APPENDIX 2 – - Update from Grand Design

People Services – Live your Best Life	
Pledge: *Children, Young People and Adults will be Supported to Live Their Best Lives*	
Aims	**Outcomes**
• Continue strength-based working • Integrated Health & Care Teams & New models of care • Improved health and care local community services to meet local need • Greater use of telecare and telehealth to support people's wellbeing in community • Public Health outcome plans • Develop information and advice offer • Improving children and young people's outcomes and education • Creation of family hubs as source of support, advice and access to services • Work with health to ensure children & young people have improved social, mental health and wellbeing • Build Integrated Care System (ICS) Children & Young People delivery plans • Improved and inclusive education services	• People remain independent for longer in their own homes • Support is available to help people live healthy lives • Health and Social Care services will be better joined up • People feel connected and involved in their communities • Vulnerable adults are supported to be safe

Adults Social Care, Hospital & Prevention, Health & Care Integration

Adults' services have continued to embed strengths-based working across older people and learning-disabled services, while savings have been impacted by national policy around hospital discharge in COVID and 780 additional customers, the new model is helping us intervene earlier.

We have redesigned the reablement service operating model and will be doubling the number of hours of reablement we can deliver per hours from 500 to 1000. This will reduce the likelihood that people will require long term care and return them to independence earlier.

We have opened a new joint health and care intermediate care centre at Turn Furlong with 52 "Recovering independence beds", jointly staffed by social care and NHFT nursing staff to create better flow from hospitals and provide increased bedded rehabilitation and reablement helping them return home without the need for long term care after a hospital stay.

Adults is implementing a new rostering system; a new financial assessment system including a welfare module and will be procuring a new social care system.

Our ICAN community Rapid Response team is meeting its 2-hour target for red rated calls in 80% of case and is now taking EMAS or 111 calls for non-injurious falls without having to send an ambulance. This saves patients from having to wait on the floor. This reduces pressures on the ambulance service and reduces the number of people conveyed to acute hospital. We have a 98% success rate for people being able to stay at home

ICAN has helped left shift demand, so more people are supported in the community, and we are delivering national programmes like Age Well with multidisciplinary teams undertaking welfare checks and care planning. Despite having 100 fewer beds and a return to pre COVID hospital demand, we have reduced hospital admissions by 183 per month and 390 per month lower than 2019 Growth Forecast. Hospital length of stays have also been reducing although we face challenges currently with onward home care

Digital developments include the rollout of remote monitoring for over 240 people in the community via telehealth solutions as part of our virtual ward programme and in five care homes that frequently admit residents to hospital. We now have live real time dashboards across all health and care pathways in hospitals allowing us to review queues, manage flow and make interventions. We will be expanding the service to remotely monitor 50 more patients across cardiac and Asthma pathways and remote monitoring rolled out to a further five care homes.

We have brought our adults call care service and telehealth monitoring nursing teams together to create the largest national remote monitoring hub and helping more people stay well in the community. The added nursing input means we are less likely to convey people to hospital.

Our Integrated Care System and Integrated Care Partnership are live. We have developed a model for community-based delivery (across health & care, VCS, town and Parish Councils, GPs and council services in nine Local Area Partnerships (LAPs) in West Northants. A national peer review identified our model as leading best practice.

Public Health & Wellbeing
We have published a cross-party agreed Anti-Poverty Strategy with clear actions around improving outcomes and helping people avoid going into poverty. This is informing the use of Household Support Fund allocations.

We have now agreed a system Outcomes framework and set of local health priorities driven by public health data to target areas of poor health outcomes and determinants of health including falls, school readiness, COPD and mental health.

We have developed area profiles for all nine of our LAPs showing health inequalities, needs, services, assets and community and VCS groups, so that we can target outcomes improvements with targeted investment in each area based on local need. Two Pioneer LAPs in South Northants & Daventry (with high rurality, elderly and isolation) and Northampton (which high deprivation, poverty, children in care, mental health issues) are live and using the profiles for targeted joint partner working with GPs to target health and wellbeing improvements.

