



**Meeting:** Shared Services Joint Committee  
**Date:** Wednesday 18th January 2023  
**Time:** 2.00 pm  
**Venue:** The Forum, Moat Lane, Towcester, NN12 6AD

### To members of the Shared Services Joint Committee

Councillor Adam Brown, Councillor Phil Larratt, 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	Page no.
01	<b>Apologies for Absence and Notification of Substitute Members</b>	
02	<b>Declarations of Interest</b> 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	<b>Notification of requests to address the meeting</b> The Chair to report on any requests to address the meeting.	
04	<b>Minutes</b> To confirm the Minutes of the meeting of the Committee held on 26 October 2022.	5 - 10
05	<b>Chair's Announcements</b> To receive communications from the Chair.	
06	<b>Hosted/Lead Disaggregation</b> <ul style="list-style-type: none"> <li>a) Disaggregation Overview Report</li> <li>b) Approved Mental Health Professionals Disaggregation – Change Request</li> <li>c) Assistive Technology Disaggregation – Change Request</li> <li>d) Visual Impairment – Change Request</li> <li>e) Library Support Services – Variation Notice</li> </ul>	11 - 68

07	<p><b>Inter Authority Agreements</b></p> <p>a) Inter Authority Agreements (IAA) Performance Report 2022/2023 – Q2</p>	69 - 98
08	<p><b>Urgent Business</b></p> <p>The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.</p>	

Catherine Whitehead  
Proper Officer  
Tuesday 10 January 2023

## Information about this Agenda

### Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to [democraticservices@westnorthants.gov.uk](mailto: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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### Queries Regarding this Agenda

If you have any queries about this agenda please contact Richard Woods, Democratic Services via the following:

**Tel:** 01327 322043

**Email:** [democraticservices@westnorthants.gov.uk](mailto:democraticservices@westnorthants.gov.uk)



### Shared Services Joint Committee

Minutes of a meeting of the Shared Services Joint Committee held at Council Chamber, Corby Cube, George Street, NN17 1QG on Wednesday 26 October 2022 at 2.00 pm.

Present           Councillor Jason Smithers  
                       Councillor Jonathan Nunn  
                       Councillor Adam Brown  
                       Councillor Lloyd Bunday  
                       Councillor Helen Harrison

Substitute       Councillor Phil Larratt  
 Members:

Also               Councillor Graham Lawman  
 Present:         Councillor Jim Hakewill

Apologies       Councillor Malcolm Longley  
 for  
 Absence:

Officers           Janice Gotts, Executive Director - Finance (NNC)

Katie Brown, Assistant Director - Safeguarding and Wellbeing  
 Tony Challinor  
 Ann-Marie Dodds, Executive Director - Children's Services (NNC)  
 Alison Golding, Assistant Director - Human Resources  
 Janice Gotts, Executive Director - Finance (NNC)  
 Paul Starkey, Adult Learning Services Manager (NNC)  
 Adele Wylie, Monitoring Officer (NNC)  
 Maisie McInnes, Democratic Services Officer

#### 27. **Declarations of Interest**

There were none.

#### 28. **Notification of requests to address the meeting**

There were no requests to address the meeting.

#### 29. **Minutes**

The minutes of the previous meeting held on 21 September 2022 were agreed and signed by the chair as a true and accurate record of the meeting.

30. **Chair's Announcements**

The Chair welcomed everyone to the meeting of the Shared Services Joint Committee.

31. **Shared Lives Disaggregation- Variation Notice**

At the Chair's invitation, the Assistant Director Safeguarding and Wellbeing Services presented the report and explained that the service was hosted in the West and provided long-term support to adults and care leavers as an alternative provision to care. The Shared Lives Scheme was CQC regulated, and the report was seeking approval for disaggregation by 31 January 2023 to continue the joint working arrangements. There were additional costs that had been allocated for a manager within NNC but that was going to be absorbed into the current line manager structure. The Assistant Director Safeguarding and Wellbeing reassured the committee that they were on track for disaggregation subject to the committee's approval and a consultation would follow on Friday if agreed.

The Chair thanked the Assistant Director Safeguarding and Wellbeing for the very informative report. Members discussed the report and welcomed the plans going forward and recognised the hard work that had gone into the Shared Lives Scheme and thanked officers for their contribution.

**RESOLVED: That the Shared Services Joint Committee:**

**(1) Approved the disaggregation of Shared Lives by 31 January 2023**

**(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 schedules 2A3 and 2A7.**

**(3) Approved that both WNC and NNC will act in accordance with Service Plans and Collaborative Working Agreements to ensure a seamless and smooth hand over, in particular, to agree that NNC will reimburse WNC for the payments that are made to the NNC shared lives placements, to support the smooth transition and ensure that carers continued to be paid as per the shared lives contracts, will be 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.**

32. **Learning & Development (L&D) Phase 2 Disaggregation - Change Request**

At the Chair's invitation, the Head of Learning and Development summarised the report and explained there were two items from learning and development on the agenda. The change request was in relation to the Apprenticeship Training Provider function and Apprenticeship Employer Digital Account service, as detailed in the report. The Head of Learning highlighted the main risks associated with disaggregating the service as in section 4.3 of the report and the options available to the committee. The Education and Skills Funding Agency (ESFA) regulatory body did not actively support less than 50 apprenticeships and combined there were 53 apprenticeships made up of 30 from NNC and 23 from WNC. If NNC were unable to meet the minimum requirement, then it would be investigated to see if this provision

could be delivered in-house, but this was a risk as the Council would not be able to deliver in the short to medium term. The impact of not being able to deliver the service would result in compulsory redundancies for the delivery team and would affect T-Levels and courses already underway with a risk of learners not being able to complete these. There would also be a financial implication with redundancy and other costs that would need to be shared between the two authorities and a reputational risk.

The Head of Learning and Development explained the report was requesting approval for NNC to continue to host the service, with the risks outlined and recommended a continuation of a joined up service for a further 12 months from 1 April 2023 to 31 March 2024. This approach would provide sufficient time for new initiatives such as T-Levels to be launched and an in-house mechanism for WNC to deliver the service.

Members discussed the report and felt that it was essential the report was approved to allow learning and development which included apprenticeships, traineeships, T-Levels to thrive which was vital for both councils. Members asked what measures could be taken to ensure the councils were prepared for disaggregation. The Head of Learning and Development responded that participation levels would need to be ramped up for both councils, creating a niche and differentiating their offers. She continued that the application process would consider prospective providers, so this would also help. The Assistant Director Human Resources added that the service would need to investigate the viability for delivering in-house rather than using training providers and a thorough investigation would take place to see whether this was the right option.

The Chair thanked officers and endorsed the report as it was vital for the youth of the county and aid their employment.

**RESOLVED: That the Shared Services Joint Committee:**

**(1) Approved the recommendation to retain the functions listed below in a hosted arrangement for an additional year from April 2023 – March 2024, delivered by North Northamptonshire Council (NNC) to West Northamptonshire Council (WNC)**

- **The Apprenticeship Training Provider function.**
- **Apprenticeship Employer Digital Account Service (DAS).**

**33. Learning & Development (L&D) Phase 2 Disaggregation - Variation Notice**

The Head of Learning and Development continued to present the second report and summarised that the IAA variation recommended the disaggregation of the business support and learning management system. A full impact assessment had been undertaken and this concluded that the area could be managed to provide safe and legal disaggregation with minimum disruption to service, and the assessment included financial considerations. The Head of Learning and Development assured the committee that both NNC and WNC were able to meet funding requirements.

**RESOLVED: That the Shared Services Joint Committee:**

- (1) Approved the disaggregation of the L&D functions listed below, by 31 March 2023:**
  - **Business Support.**
  - **Learning Management System.**
- (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.**
- (3) Approved 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.**

**34. SEND Information Advice and Support Service (IASS) Disaggregation - Variation Notice**

At the Chair's invitation, the Assistant Director Commissioning and Partnerships presented the report and explained the service supported families and the existing SEND provision was provided by NNC as per the blueprint and disaggregation was expected to take place by the end of September, but this was delayed for various reasons as detailed in her report. The service area had agreed a way forward to allow disaggregation by 31 March 2023 and the report sought approval for variation on the agreement.

**RESOLVED: That the Shared Services Joint Committee:**

- (1) Approved the decision to disaggregate the SEND IASS as Option 1 below. All work to be completed by no later than 31 March 2023.**
- (2) Granted delegated authority to the Monitoring Officers for NNC and WNC to put into place a deed of variation to the Inter Authority Agreement (IAA), Schedule 2B2.**
- (3) Approved 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.**

**35. IAA Executive Report Public Health - Adult Learning Schedule 3**

At the Chair's invitation, the Adult Learning Service Manager presented the report and summarised that the report required formal sign off for IAA as there was delay with the understanding of how to deal with the financial recharging between NNC and WNC moving forward as it was agreed that the North would host the service. Issues related to ESFA and legal requirements, but the report sets out the recharging methodology and financial colleagues from both authorities had assisted with this. The Adult Learning Service Manager concluded that the Adult Learning Service would remain hosted by NNC, and the IAA would account for the expenditure in full to protect both councils from a legal perspective, with annual accounting and recharging to take place between the two authorities which would not interfere with the ESFA account.

**RESOLVED: That the Shared Services Joint Committee approved the proposed Service Plan for Public Health – Adult Learning.**

**36. Personal Budget Support Service (PBSS) Variation Notice**

At the Chair's invitation, the Assistant Director Commissioning and Performance presented the report and summarised the report was seeking agreement to disaggregate by 31 March 2023. The Personal Budget Support Service (PBSS) was a managed service for eligible residents and funded through individual budgets and offered support with payroll and personal budgets. At present this service was hosted in NNC and disaggregation had been delayed from September. The Assistant Director Commissioning and Performance highlighted that the decision to disaggregate required additional investment from both authorities and a considerable amount of work was still to take place to split the current data set held by WNC and work was to be done to mitigate the risk and increase the business as usual capacity.

Members discussed the report and expressed they were pleased the work was coming forward as it was a complex piece with data and other financial support needed to make the service work for residents. They were pleased that the report highlighted the section on mitigating risks which allowed the councils to be as safe as possible with the disaggregation.

**RESOLVED: That the Shared Services Joint Committee**

- (1) Approved the disaggregation of the Adults Services Personal Budget Support Service in its current form and on an equal basis by 31 March 2023, noting the budget, staffing, contracts and cost implications as set out within Option 2 (section 5) of the report.**
- (2) Granted delegated authority to the Monitoring Officers for North and West Northamptonshire Councils, in consultation with the Section 151 officers, to take any further decisions and actions necessary to implement recommendation a) above and conclude the requirements of the exit plan for IAA schedule 2A9.**
- (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 Executive Directors and approved by Monitoring Officers.**

**37. Urgent Business**

There were no items of urgent business.

The meeting closed at 2.20 pm

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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## Shared Service Joint Committee Wednesday 18<sup>th</sup> January 2023

<b>Report Title</b>	<b>Inter Authority Agreement Disaggregation: Progress against the Blueprint timeline</b>
<b>Report Author</b>	<b>Guy Holloway, Assistant Chief Executive (NNC)</b>
<b>Executive Member</b>	<b>Cllr Jason Smithers North Northamptonshire Council Cllr Jonathan Nunn West Northamptonshire Council</b>

### Contributors/Checkers/Approvers

<b>Approver</b>	<b>Officer Name</b>	<b>Date Officer Approved Report</b>
<b>North MO</b>	Adele Wylie	10 January 2022
<b>West MO</b>	Catherine Whitehead	10 January 2022

### List of Appendices

None

#### 1. Purpose of Report

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- 1.1. To provide an overview of the disaggregation programme of activity against the original proposed Blueprint, progression to date, and to set out the benefits identified.

#### 2. Executive Summary

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- 2.1. Prior to 1 April 2021 (vesting day of North and West Northamptonshire Council) a timetable of legacy Northamptonshire County Council service disaggregation activity was jointly agreed for North Northamptonshire Council and West Northamptonshire Council. Legacy Northamptonshire County Council services are governed by the Inter Authority Agreement through both lead and hosted arrangements (*see section 8 background papers*).
- 2.2. The Shared Services Joint Committee's role is to oversee the management of those services which are provided on a Northamptonshire wide basis on behalf of North Northamptonshire and West Northamptonshire Council, to ensure effective delivery of such services and to provide strategic direction. One of the Committee's specific responsibilities is:

*“Ensuring that there are robust plans for any disaggregation of services and that there is a smooth transition to new service delivery arrangements.”*

- 2.3. Since April 2021, officers from both North and West Northamptonshire Council have been working collaboratively to disaggregate hosted services according to the original blueprint timetable and in accordance with the decisions made by Shared Services Joint Committee.
- 2.4. This report seeks to provide an update on the progress of disaggregation against the original blueprint timetable as well as explain where changes to the timetable have been approved by the Shared Services Joint Committee.
- 2.5. Officers are working on setting out the benefits and learning points to date on the disaggregation programme to help inform future decision making and to improve the approach taken. This report provides a broad overview of the perceived benefits to date.

### **3. Recommendations**

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3.1. It is recommended that the Shared Services Joint Committee note and recognise the progression of disaggregation against the original Blueprint.

3.2. Reason for Recommendations –

- To accord with the Terms of Reference of the Shared Services Joint Committee (*see section 8 Background Papers*) which states that the committee is specifically responsible for:
  - *Ensuring that there are robust plans for any disaggregation of services and that there is a smooth transition to new service delivery arrangements.*

3.3. Alternative Options Considered –

No other alternative options have been considered due to the nature of this report which provides information based on decisions relating to service disaggregation that have already been approved by both North and West Northamptonshire Councils.

### **4. Report Background**

4.1. The Blueprint is the service delivery model that was approved by both North and West Northamptonshire Council Shadow Authorities in September 2020. It sets out the detail of how services will operate and the design principles that will underpin their future operation. It was adopted as the basis of the Day One functional design for the new unitary Councils (*see section 8 Background Papers ‘North Northamptonshire Shadow Executive Committee Thursday 24th September 2020 Item 09’ and ‘West Northamptonshire Shadow Executive Committee Tuesday 22 September 2020 Item 08’*)

- 4.2. Separate North and West Task and Finish Groups worked on a prioritised roadmap relating to those services that are “hosted” in the North and/or West but were due to disaggregate according to the Inter Authority Agreement (see *section 8 Background Papers*).
- 4.3. A joint meeting of the North and West Transformation Task and Finish Group was held on Thursday 8th April 2021, and a harmonised timeline was agreed to support the delivery of services due to disaggregate in accordance with the ‘Blueprint’ (see *section 8 ‘Appendix A - TF Priority Plan- North and West’ Background Papers*).
- 4.4. The Blueprint set out how the county-wide services were to be managed via the Inter Authority Agreement operationally. This included those that were to:
  - 4.4.1. Remain within a ‘lead’ arrangement; either West or North Northamptonshire provide the associated shared service on behalf of the other Local Authority.
  - 4.4.2. Remain within a ‘host’ arrangement; either West or North Northamptonshire provide the associated shared service on behalf of the other Local Authority for an agreed period, prior to the service being disaggregated.
- 4.5. It is for Members to note that the Blueprint and the Task & Finish Group’s Priority Plan for disaggregation was developed based on information available at the time, and prior to detailed service review, such as ‘fact checks’, contracting considerations, service process, delivery assessment and review against external factors such as user demand, market intelligence, economic conditions etc.
- 4.6. The Task & Finish Group’s Priority Plan timeline has acted as the baseline for project managing and programming disaggregation. Any changes and variations require the approval of the Shared Service Joint Committee. Given the assumptions made and information available pre-vesting day, it is inevitable that there will be situations where the programme of disaggregation required review.
- 4.7. The priority and profiling of disaggregation and the alignment of enabling resources has been dictated by the original Blueprint and Task & Finish Priority Plan. It has been further influenced by other priority areas relevant to the associated councils. This has seen service areas working strategically across the councils, effectively prioritising activity to meet the competing needs between ‘business as usual’ and service transformation which includes disaggregation.
- 4.8. The Inter Authority Agreement (IAA) is the legal contract between both North and West Northamptonshire Council and manages the hosted and lead arrangements. As changes, variations and decisions are approved by Shared Services Joint Committee, these need to be amended and reflected within the IAA. This is managed by way of a Deed of Variation, as agreed by SSJC

on 27<sup>th</sup> April 2022 and ensures the continued and appropriate legal management of services both pre and post disaggregation where required.

