

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

Meeting: West Northamptonshire Shadow Overview and Scrutiny Committee

Date: 15 December 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-xNAtA>

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Agenda

Item No	Subject	Page Number
1	Apologies for non-attendance	-
2	Notifications of requests to address the meetings	-
3	Members' Declarations of Interest	-
4	Chair's Announcements	-
Items requiring a decision		
5	Minutes <i>The Overview and Scrutiny Committee to approve the minutes of the meeting held on 3 November 2020</i>	3-7
6	ICT Preparedness <i>The Overview and Scrutiny Committee to consider issues in relation to ICT preparedness</i>	9-12
7	Website development <i>The Overview and Scrutiny Committee to consider issues in relation to Website development</i>	13-17

8	Promotion and Publicity <i>The Overview and Scrutiny Committee to consider issues in relation to the Residents Campaign: January – March 2021</i>	19-22
9	Overview and Scrutiny Work Programme 2020/2021 <i>The Overview and Scrutiny Committee to approve its Work Programme for 2020/2021</i>	23-27
10	WNSA – Executive Forward Plan <i>The Overview and Scrutiny Committee to consider the WNSA Executive Forward Plan for potential future pre-decision Scrutiny</i>	29-36
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.)		
11	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	

Catherine Whitehead, Proper Officer

Date Issued: 7 December 2020

**WEST NORTHAMPTONSHIRE
SHADOW OVERVIEW AND SCRUTINY COMMITTEE**

Item No: 05

Tuesday, 3 November 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 David Smith
Councillor Julie Davenport	Councillor Allen Walker
Councillor Enam Haque	Councillor Mike Warren
Councillor Jamie Lane (Deputy Chair)	

Other Members Present:

Councillor Rebecca Breese	Chair, Council Tax Harmonisation Task & Finish Group, West Northamptonshire Shadow Authority
Councillor Martin Johns	Acting as substitute for Committee Member Councillor Dennis Meredith
Councillor Ian McCord	Chair, Vision and Culture Task & Finish Group, West Northamptonshire Shadow Authority

Officers present:

Ed Bostock	Democratic Services Officer, Northampton Borough Council
George Candler	Chief Executive, Northampton Borough Council
Martin Cox	Programme Lead, Corporate Programme, Future Northants
Belinda Green	Operations Director, CSN Resources
Martin Henry	Chief Finance Officer, West Northamptonshire Shadow Authority
Andrew Hunkin	Legal and Democratic Lead, Future Northants
Alex Melia	Democratic Services Officer, West Northamptonshire Shadow Authority (Minutes)
Tracy Tiff	Democratic and Member Services Manager, Northampton Borough Council

1. APOLOGIES FOR NON-ATTENDANCE

Apologies were received from Councillors Penny Flavell, Andre Gonzalez de Savage, James Hill, Dennis Meredith and Emma Roberts. Councillor Martin Johns attended the meeting as substitute for Councillor Meredith.

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 20 October 2020

Councillor Ritchie queried the possibility of receiving feedback on Member's comments as recorded in the minutes, to ensure that issues raised are given appropriate consideration.

George Candler, Chief Executive, Northampton Borough Council, advised that comments and suggestions made in previous Overview & Scrutiny Committee meetings have resulted in additional meetings being scheduled.

Councillor Birch, Chair of the Shadow Overview and Scrutiny Committee, noted that an informal workshop of this Committee has been scheduled for 26 November 2020, giving an opportunity for Members to provide comment on the structure of Overview and Scrutiny in the new Authority. The Chair also clarified that the request noted in the minutes for volunteers to act as silent observers in Task & Finish Group meetings would be fulfilled when the Task & Finish Group dates had been set.

RESOLVED: That the Shadow Overview and Scrutiny Committee approved the minutes of the meeting held on 20 October 2020 as a true and accurate record.

6. FINANCE SCRUTINY

Councillor Rebecca Breese, Chair of the Council Tax Harmonisation Task & Finish Group, introduced the report and advised that it had been considered at the West Northamptonshire Shadow Executive meeting on 27 October 2020. It was noted that the report was the outcome of the work by the Task & Finish Group, which had presented its methodology at the meeting of the Shadow Overview & Scrutiny Committee on 17 August 2020.

Councillor Breese noted that Council Tax Harmonisation in the future West Northamptonshire Council must be achieved by April 2028. However, the Local Council Tax Reduction Scheme (LCTRS) must be harmonised by April 2021, as bound by government regulations.

Councillor Breese wished to highlight that the Task & Finish Group had considered the potential financial implications of the proposals on both residents and the authority. It was highlighted that the report details the three existing schemes of the sovereign councils, with the proposals creating a cost-neutral scheme that will not further impact the budget of the West Northamptonshire Council.

It was suggested that under the proposals, most people - primarily those living within the Northampton Borough area - will see council tax charges reduced. However, it was also noted that some residents may see an increase in their council tax charges going forward.

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

- Concerns were raised over the discrepancies between the proposed figures and the existing rates across the existing authorities. In response, Councillor Breese advised that the output from the Council Tax Harmonisation Task & Finish Group are proposals that will be consulted upon, with the Shadow Executive making final decision on the LCTRS.
- Members noted that the report suggests the majority of residents in West Northamptonshire will benefit from the proposals and asked for a breakdown of figures. The Chief Finance Officer responded that there were different impacts on

claimants currently residing in each sovereign authority. The total number of claimants at the time of the report was 13,070, broken down as follows:

Northampton Borough Council	9,635
Daventry District Council	1,921
South Northants Council	1,514

The current LCTRS rate in Northampton Borough Council is 31%. Under the proposed scheme, this figure will reduce to 26.5%. With residents of Northampton Borough Council comprising slightly under 75% of claimants at the time of the report, it was noted that the majority of residents in the future West Northamptonshire Unitary Authority will experience a reduction.

- It was noted that it would be difficult to categorise blanket impact on individual households because of the variation in circumstances regarding Local Council Tax. Councillor Breese also advised that the Citizens Advice Bureau has a calculator able to decipher these figures.
- Members expressed concerns that there may be disharmony from those who experience an increase in the rate and questioned the rise from the current 8% in South Northants to the proposed 26.5%.
- The Chief Finance Officer advised that the 26.5% figure has arisen as a result of the key principle of the LCTRS – to create a cost-neutral scheme for West Northamptonshire. He stressed that all the figures are subject to consultation, with the proposal to seek views on the subject.
- Members queried the possibility of exploring a banded scheme based on income, noting that this had been ruled out at page 14 of the report.
- Councillor Breese advised that the scheme based on income bands had been discounted at this point due to the discrepancies in financial modelling and software across the sovereign councils, but suggested that this could be revisited in future if necessary as a scheme of this nature may be more responsive to individual needs.

