



# FUTURE NORTHANTS

Programme Closure Report - Updated  
Jane Carr, Director of Transformation  
9<sup>th</sup> April 2021

# Future Northants Vision and Mission

## **Our Vision**

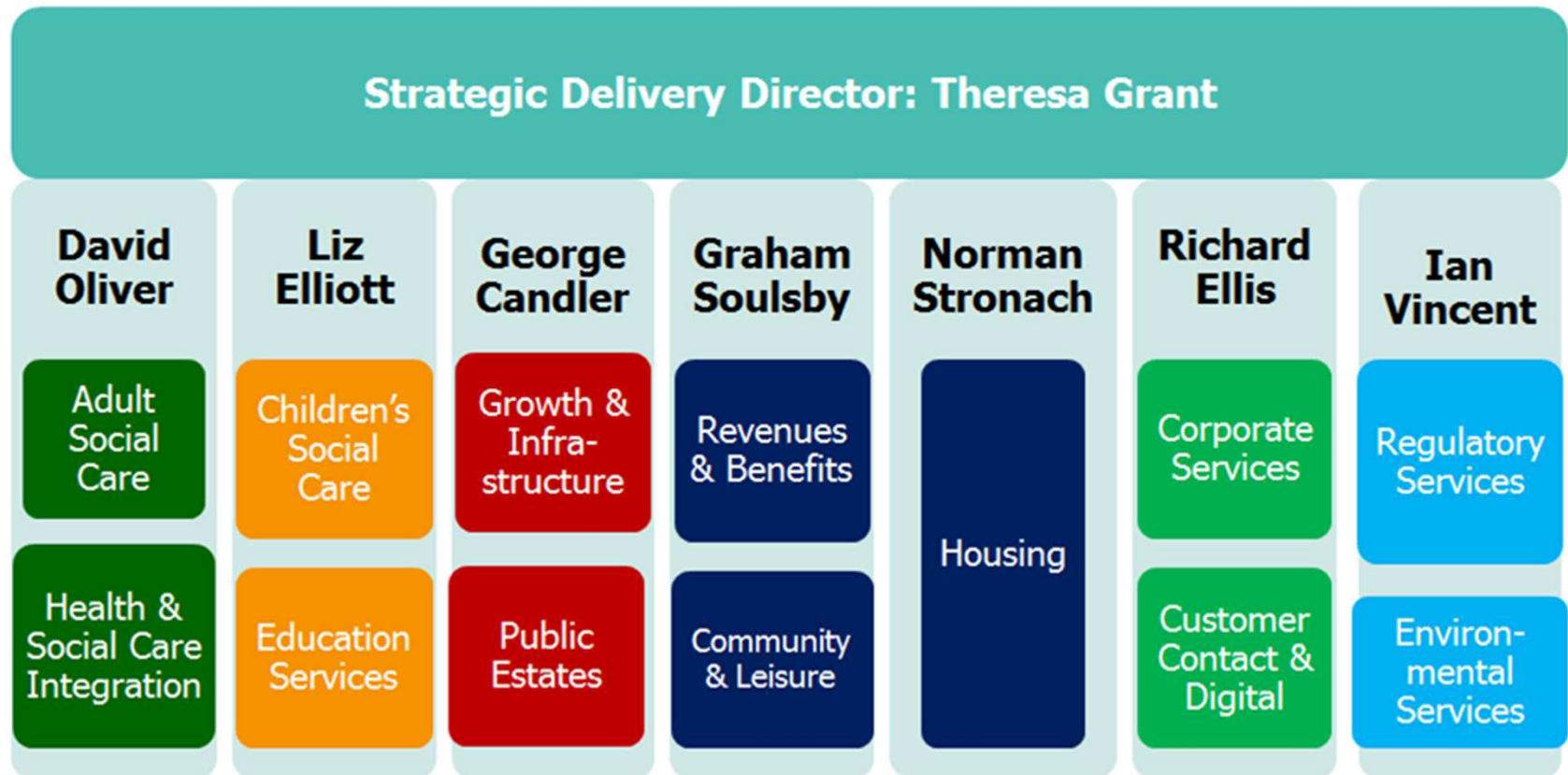
To create the two best performing local authorities in the country