4.9. Together, North and West Northamptonshire Council have disaggregated fourteen services since vesting day. Six were disaggregated in 2021/22 and eight have been disaggregated to date in 2022/23. Further details of these are set out in tables 1 and 2 below.

4.10 Table 1 sets out the original blueprint timeline for 2021/22 and the actual delivery date achieved. It is for members to note that where there has been a change to the delivery timeline, or the scope or scale of disaggregation, this secured SSJC approval. Each activity can be related back to an associated SSJC meeting.

<b>Table 1: 2021/22 Original Blueprint timeline vs delivered Disaggregation Completed in 2021/2022</b>				
<b>Name</b>	<b>NNC Directorate</b>	<b>Planned Disagg</b>	<b>Revised Disagg</b>	<b>Actual Disagg</b>
Waste Management - Residual Waste and Closed Landfills	Place and Economy	31/3/22		1/2/22
Emergency Planning	Place and Economy	31/3/22		31/3/22
LIVE	Adults, Health Partnerships and Housing	31/3/23	31/3/22	31/3/22
DoLS	Adults, Health Partnerships and Housing	31/3/23	31/3/22	31/3/22
Country Parks and Outdoor Learning	Place and Economy		31/3/22	31/3/22
Services to Schools & Academies - HR Advisory & Policy	Children's Service	31/3/22		31/3/22

## **Learning and benefits - Disaggregation Delivery**

### **Disaggregated Services in 2021/22**

4.11 When the disaggregation programme was defined, as set out within the Blueprint, the scale of the wider and competing demands on the enabling resources were not known. This naturally led to some services seeking variations to the original agreed Priority Plan, the approval of which has enabled both councils to appropriately manage and prioritise service delivery, as well as transformation activity.

4.12 As well as disaggregating services, another key focus for 2021/22 was the completion of service plans. This activity was prioritised according to the service lead or hosted status and executed, in the main, prior to April 2022. These services plans set out the Key Performance Indicators of the services being delivered under the IAA, as well as the financial considerations across both West and North Northamptonshire Council. Performance monitoring is the responsibility of the Shared Service Joint Committee and is reviewed via

Quarterly Performance Reports at relevant committee meetings throughout the financial year.

4.13 As a result of the disaggregation of services, a number of benefits have been identified in areas of:

- (1) **Customer service** – Disaggregation has provided the opportunity to look at how services are delivered and how customers access services. An early stage of disaggregation is centred on ensuring that there is an efficient digital access channel for customers. Evidence suggests that this is delivering some early quick wins.

One example of the benefit to customers can be seen from the improved accessibility ratings for online services. Both North and West Northamptonshire Council have achieved the highest accessibility ratings in the country for their online services, which includes those services that have been disaggregated.

In many cases, the customer journey for accessing digital services has been improved too, although it is acknowledged that these improvements are just the start of the transformation process. Both councils are receiving positive feedback from customers about their online experiences through customer feedback ratings provided at the point of service delivery. The significance of this benefit should not be underplayed, as web services provide a very efficient and effective way of meeting customer need twenty-four hours a day, seven days a week.

- (2) **Policy independence** – Policy decision-making in relation to disaggregated services is naturally more area-centric as a result of disaggregation. Both councils have the freedom to make their own policy decisions using their respective governance arrangements, unbounded by the need to consider joint decision-making mechanisms. The result is that each council can focus on the delivery of their own respective Corporate Plans independently of each other.
- (3) **Certainty and organisational development** – Although the process of service disaggregation can be unsettling for staff, the degree of certainty following disaggregation provides a solid platform on which to build more organisation-centric cultures, based on a common set of values and behaviours unique to each organisation. The impact of this benefit should not be underestimated.
- (4) **Financial and performance benefits** – The Key Performance Indicators (KPI) reported to the Share Services Joint Services provide some insight into the performance of services currently within the scope of the Inter Authorities Agreement. Officers are looking at how best to measure the post-disaggregation benefits in terms of finance and service performance. In reality, this will take time to measure as services settle down post-disaggregation and optimise their operational practices.

## Disaggregated Services this year (as at December 2022)

4.14 This financial year, a number of service areas were scheduled to disaggregate as set out in Table 2 below. This table sets out the original blueprint timeline for 2022/23 and the delivery against it.

4.15 Members should note that where there has been a change to the delivery timeline, its scope or scale, this will have secured SSJC approval. Each activity can be related back to an associated SSJC meeting.

**Table 2: 2022/23 Original Blueprint timeline vs delivered**

<b>Disaggregation Completed 2022/2023</b>				
<b>Name</b>	<b>NNC Directorate</b>	<b>Planned Disagg</b>	<b>Revised Disagg</b>	<b>Actual Disagg</b>
Education - School Admissions	Children's	31/3/22	31/8/22	31/8/22
Children's safeguarding in Education	Children's	31/3/22	1/9/22	1/9/22
Highways and Transport (except H2ST and PBLE)	Place and Economy	31/3/22	1/9/22	12/9/22
S106 Devt Mgmt incl Education, Libraries and Digital Infrastructure	Place and Economy	30/9/22	30/9/22	23/9/22
Public Health Management, Commissioning, Admin	Public Health and Wellbeing	30/9/22	30/9/22	03/10/22
Public Health Wellbeing Services	Public Health and Wellbeing	30/9/22	30/9/22	03/10/22
Learning and Development Phase 1	Governance and HR	31/10/22	31/10/22	31/10/22
Home to school transport (H2ST)	Place and Economy	31/3/22	31/10/22	31/10/22

4.16 Table 3 below provides information about the current status of the service disaggregation activity approved at SSJC and in the pipeline for commencement.

**Table 3: Approved and in the pipeline**

<b>Disaggregation approved at SSJC to commence</b>				
<b>Name</b>	<b>NNC Directorate</b>	<b>Planned Disagg</b>	<b>Revised Disagg</b>	<b>Actual Disagg</b>
School Swim	Public Health and Wellbeing	31/7/22	31/12/22	
Sensory Impairment Service	Children's	1/9/22	31/3/23	
Shared Lives	Adults, Health Partnerships and Housing	28/2/23	31/1/23	

PBSS	Adults, Health Partnerships and Housing	30/9/21	31/3/23	
Parking & Bus Lane Enforcement (PBLE)	Place and Economy	31/3/22	31/3/23	
SEND (IASS)	Children's	30/9/22	31/3/23	
Learning and Development Phase 2	Governance and HR	31/10/22	31/3/23	

4.17 Table 4 below outlines the service disaggregation activity approved at SSJC and in the pipeline for commencement. It should be noted that a short pause was taken on the ICT Digital Disaggregation to understand more about the service costs, contracts and service interdependencies. A report is being prepared to identify the critical success factors with a view to seeking approval for a revised disaggregation date towards the end of the first quarter of the 2023/24 financial year.

**Table 4: Disaggregation awaiting approval**

<b>Disaggregation not yet approved at SSJC</b>				
<b>Name</b>	<b>NNC Directorate</b>	<b>Planned Disagg</b>	<b>Revised Disagg</b>	<b>Actual Disagg</b>
Assistive Technology	Adults, Health Partnerships and Housing	28/2/23		
Visual Impairment Service	Adults, Health Partnerships and Housing	28/2/23		
Adult Mental Health Practitioner Service AMHPS	Adults, Health Partnerships and Housing	28/2/23		
Library Support Services	Public Health and Wellbeing	30/9/22	31/03/24	
ICT Digital & Technology (Digital Team)	Chief Executive's	31/3/23*	*Under review	
ICT Programme Team	Chief Executive's	tbd		
ICT Strategy and Disaggregation - Discovery stage	Chief Executive's	tbd		
Household Waste Recycling Centres HWRC	Place and Economy	31/3/25		

4.18 Table 5 below shows those services that have been removed from the IAA or are Lead arrangements and are not due to disaggregate.

**Table 5: Removed from the IAA**

<b>Removed from IAA</b>	
<b>Name</b>	<b>Directorate</b>
Chester House	Place and Economy
Lord Lieutenancy Support	CX Office
Employment and Disability Service	Adults, Health Partnerships & Housing
Public Health DPH	Public Health and Wellbeing
ICT Business Systems (ERP)	Corporate Services

### **Collaborative Working Agreements**

4.19 Following service disaggregation, some services have benefited from a Collaborative Working Agreement to help ensure stability in the provision of services. These mainly stem from the need to ensure sufficient staffing is in place in the service in the period immediately following disaggregation. Currently, there are seven areas where collaborative working is in place, the majority of these, four, are due to end by April 2023 with the other three due to end by October 2023.

4.20 Table 6 below shows those services that have disaggregated and either have had or currently have a collaborative working arrangement in place during a time limited transition period.

**Table 6: Disaggregation and collaborative agreements**

<b>Service Area</b>	<b>Who / why requested</b>	<b>Expected end date</b> <small>(Collaborative Working Agreement)</small>	<b>Current Status</b>
Emergency Planning	Jointly agreed	Completed	Completed
Children's Safeguarding in Education	All permanent team members (2) TUPE'd to WNC following disaggregation. Collaboration agreement agreed to allow time for recruitment. Recruitment progressing in line with children's services restructure.	April 2023	In operation
Highways and Transport	Jointly agreed – several vacancies in the North Highways teams	April 2023	In operation
S106 Development Management	Jointly agreed - only 2 members of staff and to split 50/50 would have put the business as usual work and	April 2023	In operation



	the actions from the audit review on a much slower trajectory		
Parking & Bus Lane Enforcement (PBLE)  (PENDING)	Service will disaggregate by April 2023. Currently delivered by WNC in all areas except Kettering	April 2023	See note below
Business Intelligence Services	NCC requested prior to vesting day. It was considered essential to be able to ensure statutory returns and essential data supply for Adult Social Care and Education Services.	April 2023	In operation
Public Health Management, Commissioning, Admin	Collaborative agreement for some roles to allow time to restructure and recruit. IAA in place for the Business Intelligence Team	Sept 2023	In operation
Public Health Wellbeing Services	Collaborative agreement for some roles to allow time to restructure and recruit	Sept 2023	In operation
Home to school transport (H2ST)	Jointly agreed – a number of vacancies in the North Highways teams including 2 senior manager vacancies	Oct 2023	In operation

*Note: Parking & Bus Lane Enforcement will not require a formal collaborate working agreement but it may be beneficial to have a temporary informal arrangement for the resolution of queries and local issues.*

## Lead Services

4.21 Table 7 below shows the Lead Service models that are in place.

**Table 7: Lead Services**

<b>Lead services</b>	
<b>Name</b>	<b>Directorate</b>
Adult Learning	Adults, Health Partnerships & Housing
Public Health Intelligence and STP	Adults, Health Partnerships & Housing
Minerals and Waste Planning	Place and Economy
Digital Infrastructure (Place and Economy)	Chief Executives / Corporate Services
County Traveller Unit	Place and Economy

Coroner Service	Democratic and Customer Services
Archives and Heritage incl PAS HER	Place and Economy
Northamptonshire Archaeological Resource Centre NARC	Adults, Communities and Wellbeing
Street Lighting	Place and Economy
Children's Trust Intelligent Client Function	Children's
Virtual School	Children's
Pensions	Finance
Payroll and HR Transactions	Finance
Accounts Payable and Receivable AP/AR	Finance
ICT Operations and Infrastructure	Chief Executives / Corporate Services
ICT Service Delivery (former NCC systems)	Chief Executives / Corporate Services

## 5. Issues and Choices

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- 5.1. The recommendation of this report ensures transparency of the disaggregation activity set out in the Blueprint. The Blueprint was approved by the two Shadow Authorities in September 2020. The ongoing service disaggregation delivery and performance monitoring is the responsibility of the Shared Service Joint Committee and considered outside the scope of this report.
- 5.2. Proposals and/or options relating to the specific disaggregation of services and the management of the Inter Authority Agreement is tested against the principles set out with the Terms of Reference for the Shared Service Joint Committee. In addition, they are in line with the principles previously approved by NNC Shadow Executive Meeting 24 Sept 2020 & WNC Shadow Cabinet Meeting 22 Sept 2020. They are considered within the individual associated reports presented to Shared Service Joint Committee.

## 6. Next Steps

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- 6.1 The content of this progress report can be used to inform the production of other documents such as an Annual SSJC Report covering the period 2021/22 - 2022/23 if required.
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## 7. Implications (including financial implications)

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### 7.1. Resources and Financial

- 7.1.1. There are no direct implications arising from this report's proposals in relation to Resource and Financial considerations. However, any implications associated with the respective disaggregation of services is

noted and considered within the relevant variation reports which are considered by the Shared Service Joint Committee.

## **7.2. Legal and Governance**

7.2.1. There are no direct implications arising from this report's proposals in relation to Legal and Governance. However, any implications associated with the respective disaggregation of services is noted and considered within the relevant variation reports which are considered by the Shared Service Joint Committee.

## **7.3. Relevant Policies and Plans**

7.3.1. The progress and proposals set out within this report directly support both councils in delivering their respective objectives and commitments as set out within their respective Corporate Plans. *(See Section 8 of the background papers)*

## **7.4. Risk**

7.4.1. There are no risks arising from the proposed recommendation in this report. Associated risks to disaggregation of joint services is considered within the respective variation reports which are considered by the Shared Service Joint Committee.

## **7.5. Consultation**

7.5.1. There are no associated consultation requirements in relation to the proposed recommendation within this report.

## **7.6. Equality Implications**

7.6.1. There are no Equality Implications arising from this report as the proposal recommended do not seek to change or review existing practice.

## **7.7. Climate Impact**

7.8. There are no Climate Impacts arising from this report and the proposal recommended.

## **7.9. Community Impact**

7.9.1. There is no Community Impact arising from this report and the proposal recommended.

## **7.10. Crime and Disorder Impact**

7.10.1. There are no impacts and/or implications Under Section 17 of the Crime and Disorder Act 1998 from this report and the proposal recommended.

## **8. Background Papers**

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- 8.1. **Inter Authority Agreement (available on request)**
- 8.2. **Shared Services Joint Committee Terms of Reference**  
<https://northnorthants.moderngov.co.uk/documents/s1065/6.%20Appx%20A%20-%20Terms%20of%20Reference.pdf>
- 8.3. **Appendix A - TF Priority Plan- North and West**  
<https://northnorthants.moderngov.co.uk/documents/s1187/10.%20Appendix%20A%20-%20TF%20Priority%20Plan-%20North%20and%20West%20v4.4.pdf>
- 8.4. **North Northamptonshire Shadow Executive Committee Thursday 24th September 2020 Item 09**  
<https://northnorthants.moderngov.co.uk/CeListDocuments.aspx?Committeeld=139&MeetingId=114&DF=24%2f09%2f2020&Ver=2>
- 8.5. **West Northamptonshire Shadow Executive Committee Tuesday 22nd September 2020 Item 08**  
<https://westnorthants.moderngov.co.uk/CeListDocuments.aspx?Committeeld=140&MeetingId=116&DF=22%2f09%2f2020&Ver=2>
- 8.6. **North Northamptonshire Council Corporate Plan, Our Priorities for the Future** <https://www.northnorthants.gov.uk/corporate-plan/our-priorities-future>
- 8.7. **West Northamptonshire Council Corporate Plan** [Corporate Plan | West Northamptonshire Council \(westnorthants.gov.uk\)](#)

## Shared Services Joint Committee 18 January 2023

<b>Report Title</b>	Approved Mental Health Professionals Disaggregation (AMHP) Change Request Updated from Draft Report to SSJC 26 October 2022)
<b>Report Author</b>	David Watts and Stuart Lackenby
<b>Executive Member</b>	Cllr Helen Harrison, Executive Member for Adults, Health and Wellbeing, NNC Cllr Matt Golby, Portfolio Holder for Adult Care, Wellbeing and Health Integration, WNC

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

### Contributors / Checkers / Approvers

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North SRO	Zakia Loughead	9 August 2022
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<b>West Service Manager</b>	<b>Stephen Campbell</b>	9 August 2022

## **List of Appendices**

### [Appendix A - Glossary of Terms](#)

#### **1. Purpose of Report**

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1.1 This report seeks the approval from Shared Services Joint Committee

- Reprofile the hosted Approved Mental Health Professionals (AMHP) Service disaggregation timelines, adjusting the Inter-Authority Agreement (IAA) Blueprint,
- To delay disaggregation of the Service until it is safe and legal to do so, and
- To report on progress and timescales with the AMHP service in March 2024

1.2 This is in order to reduce the potential disruption to the statutory services and diminish risk to the North Northamptonshire Council (NNC), West Northamptonshire Council (WNC) and their residents.