RESOLVED: That the Shadow Overview & Scrutiny Committee considered the report that was considered by the Shadow Executive on 27 October 2020 and provided comment as detailed above.

7. VISION AND CULTURE

Martin Cox, Programme Lead, Corporate Programme, Future Northants, addressed the Shadow Overview and Scrutiny Committee and advised Members that the focus of the Vision and Culture Task & Finish Group is focussed on different blocks of building a positive culture.

The Vision and Culture Task & Finish Group has met on a regular basis since June 2020, with the early meetings noting the work of the sovereign councils, to build upon the existing work. The Programme Lead advised that he considers the work of the group to be around 3/4 complete. As such, the group is now in the process of testing its work by taking ideas to partners, employees, service users etc. There are ten sessions spread throughout November for the various groups to feed back on the ideas presented. The December meeting will focus on collating and summarising this feedback, before looking to widen the proposed vision and values in January 2021.

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

- Questions were raised over the areas in which existing authorities were not achieving values and how this would be addressed going forward. In response, the Programme

Lead, Future Northants, advised that the purpose of the focus groups is to engage with these issues, to ask open questions and to engage with employers and the Trade Unions.

- Councillor Ian McCord, Chair of the Vision and Culture Task & Finish Group, noted that the future West Northamptonshire Council requires its own independent values to ensure a fresh start and create a bright future, making it an employer of choice for staff.
- The Chair of the Shadow Overview & Scrutiny Committee highlighted the recruitment and retention of staff as an important measure.
- In response to a question, the Programme Lead advised that a mission statement had not yet been drafted, but Members feedback on this issue would be taken on-board.
- Members noted the importance and requirement of a vision statement but expressed a desire for these statements to be followed through and not consist of “hollow words”. In response, the Programme Lead resolved to present an action plan on how the vision will be achieved. It was stressed that as the new council will be bringing together existing councils, a strong set of vision and values is required to achieve positive outcomes.
- Councillor McCord emphasised the need to take a positive approach on putting the needs of residents first, rather than those of the organisation.
- Members expressed a lack of clarity on what culture is to include, citing central government criticism of the embedded culture at Northamptonshire County Council. In response, Councillor McCord assured the Committee that positive steps have been taken since this criticism, stressing the need to avoid looking backwards and build a West Northamptonshire culture.
- Members queried whether other Unitary Authorities have been consulted on successfully embedding a positive vision and culture. The Programme Lead confirmed that discussions with successful authorities have taken place, with a focus on embedding and implementing the ambitions of the programme.
- Members noted that the voluntary sector was not mentioned in the report and suggested that this was an area of increasing importance. It was confirmed that this was not a deliberate omission, but rather that the voluntary sector had been incorporated into the plans under a banner title.
- Members questioned the opportunities for staff to feed back on the proposals, adding that the need for free and open discussion of concerns is vital. Councillor McCord agreed that free speech is a key component of soliciting feedback. The Programme Lead added that focus groups from across all four existing authorities were being engaged to gauge a cross-section of opinion, with all responses confidential to ensure open and honest views.

RESOLVED: That the Shadow Overview & Scrutiny Committee provided comment on the report, as detailed above, and noted the work programme outlined in the report for the period between November 2020 and March 2021.

8. WNSA – EXECUTIVE FORWARD PLAN

George Candler, Chief Executive, Northampton Borough Council, addressed the Shadow Overview and Scrutiny Committee and referred Members to the WNSA Executive Forward Plan. He advised that the Overview & Scrutiny Committee is rapidly gaining pace and undertaking a lot of important work and its work programme was quite full.

An additional meeting of this Committee, proposed for December 2020, is under consideration. It was also suggested that due to the magnitude of the topics to be considered – budget and governance scrutiny - two meetings of the Overview & Scrutiny Committee will be required for January 2021.

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

- The Chair of the Shadow Overview & Scrutiny Committee reiterated an earlier comment raised by Members, querying where comments made by the Committee are picked up by the relevant officers.
- It was noted that Councillor Brown, Chair of the Governance Task & Finish Group would attend the Overview & Scrutiny Committee's informal workshop on 26 November 2020 to discuss the path of overview and scrutiny moving forward.
- The Legal and Democratic Lead, Future Northants, advised that the Governance Task & Finish Group will meet on 12 November, followed by the informal workshop on 26 November. A full draft constitution for West Northants Authority will be presented to the Shadow Executive on 26 January 2021, prior to the full Shadow Authority meeting in February 2021.
- Following a request from the Chair of the Shadow Overview & Scrutiny Committee, Councillor Davenport volunteered to act as an observer at the Governance Task & Finish Group meeting on 12 November.

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

9. URGENT ITEMS

There were none.

10. EXEMPT ITEMS

There were none.

There being no further business, the meeting concluded at 20.02 hours.

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

15 December 2020

Report of the ICT Programme

Report Title	ICT Preparedness
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1. Purpose

To provide an overview and status of the Future Northants ICT Programme, and the ICT arrangements that will be in place for West Northamptonshire Council for day 1.

2. Recommendations

2.1 It is recommended that the Shadow Overview and Scrutiny Committee:

Note the report and the progress on the delivery of the Future Northants ICT Programme.

3. Issues and Choices

3.1 Report Background

The ICT Programme is responsible for delivering a number of projects for West Northamptonshire Council to achieve safe and legal status for Vesting Day.

