



**North
Northamptonshire
Council**



**West
Northamptonshire
Council**

Meeting: Shared Services Joint Committee
Date: Wednesday 13th July 2022
Time: 2.00 pm
Venue: The Forum, Moat Lane, Towcester, NN12 6AD

To members of the Shared Services Joint Committee

Councillor Adam Brown, Councillor Malcolm Longley, Councillor Jonathan Nunn (West)
 Councillor Lloyd Bunday, Councillor Helen Harrison, Councillor Jason Smithers (North)

Members of the Panel are invited to attend the above meeting to consider the items of business listed on the agenda.

Agenda			
Item	Subject	Presenting Officer	Page no.
01	Apologies for Absence and Notification of Substitute Members		
02	Declarations of Interest Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.		
03	Notification of requests to address the meeting The Chair to report on any requests to address the meeting.		
04	Minutes To confirm the Minutes of the meeting of the Committee held on 8 June 2022.		5 - 10
05	Chair's Announcements To receive communications from the Chair.		
06	Hosted/Lead – Change Requests a) School Swim Service – IAA Variation Notice		11 - 38

	b) Home to School Passenger Transport Disaggregation – Change to Timeline c) Parking and Bus Lane Enforcement Disaggregation – Change to Timeline		
07	Hosted/Lead – Disaggregation a) Safeguarding in Education Services – Variation Notice		39 - 46
08	Urgent Business The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.		

Catherine Whitehead
 Proper Officer
 Tuesday 5 July 2022

Information about this Agenda

Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to democraticservices@westnorthants.gov.uk prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

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Tel: 01327 322043

Email: democraticservices@westnorthants.gov.uk



Shared Services Joint Committee

Minutes of a meeting of the Shared Services Joint Committee held at Council Chamber, Swanspool House, Doddington Road, Wellingborough, NN8 1BP on Wednesday 8 June 2022 at 2.00 pm.

- Present Councillor Jason Smithers (Co-Chair)
 Councillor Jonathan Nunn (Co-Chair)
 Councillor Adam Brown
 Councillor Adam Brown
 Councillor Lloyd Bunday
 Councillor Jonathan Nunn
 Councillor Jason Smithers
- Apologies: Anna Earnshaw, Chief Executive (WNC)
 Rob Bridge, Chief Executive (NNC)
 Martin Henry, Executive Director Finance (WNC)
 Cath Whitehead, Director Legal and Democratic and Monitoring
 Officer (WNC)
 Adele Wylie, Director of Governance and HR and Monitoring Officer
 (NNC)
 David Watts, Executive Director, Adults, Communities and Wellbeing
 (NNC)
 Councillor Helen Harrison
 Councillor Malcolm Longley
- Officers Janice Gotts, Executive Director Finance (NNC)
 Stuart Lackenby, Deputy Chief Executive and Executive Director for
 Adults, Communities and Wellbeing (WNC)
 Guy Holloway, Assistant Chief Executive (NNC)
 Sarah Reed, Executive Director Corporate (WNC)
 Susan Hamilton, Consultant for Public Health (NNC)
 Lisa Hyde, Director of Transformation (NNC)
 Chris Wales, Chief Information Officer (WNC)
 Rob Harbour, Assistant Director of Growth and Regeneration (NNC)
 Carl Dorney, Library Services Manager (WNC)
 Sarah Morris, Principal Social Worker for Adults (NNC)
 Jeremy Rawling, Head of Programme Management Office (NNC)
 Elaine Davis, Senior Project Support Officer (NNC)
 Tracy Tiff, Deputy Democratic Services Manager (WNC)
 Maisie McInnes, Democratic Services Officer (NNC)

1. **Declarations of Interest**

There were none.

2. **Minutes**

The minutes of the previous meeting held on 27 April 2022 were agreed as a true and accurate record of the meeting.

3. Chair's Announcements

There were none.

4. Hosted/Lead - Change Requests

At the Chair's invitation, the Library Services Manager presented the report and explained that the front-line library service and associate staff had been disaggregated since vesting day, April 2021. Members were being asked to approve the recommendation to re-profile the hosted Library Support Service disaggregation. The Library Services Manager explained that no disaggregation activity work had taken place so far in terms of the Library Support Service currently hosted by West Northamptonshire Council. He explained that under the new Communities and Opportunities directorate, transformation resource would be allocated within the libraries department. In addition, a detailed impact assessment would be presented to the Shared Services Joint Committee later in the year, detailing the timeline for disaggregation that was forecasted for completion by April 2023.

The Library Services Manager concluded his report and invited members to ask questions. Members questioned the reasoning for the lack of disaggregation activity work. The Library Services Manager explained that it was due to a lack of resource available to undertake the work. Members asked when the report relating to the timeline of disaggregation would be brought back to the committee and the Library Services Manager confirmed a report would be brought to the next meeting on 13 July 2022.

The Chair then invited the Director of Transformation, NNC to present the joint change request for the Digital, Technology and Innovation (DTI) service. Countywide services included digital, business systems, hosted services, strategy, and architecture. The report detailed the request for immediate changes to the DTI blueprint, as highlighted in the table in section 5.1. The original blueprint had West Northamptonshire Council listed as the Lead for the service, and the request sought for the blueprint to be amended to a disaggregated model for the Shared Joint Services Committee to consider and approve. The Director of Transformation, NNC highlighted that the report outlined the national implications once the digital service had disaggregated, and the service had been allocated to a digital team for West Northamptonshire and North Northamptonshire, and the intention to fund the Children's Trust which operated countywide.

The Director of Transformation, NNC explained that DTI were also requesting a commission programme team and consultancy to look at options for the remaining areas of the blueprint. Proposals had been discussed previously at the Shared Service Joint Committee as well as detailed in their progress reports that were presented on a quarterly basis. The Director of Transformation, NNC highlighted the IT Disaggregation Discovery timeline in section 7 of the report and explained the consultancy would be in place within 6 weeks of the committee approving the decision.

Members questioned the need for a consultancy team and requested more information. The Director of Transformation, NNC explained that an independent review on systems and shared systems would provide a timeline for delivery, detailed cost implications and suggestions on how we build the service. The findings would be presented in a report and the independent view would then be brought to the Shared Services Joint Committee for consideration. Members asked for the timeline and if procurement for the consultancy had been identified. The Chief Information Officer, WNC explained that potential consultants had been identified but DTI wanted to involve members in the process for transparency and to gain approval from both West Northamptonshire and North Northamptonshire Councils. He explained that the consultancy report would allow the committee to debate the conclusions and determine the best way forward. In terms of the timeline, 6 months was considered appropriate timescale based on the size and complexity of the area. The Director of Transformation, NNC added that the disaggregation would take place parallel to the independent review from the consultancy. Both the Director of Transformation, NNC and the Chief Information Officer, WNC assured the committee that they were confident that work would be completed in line with the timeline.

RESOLVED: That the Shared Services Joint Committee:

- (1) Approved the recommendation to reprofile the timeline of disaggregation resulting in the Library Support Service not disaggregating in September 2022**
- (2) Endorsed the development of an Impact Assessment, the result of which will bring forward a further recommendation regarding a timeline revision for the disaggregation to the Committee in due course.**
- (3) Approved the request to amend the treatment of Strategy & Architecture from a Hosted model to a Disaggregated model and the blueprint is amended to reflect these changes.**
- (4) Approved that Business Systems is removed from the IAA.**
- (5) Approved the request to amend the treatment of Digital from a Lead model to a disaggregated model and the blueprint is amended to reflect these changes.**
- (6) Approved the request for officers to commission a programme team (internal and consultancy) to deliver a report and proposed options for disaggregation of the remaining areas of the blueprint. The team should be in place within six weeks of this decision**
- (7) That to ensure progression on the proposals outlined in this paper a progress report will be presented to the Shared Services Joint Committee on a quarterly basis.**

5. Hosted/Lead - Disaggregation

The Deputy Chief Executive and Executive Director for Adults, Communities and Wellbeing introduced the report and invited the Consultant for Public Health to present the request for the disaggregation of Public Health Management. The Consultant for Public Health explained that there were two recommendations for the two areas, Public Health Management Commission and Admin Services and Public

Health Wellbeing Services. Over the past 6 months, Public Health had looked at options for service going forward and had undertaken an impact assessment, employed consultant staff, and reviewed implications. The findings proposed that Public Health goes ahead with the disaggregation of services, with new Directors of Public Health being recruited in the Councils, the disaggregation would allow the Directors to determine their respective delivery models going forward. In line with this, the service would be disaggregated by 30 September. The Consultant for Public Health shared that both areas have around 50/60 members of staff and the HR process would start following the approval of the report.