#### **1 Executive Summary**

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2.1 AMHP is a Statutory Service, due to the high risk to the safety of customers of this service, for which the Local Authorities (LAs) are legally responsible.

2.2 The Service is hosted by NNC, serving both Children and Adults across Northamptonshire.

2.3 The timeframe for disaggregation was set out within the IAA Blueprint approved by NCC and WNC.

2.4 The AMHP service has an Inter Authority Agreement (IAA) in place which lays out the service to be provided, statutory requirements and KPIs which have to be reported against. There are also detailed arrangements laid down regarding the UK GDPR Article 28 regulations regarding the holding and processing of information.

2.5 To ensure NNC and WNC can continue to deliver the service safely as part of their statutory duties, without additional risk to customers, this report sets out the recommendation to reprofile the disaggregation of these functions and the

request to report in March 2024, detailing progress and a recommended timescale for disaggregation.

- 2.6 There is a national shortage of suitably qualified personnel for the AMHP Service. The Service will be at a high risk of failure if it is disaggregated prior to staff being in place. The risk to residents is significant (including potentially fatal) if the Service is not adequately resourced prior to disaggregation.
- 2.7 The AMHP is a Statutory role delivered pursuant to the Mental Health Act (2007) and its Code of Practice.

### **3 Recommendations**

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- 3.1 It is recommended that the Shared Services Joint Committee (SSJC) approve:

#### **Option B –**

- Reprofile the timeline to disaggregate AMHP Service and amending the IAA blueprint accordingly
- Delaying disaggregation of the Service until it is safe and legal to do so
- Receive a report on progress and timescales with the AMHP service in March 2024.

#### **3.2 Reasons for the Recommendation**

3.2.1 Approving the proposed option to reprofile the disaggregation of the Service will provide enough time to ensure staff can be recruited, adequately trained and qualified to provide safe and effective service delivery.

3.2.2 This is a Statutory function and reprofiling the disaggregation of the Service will reduce the significant risks to people with serious mental health problems as well as reducing risks of LA liability, and reputational damage to NNC and WNC.

#### **3.3 Alternative Options Considered (Not Recommended)**

**Option A** – Continue with full disaggregation by February 2023 or earliest possible date.

**Option C** – Not to disaggregate.

**Option D** – Manage the service through a joint service delivery model; the two Councils working together to provide the service. This would share the risks attached to the provision of the service and the responsibility for addressing these and could allow the service to prepare for a future disaggregation if required by mirroring future rota structures with the support of the whole team approach if needed.

### **4. Report Background**

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- 4.1 From 1 April 2021, NNC and WNC entered an IAA for the delivery of hosted services as agreed as part of the Future Northants Disaggregation Blueprint.

- 4.2 The timeline for disaggregation of the Services is currently set for 2023 (IAA schedule 2A1), as part of wider plans for the Adult Social Services disaggregation.
- 4.3 Recruitment to this specialist role is challenging (nationally and in Northamptonshire), there is potential to 'grow our own' through training and developing different ways of working. The most effective mitigation to manage this risk is to delay disaggregation until the Executive Directors are confident that it is safe and legal to do so.
- 4.4 The Service is Statutory and LAs are legally responsible for the delivery of these Services. In Northamptonshire this Service operates across the whole County responding to requests for support from customers.
- 4.5 During the project activity to disaggregate the Service, significant risks were identified. At the 16 June 2022 Adults IAA meeting, it was agreed that disaggregating per the current blueprint would pose significant risks for the seriously mentally ill people dependent on this service, so it has been proposed a change request is taken to SSJC outlining this and requesting for delegated authority to disaggregate when the Service is ready.
- 4.6 The team consists of 7.8 full time equivalent (FTE) posts, currently hosted by NNC. It provides a Service to WNC in line with the LGR Blueprint. Alongside the substantive AMHP team, there are non-substantive AMHPs within NNC, WNC, Northamptonshire Health Foundation Trust (NHFT) and AMHPs employed on casual hours who support the rota.
- 4.7 The AMHP is a statutory function delivered pursuant to the Mental Health Act (2007) and its Code of Practice. The LA is legally responsible for the Service. The Service operates across Northamptonshire, responding to requests to coordinate and assess individuals who are in mental health crisis (alongside authorised doctors) and are considered to need admission to hospital using the powers of the Mental Health Act 1983.
- 4.8 The Service is not constrained by age restrictions or any specialist need. AMHPs exercise additional duties and powers under the Act in respect of Community Treatment Orders (CTO), Guardianship, Applications to Court to displace a Nearest Relative (NR) or taking over the NR role. Each AMHP acts in an autonomous manner, they cannot be instructed by the LA to make a decision and the LA holds vicarious liability for the actions of the staff.
- 4.9 The current service delivers a 09:00 to 21:00 rota from Monday to Friday with Northamptonshire Children's Trust (NCT) covering the Service via their Emergency Duty Team (EDT) from 21:00 to 09:00 on weekdays and all day on weekends and bank holidays. A formal Collaborative Working Agreement (CWA) is being developed for this, as part of the EDT Team Review project.
- 4.10 The Service deals with over 1,000 assessments per year across Northamptonshire, which includes requests that come in overnight that have not been dealt with by the EDT. The Service has a 5 workers per day rota. The 7.8 substantive posts cover 67% of the assessment rota 'slots' with the remainder being covered by non-substantive posts and casual AMHPs.



- 4.11 There are several Performance Indicators that are reported as part of the IAA. There is also one national indicator that is reported to the CQC bi-annually. Currently the Service is performing within this target.
- 4.12 The development of the new Operating Model in ASC has resulted in more generic team functions, which in turn has led to a number of staff who lack the confidence and competence to support adults with enduring or acute mental health presentations. Fewer staff are coming forward for training, therefore there has been an increase of responsibility on remaining AMHP staff. There is also a national shortage of AMHP trained staff which will make splitting the current Service staff between NNC and WNC or recruiting to posts difficult, exposing both councils to statutory risk. Vulnerable people dependent on this statutory service would be put at high risk.
- 4.13 To undertake additional training to become an AMHP, a person needs to be a Registered Social Worker, Mental Health or Learning Disability Nurse, or Occupational Therapist with 2 years' experience. The Service will continue to plan to 'grow our own' and work with NHFT to explore the training of Nurses to the role. This is an ongoing process across the County, which is delivered via University programmes that take 2 years to complete. There are currently 6 people in various stages of qualifying.
- 4.14 AMHP training is provided via accredited courses at Universities, so the training timescales are reliant on when these courses are run across the year. Consideration is being given to working with alternative Universities where the course can be completed within one year. However, a limiting factor is the ability of the AMHP service to support trainee AMHPs alongside its daily workload. All trainee AMHPs require a Practice Mentor Assessor to support and assess their work. This role is undertaken by members of the substantive team, so they are only able to support around 8 trainees at any time. The ability to train new AMHPs is also reliant on the Councils supporting newly qualified workers to gain the 2 years' experience required, to gain experience and confidence specifically in working with people with mental health problems so that they are ready and confident to apply for and complete the course. Both NNC and WNC are currently developing social worker career pathways which will encourage and reward workers taking on additional responsibilities such as AMHP work.
- 4.15 The Chair of the Mental Health Collaborative, Mental Health Crisis Concordat and Lead Mental Health Commissioner have all raised concerns that if an already stretched system were to disaggregate, they would be concerned that it may be unable to meet the legal requirements and offer a safe service.
- 4.16 **Links and Dependencies**
- 4.17 There are links with work, which is underway to bring the Adults Emergency Duty Team, which is currently delivered by the NCT, into Adult Social Care.
- 4.18 Systm1 (read access to the mental health database only). Any future agreements would need to be split between two councils if this changed.

4.19 Partners - NHFT, East Midlands Ambulance Service, Police and Courts – Although there is no formal partnership arrangements, to undertake the functions of the Mental Health Act requires all these organisations. At present, NHFT do not have the doctors’ rota in place to support NNC and WNC running separate AMHP services.

**5. Issues and Choices**

**5.1 The following options are to be considered:**

- **Option A** – Continue with full disaggregation by February (AMHP) 2023 or earliest possible date.
- **Option B** – Approval of a delay to disaggregation and request a further report in March 2024 which gives details of progress and a recommended timescale for disaggregation.
- **Option C** – Not to disaggregate at all
- **Option D** – A joint services model for AMHP

**5.2 The recommended option is Option B**

**5.3 Option A** – Continue with full disaggregation by February 2023 or earliest possible date

Advantage / Disadvantage	Approved Mental Health Professionals
Advantage 1	The Service would be disaggregated as close as possible to the timeline in the Disaggregation Blueprint.
Disadvantage 1	The SSJC would not be able to ensure there are robust plans for disaggregation of the Service and that there is a smooth transition to new service delivery arrangements.
Disadvantage 2	The SSJC would not be able to ensure the statutory service is disaggregated safely and legally.
Disadvantage 3	Disaggregating the Service in the current state would mean that both Authorities would be understaffed and lack resilience. Each Council would need to have appropriate numbers of staff members to ensure there is suitable resilience. Disaggregation will result in some vacancies. There is a national shortage of suitably qualified people and therefore recruitment to vacant posts would be difficult, potentially leaving: <ul style="list-style-type: none"> <li>• Seriously mentally ill people exposed and unsafe</li> <li>• NNC and WNC under resourced and unable to meet its Statutory duties and at risk of reputational damage</li> </ul>
Disadvantage 4	There will be no time to ensure that the Service has fully qualified substantive staff to ensure undisrupted, safe, resilient service to customers.

**5.4 Option B (Recommended Option) – Approval of a delay to disaggregation and receive a report in March 2024 on progress and a recommended timescale for disaggregation.**

Advantage / Disadvantage	Approved Mental Health Professionals
Advantage 1	Both WNC and NNC agree that disaggregation per the current timelines would present a high statutory risk to both LAs, leaving Service users vulnerable and pose a potential danger to themselves or others. This option would mitigate these risks.
Advantage 2	The Safeguarding of Service Users is paramount, ensuring that they receive the best outcomes for them. This option would enable the Service to continue to deliver on these requirements until it is safe and legal to disaggregate the Service.
Advantage 3	<p>Allowing additional time would enable the Service to recruit people, facilitate them obtaining the relevant qualifications and train them to the required standard prior to disaggregating in a manner that is safe and legal.</p> <p>AMHPs have to undergo extensive specialist training. They use their knowledge to ensure that the rights of those being assessed are protected. They are unique in that they act autonomously, upholding the rights of the individual whilst working closely to assess risk, rather than as an agent of their employers.</p> <p>There is a national shortage of suitably qualified AMHPs and therefore recruitment to vacant posts is difficult and due to the complexity of the role it takes 2 years to train staff.</p>
Advantage 4	<p>The Service is the statutory responsibility of each LA. Delaying disaggregation would allow the Service to carry out their roles lawfully.</p> <p>The daytime AMHP Service role works to a Monday to Friday 09:00 to 21:00, delivered pursuant to the Mental Health Act (2007) and its Code of Practice. The LA has a legal responsibility to ensure it provides ‘sufficient’ AMHPs to provide a safe and legal service. AMHPs lead the inter-agency organisation of statutory Mental Health Assessments under the Mental Health Act 1983 and are authorised to detain under the Act. AMHPs exercise additional duties and powers under the Act in respect of CTO’s, Guardianship, Applications to Court to displace a Nearest Relative (NR) or taking over the NR role. This option would allow for the Service to deliver on these requirements until it is safe and legal to disaggregate.</p>
Disadvantage 1	Hosting arrangement places a potential additional burden on the host authorities by continuation of line management requirements and financial costs.

Disadvantage 2	There may be a perceived lack of local focus of the Service by WNC during this extended period leading to a less personalised and connected Service for Service users.
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### 5.5 Option C – Not to Disaggregate

<b>Advantage / Disadvantage</b>	<b>Approved Mental Health Professionals</b>
Advantage 1	The Service would be able to continue to deliver the statutory service as they currently do.
Disadvantage 1	There would be a potential additional burden on the host authority to continue to host the Service through line management requirements and financial costs.
Disadvantage 2	There may be a perceived lack of local focus of the Service by WNC.
Disadvantage 3	It may be a perceived that there is not the depth of understanding of the community at the local level and the offer may not provide for the specific needs of the area, and a less personalised and connected Service for customers.
Disadvantage 4	Not disaggregating would conflict with the desire to fully disaggregate the Service, giving each authority greater control over decision making in line with what is appropriate for its Service users.

### 5.6 Option D – Joint Service Delivery

<b>Advantage / Disadvantage</b>	<b>Approved Mental Health Professionals</b>
Advantage 1	The Service would be able to continue to deliver the statutory services as it currently does.
Advantage 2	The Service would be able to prepare for any future disaggregation by mirroring future rotas within the support system of a joint service.
Disadvantage 1	There is a risk of confusion in lines of accountability and decision making within a service which requires urgent responses.
Disadvantage 2	There may be a lack of progress in developing the service if the Councils are unable to agree on a direction of travel, which would leave the service at risk.

Disadvantage 3	It may be a perceived that there is not the depth of understanding of the community at the local level and the offer may not provide for the specific needs of the area, and a less personalised and connected Service for customers.
Disadvantage 4	Not disaggregating would conflict with the desire to fully disaggregate the Services, giving each authority greater control over decision making in line with what is appropriate for its Service Users.

## **6. Implications (including financial implications)**

### **6.1 Resources and Financial**

- 6.1.1 Additional resources will be required from the enabler services, such as Human Resources, ICT and Legal Services, to support the disaggregation process.
- 6.1.2 Recruitment and training of staff to ensure future suitably qualified staff for each Service.
- 6.1.3 Alternative ways of training and working, such collaborative support agreements between WNC and NNC will need to be explored to ensure that services can be delivered, with resilience built in to protect customers.
- 6.1.4 The AMHP service will consider a future joint delivery of the service from a resilience and financial perspective, to ensure the service can continue to be delivered safely. A March 2024 progress report will update on this.

### **6.2 Legal and Governance**

- 6.2.1 The SSJC 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.
- 6.2.2 The Service is currently operating in accordance with the IAA that exists between NNC and WNC. If the recommendation proposed within the report is agreed, then the Councils will approve any further amendments under the IAA to ensure that adequate collaborative, contract and financial management and governance is in place between the authorities.
- 6.2.3 As outlined within the report, AMHP is a Statutory Service and the LAs are legally responsible for the Service. It is imperative to ensure that the Service is disaggregated when it is safe and legal to do so. If there is not a delay to disaggregation, then there is a risk that legal requirements would not be met, and vulnerable Service users will be put in danger.

### **6.3 Relevant Policies and Plans**

6.3.1 Reprofilling disaggregation of AMHPs Service complies with the requirements of the approved Blueprint, whereby it outlines the hosted services in each authority that require disaggregating.