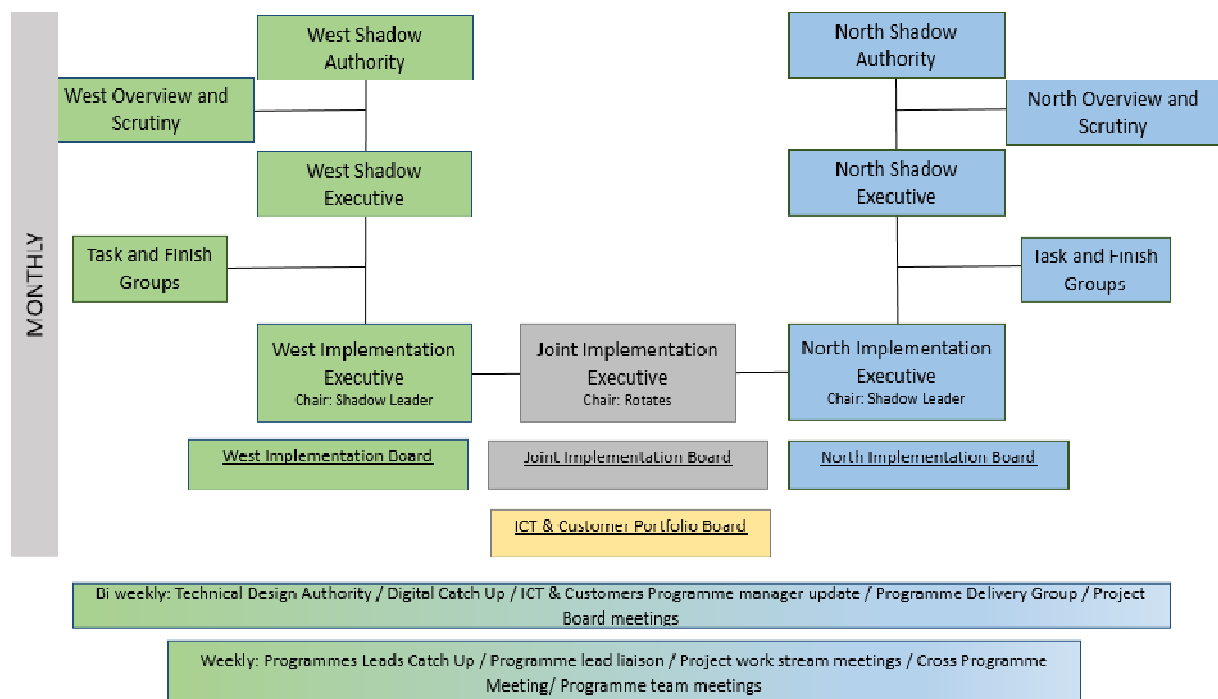
3.1.1 The programme is broken down into several projects that will deliver:

- new email addresses for all employees and Councillors in the following agreed format of 'firstname.surname@westnorthants.gov.uk'. This will be delivered by rolling out MicroSoft365 (MS365) to all the authorities. MS365 also provides features where employees and Councillors can have conversations, chats, online meetings and share files all in one central application.
- separate instances of the CapitaOne Education system for North & West
- separate instances of the Eclipse Adult Social Care system for North & West

- new HR and Finance system enabling self-service for all managers and employees. This is known as an Enterprise Resource Planning system (ERP).
- separate instances of the NCC Income Management system
- a consolidated Local Land and Property Gazetteer for the West Northants authority
- an interim West Northants Intranet
- IT support for a number of business systems that are being delivered by other Future Northants programmes for day 1.
- Support the Transformation Task & Finish group to develop a fit for purpose Members ICT support package for the new unitaries.

3.1.2 Programme Governance

The diagram below shows the Future Northants governance structure. The ICT and Customer & Digital Board meet monthly and provide the overarching governance and assurance framework for the ICT and Customer & Digital programmes. There are several informal governance meetings that take place below this Board to ensure that consistent communications and support are in place. The meetings also ensure that when issues arise, they can be dealt with quickly and efficiently to continue to keep the ICT Programme on track. These include weekly meetings of the ICT Programme team, Cross Programme meetings attended by all Future Northants Programme Managers, and weekly updates with the ICT Programme lead.



3.1.3 Managing the ICT change.

The ICT Programme is introducing a number of new technologies which will impact different employees and Members at different times, both during this implementation phase and post Vesting Day.

To achieve success for the programme, the ICT Change & Adoption Planning (CAP) Team is working hard to create a variety of tools to help staff and Members understand, accept and adopt these important changes. Together with the change managers from across the Future Northants Programme the change team try, where possible, to align communications and engagement activities to achieve optimum understanding and acceptance.

The change team work with the ICT project managers and communications team to understand what is changing and who will be impacted. The team have a number of change models they can draw from to ensure a blended approach and once a suitable method has been determined, either a detailed change plan is created or a number of change management actions will be built into existing project plans depending on the scale and complexity of the identified change.

As an example the CAP Team work with the MS365 project team; sovereign ICT service and Unitary communications teams to ensure everything is aligned with regards to communicating with staff and Members. Ten days prior to the migration weekend the Change Manager contacts the local Change Champions directly and introduces them to what will soon be happening in their sovereign council. They will be given "Introduction to MS365" material which will include the benefits of moving to this platform. In doing it this way the Change Champions have direct access to the implementation team with any specific questions. After each roll out any new learning is included in the FAQs to aid understanding and acceptance going forwards.

4. Implications (Including financial implications)

4.1 Financial

- 4.1.1 The ICT Programme is funded through the Business Rate Relief (BRR) projects funding which were approved by the Business rates governance board in July 2019. The ICT/ Customer & Digital scheme has £5.65m approved to deliver this programme which is funding various projects including the Website project, CRM Case Management System, Email and Voice Bots Pilot schemes, MS365 project and Technical Support ensuring the projects can be delivered. Alongside this the new ERP system was also approved £4.2m to deliver a new finance, procurement, HR and payroll system for both new unitary councils from vesting day.
- 4.1.2 From this investment, benefits will be derived from consolidated licence costs, reduction of systems, standardised and streamlined processes, reduced telephony through use of Teams and reduced staff time spent on tasks. These are on top of the many non-financial benefits of the improved customer offering, increased access and availability to utilise systems, increased data management and quality supporting decision making and the enablement of this platform across all council services to provide efficiencies and automation to all users, services and customers to create far wider reaching benefits.

4.2 Resources and Risk

The ICT Programme of work is both complex and challenging as each of the 8 authorities have their own unique technical environments. The ICT Programme team continues to work closely with the Sovereign Council IT teams to support them as they transition towards Vesting Day.

