

Democratic Services
c/o One Angel Square
Angel Street
Northampton NN1 1ED

Meeting: West Northamptonshire Shadow Overview and Scrutiny Committee

Date: 20 October 2020

Time: 6:00 pm

Venue: Virtual meeting via Zoom

The meeting will be available for the public to view here:
<https://www.youtube.com/channel/UCujrRO-y6RzkN6zPQ-xNAAtA>

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Agenda

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Items requiring a decision		
5	Minutes <i>The Overview and Scrutiny Committee to approve the minutes of the meeting held on 8 September 2020</i>	3-8
6	Governance Scrutiny <i>The Overview and Scrutiny Committee to consider issues and provide scrutiny input in relation to Governance for the West Northamptonshire Unitary Authority</i>	9-14

7	Communication and Engagement <i>The Overview and Scrutiny Committee to consider and provide scrutiny input into issues in relation to communication and engagement</i>	15-24
8	WNSA – Executive Forward Plan <i>The Overview and Scrutiny Committee to consider the WNSA Executive Forward Plan for potential future pre-decision Scrutiny</i>	25-30
Urgent Business		
Urgent Business Such other business which, by reasons of the special circumstances to be specified, the Chair is of the opinion is of sufficient urgency to warrant consideration. (Members who wish to raise urgent business are requested to inform the Chair beforehand.)		
9	None notified	
Exempt Items		
In respect of the following items the Chairman may move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them: The Committee is requested to resolve: “That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them”		
		Exempt Category
-	None Notified	

Andrew Hunkin, Proper Officer

Date Issued: 12 October 2020

**WEST NORTHAMPTONSHIRE
SHADOW OVERVIEW AND SCRUTINY COMMITTEE**

Tuesday, 8th September 2020

Shadow Overview and Scrutiny Committee Members present:

Councillor Ann Addison	Councillor Ken Pritchard
Councillor Dermot Bambridge	Councillor Ken Ritchie
Councillor Jane Birch (Chair)	Councillor Emma Roberts
Councillor Andre Gonzalez de Savage	Councillor David Smith
Councillor James Hill	Councillor Allen Walker
Councillor Jamie Lane (Deputy Chair)	Councillor Mark Wesley

Officers present:

Ed Bostock	Democratic Services Officer, Northampton Borough Council
George Candler	Interim Chief Executive, West Northamptonshire Shadow Authority
Anna Earnshaw	Deputy Chief Executive and Director of Adults' Services, Public Health and Wellbeing
Paul Helsby	Programme Director, Northamptonshire Unitary Integrated Programme
Martin Henry	Interim Chief Finance Officer, West Northamptonshire Shadow Authority
Alex Melia	Democratic Services Officer, West Northamptonshire Shadow Authority (Minutes)
Rebecca Peck	Assistant Director to the Chief Executive, Northamptonshire County Council
Audra Statham	Finance Enabler, Future Northants Programme
Tracy Tiff	Democratic and Member Services Manager, Northampton Borough Council
Susan Zeiss	Interim Monitoring Officer, West Northamptonshire Shadow Authority

1. APOLOGIES FOR NON-ATTENDANCE

Apologies for absence were received from Councillors Penny Flavell, Dennis Meredith, Julie Davenport, Enam Haque and Mike Warren.

2. NOTIFICATIONS OF REQUESTS TO ADDRESS THE MEETING

There were none.

3. MEMBERS' DECLARATIONS OF INTEREST

There were none.

4. CHAIR'S ANNOUNCEMENTS

There were none.

5. MINUTES OF THE MEETING HELD ON 17th AUGUST 2020

RESOLVED: That the Shadow Overview and Scrutiny Committee approved the minutes of the meeting held on 17th August 2020 subject to the inclusion of Councillor Ken Pritchard in the list of attendees.

6. PRESENTATION – TRANSFORMATION AND FINANCE PROGRAMME

Paul Helsby, Programme Director, Northamptonshire Unitary Integrated Programme, introduced the report and highlighted the salient points:

- The status of the Finance programme has progressed from amber to green, which will be presented in the September Executive report.
- The Corporate programme remains amber, as the requirements of the programme requires further input and assessment during the implementation phase.
- The Trade Unions have engaged with the Draft Blueprints, and it was felt by the Programme Director that the sessions were received positively.
- The Programme had been independently assessed in July, led by a team with previous experience of setting up a Unitary Authority. The report covered seven key areas and made 30 recommendations which will be developed into an action which will be brought to the Joint Implementation Executive next month.
- One of the recommendations made concerned the clarity of reporting, with The Programme Director stating that after the approval of the Draft Blueprint, the reports could split into North and West.
- Moving into the implementation phase of the programme, a specific report for implementation in West Northants will go to the Shadow Executive in October.
- The Critical Path for both the West and North Unitary Authorities will go live on April 1st 2021, to ensure that all services are safe and legal on Day One.
- The Change Management for July mainly focussed on bringing the Change Champions back into the fold following the Covid-19 restrictions.
- The next stage of the high-level blueprints will be sent to the Shadow Executive meeting on the 22nd September, whilst staff and detailed Member briefings were scheduled for the coming days.

The Shadow Overview and Scrutiny Committee made comment, asked questions and heard:

- Members raised concerns over the ability to inform residents of how the Transformation Programme will be beneficial.
- Members were asked to note that the potential differences the Programme could make to the residents of West Northamptonshire is a key component of the Programme itself.
- The impact of Covid-19 has resulted in some alterations to the Programme, but the Programme Director suggested that the ambitions had been unaffected.

Audra Statham, Finance Enabler, Future Northants Programme, introduced the finance report to the Shadow Overview & Scrutiny Committee and highlighted the salient points:

- In June, the Future Northants Programme reported a budget of £53,000,000, which would provide £85,000,000 in savings.
- The previous report showed a negative variance of £239,000, which has now increased to just over £400,000. The Finance Enabler stated that these savings will still be delivered but at a later date than initially expected.