Children's Trust
The Children's Trust has improved quality of social care practice and management oversight, which is helping to keep children safe, as evidenced in Ofsted visits and inspections, peer reviews and internal quality assurance. It now has more of our social worker posts are filled 15.8% social worker vacancies in June 2022 (England average 17%) compared with 22.28% in October 2019 and no unallocated cases.

The Trust has improved working with our partners and a stronger strategic approach to early help; improved early help assessment, step down process and timeliness of support

and has an embedded quality assurance framework working alongside practitioners which is 'improving children's experiences'.

The Children's service now has an Early Help service, Family Solutions, which is primarily a whole family approach edge of care service. Family Solutions focuses their resource to ensure that those at very high risk of coming into care or those who have just entered care get intensive support which rebuilds family relationships and ensures practical support is in place to meet the needs of the child/young person. This includes those at risk of family breakdown including concerns over abuse and / or neglect. It is exceeding its targets to:

- Prevent 50% of children referred to Family Solutions from coming into care; tracked after 12 months (currently 63%)
- Help reintegrate children in care with 35% of cases successfully transitioned and remaining at home for 12 months after closure (currently 48%)
- help children aged 16/17 who present as homeless to remain within their family home or family and friends network.
- See 70% of ALL young people and families having self-reported improvements from following a support period (currently 66% with 63% families staying together after 12 months.

Of the 79 children who avoided care, 24 were aged under 10 and 55 were teenagers. Assuming these children each avoided our lowest cost placement of an internal foster, the cost avoided would have been £100k for the under 10s and £3.3m for over 10s.

Education & SEND
We have published a SEND (Special Educational Needs and Disabilities) strategy for West Northamptonshire children with a clear improvement plan relating to processing EHCPs in the statutory timescale and increasing the provision of SEND places with increased inclusion via additional places in schools and a dedicated 250 place school built to help support those children with higher level needs.

Build work in schools is progressing with new places opening in November 22 and further units opening. The Department for Education (DFE) is currently considering bids for the new school build and facility operator and land has already been earmarked.

We have completed a SEND peer review to verify our improvement plans and we have a new SEND accountability board to drive the plans working with schools, parents and wider stakeholders.

Communities & Opportunities – *Thriving and Prosperous Communities*
Pledge: *We will develop strong inclusive communities where residents and businesses prosper and grow*

Aims	Outcomes
• Anti-Poverty Strategy	• Reduced poverty across our communities
• Community Safety Partnership Strategy	• Accommodation improved and available for local people
• Housing Strategy	
• Economic Development Plan	• Crime and Anti-Social Behaviour is reduced

- Adult Education & Training
- Reduced youth offending through early intervention
- Sport and Leisure strategy
- Strong public partnerships to drive safer communities and reduce crime
- Increased health and wellbeing of Residents through access to housing, skills, education and employment
- Support people to fulfil their potential
- The right housing options, in the right place of the right quality for residents

- More people engage in leisure and sport opportunities
- Access to green spaces within 15 minutes of home!
- Reduced Poverty
- Skills Strategy in place
- More skills based job training and qualifications
- Thriving visitor economy with more visitors annually
- Increased number of businesses operating
- Increased range and number of jobs
- Sustainable, accessible and affordable transport

Housing and community services

We have published a cross-party agreed Anti-Poverty Strategy with clear actions around improving outcomes and helping people avoid going into poverty. This is informing the use of Household Support Fund allocations.

Our Community Safety Strategy has also been published and now have a West Northants Community Safety Partnership with partners embedded across West Northants.

We have published the new West Northants Housing strategy and while build programmes have been affected by COVID, supply chain and inflation issues we have now opened several new schemes including Beaumont House, Oaktree Rise, a specialist health and care learning disability best practice hub and spoke supported living model) and Morray Lodge – the first mental Health and Acquired Brain Injury rehabilitation and supported living step down scheme in the county for 20 years.

We have implemented a new housing register module in Daventry– the same system used by the South Northants area housing register. This included a module for homelessness and housing advice, we currently have one integrated platform that is used by the entire housing options teams for homelessness applications and assessment. As part of drafting a new West Northants Housing Allocations Scheme, a new single housing system will also be procured, along with where the Allocations functions sits, at the moment we have two in-house team implementing the housing registers (rural Daventry and South Northants) and NPH implementing the Northampton scheme.