4.2.1 Resources – the ICT Programme is reliant on the West and NCC ICT teams to deliver the programme of work. There are limited resources within these teams who are also responsible for the day to day running of their sovereign councils' ICT services. To ensure we have the correct resources in place:

- an ICT Technical Roadmap has been developed to capture which ICT resources are required for each project and when they are needed.
- a framework is being put in place with an external partner to augment our resources to deliver specialist technical services through to vesting day. The framework can be used by the programme team and sovereign councils to bring in specialist technical support with a partner that has an ongoing relationship with us and understanding of our programme and technical environments.

4.2.2 Risks – one of the main programme risks is each of the authorities have different and unique technical environments that could potentially need upgrades and changes to accommodate some of the new technologies required for Vesting Day. To mitigate this risk, systems health checks are being undertaken to identify and rectify any potential changes required before new technologies are introduced.

4.3 Legal

4.3.1 External legal data specialists have been procured to advise on ICT systems and digital data for the NCC services that are disaggregating on Vesting Day.

4.4 Equality and Health

4.4.1 Data Protection Impact Assessments are being created where appropriate.

5. Background Papers

5.1

**Report Author: Karen Perrett
Future Northants ICT Portfolio Lead**

WEST NORTHAMPTONSHIRE SHADOW AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

15th December 2020

Report of the Website

Report Title	Unitary Website Development
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1. Purpose

To update the West Northamptonshire Shadow Authority on the progress and approach for delivering the new unitary website minimal viable product (MVP) for vesting day.

2. Recommendations

- 2.1 It is recommended that the Shadow Overview and Scrutiny Committee:
Note the report and the progress on the delivery of the new unitary websites

3. Issues and Choices

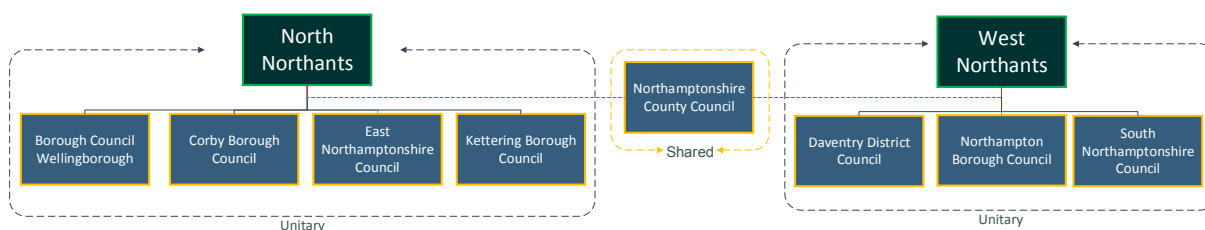
3.1 Report Background

- 3.1.1 The websites for each of the existing Local Authorities are one of the key ‘front doors’ to the public and our partners to be able to locate information and access help and support to public services. Having a seamless route through the sites for this purpose is a key Day 1 ‘Must Have’

In May, the Joint Implementation Executive (JIE) approved the approach to deliver two new unitary websites for the new unitary authorities for Day 1. The websites are critical Day 1 priorities to be ‘safe and legal plus’.

The approach agreed was to create an ‘umbrella’ website for Day 1 which will link back to the existing sovereign councils’ websites, with a two-year plan to decommission the sovereign council websites as we transfer the information, functionality and transactions to the new websites. It also links to the digital platform and ICT strategy.

Diagram A: structure of the new unitary websites on day 1.



This work is the start of a longer-term project to then enable us to close the existing sites, improve user experience and transfer skills into the retained unitary digital teams to enable continuing maintenance, development, and improvements.

3.1.2 Approach

Working with our Partner Futuregov our approach to designing and building the websites for the two new unitary authorities is:

1. Phase 1 - Design & build two new Unitary Authority websites, providing seamless customer journeys back to existing Local Authority sites. The websites will be minimal viable products for day 1.
2. Phase 2 - Migrate/update content, enable decommissioning of existing sites and up-skill existing team to continue transformation beyond the lifetime of the contract

3.1.3 What will we achieve in the long term

- A strong and clear presence online as part of the new identities for each of the Unitary Authorities
- Long term savings through reducing the existing 8 websites (10 on Vesting Day) to two – hosting and support costs reductions
- Improved online customer journeys leading to reductions in face to face and telephone calls and improved reputation – online digital experiences fit for the ‘digital’ age ahead
- Better working/risk reduction – enabling us to be responsive to change and support our journey towards digital self-sufficiency in the future and supporting our adoption of the ‘Digital Council’ model; solutions can be tailored to needs of the new Unitary Authorities from the beginning
- Will act as a catalyst and platform for future digital changes in the Unitary Authorities – Digital Council model/IT and Digital Strategy
- All areas of the Council will benefit either directly (customer facing) or indirectly through the improved customer experience and channel shift, where possible
- Upskilling of our employees to support future self-sufficiency in developing and transforming the website

3.1.4 What progress have we made to date

- Website Project Stakeholder mapping ‘Team onion’
- Technical Workshop - Approach/ Hosting / Dependencies
- Website research...over 115,000 URL’s (North and West!)
- Desktop research of best practice
- User engagement plan. Residents involvement started
- Chosen platform for the website and eforms

Developed the vision for the website:

- to act on user’s feedback
- to keep a close eye on the performance of the services
- to offer a familiar and accessible experience to people, to make it easy for them to find what they need
- to offer options to people to switch to their preferred channel
- to use plain English
- to design a responsive website

3.1.5 Product Approach

We are approaching this project using an Agile approach. An Agile approach is a process by which a team can manage a project by breaking it up into several stages and involving constant collaboration with stakeholders and continuous improvement and iteration at every stage. The Agile methodology begins with clients describing how the end product will be used and what problem it will solve. This clarifies the customer's expectations to the project team. Once the work begins, teams' cycle through a process of planning, executing, and

evaluating — which might just change the final deliverable to fit the customer's needs better. These cycles are called 'Sprints'. Continuous collaboration is key, both among team members and with project stakeholders, to make fully informed decisions.