RESOLVED: That the Shared Services Joint Committee:

- (1) Approve the disaggregation of Public Health Management, Commissioning and Admin by 30th September 2022.**
- (2) Granted delegated authority to the Monitoring Officers for North and West Northamptonshire Councils to put into place a deed of variation to the Inter Authority Agreement (IAA) for the service to exit the IAA schedule 2C3.**
- (3) Approved that both WNC and NNC will act in accordance with service Plans and any Collaborative Working Agreements agreed by both WNC and NNC service leads and approved by Monitoring Officers.**

6. Inter Authority Agreements

At the Chair's invitation, the Assistant Director of Growth and Regeneration introduced the report and explained that Schedule 2 of the Inter Authority Agreements (IAA) related to the Section 106 Development Management function, which the former County Council delivered, covering services such as education, libraries, the fire and rescue service and highways and excludes other Section 106 contributions managed by district and borough councils such as leisure and so on. In relation to the former County Section 106 functions, these services were in a hosted arrangement by North Northamptonshire Council. The IAA Schedule 2 followed the standard format and the Shared Services Joint Committee resolved at a previous meeting that the service would be disaggregated by September 2022. The Assistant Director of Growth and Regeneration shared that the service agreement had a short lifespan from now until September and concluded his report.

Members asked for assurance that the disaggregation would take place as promised. The Assistant Director of Growth and Regeneration confirmed that they were on track working to the target of September 2022.

The Chair then invited the Assistant Chief Executive to present the Performance Report for Q4 2021/2022. The Assistant Chief Executive summarised the report and explained that there was an error in the purpose section of the report, and this would be rectified in the minutes outside of the meeting.

The Chair asked the Assistant Director of Growth and Regeneration to outline the minerals and waste plan. He highlighted page 67 of the report, which detailed 3 KPIs and reported that the amber rag rating for MWP3 outturn performance was due to archaeology consultations being submitted outside of the timeframe. He explained

that there was one archaeologist currently working across the county. Overall, the current performance for 2021/2022 was above target.

Next the Chair invited the Principal Social Worker for Adults presented the Approved Mental Health Professionals (AMPHs) performance report as detailed on page 61 of the report. The Principal Social Worker for Adults explained there are four performance indicators in the IAA, and the KPI relating to the provision of resource had been recorded as amber in the second and fourth quarters of 2021/22. She continued that the indicator tasked the area with providing data each day, but this had not happened on a couple of occasions due to staff leave and occasions of sickness. The Principal Social Worker for Adults confirmed that within the social care teams it had been agreed there would be a greater contribution to the rota. In terms of the AMPH3 which had a red indicator, she explained that this was in relation to staff being trained and authorised per year, to ensure that staffing continued to remain in place. Over the last year, 5 workers had completed the course and four AMPHs were expected to be authorised, however due to sickness and Covid-19, this did not happen. The Principal Social Worker for Adults assured that there would be regular meetings with the Team Manager and colleagues in WNC and a process would be in place to ensure that colleagues are authorised quicker.

Members discussed the report and referred to the commentary that stated that 2 authorisations were due to take place by the end of April and a further one in May and then one in June/July. Members asked the Principal Social Worker for Adults for an update on these authorisations. The Principal Social Worker for Adults explained that 2 of the workers were off work due to sickness so their planned authorisations did not take place. Due to Covid-19, two of the workers were on leave. The other individual was being supported by the Council to improve their confidence to get them to a position where they could be authorised to undertake the work. The Principal Social Worker for Adults assured the committee that the social care team were working intensely with colleagues and although they forecasted that the five authorisations would take place, unfortunately they had not happened.

Members expressed their concern that they found the report less than satisfactory. They strongly felt that AMPHs was a pressing issue across Northamptonshire, in addition to the stresses of the current climate with the cost of living being increased. Members endorsed the action point that resourcing and staff training to be completed as soon as possible to ensure staffing remained in place to offer appropriate shift cover on a weekly basis.

The Chair invited the final presenter, the Library Services Manager to present his report on the performance outcome for the Libraries Support Services. The Library Services Manager explained there was one amber indicator in quarter four which related to the percentage of book stock deliveries completed against the planned schedule. He stated that there were 2 delivery drivers that were responsible for delivering stock across the county, but during one of the scheduled deliveries in quarter 4 one of the drivers were absent on long term sickness. Therefore, the deliveries had to be rescheduled and the book deliveries were delayed for two weeks.

RESOLVED: That the Shared Services Joint Committee:

(1) Noted the quarter 4 performance report as shown in Appendix A.

7. Any Other Business

There were no other items of business.

The meeting closed at 2.20 pm

Chair: _____

Date: _____



Shared Services Joint Committee Wednesday 13th July 2022

Report Title	School Swim Service – IAA Variation Notice
Report Author	David Watts, Executive Director of Adults, Communities & Wellbeing NNC, David.watts@northnorthants.gov.uk Joanne Barrett, Assistant Director of Housing and Communities, joanne.barrett@westnorthants.gov.uk
Executive Member	WNC Cllr Adam Brown, Portfolio Holder for Housing, Culture and Leisure. NNC Cllr Helen Howell, Portfolio Holder for Sport, Leisure and Tourism.

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

Contributors/Checkers/Approvers

Approver	Officer Name	Date Officer Approved Report
North MO West MO	Adele Wylie Catherine Whitehead	9 th June 2022
North S151 West S151	Janice Gott Martin Henry	9 th June 2022
Other Director/SME	Lisa Hyde	9 th June 2022

List of Appendices

None

1. Purpose of Report

- 1.1 This report seeks approval that recommends rather than disaggregating the School Swimming Service provided by North Northamptonshire Council (NNC) and West Northamptonshire Council (WNC), that all schools should access swimming lessons directly with pools/leisure providers, as the majority of schools within Northamptonshire already do. The School Swimming Service is one of several providers of swimming lessons, this change would mean that the Councils were no longer providers. This change would be effective from 31 December 2022 but still with a completion date within the 2022/ 2023 financial year as per the Disaggregation Blueprint timeline.
- 1.2 The School Swimming Service is a traded service offered to schools. It is a non-statutory function for local authorities, as it is the responsibility of individual schools to provide swimming services for its students.
- 1.3 It has been identified that there is no requirement for the Councils to deliver the service as schools can access swimming lessons directly with pool/leisure providers and receive a better service, with 66% already currently doing so. The Councils will ensure that alternative service providers and schools are aware of the change and ensure minimal disruption to service delivery.

2. Executive Summary

- 2.1. Prior to vesting day (1st April 2021), the Council's School Swimming Service was provided by the former Northamptonshire County Council as a county wide centralised service providing swimming lessons to schools. In addition, other leisure providers also provided swimming lessons directly to local schools. The Council is just one of several providers facilitating swimming lessons.
- 2.2. On 24th September 2020, the North Northamptonshire Shadow Executive Committee approved and adopted a Disaggregation Blueprint. The Disaggregation Blueprint identified that post vesting day the School Swimming Service would be hosted by NNC and would be disaggregated by October 2022.
- 2.3. Since the launch of the two new unitary authorities in April 2021, the School Swimming Service has been hosted by NNC and delivers the service for both NNC and WNC. The day-to-day management of the service is managed by Northamptonshire Sport on behalf of NNC.
- 2.4. A detailed disaggregation fact check, options appraisal and impact assessment have been undertaken by the service leads and the NNC Transformation Team, the outcome of which have led to the recommendations noted in this report. Section 5 of this report highlights the key risks that were identified as part of the fact checking and impact assessment process and details the benefits of the recommended option. The original Blueprint proposed disaggregation of the Service by 30 September 2022. This report

seeks approval of a change request that recommends instead of disaggregating the service that all schools should access swimming lessons directly with pools/leisure providers from 31 December 2022. This will mitigate some of the risks that have been identified and deliver the Blueprint requirements in a different but safe and legal way. The Council is one of multiple service providers and therefore schools will be able to continue accessing the services they require with pool/leisure providers but with a more streamlined process and better overall service.

- 2.5. This change would be effective from 31 December 2022 but still with a completion date within the 2022/ 2023 financial year as per the Disaggregation Blueprint timeline. There is little time remaining within the academic year 2021/2022, prior to the school summer holidays, for the schools to make alternative arrangements. Moving the completion date to the 31 December 2022, which is the end of the school term, would provide schools with an extra full term to make alternative arrangements.
- 2.6. If the change request is approved the recommendation within this report seeks approval to action that change request by 31 December 2022, within 2022/23 financial year which is in line with the agreed Blueprint regarding timelines.

3. Recommendations

3.1. That the Shared Services Joint Committee:

- a) Approve the change request recommendation that all schools should access swimming lessons directly with pools/leisure providers and no longer access lessons via the Council provided School Swimming Service. The School Swimming Service is one of several providers of swimming lessons, this change would mean that the Councils were no longer providers. This change would be effective from 31 December 2022.

Subject to approval of recommendation (a) above:

- b) Approve the recommendation that the Councils, NNC and WNC, are no longer providers of school swimming lessons effective from 31 December 2022.
- c) Grant delegated authority to the Monitoring Officers for North and West Northamptonshire Councils to put into place a deed of variation to the Inter Authority Agreement (IAA) for the service to exit the IAA.
- d) Approve that both WNC and NNC will act in accordance with Service Plans, Exit Plans, and any Collaborative Working Agreements agreed by both WNC and NNC service leads and approved by Monitoring Officers until such time as a formal Deed of variation has been completed.