## **Our Mission**

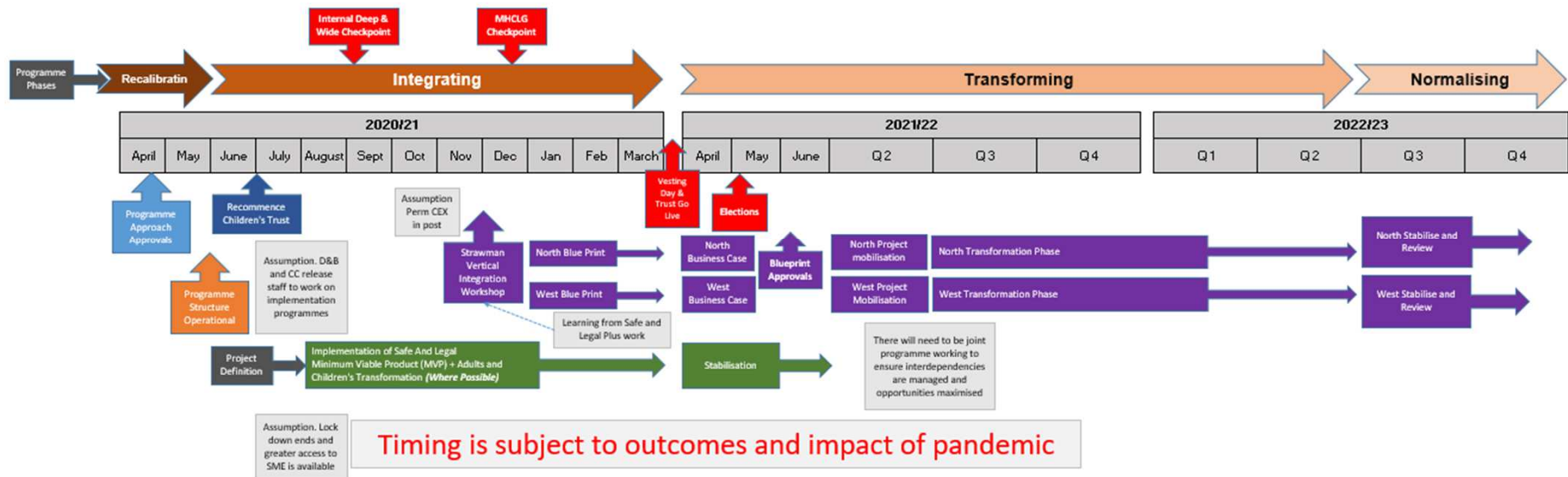
The Future Northants Programme team will put their heart and soul into serving the citizens of Northamptonshire by designing, planning and implementing services that are safe and legal on day one, with as much transformation as possible before vesting day.

Transformation and aspiration will be at the forefront of our minds to enable the 2 Unitary Councils to deliver their vision by 2024.