3.1.6 What are the next steps?

Indicative Sprint Goals Through to Vesting Day			
October	November	December	
Sprint 0 Set-up agile rituals & kick-off. Introduction to project tools and team members.	Sprint 1 Understand work done to date, understand technology and programme landscape, define vision.	Sprint 2 Document/test how we propose to organise and structure the sites - recruit users for testing (residents and staff)	Sprint 3 Create/test prototypes of key website elements. Start building website foundations. Agree and document standards for design, tech, content & accessibility
December	January	Feb	
Sprint 4 Confirm final services in scope for vesting day - adding to our backlog of user stories - designing, developing and testing solutions to meet user needs	Sprint 5 🎄 Continue to iterate the build of the sites and be able to test and validate end to end journeys across the new sites through to existing legacy sites	Sprint 6 🏆 Launch the private Beta to a wider audience for testing and feedback. Share and engage with service owners around on-going migration roadmap	Sprint 7 Continue to test/iterate the websites, refining based on feedback. Finalise and plan any changes to existing sites that need to be made for vesting day.
February	March	April	
Sprint 8 Design/test processes for content publication beyond vesting day. Informing interim/permanent future operating model in the two authorities	Sprint 9 Plan release - the transition from private beta, public beta to live. Orchestration of changes to legacy sites and finalising success measures/analytics	Sprint 10 Further testing/iteration of the websites, progression/revision of roadmap, clear communication to service areas and necessary stakeholders	Sprint 11 🚀 Vesting day launch (re/branding existing sites), support, monitoring & snagging - continue to migrate and progress microsites/eforms/systems roadmap.

See Appendix A for high level plan

4. Implications (Including financial implications)

4.1 Financial

4.1.1 It will be funded from Business Rate Relief (BRR) 18 project funding which was approved by the Business rates governance board in July 2019. The BRR18 total project fund is £5.65m with an outlined £3.3m for 'digital by default'. The total contract value to deliver the two new websites is: £0.65m (£325k each). This is the total costs for the Minimal Viable Product (MVP) for Vesting Day and up to two years' roadmap to fully develop the new websites and decommission the sovereign sites. We have the option within the framework contract to review at any time. Rebranding the old sites will cost circa £200k and we have procured an accessibility toolkit at £25k.

4.2 Resources and Risk

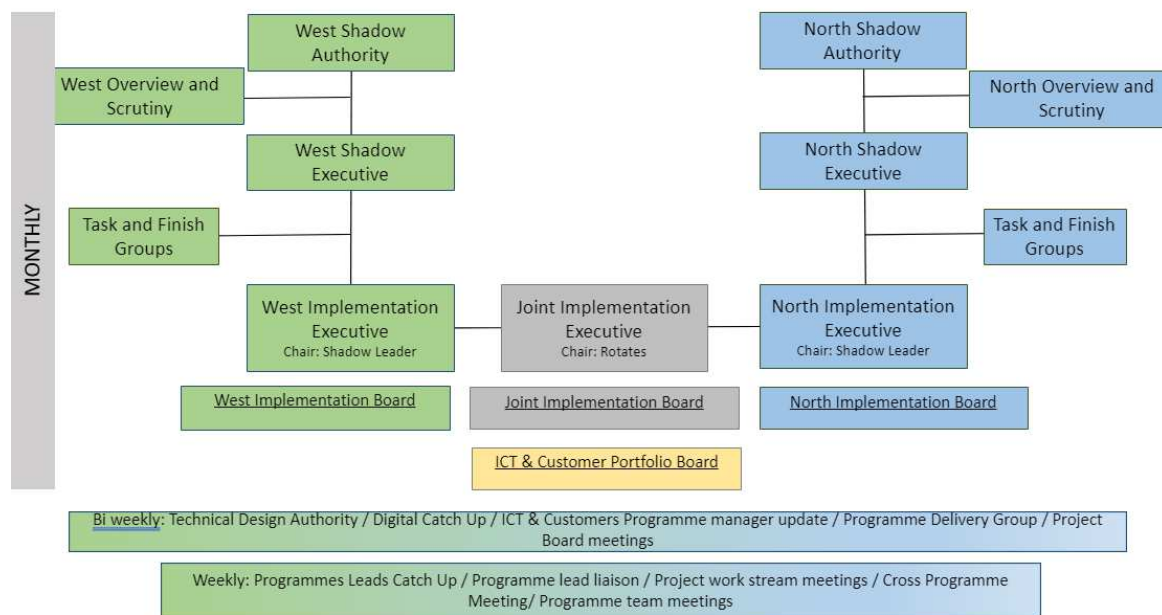
4.2.1 Resources are met from working with our partner Futuregov and in-house ability and knowledge from the sovereign councils. We are developing a resources map for SME's to endorse going forward as the closer we get to vesting day the more resources will be required and we need to confirm these are available.

4.2.2 Risk of routing back to the legacy sovereign council websites.

4.2.3 Risk of project scope creep as more programmes want their services in the MVP but this is being partially mitigated through the enterprise change freeze approach.

4.2.4 Risk of resource availability to make prioritised MVP and associated eForm changes because the impact on websites may not have been considered as part of earlier disaggregation and aggregation decisions

4.2.5 Risks are monitored and reviewed regularly below is our governance and assurance process.



4.3 Legal

4.3.1 No direct impacts. Legal have been involved in the procurement process and we seek their advice as and when necessary

4.4 Equality and Health

4.4.1 A Data Protection Impact Assessment is being finalised for the new websites. Key to the new websites is to be accessible for all and meet the new accessibility criteria: Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. Equality and access to the website is a major part of the design principles.