3.2. Reason for Recommendations:

- To allow schools to deal directly with pool providers to negotiate pool space and times that are accessible to them.
- To ensure schools are able to access pools that are nearest to them.
- Improve communication between schools and pool providers without having to go through a Council managed system.
- Pool operators can ensure that instructors used to teach swimming to schools are qualified to the facilities standards.
- Swim Instructors will be trained by pool providers in their Normal Operational Procedures and Emergency plans.
- To ensure that a quality service for school swimming is provided for schools across Northamptonshire.
- To ensure that the service does not run at a loss for NNC and WNC.

3.3. Alternative Options Considered:

- Option 1 – The option to remain as a hosted service was considered but it is recognised that this option does not align to the Disaggregation Blueprints agreed by the Shadow Executives in September 2020.
- Option 2 – to disaggregate the service and create two School Swimming Services, one for NNC and one for WNC.
- Option 3 – To delay disaggregation, however this option does not align to the Disaggregation Blueprints agreed by the Shadow Executives in September 2020.
- Option 4 – One Council, either NNC or WNC, to take responsibility for the Service as a Lead authority model, which also does not align to the Disaggregation Blueprints agreed by the Shadow Executives.

4. Report Background

- 4.1 Since the formation of the two new unitary authorities in April 2021, the School Swimming Service has been a North hosted, traded service offered to schools. It is a non-statutory function for local authorities, it is the responsibility of individual schools to provide swimming services for their students. Swimming and water safety is a statutory element of the national curriculum for physical education in England, all primary schools must provide swimming and water safety lessons in Key Stage 1 or 2.
- 4.2 Schools decide how they secure their curricular school swimming either via direct arrangements with local pools or otherwise outsourcing from the countywide School Swimming Service. The School Swimming Service currently links schools with pools and swimming instructors, to deliver

swimming lessons at a pool in their area. Northamptonshire Sport currently undertakes this work and contacts local pools to determine what pool space is available, at what times, and then tries to match up a swimming instructor who may be available to deliver the session for the school. Thus, making a convoluted process.

- 4.3 There are mixed models of how invoicing for the School Swimming Service is completed with a combination of some pools invoicing schools per child for pool space as well as the Council service invoicing for instructor costs. There are currently 34% of Northamptonshire Schools utilising the service through the Council scheme with the remaining schools already dealing directly with their local pool provider and leisure centres.
- 4.4 Currently, there are 3.60FTE staff employed to provide the centralised Service comprising of nine swimming instructors 2.60FTE, two of which are on zero-hour contracts, and one School Swimming Manager, 1FTE. The School Swimming Manager is currently on secondment to country parks until March 2023 and one of the instructors is covering the Swimming Manager post but only for 12 hours per week, alongside their original duties until March 2023. Therefore, the service currently runs operationally on 2.87FTE, nine swimming instructors 2.60FTE and one Interim School Swimming Manager 0.27FTE who is also a swimming instructor covering two roles.
- 4.5 The service had run on a break-even basis for many years. Schools are charged for the instructor's time plus any charge for the facility hire (in some cases the pool provider invoices separately). In recent years there has been a decline in demand for the Council School Swimming Service from schools, which has meant the service has not always achieved a balanced budget. The service has run at a loss in 2021/22 and has forecast a deficit of £32,474. It has struggled to cover its costs over the last few years as schools have moved across to dealing with pool providers directly with 66% now accessing swimming lessons in this way.
- 4.6 In addition, since March 2020 the closure of pools due to Covid-19 has had a significant effect on the service delivery, which continued beyond April 2021. Relevant factors include not only the easing of government restrictions but also, the capability of pools to open quickly and the ability for schools to restart lessons which determined how soon the service reopened. The budget information is shown in the table below:

Year	Expenditure (£)	Actual Income (£)
2017 – 2018	134,765	135,311
2018 – 2019	156,183	144,568
2019 – 2020	128,954	131,943
2020 – 2021	104,918	9,351*

2021 – 2022	118,255	85,781
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*In 2020-21 due to the Covid impact there was a financial loss to the service which was partially covered through Covid grant funding and reduced the deficit from £95,567 to £43,625.61.

- 4.7 A detailed disaggregation fact check and impact assessment have been completed, and options about the future of the School Swimming service have been considered. The outcome of this work has led to the recommendations noted in this report.
- 4.8 The fact check highlighted several key risks associated with the original proposal to disaggregate the service and has led to a recommendation that schools access swimming lessons via alternative means such as directly with pool/leisure providers. This change would be effective from 31 December 2022 but still with a completion date within the 2022/ 2023 financial year as per the Disaggregation Blueprint timeline.
- 4.9 The main risk associated with the disaggregation of the service relates to quality and consistency of service delivery to local schools. This is highlighted in more detail in the next section.
- 4.10 The impact of the Council no longer being a provider of swimming lessons has not been factored into the 2022/23 School Swimming budget. However, the service has run at a loss in 2021/22 and has forecast a deficit of £32,474.

5. Issues and Choices

- 5.1 The Impact Assessment considered five main options detailed below, the key benefits and dis-benefits of these options are summarised in Table 1:
- 1) Option 1 - Remain as a hosted service.
 - 2) Option 2 – Disaggregate the service.
 - 3) Option 3 – To delay disaggregation.
 - 4) Option 4 – Lead Authority model.
 - 5) Option 5 – Schools access lessons directly with pools/leisure providers.

5.2 Table 1

Option	Benefits	Dis-benefits
Option 1 – Remain as a Hosted Service	<ul style="list-style-type: none"> • No disruption to current service or change for schools. • Ensures consistency and continuity of training provision. 	<ul style="list-style-type: none"> • Does not align to agreed Blueprints for hosted service disaggregation. • A requirement to recruit to vacancy levels in both Councils and evaluation of the service delivery and cost model. • The income generated has not enabled a balanced budget for several years currently forecasting a deficit of £32,474 for 2021/22.
Option 2 – Disaggregate 50/50%	<ul style="list-style-type: none"> • Aligns to the Corporate Plan and agreed Blueprint for each organisation. • Enables each Council to redesign their delivery model in line with budgetary requirements, more difficult when hosted. 	<ul style="list-style-type: none"> • The service is already short staffed, disaggregating would leave the service unable to provide sufficient delivery for demand. • Staff may feel unhappy and leave, leaving the service short of staff. • The income generated has not enabled a balanced budget for several years currently forecasting a deficit of £32,474 for 2021/22.
Option 3 – Delay Disaggregation	<ul style="list-style-type: none"> • No disruption to current service or change for schools for the delayed period. • Ensures consistency and continuity of training provision for the delayed period. 	<ul style="list-style-type: none"> • Does not align to agreed Blueprints for hosted service disaggregation. • A requirement to recruit to vacancy levels in both Councils and evaluation of the service delivery and cost model. • The income generated has not enabled a balanced budget for several years currently forecasting a deficit of £32,474 for 2021/22.
Option 4 – Lead Authority Model	<ul style="list-style-type: none"> • No disruption to current service or change for schools. • Ensures consistency and continuity of training provision. • Existing staff can continue ‘as is’ although they may need to TUPE to another employing authority. • Enables the lead Council to redesign their delivery model in line with budgetary requirements, more difficult when hosted. 	<ul style="list-style-type: none"> • Does not align to agreed Blueprints for hosted service disaggregation. • A requirement to recruit to vacancy levels and evaluation of the service delivery and cost model. • The income generated has not enabled a balanced budget for several years currently forecasting a deficit of £32,474 for 2021/22. • As a lead authority it would be their responsibility to balance the

		budget against a reducing demand.
Option 5 – Schools access Lessons Directly with Pool/Leisure Providers	<ul style="list-style-type: none"> • Allows schools to deal directly with pool providers to negotiate pool space and times that are accessible to them. • Ensures schools can access pools that are nearest to them. • Improves communication between schools and pool providers without having to go through a Council managed system, streamlining the process. • All managed on-site providing a better, more hands-on service for the schools. Issues can be dealt with at the time. • Ensures that a quality service for school swimming is provided for schools. • Ensures that the service does not run at a loss for NNC and WNC. 	<ul style="list-style-type: none"> • Potential redundancy costs of approximately £46,604.54 and pension strain costs of approximately £4,394.57. • Reputational risk – managed by assisting schools to facilitate alternative provision.

5.3 Option 1 to Remain Hosted, Option 3 to Delay Disaggregation and Option 4 the Lead Authority model do not align with the disaggregation Blueprint to deliver separate Swimming School Services from NNC and WNC.