We now have housing officers in both hospitals and the Disabled Facilities Grant has been developed in our first two years. While we saw backlogs for adaptions in 2021-22, arising from a number of factors including increased demand from the Covid19 pandemic, and our residents seeking support after delaying work while they were shielding; we have taken significant steps to clear this and we are now utilising all of our budgets. We have also introduced some new elements of service including:
- A new Home Adaptation Policy, including discretionary assistance
- Introducing a fast-track process particularly to support hospital discharge, palliative care, and returning home from supported accommodation settings
- Continuing our care and repair service to support discharges

- Focusing on the new Home Adaptations Policy, we have introduced a range of new discretionary grants, enabled by the Regulatory Reform Order.

Libraries

We currently still share the central library support and book management service with the Library 21 stakeholder group support and have delayed the planned disaggregation. A Libraries hardware refresh will also commence in 2023.

We are developing the Libraries and communities "Warm spaces" initiative for winter 2022-23 and we currently have 67 registered venues to assist people facing fuel poverty. We also have eight food larders live and supporting communities with high food poverty challenges.

Leisure

We are developing a leisure strategy and have submitted a bid for a health and wellbeing hub in Weston Favell as a core levelling up bid which will include the development of leisure offer, social prescribing offer and integrated health and care hub in an area of high deprivation.

Economic Development & Regeneration

We have created an Economic Development prospectus that sets out the key facilities, capabilities and potential of West Northants which is used when talking to investors, architects and development partners. It includes how West Northants is already a centre for Advanced Motorsports, logistics and heritage but also how we plan to develop its profile as destination for visitors, young professionals and as a place of sporting excellence.

The Vulcan Works in Northampton has now opened, The development has created 68 lettable units, including office, studio and managed workshop space specifically aimed at start-ups and growing businesses within the creative industry. Units range from 10m2 to 100m2.
Southeast Midlands Local Enterprise Partnership (SEMLEP) facilitated a Local Growth Fund contribution of £6.3 million together with £3.06 million from the European Regional Development Fund. West Northamptonshire Council covered the remaining costs. It is hope that during its first ten years of operation, Vulcan Works will support up to 150 businesses across the county, creating around 500 jobs. A company called Oxford Innovations has been contracted to manage the space, deliver business expertise and raise the finance that entrepreneurs need for their businesses to thrive.

In October 2022 we were also announced as the winner in the East Midlands All Round Small Business Friendly category at the FSB Local Government Awards.

We continue to progress the Northampton Town master plan with the Market Square development starting in January 2023 and the Heritage Gateway and Four Waterside housing contractor procurement launch. We will also see the 24 Guildhall Road phase one - completion and 78 Derngate garden planting and glass installation. Significant works will

progress in 2023 including the progression of significant residential developments in Abington Street in the old BHS & M&S sites and Fish Street contractor procurement.

Place Services – Green and thriving Place
Pledge: West Northants a place that is distinctive, sustainable, ambitious, and well connected

Aims	Outcomes
• To create safe, connected, sustainable communities • Delivery of our Sustainability Agenda • Finances & resources used to deliver social value • Delivery of key strategies to inform our growth: - The Local Transport Plan - The Climate Change Strategy • Reduced crime from effective town centre and housing design • Maximising grants and funding to support local community development • Robust and successful partnership with Central Government • Joined up planning that helps to shape places with balanced communities of housing, business & green spaces	• Sustainable use of natural resources • Ensure best use of land • Improved environmental quality • Delivery a local transport plan • Business Growth with greater GDP • People feel safer as a result of effective town planning and education • Regenerated and re-purposed town centres • Deliver high quality neighbourhoods and towns that people are proud to live and work in

Transport & Highways
New contract for highways was procured with improved service levels and supported by a stronger client team within the council to ensure the contract is delivered in full and our partner delivers against its commitment.
We are working on a rural transport plan that will set out how we plan to ensure areas and people are connected and residents are not disadvantaged through isolation in rural areas.

Waste
New Green waste service launched South Northants harmonising arrangements for Garden waste and exceeding all expectations in income.