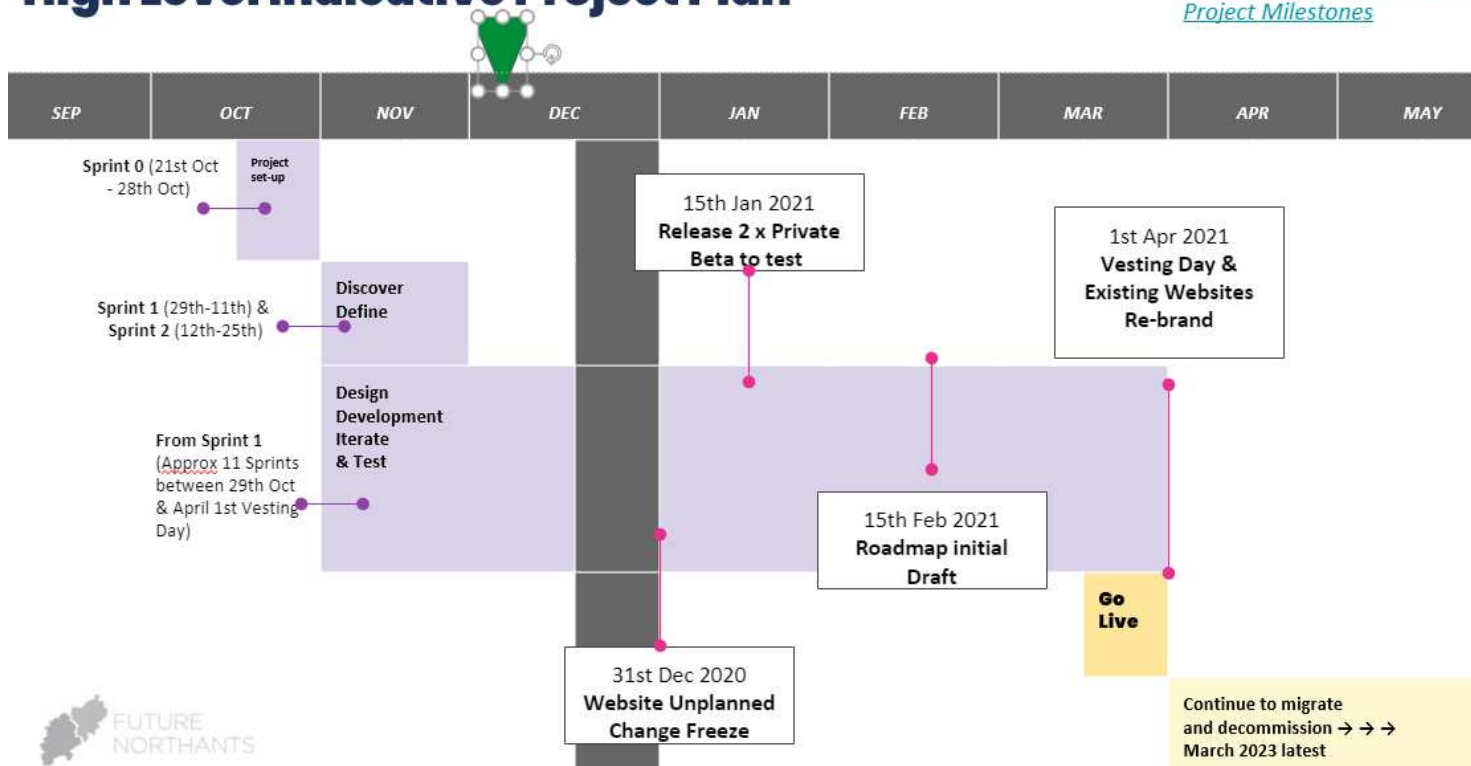
5. Background Papers

5.1 None

**Report Author: Katie Jones
Customers & Digital Programme Manager**

High Level Indicative Project Plan

[Link: Key Future Northants Project Milestones](#)



WEST NORTHAMPTONSHIRE SHADOW AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

15th December 2020

Report Title	Communications and Engagement: Day One Residents' Integrated Marketing Plan Overview
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1. Purpose

To provide an initial overview of the integrated marketing plan in development, including an outline of the steps we plan to take to ensure that residents in West Northamptonshire are aware of, feel confident in and positive about the changes to local government in their area from April 1st.

2. Recommendations

- 2.1 It is recommended that the Shadow Overview and Scrutiny Committee note the contents of this report, and provide any feedback as they see fit as the plan moves into further development
- 2.2 It is recommended that the Shadow Overview and Scrutiny Committee note that the West Communications and Engagement Task and Finish group will remain closely involved in the shaping of this awareness campaign as it progresses

3. Issues and Choices

Report Background

3.1 Objectives

Our overarching objectives are to ensure that all residents in West Northamptonshire are aware of and feel confident in - and positive about - the changes to local government in their area.

To that end, we will endeavour to ensure that residents know:

- 3.1.1 That on April 1st their existing council is being replaced by the new West Northamptonshire Council

3.1.2 What will change and, crucially, what won't change on Day One

3.1.3 That services will continue seamlessly without disruption

3.1.4 How to find information that they need from their new council

3.1.5 How to get in touch with their new council

3.2 Strategy

3.2.1 To achieve these objectives, we will plan and run a comprehensive and innovative integrated marketing campaign to reach residents in the places they frequent and get their news from - be that digitally, locally (for example, through newsletters or high visibility locations) or via word of mouth.

3.2.2 This multi-channel effort will have two phases: a long campaign (now until Feb 14th) and a short campaign (Feb 15th - April 1st).

3.3 Long campaign

3.3.1 A focused effort seizing every available opportunity to present the key messages above to residents through planned items such as residents' magazines and through proactively creating opportunities such as marking 100 days to Day One with press releases and wider activity such as the logo launches and highlighting transformation examples, such as the new adults' hubs, to repeat the key messages around the new councils.

3.4 Short campaign

3.4.1 A more intensive phase seeing all online and offline activity increase in visibility, frequency and with greater tailored specifics for residents. While this phase will also involve utilising planned items and opportunities, the focus will be on the opportunities we create, seeing a crescendo in the drumbeat of messaging to Day One.

3.5 Tactics

3.5.1 Use targeted digital and offline channels to reach identified audience groups

3.5.2 Work with a range of message carriers (members, partners, community leaders, businesses, high-profile influencers, friends and family) throughout to best reach each of these audiences

3.5.3 Identify opportunities to involve and engage residents in a meaningful way

3.5.4 Identify opportunities to garner earned media interest

3.6 Next Steps

3.6.1 Gather insight from other unitary authorities to learn lessons and inform our plans

3.6.2 Map audience groups across the future authority areas to determine the right digital and offline channels to use for each (i.e. identify where each group spends time, gets their information from and the mediums through which they engage with others)

3.6.3 Collate the full range of potential channels and opportunities (online and offline) in line with the above, along with timelines/lead times required

3.6.4 Determine budget required for successful use of these channels and develop a prioritised plan for the long and short campaign

3.6.5 Map key message carriers (members, partners, community leaders, businesses, high-profile influencers, friends and family) by audience group and develop tailored plans for and with them

3.6.6 Develop and test messaging with these audience groups

3.6.7 Develop a long and short campaign timeline of activity, tailored by key audience group; channels; message carriers and messaging

4. Implications (Including financial implications)

4.1 Financial

4.1.1 There is already planned and designated budget set aside for this critical Day One residents' awareness campaign within the Future Northants communications and engagement budget

4.1.2 The steps that we take through the planning stages (identifying audience groups, most appropriate channels, and costs required for each) will enable us to target our investment in the most effective ways

4.1.3 As with the logo for the future authority, we will endeavour to use talented in-house staff and resources wherever possible for the development of products for this awareness campaign

4.2 Resources and Risk

4.2.1 In terms of resources, this will be managed on a day-to-day basis by the central Future Northants communications and engagement team, with support from communications colleagues across the future authority area

4.2.2 A risk would be if the campaign were not both wide and targeted enough to reach residents effectively, which could lead to them not feeling certain about what the changes are and aren't from April 1st; that their services will continue seamlessly; or how to contact their new authority. Our plans, as set out above, seek to prevent this.