5.4 One of the choices that has been considered in depth is to continue with the disaggregation of the service. As a result of a detailed analysis of the service offer, it has become evident that commencing disaggregation does not deliver the best offer for the schools (the customer). It also poses a significant risk to the delivery of the service. The Councils would also require additional service budget to cover the annual loss incurred through service delivery and staff salaries, to manage and deliver swim lesson teaching.

5.5 Retaining swimming instructors has been an issue for the School Swimming Service. The number of instructors has reduced over the last two years and in just the last six months has reduced by 0.27FTE covering the service. The impact of which has affected the capacity for delivery. Disaggregating the service would only further exacerbate this issue with approximately 1.80FTE staff resource for each authority to deliver the service in their geographical area, which is not sufficient. This takes into account substantive posts of the seconded manager role and the interim cover for the role. The service has already approached local pools/leisure providers to access their staff to cover the services staffing shortfall. Bringing together the School Swimming Service and pools public swim programmes presents a more attractive option for instructors as it could result in more contracted hours.

- 5.6 The current School Swimming Service is detached from pool provision and the management of the service is not on site to be able to deal with any issues that may arise. Accessing swimming lessons directly with pool/leisure providers would ensure that it is all managed at the place of activity, providing a better, more hands-on service for the schools.
- 5.7 In addition, the following considerations also have an impact on the Service:
- Future School Demand: The Service depends on generating sufficient demand from schools to cover costs. Fees are set against external market rates. Despite swimming lessons being a requirement of the National Curriculum there has been a slight decrease year-on-year in terms of schools buying in to the Council run service, with more accessing swimming services via local pools/leisure providers. Currently 66% access services directly with local pools/leisure providers. The process of booking directly with pools is more streamlined than with the School Swimming Service so there is little scope to increase the demand for the Council run service for no benefit to the schools.
 - Pool Availability: The service is also very dependent on water space / pool availability. Some pools currently utilised are not owned by the Council but owned and operated by other organisations which can limit what we can offer.
- 5.8 The process of booking swimming lessons through the Council run service is more complex due to the Council not owning and working from all of the pools. The school will contact the Council School Swimming Service who will then contact a pool to find out availability, they will then match the session to a swimming instructor and contact the school back to advise. Schools can bypass and streamline this process by accessing the swimming lessons directly with pool providers for the same cost.
- 5.9 The School Swimming Service does not currently cover its costs with an approximate deficit of £32,474 for 2021/22. It is also difficult to factor in different pool cost arrangements and differing rates of instructor and management costs for the service.
- 5.10 Considering the points raised above the benefits of the change request would enable schools to be able to liaise directly with their local pools to negotiate more accessible pool times and space at a facility that is local to them. Having a direct relationship with the pool management will support schools having the service that is more responsive to their needs. Pool providers will be able to ensure that any instructors that deliver teaching for schools are qualified to their required standards and have been inducted into their Normal Operational Procedures and Emergency Action plans for their facility.
- 5.11 If we change to an all pool/leisure provider service there would be potential redundancies from within the service provided by the Council. Any staff who were at risk of redundancy from the service could be offered alternative suitable employment within NNC or WNC. Pool providers may also be looking

to recruit instructors to support not only delivery of their school swimming provision but also their general swimming programme.

- 5.12 Option 5 is the recommended option, as endorsed by the Joint Officers Board on 9th June 2022.
- 5.13 As a joint project between North and West Northamptonshire Councils, it has been agreed that the North Transformation Team provide a lead Project Manager. Enabler resource across both authorities will also be required to support to the project within the expected timescales.
- 5.14 Any options listed here will be reflected in the Decisions and Minutes published after the meeting.

6. Next Steps

- 6.1 Engagement and formal consultation with in-scope staff and recognised union representatives will take place following approval of the recommendations in this report.

7. Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 The impact of the change to the School Swimming Service has not been factored into the 2022/23 School Swimming Service budget. However, the service is running at a loss in 2021/22 with a forecasted deficit of £32,474 and it has struggled to break even over the last few years as schools have moved away from sourcing their school swimming through the service and have gone to pool operators directly.
- 7.1.2 The current approximate potential redundancy liability for all staff is £46,604.54, plus there will be pension strain costs for three members of staff approximately £4,394.57 as a one-off payment. These figures were calculated based on a completion date for the change of 30 September 2022, and an effective date for calculations ranging from November-December 2022 taking into account staff notice periods. Following endorsement from the Joint Officers Board on 9th June 2022 the completion date was moved to 30 December 2022 in order to provide a sufficient notice period to schools.
- 7.1.3 The financial implication of moving the completion date from 30 September 2022 to 31 December 2022 would be an approximate deficit of £3,000 per month in running costs. The redundancy and pension strain costs were calculated until November-mid December 2022, taking into account staff notice periods, so there would likely be some minor increase in these figures extending the completion date until 31 December 2022.

7.1.4 The WNC Inter Authority Agreement (IAA) is in place for 2022-23 for the School Swimming Service. This will cease along with and at the same time as the service if the recommendation is approved by the Shared Service Joint Committee.

7.1.5 As stated within the IAA all additional costs/deficits are shared between NNC and WNC, therefore any redundancy and pension strain costs will be shared 50/50% between the two authorities.

7.2 Legal and Governance

7.2.1 The School Swimming Service, which provides a traded service is currently hosted by NNC and provided to WNC. Upon the termination of this hosted Inter Authority Agreement, an Exit Strategy will be put in place.

7.2.2 As part of ceasing the provision of the Council run service, employees will undergo a consultation period of a minimum of 30 days.

7.3 Relevant Policies and Plans

7.3.1 All schools must provide swimming instruction either in key stage 1 or key stage 2 as part of the National Curriculum for Physical Education.

7.4 Risk

7.4.1 There are no significant risks arising from the proposed recommendations in this report. Any project management risks will be managed through the project governance process.

7.4.2 There is a reputational risk to the Council no longer being a provider. The majority of schools in Northamptonshire do not currently use the Council managed service and go directly to the pool/leisure providers. The Councils will ensure that schools currently using the service will be introduced to local pool operators so they can build a direct relationship. In addition, the service has requested an additional three months to be added to the original timeline, in order to provide a sufficient notice period to schools, ending on 31 December 2022.

7.5 Consultation

7.5.1 If the change request is approved the consultation with affected employees and recognised trades unions will commence in July 2022 for a minimum period of 30 days subject to the approval to proceed by the Shared Services Joint Committee.

7.6 Consideration by Executive Advisory Panel

7.6.1 Not applicable

7.7 Consideration by Scrutiny

7.7.1 Not Applicable

7.8 Equality Implications

7.8.1 Any equality impacts will be considered as part of the formal employee consultation process.

7.9 Climate Impact

7.9.1 Not Applicable.

7.10 Community Impact

7.10.1 Community impact is limited and mitigated by the Councils introducing schools to pool operators directly. Creating a local direct link has a benefit to engagement between pool providers and local communities.

7.11 Crime and Disorder Impact

7.11.1 Not Applicable.

8. Background Papers

8.1 Not Applicable.

Shared Services Joint Committee Wednesday 13th July 2022

Report Title	Highways and Transport - Home to School Passenger Transport Disaggregation – Change to Timeline
Report Author	Fiona Unett, Assistant Director, WNC Graeme Kane, Assistant Director, NNC
Executive Member	Councillor Graham Lawman Executive Member Portfolio Holder for Highways, Transport and Assets, NNC Councillor Phil Larratt, Portfolio Holder for Climate, Transport, Highways and Waste Services, WNC

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

Contributors/Checkers/Approvers

Approver	Officer Name	Date Officer Approved Report
North MO	Adele Wylie	9 th June 2022
North S151	Janice Gotts	9 th June 2022
Other Director/SME	Lisa Hyde	9 th June 2022
West MO	Catherine Whitehead	9 th June 2022
West S151	Martin Henry	9 th June 2022
Other Director/SME	Stuart Timmis	9 th June 2022

List of Appendices

None

1. Purpose of Report

- 1.1. To seek approval of reprofiling the hosted Place and Economy service, Highways and Transport – Home to School Passenger Transport disaggregation timeline from September 2022 to the Autumn half-term 2022 (end - October 2022). This is to enable additional time to disaggregate the service in a safe and legal manner following the peak timeframe for service

delivery and therefore reducing the potential disruption to the statutory service delivered by the Council.

2. Executive Summary

- 2.1** The Highways and Transport – Home to School Passenger Transport Service is a hosted service provided by West Northamptonshire Council. The timeframe for disaggregation for all functions within Highways & Transport service area was set out within the Transformation Task and Finish Group. NNC Executive and WNC Cabinet agreed in June 2021 to extend the existing highways contract until the end of September 2022 in order to conclude the procurement of the new highways contracts (See Section 7 - Background Papers).
- 2.2** It is for the Committee to note that the Home to School Passenger Transport Service is subject to its peak time for service delivery during the current planned Highways and Transport disaggregation timeline and to effectively manage the risk to delivering this statutory service this report sets out the recommendation to reprofile the disaggregation of this function. Furthermore, the timeline for the disaggregation of this aspect of the service does not need to align with the new highways contract, since it will not be delivered through the new arrangements.
- 2.3** Disaggregation activity relating to the remaining Highways and Transport functions are underway and aligned to the agreed timeline.

