

WEST NORTHAMPTONSHIRE COUNCIL CABINET

14th September 2021

Portfolio Holder for Strategy- Councillor Jonathan Nunn

Report Title	Quarter 1 Transformation Update
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Contributors/Checkers/Approvers

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List of Appendices

None

1. Purpose of Report

1.1. To provide a quarterly update on transformation in West Northamptonshire Council

2. Executive Summary

2.1. This report is intended to update Cabinet on the transformation work being carried out across the Council.

3. Recommendations

3.1 That the Cabinet note the contents of the report.

4. Reason for Recommendations

- Update paper for information only no decisions required

5. Report Background

5.1 This is the first of these quarterly reports that update Cabinet of the work of the Transformation Team

6. Issues and Choices

6.1 Transformation Team supporting the Council's Improvement Agenda

The Transformation Team was formed as part of the new unitary West Northamptonshire Council which came into being on the 1st April 2021. The Transformation Team is headed by the Director of Transformation and three Heads of Service: Head of Transformation Strategy, Partnerships and Design; Head of Transformation Delivery; and Head of Quality, Assurance and Support.

Since the 1 April 2021 the Team has been engaging with the directorates and services to understand the opportunities and challenges service areas face to begin building strong strategic relationships and to maximise the added value the team can offer and to help deliver the key evolving transformation priorities for the council.

These early engagement activities have included:

- Working with the Executive Directors to understand key priorities and transformation opportunities
- Visiting each Directorate's Management Team to make contact and begin relationship building
- Developing and implementing a transformation business partnership model using the Team's Change and Engagement Managers
- Briefing and engaging with assistant directors at a regular weekly meeting
- Working with services to develop a set of transformation principles
- Developing and introducing the team's approach to communication, engagement and change management
- Working with assistant directors to identify transformation priorities, and identifying pipeline projects prioritisation before assigning to project managers for fact checks
- Working with IT colleagues to identify key areas for I.T reviews.

6.2 Transformation Governance

To underpin and ensure successful delivery of Transformation across the organisation, key governance arrangements have been put into place.

A Transformation Board has been established to develop, coordinate and monitor transformation activity for West Northamptonshire Council. This will ensure service improvements and savings are delivered in line with the corporate priorities, within budget and to the required quality standards. The Board provides strategic direction, leadership and alignment with West Northamptonshire Council's vision and values.

The Transformation Board is chaired by the Chief Executive and its membership includes all executive directors and assistant directors of the key enabling services. The Transformation Board met for the first time on 24th June 2021 and meets monthly thereafter. The Transformation Board receives the monthly Transformation Performance Report, business cases requiring review and approval, and inform the strategic development of transformation across the organisation and with partners.

Alongside the Transformation Board, joint governance arrangements with North Northamptonshire Council have been put in place. These arrangements include a Joint Officer Board (Shared Services) and a Joint Committee (Shared Services). Both these governing bodies have representation from West Northamptonshire Council and North Northamptonshire Council. These bodies will steer activities that affect both organisations including the completion of the Inter Authority Agreements (IAAs), monitoring the performance of the IAAs and the disaggregation of the hosted services.

A transformation project pipeline is being developed. This has been initially populated by transformation and improvements projects that were already in-flight in former sovereign councils at vesting day, the disaggregation and aggregation of services, budget savings and other transformation and improvement opportunities that have been identified on an ongoing basis. This list has been compiled with services and work is now underway to prioritise these opportunities.

To enable the accurate monitoring of transformation activity a monthly transformation performance report has been developed and introduced. Early focus of this monitoring is on those savings budgeted in 2021/22. Development of this transformation performance report is now looking to include wider transformation projects and the tracking of non-financial benefits.

New electronic project management software Monday.com has been procured jointly with NNC, and is currently being designed and built, with implementation expected in September 2021.

6.3 Hosted Services

The Team has supported work around hosted services. This includes:

6.3.1 Inter Authority Agreements (IAAs)

Key performance indicators and budgetary information needs to be included in the IAAs post Vesting Day and will be a key element of the governance of the shared services. A joint working group has been set up to oversee delivery with appropriate NNC/WNC leads in place. A pilot is underway to jointly validate the information gathering approach and ensure necessary support is provided to service areas. Joint performance reporting arrangements and ownership are being agreed, to prevent duplication of effort and ensure most efficient processes for performance reporting in place. Communications and engagement with services is underway to ensure consistent messages are given.