**6.4 Risk**

6.4.1 If the Service is disaggregated in accordance with the original timescales of February 2023 or earliest possible date, the following risks and issues will arise:

Risk Assessment	Mitigating Action
<p>Disaggregating the Service by February 2023 or earliest possible date could mean the Service cannot be delivered in accordance with Statutory requirements.</p> <p>The disaggregated Services will lose the ability to be flexible to be able to respond adequately to daily fluctuating numbers of referrals from each LA (which have to be seen urgently, so cannot be managed via a waiting list). This leaves both councils at risk of failing to meet their statutory responsibilities.</p>	<p>Delay of disaggregation provides more time to ensure that there are adequate substantive staff at NNC and WNC to safeguard the Service and Executive Directors are confident that the Service can be split.</p>
<p>Disaggregating the Service by February 2023 or earliest possible date may require NHFT to provide additional psychiatrists to support both councils' rotas- outside usual working hours (5PM – onwards) This may or may not be possible but would incur additional costs.</p>	<p>Early conversations are required with NHFT to plan for any disaggregation so that the impact on Health colleagues and capacity can be understood and planned for.</p>
<p>Colleagues in NHFT, the police and the General Hospitals currently raise concerns about the inability to assess people as quickly as they or we would wish. Disaggregating the service without sufficient resources in place to cover the two Councils individual rotas increases this risk and the relationship with partners.</p>	<p>Delay of disaggregation allows the two Councils to invest in increasing the capacity and resilience in AMHP services to meet current and future need.</p>
<p>Disaggregation in February 2023 or earliest possible date would leave the Service at WNC and NNC vulnerable due to a lack of numbers of substantive staff members, especially if there is sickness or resignations.</p>	<p>Delay of disaggregation provides more time to ensure that there are sufficiently trained substantive and non-substantive staff at NNC and WNC to safeguard the Service.</p>

Risk Assessment	Mitigating Action
<p>There are 7.8 FTE members of staff undertaking substantive AMHP posts in NNC for both Councils.</p> <p>Additionally, there are:</p> <ul style="list-style-type: none"> <li>• 4 NNC Non substantive AMHPs</li> <li>• 9 WNC Non substantive AMHPs</li> <li>• other Non-Substantive AMHPs from NHFT- sessional or other Services - agreement would have to be reached as to which Council's rota these staff would support.</li> </ul> <p>There is a particular risk for North Northants due to the low numbers of non-substantive AMHPs employed currently. Non substantive AMHPs provide 1 or 2 sessions per month.</p>	
<p>Disaggregating the service would require duplicating the team in each Council in order to provide a safe service. This will cost in the region of £485,000.</p>	<p>Delay of disaggregation provides more time develop staff to take on these roles and to identify funding for a future service.</p>
<p>Residents will be left vulnerable to harm (including death) if the Service cannot adequately meet the demands placed on it and therefore cannot provide an AMHP to assess people who are seriously mentally ill and require a hospital admission to protect themselves or others, and each LA may be exposed to reputational risk.</p>	<p>Delay of disaggregation will allow time for the Executive Director's to judge when a safe and legal Service is be put in place</p>
<p>The Service has links to other disaggregation in the IAA, such as EDT and Sensory Impairment which are currently being considered. There is a risk that Services will not achieve the best joined up result for customers and both WNC and NNC, if the Service is disaggregated in isolation.</p>	<p>Delay to disaggregation will allow time for an adequately resourced and trained Service.</p> <p>It will allow time to ensure that policies and procedures are put in place to protect Service users and staff. And synergies are developed across Services.</p>

6.4.2 If the Service is reprofiled and disaggregation delayed, this will significantly reduce the risk of the Services not meeting their statutory duties. It will also allow for recruitment and training for new / substantive posts and sufficient

transfer of knowledge, data, and systems to enable the Services to function satisfactorily.

## **6.5 Consultation**

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

## **6.6 Consideration by Executive Advisory Panel**

6.6.1 No considerations arising from this report

## **6.7 Consideration by Scrutiny**

6.7.1 No considerations arising from this report

## **6.8 Equality Implications**

6.8.1 The Service supports people with protected characteristics, namely those who are subject to Statutory mental health assessments under the Mental Health Act 1983 and potentially detained under the Act. This section of the community could be exposed to high risk if the Service is not disaggregated in prudent and lawful manner. The proposed extended timescales will reduce the disruption and danger to Service users.

## **6.9 Climate Impact**

6.9.1 No negative impacts arising from this report.

## **6.10 Community Impact**

6.10.1 The Community will be protected by ensuring high-quality services are in place.

## **6.11 Crime and Disorder Impact**

6.11.1 People who experience mental illness are more likely to come into contact with the criminal justice system, due to their heightened vulnerability to being subject to crime and the elevated risk of crime perpetration. The Community as a whole will be protected by ensuring a high-quality Service is in place.

## **7.0 Background Papers**

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7.1 **None**



## Appendix A - Glossary of Terms

Acronym	Meaning
AMHP	Approved Mental Health Professionals (Service)
AMHPs	Approved Mental Health Professionals (Officers)
CTO	Community Treatment Orders
DASS	Director of Adult Social Services
EDT	Emergency Duty Team
FTE	Full Time Equivalent
IAA	Inter-Authority Agreement
LA	Local Authority
LGR	Local Government Reform
NR	Nearest Relative
NHFT	Northamptonshire Healthcare NHS Foundation Trust
NNC	North Northamptonshire Council
SSJC	Shared Services Joint Committee
WNC	West Northamptonshire Council

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## Shared Services Joint Committee 18<sup>th</sup> January 2023

<b>Report Title</b>	Assistive Technology Disaggregation – Change Request (Updated from Draft Report for SSJC October 2022)
<b>Report Author(s)</b>	SROs: Katie Brown – Assistant Director Safeguarding and Wellbeing Services WNC Zakia Loughhead – Assistant Director, Safeguarding, Wellbeing and Provider Services NNC Service Managers: Stephen Campbell – Head of Therapy WNC Laura Sinclair – Therapy Service Manager WNC
<b>Executive Member</b>	Cllr Helen Harrison, Executive Member for Adults, Health and Wellbeing, NNC Cllr Matt Golby, Portfolio Holder for Adult Care, Wellbeing and Health Integration, WNC

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

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North S151	Janice Gotts	14/12/2022
Other Director / SME	David Watts	14/12/2022
West MO	Catherine Whitehead	14/12/2022

<b>West S151</b>	<b>Martin Henry</b>	14/12/2022
<b>Other Director / SME</b>	<b>Stuart Lackenby</b>	14/12/2022

## **List of Appendices**

None

### **1. Purpose of Report**

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- 1.1. To seek approval to reprofile the timeline of the Assistive Technology disaggregation from February 2023 to March 2024. This is to enable additional time to disaggregate the service in a safe and legal manner therefore reducing the potential disruption to vulnerable customers of both Councils.

### **2. Executive Summary**

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- 2.1 The Assistive Technology (AT) Service works across Northamptonshire assessing residents and providing the appropriate items to meet their needs. The AT service provides support to over 4,000 customers in the county each year. The AT service assesses, installs and repairs all of the AT equipment available to residents across Northamptonshire. There are over 100 items / systems / software that the AT service provides support for.
- 2.2 The AT service is a hosted service hosted by West Northamptonshire Council (WNC) and provided to North Northamptonshire Council (NNC). The timeframe for disaggregation was set out within the Transformation Task and Finish Group as February 2023.
- 2.3 To disaggregate, NNC will need to tender for a new equipment procurement framework, the timeline for this would be a minimum 12 months and this work has not commenced. If the service disaggregated in February 2023, NNC could not provide a safe and legal service.
- 2.4 Approval is thus sought to support the recommendations to re-profile the timeframes for the AT service disaggregation to March 2024.
- 2.5 In addition to allowing time for the set-up of an equipment procurement framework, the new timeline will allow NNC to scope and develop a strategy to map out the long-term vision for digital and assistive technology, which may include an option to not disaggregate and move to a permanent partnership arrangement between NNC, WNC and Health, while continuing the collaboration with health partners that is in place at the moment.

### **3. Recommendations**

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- 3.1 It is recommended that the Shared Services Joint Committee:

Approve reprofiling the timeline to disaggregate the AT Service and the Blueprint is amended, to reflect the new disaggregation timeline of March 2024.

#### **4 Reasons for the Recommendation:**

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4.1 The proposed option to reprofile the disaggregation of the AT Service ensures continuous effective service delivery within this function and reduces the significant risk of disruption or reduced service to vulnerable people and reputational damage. Delaying the disaggregation allows:

- NNC to implement an equipment procurement framework
- An options appraisal to be completed to explore the option of a permanent partnership arrangement between NNC, WNC and Health.
- The IT procurement and implementation (Cygnum system project) at NNC can be embedded prior to disaggregation.

4.2 Alternative Options Considered

- a) Continue with full disaggregation by February 2023. This option is not recommended because:
  - i. NNC procurement have indicated they require 12 months to set up the new equipment procurement framework and so NNC would not be able to provide a safe and legal service by the end of February 2023 as there would not be an equipment procurement framework in place.
  - ii. It does not allow time to explore the option of a permanent partnership arrangement between NNC, WNC and Health
- b) Not to disaggregate and move to a permanent partnership arrangement between NNC, WNC and Health. This option requires further scoping and would be considered as part of the Impact Assessment to disaggregate if this change request is approved.

#### **5 Report Background**

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5.1 Assistive Technology is any item, piece of equipment or software that is used to increase, maintain or improve an individual's ability to perform daily tasks or to communicate, learn and live an independent, fulfilling and productive life.

5.2 The AT Service is unique in its problem-solving approach. It does not work from a prescriptive model (i.e. a catalogue which has limitations) but has the freedom to innovate and tailor the approach to the needs of the customer by having access to the wider market and this is reflected in the current framework. This allows the team to take a more bespoke approach in supporting people to live well and maintain independence. There are wider benefits for service users when there is the freedom to innovate.

5.3 WNC have established a new equipment procurement framework effective 2022 – 2024 with an option to extend for one year that enables the service to operate in the manner of a problem-solving approach. As NNC are not included in the framework, if the service disaggregated, NNC would have to procure a separate, equivalent framework.

- 5.4 The AT team is fully staffed with no vacancies or concerns about the capabilities of the team. The team consists of 12 people, a Team Manager, a Senior Administrative Officer, Administrative and Equipment Officers. The impact assessment on staff or the new structures have not been completed as part of this change request, but it is anticipated that should the service disaggregate, there would be a 50/50 split of staff with a Team Manager required in each authority and a Senior Business Support Assistant in NNC. Staffing levels are not a risk to disaggregation.
- 5.5 The AT service has established partnerships with Health in the Acute Hospitals and the Call Care Hub. The team has pioneered many pieces of equipment including the development of a reporting tool (Canary) to assess customers at home.
- 5.6 The Government Social Care Reform (December 2021) has a focus on technology with a commitment of £150 million of additional funding to drive greater adoption of technology and achieve widespread digitisation across social care to support independent living and improve the quality of care.
- 5.7 The Cygnum IT system contract, used to schedule and monitor care and reablement visits and invoicing / billing for AT, will expire in March 2023. WNC has a project in progress to implement a new system. For AT, ERP Gold will be used for invoicing and a new system for customer management, probably Eclipse, but this is currently being scoped. A project to procure a new system for NNC commenced in July 2022.
- 5.7 In September 2020, both the North Northamptonshire Shadow Executive Committee and the West Northamptonshire Shadow Executive Committee approved and adopted a Disaggregation Blueprint. One of the decisions that was identified within this Blueprint was a West hosted Assistive Technology service. The risks to disaggregating the service by February 2023 are now identified. Further time is required for this service to disaggregate in a safe and legal way.

## **6 Issues and Choices**

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- 6.1 **Option 1** – Continue with full disaggregation by February 2023 or at the earliest possible date. This choice would incur very significant risk to the ability of the service to provide equipment because there is not enough time for NNC to have a procurement framework in place. This is a key priority service for many vulnerable customers and to attempt to disaggregate prior to March 2024 would incur significant risk for the Service and impact negatively on the reputation of the Council.
- 6.2 Procurement has not started before this point due to ongoing discussion in NNC about the desired strategy and whether to request a change to the disaggregation timeline. The decision to proceed with requesting a delay was endorsed by the NNC DASS on 12 August 2022.
- 6.3 **Option 2** – Approval of a delayed disaggregation by end of March 2024. This is the recommended option for the following reasons:

- 6.4 This allows time to complete an Options Appraisal and Impact Assessment including the option to not disaggregate and move to a permanent partnership arrangement between NNC, WNC and Health. The timeline would be:
- Completion of Options Appraisal and Impact Assessment – by end December 2022
  - Presentation of recommended option to JOB February 2023
  - Presentation of recommended option to SSJC March 2023
- 6.5 NNC will have the opportunity to formulate an effective long-term strategy and solution including a procurement framework. Without this delay there will not be a procurement framework in place. NNC have an opportunity to transfer existing Crosskeys customers (lifeline monitoring) over to the WNC Call Care hub. This is cost neutral but ensures continuation of service and safety of the vulnerable service users.
- 6.6 The current collaborative Northamptonshire Assistive Technology Service model can be maintained providing continuity of service to residents. This freedom and approach to the needs of the customer can be reflected in the NNC framework, supporting people to live well and maintain independence.
- 6.7 There is a strong partnership relationship with Health partners which NNC can build upon prior to disaggregation.
- 6.8 The IT procurement and implementation (Cygnus system project) at NNC and WNC can be embedded prior to disaggregation.
- 6.9 **Option 3** - Not to disaggregate and move to a permanent partnership arrangement between NNC, WNC and Health.
- 6.10 This option requires further scoping and would be considered as part of the Impact Assessment to disaggregate if this change request is approved.

## **7 Next Steps**

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- 7.1 Pending approval of this change request, the next steps:
- Completion of Options Appraisal and – by end December 2022
  - Presentation of recommended option to JOB February 2023
  - Presentation of recommended option to SSJC March 2023
  - Implementation of option March 2023 – March 2024

## **8 Implications (including financial implications)**

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### **8.1 Resources and Financial**

- 8.1.1 No expected change from current hosted arrangements.
- 8.1.2 NNC will require approximately £80,000 per annum additional funding following disaggregation in order to adequately resource the service (Team Manager and BSA post).

**8.2 Legal and Governance**

8.2.1 The service is currently operating in accordance with the Inter Authority Agreement (IAA) that exists between NNC and WNC. If the recommendation proposed within the report is agreed, then the Councils' will approve any further amendments under the IAA to ensure that adequate contract and financial management and governance is in place between the authorities.

**8.3 Relevant Polices and Plans**

8.3.1 Reprofileing disaggregation of AT service amends the requirements of the approved Blueprint, whereby it outlines timeline of the hosted services in each authority that require disaggregating.

**8.4 Risk**

8.4.1 If the service is disaggregated in accordance with the original timescales of February 2023 or at the earliest possible date, the following risks and issues will arise:

<b>Risk Assessment</b>	<b>Mitigating Action</b>
Continuing with disaggregation in February 2023 or earliest possible date would mean the service cannot be delivered in accordance with statutory requirements as there would be no equipment framework in place for NNC.	Recommendation to delay disaggregation to end March 2024 in order to put a framework in place for NNC that delivers best value to the Council and the customer.
If disaggregated in February 2023 or earliest possible date, NNC will require additional funding to continue to deliver the service at the current level or there will be a significant impact to customers. Any additional spend to meet this in 2022/23 will be met by the current budget.  Identified budget growth for 2023/24 onwards will be reviewed as part of the MTFP budget build process.	Delay to disaggregation will allow time for budgets to be put into place through the MTFP for the year 2024/25 onwards.
The separate Cygnum System projects are currently underway in both NNC and WNC. Disaggregation in February 2023 or earliest possible date could leave the services vulnerable as new systems will not be fully implemented and embedded.	Delaying disaggregation would allow the service to implement and embed separate ICT systems for NNC and WNC.



Risk Assessment	Mitigating Action

## 8.5 Consultation

8.5.1 Consultation with the Service Area leads and Subject Matter Experts (SME's) has been carried out

## 8.6 Consideration by Executive Advisory Panel

8.6.1 No considerations arising from this report

## 8.7 Consideration by Scrutiny

8.7.1 No considerations arising from this report

## 8.8 Equality Implications

8.8.1 No considerations arising from this report. The recommendation protects disabled people from potential harm.

## 8.9 Climate Impact

8.9.1 No negative impacts arising from this report.

## 8.10 Community Impact

8.10.1 None arising from this report

## 8.11 Crime and Disorder Impact

8.11.1 None arising from this report

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## Shared Services Joint Committee 18 January 2023

<b>Report Title</b>	Visual Impairment (VI) – Change Request (Updated from Draft Report for SSJC 26 October 2022)
<b>Report Author</b>	David Watts and Stuart Lackenby
<b>Executive Member</b>	Cllr Helen Harrison, Executive Member for Adults, Health and Wellbeing, NNC Cllr Matt Golby, Portfolio Holder for Adult Care, Wellbeing and Health Integration, WNC

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

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## **List of Appendices**

### [Appendix A - Glossary of Terms](#)

#### **1. Purpose of Report**

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1.1 To seek approval from Shared Services Joint Committee to:

- Reprofile the hosted Visual Impairment Service disaggregation timelines, which is currently March 2023, adjusting the Inter-Authority Agreement (IAA).
- To delay disaggregation of the Service until it is safe and legal to do so.
- To receive a report on progress and timescales within the Visual Impairment Service in March 2024.