- An Outturn Position for all Northamptonshire Authorities was included in the report. The previous Shadow Executive meeting heard that the variance was around £1,400,000.
- It was noted that following this projection of £1,400,000, further funding had been announced to cover the loss of income from fees and charges. Each of the authorities affected are working through the data to assess the results, but the outcome is expected to be more favourable.
- Since this meeting, Northants County Council were reporting a favourable position of £172,000, which has now moved to £3,300,000.
- The next update from all eight sovereign councils will be in November.

The Shadow Overview and Scrutiny Committee made comment, asked questions and heard:

- Concerns were raised over the ability of the Programme to deliver the proposed £85,000,000 savings.
- It was noted that £35,000,000 of the planned £85,000,000 has already been secured. A further £14,000,000 saving for current financial the year is projected, and therefore confidence in achieving this figure is high.
- Concerns were raised over contingency plans if the savings were not achieved.
- In response, it was stated that some of the savings due for later years are not built into the base budget, and therefore the budget is not reliant upon them.

RESOLVED: That the Shadow Overview & Scrutiny committee noted the progress of the Transformation and Finance Programme.

7. DRAFT OUTLINE BLUEPRINT FOR THE WNSA

Anna Earnshaw, Deputy Chief Executive and Director of Adults' Services, Public Health and Wellbeing, introduced the report and highlighted salient points:

- Members were asked to note that the Blueprints are a general view of how services will be safe and legal on Day One, in light of the challenges posed by Covid-19.
- The Deputy Chief Executive wished to stress that the ambitions for transformation remained.
- Members were also asked to note that the Blueprints are not intended to be a structure, but rather they represent a view of how services may operate and be aligned to member portfolios.
- It was suggested that the preference is to separate services where possible. However, in some cases, such as HR, payroll and transactions, it is necessary for West Northamptonshire to temporarily become the lead authority, providing services to the North. Public Health was given as an example where the inverse will be the case.
- It was noted that one of the higher transformation aims is to ensure that the people and place of West Northamptonshire benefit from the four sovereign councils coming together.

The Shadow Overview and Scrutiny Committee made comment, asked questions and heard:

- It was noted that at present, there are no plans for mass redundancies. The programme does expect to realise efficiencies, but simultaneously new opportunities will be created for staff.

- It was stressed that certain contracts and services may be difficult to split between the two new authorities at present, but this will be reviewed at the appropriate times. It may also be more practical in some cases to avoid separating services, as collaboration could produce a better outcome for the residents of both West and North Northamptonshire.
- Concerns were raised that the environmental issues were not prioritised in the Blueprint.
- In response, it was noted that environmental and climate change issues were highlighted in feedback from staff, and that the slides presented were focussed more on how services would function.
- It was suggested that the vision for sustainability would become more apparent as the Blueprint is developed and becomes more detailed.
- There are 12 Adult Hubs, split according to factors such as population, geography and accessibility in order to maintain a uniformity of services across the region.
- Concerns were raised over the benefit to residents from the restructuring and how this was being publicised. Members stressed their enthusiasm to promote communication with residents, with an increased focus on West Northamptonshire.
- In response, it was stated that a key element of the vision and values underlying the Blueprint is to make a positive and noticeable impact on residents.
- Questions over the separation of Children's and Adult's services were raised, to which it was noted that some of these issues were historical rather than by design.
- It was suggested that one of the main concerns expressed by residents about the transition to a Unitary Authority centred on local issues and services remaining intact.

RESOLVED: That the Shadow Overview & Scrutiny committee:

1. Noted the progress made on preparation for the new Unitary Council including how the services are likely to be configured within the new Council.
2. Noted the aspirations and opportunities set out in appendix one and described within this report as a result of bringing services together and the underpinning capabilities being progressed in relation to our digital transformation and future aspirations for the People and Place of West Northamptonshire,
3. Noted the next steps set out.
4. Provided comments and feedback on the draft, as detailed above, to help shape the next stages of its development.

8. OVERVIEW AND SCRUTINY WORK PROGRAMME 2020/2021

George Candler, Interim Chief Executive, West Northamptonshire Shadow Authority, addressed the Shadow Overview and Scrutiny Committee and referred Members to the Overview & Scrutiny Work Programme for 2020/21 and highlighted the salient points:

- Dates for an additional meeting of the Committee in October were being considered, which would reflect the outcomes of workshop sessions.
- At the meeting on the 3rd November, two specific items will be discussed: Finance Scrutiny and Vision & Culture.
- At the scheduled final meeting in this cycle of the committee on the 2nd March 2021, an Overview & Scrutiny annual report will be proposed in order to assess the work of the committee over the past year.

- The Work Programme will remain a “living document”, reflecting the remit of the committee and allowing for alterations that may be considered with regards to the preparedness of the future West Northamptonshire Overview & Scrutiny Committee after Vesting Day.

Susan Zeiss, Interim Monitoring Officer, West Northamptonshire Shadow Authority, addressed the Shadow Overview and Scrutiny Committee and noted that:

- Progress in the Governance Task & Finish Group had been made. A draft on the update to Procedure Rules was proposed for the forthcoming Shadow Executive meetings and subsequently the potential Overview and Scrutiny meeting in October.
- Further discussions on the issue of localism were tentatively suggested for discussion later in the year, with the Interim Monitoring Officer noting that this would tie in with the Community Hubs mentioned in Item 7.

Martin Henry, Interim s151 Officer, West Northamptonshire Shadow Authority, addressed the Shadow Overview & Scrutiny Committee and stated that the starting position for next year’s budget would be presented at the meeting in November, to give Members information and the chance to ask related questions. The outcome of that meeting will then be used to help create a financial model for the budget which will be presented at the subsequent meeting in January 2021.

The Shadow Overview and Scrutiny Committee made comment, asked questions and heard:

- The needs of Scrutiny have been factored into the budget setting process. The January meeting of the Committee will take place before the final Shadow Executive and full Shadow Authority meetings, allowing for Scrutiny to take place prior to the budget being approved.
- Concerns over public participation in meetings of the Overview & Scrutiny Committee were raised.
- It was noted that the opportunity for the public to engage in these meetings is, and would remain, available.
- It was suggested that public participation in budget scrutiny may increase this year as the residents of West Northamptonshire will have a single budget to discuss going forward, rather than four separate budgets as in previous years. Proposals to facilitate public engagement and consultation in the budget setting process need further development.
- It was noted that the current legislation remains that whilst public meetings can be held remotely via Zoom, this should continue. Discussions over the potential of hybrid meetings continue, although there are concerns over the equality of opportunity arising from this type of meeting.