Assets, Facilities Management and Environment
We have implemented a new hybrid post service rolled out across all sites and operating common processes, reducing manual handling and ensuring that we have electronic versions of all correspondence delivered more promptly to services.

Energy – we have consolidated and negotiated our energy contracts, and this has allowed us to secure energy at a lower cost that then national cap for energy for much of the year. we have modernised the heating and lighting in our buildings and reduced consumption. We are also developing plans for increased solar panel use across a range of sites and potentially for a council solar panel farm.

We have developed plans for a new crematorium and mortuary to support West Northants and nearby residents with modern services that will meet our needs now and into the future. We will provide a range of services for all faiths and events and will also generate income for the Council.

We have created a master plan for office rationalisation based on clear evidence and that will support of "ways of working" plan for a modern workforce, our customer services strategy for community hubs supporting local need and will deliver £500k of savings in year 1 rising to an annual saving of £750k across our estate.

Community and VCS assets – we have developed a policy statement that sets out how we will identify assets that could be used to support the voluntary sector or communities and how we will evaluate any requests or offers for their use.

Regulatory services have been fully restructured and now working effectively with Public Health to ensure joined-up public health protection and delivering increased enforcement activity working with trading standards, environmental services and housing to improve the standards and compliance of services and facilities that support our residents.

Planning and development has been a challenging area with different processes and policies in each legacy council and a lack of systems and automation. The service is progressing an improvement plan across its governance, processes, systems and decision making. It has also had a peer review which will result in further recommendations for change. The service is being consolidated into a single main base in Towcester with staff enabled through new IT and systems and supported with common policies and processes.

Customers – how we support customers
Pledge: By 2024, we will be regarded nationally as an exemplar council that is customer centric in what it does and how it behaves

Aims	Outcomes
• consistent, outstanding customer experience across the organisation,	• Same experience wherever and however you make contact
• Use information and our understanding of customers and communities to profile demand and trends so that we can deliver intelligent services, adopting a proactive approach to achieving positive outcomes	• Easy to use & efficient self service
	• Improved processes & procedures that work for customers
	• Better service
	• Services designed with customers
• We will be flexible in the way we design services and systems so that we can respond to changes and opportunities, continuously streamlining customer pathways and increasing positive impact	• Positive customer focussed culture where we always champion the customer
	• Staff do a professional and courteous job and are informative.
	• We retain staff
	• We have staff in each locality providing local services in communities
	• Less hand-offs and manual processes between front and back office
	• Customers don't have to repeat themselves
	• Modern multi-channel telephony and online services
	We use data to improve & shape services

Customer Service

Cross-training:
Following the publication of our Customer Strategy we have been taking a different approach to customer services. We are now being more proactive about resolving customer queries in full rather than just dealing with the specific service they call about.

Mail bot:
We introduced the mail bot in April 2021. The bot now identifies the area (NNC or WNC) and also the department in the majority of cases. In around 8-10% of cases it also correctly responds to a query, without the need for human intervention. As the AI learns more and more (the more interactions, the more learning), we will be able to deploy the developments to website navigation bots and also (dependent on telephony) phone bots. This is all underway.

Outreach surgeries:
We now have a regular presence in local libraries and community centres where we know there is a need either because of a) limited provision of public services, or b) deprivation. We also trial out surgeries when requested to do so by ward councillors. This has been a really transformational approach, as it allows us to be accessible by people who would otherwise face barriers to engagement.

Reverse channel shifting
Where it is proving more time consuming, costly and worse for the customer to engage with us via e-forms or email, (such as Housing applications) and where this results in multiple exchanges, follow ups and hand-offs, we have taken the decision to reverse the channel shift. We have found that a face to face appointment allows us to resolve the matter in full (verify, scan, upload documents) in significantly less time than an email interaction.

Website content management
We have completely changed the landing page and functionality of the website based on feedback from advisors in terms of how customers access information and the tasks they are looking to complete. The focus of the transition from the old websites has been not on lift and shift, but a re-organisation of content. The next step is to develop more 'decision trees' similar to the one for Cost of Living, which target the info to the specific circumstances of the customer.