6.3.2 Disaggregation of hosted services

The Team has been supporting services to assess at a high level if the member task and finish timeline is viable via performing the fact checks in collaboration with colleagues from NNC. Where the high-level fact check recommendations allude to a change to the timeline, those recommendations will go through the joint governance arrangements for decision. There is a plan in place for the first service to disaggregate, along with a checklist for the services to ensure that each area has the relevant policies and processes in place for the safe and legal transfer to the respective council.

6.4 Stabilisation

The team has provided support to services to enable them to stabilise following vesting day. These include:

6.4.1 Member Accommodation

A one-off solution for the accommodation of the inaugural full council meetings for both North and West councils, taking place in May 2021 was delivered. One Angel Square has been selected as the short to mid-term option for a suitable internal space for the full Council meeting in July and ongoing. The Chamber at The Forum in Towcester has been selected as the short to mid-term option for a suitable internal space for the Cabinet meeting in July and ongoing. Existing provision at Northampton County Hall has been selected for Group Members. Existing provision in Towcester, Daventry and Northampton has been proposed for general Members rooms although this has not yet been confirmed.

6.4.2 WNC Boards Review Paper

A Boards Review Paper was produced to provide clarity on legacy Boards (continued from legacy councils) which are set to continue, those legacy Boards set to end, and any new Boards set to be established. A guidance document has been produced to help clarify when decisions are required by the various Boards across the organisation.

6.4.3 Future Ways of Working

The Future Ways of Working project has completed an initial consultation with a cross section of services and staff to identify how our workforce is currently working, what assets are available and the possible categorisation of job roles against the identified worker types. The findings from the consultation are currently being considered before all services are engaged in the fact-finding activities over the coming weeks. The insight and intelligence obtained through this analytical undertaking, can then be utilised by all enabler services to aid decision making. This analysis will support:

- Prioritisation and immediate return of key staff, who's service offering, or performance has been impacted due to the COVID-19 pandemic
- Agreement and rollout of the future ways of working model
- Future planning in relation to office location following aggregation of services

6.4.4 Customer Relationship Management (CRM)

Initial discovery work is being undertaken to understand the current arrangements for Customer Service functions, the systems in use and any barriers to having to work with different ones. Understanding of what is currently spent on existing CRMs will feed into the development of the business case for the replacement and use of a single CRM system across all customer service functions.

6.4.5 Restructure Projects

A business case has been prepared for the Executive Support Restructure and is due to be considered by the Transformation Board on 22 July 2021. This project will seek to align the structure of the Executive Support service to that of the new organisation and to deliver financial savings. If the business case is approved the paper will be presented to the Trade Unions on 17 August 2021 for their input. A separate Redundancy and Redeployment Business Case has been produced and should the Trade Unions agree with the proposals set out, consultation will begin, with the anticipated duration of 45 days.

Preparatory work to design the new structure for another two service teams is underway prior to the production of the business cases for approval by the Transformation Board.

6.4.6 Home to School Transport

In Education, key areas of service delivery supported by the Team are streamlined process improvements to home to school transport applications in time for September, with enhanced performance monitoring in place designed to improve customer access.

6.4.7 Integrated Care Across Northamptonshire (ICAN)

In response to national guidance and requirements, to further enable the integration of Adult Social and Health to form an integrated care system (ICS). This will utilise health funding to support the realisation of benefits across health and social care to achieve improved outcomes for residents, reduce operating costs and reduce reliance on acute hospital care. These proposals are planned ahead of winter 2021 in order to secure early benefits and changes in ways of working before the anticipated increase in demand in hospitals is experienced and to reduce the associated risk of poorer outcomes.

6.4.8 Internal Audit Service

Examination of the provision of Internal Audit Services that is currently supplied by Milton Keynes Council through a Lead Authority arrangement. The nature of this service is not well suited to a Lead Authority model of delivery which also makes resource and charging particularly complicated. The project is delivering the implementation of an in-house internal audit service as determined by Cabinet in July 2021.

6.4.9 Revenues and Benefits

A range of service delivery models for revenues and benefits currently exists across the council as a result of the formation of the single unitary council in West Northamptonshire. Cabinet agreed that the service

should be brought in house in order to have just one operating model instead of three and to seek to improve performance in Revenues and Benefits across the area.

7. Implications (including financial implications)

7.1 Resources and Financial

7.1.1 There are no resource or financial implications to be considered as a result of this update

7.2 Legal

7.2.1 There are no legal implications arising from the update.

7.3 Risk

7.3.1 There are no significant risks to share as part of this update.

7.4 Consultation

7.4.1 No consultation required

7.5 Consideration by Overview and Scrutiny

7.5.1 No

7.6 Climate Impact

7.6.1 No Climate Impact identified

7.7 Community Impact

7.7.1 No Community Impact identified

8. Background Papers

8.1 None to note