1.2 This approval is sought in order to reduce the potential disruption to the Statutory Service and diminish risk to North Northamptonshire Council (NNC), West Northamptonshire Council (WNC) and their residents, this report seeks the approval to:

#### **2. Executive Summary**

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2.1 Visual Impairment (VI) is a Statutory Service, due to the high risk to the safety of customers of the service, for which the Local Authorities (LAs) are legally responsible.

2.2 The Service is hosted by WNC, serving both Children and Adults across Northamptonshire.

2.3 The timeframe for disaggregation was set out within the Inter Authority Agreement (IAA) Blueprint approved by NCC and WNC.

2.4 The Service has in place an IAA which lays out the service to be provided, statutory requirements and KPIs which must be reported against. There are also detailed arrangements laid down regarding the UK GDPR Article 28 regulations regarding the holding and processing of information.

2.5 To ensure NNC and WNC can continue to deliver the Service safely as part of their statutory duties, without additional risk to customers, this report sets out

the recommendation to reprofile the disaggregation of this function and the request to report in March 2023, detailing progress and a recommended timescale for disaggregation.

- 2.6 There is a national shortage of suitably qualified personnel for the VI Service. The Service will be at a high risk of failure if it is disaggregated prior to suitable staffing arrangements being in place. The risk to residents is significant (including potentially fatal) if the Service is not adequately resourced prior to disaggregation.
- 2.7 The Service is a Statutory provision delivered pursuant to the Care Act (2014) and its Code of Practice.

### **3. Recommendations**

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- 3.1 It is recommended that the Shared Services Joint Committee:
- Approve reprofiling the timeline to disaggregate the VI Service and amending the IAA Blueprint accordingly,
  - Approve delaying disaggregation of the Service until it is safe and legal to do so
  - Approve to receive a report on progress and timescales with the VI service in March 2024.
- 3.2 This is **Option B**

### **4.0 Reasons for the Recommendation**

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- 4.1. Approving the proposed option to reprofile the disaggregation of the Service will provide enough time to ensure staff can be recruited, adequately trained and qualified to provide safe and effective service delivery.
- 4.2 VI is a statutory function and reprofiling the disaggregation of the Service will reduce the significant risks to vulnerable users' health as well as reducing risks of Local Authority (LA) liability and reputational damage to NNC and WNC.

### **Alternative Options Considered**

**Option A** – Continue with full disaggregation by March 2023.

**Option C** – Not to disaggregate.

### **5.0 Report Background**

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- 5.1 From 1 April 2021, NNC and WNC entered an IAA for the delivery of hosted services as agreed as part of the Future Northants Disaggregation Blueprint.
- 5.2 The timeline for disaggregation of the Service is currently set for 2023 (IAA schedule 2A8), as part of wider plans for the Adult Social Services Disaggregation.

- 5.3 Recruitment to these specialist roles is challenging, there is potential to 'grow our own' through training and developing different ways of working. The most effective mitigation to manage this risk is to delay disaggregation until the Executive Directors are confident that it is safe and legal to do so.
- 5.4 The Service is Statutory and LAs are legally responsible for the delivery of the Service. In Northamptonshire the VI Service operates across the whole County (WNC and NNC) responding to requests for support from customers.
- 5.5 During the project activity to disaggregate the Service, significant risks were identified. At the 16 June 2022 Adults IAA meeting, it was agreed that disaggregating per the current blueprint would pose significant risks for the vulnerable people dependent on this statutory service, so it has been proposed a change request is taken requesting for delegated authority to disaggregate when the Service is ready.
- 5.6 The Service is a statutory provision, under the Care Act 2014, providing a countywide Specialist Rehabilitation Service for Adults and Children who have a visual impairment and those who may need help with mobility training and/or daily living skills training. This includes the administration of specialist equipment which is supplied to customers undergoing rehabilitation programmes to provide support in their homes and in the community; the Service objective is to promote customers' independence whilst improving their quality life, providing safety and managing risk to the service user.
- 5.7 The team (2 FTE posts) currently hosted by WNC, provides a Service to NNC through a hosted arrangement in line with the LGR blueprint previously agreed through the LGR transformation programme.
- 5.8 The Service maintains a register of residents with visual impairments in accordance with statutory requirements to plan the provision of Services to meet demand for care and support and monitors changes to the number of adults in the area with the need for care and the types of needs they have.
- 5.9 The Service has a three-yearly statutory obligation to report on the register of blind and partially sighted people (SSDA902).
- 5.10 The Service is responsible for documentation, liaison with NHS consultants, and updating registers and records, in line with the Care Act (2014) accordingly.
- 5.11 The Service delivers a 09:00 – 17:00 service across Monday to Friday.
- 5.12 It is considered impossible, at this time, to split the Service further. The Service has experienced challenges which included difficulties recruiting appropriate officers with the required qualifications as there are current shortages in the labour market for qualified personnel. The existing members of staff were cultivated through university programmes by the current team. Recruitment to these specialist roles is challenging, but we can 'grow our own' through the apprenticeship scheme. Alternative ways of working are also being considered in order to address these issues.

- 5.13 The Service comprises 2 permanent Full Time Equivalent staff: one Qualified Senior Rehabilitation Officer (Visual Impairment) and one Qualified Rehabilitation Officer (Visual Impairment). Both roles require qualifications:
- 5.14 It is not viable to run the service on one member of staff per unitary. The different grade levels of the two members of staff mean that the balance of the two unitary councils' ability to deliver the same service would be compromised.
- 5.15 The qualification for the Qualified Senior Rehabilitation Officer (Rehabilitation Officer Certificate or equivalent) takes four years to complete. The qualification for the Qualified Rehabilitation Officer (Visual Impairment Rehabilitation Certificate (Foundation Degree)) takes two years to complete.
- 5.16 Work is ongoing to understand how demand and pay aligns with other Authorities locally. It is believed that pay is an issue that contributes to the difficulties in hiring and retaining staff, in addition to the national shortage of people with the required qualifications for the Service.

**6. Links and Dependencies**

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- 6.1 The Service works closely with the Northamptonshire Association for the Blind (NAB).
- 6.2 The Service is involved in a pilot scheme with the Royal National Institute of Blind People (RNIB) offering places on a "Living Well with Sight Loss" free phone course at the point of registration. The aim of the pilot is to link people with the RNIB services, information and advice and with other people with a visual impairment. It doesn't take away any of the work the team provide face to face in people's homes.
- 6.3 The Service is part of the wider Community Therapy team.

**7. Issues and Choices**

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**7.1 The following options are to be considered:**

- Option A** – Continue with full disaggregation by March 2023.
- Option B** – Approval of a delay to disaggregation and request a further report in March 2024, which gives details of progress and a recommended timescale for disaggregation.
- Option C** – Not to disaggregate at all

**7.2 The recommended option is Option B**

**7.2.1 Option A** – Continue with full disaggregation by March 2023

Advantage / Disadvantage	Visual Impairment
Advantage 1	The Service would be disaggregated in line with the timeline on the Disaggregation Blueprint.

Disadvantage 1	The Shared Service Joint Committee (SSJC) would not be able to ensure there are robust plans for disaggregation of the Service and that there is a smooth transition to new service delivery arrangements.
Disadvantage 2	The SSJC would not be able to ensure the Statutory Service is disaggregated safely and legally which is imperative.
Disadvantage 3	Disaggregating the Service in the current state would mean that both Authorities would be understaffed and lack resilience. Each Council would need to have appropriate numbers of staff members to ensure there is suitable resilience. Disaggregation will result in some vacancies. There is a national shortage of suitably qualified people and therefore recruitment to vacant posts would be difficult, potentially leaving: <ul style="list-style-type: none"> <li>• Vulnerable Service users exposed and unsafe</li> <li>• NNC and WNC under resourced and unable to meet its statutory duties and at risk of reputational damage</li> </ul>
Disadvantage 4	There will be no time to ensure that the Service have fully qualified substantive staff to ensure an undisrupted, safe, resilient service to customers.

**7.2.2 Option B (Recommended Option) – Approval of a delay to disaggregation and receive a report in March 2024 on progress and a recommended timescale for disaggregation.**

<b>Advantage / Disadvantage</b>	<b>Visual Impairment</b>
Advantage 1	Both WNC and NNC agree that disaggregation per the current timelines would present a high statutory risk to both LAs, leaving Service users vulnerable and pose a potential danger to themselves or others. This option would mitigate these risks.
Advantage 2	The Safeguarding of Service Users is paramount, ensuring that they receive the best outcomes during periods of extreme crisis. This option would enable the Service to continue to deliver on these requirements until it is safe and legal to disaggregate the Service.



<p>Advantage 3</p>	<p>Allowing additional time would enable the Service to recruit people, facilitate them obtaining the relevant qualifications and train them to the required standard prior to disaggregating in a manner that is safe and legal.</p> <p>Staff within the Service must undergo extensive specialist training and obtain relevant qualifications:</p> <ul style="list-style-type: none"> <li>• The qualification for the Qualified Senior Rehabilitation Officer takes four years to complete</li> <li>• The qualification for the Qualified Rehabilitation Officer takes two years to complete.</li> </ul> <p>There is a national shortage of suitably qualified people, it is anticipated that the unqualified people will need to be recruited and the Councils will need to facilitate them obtaining the relevant qualifications.</p>
<p>Advantage 4</p>	<p>The service is the statutory responsibility of each LA. Delaying disaggregation would allow the Service to carry out their roles lawfully.</p> <p>The VI Service operates across core working hours from Monday to Friday, providing a countywide Specialist Rehabilitation Service for adults and children who have a visual impairment and people who may need help with mobility training and / or daily living skills training. This includes the administration of specialist equipment to customers undergoing a rehabilitation programme to provide support in their homes and in the community.</p> <p>The Service objective is to promote customer's independence whilst improving their quality of life. This option would enable the Service to continue to deliver on its statutory functions and objectives whilst recruiting and training staff appropriately.</p>
<p>Disadvantage 1</p>	<p>Hosting arrangement places a potential additional burden on the host authorities by continuation of line management requirements and financial costs.</p>
<p>Disadvantage 2</p>	<p>There may be a perceived lack of local focus of the Service by NNC during this extended period leading to a less personalised and connected Service for Service users.</p>

### 7.2.3 Option C – Not to Disaggregate

<p><b>Advantage / Disadvantage</b></p>	<p><b>Visual Impairment</b></p>
<p>Advantage 1</p>	<p>The Service would be able to continue to deliver the statutory service as they currently do.</p>

Advantage 2	As a hosted arrangement, this is, financially, a cost-effective delivery option to both Councils. The current volume of referrals in this service is being managed by the existing arrangements. Both WNC and NNC agree that the service could be promoted wider and could do more with additional staff.
Disadvantage 1	There would be a potential additional burden on the host authority to continue to host the Service through line management requirements and financial costs.
Disadvantage 2	There may be a perceived lack of local focus of the Service by NNC.
Disadvantage 3	It may be a perceived that there is not the depth of understanding of the community at the local level and the offer may not provide for the specific needs of the area and a less personalised and connected Service for customers.
Disadvantage 4	Not disaggregating would conflict with the desire to fully disaggregate the Service, giving each authority greater control over decision making in line with what is appropriate for its Service users.

## **8. Implications (including financial implications)**

### **8.1 Resources and Financial**

8.1.1 Additional resources will be required from the enabler services such as Human Resources, ICT, Legal Services, to support the disaggregation process.

8.1.2 Recruitment and training of staff to ensure future suitably qualified staff for the Service.

8.1.3 Succession planning, alternative ways of training and working, such as collaborative support agreements between WNC and NNC will need to be explored to ensure that services can be delivered, with resilience is built in to protect customers.

### **8.2 Legal and Governance**

8.2.1 The SSJC 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.

8.2.2 The Service is currently operating in accordance with the IAA that exists between NNC and WNC. If the recommendation proposed within the report is agreed, then the Councils will approve any further amendments under the IAA to ensure that adequate collaborative, contract and financial management and governance is in place between the authorities.

8.2.3 As outlined within the report, VI is a Statutory Service and the LAs are legally responsible for the Service. It is imperative to ensure that the Service is disaggregated when it is safe and legal to do so. If there is not a delay to disaggregation, then there is a risk that legal requirements would not be met, and vulnerable service users will be put in danger.

**8.3 Relevant Polices and Plans**

8.3.1 Reprofileing disaggregation of the VI Service complies with the requirements of the approved Blueprint, whereby it outlines the hosted Services in each authority that require disaggregating.

**8.4 Risk**

8.4.1 If the Service are disaggregated in accordance with the original timescales of March 2023, the following risks and issues will arise:

Risk Assessment	Mitigating Action
<p>Continuing with disaggregation by March 2023 could mean the Service cannot be delivered in accordance with statutory requirements due the low numbers of staff within the Service.</p>	<p>Delaying disaggregation provides more time to ensure that:</p> <ul style="list-style-type: none"> <li>• There are sufficiently trained and qualified staff at NNC and WNC to safeguard the Service, and</li> <li>• Executive Directors can be confident that the Service can be split in a safe and legal manner.</li> </ul>
<p>Disaggregation by March 2023 would leave the Service at WNC and NNC vulnerable due insufficient numbers of qualified staff, to provide resilience especially if there is sickness or resignations.</p> <p>There are currently 2 FTE members of staff in Visual Impairment posts in WNC covering both Councils.</p>	<p>Delaying disaggregation provides more time to ensure that:</p> <ul style="list-style-type: none"> <li>• There are sufficiently trained and qualified staff at NNC and WNC to safeguard the Service.</li> <li>• There is adequate time to explore alternative ways of training and working and</li> <li>• Executive Directors can be confident that the Service can be split in a safe and legal manner.</li> </ul>
<p>Residents may be left vulnerable to harm including potential death, if they do not get required the support in a timely manner e.g. road safety, if the Service cannot adequately meet the demands placed on it, and each LA may be exposed to reputational risk.</p>	<p>Delaying disaggregation provides more time to ensure that:</p> <ul style="list-style-type: none"> <li>• There are sufficiently trained and qualified staff at NNC and WNC to safeguard the Service.</li> <li>• There is adequate time to explore alternative ways of training and working and</li> <li>• Executive Directors can be confident that the Service can be split in a safe and legal manner.</li> </ul>

Risk Assessment	Mitigating Action
<p>Key Performance Indicators may not be met if the service is disaggregated in March 2023 including the statutory requirement for service users to be added to the Visual Impairment Register and the local target of 90% of referrals responded to within 5 working days.</p> <p>This would result in not fulfilling the Council's legal responsibilities and leaving vulnerable residents without a service to ensure their safety for an unacceptable length of time.</p>	<p>Delay in disaggregation would allow resources to be put in place to ensure that each Council will be able to meet their statutory responsibilities and agreed service standards (as stated in the VI Service Plan – schedule 3A8)</p>
<p>Resilience to ensure the Service can be delivered by each authority independently, safely and legally:</p> <ul style="list-style-type: none"> <li>• Qualified Rehabilitation Officer – There is only one person in the Service that has the relevant qualifications and experience to deliver this role.</li> <li>• Qualified Senior Rehabilitation Officer – There is only one person in the Service that has the relevant qualifications and experience to deliver this role.</li> <li>• Geographical location – Existing staff that work within the Service are both geographically located within West Northamptonshire. This would likely lead to both members of the team staying with WNC, leaving NNC with no staff for their Service.</li> </ul>	<p>Delaying disaggregation provides more time to ensure that:</p> <ul style="list-style-type: none"> <li>• There are sufficiently trained and qualified staff at NNC and WNC to safeguard the Service, and</li> <li>• Executive Directors can be confident that the Service can be split in a safe and legal manner.</li> </ul>
<p>Pay to ensure people can be recruited and retained:</p> <p>Work is ongoing to compare pay for roles within the service. Early findings suggest that there is a significant gap between what WNC staff are paid in comparison to other authorities, therefore it is difficult to recruit. Trained and qualified staff can be lost to better paid roles.</p>	<p>NNC and WNC Services to investigate with HR the scope to improve pay within this team (outside of the Project).</p>

6.4.3 If the Service is reprofiled and disaggregation delayed, this will significantly reduce the risk of the Service not meeting their Statutory duties. It will also allow for recruitment and training and sufficient transfer of knowledge, data, and systems to enable the Service to function satisfactorily and safely.