New systems
New single telephony system due to go live in March 2023 and new single CRM (Customer Relationship Management) project is progressing, this will allow us employ customer services staff at any site or at home and still be able to access the same single system to manage customers from any area and overcome the limitations of the current separate systems and limited telephony capacity. This will overcome the current issues of separate satellite contact centres based on the old council boundaries, systems and staff capacity.

Commissioning: What we Buy, Commission or Sell
Pledge: To improve the quality and value achieved for our residents through pro-active commissioning, contracts and income generation

Aims	Outcomes
• Create a culture that empowers our commissioners to be pro-active and forward thinking. • Commission the right service at the right time for the right people • Develop strategic approach for contacting and commissioning services	• Upskill agencies to understand commissioning • Pro-active commissioning • Co-production: VSC, public and private sector and parish/towns • Market development & market research • Improved contract governance • Baseline WNC commissioning • Contract rationalisation

• Increase sustainability through Social, economic and environmental values • Aligned approach for setting Fees and Charges within WNC • Create a Market Development Strategy to achieve co-production including voluntary sector, private/public sector, parish and town councils & partner agencies • Define and develop commercial/income generation approach.	• New opportunities to be developed with internal services and partners

Corporate HR & Organisational Development - How we work
Pledge: To be a modern and effective employer of choice with a sector leading workforce that are valued, are productive and empowered to make a difference for local people

Aims	**Outcomes**
• Increase the number of staff that feel that they can engage and are supported by their manager in getting the best from them and their teams • Increase productivity across roles by creating the right policy environment and giving staff the right tools and that increase is reflected in service performance • One organisation with high performing teams which role models our values and a continuous improvement culture which drives quality • All staff feel valued both in terms of pay and benefits but also by the organisation • Create a resilient workforce where staff feel that their health and wellbeing is being considered • Create a sustainable workforce where there is a clear plan to manage talent and progression.	• We are recruiting more talent • We are enabling staff to be successful • Staff have clear development pathways and progression possibilities • Better workforce forecasting, long term planning and monitoring • Worker Profiles in place with clear standard support packages • ICT Kit refresh aligned to what is needed • Improved space utilisation and more collaborative spaces. • Managers supported with data to do their jobs • We have good practice in place for managerial and staff spans of control • Effective performance dashboards/scorecards

Pay and Grading

One of the most complicated changes needed by councils after Local Government Reform is consolidating its pay and grading arrangements having inherited staff from different organisations with different approaches. This creates inconsistency, the risk of equal pay claims and makes it hard to set a clear career path and professional development journey for staff.

In many cases councils have taken years to implement this change because of its complexity. We have made significant progress in setting and agreeing a new set of West Northants Council terms and conditions for the 1000 plus staff who have joined the Council or moved into new roles following restructures. These have been agreed by the unions.

We have created a new pay and grading structure that removes the anomalies and range of roles, grades, pay levels and schemes and creates a new single structure with new role profiles, wider and equally spaced spinal points and offering staff more opportunity to progress and develop in a clear structure.

Culture & workforce

We have published a framework of values and behaviours that are now rolled out across our workforce and form part of our ongoing performance appraisal, staff recognition and recruitment plans.

We have undertaken a number of key staff surveys seeking views on what works well and what needs improvement, and these have resulted in action plans with regular "you said, we did" updates.

Flexible working
All staff have now been categorised by worker types and work has begun to equip them with the IT bundle appropriate to their working patterns and we have published a West Ways of Working policy to guide staff and teams about how to work and operate in the modernised environment.

Recruitment
A new recruitment system, The Recruitment Hub, went live in September 2022 and now provides managers with a more intuitive and simple system for all recruitment services.

