

- 6.4 Should the recommendation of this report be approved then Health Partners would provide the Council with the required funding to enable the Council to fund system partner work in line with agreed contract mechanisms. The Council would not have any liability for the realisation of efficiency savings not being achieved.

As such other than facilitative support to procure the activity, there are no resources or financial implications arising from the proposals.

6.5 Legal

There are no legal implications arising from the proposals.

6.6 Risk

There are no significant risks arising from the proposed recommendations in this paper.

6.7 Consultation

There has been no need to consult on this process as this solution does not create any detrimental impact on services and patients and social care clients and will instead provide improved processes, experiences and outcomes for these often vulnerable groups.

6.8 Consideration by Overview and Scrutiny

Overview and Scrutiny will be engaged should the recommendations of this report be approved.

6.9 Climate Impact

These proposals do not have any climate impact

6.10 **Community Impact**

The procurement of a system partner will enable the integration of health and Social Care across the Northamptonshire ICS footprint. ICAN will however be influenced and orientated in its local delivery by the communities with both North and West Northants Councils

7. **Background Papers**

ICAN Presentation Deck



iCAN Presentation
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WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE COMMITTEE MEETING

12th February 2021

Report Title	Vision and Values – West Northants Council
Report Author	Anna Earnshaw, Chief Executive Anna.earnshaw@westnorthants.gov.uk

Contributors/Checkers/Approvers		
Chair/Vice Chair Vision and Values Task and Finish Group	Cllr Ian McCord, Leader And Task and Finish Group Chair	01/02/21 email approval
West MO	Catherine Whitehead	01/02/21 email approval
West S151	Martin Henry	01/02/21 email approval
Other Director/SME	Martin Cox FN Corporate Service SRO	01/02/21 email approval
Director Transformation	Jane Carr	01/02/21 email approval

List of Appendices

Appendix A – WNC Final Output Vision and Values Taskforce

Appendix B – Summary Output Stakeholder Workshops

1. Purpose of Report

- 1.1. The purpose of this report is to present the outcome of the work of the West Northants Task and Finish group on the Vision and Values for the Council and seek a decision on the vision statement and values to be adopted by the new Council going forward.

2. Executive Summary

- 1.2. The Vision and Values Task and finish group was established to develop an organisational vision for the new Council and the culture we want in the form of the values and behaviours that would guide what we do internally and externally.
- 1.3. Members undertook a series of sessions supported by HR and Learning and Development officers to help develop initial ideas. These have been

thoroughly tested with a wide range of stakeholder groups in interactive sessions.

- 1.4. The work of the group has now concluded and this paper now sets out two potential options for the West Northants Vision and a single set of Values that reflect the output of the group and stakeholder and now require an executive decision and approval to be formally adopted.
- 1.5. Our Vision will form the foundation of what we stand for as a Council and organisation and our aims and objectives will flow from it informing all future decisions.
- 1.6. Our values act as a charter for our employees, our managers and our customers making clear what we expect of our workforce in how they work and serve residents and businesses and how customers and our staff can expect to be treated. The values will also provide a guide to partners and stakeholders on how we will behave and engage with them and the ethos under which we operate.

3. Recommendations

- 3.1 It is recommended that the Shadow Executive Committee:
 - a) acknowledge with thanks the feedback from community, customer, members and staff (Appendix A and B).
 - b) select the vision option that the executive feel best represents the ambition of West Northants Council (Appendix A), and
 - c) Approve the suggested “Values Charter” set out in Appendix A to be developed to drive the new council and its culture.
- 3.2 The reason the recommendations are made in order to conclude the work of the task and finish group, reflect the feedback received and ensure that the Council has a clear purpose and culture to use in all communications going forward.