RESOLVED: That the Shadow Overview & Scrutiny Committee noted the Work Programme for 2020/21.

9. WNSA EXECUTIVE FORWARD PLAN

George Candler, Interim Chief Executive, West Northamptonshire Shadow Authority, addressed the Shadow Overview and Scrutiny Committee and referred Members to the WNSA Executive Forward Plan. He noted that purpose of sharing the Forward Plan was to

ascertain whether there were any areas that Members felt should be considered as part of a future work programme.

In response to questions, it was suggested reports of the Task & Finish Groups could be circulated prior to meetings of the Overview & Scrutiny Committee in future for information purposes, but as the reports would be in the public domain they would not feature as a substantive item on the agenda.

RESOLVED: That the Shadow Overview & Scrutiny Committee noted the contents of the Forward Plan.

10. URGENT ITEMS

There were none.

11. EXEMPT ITEMS

There were none.

There being no further business, the meeting concluded at 19:49 hours.

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY

OVERVIEW AND SCRUTINY MEETING

20 October 2020

Report Title	Governance Preparations for the West Northamptonshire Authority
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1. Purpose

- 1.1 The purpose of this report is to update the Overview and Scrutiny Committee on the process in place for preparing Governance arrangements for the West Northamptonshire Authority.

2. Recommendations

It is recommended that the shadow overview and scrutiny committee:

- 2.1 Note and comment on the contents of this report.

3. Issues and Choices

3.1 Report Background

- 3.1.1 A Council Governance Task and Finish Group is in place to undertake the following with regard to preparations for the West Northamptonshire Authority:
- 3.1.2 **Ensure that all elements of the Council's governance framework are in place. This will include: Constitution, code of conduct, members' allowances etc.**
- 3.1.3 Oversee the development of a Member training and development programme for the Unitary Authority.
- 3.1.4 Ensure that support and committee management system arrangements are in place.
- 3.1.5 Ensure Statutory Boards are set up with terms of reference.
- 3.1.6 The Members on the Task and Finish Group are:

Chair:	Cllr. Adam Brown
Deputy Chair:	Cllr. Phil Larratt
Member:	Cllr. Charles Manners
Member:	Cllr. Michael Clarke
Member:	Cllr. Sally Beardsworth

3.2 Issues and Choices

3.2.1 The Task and Finish group is preparing a Constitution which sets out how the Council will operate, how decisions will be made and the procedures which will be followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by law, while others are a matter for the Council to choose.

3.2.2 The purpose of the Constitution is to:

- Provide a clear statement of the operating rules and procedures of the Council;
- Enable the Council to provide clear leadership to the community in partnership with individuals, businesses and other organisations;
- Support the active involvement of the public in the process of Council decision-making;
- Help Councillors represent their constituents more effectively;
- Enable decisions to be taken efficiently and effectively;
- Create a powerful and effective means of holding decision-makers to public account;
- Ensure that no one shall review or scrutinise a decision in which they were directly involved;
- Ensure that those responsible for decision-making are clearly identifiable to local people and that they explain the reasons for decisions;
- Provide a means of improving the quality and efficiency of delivery of services to the community; and
- Help realise the Council's strategic aim to strengthen local government within West Northamptonshire and to achieve strong sustainable communities.

3.2.3 The starting point for this work has been the Shadow Authority's Constitution that was adopted at the first meeting of the Shadow Authority. However it has to be borne in mind that this Constitution reflected the arrangements set out in the Structural Changes Order (make up of Shadow Executive etc) and was for an authority that provided no services or functions.

- 3.2.4 The Task and Finish Group has therefore referred to the recently adopted Constitutions for Dorset and Buckingham Councils; and also to Cornwall's Constitution, which was recommended by the LGA as an exemplar for a unitary authority.
- 3.2.5 The timetable for preparation of the West Northamptonshire Constitution is shown at Appendix 1.
- 3.2.6 The Code of Conduct agreed by the Shadow Authority was based on an exemplar Code adopted by the Task and Finish Group established by the West Northamptonshire Joint Committee. So this could be seen as an already substantially complete piece of work. However, the LGA has reviewed the current model member code of conduct, as recommended by the Committee on Standards in Public Life's report into Local Government Ethical Standards. The consultation period on the draft member code of conduct has now ended and the responses are now being considered.
- 3.2.7 The final timetable for the publication of the revised model code of conduct is uncertain, but, if it was published before the Constitution was finalised, it would be given due consideration.
- 3.2.8 An Independent Remuneration Panel will be set up to draft a proposed Members' Allowance Scheme. This needs to take place once general and specific Member roles and responsibilities have been determined for the Constitution.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 No direct implications.

4.2 Resources and Risk

- 4.2.1 A clear timetable is in place and officer resources are in place to support the Task and Finish Group.

4.3 Legal

- 4.3.1 The Task and Finish Group's output will be a Constitution that will set out how West Northamptonshire Council will operate in line with legislation, statute and best practice.