3. Recommendations

- 3.1** That the Shared Services Joint Committee:
- a) Approve reprofiling the timeline to disaggregate Highways and Transport – Home to School Passenger Transport, and the blueprint is amended, to reflect the new disaggregation timeline of Autumn Term 2022 (end - October 2022).
- 3.2** Reasons for the Recommendation
- a) The proposed option to reprofile the disaggregation of Highways and Transport – Home to School Passenger Transport ensures continuous effective service delivery within this statutory function and reduces the risk of reputational damage.
- 3.3** Alternative Options Considered

Continue with full disaggregation by September 2022. For the reasons outlined below this option is not recommended.

Extending the hosting arrangements until December (Christmas holidays) to provide a full academic term for the team to overcome the busiest period before disaggregating. This option was not in line with the aspirations of NNC's Executive Members to form a disaggregated NNC team as soon as possible, and was therefore discounted.

4. Report Background

- 4.1** The timeline for disaggregation of Home to School Passenger Transport service is currently set for September 2022, as part of wider plans for the Highways and Transport service disaggregation. The timeline for disaggregation of the wider Highways and Transport service is not affected by this request to reprofile disaggregation of Home to School Transport.
- 4.2** The team (32 posts of which 7 are vacant) currently hosted by West Northamptonshire Council (WNC) provides a service to North Northamptonshire Council (NNC) through a hosted arrangement in line with the Local Government Reform (LGR) blueprint previously agreed through the LGR transformation programme. NNC Executive and WNC Cabinet agreed in June 2021 to extend the existing highways contract until end of September 2022 in order to conclude the procurement of the new highways contracts. It was also agreed that the hosting arrangement would continue until the new contracts were in place. The volume of service demand varies between the two council areas but this will be reflected in the detailed disaggregation proposals in due course.
- 4.3** The services provided by the team include:
- Home to school transport for pupils of statutory school age (4 – 16 inclusive) under s509 of the Education Act 1996.
 - Pupils with Education Health and Care Plans (EHCP) of statutory school age
 - Students aged 16-18 in further education and continuing students aged 19 and over
 - Children’s Social Care Transport, including respite care transport and family visits
 - Adult Social Care Transport
- 4.5** Dependent Services:
- Northamptonshire Children’s Trust (NCT)
 - Adult Social Care Service
 - Schools and Colleges
 - Respite Centres
 - Adult day centres
 - Children’s Contact Centres
- 4.6** It was previously agreed by the Shared Services Joint Committee in March 2022 to commence disaggregation of all Highways Services, including Home to School Passenger Transport. During the course of the project, the risks to disaggregating the service during the Autumn term were identified. The most effective mitigation to manage this risk is to delay disaggregation until after the end of this term. Following feedback from Executive Members, it is proposed that the Home to School Passenger Transport service will be disaggregated at the latest during the half-term of the Autumn Term 2022 (end - October 2022). The opportunity to enable disaggregation towards the beginning of the Autumn Term will be explored and consideration will be given to disaggregating the Home to School Passenger Transport team sooner if operationally viable.

- 4.7 Services are procured via the current contract framework DPS (Dynamic Purchasing System) 'Adam' from bus, coach and private hire operators along with providers of specialist fleet for clients with mobility needs.

5. Issues and Choices

- 5.1 The following options are to be considered:

Option 1 – Continue with full disaggregation by September 2022

Option 2 – Approval of a delayed disaggregation by end of October 2022

Option 3 – Delay disaggregation to the end of the Autumn Term (December 2022)

- 5.2 **Option 2** is the recommended option for the following reasons:

- 5.3 The peak time for the Home to School Passenger service is from end July/August through to the end of October.

- 5.4 The service receives a high volume of late transport requests at the beginning of September through to November. For SEN applications the service received 358 applications between September 2021 and March 2022, of which 218 were received between Sept and Dec, equating to 61%. Mainstream received 1841 applications between September 2021 and Mar 2022 of which 979 are received during September to December, equating to 53%.

- 5.5 September is typically the busiest month for the service due to the high number of late applications together with increased correspondence (including MP letters) and high customer call volumes, which extends up to the October half term.

- 5.6 This is the period most correspondence from parents/ carers is received – disaggregation of data and staff will hinder response times and lead to increased numbers of complaints.

- 5.7 The team rely on each other to provide the service; providing different skills and experience. Although a collaborative working agreement can be put in place, it is anticipated that disaggregation will lead to reduced capacity and resilience whilst the gaps in the new structures are recruited to, and the new team members become familiar with the service

- 5.8 A restructure of the Highways and Transport service is to commence prior to disaggregation which will incur vacancies. Recruitment to vacant posts will take a number of months. Staff will require training and experience before they can be expected to be competent enough to fulfil the basic functions of the role. It will be preferential to allow more time for this recruitment process before disaggregation and to allow the new teams to establish themselves during a less busy time of year.

- 5.9 It is expected that a collaboration agreement will be created between WNC and NNC to enable support between the teams to ensure that the expertise from both teams is shared in a collaborative manner whilst the new teams establish themselves.

- 5.10** Home to School Passenger service is a statutory function and constantly scrutinised by external organisations, schools, Department for Education and parents. Therefore, any risk to service delivery as a result of disaggregation should be effectively managed and reduced. Physical disaggregation of the team prior to the October half term would not manage the risk effectively.
- 5.11** The disadvantages of this option are:
- 5.12** There is a potential additional burden on WNC to continue to host the service through line management requirements and financial costs.
- 5.13** There may be a perceived lack of control of the service by NNC during this extended period.

6. Implications (including financial implications)

6.1 Resources and Financial

- 6.2** Additional resources will be required from the enabler services to support the disaggregation process. These are being investigated by the Transformation Team and raise a risk until we have a full understanding of the system requirements, data governance and wider dependency implications.

6.3 Legal and Governance

- 6.3.1** The Shared Services Joint Committee is responsible for “ensuring there are robust plans for any disaggregation of services and that there is a smooth transition to new service delivery arrangements”. They are also responsible for ensuring that statutory arrangements are in place for each Council.
- 6.3.2** The service is currently operating in accordance with the Inter Authority Agreement that exists between North Northamptonshire Council and West Northamptonshire Council. If the recommendation proposed within the report is agreed, then the Councils will approve any further amendments under the Inter Authority Agreement to ensure that adequate contract and financial management and governance is in place between the authorities.
- 6.3.3** As outlined within the report, additional work is required in relation to contractual matters and work will be undertaken to ensure that the disaggregation of the services will not compromise legal compliance. If Members were minded not to delay disaggregation to December 2022, then there is a risk that legal requirements would not be met. This risk is reduced, but not avoided, by disaggregating in October 2022.

6.4 Relevant Policies and Plans

- 6.4.1** Reprofiting disaggregation of Highways and Transport – Home to School Passenger service complies with the requirements of the approved Blueprint, whereby it outlines the hosted services in each authority that require disaggregating.

6.5 Risk

6.5.1 If the service is disaggregated in accordance with the original timescales of September 2022, the following risks and issues will arise:

Risk Assessment	Mitigating Action
Continuing with disaggregation could mean the service cannot be delivered in accordance with statutory requirements.	Recommendation to delay disaggregation to end - Oct-22. This risk would be further reduced by extending the disaggregation to December 2022.
The office location for the North will not be ready for September. This will impact the home to school frontline team as they rely on hard-wired phones connected to the WNC system. The quoted lead-in time for the new network line will not meet the October disaggregation date. During October to December, there may be some service disruption as a result of not having suitable office facilities to enable the team to operate fully.	It is expected that the property team will be able to establish the network connections in the NNC office for December. Locate the NNC team in an alternative location that still has access to the WNC system; this may incur additional costs to NNC.
The proposed team structure for North Northamptonshire after disaggregation is likely to consist of vacancies in the team manager and team leader roles. This presents a notable risk to service delivery. It is not expected that recruitment will be complete by October 2022.	Delay of disaggregation provides more time to recruit to these pivotal roles within the structure. Agree a collaborative working agreement between NNC and WNC to enable joint support for the teams during the period of transition and until both teams are sufficiently resourced.

If the service is re-profiled and disaggregation occurs in December 2022, this will significantly reduce the risk of the service not meeting its statutory duty during its busiest time. It will also allow for recruitment and training for new posts and sufficient transfer of knowledge, data and systems to enable the service to function satisfactorily.

6.6 Consultation

6.6.1 This report does not meet the parameters required for public consultation.

6.7 Consideration by Executive Advisory Panel

6.7.1 No considerations arising from this report

6.8 Consideration by Scrutiny

6.8.1 No considerations arising from this report

6.9 Equality Implications

6.9.1 The service does provide transport to people with protected characteristics. The proposed extended timescales to October will reduce the disruption to service users but given the risks highlighted above, this may still occur until the teams are established and sufficiently resourced.