## **8.5 Consultation**

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

## **8.6 Consideration by Executive Advisory Panel**

8.6.1 No considerations arising from this report

## **8.7 Consideration by Scrutiny**

8.7.1 No considerations arising from this report

## **8.8 Equality Implications**

8.8.1 The Service supports people with protected characteristics, namely those who are visually impaired. This section of the community could be exposed to high risk in terms of safety, independence, access to education, work and community life, if the Service is not disaggregated in a prudent and lawful manner. The proposed delay to disaggregation will reduce the disruption and danger to Service users.

## **8.9 Climate Impact**

8.9.1 No negative impacts arising from this report.

## **8.10 Community Impact**

8.10.1 The Community will be protected by ensuring high-quality Services are in place.

## **8.11 Crime and Disorder Impact**

8.11.1 No negative impacts arising from this report.

## **9.0 Background Paper**

9.1 None

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## Appendix A - Glossary of Terms

Acronym	Meaning
DASS	Director of Adult Social Services
FTE	Full Time Equivalent
IAA	Inter-Authority Agreement
LA	Local Authority
LGR	Local Government Reform
NAB	Northamptonshire Association for the Blind
NHFT	Northamptonshire Healthcare NHS Foundation Trust
NNC	North Northamptonshire Council
RNIB	Royal National Institute of Blind People
SSJC	Shared Services Joint Committee
VI	Visual Impairment
WNC	West Northamptonshire Council



## Shared Services Joint Committee Wednesday 21 September 2022

<b>Report Title</b>	Variation Notice: Libraries Support Services
<b>Report Author</b>	<b>Kerry Purnell (NNC) – AD Housing, Communities &amp; Wellbeing Jane Carr (WNC) – Director Communities &amp; Opportunities Carl Dorney (WNC) – Library Service Manager</b>
<b>Executive Member</b>	<b>Cllr Adam Brown, Cabinet Member for Housing, Culture &amp; Leisure, WNC Cllr Helen Howell, Executive Member for Sport, Leisure, Culture &amp; Tourism, NNC</b>

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

### Contributors/Checkers/Approvers

<b>Approver</b>	<b>Officer Name</b>	<b>Date Officer Approved Report</b>
<b>North MO West MO</b>	<b>Adele Wylie Catherine Whitehead</b>	14/12/22
<b>North S151 West S151</b>	<b>Janice Gotts Martin Henry</b>	14/12/22
<b>Other Director/SME</b>	<b>Kerry Purnell Joanne Barrett</b>	14/12/22

List of Appendices - None

## **1. Purpose of Report**

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To seek approval to proceed with the disaggregation of the Library Service Business Support service which is currently hosted by West Northamptonshire Council (WNC) and provided to North Northamptonshire Council (NNC).

## **2. Executive Summary**

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- 2.1 Since April 2021 the front-line library service and associated staff have been disaggregated and have been operating as separate North and West Northamptonshire services.
- 2.2 This report specifically focuses on the Library Support Service which is currently hosted by West Northamptonshire Council. There are 15.7 FTE non-frontline posts that provide management, development and support to the front-facing disaggregated Library Service.
- 2.3 At its meeting on 8<sup>th</sup> June 2022 the Shared Services Joint Committee resolved to reprofile the Libraries Support Services disaggregation timeline from 30<sup>th</sup> September 2022 to 31<sup>st</sup> March 2023. (See background papers section 8). The recommendation was approved to provide time for a detailed impact assessment to be completed with a view to presenting options for disaggregating the service to a future meeting of the Committee.
- 2.4 The report tabled at Committee on 8<sup>th</sup> June 2022 also noted a number of Statutory Requirements, Dependent Services, Partner Agencies and risks associated with splitting some IT services.
- 2.5 The recommended option for disaggregating the service is to disaggregate the Strategic Management function and some supporting professional and administrative functions with continued collaboration in commissioning of business support services (including Business and IP Centre Northamptonshire). Service structures in both WNC and NNC would be reviewed following disaggregation.

## **3. Recommendations**

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It is recommended that the Shared Services Joint Committee:

- a) Approve the disaggregation of strategic management function and some supporting professional and administrative functions of Libraries Support Service on an equal basis by 31 March 2023, noting the budget, staffing, contracts and cost implications as set out within Sections 5 & 7 of the report.
- 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 2D2.
- 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.

### **3.1. Reason for Recommendations –**

- a) The proposed option to disaggregate Libraries Support Services most closely aligns with the agreed requirement to disaggregate the service by March 2023, as set out in the Local Government Reform (LGR) Blueprint and in the Transformation Task and Finish Group Priority Disaggregation timeline, taking into account risks and constraints associated with IT system requirements.
- b) Ensures the Councils and customers receive the most benefit from the delivery of the Libraries Support service, by enabling the organisations to enable each Council to have strategic control of its Library Service and thereby tailor the service, to the local demographics and address the needs and priorities of the individual authorities.
- c) Ensures that there is minimal disruption to the provision of statutory duty. The options appraisal uses the principles for disaggregation set out by NNC and WNC and focuses on the following key areas:
  - ❖ Avoid negative impact on customers of both Councils
  - ❖ Provide best value for the taxpayer
  - ❖ Disaggregate the service as far as possible to enable each Council to have strategic control of its Library Service
  - ❖ Ensure that there is no disruption to the statutory duty of delivering a “comprehensive and efficient Library Service”

The recommended option offers no negative impact on the customers of the Councils as they will still have full access to all libraries countywide and the combined resources of the entire collection of stock. They will also have continued access to the full Business & IP Centre Northamptonshire offer. There should be no service disruption as a result of this proposal as contracts and systems will remain in place with WNC ensuring continuity.

### **3.2. Alternative Options Considered**

Three options have been considered

Option 1: To change the arrangement of the host model to a lead model whereby WNC would become the lead authority delivering the Strategic Management, Professional and Business Support services for both WNC and NNC councils.

Option 2: To fully disaggregate the remaining Strategic, Management, Professional and Business Support Services, effectively splitting the library service, its collections and customer database in two creating two much smaller library services.

Option 3 (The recommended Option) to disaggregate the library management and some professional services. Continued commissioning of business support services including Business and IP Centre Northamptonshire

#### **4. Report Background**

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- 4.1. Provision of management, professional and support services for Northamptonshire Libraries and Information Service (NLIS) is currently hosted in West Northants Council (WNC) and delivers the statutory duty of running the public library service for WNC and delivers services to North Northants Council (NNC) that enable them to meet their statutory duty.
- 4.2. In accordance with the Blueprint agreed by the Shadow Authorities in September 2020, The Library Service Management and Support element was due for disaggregation in September 2022.
- 4.3. A change request was approved by the Shared Services Joint Committee (SSJC) on 8<sup>th</sup> June 2022 to extend the timeframe for disaggregation so that an options appraisal and impact assessment could be completed.
- 4.4. There are 15.7 FTE staff providing support to all 34 libraries across the county. This includes one service manager, two strategic managers and various posts that maintain the IT systems and provide business support, professional services, coordination and support to the community managed libraries.
- 4.5. Service Functions  
An outline of the service functions currently undertaken are:
  - Strategic Leadership of the Library Service
  - Provision, support and maintenance of key systems including the Library Management System, self-service machines, public computers and tablets and public wi-fi.
  - Provision of stock including managing suppliers, procurement, processing, delivery of all physical book stock.

- Provision and maintenance of all electronic resources delivered by third parties including e-book and e-audiobook platforms.
- Provision of the Business & IP Centre Northamptonshire.
- Provision of support to all Community Managed Libraries.

## 5. Issues and Choices

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5.1. In looking at the best way forward for the disaggregation of the Library Service the following principles were used to test the viability and effectiveness of each option:

- Avoid negative impact on customers of the Councils
- Provide best value for the taxpayer
- Disaggregate the service as far as possible to enable each Council to have strategic control of its Library Service
- Ensure that there is no disruption to the statutory duty of delivering a “comprehensive and efficient Library Service”

5.2. The Library Service has undergone a significant transformation since 2018 following a Judicial Review and the transfer to the community managed model for those libraries not required as part of the statutory provision. This had a substantial impact on council customers who were concerned about losing their local libraries and the provision of services from these. On this basis, further disruption to services should be avoided where possible.

5.3. Full disaggregation of the service would require the splitting and reallocation of the circa 600,000 items in the library collections which are currently available to all council customers countywide.

5.4. The Business and IP Centre Northamptonshire (BIPC) provides support, advice, resources and events for small businesses in NNC and WNC in partnership with the British Library. The BIPC network is a regional model and separate BIPCs for North and West Northamptonshire would not be supported as the funding model relies on economies of scale and joint buying power. On full disaggregation, North Northamptonshire would lose access to this service, disadvantaging small businesses in the North and losing potential funding.

**Option 1 (Not recommended)– Move to a lead service arrangement with WNC as providing and NNC as receiving Authority**

The support service would continue and would become a lead service arrangement with WNC as the provider and NNC as the receiver.

Whilst there are some benefits in terms of retention of skills and knowledge within one team, and no additional need for warehouse facilities if the Library support services remain centralised, this option is not recommended as it is not in accordance with the future service provision Blueprint and would negatively affect the ability of both WNC and NNC to tailor services to meet corporate priorities and the strategic vision of the individual authorities.

### **Option 2 – Full disaggregation of Library management, professional support and business support services**

This option would essentially create two completely separate library services for each of the local authorities giving them maximum control over the service and fulfils the strategic vision to disaggregate these services and form two independent services.

However full disaggregation of the customer database and collections would lead to reduced service levels, reduced access to physical stock, and increased costs or reduction in lending resources. Additional budget would be required if levels of stock turnover are to be maintained as there will be some loss of economies of scale plus additional costs for duplication of supplier selection and servicing costs for stock.

The existing e-stock contracts will need to be split leading to duplication in platform costs and halving of the available stock for customers as e-books are purchased in the same way as physical books. i.e. They can only be lent to one customer at a time. The majority of countywide heritage and local history resources are housed at the Northampton Central Library. This includes many unique books, publications and microfilms that could not be split or duplicated and would therefore disadvantage NNC customers.

There are 2204 Virtual members of the library service who solely access online services. On the Library Management System, these belong to the service rather than any individual library. If the service is disaggregated, then these members will need to be contacted as their memberships will have to cease and they would need to re-join either NNC or WNC.

The Business & IP Centre Northamptonshire (BIPC) which supports hundreds of local SMEs is a countywide resource which cannot be split between authorities. The British Library model for the network is regional and they would not support two separate BIPCs within one county as this would be

detrimental to the funding model, requiring duplication of resource. There has also been a significant investment of grant funding in the past year to create a BIPC delivery space within the new Cornerstone project in Kettering Library and the enhancement of these services was a key part of the original funding bid for the Cornerstone project. This might lead to challenge from the funding bodies if a BIPC service is no longer delivered.

This is the most expensive option requiring an additional investment between the two authorities, to duplicate staffing, contracts and systems. Some of the IT services and online resources work on licencing models which will need to be duplicated or re-negotiated at additional cost.

The Library Management System including the stock and customer databases would need to be split into two Library Management Systems. To split and run two systems would increase this cost significantly. The first break point in the current contract is July 2024, so full disaggregation of the system would not be possible until then.

If the library service fully disaggregates with duplicate support teams and separate collections then a new warehouse/office facility will need to be sourced and funded by NNC in order to house the support team, Bookstart stock, general library deliveries and parking for a delivery vehicle at additional cost.

There is a high risk of service disruption and inability to deliver on the statutory duty

**Option 3 – Disaggregation of Library management and some professional services. Continued commissioning of business support services including Business and IP Centre Northamptonshire.**

This option is a hybrid of the other options and provides a way to maintain a seamless customer experience with no perceived reduction in service whilst enabling the two authorities to have full strategic control of their services. It would also mean that the significant majority of the service area is disaggregated, around 95%.

This option would see the Library Management System including the stock and customer databases and virtual Library remain as is. The business support functions including the Business & IP Centre (BIPC) Northamptonshire remain in WNC and be provided to NNC on a commissioned basis.

Strategic Management, Community Library support, professional support and admin functions will disaggregate. This will require some duplication of roles where only one post exists to ensure capacity, expertise and skills in each structure. The specific roles that may require duplication are the Library Service Manager, the Admin assistant, the Programme Co-ordinator for Universal Services and the Performance Analyst dependent on the staffing structure that North Northants wishes to implement.

## **6. Next Steps**

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- 6.1 Subject to the recommendations in this report being approved, the process to disaggregate the service functions will begin and will be completed by April 2023.
- 6.2 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.
- 6.3 Staff consultation will be undertaken, and final staffing structures will be proposed by the NNC AD Housing, Communities & Wellbeing and WNC AD Housing & Communities and agreed by both authority's leadership teams.

## **7. Implications (including financial implications)**

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### **7.1. Resources and Financial**

- 7.1.1. The recommended option requires additional investment for staffing. Resources and systems remain shared enabling both councils to benefit from economies of scale.

Of the roles in scope, these will be split on an equitable basis between NNC and WNC. Up to 4 posts may need to be duplicated to ensure adequate capacity and skills in both authorities. These are the Library Service Manager, an admin assistant, the Programme Co-ordinator for Library Universal Services, and a performance analyst. If the 4 posts are duplicated, then the associated additional costs are £156,797 per annum including oncosts between the two authorities. The actual split in additional costs will be dependent on the staffing structures adopted by NNC and WNC which will be determined during the staff disaggregation process.

Whilst there is an additional cost in creating the two management structures, each authority will determine how it can meet those costs within its current budget envelope, whether directly from within the service or elsewhere within the organisation.

## **7.2. Legal and Governance**

- 7.2.1. A variation to the current IAA between NNC and WNC will need to be agreed.

## **7.3. Relevant Policies and Plans**

- 7.3.1. The delivery of Library Services is a key factor in the successful delivery of both the West Northamptonshire Corporate Plan and the North Northamptonshire Corporate Plan (including the Corporate Plan - Covid-19 Recovery Plan)
- 7.3.2. The Public Libraries and Museums Act 1964 places the statutory duty for the council to provide “a comprehensive and efficient” library service.

## **7.4. Risk**

- 7.4.1. Risks around the recommended option are minimal. They include the risk that it may be difficult to recruit to the new posts and upskill them by April 1<sup>st</sup>, 2023. Mitigation around this would be an agreement to shadow staff in each council during the transition for a fixed period of time beyond April 1<sup>st</sup>.

## **7.5. Consultation**

- 7.5.1. N/A

## **7.6. Consideration by Executive Advisory Panel**

None

## **7.7. Consideration by Scrutiny**

- 7.7.1. N/A

## **7.8. Equality Implications**

- 7.8.1. The recommended option will have no adverse effects on council customers as the current service level will be maintained.

## **7.9. Climate Impact**

- 7.9.1. The continued shared access to the library collections countywide will mean that resources are not required to be duplicated and customers would not

need to make unnecessary journeys to access materials from across the county.

#### **7.10. Community Impact**

7.10.1. The recommended option will ensure that vital services provided to the community by both statutory and community managed libraries are able to continue seamlessly.