4.4 Equality and Health

- 4.4.1 No direct implications

Report Author: Andrew Hunkin, Legal and Democratic Lead

Timetable for preparation of the West Northamptonshire Constitution

Content	Timescales
<p>Rules of Procedure Part 4 D: Meeting Procedure Rules</p> <p>The Task and Finish Group discussed the Meeting Procedure Rules twice. A number of amendments were made following the last meeting and it is believed that this document is now substantially complete, subject to final sign off by the T&F Group.</p>	Mid-October 2020
<p>Rules of Procedure Part 4 A: Access to Information and Rules of Procedure Part 4 B: Executive Procedure Rules</p> <p>The content of both the Access to Information Procedure Rules and the Executive Procedure Rules is heavily prescribed by statute. For example, the Access to Information rules set out the statutory deadlines associated with the publication of the forward plan, agendas and reports and rights of access by members and members of the public.</p> <p>These sections of the new Constitution can be drafted by officers and signed off by the T&G Group quite quickly.</p>	Mid-October 2020
<p>Part 1: Summary and Explanation and Part 2: Articles</p> <p>Part 1 of the Constitution, as well as many of the individual articles are relatively straightforward. However, it is proposed that the T&F Group prioritise work on this section based on the following suggestions:</p> <p>Key articles</p> <p>Article 5: The role of the Chair etc. The T&F group will want to assure itself that these reflect the output of the T&F group charged with looking at civic matters.</p> <p>Article 6: Overview & Scrutiny. The T&F Group will have to decide on a structure for the operation of overview and scrutiny in the new authority, as well as the membership of the committee(s) and the mechanism (if any) for operating task and finish panels.</p> <p>Article 8: Other Committees. This is a key piece of work as the T&F Group will be required to make a recommendation as to the overall structure and size of the committees. These will need to reflect all of the non-executive duties for which the new Council will be responsible for, including, but not necessarily limited to:</p> <ul style="list-style-type: none"> • Audit; • Licensing; • Pensions (on behalf of both new authorities); • Planning; • Senior Appointments (or something more widely named, if it would potentially have to deal with disciplinary and appeals matters); • Standards (possibly including governance matters or the audit function); <p>There are a number of interdependencies involved, such as work on the Pensions function and the Health and Wellbeing Board, both of which are the subject of</p>	End-October 2020

<p>separate reports to the Shadow Executive. The T&F group will be advised of these.</p> <p>The T&F group will be required to assess the likely requirements of the new authority, as well as the resource requirements of the committee structure. The group may wish to look at comparable authorities e.g. Cornwall in order to ascertain possible structures.</p> <p>Article 9: Joint arrangements. This will need to be reviewed in light of any formal joint arrangements, particularly with the North Northamptonshire Council.</p> <p>Article 10: Arrangements for promoting good standards of behaviour by councillors. This is largely a product of statutory requirements, but the T&F Group will be required to review this article prior to working on the detailed Code of Conduct.</p> <p>Article 12: Decision Making. The T&F Group will be required to recommend a clear definition of a 'key decision' as required by the Local Government Act 2000.</p> <p>Non-key articles</p> <p>Article 1: The Constitution – this is a short, pre-amble document</p> <p>Article 2: The Council – this explains the structure of the Council and largely reflects other parts of the constitution</p> <p>Article 3: Rights and Responsibilities of members of the public – This article largely reflects the Access to Information Procedure Rules</p> <p>Article 4: The Full Shadow Council: this largely reflects the Meeting Procedure Rules, but the T&F Group will want to assure itself that there is consistency with those rules.</p> <p>Article 7: The Executive (Cabinet): This article largely reflects statutory requirements, although it is recommended the T&F group nonetheless review this article to ensure consistency across the Constitution.</p> <p>Article 11: Officers. This article largely reflects the statutory requirements relating to the designation of certain statutory posts, e.g. Head of Paid Service, Chief Finance Officer etc.</p> <p>Article 12: Legal matters. This article is largely administrative in nature.</p> <p>Article 13: Review, revision, suspension, interpretation and publication of the Constitution. The text of this article is common across most authorities.</p> <p>Budget and Policy Framework: This article reflects the statutory policies required by law and explains the role of the full council in making the final decision.</p>	
<p>Rules of Procedure Part 4 C: Overview & Scrutiny and Part 4 E Staff Employment</p>	<p>Mid-November 2020</p>

<p>Once the Articles have been drafted, the detailed Overview & Scrutiny Procedure Rules and Staff Employment Procedure Rules can be drafted.</p> <p>In relation to Overview and Scrutiny, the T&F will have to consider:</p> <ul style="list-style-type: none"> • How will it work? • Composition/Membership? • Will it have Scrutiny Panels/Scrutiny Task and Finish Groups? • Call-in rules. 	
<p>Rules of Procedure Part 4 F: Financial Rules of Procedure Part 4 G: Contracts</p> <p>These two articles are to be drafted by officers from the sovereign authorities with specialist knowledge of the subject areas involved. The T&F Group will be required to ensure these sections are wholly consistent with the rest of the Constitution and cannot be miss-interpreted if read as stand-alone documents.</p>	<p>Mid-November 2020</p>
<p>Rules of Procedure Part 5: Code of Conduct</p> <p>The Code of Conduct agreed by the Shadow Authority was based on an exemplar Code chosen by the T&F Group established by the West Northamptonshire Joint Committee. The T&F Group may wish to consider this Code as it is already a substantially complete piece of work. Alternatively it may wish to acquaint itself with other recent work in this area.</p> <p>The T&F Group will need to decide on:</p> <ul style="list-style-type: none"> • The general structure of the Code. i.e. detailed or brief. • The process for dealing with allegations of breaches of the Code. • The need to appoint a statutory independent person to meet the requirements of the Localism Act 2011. 	<p>Late-November 2020</p>
<p>Scheme of Delegation: Part 3</p> <p>This is a large and complex piece of work. It will set out the decision making powers of committees, as well as those delegated to officers. In doing so, it will bring together the powers and duties associated with sovereign district councils as well as those of the County Council. Almost all of these powers flow from statutory requirements, and these will need to be checked to ensure they are up-to-date and accurate.</p> <p>This section may also have to reflect the structure of the new Council, depending on the layout chosen. It is suggested that this will be a largely technical exercise, although members will have a view on important topics such as individual executive member decision making.</p>	<p>end-December 2020</p>

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

20th October 2020

Report Title	Communications and Engagement – progress review and update on the future timetable of activity
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1. Purpose

The purpose of this report is to:

- 1.1 Provide an update on communications and engagement resource, and approaches, now that the Future Northants programme has entered the implementation phase
- 1.2 Provide an overview of the key communications milestones ahead, with a particular focus on the development of the visual identity for the future authority, and
- 1.3 Review the role, responsibilities and key priorities of the Communications and Engagement Task and Finish Group with these upcoming milestones in mind

2 Recommendations

It is recommended that the Shadow Overview and Scrutiny Committee:

- 2.1 Note the updates in this report on communications and engagement resource and approaches as we move into the implementation phase
- 2.2 Note the key communications and engagement milestones ahead
- 2.3 Endorse the role, responsibilities and key priorities of the Communications and Engagement Task and Finish Group (as set out in item 3.5) for the implementation phase, with these upcoming milestones in mind

3. Issues and Choices

Report Background

3.1 Future Northants Communications and Engagement function

The overall purpose of the programme's communications and engagement function is to:

- 3.1.1 Keep residents informed, and give them a realistic confidence that the new council will deliver for and be accessible to them from Day One
- 3.1.2 Ensure that existing councils' staff feel well informed about and engaged with the work underway and key milestones ahead on the journey to creating the new council, particularly with regards to the items that emerge to be of most interest or concern to them, so that they feel confident of and positively towards their future within the new council and the route to getting there

3.2 Staffing/resourcing

- 3.2.1 Over the last few weeks, and as the Future Northants (FN) programme moves into the implementation phase (between now and Vesting Day), there have been a number of changes in the level and focus of staffing within the central FN comms and engagement team. The two previous comms and engagement leads have returned to their substantive roles and the team has subsequently commissioned external comms and engagement specialists to provide additional capacity to steer and shape the team and activity at a senior level over the coming months
- 3.2.2 As of w/c 5th October, three secondees are now onboarded onto the programme and working full-time in the central communications and engagement team, having moved over in a phased approach from their substantive roles
- 3.2.3 The central FN communications and engagement team are focused on cross-cutting programme priorities, such as providing support on the logo work, the development and cascading of key information to all stakeholders, and also temporarily filling communications and engagement gaps that remain within programmes including ICT, finance and corporate
- 3.2.4 Resourcing needs are now actively being considered for those areas highlighted in 3.1.3 and also with regards to the support that West Northants will need as a future authority, and what form that will need to take

3.3 Recent activity

To meet the need of a naturally faster-paced programme as we move into the implementation phase, in recent weeks the central communications and engagement team have:

- 3.3.1 Developed and put in place an adaptable approach to ensuring a comprehensive cascade of key information to stakeholders (internal and

external), working closely with colleagues in Democratic Services, communications leads in the 8 authorities, and with the Northamptonshire County Association of Local Councils

- 3.3.2 Worked with senior programme leadership to produce and share communications on the overview and detailed blueprints with all staff and members and town and parish councils using the cascade process noted above
- 3.3.3 Worked with senior programme leadership to develop and deliver the recent blueprint briefings for all staff and members
- 3.3.4 Developed and shared internal and external communications with partners and the media on key appointments, including the Chief Executive and senior officer posts
- 3.3.5 Produced a new communications product - a regular blog - from Anna Earnshaw for her first day in post and have further plans for an ongoing and tailored communications approach, including a video
- 3.3.6 Continued in the publication of a monthly FN cross-programme bulletin for all staff and members, while currently reviewing this in line with the note below on a full channel review to ensure that the type and frequency of content is right for the implementation phase
- 3.3.7 Shared a survey with all staff around communications channels and needs as part of a wider review of channels and the frequency of communications in this faster-paced implementation phase, to ensure a timely and core information-focused approach to internal communications and engagement
- 3.3.8 Designated a single point of contact from within the central FN communications and engagement team to liaise regularly with the Change Managers team to further help ensure join up of planning, information flow and a key route for surfacing commonplace topics requiring response
- 3.3.9 Conducted a public survey on three shortlisted draft logos for each future authority, analysed the responses and shared this insight with the Task and Finish Group for a steer (expanded below in 3.4)
- 3.3.10 Provided designated support for ICT communications needs around the roll out of Microsoft 365 for all staff and members
- 3.3.11 Continued to support the Culture and Vision Task and Finish groups with regards to the development of the vision and values for the future authorities
- 3.3.12 Developed and are now piloting a dynamic approach to gathering questions and publishing answers to FAQs from across the staff body. This process will involve a digital link that staff can visit on a weekly basis to see updated answers
- 3.3.13 Mapped outstanding communications and engagement resource needs within areas of the programme and centrally and determining timely solutions

3.4 Visual identity

- 3.4.1 The development of the visual identity for the future authority is a key priority for the Communications and Engagement Task and Finish Group and the central communications and engagement team
- 3.4.2 A public survey seeking preferences and feedback on three draft logos for West Northamptonshire ran from 17th August – 6th September and received 1,740 responses. This is significantly higher than a typical survey, and signifies the interest held by residents and staff in shaping the future authority
- 3.4.3 The full detailed results of this survey, both quantitative and qualitative has been shared with the Task and Finish Group and their steer requested for next steps. This has been to iterate the most popular logo incorporating feedback received to improve it further and is underway at this time, ahead of formal approval from the West Northants Executive in November
- 3.4.4 Work is underway with the appropriate leads within each programme to prioritise items for rebranding with the same “safe and legal for Day One” lens as across the rest of the programme. This will entail the development of guidance/criteria which set out the rationale for recommendations to be agreed through the regular approvals process, with input from the new Chief Executive, Anna Earnshaw, due to the cost considerations of these decisions
- 3.4.5 Longer-term branding prioritisation decisions, beyond Day One, will sit with the future authorities and not with the programme

3.5 Upcoming milestones

- 3.5.1 Please refer to Appendix 1 attached for an overview of the roadmap to Day One which will be discussed in more detail at the committee meeting

3.6 Role, responsibilities and priorities of the Communications and Engagement Task and Finish Group

- 3.6.1 Please refer to Appendix 2 for the current Terms of Reference for the Communications and Engagement Task and Finish Group
- 3.6.2 Given the nature and scale of the milestones from now until Day One, we have proposed in section 2.3 that the role and responsibilities of this group are maintained as they stand
- 3.6.3 We recommend that the priorities of the Task and Finish Group are guided by the agreed principle of providing a strategic steer and sounding board for the substantive and long-term communications and engagement milestones, including shaping: the new council’s visual identity, Day One readiness residents’ campaign, and consultations (including on council tax and housing allocation), and overall supporting the aims set out in section 3.1
- 3.6.4 Through providing this strategic steer and sounding board, the Task and Finish Group will share ideas and input with FN communications and

engagement staff on significant activity across the programme involving substantive support from this team, supporting them and their contributions as a strategic as well as enabling function