4.3 Legal

4.3.1 We will ensure that any data used is fully compliant with GDPR requirements

4.4 Equality and Health

4.4.1 We will ensure that a wide range of channels are utilised (online and offline) to ensure that as many residents as possible can be reached

4.4.2 We will utilise best practice around accessibility throughout for the products we create, both online and offline

4.4.3 We will work with the appropriate individuals throughout West Northants' diverse communities to ensure that residents who do not speak English can be reached effectively as part of this awareness campaign

5. Background Papers

5.1 N/A

Claire Hazelgrove
External Comms and Engagement Specialist, Future Northants

**WEST NORTHAMPTONSHIRE SHADOW AUTHORITY (WNSA)
OVERVIEW AND SCRUTINY COMMITTEE**

Item No: 09

WORK PROGRAMME 2020/2021

NB: Over the course of the year, further issues will be added to the Work Programme as they arise.

Date of Meeting	Key issues	Approach/Area of Focus	Lead Member and Lead Officer	Notes
17 August 2020	Finance	The Overview and Scrutiny Committee to consider the Issues associated with Council Tax Harmonisation and the Council Tax Reduction Scheme	Interim S151 Officer Cllr Rebecca Breese	A further update will be scheduled for the meeting on 3 December 2020
	Finance Scrutiny	The Overview and Scrutiny Committee to consider its approach to undertaking future finance scrutiny	Chair, WNS O&S Committee	
	WNSA – Executive Forward Plan	The Overview and Scrutiny Committee to consider the WNSA – Executive Forward Plan to identify any issues for potential future pre-decision Scrutiny	Interim Chief Executive Chair, WNS O&S Committee	

<p>8 September 2020</p>	<p>Transformation and Financial Programme</p> <p>Overview and Scrutiny Work Programme 2020/2021</p> <p>WNSA – Executive Forward Plan</p>	<p>The Overview and Scrutiny Committee to receive a presentation – Transformation and Financial Programme</p> <p>The Overview and Scrutiny Committee to approve its Work Programme for 2020/2021</p> <p>The Overview and Scrutiny Committee to consider the WNSA – Executive Forward Plan to identify any issues for potential future pre-decision Scrutiny</p>	<p>Programme Director, Future Northants</p> <p>Chief Executive WNA</p> <p>Chair, WNS O&S Committee</p> <p>Interim Chief Executive</p> <p>Chair, WNS O&S Committee</p>	
<p>20 October 2020</p>	<p>Governance Scrutiny</p> <p>Communication and Engagement</p>	<p>The Overview and Scrutiny Committee to consider issues and provide scrutiny input in relation to Governance for the West Northamptonshire Authority</p> <p>The Overview and Scrutiny Committee to consider and provide scrutiny input int issues in relation to communication and engagement</p>	<p>Interim Monitoring Officer</p> <p>Cllr Adam Brown</p> <p>Interim Chief Executive</p> <p>Deputy Leader WNSA</p>	<p>A Follow up Informal Workshop on structure of future WNA O&S will be held on 26th November 2020</p> <p>O&S will revisit this issue for update on 15th December 2020</p>

	WNSA – Executive Forward Plan	The Overview and Scrutiny Committee to consider the WNSA – Executive Forward Plan to identify any issues for potential future pre-decision Scrutiny	Interim Chief Executive Chair, WNS O&S Committee	
3 November 2020	Finance Scrutiny	The Overview and Scrutiny Committee to consider the Shadow Executive report on LTRS and the consultation	Chair, WNS O&S Committee Interim S151 Officer Cllr Rebecca Breese	
	Vision and Culture	The Overview and Scrutiny Committee to consider issues in relation to vision and culture	Programme Lead – Corporate Programme – Future Northants Leader - WNSA	
	WNSA – Executive Forward Plan	The Overview and Scrutiny Committee to consider the WNSA – Executive Forward Plan to identify any issues for potential future pre-decision Scrutiny	Chief Executive, NBC Chair, WNS O&S Committee	
15 December 2020	ICT preparedness	The Overview and Scrutiny Committee to consider	Chief Executive, SN Council	

	<p>Website development</p> <p>Promotion and Publicity</p> <p>Overview and Scrutiny Work Programme 2020/2021</p> <p>WNSA – Executive Forward Plan</p>	<p>issues in relation to ICT preparedness</p> <p>The Overview and Scrutiny Committee to consider issues in relation to Website development</p> <p>The Overview and Scrutiny Committee to consider issues in relation to the Residents Campaign: January – March 2021</p> <p>The Overview and Scrutiny Committee to approve its Work Programme for 2020/2021</p> <p>The Overview and Scrutiny Committee to consider the WNSA – Executive Forward Plan to identify any issues for potential future pre-decision Scrutiny</p>	<p>Chief Executive, SN Council</p> <p>Chief Executive, NBC</p> <p>External Communications and Engagement Specialist</p> <p>Cllr Jonathan Nunn</p> <p>Chair, WNS O&S Committee</p> <p>Chief Executive, NBC</p> <p>Chair, WNS O&S Committee</p>	
12 January 2021	Finance Scrutiny	The Overview and Scrutiny Committee to undertake budget scrutiny	Chair, WNS O&S Committee and S151 Officer Cllr Rebecca Breese	