#### **7.11. Crime and Disorder Impact**

7.11.1. N/A

### **8. Background Papers**

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[Shared Service Joint Committee 8th June 2022; Library Support Services - Change Request](#)





## Shared Services Joint Committee Wednesday 18<sup>th</sup> January 2023

<b>Report Title</b>	<b>Variation Notice: Libraries Support Services ADDENDUM</b>
<b>Report Author</b>	<b>Kerry Purnell (NNC) – AD Housing, Communities &amp; Wellbeing Louise Seymour (WNC) – AD for Place Shaping Carl Dorney (WNC) – Library Service Manager</b>
<b>Executive Member</b>	<b>Cllr Adam Brown, Cabinet Member for Housing, Culture &amp; Leisure, WNC Cllr Helen Howell, Executive Member for Sport, Leisure, Culture &amp; Tourism, NNC</b>

- 1.1 The IAA Variation Notice for the disaggregation of the Libraries Support Services was presented to the Shared Service Joint Committee (SSJC) on 21st September 2022 with the recommendation to approve option 3. At that SSJC the IAA Variation Notice was deferred to the 26<sup>th</sup> October 2022 SSJC meeting with a request to add an option 4. This addendum therefore presents a fourth option.
- 1.2 Following further discussions between the Chief Executives and Leaders of WNC and NNC the IAA Variation Notice was further deferred to the meeting of 30<sup>th</sup> November 2022, however this meeting was cancelled.
- 1.3 The recommendations (a – c) in the main report were subject to option 3 being approved. Following the discussions at the SSJC on 21<sup>st</sup> September 2022 the Committee preferred an option 4, to retain the hosted service with WNC.
- 1.4 The decision to remain as a hosted service will be reviewed again in September 2023 following which a report will be brought to Committee suggesting a way forward.

## Recommendations

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It is recommended that the Shared Services Joint Committee:

- a) Approve the recommendation to retain Library Support Service as a hosted service within WNC and provided to NNC.
- b) Approve that this position is reviewed in September 2023 with a view to disaggregating by April 2024.

### **1.5 Option 4 - Continue current hosting arrangement with WNC as providing and NNC as receiving Authority**

1.5.1 This option would mean that Library Support Service would continue and remain under a hosted arrangement with WNC as the provider and NNC as the receiver and provides a way to maintain a seamless customer experience with no reduction in service.

1.5.2 The disaggregation would be delayed until such time as proposed by the Directors of the service and/or revisited by the Shared Services Joint Committee.

1.5.3 Additionally to benefits of option 1 in the main report each authority will continue to have joint management of the head of service and as such is able to guide strategic vision for the libraries within their authority. They can continue to adapt services to meet their authority and locality needs together with all existing statutory requirements being met by both councils. This will ensure that service resilience is maintained.

1.5.4 Business and Intellectual Property Centre (BIPC) continues to be accessible to all customers countywide and more importantly in the current financial environment no burden of extra costs on either authority at a time when there is immense pressure on budgets.

1.5.5 There is a risk that if SSJC do not approve this option and disaggregation will need to go ahead as scheduled in line with one of the other options in the main report then this could impact the schedule as tasks that could have commenced may be delayed while awaiting the decision. This also places minor limitations on the management and strategic direction of each council's library service

1.6 Should SSJC decide to approve option 4 then there will be no additional funding requirements and the current IAA between NNC and WNC would continue.



## Shared Services Joint Committee

### Wednesday, 18<sup>th</sup> January 2023

<b>Report Title</b>	<b>Inter Authority Agreement – 2022 / 2023 Quarter 2 Performance Report</b>
<b>Report Author</b>	<b>Sarah Reed – Executive Director – Corporate, West Northamptonshire Council</b>  Report author: Philip Bavister – WNC Performance and Governance ( <i>on behalf of West Northamptonshire and North Northamptonshire Councils</i> )
<b>Executive Member</b>	

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

#### Contributors/Checkers/Approvers

Approver	Officer Name	Date Officer Approved Report
<b>North MO</b>	Adele Wylie	14/12/22
<b>North S151</b>	Janice Gotts	14/12/22
<b>Other Director/SME</b>	Guy Holloway	14/12/22

Approver	Officer Name	Date Officer Approved Report
<b>West MO</b>	Catherine Whitehead	14/12/22
<b>West S151</b>	Martin Henry	14/12/22
<b>Other Director/SME</b>	Sarah Reed	14/12/22

## List of Appendices

### Appendix A – Draft IAA Quarterly Performance Report – Quarter 2 2022/23

#### 1. Purpose of Report

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- 1.1. To provide the Joint Officer Board with the draft quarter four performance report for services delivered via the Inter-Authority Agreement (IAA) arrangements between North Northamptonshire Council (NNC) and West Northamptonshire Council (WNC) (see section 8. Background Papers).

#### 2. Executive Summary

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- 2.1. This report provides Members an overview of performance for those services delivered via the Inter-Authority Agreement in place between North Northamptonshire Council and West Northamptonshire Council. The report covers the period between July and September 2022 inclusive (Quarter 2).

#### 3. Recommendations

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- 3.1. It is recommended that the Board:
  - a) Note the Quarter 2 performance report shown in Appendix A.

#### 4. Report Background

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- 4.1. Performance indicators included in the report have been approved by the Shared Services Joint Committee as part of the development of IAA schedule 3 service plans.
- 4.2. Each agreed schedule 3 service plan includes a suite of performance indicators that will be used to measure the service delivered to the receiving authority by the providing authority.
- 4.3. On a quarterly basis a performance report will be produced to provide Members with assurance that services are being delivered in line with the previously agreed target measures. Where performance has not met agreed targets an overview of the reasons why, along with any mitigating actions taken, will be presented by a senior officer from the associated service.
- 4.4. Table 1, below, details the services which are included within the Quarter 2 performance report, split by providing authority.

**Table 1: Services reported within the Q2 IAA Performance Report**

<b>Services provided by NNC to WNC:</b>
<ul style="list-style-type: none"><li>➤ Approved Mental Health Providers</li><li>➤ Countywide Traveller Unit</li><li>➤ Digital Infrastructure</li><li>➤ Household Waste Recycling Centres</li><li>➤ Information, Advice and Support Service for SEND</li><li>➤ Learning and Development</li><li>➤ Minerals and Waste Planning</li><li>➤ Northamptonshire Archaeological Resource Centre</li><li>➤ School Swimming Service</li><li>➤ The Virtual School</li><li>➤ Personal Budget Service</li></ul>
<b>Services provided by WNC to NNC:</b>
<ul style="list-style-type: none"><li>➤ Archives and Heritage, including Historic Environment Records and Portable Antiquities Scheme</li><li>➤ Assistive Technology</li><li>➤ Library Support Services</li><li>➤ Shared Lives</li><li>➤ Streetlighting</li><li>➤ Visual Impairment</li></ul>

## **5. Issues and Choices**

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5.1. There are no issues or choices to consider.

## **6. Next Steps**

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6.1. Following review at the Joint Officer Board the performance report will be presented to the following Board/Committee meetings:

6.1.1 Joint Member Briefing – 12<sup>th</sup> December 2022.

6.1.2 Shared Services Joint Committee – 18<sup>th</sup> January 2023.

## **7. Implications (including financial implications)**

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### **7.1. Resources and Financial**

7.1.1 Performance and Service area resources are required to produce the associated quarterly performance reporting, set out within this report. This is

being delivered within existing resource across both West and North Northamptonshire Councils and there are no resources or financial implications arising from the proposals.

## **7.2. Legal and Governance**

7.2.1 The Shared Service Joint Committee are responsible for “Reviewing the performance of the services and initiating additional/remedial action where appropriate”.

## **7.3. Relevant Policies and Plans**

7.3.1. The Administrative Agreement between West Northamptonshire Council and North Northamptonshire Council for the Hosted / Lead Provision of Functions and Services between the two authorities dated 30 March 2021. A link to this document can be found in section 8.1 of this report.

## **7.4. Risk**

7.4.1 There are no risks arising from the recommendations within this report.

## **7.5. Consultation**

7.5.1 No consultation activity is required because of this report/activity.

## **7.6. Consideration by Executive Advisory Panel**

7.6.1. No consideration by scrutiny has been requested.

## **7.7. Consideration by Scrutiny**

7.7.1. No consideration by scrutiny has been requested.

## **7.8. Equality Implications**

7.8.1. There are no equality implications associated with this report.

## **7.9. Climate Impact**

7.9.1. There is no anticipated climate impact because of this report.

## **7.10. Community Impact**

7.10.1 There is no anticipated community impact because of this report.

## 7.11. Crime and Disorder Impact

7.11.1. There is no anticipated crime and disorder impact because of this report.

## 8. Background Papers

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### 8.1. Administrative Agreement -

<https://northnorthants.moderngov.co.uk/documents/s1068/7.%20Appx%20B%20-%20IAA%20and%20Schedules.pdf>

### 8.2. [Shared Services Joint Committee - Wednesday 15th December, 2021 2.00 pm](#) – Item 8 (Appendix C) -

<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=152&MIId=498&Ver=4>

### 8.3. [Shared Services Joint Committee - Wednesday 23<sup>rd</sup> March, 2022 2.00 pm](#) – Item 7b (Appendix A) -

<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=152&MIId=501&Ver=4>

### 8.4. Shared Service Joint Committee, List of Meetings -

<https://northnorthants.moderngov.co.uk/ieListMeetings.aspx?CommitteeId=152>

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**North  
Northamptonshire  
Council**



**West  
Northamptonshire  
Council**

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**Inter-Authority Agreements  
Quarterly Performance Report  
Quarter 2 2022/23 (July to September 2022)**

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## Introduction

This report provides an overview of performance for services delivered via Inter-Authority Agreements (IAA). This report covers the quarter 2 reporting period for 2022/23 (July to September 2022).

The report is split into two key sections:

**Section 1:** Performance information for services provided by North Northamptonshire Council to West Northamptonshire Council.

**Section 2:** Performance information for services provided by West Northamptonshire Council to North Northamptonshire Council.

The tables below outline the services for which Q2 performance information has been, or is due to be, reported:

<b>Section 1: Services provided by North Northamptonshire Council to West Northamptonshire Council</b>	<b>Section 2: Services provided by West Northamptonshire Council to North Northamptonshire Council</b>
Approved Mental Health Providers	Archives and Heritage (including Historic Environment Records and Portable Antiquities Service)
Countywide Traveller Unit	Assistive Technology
Digital Infrastructure	Library Support Services
Household Waste Recycling Centres	Shared Lives
Information, Advice and Support Service for SEND	Streetlighting
Learning and Development	Visual Impairment
Minerals and Waste Planning	
Northamptonshire Archaeological Resource Centre	
School Swimming Service	
The Virtual School	
Personal Budget Service (PBSS)	



## Section 1: Services provided by NNC to WNC



## Q2 KPI overview - services provided by North Northamptonshire Council to West Northamptonshire Council

The table below provides an overview of the KPI outturns across eleven NNC service areas who deliver services to WNC via an Inter-Authority Agreement. Of the 37 measures reported to date for Q2, 36 have met or exceeded target, with 1 missing target (Minerals and Waste Planning). In addition there were a further 12 measures that recorded no activity or were not due to be reported during quarter 2.

NNC Service Area	Outturn			No activity or Not due
	G	A	R	
<a href="#">Approved Mental Health Providers</a>	3			2
<a href="#">Countywide Traveller Unit</a>	3			
<a href="#">Digital Infrastructure</a>	2			
<a href="#">Household Waste Recycling Centres</a>	4			1
<a href="#">Information, Advice and Support Service for SEND</a>	3			
<a href="#">Learning and Development</a>	4			2
<a href="#">Minerals and Waste Planning</a>	1	1		1
<a href="#">Northamptonshire Archaeological Resource Centre</a>	3			3
<a href="#">School Swim Service</a>				2
<a href="#">The Virtual School</a>	3			
<a href="#">Personal Budget Service (PBSS)</a>	10			1
<b>Total:</b>	<b>36</b>	<b>1</b>	<b>0</b>	<b>12</b>

## Approved Mental Health Professionals (AMHPs)

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
KPI01	Completion of return to advise on the number of people subject to Section 7 guardianship	National/ Statutory	Annual	Return Submitted within timescale	N/A	N/A	N/A		
AMHP1	Respond to referrals within 3 hours of receipt (and agree action plan with referrer)	Local	Quarterly	95%	97.0%	97.9%			
AMHP2	Provision of resource to fully staff the AMHP rota and ensure appropriate shift cover on a weekly basis	Local	Quarterly	23 Shifts Per Week	24.8 shifts	23.8 shifts			
AMHP3	Numbers of new AMHPs trained and warranted per year.	Local	Annual	4	N/A	N/A	N/A		
AMHP4	AMHP quarterly service review meeting to take place.	Local	Quarterly	Service Review Meeting Held	Service Review Meeting Held	Service Review Meeting Held			

### Supporting commentary

AMHP1 - 377 referrals were responded to during the first quarter, 369 of these were responded to within 3 hours of receipt, compared with 335 referrals received during the first quarter..

## Countywide Traveller Unit

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn		
					Apr to Sept 2022	Oct 2022 to Mar 2023	YTD
NTU01	% of new encampments to be visited within one working day of notification; unless operational difficulties prevent this	Local	Six-monthly	95%	100%		
NTU02	% of enquiries dealt with a contact within 3 working days	Local	Six-monthly	90%	100%		
NTU03	Advise partner agencies of current encampment status on a weekly basis	Local	Six-monthly	95%	100%		

**Supporting commentary:**

NTU01 - 100% encampments were visited within 1 working day of notification.  
 NTU02 - 472 enquiries were responded to within 3 working days of receipt.  
 NTU03 - 26 weekly encampment status reports were sent to partner agencies.

## Digital Infrastructure

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
DI1	Overall Superfast Northamptonshire project (RAG) status as at end of quarter	Local	Quarterly	Green status	Green status	Green status			
DI2	A project update report on all Digital Infrastructure projects and activity (excluding Superfast Northamptonshire project) is provided to WNC within 20 working days from end of quarter	Local	Quarterly	Report provided	Report provided	Report provided			

### Supporting commentary

Excellent progress continues to be made against countywide speed and coverage targets. At the end of Q2 2022/23, full fibre coverage had reached 55.2% of premises across Northamptonshire. Openreach has announced 49 exchanges across the county for upgrades through its Fibre First programme. CityFibre and Gigaclear are also continuing to extend their deployment plans for full fibre. More recently, Swish Fibre has also added Northamptonshire to its portfolio and is starting to build full fibre networks in parts of West Northamptonshire. Full fibre coverage in West Northamptonshire is performing very strongly, with availability reaching 70% of premises at the end of Q2 – this compares to 40% on average across England. Gigabit capable broadband coverage had reached 81.2% of premises countywide at the end of Q2 2022/23, having exceeded the 75% target at the end of Q3 2021/22. Virgin Media's upgrade of its network in 2021 significantly boosted gigabit coverage. Sights are now set on the end of 2028 targets to see at least 80% and 90% of premises countywide able to access full fibre and gigabit capable broadband respectively. [Data source ThinkBroadband.com]

BDUK are continuing to progress Project Gigabit. Four regional procurement Lots remain of interest to Northamptonshire. A Summer progress update report was published by BDUK in August 2022. The Lot 5 contract, including parts of North Northants, is expected to be awarded in November 2022. The procurements for Lots 11, 12 and 13 remain on track. It is not yet clear how many Northamptonshire premises will be in scope or subsequently benefit.