4. Report Background

- 4.1 The vision and values task group was set up as part of the Future Northants programme and included a cross party group of members.
- 4.2 A number of sessions were undertaken by the group supported by HR, learning and development and communications officers and an initial set of potential vision and values statements were created having considered the Councils purpose and aspirations and having looked at good practice.
- 4.3 The group wanted to test these initial thoughts with stakeholders and get their feedback on. Seven workshops were held with the following stakeholders:
 - Residents
 - Schools
 - Stakeholders
 - Employees

- Trade Unions
 - Children and Young People’s Panel
 - Members
- 4.4 At the session stakeholders gave feedback to the following questions to help define the Vision, Core Values and Behaviours for Worth Northamptonshire Council as an organisation:
- Q1: What ambition should the Council have?
 - Q2: What does us being the best council mean to you?
 - Q3: What would you like to see change?
 - Q4: What kind of organisation do we want to create?
 - Q5: What do you think should be the purpose of this organisation?
 - Q6: What would success look like?
 - Q7: What do you think about the draft vision statements?
 - Q8: What values are most important?
 - Q9: How many core values should there be?
 - Q10: What would be the behaviours would you expect to be demonstrated?
- 4.5 The sessions were well attended and the outputs were collated – these are set out in Appendix B.
- 4.6 The stakeholder output was reviewed to create two potential Vision straplines and statements that best represented the views and themes emerging from stakeholders. These were:
- 4.7 Option 1: **West Northamptonshire Council: A great place to live, work, visit & thrive** – *“Our ambition is simple: to make West Northants a great place to live, work and visit – a place where everyone can thrive “*
- 4.8 Option 2: **West Northamptonshire Council: Making a difference everyday** – *“Our ambition is simple: to deliver great services which stimulate positive change and make a difference to everyone, everywhere and with everything we do”*
- 4.9 Both statements capture the essence and common messages relayed by stakeholders and are felt to be bold, modern and memorable.
- 4.10 In addition, the work of the stakeholder groups and output of members resulted in a clear set of common values and behaviours that everyone felt would reflect what was important and would set a clear framework for the kind of employer we want to be in order to attract and retain staff, the kind of partner we would be seen as and what our customers and others could expect every day.
- 4.11 The group considered whether the use of an acronym would assist in making these values memorable helping embed them in everything we do and that could be used as published charter we could be held to. As THRIVE was a concept that was consistently liked and was felt to summarise the essence of what West Northants was aiming to achieve the group worked with this and has created a charter that supported this concept and describes the culture and behaviour we propose we now take forward.

5. Issues and Choices

- 5.1 The proposed vision and values cannot represent all the comments received and many of the suggestions focused on what and we do things rather than the outcomes

and aims. But all the content has been considered and will inform more detailed policy and strategy work as we move forward.

- 5.2 It is important however that the final choices do represent the majority and common themes and the group felt that this was the case.

6. Implications (including financial implications)

6.1 Resources and Financial

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

6.2 Legal

- 6.2.1 There are no legal implications arising from the proposals.

6.3 Risk

- 6.3.1 There are no significant risks arising from the proposed recommendations in this report.

6.4 Consultation

- 6.4.1 The output of the stakeholder engagement sessions has been included in Appendix B and are reflected in the proposal.

6.5 Consideration by Overview and Scrutiny

- 6.5.1 There has been no prior engagement with the Overview and Scrutiny Committee in relation to this report and its recommendations.

6.6 Climate Impact

- 6.6.1 There are no Climate implications but the importance of sustainability is recognised in the values and behaviours charter.

6.7 Community Impact

- 6.7.1 There is no direct community impact arising in a particular area but the values and behaviours and vision will benefit all of West Northants.

7. Background Papers

- 7.1 Appendix A includes the two recommended potential Vision statements and the thinking behind/proposed value charter.

- 7.2 Appendix B contains the anonymised summary of the stakeholder input against the 10 questions listed in paragraph 4.4.

Organisational Vision, Values and Behaviours

Vision & Culture Task and Finish Group



**West
Northamptonshire
Council**

Update

- Following initial work by T&F group we have completed the stakeholder engagement holding 8 Focus Group sessions:
 - Schools
 - Children & Young People
 - Service Users Business
 - Service Users Residents
 - Members
 - Stakeholders
 - Trade Unions
 - Employees

- Their feedback has been collated and shared
- Meeting with T&F members on 14th January reviewed the output, messages and themes

- This pack now sets out the output of the final T&F group for consideration:
 - the recommended 2 options for our West Northants Vision, and
 - The key values that emerged and suggested values Charter for the Council

Option 1 - Vision:



**West
Northamptonshire
Council**

A great place to live, work, visit & thrive

Option 1 – Fuller Vision statement:

"Our ambition is simple: to make West Northants a great place to live, work and visit – a place where everyone can thrive"

Option 2 - Vision:



**West
Northamptonshire
Council**

Making a difference everyday

Option 2 – Fuller Vision Statement:

"Our ambition is simple: to deliver great services which stimulate positive change and make a difference to everyone, everywhere and with everything we do"

Values – Feedback:

Stakeholder feedback on values highlighted the key common themes below

THRIVE:

- **Trust**
 - Comes across clearly from the focus groups that reputationally trust from employees and residents in our organisation this is key
- **High Performing or Health/y**
 - High Performing: need to set our stall out somewhere, need to be aiming for success, best in class, getting the basics right, etc
 - Health/y: Residents/communities, the role of a Unitary Council, Public Health, Covid, healthy staff, healthy minds, healthy environment, healthy bank balance
- **Respect**
 - All, diversity, equality, residents, employees, each other, our customers, our partners, our speech, our behaviour
- **Innovate**
 - What's different, what's new, don't repeat the same, always looking to improve where appropriate, trying ideas, agile, leading the way
- **Value**
 - Each other, residents, employees, for money, peoples differences
- **Empower**
 - Communities, employees, individuals, team, empower to innovate, empower to make decisions, trust to make decisions and follow processes

These have been turned into a working charter that can be used internally and externally and within our workforce and staff development plansnext page

Suggested Values & Behaviours charter

T	TRUST We are honest, fair, transparent and accountable. We can be trusted to do what we say we will.	HIGH PERFORMING We get the basics right and what we do, we do well. We manage our business efficiently.	RESPECT We respect each other and our customers in a diverse, professional and supportive environment.
H			
R	OUR CORE VALUES		
I			
V	INNOVATE We encourage curiosity, are creative and seize opportunities to grow individually, as an organisation and as an area.	VALUE We value each others skills, experience and ideas and we celebrate our similarities, differences and environment.	EMPOWER We believe in people, will listen, learn and trust them to make decisions. We help people to realise their ambitions.
E			



Next Steps

- Tasks and Finish group confirmation of the final options
- Recommendations presented to the Executive on 12th February
- Adopted ideas to be used in our comms campaigns internally and externally to set a new and clear direction for West Northants as:
 - A Provider of services to residents and business
 - An employer
 - A Partner

<u>Q1 What is your ambition for our organisation?</u>	<u>Q2 What does us being the best council mean to you?</u>	<u>Q3 What would you like to see change?</u>	<u>Q4 What kind of organisation do we want to create?</u>	<u>Q5 What do you think should be the purpose of this organisation?</u>
customer focused	job satisfaction	actions	Fair, we're not always yes people. Approachable. Responsible.	Fair
welcoming	empowered	mindful of changes for all to T's and C's	Value for money. Delivering good service (recognising we do have constraints)	Approachable
accessible	customers	embracing new ways of working	Trusted, transparent. Focus on services we should be delivering not diversifying into other areas that commercial organisations are involved in delivering.	feel OK to share issues
Service excellence	Listens	work/life balance	Responsive, value for money for residents,	residents/vulnerable
cost effective	options to make informed choices	not a race to the bottom with T's and C's	Inclusive, diverse, ethical, helpful, efficient	Responsible
open	access services	flexibility	Enabling services	value for money
approachable	Customer focused	working from home	Financially in control. Reducing duplication, adopting best practice e.g libraries, so customers see one service, smooth for them.	Can do culture

accessible	good reputation	empowered	staff retention, positive media, collaboration	collaboration
efficient	treated with respect	listen to	Acting on feedback, not just data collection. Exit interviews etc, use the information.	trusted
effective	flexible	open valued	dynamic	transparent
Value staff	Look after staff	seriously	progressive	Focus on services we should be delivering
feedback	feel valued	feedback	forward thinking	Responsive
Open forum for feedback	job satisfaction	proud	open	value for money
Senior management to be approachable	it isn't always about the work	feedback loop	transparent	decisions for the community
avoiding jargon	Constricted by finances but what CAN we do	inclusive communication	creative	inclusive