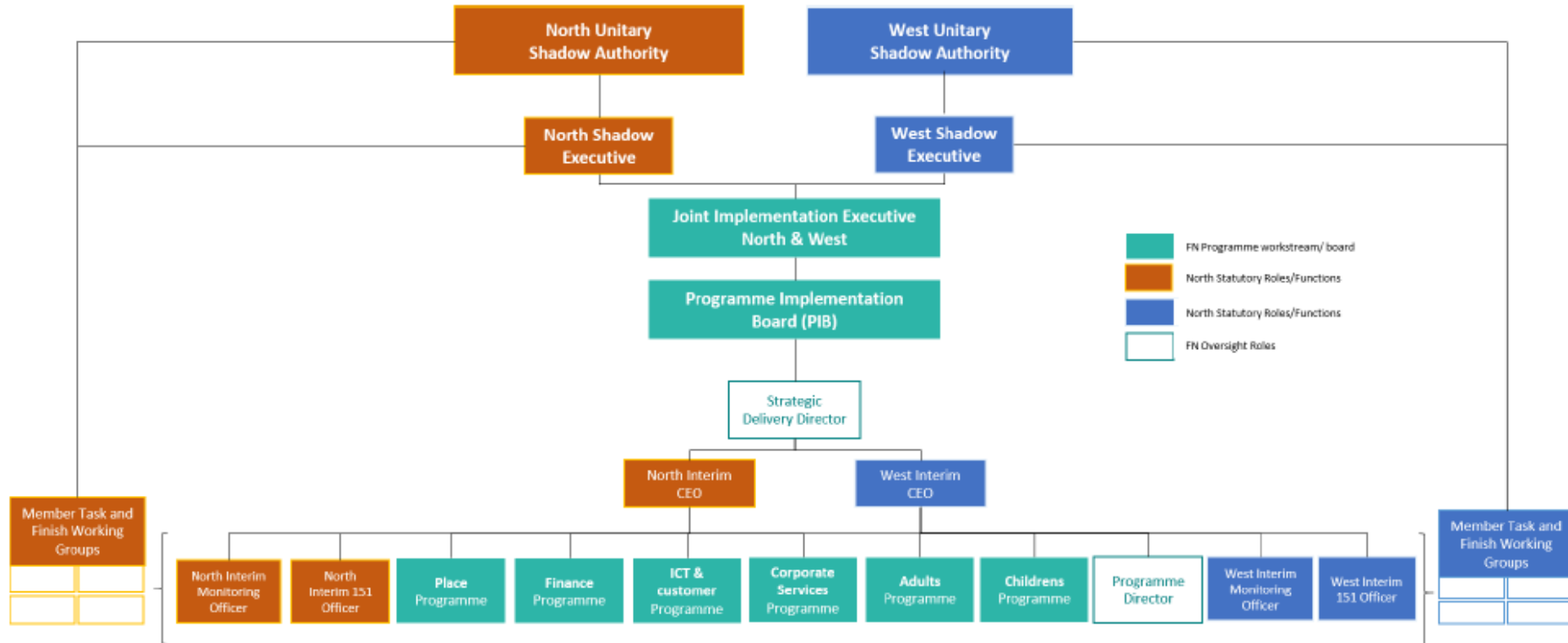
# Original Portfolios



# Covid: Programme Reset



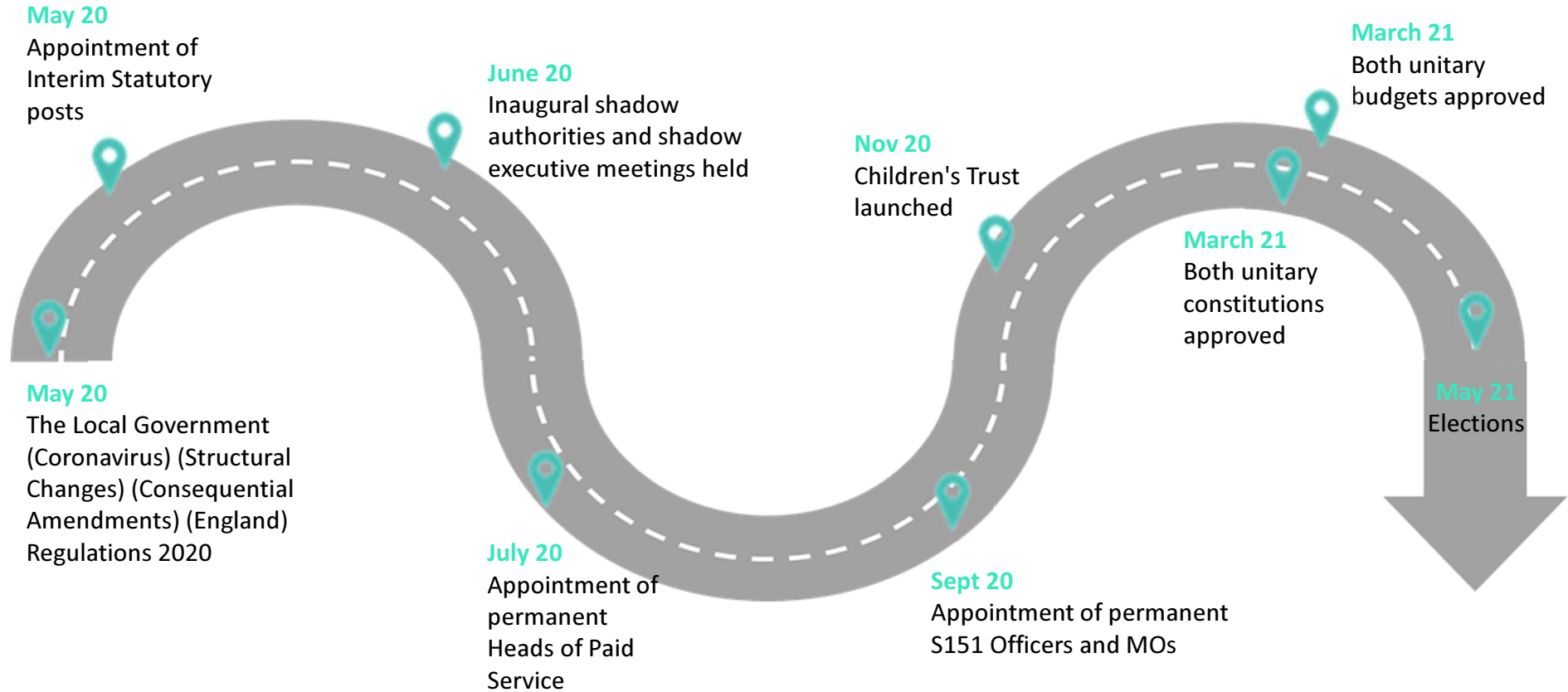
# Revised Governance Structure



## Cross Cutting Programme Elements

- Legal Services Day 1 – Ensure we can meet our duties on day 1**
- Safe and Legal transfers – When and how we move services must ensure we service continuity**
- Transformation – progressing transformation where we can (“plus”)**
- Lead Authority – clarity on services that will sit with a lead authority in the future**

# Milestones



# Major Achievements

## Org

- Creation of the Children's Trust
- Creation of two brand new Unitary Councils
- Repatriation of LGSS back-office services
- Repatriation of Highways client functions

## People

- Investment in people – commitment to use in-house staff fulfilled
- Tier 1-3 recruitment plus restructure of FN programme staff to two new Transformation Teams
- Full disaggregation of NCC workforce

## Legal

- Completion of Inter Authority Agreements for Lead Authority and hosted services - 42 legal agreements
- Clear plan for disaggregation of hosted services
- 8,000 contracts transferred from sovereign councils to new bodies

## ICT

- MS365 migrations and rollout across 8 separate Councils to 7,000 staff
- Eclipse for both new Unitary Councils' Adult Social Care and for Children's Trust
- ERP Gold for both new Unitary Councils and Children's Trust – for 7,000 staff
- Capita/Education moved to the Cloud with go live in May
- Two brand new websites
- Two brand new intranet sites