	WNSA – Executive Forward Plan	The Overview and Scrutiny Committee to consider the WNSA – Executive Forward Plan to identify any issues for potential future pre-decision Scrutiny	Chief Executive, NBC and Chair, WNS O&S Committee	
25 January 2021	Governance Scrutiny	The Overview and Scrutiny Committee to consider issues and provide scrutiny input in relation to Governance for the West Northamptonshire Authority	Director of Legal (Monitoring Officer)	
	WNSA – Executive Forward Plan	The Overview and Scrutiny Committee to consider the WNSA – Executive Forward Plan to identify any issues for potential future pre-decision Scrutiny	Chief Executive, NBC Chair, WNS O&S Committee	
2 March 2021	Overview and Scrutiny Annual Report 2020/2021	The Overview and Scrutiny Committee to approve its Annual Report 2020/2021	Chair, WNS O&S Committee	

FORWARD PLAN OF DECISIONS AND NOTIFICATION OF EXEMPT ITEMS

Plan Number 006

December 2020 to February 2021

The next forward plan covering the period January 2021 to March 2021 will be published on
18th December 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 about the contents of this Forward Plan, the arrangements for taking key decisions or requests for documents connected to any of these 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):
December 2020								
No meeting scheduled.								
January 2021								
Programme Director's Update and Budget Monitoring Report	Shadow Executive	-	No	No	N/A	5 & 26 Jan 2021	Jane Carr	
Programme Change Requests	Shadow Executive	-	No	No	N/A	5 & 26 Jan 2021	Programme Leads	
Discretionary Non-Domestic Rates (NNDR)	Shadow Executive	-	Yes	No	N/A	5 Jan 2021	Martin Henry	
Discretionary Housing Payments	Shadow Executive	-	Yes	No	N/A	5 Jan 2021	Martin Henry	
Preparation of the Annual Budget 2021/22 and Medium Term Financial Plan. To note: <ul style="list-style-type: none"> • Fees and Charges Schedule • DSG Statement • Capital Strategy • Treasury Management Strategy • FUCR Strategy 	Shadow Executive	-	No	No	N/A	5 Jan 2021	Martin Henry	See list of appendices

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):
Highways Procurement	Shadow Executive	-	No	No	N/A	5 Jan 2021	Graeme Kane	
Private Sector Housing Policy	Shadow Executive	-	Yes	No	N/A	26 Jan 2021	Jane Carr	
Enforcement Policy	Shadow Executive	-	Yes	No	N/A	26 Jan 2021	Jane Carr	
Aligned Tenancy Agreement	Shadow Executive	-	Yes	No	N/A	26 Jan 2021	Jane Carr	
Countywide archives service	Shadow Executive	-	Yes	No	N/A	26 Jan 2021	Jane Carr	
Countywide heritage service	Shadow Executive	-	Yes	No	N/A	26 Jan 2021	Jane Carr	
Internal Audit Governance	Shadow Executive	-	No	No	N/A	26 Jan 2021	Martin Henry	
Internal Audit Plan	Shadow Executive	-	No	No	N/A	26 Jan 2021	Martin Henry	
Risk Management Strategy	Shadow Executive	-	No	No	N/A	26 Jan 2021	Martin Henry	
External Audit Appointment	Shadow Executive	-	Yes	No	N/A	26 Jan 2021	Martin Henry	
Local Council Tax Reduction Scheme 2021-2022	Shadow Executive	-	Yes	No	N/A	26 Jan 2021	Martin Henry	
Rebranding Day 1 Items and Costings	Shadow Executive	-	No	No	N/A	26 Jan 2021	Martin Cox	

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):
Opus Report	Shadow Executive	-	No	No	N/A	26 Jan 2021	Martin Cox	
HR Policy Principles	Shadow Executive	-	No	No	N/A	26 Jan 2021	Martin Cox	
Assets, Capital Schemes and Reserves Notification Process – Update Report	Shadow Executive	-	No	No	Paragraph 3 – financial information	5 & 26 Jan 2021	Martin Henry	
February 2021								
Programme Director's Update and Budget Monitoring Report	Shadow Executive	-	No	No	N/A	12 Feb 2021	Jane Carr	
Programme Change Requests	Shadow Executive	-	No	No	N/A	12 Feb 2021	Programme Leads	
Annual Budget 2021/22 and Medium Term Financial Plan: <ul style="list-style-type: none"> • Fees and Charges Schedule • DSG Statement • Capital Strategy • Treasury Management Strategy • FUCR Strategy • Consultation Feedback • Section 25 report – 	Shadow Executive	-	No	No	N/A	12 Feb 2021	Martin Henry	See list of appendices

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):
Statement of Robustness • Council Tax Resolution								
Allocations Policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Income Management Policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Rent Setting Policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Tenancy Policy	Shadow Executive	-	No	No	N/A	12 Feb 2021	Jane Carr	
Social Housing Fraud Policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Resident Involvement Policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Appeals Policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Temporary Accommodation Policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Suitable Discharge Policy for Homelessness	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Spend to Save Policy – Homelessness	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Severe Weather Emergency Protocol (SWEP) Policy – Homelessness	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	

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):
West Unitary grants and community support allocation policy	Shadow Executive	-	Yes	No	N/A	12 Feb 2021	Jane Carr	
Constitution for the West Northamptonshire Unitary Council	Shadow Executive	-	No	No	N/A	12 Feb 2021	Catherine Whitehead	
Scheme of Members' Allowances	Shadow Executive	-	No	No	N/A	12 Feb 2021	Catherine Whitehead	
Assets, Capital Schemes and Reserves Notification Process – Update Report March 2021	Shadow Executive	-	Yes	No	Paragraph 3 – financial information	12 Feb 2021	Martin Henry	
Programme Director's Update and Budget Monitoring Report	Shadow Executive	-	No	No	N/A	23 Mar 2021	Jane Carr	
Programme Change Requests	Shadow Executive	-	No	No	N/A	23 Mar 2021	Programme Leads	
Customer Experience Strategies	Shadow Executive	-	No	No	N/A	23 Mar 2021	Richard Ellis	
Insurance – Details of Insurer and Cover/Cost	Shadow Executive	-	Yes	No	N/A	23 Mar 2021	Martin Henry	
Assets, Capital Schemes and Reserves Notification Process – Update Report	Shadow Executive	-	No	No	Paragraph 3 – financial information	23 Mar 2021	Martin Henry	