6.10 Climate Impact

6.10.1 No negative impacts arising from this report.

6.11 Community Impact

6.11.1 None arising from this report

6.12 Crime and Disorder Impact

6.12.1 None arising from this report

7. Background Papers

7.1 NNC Executive decision – Highways Procurement

7.2 WNC Cabinet decision – Highways Procurement

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Shared Services Joint Committee Wednesday 13th July 2022

Report Title	Parking and Bus Lane Enforcement Disaggregation – Change to Timeline
Report Author	Fiona Unett, Assistant Director, WNC Jonathan Waterworth, Assistant Director, NNC
Executive Member	Councillor Graham Lawman Executive Member Portfolio Holder for Highways, Transport and Assets, NNC Councillor Phil Larratt, Portfolio Holder for Climate, Transport, Highways and Waste Services, WNC

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

Contributors/Checkers/Approvers

Approver	Officer Name	Date Officer Approved Report
North MO	Adele Wylie	9 th June 2022
North S151	Janice Gotts	9 th June 2022
Other Director/SME	Lisa Hyde	9 th June 2022
West MO	Catherine Whitehead	9 th June 2022
West S151	Martin Henry	9 th June 2022
Other Director/SME	Stuart Timmiss	9 th June 2022

List of Appendices

None

1. Purpose of Report

- 1.1. To seek approval of reprofiling the hosted Place and Economy service, Highways and Transport – Parking and Bus Lane Enforcement disaggregation timeline from September 2022 to March 2023. This is to enable sufficient time to disaggregate the service in a safe and legal manner due to key contracts

which underpin the enforcement activity and therefore ensuring there is minimum disruption to the service delivered by the Council.

2. Executive Summary

- 2.1** The Highways and Transport – Parking and Bus Lane Enforcement Service is a hosted service provided by West Northamptonshire Council. The timeframe for disaggregation for all functions within Highways & Transport service area was set out within the Transformation Task and Finish Group. NNC Executive and WNC Cabinet agreed in June 2021 to extend the existing highways contract until the end of September 2022 in order to conclude the procurement of the new highways contracts (See Section 8 - Background Papers).
- 2.2** It is for the Committee to note that the Parking and Bus Lane Enforcement is subject to key contracts and arrangements which will need to be procured by NNC in order to undertake enforcement activity and therefore this report sets out the recommendation to reprofile the disaggregation of this function in line with the due diligence that has been given to the potential impacts, risks, and considerations for the disaggregation and ensure continued successful delivery of this important Statutory Service.
- 2.3** Disaggregation activity relating to the remaining Highways and Transport functions are underway and aligned to the agreed timeline.

3. Recommendations

- 3.1** That the Joint Committee (Shared Services):
- a) Approve reprofiling the timeline to disaggregate Highways and Transport – Parking and Bus Lane Enforcement, and the blueprint is amended, to reflect the new disaggregation timeline of 31st March 2023.
- 3.2** Reasons for the Recommendation
- a) The proposed option (2) to reprofile the disaggregation of Highways and Transport – Parking and Bus Lane Enforcement ensures a safe and legal disaggregation of the services by allowing sufficient time for NNC to put in place alternate arrangements which underpin the enforcement activity.
- 3.3** Alternative Options Considered
Option 1 – Proceed with the current plan to disaggregate by 30th September 2022 (approved by SSJC 23rd March 2022).

4. Report Background

- 4.1** The timeline for disaggregation of Parking and Bus Lane Enforcement is currently set for September 2022, as part of wider plans for the Highways and Transport service disaggregation. The timeline for disaggregation of the wider Highways and Transport service is not affected by this request to reprofile disaggregation of Parking and Bus Lane Enforcement.

4.2 The team (10 posts including 3 vacancies) currently hosted by West Northamptonshire provides a service to North Northamptonshire Council (NNC) through a hosted arrangement in line with the Local Government Reform (LGR) blueprint previously agreed through the LGR transformation programme. NNC Executive and WNC Cabinet agreed in June 2021 to extend the existing highways contract until end of September 2022 in order to conclude the procurement of the new highways contracts. It was also agreed that the hosting arrangement would continue until the new contracts were in place. The volume of service demand varies between the two council areas (linked closely to volumes of on-street parking and bus lanes), but this will be reflected in the detailed disaggregation proposals in due course.

4.3 The Lead services provided by the team include:

- Enforcement of on-street parking in the former council areas of: Corby, East Northamptonshire and Wellingborough
- Resident's permits applications in the former council areas of: Corby, East Northamptonshire and Wellingborough
- Enforcement of off-street parking in the former council areas of: Corby, East Northamptonshire and Wellingborough
- Enforcement of the bus gate in Wellingborough
- Administration of all enforcement notices associated with the above points
- Administration of all enforcement notices for the parking enforcement duties exercised by NNC in the former council area of Kettering

4.4 Additional activities related to this Service include:

- Challenges against parking Penalty Charge Notices (PCN)
- Representations against parking PCN's
- Representations against bus lane PCN's
- Preparing evidence packs for parking PCN's at adjudication
- Preparing evidence packs for bus lane PCN's at adjudication
- Representing the authority at adjudication for parking & bus lane PCN's (face to face, telephone, video)
- Administration functions for both parking and bus lane PCN's including post opening & scanning, processing payments, parking mailbox, telephone service to motorists, system progressions (moving cases to next stage), liaising with parking enforcement contractor (NSL), DVLA, Traffic Penalty Tribunal, Traffic Enforcement Centre, enforcement agents
- Administration functions in relation to permits, including managing the permit mailbox
- Registering cases at the Traffic Enforcement Centre to prepare for debt recovery
- Arranging approval for Warrants and passing cases to enforcement agents
- Freedom of Information requests
- Complaints

4.5 Dependent Services:

- Other Highways & Transport functions (Regulation & Enforcement)
NRSWA (Investigations, Searches & Definitive Maps)
- KierWSP Traffic Regulation Orders Team

4.6 It is proposed that the parking and bus lane enforcement team will commence disaggregation on a timescale to complete disaggregation in March 2023.

4.7 NNC will explore service delivery models to exit the hosted arrangement. Independent parking and bus lane enforcement for NNC will require adequate funding, staffing levels, and back-office functionality in place prior to the end of the current hosted arrangements. NNC would then manage parking enforcement operations directly.

4.8 WNC will review options and arrangements to manage parking enforcement operations independently for West Northamptonshire.

5. Issues and Choices

5.1 The following options are to be considered:

Disaggregation requests will need to be endorsed by Joint Officer Board and approved by Shared Service Joint Committee with the follow options considered:

Option 1 – Proceed with the current plan to disaggregate by 30th September 2022 (approved by SSJC 23rd March 2022).

Option 2 - Reprofile disaggregation to March 2023 to align with existing contract expiration in line with the due diligence that has been given to the potential impacts, risks, and considerations for the disaggregation around noted lead times and ensure continued successful delivery of this important Statutory Service.

5.2 Option 1: Proceed with disaggregation

- Fulfils the strategic vision to disaggregate these services and form two independent authorities by the agreed timescale.
- Disaggregation simplifies processes related to governance and delegated authority for operational decisions.
- Ability to tailor services to the strategic vision and priorities of the individual authorities
- Ensures 'sovereignty' of all key highways and transport client-side service areas
- Staff allocated to the needs of each Council's key stakeholders

The disadvantages of option 1 are:

- All existing statutory requirements will need to be met by both Councils. This will create a significant amount of additional work to put this in place for both WNC and NNC. In addition, there is a 4–6-month lead time for establishing new statutory notices for the North, which could mean the North will not be able to deliver on its statutory obligations on day 1 following disaggregation.

- Maintaining statutory responsibilities will demand dedicated roles moving forward. This will inevitably be expensive (as the resources relate to statute as well as volume/scale) and time consuming. Due to the 4–6-month lead time, there is a possibility that new statutory notices for NNC will not be in place in time for September 2022.
- Staff resource would need to be split; this will leave gaps in both capacity and skills which will increase the cost of the parking and bus lane enforcement team structures. Recruitment and a sufficient period of training will be essential to ensure the team is able to effectively deliver the service for NNC, as it is expected that no staff will transfer to NNC as part of the disaggregation.
- Some critical systems (such as the Imperial Civil Enforcement Solutions 360 and those used for the DVLA) may not be in place in time for September disaggregation, and as such may require a collaborative working agreement to enable one party to host and the other party to access.
- Some duplication of core internal systems will be required with costs influenced by user numbers and access rights.
- New traffic regulation orders and penalty charge notices will also need to be established for NNC prior to disaggregation of the service. The lead time to establish these new legal documents is 4-6 months.
- NNC will also need to join Patrol Joint Committee - parking and traffic regs outside of London before any notices or penalties can be issued on behalf of NNC. The lead time for this is based on supplier capacity.
- Staff uncertainty over future structures may lead them to leave the authorities, creating a shortfall in skills, knowledge, and experience.
- Under-resourcing – for budgetary or recruitment reasons – may lead to reduced service delivery and low staff morale.
- Accommodations would need to be allocated for those staff transferring to NNC, although it is expected co-location with the existing Kettering parking team at Sheerness House would be most logical solution. In addition, IT requirements will need to be identified and new IT equipment purchased. Additional costs for accommodation and IT are likely.
- Restructuring of these functions in both councils is likely to follow disaggregation (to meet affordability thresholds). There could be an extended period of disruption to staff, with disaggregating staff also applying for roles advertised in a different Council to the one they move to.
 - A Deed of Variation with the key contract provider would need to be negotiated and in place prior to disaggregation.
 - There are various costs and timing implications of establishing a new service for NNC, which may be unattainable in the current timeframe. A detailed list of estimated costs for establishing a new service in the North has been outlined below at 4.1.3.