4. Implications (Including financial implications)

4.1 Financial

- 4.1.1 No immediate implications through adopting the recommended actions in this report
- 4.1.2 No financial implications in the development of the new logos due to using talented in-house designers
- 4.1.3 A key focus of the rebranding work will be to ensure senior level approval of all items agreed to be rebranded for Day One through the appropriate channels. This work has yet to be finalised

4.2 Resources and Risk

- 4.2.1 No implications through adopting the recommended actions in this report.
- 4.2.2 As noted in items 3.1.3 and 3.1.4 both the immediate programme and future authority communications and engagement needs are being actively considered at this time. A reputational risk to both authorities would emerge if neither were addressed
- 4.2.3 As noted in item 3.3, there is work underway to prioritise items for rebranding for Day One and the risks here would arise if there were any delay to finalising the logo or priorities list. Potential financial risks have been covered in this paper

4.3 Legal

- 4.3.1 No implications through adopting the recommended actions within this report. A key focus of the rebranding work will be to ensure that all items legally required to be rebranded will be for Day One (e.g. parking tickets)

4.4 Equality and Health

- 4.4.1 We are working closely with the designers on the new logo to ensure that it meets accessibility requirements for the range of situations in which it will be visible

5. Background Papers

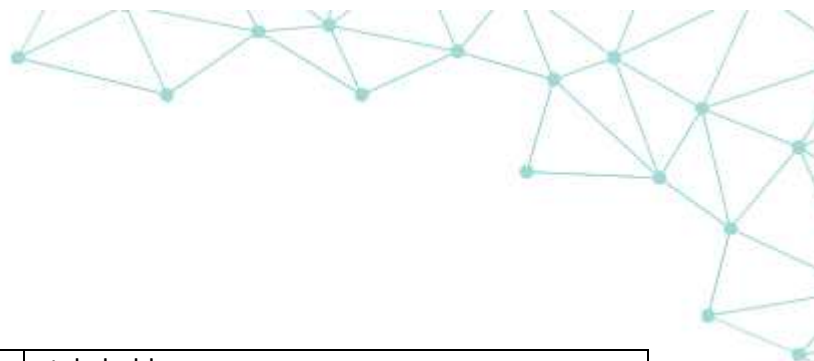
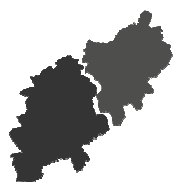
- 5.1 Terms of Reference for the Communications and Engagement Task and Finish Group (Appendix 2)
- 5.2 Roadmap of key milestones to Day One (Appendix 1)

TASK AND FINISH GROUP TERMS OF REFERENCE

West Northamptonshire Shadow Authority

COMMUNICATIONS AND ENGAGEMENT	
Purpose of the Group	
To:	<ul style="list-style-type: none"> Oversee delivery of the communications and engagement activity in the Future Northants programme Develop visual identities for the West Shadow Authority and for the West Northamptonshire Council
Description of the Task to be completed (Scope)	
<p><u>Communications</u></p> <ul style="list-style-type: none"> To support the communications group in delivering communications and engagement plans that meet all statutory and supplementary requirements. To ensure the strategy remains fit for purpose throughout the programme. To provide feedback from the wider membership on the effectiveness of the communications activity and help to shape future delivery. <p><u>Engagement</u></p> <ul style="list-style-type: none"> To oversee communications and engagement plans, to support the communications and engagement group on delivering activity, to participate in engagement activity where appropriate, to encourage others to participate in engagement activity, to assess feedback from communications and engagement activity. <p><u>Visual identity</u></p> <ul style="list-style-type: none"> To support the communications group in developing a shadow visual identity for the West Shadow Authority and for the West Northamptonshire Council. To oversee a development plan, to provide feedback on designs presented and to help develop a recommendation on a preferred option for the west unitary authority. 	

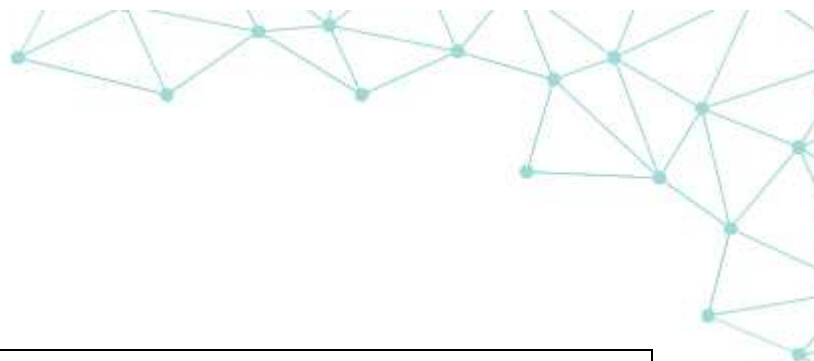
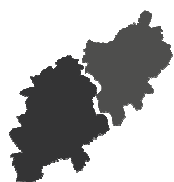
Key Activities	Outcomes Sought
Communications	
Review and agree revised communications approach including timings and channels	Agreed approach to communications with all stakeholders
Support the operational delivery of communications activity	Communications activity carried out with the agreement of the group
Engagement	
Review and agree revised engagement approach	Agreed approach to engagement with all



including timings and channels	stakeholders
Communicate and engage with members on the revised approach	Members engaged in process
Support the operational delivery of engagement activity by communicating with fellow members and other stakeholders the opportunities available to take part	All agreed stakeholders engaged in process
Visual identity	
Review and agree visual identity strategy and recommendations for implementation	Agreed strategy on developing visual identity Agreed implementation plan
Review and agree visual identity specification	Agreed spec to enable development of visual identity
Initial designs reviewed	Preferred options agreed ready for stakeholder testing
Support test design with stakeholders	Meaningful feedback gathered on the preferred options to enable further development of designs
Agree preferred option	Preferred option agreed to take to JIE & shadow authority for approval
Agree finalised design following feedback from JIE and shadow council	Sign off design

Communications	
Start date:	May 2020
Key dates:	
May/June 2020	Establish communications and engagement task and finish group with agreed scope and Terms of Reference
May 2020 – Mar 2021	Updates to agreed stakeholders on unitary programme progress as per an agreed plan, including: <ul style="list-style-type: none"> • Shadow set up, meetings, outcomes, etc. • Appointments – interim and permanent • Budget development • Disaggregation work • Council Tax setting • Elections • Development of staff policies and procedures • Day One readiness
Finish date:	March 2021
FREQUENCY OF MEETINGS	Two meetings per month to align with Project Plan.