# Closing Position

## Adult Social Care Programme

Overall	Budget	Risks	Issues	Schedule
<p><b>FINAL RAG NARRATIVE</b></p> <ul style="list-style-type: none"> <li>• Safe and Legal Critical Deliverables were completed in good time for Day 1.</li> </ul> <p><b>CRITICAL DELIVERABLES COMPLETED</b></p> <ul style="list-style-type: none"> <li>• All CQC registered services were able to operate legally on 1st April 2021</li> <li>• Three new instances of three systems necessary for the safe running of Adult Social Care services were delivered (Eclipse, Abacus and Caspar)</li> <li>• Adult Social Care and Public Health were able to operate safely and legally from Day 1</li> </ul> <p><b>ANY ACTIONS TO BE CARRIED OVER</b></p> <ul style="list-style-type: none"> <li>• Continue to build on and embed the adult social care target operating model following transformation.</li> <li>• Complete implementation of two new instances of Cygnum from short-term interim arrangement. Cygnum is a system necessary for the safe running of Adult Social Care Services</li> <li>• Implement Adult Safeguarding Board and Health and Well Being Board</li> </ul> <p><b>ANY ACTIONS TO BE PICKED UP BY NEW COUNCILS</b></p> <ul style="list-style-type: none"> <li>• Finalise Inter Authority Agreements to include budgetary and performance parameters</li> <li>• Review and implement upcoming Health and Social Care White Paper in partnership with Health colleagues, to ensure optimum utilisation of resource across North and West Northants</li> <li>• Re-tender of Care Home contract</li> <li>• Implement Autism Framework</li> </ul>				