accessible	perception	embrace change	no blame	diverse
one stop services	employer looks after employees	speed to change	develop opportunities	ethical
internal expertise	Harmonise Terms and conditions of employment	brave	pathway	helpful
use knowledge	level playing field	fearless	Integrity, truthful, community,	efficient
involved in shaping	Open communication	confidence	Uplifting, inclusive.	open
consulted	finding the balance	eliminate fear	appreciate what we have already.	honest
integrated	Respect/flexibility	listens	inspiring	deliver services needed
one United Council	realistic	trade unions	Listening	Enabling
Inclusive decisions	recognising	good thing	raise standards for all	progressively
Value staff	rewarding contributions	openness	Inclusivity	Positive media
constructive challenge	Employee reward schemes	njc t&c	Ambitious	compliments
feedback	Recognise length of service	mistakes	Proud	integration
good quality	lots can be done at low/no cost	develop	Financially sound	holistic
quality remunerated jobs	open 2 way communication	trust started	Careful	Feedback mechanisms
respect culture	ideas/feedback	meaningful conversation	Considerate	Financially in control
raise the collective of life	good quality line management conversations	influence	Democratic	best practice

decent terms and conditions	overhaul appraisal process	debates	Caring	one service
good org to work for	if top of band has no financial incentive	consistent approach	Solid	staff retention
positive action	good development pathway.	do with	Responsive	positive media
employer values, looks after start	value for money	Leadership	Empathetic	collaboration with agencies
treat fairly	Progressive with technology	What we look like to others, get businesses in. Get a better Image so people want to come and be here. Nice roads, not just a drive through town but that they want to stay.	Accessibility	Acting on feedback
high quality	innovation	planned and valued outcomes for residents and businesses.	Transparency	Exit interviews
divvies	job satisfaction	influence	A kind, forgiving place that support you if you make a mistake	emphasis
diversity	empowered	cohesive	Safe environment	working together
quality	customers	deliver	Happy place	leading
responsive services	Listens	value for money	Trusting	protection
valued	options to make informed choices	give LAC idea	Well mannered	cares
supportive	access services	aspiration	Supportive	looks after
trusted	Customer focused	joined up thinking	Engaging	want to come to work
inclusive	good reputation	improve	Mature	valued

adequate	treated with respect	connect with public consultation	Reliable	make a difference
sufficient	flexible	ineffective	Good morals	thrive
high performing	Look after staff	localism	Decent	quality
value	feel valued	public engagement	Compassionate	chosen employer
respect	job satisfaction	earn peoples confidence		meaningful
new narrative	it isn't always about the work	ambitious		good service
add value	Constricted by finances but what CAN we do	proud		benchmark employer
transparency	perception	financially sound		raise standards
dissemination of information top to bottom	employer looks after employees	careful		whole some
a viable concept- financially sound	Harmonise Terms and conditions of employment	considerate		healthy
proven benefits for all residents	level playing field	empathetic		thriving
facilities	Open communication	solid		vibrant
technical and physical must be accessible /available for ALL	finding the balance	responsive		communities
inclusive	Respect/flexibility	caring		work, live, invest
know where it fits in with all council levels	realistic	Interaction		great place to work and invest
both elected members and officers	recognising	Inclusive		Integrity

service	rewarding contributions	Business support		truthful
Deliver services	Employee reward schemes	Connected		community
value for money	Recognise length of service	Integrated		Leadership
know what is going on	lots can be done at low/no cost	Arrogance		residents
Voice to be heard	open 2 way communication	Pride		Uplifting,
Councillors sometimes are not competent	ideas/feedback	Proud		inclusive
they also should not have vested interests when voting or if they stand down as they have vested interests, they shouldn't have them	good quality line management conversations	Communication		residents
Some members are not prepared	overhaul appraisal process	Accessible approachable		inspiring
Don't like them giving jobs for financially through a different	if top of band has no financial incentive good development pathway.	Heart Trust		every level of community businesses
Don't want to be disadvantaged	value for money	Accountability		Image
Relationship between North together	Progressive with technology	Ownership		Creative
are multi- cultural	innovation	Consistency		outcomes
all must lead on equality	inclusive	Accessibility		residents and businesses
celebrate each other	opinions	More progressive		Listening
	make promises	Quicker resolution to problems		role models

Care	stick to them	Responding and actioning complaints		standards
Members must value officers	no competition between DDC and Northants council	Don't want to see bad press about the Council		Inclusivity
members do not have the ex	Elected officers should also be available	It's not enough to say it's a 'new' Council		Plan
Get politics out of decisions	Leadership	Nobody needing to use a food bank		training
planning ahead	Training MUST be provided and should train elected members even if they think they don't need it they don't always have the capability to make decisions etc	Not giving money away to NTFC		thriving
working with grass roots	benchmarking	Extra support and care for care leavers		vibrant
not top down	Don't lose contact or the voices from District/Parish councils not straight to Unitary	Teaching communities about money and bills so they can manage that better		communities
more 'apolitical' politics inter	ALL work together	More youth clubs so there are less gangs and crime		work, live, invest
strategic planning	Appreciate what we already have			great place to work and invest
better leadership	work more closely with community			serve public