5.3 Option 2 – Reprofile disaggregation is the recommended option for the following reasons:

- Change timelines must work around statutory reporting timelines. There are several key timescales that should be considered:
 - 4–6-month lead time to establish new statutory notices for North Northamptonshire Council

- 4–6-month lead time to establish new traffic regulation orders and penalty charge notices
- 4–6-month lead time to establish new arrangements with a key supplier for back-office functionality
- Allows the service to continue to operate under the hosted arrangements whilst the new arrangements are put in place by NNC.
- Allows staff time to adjust to and plan for disaggregation. Reprofiting also allows time for recruitment and training of required staff and to ensure the risk of skills and knowledge gaps is mitigated prior to disaggregation. This extra time and support will help ensure staff and the team are prepared for change.
- Reprofiting would enable the service time to establish new statutory notices, ensuring the Council is able to deliver on its statutory duty post disaggregation.
- Monitoring and performance of the service will be reported quarterly to Shared Services Joint Committee (SSJC) which will provide assurance on service KPIs and financial mechanisms in place.
- Reprofiting disaggregation of Highways and Transport – Parking and Bus Lane Enforcement complies with the requirements of the approved Blueprint, whereby it outlines the hosted services in each authority that require disaggregating.
- This option would allow the service to continue as currently provided under a host arrangement.
 - North Northamptonshire Council (NNC) will explore service delivery models to exit the hosted arrangement. Independent parking and bus lane enforcement for NNC will require adequate funding, staffing levels, and back-office functionality in place prior to the end of the current hosted arrangements. NNC would then manage parking enforcement operations directly.

The disadvantages of option 2 are:

- Restricts ability for West and North Northamptonshire Councils to tailor approaches or delivery arrangements on an authority-by-authority basis if so desired.
- Embeds a cross-authority integrated approach that may need to be teased out ahead of subsequent disaggregation.
- Team identity could be challenged in a new organisation culture, which may increase the risk of staff leaving. A robust change approach would help mitigate this risk.

6. Implications (including financial implications)

6.1 Resources and Financial

6.2 Additional resources will be required from the enabler services to support the disaggregation process. These are unknown at present and raise a risk until we have a full understanding of the system requirements, data governance and wider dependency implications.

6.2.1 The annual value of the current enforcement contract is £1,253,055 and the net income of the Parking and Bus Lane enforcement services across both authorities is £1,677,715. If services are disaggregated in Sept 22, then NNC

may not be able to continue enforcement activity until new arrangements are in place, which would reduce income from this activity.

6.3 Legal and Governance

6.3.1 The Shared Service Joint Committee is responsible for “ensuring there are robust plans for any disaggregation of services and that there is a smooth transition to new service delivery arrangements”. They are also responsible for ensuring that statutory arrangements are in place for each Council.

6.3.2 The service is currently operating in accordance with the Inter Authority Agreement that exists between North Northamptonshire Council and West Northamptonshire Council. If the recommendation proposed within the report is agreed, then the Councils will approve any further amendments under the Inter Authority Agreement to ensure that adequate contract management and governance is in place between the authorities. A Schedule 3 service plan will need to be developed to set out performance and financial measurements for monitoring and review via the (Shared Services) Joint Committee Financial monitoring of the service already takes place.

6.3.3 As outlined within the report, additional work is required in relation to contractual matters and work will be undertaken to ensure that the disaggregation of the services will not compromise legal compliance. If members were minded not to delay disaggregation, then there is a significant risk that legal requirements would not be met.

6.4 Relevant Polices and Plans

6.4.1 Reprofiting disaggregation of Highways and Transport – Parking and Bus Lane Enforcement complies with the requirements of the approved Blueprint, whereby it outlines the hosted services in each authority that require disaggregating. A Schedule 3 service plan will need to be developed to set out performance and financial measurements for monitoring and review via the (Shared Services) Joint Committee.

6.5 Risk

6.5.1 If the service is disaggregated in accordance with the original timescales of September 2022, the following risks and issues will arise:

Risk Assessment	Mitigating Action
Continuing with disaggregation could mean the enforcement activity cannot be delivered in accordance with statutory requirements.	Extend the hosting period until March 2023 (latest) to allow NNC to put in place the necessary arrangements.
Breach of contract could impact delivery of the parking and enforcement services	Extend the hosting period until March 2023 (latest) to allow NNC to put in place the necessary arrangements.

6.6 Consultation

6.6.1 This report does not meet the parameters required for public consultation.

6.7 Consideration by Executive Advisory Panel

6.7.1 No considerations arising from this report

6.8 Consideration by Scrutiny

6.8.1 No considerations arising from this report

6.9 Equality Implications

6.9.1 At this point in the process, it is not possible to fully assess the actual impact on all protected characteristic groups. During development of and consultation on options for disaggregation of services, the situation will be reviewed and as any impact becomes apparent, appropriate mitigating action will be taken (where this is possible). Standard Council HR policies and procedures will apply, and all of these have been equality impact assessed

6.10 Climate Impact

6.10.1 No negative impacts arising from this report. Services would continue in their existing form and support the wider transport policies of both authorities.

6.11 Community Impact

6.11.1 None, noting the mitigation set out within 6.5.1 under 'Breach of Contract'.

6.12 Crime and Disorder Impact

6.12.1 None arising from this report

7. Background Papers

7.1 NNC Executive decision – Highways Procurement

7.2 WNC Cabinet decision – Highways Procurement



Shared Services Joint Committee Wednesday 13th July 2022

Report Title	Safeguarding in Education Services – Variation Notice
Report Author	Nikita Wiseman, WNC Project Manager, nikita.wiseman@westnorthants.gov.uk
Executive Member	Councillor Scott Edwards, Children, Families, Education & Skills, NNC
Cabinet Member	Councillor Fiona Cole, Children, Families & Education, WNC

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

Contributors/Checkers/Approvers

Approver	Officer Name	Date Officer Approved Report
North MO	Adele Wylie	9 th June 2022
West MO	Catherine Whitehead	9 th June 2022
North S151	Janice Gotts	9 th June 2022
West S151	Martin Henry	9 th June 2022
Other Director/SME	Ann Marie Dodds	9 th June 2022
Other Director/SME	Stuart Lackenby	9 th June 2022

List of Appendices

None

1. Purpose of Report

- 1.1. To seek approval to proceed with the disaggregation of the Safeguarding in Education Service (SIES), which is currently hosted by North Northamptonshire Council (NNC) and provided to West Northamptonshire Council (WNC).

2. Executive Summary

- 2.1. There is a requirement to disaggregate the SIES team, formerly employed by Northamptonshire County Council and now hosted by North Northamptonshire Council (NNC) – the requirement to disaggregate by April 2022 was agreed in the Local Government Reform (LGR) Blueprint. Subsequently the timeline for disaggregation of this service was changed with agreement from the Shared Services Joint Committee (SSJC) in January 2022. The requirement is now to complete disaggregation, in line with the academic year, by September 2022.
- 2.2. SIES currently provides a service to both NNC and West Northamptonshire Council (WNC) through a hosting arrangement and managed by an Inter Authority Agreement (IAA).
- 2.3. The service enables those working with children and young people in educational settings to identify and manage safeguarding issues and ensure they are aware of their roles and responsibilities in relation to child protection and safeguarding children.
- 2.4. The proposed disaggregation date for SIES is 1st September 2022, when employees will either transfer to WNC under the Transfer of Undertakings (Protection of Employment) (TUPE) regulations or will remain in their current roles employed by NNC.
- 2.5. Both authorities want to disaggregate this service, which currently has 5 staff members, to allow them to tailor services to the strategic vision and priorities of the individual authorities.

3. Recommendations

- 3.1. It is recommended that the Shared Services Joint Committee:
 - a) Approve the disaggregation of SIES by 1st September 2022.
 - b) Grant delegated authority to the Monitoring Officers for North and West Northamptonshire Councils to put into place a deed of variation to the Inter Authority Agreement (IAA) for the service to exit the IAA schedule 2C3.
 - c) Approve that both WNC and NNC will act in accordance with service Plans and any Collaborative Working Agreements agreed by both WNC and NNC service leads and approved by Monitoring Officers until such time as a formal Deed of Variation has been completed.