## Household Waste Recycling Centres

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
HWRC1	% of payments made to Urbaser Ltd within agreed contractual timescales for services received	Local	Quarterly	100.00%	100%	100%			
HWRC2	Number of monthly contract monitoring meetings attended by relevant NNC representatives	Local	Annually	10	N/A	N/A	N/A		
HWRC3	Provision of the following key contractual information monthly: • Audit information (if required) • Monthly revenue financial forecasts • Contractual performance data.	Local	Monthly	Yes	Yes	Yes			
HWRC4	Provision of annual tonnage figures for the previous year by August to enable WNC to calculate the annual growth forecast figures by September of each year.	Local	Half Yearly	Forecast provided	N/A	Forecast provided	N/A		
HWRC5	Provide any required data for WNC Corporate performance dashboards by agreed dates	Local	Quarterly	Data provided within deadline	Data provided within deadline	Data provided within deadline			

### Supporting commentary



## Information, Advice and Support Service for SEND

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
IASS1	A joint agreement for the provision of IASS is in place between all partners in accordance with the CFA 2014	National	Annual	Formal agreement in place	Formal agreement in place	Formal agreement in place	N/A		
IASS2	% of referrals and enquiries responded to within 3 working days	Local	Quarterly	90%	100%	100%			
IASS3	A quarterly progress report is provided to the North and West Directors for Children's Services (DCS) providing an overview of the IASS service delivery	Local	Quarterly	Quarterly report produced and provided	Quarterly report produced and provided	Quarterly report produced and provided			

**Supporting commentary**

## Learning and Development

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
LD1	Completion and submission of Individualised Learner Record (ILR) return for WNC	National	Quarterly	ILR submitted	Yes	Yes			
LD2	Apprenticeship Public Sector Target	National	Annual (Q4)	2.3%	N/A	N/A	N/A		
LD3	Annual Apprenticeships self-assessment report and quality improvement plan produced and submitted to Ofsted	National	Annual	Report and Plan submitted	Yes	N/A	N/A	N/A	
LD4	Quarterly L&D management information dashboard produced and provided to WNC	Local	Quarterly	Dashboard provided	Yes	Yes			
LD5	% of WNC apprentices that start qualification who go onto successfully complete	Local	Quarterly	75%	On Track	On Track			
LD6	% of WNC delegates rating that the learning intervention was of a 'direct value to my work' was recorded as a 3 or above	Local	Quarterly	80%	98.0%	97.4%			

### Supporting commentary

## Minerals and Waste Planning

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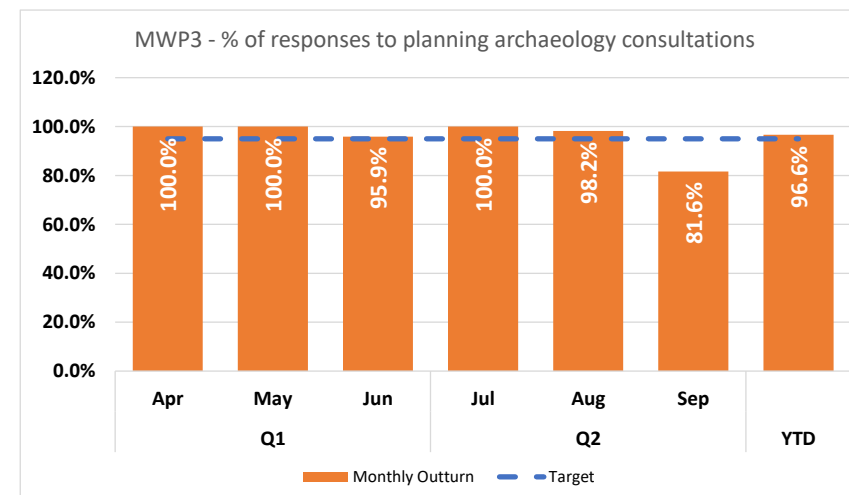
KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
MWP1	% of County Matter planning decisions made within required timescales	Local	Quarterly	95%	100%	100%			
MWP2	% of responses made in relation to Duty to Co-operate matters with other minerals and waste planning authorities within time period requested	Local	Quarterly	95%	100%	None Received			
MWP3	% of responses to planning archaeology consultations from the area planning offices of NNC/WNC within timescales	Local	Quarterly	95%	98%	94%			

**Supporting commentary:**

**MWP1** - 1 County Matter planning decision was made during the second quarter

**MWP2** - During quarter 2 no Duty to Co-operate with other minerals and waste planning authorities were requested.

**MWP3** - 180 responses to planning archaeology consultations from the area planning offices of NNC/WNC were made, 170 of these were made within agreed timescales which was impacted by staff taking annual leave during the summer holiday season, however this indicator remains on target year to date at 96.4% as can be seen on the graph to the right.



## Northamptonshire Archaeological Resource Centre (ARC)

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn					
					Q1	Q2	Q3	Q4	YTD	
ARC1	Standards associated with ACE Museum Accreditation Scheme (applicable from the date of joining the Scheme)	Local	Quarterly	ACE standards met	<i>ARC as CHE has not yet applied for ACE Museum Accreditation. Likely will be in 2023. However, ARC is following ACE standards for loans/accessions/storage.</i>					N/A
ARC2	Provision of a report to WNC detailing the number of visits to the ARC split by: 1. Academic visits, and 2. Other visits	Local	Quarterly	Report provided to WNC	Report provided to WNC	Report provided to WNC				
ARC3	Provision of a report to WNC on the number of new accessions	Local	Quarterly	Report provided to WNC	Report provided to WNC	Report provided to WNC				
ARC4	Provision of a report to WNC indicating the number of total archive boxes in the ARC identified by origin	Local	Quarterly	Report provided to WNC	Report provided to WNC	Report provided to WNC				
ARC5	An annual survey to capture user net satisfaction with service (5-point scale)	Local	Annual	TBD	<i>Initial survey to be conducted in 2022/23 as benchmark. The satisfaction scale to be used will range from very satisfied to very dissatisfied.</i>					N/A
ARC6	An annual survey to capture user perception of VfM of service (5-point scale)	Local	Annual	TBD	<i>Initial survey to be conducted in 2022/23 as benchmark. The satisfaction scale to be used will range from very satisfied to very dissatisfied.</i>					N/A

**Supporting commentary:**

**ARC1:** The wider Chester House Estate has not submitted an application to the ACE Museum Accreditation Scheme. This is expected to take place in the second half of this financial year or early 23/24 financial year. The ARC however is following ACE standards in its documentation etc.

## School Swimming Service

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
SWS01	Quarterly performance review meeting to take place with Northamptonshire Sport	Local	Quarterly	Quarterly Meeting Undertaken	Quarterly Meeting Undertaken	Not Reported			
SWS02	Provision of a performance report to WNC, including: <ul style="list-style-type: none"> <li>• Number of Schools accessing the service</li> <li>• Number of pupils who accessed the service.</li> </ul>	Local	Quarterly	Report Provided	Report Provided	Not Reported			

## The Virtual School

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
VS1	Number of Learning, Skills and Education performance scorecards produced and presented to the Director of Children's Services and their Senior Leadership Team on a monthly basis	Local	Quarterly	3 per quarter	3	3			
VS2	Provision of relevant information to NCT to facilitate the completion of the Corporate parenting performance scorecard which is produced and presented to the Corporate Parenting Board on a bi-monthly basis	Local	Quarterly	Bi monthly CPB performance report produced and presented	Bi monthly CPB performance report produced and presented	Bi monthly CPB performance report produced and presented			
VS3	A Virtual School Head Annual Report is produced and presented at WNC Senior Leadership Team and the joint Corporate Parenting Board and published on the Virtual School website within agreed timescales.	Local	Annual (February)	Annual report produced and published	N/A	N/A	N/A		
VS4	Performance updates are presented to the Virtual School Advisory Panel (VSAP) on a termly basis and made available to the Corporate Parenting Board.	Local	Termly	Performance updates presented	Performance updates presented	Performance updates presented			

**Supporting commentary:**

## Personal Budget Service

KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target					
					Q1	Q2	Q3	Q4	YTD
PBSS1	HMRC real time information returns for all employers submitted to HMRC by the provider within required timescale.	National	Quarterly	4 Weekly completion of return		4 Weekly completion of return			
PBSS2	HMRC PAYE/NI P30 payments for all holding account employers made by the Provider within required HMRC timescales.	National	Quarterly	Quarterly payments processed		Quarterly payments processed			
PBSS3	HMRC real time information quarter-end report for all employers submitted by the Provider within required HMRC timescales.	National	Quarterly	Quarterly submission of return		Quarterly submission of return			
PBSS4	HMRC real time information Year-End Report for all employers submitted by the Provider within HMRC annual deadline.	National	Annually (Q4)	Report submitted in timeframe					
PBSS5	Percentage of New Employers with completed HMRC registration on payroll set up.	National	Quarterly	100%		100.00%			
PBSS6	Workplace Pension Assessments undertaken, and eligible employees enrolled into a workplace pension scheme completed by the Provider within required timescales.	National	Quarterly	4 Weekly completion of return		4 Weekly completion of return			
PBSS7	Percentage of Pension regulator Declaration of Compliance checks completed within required the pensions regulator statutory deadlines.	National	Quarterly	100%		100.00%			
PBSS8	Percentage of required pension regulator Re-declaration of Compliance checks (3 yearly) completed within pension regulator statutory deadlines	National	Quarterly	100%		100.00%			
PBSS9	Percentage of Pension Contributions reported to NEST for all Employers with enrolled workers by required deadline.	National	Quarterly	100%		100.00%			
PBSS10	Percentage of pension contribution payments to NEST processed for all employers with enrolled workers by required deadline.	National	Quarterly	100%		100.00%			
PBSS11	PBSS quarterly service review meeting to take place.	Local	Quarterly	100%		100.00%			

**Supporting commentary:**



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## Section 2: Services provided by WNC to NNC

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## Q2 KPI overview - services provided by West Northamptonshire Council to North Northamptonshire Council

The table below provides an overview of the KPI outturns across six WNC service areas who deliver services to NNC via an Inter-Authority Agreement. Further details for these measures can be found by viewing the service specific page within the report. Of the 26 measures reported for Q2, all 26 have met or exceeded target. In addition there were a further 10 measures that recorded no activity or were not due to be reported during quarter 2.

Service	Outturn			No activity or Not due
	G	A	R	
<a href="#">Archives and Heritage (including PAS and HER)</a>	3			6
<a href="#">Assistive Technology</a>	5			
<a href="#">Libraries Support Services</a>	3			3
<a href="#">Shared Lives</a>	6			
<a href="#">Streetlighting</a>	6			1
<a href="#">Visual Impairment</a>	3			
<b>Total:</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>10</b>

## Archives and Heritage (including Historic Environment Records and Portable Antiquities Service)

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn					
					Q1	Q2	Q3	Q4	YTD	
AH1	Accredited status with The National Archives	National	To be reported in 2023	Accredited	<i>To be reported in 2023 following application to The National Archives</i>					N/A
AH2	Provision of a report to NNC detailing quarterly activity, including: 1. Number of visits to County Archive 2. Number of enquiries responded to 3. Number of website hits 4. Number of outstanding TNA/HE recommendations	Local	Quarterly	Report provided to NNC	Report provided to NNC verbally at JOB	Report provided to NNC verbally at JOB				
AH3	An annual survey to capture user net satisfaction with service (5-point scale)	Local	Annual	Survey completed	N/A	N/A	N/A			
AH4	An annual survey to capture user perception of VfM of service (5-point scale)	Local	Annual	Survey completed	N/A	N/A	N/A			
PAS1	Compliance with PAS MOU with the British Museum	Local	Annual (Q4)	Full compliance	N/A	N/A	N/A			
PAS2	Number of Finds 'Surgeries' and outreach events held across the year (Countywide).	Local	Annual (Q4)	10 per annum	N/A	N/A	N/A			
HER1	Historic England audit status	National	Quarterly	Satisfactory audit status	Next Audit due 2024					N/A
HER2	Percentage of commercial and non-commercial enquiries processed promptly (within 10 working days)	Local	Quarterly	95%	100%	100%				
HER3	To ensure all grey literature is included on the HER database promptly (within three months)	Local	Quarterly	95%	100%	100%				

### Supporting commentary

Despite a new staffing structure being approved and agreed in March 2022, there have been delays, not of the service's making that have meant that recruitment to additional roles has not progressed. It is hoped that this will have changed by the next quarter. However, given the lack of staffing, the focus has been on keeping the service operational. This latter is being done to a good standard and customer feedback is excellent. However, there has been no additional capacity to start Accreditation work. The target is now to start the work in the New Year.

## Assistive Technology

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
AT1	Average response time (working days) to standard referrals received	Local	Quarterly	7 working days	4.9 days	3.7 days			
AT2	Average response time (working days) to urgent referrals received	Local	Quarterly	2 working days	0.3 days	0.4 days			
AT3	Number of referrals to be processed by assistive technology team (excluding customer contact centre) which are open as at quarter end	Local	Quarterly	<150	49	37			
AT4	Provision of a quarterly service performance report to be presented at a quarterly review meeting. • Number of installations completed • Number of people supported by AT rentals • Establishment review and any proposed changes. • Policy and procedure changes.	Local	Quarterly	Quarterly report provided	Quarterly report provided	Quarterly report provided			
AT5	Number of services users awaiting Adult Social care Lifeline response utilization (Social care response)	Local	Quarterly	Zero	0	0			

**Supporting commentary**

## Library Support Services

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				YTD
					Q1	Q2	Q3	Q4	
LIB01	Annual CIPFA return completed and submitted for North Northamptonshire Local Authority area within required timescale (31st July)	National	Annual (Q2)	Return submitted	N/A	Return submitted	N/A	N/A	
LIB02	% of book stock deliveries completed against planned schedule	Local	Quarterly	95%	100%	100%			
LIB03	Number of Northamptonshire BIPC interventions supported	Local	Annual (Q4)	170	75	53			
LIB04	Number of new businesses started with support from the BICP Northamptonshire	Local	Annual (Q4)	25	7	11			
LIB05	Number of sessions/activities/ workshops accessible in the North Northamptonshire area	Local	Annual (Q4)	60	38	32			
LIB06	% of annual SLA Reviews completed for each Community Managed Library (within NNC area)	Local	Quarterly	100%	None Due	100%			

### Supporting commentary

Annual CIPFA return submitted within required timescales during July. All 116 book stock deliveries were completed against planned schedule. All 9 SLA reviews were carried out and completed within schedule.

## Shared Lives

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
SL1	Number of reported breaches of the Care Quality Commission regulations	National	Quarterly	Zero	Zero	Zero			
SL2	% of initial referrals responded to within 3 working days	Local	Quarterly	95%	100%	100%			
SL3	% of emergency respite referrals known to the service responded to on same working day	Local	Quarterly	95%	None responded to	100%			
SL4	Provision of monthly service review/performance report to Receiver authority	Local	Quarterly	3 per quarter	Face to face	3			
SL5	% of scheduled 12- week full compliance reviews completed (All carers & placements are monitored to ensure compliance)	Local	Quarterly	100%	94.1%	100%			
SL6	Shared Lives quarterly service review meeting to take place with receiving authority	Local	Quarterly	Service Review held	Service Review held	Service Review held			

### Supporting commentary

SL2 - 3 referrals were responded to all within 3 working days.

SL3 - 2 emergency respite referrals were received during the quarter both of which were responded to on the same working day.

SL4 - Monthly data was shared with receiver authority.

SL5 - all 50 compliance reviews were not completed within the 12 week target due to increased COVID absence within the team.

## Streetlighting

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn				
					Q1	Q2	Q3	Q4	YTD
SL1	% of payments made to Connect Roads within contractual timescales for services received	Local	Quarterly	100.00%	100%	100%			
SL2	Number of monthly contract monitoring meetings attended by relevant WNC representatives	Local	Quarterly	3 per quarter	3	3			
SL3	Quarterly Network Board meeting attended by relevant WNC representatives	Local	Quarterly	Quarterly meeting attended	Attended	Attended			
SL4	Provision of key contractual information within required timescales: Audit information (as required) / Monthly revenue financial forecasts / Annual growth forecasts	Local	Quarterly	Provided	Provided	Provided			
SL5	Provision of an updated asset register on an annual basis to inform charging for the next financial year	Local	Annual	Asset register provided	N/A	N/A	N/A		
SL6	Reports on the average length of time for lamp repair in North Northamptonshire	Local	Quarterly	5 days	1 day	1.3 days			
SL7	Reports on the number of occasions on which lighting points are not in light during the Lighting Up Period in North Northamptonshire (excluding intentionally switched-off lights)	Local	Quarterly	N/A - for info	142	186			
SL8	Percentage of lights in Light during the Lighting Up Period in North Northamptonshire	Local	Quarterly	99%	99.8%	99.7%			

### Supporting commentary

SL1 - 3 payments were made to Connect Roads within contractual timescales.

## Visual Impairment

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KPI ID	KPI	National or Local KPI	Reporting Frequency	KPI Target	2022/23 Performance Outturn			
					April to September		October to March	YTD
VI01	% of Certified Visually impaired receivers added to the visual impairment register once user consent received	National	Six-monthly	100%	100.0%			
VI02	% of referrals responded to within agreed timescales (5 working days)	Local	Quarterly	90%	90.0%	94.0%		
VI03	Visual Impairment quarterly service review meeting to take place	Local	Quarterly	Service review meeting held	Service review meeting held	Service review meeting held		

**Supporting commentary**

Report collated on behalf of North Northamptonshire Council and West Northamptonshire Council by the WNC Performance and Governance team.