Focus on Northants	training			provide great public services
trusts	an absolute need			Accessibility
rely on	Support for community activity			Driving force
work together/gel	attract people to bring business/visit etc			Measure success
protective	Wider image			forward thinking
big task	improve image			To represent the people
come together	slick and up to date website			To serve the county
work as one	Direct telephone contact			To provide the right services to everyone
sell to communities	Partnership			
Consultation	training vital for elected members			
Awesome	everyone needs training			
Cultural Change	Online – not all have computer access			
Real Identity	it's difficult if rely on telephones			
Push the boundaries	Need better access not just online			
Attitude	should be no obstacles to basic support			
Ambition	especially if vulnerable			
Change	Very difficult at the moment to get support			
Agile	Not enough to have 1 central location			

Approachability	should be more accessible, where people live			
Acted upon as in, issues bring a	Councillors arrogance			
Togetherness	they should respect officers			
Consistency	Call Councillors to account			
Collaboration	annual assessments			
Cooperation	performance appraisals			
Being accountable	Joint services			
Reliable	Aspiration			

<u>Q6 What would success look like</u>	<u>Q7 (multiple choice)</u>	<u>Q7 (ideas)</u>	<u>Q8 What values are the most important</u>	<u>Q9 How many core values should there be and why?</u>
Customers feel OK to share issues with the	E	D and E, the words put together	value for money and customer focus	5,7
Can do culture, can, not can't, collaborative	D	E is a string of words	Supportive	2,3
Using council tax to provide focused services	B	E uses good words but needs to be a statement	Collaborative	5,6
a mind-set of making decisions for the council	D	So a mixture of B, C, D and E	Customer focused inclusive	6,10
Focus on services we should be delivering	E	E overall, start with One Council, turn into sentences including sustainable growth, words from B, C, D. Not A.	trusted	7
deliver services needed.	B	relevant	on L&D	5
Positive media coverage, more compliments than complaints, integration, we're working seamlessly, holistic decisions on waste, a holistic vision.	C	none mention about staff	trained	1 and focus on it.

Feedback mechanisms will tell us if we have delivered to the satisfaction of customers and also staff.	D	C as needs to include sustainable needs to include staff	Value staff	5,7
County thrives progressively	E	speechless that A is in there	customer focus	5 or 1 with bullet points
low turn over	E	like use of communities inclusivity	action orientation	3
developed	E	partners with community must re start	flexible	4,5
long serving	A	empowering/serving, important key words but needs more than that	empowerment	
engagement	E	like elements - strengthen communities	development	5
think economy	D	Maybe bullet points afterwards. Empowering, serving, evolving.	2 sets of values	No limit to the amount of values, as long as they are the right ones
motivated start	B	could benchmark to see if achieved.	Respectful	3

enjoying	B	Don't just strive. Don't need badges. Feeling of invitation missing from them all. Work on B and expand with elements of E.	learning	4
stable start	C	introverted	fairness	4
positive engagement	E	nonsenses	customer focussed	5
good quality	C	insular	inclusive	5
people staying in area	B	self scoring	trusted	6
schools doing well	D	identify	supportive	
career progression	B	favourite	developing	
staff involvement	C	coming together	encouraging	
participation culture	A	deliver throughout lives and future	sustaining	
engaging	C	transparent, clear	listening	
transparent	B	Empowered	fearless	
local trending		Community	dynamic	
positive attitudes	C	D too general	caring	
motivated	E	E too wordy	forward thinking	
people deserve to live here	B	A unrealistic	strategic	
loyalty	A	Likes delivering high performing services	diverse	

access to services	D		emp choice	
easy access	A		progressive	
flow of info	E		transparent	
All in this together.	B		valuing	
Creation of best council for residents.	E		empowering	
every level of community supported and valued.	E		relationships	
opportunity to show what we can do. Plan to look forward, training for all.	B		partnerships	
role models for Lgovt	B		collaboration	
public confidence	Love A		open	
trust has eroded	None of them		transparent	
reliable social services	B		adult relationships	
finances good shape	A		people,	
visible value			processes,	
seen as an entity			competence,	