Digital, Technology and Innovation
Pledge: To deliver data driven, automated and modern services which offer the best value for money whilst enabling the best quality service to our residents

Aims	Outcomes
• Drive digital process change to simplify processes for customers and staff • Rationalise the technology architecture to ensure value for money • Support the delivery of the technology requirements of the Transformation Priorities • Drive a strategic corporate approach to maximising technology.	• Mechanisms and monitoring arrangements in place to find and deliver quick wins • We are fixing pain points across the organisation that stop efficient working or better customer experience • We have less contact from customers and staff complaining because we haven't done something • Ensuring that priorities and solutions emerging are achievable and in line with the corporate approach • Digital projects are monitored and delivered to support corporate timelines • We have a clear strategy for Digital, Technology and Innovation (DTI) • We have a clear DTI implementation plan and subsequent prioritised pipeline of projects

Flexible and modern workforce
All staff have now been categorised by worker types and work has begun to equip them with the IT bundle appropriate to their working patterns and to allow them to "plug and play" in any main office where they can hot desk, book meeting rooms, print and sign on to corporate systems.

The IT refresh has begun based on the office rationalisation plan and we have installed a new encrypted national public sector wi-fi service that staff can use in any office with a .gov.uk or NHS domain. We have also installed a new WNC public wifi.

Website
Work continues to migrate all the legacy content from all the old Council sites and to improve the accessibility of the content so its customer friendly. The WNC website has

been named the joint-most accessible of all Council websites in the UK, scoring a perfect 100 out of 100. Accessibility is the practice of making your website usable by everyone - regardless of ability or disability - and achieving a 100% score is an incredible achievement which we share with only four other Councils nationwide. The score is measured by Silktide, who each month sample 125 pages from local government websites and check them against accessibility criteria.

Corporate services transformation - the new Halo Shared Helpdesk went live on 10 October 2022. the Halo Shared Helpdesk is now a single portal for all staff to contact Finance Operations, Payroll Services, Business Systems, and WNC DTI in one place using common processes and simplifying the touchpoints for staff.

IT modernisation

We have commenced a best practice 8 step plan for our IT services:
1. Capability assessment - What capability does DTI have and need to deliver transformation?
2. Architecture audit – our applications are now all mapped and classified against national standards and frameworks
3. Business functions - We have mapped all the council business functions into the Local Government Functional Classification Scheme – this is the first half of rationalisation process.
4. Rationalisation priorities - Many of the biggest system rationalisations are underway already, but we will seek to identify the biggest remaining opportunities for rationalisation driven efficiencies by April 2023.
5. Three-year technology Roadmap – we will provide short term technology roadmaps for each directorate, mapping out key systems, dates, costs, timelines, contracts, and planning against capability by September 2023
6. Further efficiencies - investigate potential efficiencies from work beyond simple rationalisation, automating backend processes, integrating existing systems by June 2023
7. Longer term 5-10 year plan - Produce longer term plans for what an efficient, cost optimised WNC technology estate looks like in the 5-10 year window, on the basis of a rationalised technology estate, backed by automation, machine learning, and other labour saving/efficiency adding technologies. By April 2024

Alongside this we have commenced a review of the options for disaggregation of our IT Services from the North at their request. This is a complex piece of work to be complete by March 23 and involves the following key activities:
- Discovery findings shall be analysed including applications, databases, infrastructure and disaggregation costs. Impacts of the Risks, Issues, Interdependencies, Resources, Data shall also be collated.
- Stakeholder workshops will be held to identify how the Service Areas currently support W/N. And to extract their thoughts, ideas and opinions of Disaggregation approaches.
- An options paper will be published based on the discovery results, providing the costs, risks, dependencies etc. of each option and a preferred option given.

There could be significant cost and risk to our wider delivery plans and timescales if we have to split the services but options will include different models that may equally accelerate the pace and scale of digital and infrastructure transformation.

Finance and Resources

- Brought in an interim accountancy and finance structure from day 1 of vesting day
- Brought Revenues and Benefits in house from the previous three different operating models that we inherited and took a £200k saving out
- Are moving towards a harmonised Revenues and Benefits system which will deliver a further £369k of savings
- Have implemented a single BACS system
- Are implementing a single Income Management System
- Have successfully carried out a Procurement and Contract Management restructure
- Have only two sets of predecessor accounts left to close. There were 10 outstanding a week before vesting day
- Dismantled the ineffective Internal Audit Shared Service arrangement and brought the service in house from April 2022
- Have restructured the Pensions service to make it more effective
- Have seen improvements in debt collection, council tax collection and business rates collection