3.2. Reason for Recommendations

- a) The proposed option to disaggregate SIES most closely aligns with the agreed requirement to disaggregate the service by September 2022, as set out in the LGR Blueprint and the Shared Services Joint Committee in January 2022 while continuing the delivery of this service's statutory duties within budget.
- b) This option adopts the LGR Blueprint, whereby a service has been hosted for a period before it can safely and legally disaggregate.
- c) Ensures the Councils and customers receive the most benefit from the delivery of SIES, by enabling the organisations to tailor the service, to the local demographics and address the needs and priorities of the individual authorities.

3.3. Alternative Options Considered - See sections 5.1.2. and 5.1.3. for further detail on alternative options.

- a) Approval of disaggregation of the service with additional temporary staff by 1st September 2022.
- b) SIES is currently being delivered as a hosted service, with NNC providing the service on behalf of WNC. This hosted arrangement could continue for a longer period before disaggregation.

4. Report Background

4.1. The SIES team is comprised of x2 permanent posts with an additional x3 temporary posts (5 FTE).

4.2. SIES meets the councils' statutory obligations by providing specialist advice, guidance, training and support for schools and educational settings including early years (Children's Centres, and private, voluntary, and independent settings); primary and secondary schools; off-site providers; and further education. The service enables those working with children and young people in these settings to identify and manage safeguarding issues and ensure they are aware of their roles and responsibilities in relation to child protection and safeguarding children.

4.3. With the additional temporary posts, SIES is also able to:

- Oversee the Northamptonshire Safeguarding Children Partnership Business Office
- Increase levels of advice, guidance, consultancy, and specialist safeguarding support
- Assume the responsibilities of the Education Inclusion and Partnerships Team

- Publish the Safeguarding in Education newsletter
- Create additional written guidance and policies
- Monitor school's performance on child protection and safeguarding matters
- Act as liaison with Police and schools/colleges
- Run a traded service for educational settings that includes a core training offer, and bespoke training provision
- Provide Safeguarding Review Audits commissioned by schools

4.4. Disaggregated SIES teams will operate independently in the North and West Northamptonshire Authorities and will be required to deliver services as required by the following statutory guidance:

- Section 175 and 157 of the Education Act, 2002 - schools/colleges must 'make arrangements to safeguard and promote the welfare of children'.
- Keeping Children Safe in Education 2021

4.5. An Impact Assessment was completed, detailing options and recommendations around the future service and impact that this would have on customers. The outcomes of which allows each authority, should they desire, the option to take a different preferred approach towards the delivery of the service following disaggregation.

5. Issues and Choices

5.1. The following options have been considered:

- Option 1: Approval of disaggregation of the service by 1st September 2022
- Option 2: Approval of disaggregation of the service with additional temporary staff by 1st September 2022
- Option 3: Continue hosting arrangement with NNC as providing and WNC as receiving Authority

5.1.1. Option 1 (recommended option) – Approval of disaggregation of the service by 1st September 2022.

This option would see SIES disaggregate by 1st September 2022 as per the approved revised Blueprint timeline. By this time the service will be disaggregated into two separate teams, one providing services to WNC and one to NNC.

- This option is recommended as it fulfils the strategic vision to disaggregate these services and form two independent services by the agreed timescales.
- Disaggregation simplifies current processes related to governance and delegated authority for operational decisions.
- Each authority has control over its own service delivery and team structure.

- Each authority has control over its own budget.
- It would allow staff to focus on building relationships within their unitary authority.

5.1.2. Option 2 (not recommended) – Approval of disaggregation of the service with additional temporary staff by 1st September 2022.

This option would see SIES also disaggregate by 1st September 2022 as per the approved revised Blueprint timeline but with additional temporary staff. By this time the service will be disaggregated into two separate teams, one providing services to WNC and one to NNC.

- This option is very similar to option 1 and fulfils the same strategic vision, simplifies governance processes, and allows each authority the autonomy to develop the service to meet local needs.
- However, this approach has implications to the current budget allocation for this service by proposing additional short-term staffing and is therefore not recommended.

5.1.3. Option 3 (not recommended) – Continue hosting arrangement with NNC as providing and WNC as receiving Authority.

This option would see SIES disaggregation delayed until after the agreed timeline as agreed by SSJC in January 2022 and until such time as proposed by the Directors of the service. The service would continue and would remain under a hosted arrangement with NNC as the provider and WNC as the receiver.

- This option is not recommended as it goes against the agreed timescale as set out previously by the Shared Services Joint Committee.
- A further change request document to delay the disaggregation will need to be approved
- There is a risk that the Shared Services Joint Committee will not approve the change request and disaggregation will need to go ahead as scheduled. This could impact the schedule as tasks that could have commenced may be delayed while awaiting the decision
- Accountability and lines of reporting to senior levels of both unitary authorities may be difficult to define.
- This team will continue to have increased workloads from providing services to two organisations which are already starting to operate in different ways.
- An increase in budget will be required to ensure service can continue to deliver the services currently provided.

6. Next Steps

- 6.1. An exit plan would be developed in accordance with the requirements of the Inter Authority Agreement (IAA) for the hosted provision of functions and services between NNC and WNC.

6.2. Staff consultation will be undertaken, and final staffing structures will be proposed by the Executive Director of People (WNC) and the Director Children's Services (NNC) and agreed by both authorities' leadership teams.

7. Implications (including financial implications)

7.1. Resources and Financial

- 7.1.1. Resources will be required from the enabler services in both authorities to support the disaggregation and TUPE of staff.
- 7.1.2. Employees will undergo a consultation period where the outcome of employee allocation will be determined, and some employees will transfer across to West Northamptonshire Council under TUPE rules, and against the disaggregation principles agreed with the Trades Unions.
- 7.1.3. The current staff will be split equally according to service need but following disaggregation there may be a need to restructure the service.
- 7.1.4. The allocated budget in 2021/22 was £139,636 with North and West Northamptonshire Councils contributing £64,828 and £74,808 respectively.
- 7.1.5. Additionally, there is an income target of £20k of which £17k was achieved in 2021/2022

7.2. Legal and Governance

- 7.2.1. Changes to the relevant elements of the existing IAA Schedule 2 will need to be made through an agreed Exit Plan.
- 7.2.2. Provisions may be made for Collaborative Working Agreements between the North and the West Northamptonshire Authorities to ensure that service delivery to either authority is not jeopardised by any residual matters that cannot be resolved after the full disaggregation of the service has been completed.
- 7.2.3. Any Data Protection Impact Assessments (DPIAs) and Data sharing Agreements that are required because of disaggregation will be completed as part of the disaggregation process. Information Governance Officers will be engaged with to ensure full compliance with relevant Data Protection legislation.

7.3. Relevant Policies and Plans

- 7.3.1. The proposal will assist delivery of the North Northamptonshire Corporate Plan 2021-2025 "Better, Brighter futures" priority.
- 7.3.2. The proposal will assist delivery of the West Northamptonshire Council Plan 2021-2025 by enabling greater "Improved life chances".

7.4. Risk

- 7.4.1. The split of the structures and staff would need to ensure a balance of skills, knowledge, and experience, if this is not achieved there is a risk of disruption to the service.
- 7.4.2. Key risks have been identified in the Impact Assessment.
- 7.4.3. A full risk log is maintained by the project team and reviewed regularly. Risks will be monitored and escalated as per current project governance routes.

7.5. Consultation

- 7.5.1. Consultation with affected employees, supported by Trade Unions, will be undertaken and the team members will be involved in the process via 1:1s and team meetings, with the opportunity to raise questions and concerns.
- 7.5.2. There is no statutory requirement for public consultation.

7.6. Consideration by Executive Advisory Panel

- 7.6.1. No considerations arising from this report.

7.7. Consideration by Scrutiny

- 7.7.1. No considerations arising from this report.

7.8. Equality Implications

- 7.8.1. At this point in the process, it is not possible to fully assess the actual impact on all protected characteristic groups. An initial Equalities Screening Assessment will be undertaken during the disaggregation process and discussed with the Equalities Officer. The situation will be reviewed during staff consultation and for any equality implications that are identified, appropriate mitigating actions will be taken (where possible).

7.9. Climate Impact

- 7.9.1. There are no implications arising from the proposed recommendation for SIES.

7.10. Community Impact

- 7.10.1. Webpages, customer journeys and referral pathways will be reviewed to establish separate information and processes. Stakeholders will be communicated with to ensure there is clarity over how to access SIES after disaggregation of the team.

7.11. Crime and Disorder Impact

7.11.1. No implications arising from the proposed recommendation for SIES.

8. Background Papers

8.1. [Transformation Task and Finish Group Priority Disaggregation Timeline](#)

8.2. [Lead/Hosted Services - Change Requests - Education Safeguarding](#)