How will we know when the Task is finished?
The communications plan is complete

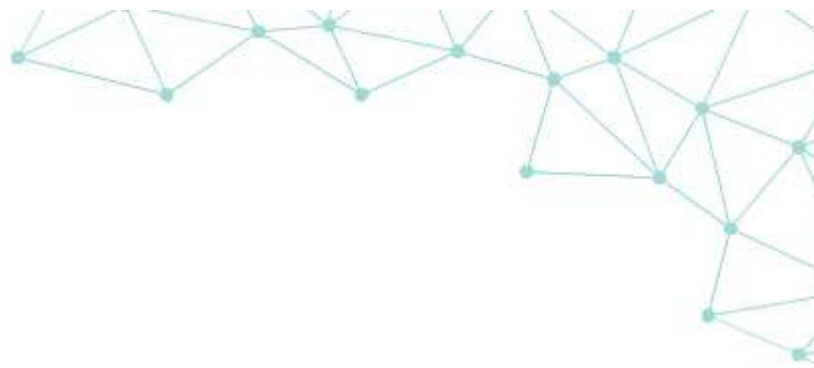
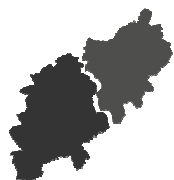


Engagement	
Start date:	May 2020
Key dates:	
May/June 2020	Establish engagement task and finish group with agreed scope and Terms of Reference
	Other engagement activity to be confirmed as detail becomes available
Finish date:	March 2021
FREQUENCY OF MEETINGS	Two meetings per month to align with Project Plan.

How will we know when the Task is finished?
The engagement plan is complete

Visual identity – West Shadow Authority	
Start date:	May 2020
Key dates:	
May/June 2020	Establish visual identity task and finish group with agreed scope and Terms of Reference
June 2020	Agree visual identity spec with task and finish group and communicate to designers
July 2020	Present designs back to T&F group and agree preferred option/s
July 2020	Tweak design/s and begin work on fonts, typefaces, colour palette's etc. as follow on from logo
August/September 2020	Make recommendation to Corporate Board/PIB/JIE and possibly September Shadow Exec
September 2020	Designs Reviewed/agreed/sent for amendments after feedback from Shadow Exec West (or Board/PIB/JIE)
October 2020	Test design with Stakeholders
October 2020	Any updates/changes made to VI and agreed after Stakeholder engagement
October/November 2020	Finalise logo design and visual identity guidelines - Make recommendation to Corporate Board/PIB/JIE
November 2020	Shadow Exec approval
November 2020	Start new visual identity implementation
Finish date:	Logo/VI Approved November 2020, roll out completed by 31 March 2021
FREQUENCY OF MEETINGS	Two meetings per month to align with Project Plan.

How will we know when the Task is finished?
Visual identity agreed for implementation



Task Group Members	
Chair:	Jonathan Nunn, NBC
Deputy Chair:	Lauryn Harrington-Carter, DDC
Member:	Karen Cooper, SNC
Member:	Sam Rumens, NCC
Member:	Wendy Randall, DDC

Task Group Officers	
Enabling Lead / Lead Officer:	Louise Spolton, Lead Enabler: Communications and Engagement
Interim Statutory Officer:	Chief Executive
Support Officer:	Rachel Hand, Project Manager - Visual Identity Becky Hutson, Deputy Enabler - comms and engagement
SME:	Peter Holt, Comms Lead SNC
SME:	Craig Forsyth, Comms Lead NBC
SME:	Chris Wykes, Comms Lead, East Northamptonshire Council
SME:	Mat Kantowski, Graphic Designer, Kettering Borough Council
SME:	Engagement/ consultation officer, Northamptonshire County Council

Any external Support or Input required	
External Support / Input	Output
Possible external graphic design resource	Visual identity
Possible engagement resource	Engagement support

Dependencies
Resource

Document owner: Louise Spolton

Draft published: 6 May 2020

Approved: June 2020

Version: 0.3

ROADMAP TO DAY ONE

DAY ONE— 1st APRIL

New websites live: **mid March**

Budget set: **February/March**

Visual identity unveiled & rolled out: **January**

Resident day one
campaign: **January – March**

Microsoft 365 roll out: **December**

Staff accommodation strategy in place: **December**

Budget consultation: **December**

Children's Trust goes live: **November**

Shadow council accommodation
implemented: **end of October**

Council Tax Reduction Scheme Consultation: **October**

Staff consultation: **October**

Detailed blueprints published:
14th September

Senior appointments: **September**

FORWARD PLAN OF DECISIONS AND NOTIFICATION OF EXEMPT ITEMS

Plan Number 004

October 2020 to December 2020

The next forward plan covering the period November 2020 to January 2021 will be published
on 23rd October 2020

Published by: West Northamptonshire Democratic Services

Leader of the West Northamptonshire Shadow Authority: Councillor Ian McCord

INTRODUCTION

This is the West Northamptonshire Shadow Authority's Forward Plan. It is published pursuant to The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Its purpose is to provide the required 28 days notice of the Shadow Authority's intention to take 'key decisions' and to hold meetings or parts of meetings in private. It gives advance notice of all the "key decisions" and other executive decisions which the Shadow Executive or another body or officer so authorised are likely to take over a four-month period. The Plan is updated on a monthly basis.

At times it may be necessary for the West Northamptonshire Shadow Authority to give consideration to items where the public must be excluded from the meeting. Members of the public are excluded from meetings whenever it is likely that, in the view of the nature of the business to be transacted or the nature of the proceedings that confidential 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 Shadow Authority's Constitution. This plan provides advance notice of any items which may be held in private.