			leadership,	
integrated/seamless				
good relationships with all different partners			empathy,	
Communicate			outcomes	
Facilitate Business			culture that all work together to achieve the vision and values.	
Clarity			inclusivity	
Real Honesty			serving comm	
Realism			connecting	
Honesty			democratise	
Explain Clarify			solid	
Feel proud			reliable	
Accountability			respected	
Clarity			representative	
			democratic	
More services to bring us together.				
The market is no longer the place it used to be - needs improving.			inclusive	
Create mores services to bring us together			losing voice	
It is about changing the way people feel about where they live			Accessible	

Where are the community centres? There are no main hubs?			Consultative	
We need to measure success			Agile	
Haven't seen any success so don't know			Trust	
Happier residents and people			Connecting	
Sharing news about improvements			Open	
Better quality of life			Honest	
Following up on actions			Listen	
Seeing people making effort to support you			Supportive	
Helping people anyway - shouldn't need praise for it			Integrated	
Seeing quicker improvements			Connecting	
Good standards of service			Positive	
			Pride	
			Success	
			Proactive	
			Approachable	
			Upbeat	

			Not believing the reputation	
			Going with the good stuff	
			Consult	
			Communications	
			Transparent	
			Visionary	
			Approachable	
			Awesome	
			Relentless	
			Pioneering	

			Adaptable	
			Agile	
			Driven	
			Positive	
			Positively relentless	
			Proactive	
			Relentless	
			Accountability	
			Consistency	
			Proactive	
			Ambition	
			Ambitious	
			Driving Force	
			Influencing	
			Community	
			Aspirational	
			Pride	
			Respectful	

			Trustworthy	
			Reliable	
			Accountability	
			Honest	
			Realistic	
			Supportive	
			Responsible	

Q10 What behaviours would you expect to see/feel/hear/experience?	collaborative	take responsibility			warm and fuzzy when interact with Council
			helpful	consistency	
complimentary	Leadership is in synch	happy supportive environment	healthily thriving workplace	trust officers	solve and assist
listening	Lead by example				A happy team working together.
		feeling included	free to speak	work with them	
positive	senior management demonstrating positive behaviours				front of house, ,
		respectful	decision informed	give them skills and assets	
not passed around	non silo			make decisions	return calls within 24 hours Treat with respect
		listening	thriving organisation		
Satisfied	solution focused			all sections of community should be acknowledged and celebrated	don't belittle
		open & inclusive	healthily culture		
knowledgeable	one team	connected	welcomed	5 values	take responsibility
reputation	No blame culture			pillars of Unitary	one voice
		informed	treated honestly		

serve community				Transparency	More understanding of people
	one point	responsible	culture CF		
respect			Collaboration	Collectively	Less anxious
	contact	clear expectations			
kindness	professional	fairly	Accountable	Togetherness	Equality and diversity
			Fair	No Excuses	
empathy	informed	decently			
			Consistent	Feeling welcomed all the time	
	serious	motivated respect			
			Honesty	More accepting of people from other backgrounds	

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WEST NORTHAMPTONSHIRE SHADOW EXECUTIVE

12th February 2021

Report Title	Operational and Non-Statutory Policies
Report Author	Catherine Whitehead, Director of Legal and Democratic Services

Contributors/Checkers/Approvers		
West MO	Catherine Whitehead	
West S151	Martin Henry	
Other Director/SME	Catherine Whitehead	

List of Appendices

None

1. Purpose

- 1.1 The purpose of this report is to seek authority from the Shadow Executive to delegate responsibility to the Chief Executive to be exercised through the relevant member of the Executive Leadership Team to approve necessary operational and non-statutory policies and procedures prior to vesting day on 1 April 2021 in consultation in each case with the relevant Portfolio Holder.

2. Recommendations

- 2.1 It is recommended that the Shadow Executive delegates to the Chief Executive (in consultation with the relevant Portfolio Holder) the authority to approve operational and non-statutory policies and procedures for the new council

3. Reasons

- 3.1 To ensure that the Council has the necessary policies and procedures in place to be operational for the 1st April 2021

4. Background

- 4.1 The Shadow Council was required by the Structural Changes Order to create a Leader and Cabinet Executive within the meaning of Part 1A of the Local Government Act 2000 (The Shadow Executive Committee).