Each entry identifies:

- The matter in respect of which a decision is to be made.
- The name of the decision-making body.
- The date on which, or the period within which, the decision will be taken.
- How and to whom representations (about the decision) can be made.
- What reports/papers are, or will be, available for public inspection.

The concept of a "key decision" is intended to capture the most important or significant decisions. "Key decisions" will be made at meetings open to the press and public. The press and public will only be excluded from such meetings as and when the Shadow Authority's Monitoring Officer determines that this is necessary in order to avoid the public disclosure of confidential or exempt information.

A Key Decision means a decision which is likely: -

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are significant. For the purposes of the West Northamptonshire Shadow Authority, significant shall be defined as expenditure or savings of £500,000 or more in a single transaction or related series of transactions.
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of “*significant*” for these purposes the West Northamptonshire Shadow Authority will have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act

Other decisions that will be published in the Forward Plan include:

- (a) The draft Budget or a draft of one or other of the plans or strategies which make up the Shadow Authority’s “policy framework”. The Shadow Executive’s role in relation to these matters will be to agree a draft which will then be presented to the Shadow Authority Full Council for approval (details of all of plans/strategies etc which are to be considered within the life of the plan are set out at the back of the plan); and
- (b) Other decisions which, whilst they are not “key decisions”, are considered by the Leader to have significant cross-cutting or corporate implications.

The Members of the Shadow Executive are:	
Councillor Ian McCord	Leader of the West Northamptonshire Shadow Authority
Councillor Jonathan Nunn	Deputy Leader of the West Northamptonshire Shadow Authority
Councillor Richard Auger	
Councillor Elizabeth Bowen	
Councillor Rebecca Breese	
Councillor Adam Brown	
Councillor Matthew Golby	
Councillor Phil Larratt	

All general questions or queries about the contents of this Forward Plan or about the arrangements for taking key decisions should be raised with Democratic Services.

Please email: democraticservices@westnorthants.gov.uk

Subject of the decision:	Committee	Responsible Shadow Executive Member	Is it a key decision?	Will the report contain exempt information?	Reason for exemption, if any	Anticipated Date of Decision:	Report Author	Supporting documents (if any):
October								
Programme Director's Update and Budget Monitoring Report	Shadow Executive	-	No	No	N/A	27 Oct 2020	Paul Helsby	
Day 1 Readiness Report	Shadow Executive	-	No	No	N/A	27 Oct 2020	Stuart Hill	
Service Policies for review	Shadow Executive	-	No	No	N/A	27 Oct 2020	Andrew Hunkin	
Children's Trust Update	Shadow Executive	-	No	No	N/A	27 Oct 2020	Liz Elliott	
Shaw PPP Contract Variation	Shadow Executive	-	Yes	Yes	Paragraph 3 – financial information	27 Oct 2020	Anna Earnshaw	
Customer Engagement Strategy	Shadow Executive	-	No	No	N/A	27 Oct 2020	Richard Ellis	
Residential and Nursing Framework Intention to Tender	Shadow Executive	-	Yes	No	N/A	27 Oct 2020	Anna Earnshaw	
Health and Wellbeing Board	Shadow Executive	-	No	No	N/A	27 Oct 2020	Anna Earnshaw	
Public Health Operating Model	Shadow Executive	-	No	No	N/A	27 Oct 2020	Anna Earnshaw	
Procurement Contracts Review Options Paper	Shadow Executive	-	No	Yes	Paragraph 4 - consultations/ negotiations	27 Oct 2020	Martin Cox	
ICT Strategy	Shadow Executive	-	No	No	N/A	27 Oct 2020	Richard Ellis	

Subject of the decision:	Committee	Responsible Shadow Executive Member	Is it a key decision?	Will the report contain exempt information?	Reason for exemption, if any	Anticipated Date of Decision:	Report Author	Supporting documents (if any):
HR Update	Shadow Executive	-	No	Yes	Paragraph 4 - consultations/ negotiations	27 Oct 2020	Martin Cox	
West Northamptonshire Council Branding	Shadow Executive	-	No	No	N/A	27 Oct 2020	Martin Cox	
Survey Results and next steps	Shadow Executive	-	No	No	N/A	27 Oct 2020	Various	
Task and Finish Group Updates	Shadow Executive	-	No	No	N/A	27 Oct 2020	Various	
Assets, Capital Schemes and Reserves Notification Process – Update Report	Shadow Executive	-	No	Yes	Paragraph 3 – financial information	27 Oct 2020	George Candler	
Insurance Recommendations	Shadow Executive	-	No	No	N/A	22 Sept 2020	Richard Ellis	
November								
Programme Director's Update and Budget Monitoring Report	Shadow Executive	-	No	No	N/A	24 Nov 2020	Paul Helsby	
Day 1 Readiness Report	Shadow Executive	-	No	No	N/A	24 Nov 2020	Stuart Hill	
Service Policies for review	Shadow Executive	-	No	No	N/A	27 Oct 2020	Andrew Hunkin	
Programme Structure	Shadow Executive	-	No	No	N/A	27 Oct 2020	Martin Cox	
Assets, Capital Schemes and Reserves Notification Process – Update Report	Shadow Executive	-	No	No	Paragraph 3 – financial information	24 Nov 2020	George Candler	

Subject of the decision:	Committee	Responsible Shadow Executive Member	Is it a key decision?	Will the report contain exempt information?	Reason for exemption, if any	Anticipated Date of Decision:	Report Author	Supporting documents (if any):
December								
Programme Director's Update and Budget Monitoring Report	Shadow Executive	-	No	No	N/A	24 Nov 2020	Paul Helsby	
Day 1 Readiness Report	Shadow Executive	-	No	No	N/A	24 Nov 2020	Stuart Hill	
Service Policies for review	Shadow Executive	-	No	No	N/A	27 Oct 2020	Andrew Hunkin	
Assets, Capital Schemes and Reserves Notification Process – Update Report	Shadow Executive	-	No	No	Paragraph 3 – financial information	24 Nov 2020	George Candler	