4.2 The Shadow Authority must take all practicable steps as are necessary or expedient -

- To prepare for the assumption as West Northamptonshire Council , of local government functions and full local authority powers on 1st April 2021
- To prepare any budgets or plans required by West Northamptonshire Council when these functions are assumed
- To liaise with the county council and the other shadow authority for the for the purpose of ensuring continuity of the delivery of public services on and after 1st April 2021

5. Issues and Choices

5.1 The Local Government (Structural Changes) (Transitional Arrangements) (No.2) Regulations 2008 make provision as part of transition for the continuity of services by an automatic transfer or all matters listed in the regulations. These include agreements, declarations, byelaws, orders approvals, certificates and a wide range of other matters.

5.2 The Regulations do not however provide for the continuity of non-statutory and operational policies as these are not matters which are prescribed in legislation. All services in addition to the overarching policies which are set out in statute and require formal consultation and approval by members, have a number of supporting operational policies through which they operate and carry out business. In the absence of a scheme of delegation (the Shadow Authority was unable to delegate when the Constitution was agreed as there was no officer structure) these are matters which the Executive has the power to determine but would normally be delegated to operational managers.

5.3 The regulations provide for specific extensions for the harmonisation of statutory policies like licensing and housing, however in other areas there are no statutory policies but staff teams are working to existing policies and continuity is required. These policies may simply be adopted and the Council can continue to operate with different policies in different areas to enable staff to continue to operate as they do now, in others it is necessary to harmonise policies to have a single approach. This process has been ongoing and as new Assistant Directors take up their roles they will be picking up the detail of these service arrangements. These policies are necessary to provide continuity of service delivery.

5.4 Shadow Executive agreement is sought for officers of the Executive Leadership Team to approve policies and procedures in consultation with the relevant Portfolio Holder so that this process can be completed before 1st April 2021.

6. Next Steps

6.1 Subject to the Shadow Executive agreeing the recommendations in this paper, it is proposed that policies and procedures (where appropriate) are approved by individual members of the Executive Leadership Team in consultation with the relevant Portfolio Holder.

- 6.2 There is a relatively short period of time until vesting day and the Executive Leadership Team meet on a regular basis and have oversight of the arrangements being put in place to ensure they are consistent and can work effectively with other service areas. In the absence of all members of the management team it is proposed that the delegation is to the Chief Executive who will exercise the delegation through the staff that are in post and in consultation with staff who are playing a role in preparation although they haven't taken up their new roles.
- 6.3 The Shadow Executive is being updated on the progress of transition and this can include the implementation of these policy and operational arrangements in late March.

7. Implications (including financial implications)

Financial

- 7.1 There are no financial implications arising from this decision. Any financial implications arising from the approval of Policies and Procedures shall be taken into account prior to approval.

Legal

- 7.2. Under Structural Changes Order all matters which are not reserved specifically by legislation to full council are Executive. These delegations are therefore consistent with the transitional legal framework.

Equality and Health

- 7.3 Policies and Procedures shall consider equalities implications and Equality Impact Assessments shall be undertaken where relevant.

8.0 Risk

- 8.1 There are significant risks to service delivery if there are no policies and operational arrangements in place. These provide important instructions as to how services will be operated and give operational staff to operate within a framework without the need to refer back to managers. They also provide a clear basis for consistency so that individuals receive a consistent service and there is a clear rationale for decision making. In the absence of this there is a risk that operational decisions will be slowed down or that decisions will be made which are inconsistent and create a risk of challenge.
- 8.2 There are no significant risks arising from the proposed implementation of the recommendations in this report as it is giving effect to arrangements which are already operating within service areas.

9.0 Consultation

- 9.1 There is no requirement to consult in relation to non-statutory and operational policies. However where policies are being changed in order to harmonise them across the service area, consideration will be given to the relevant consultees as appropriate as time allows.

10. Consideration by Overview and Scrutiny

10.1 This report has not been considered by Overview and Scrutiny.

11. Climate Impact

11.1 There are no specific climate implications from this report although the development of policies will enable climate consideration to be taken into consideration in a consistent and planned way.

12. Community Impact

12.1 There will be a risk of significant impact if existing policies cannot be adopted, harmonised or adjusted to ensure continuity of operational delivery.

Background Papers

None