# Closing Position

## Children's Services (Education) Programme

Overall	Budget	Risks	Issues	Schedule

**FINAL RAG NARRATIVE** – Safe and Legal Critical Deliverables were completed in good time for Day 1.

**CRITICAL DELIVERABLES COMPLETED**

- Creation of the Children's Trust
- Creation of the Intelligent Client Function
- Disaggregation of 10 Service areas within the Retained Education Function
- Creation Of shadow Schools Forums
- TUPE transfer of all staff cohort in Maintained Schools where NCC is the employer
- Identified and made changes to all Education Day One IT Systems
- Creation of a Commissioning and Sufficiency function for Education

**ANY ACTIONS TO BE CARRIED OVER**

- Further details to be agreed within the inter-authority agreements to include budget arrangements
- Letters to notify the transfer of EHCPs to be sent – template to be provided
- MOU/SLA Transfer letters to be sent – template has been provided
- Rebranding of non-public facing documents

**ANY ACTIONS TO BE PICKED UP BY NEW COUNCIL**

- Support for the Disaggregation of the Hosted Services

# Closing Position Corporate Programme

Overall	Budget	Risks	Issues	Schedule

**FINAL RAG NARRATIVE** – Safe and Legal Critical Deliverables were completed in good time for Day 1.

**CRITICAL DELIVERABLES COMPLETED**

- Recruited all statutory officer Interim and Permanent positions in line with the SCO (CEX, S151 & MO) and interim positions required (DPO, Elections Manager and Dem Svcs manager). Recruited to remaining tier 1 – 3 roles
- Created new Constitutions for each authority, develop member allowance and code of conduct etc.
- Planned and executed the TUPE consultation across all 8 authorities, and the disaggregation of NCC employees
- Created the overarching Inter Authority agreements, and associated contracts for lead and hosted services
- Created two new Logos for North and West, identify and rebrand critical safe and legal items, and branding guides
- Create an overarching data sharing agreement between the authorities, and draft schedules for services
- Identified with programmes required DPIAs and support the completion, adding to the mitigation plan
- Worked with ERP resource to ensure Payroll system is in place for Day 1, including all 8 authorities
- Created new policies based on new terms and conditions for North and West, including TU negotiations
- Transfer letters sent to suppliers to inform them of the transfer via SCO to North and West
- North and West contract procedure rules created and in place
- Health and Safety policies developed and associated procedures for statutory compliance adherence and monitoring
- New Insurance for each authority arranged to be in place for 1<sup>st</sup> April 2021

**ANY ACTIONS TO BE CARRIED OVER**

- Further detail agreed within the inter-authority agreements to include budget arrangements
- Phase 2 of Terms and Conditions work with the unions

**ANY ACTIONS TO BE PICKED UP BY NEW COUNCILS**

- Mitigation work listed in the plan for GDPR compliance
- Rebranding of policies and other physical rebrands that were in category two and three
- Replace members on statutory boards as the memberships are up for renewal, select member post elections for SRA registration (law)

# Closing Position

## Customer Contact and Digital Programme

Overall	Budget	Risks	Issues	Schedule

**FINAL RAG NARRATIVE-** Safe and Legal Critical Deliverables were completed in good time for Day 1.

**CRITICAL DELIVERABLES COMPLETED:**

- New websites and eforms for North Northants and West Northants; platform and delivery partner
- New website policies: cookies, microsite, archive, content publication
- New single non-geographic telephone numbers
- Standardised opening hours across the North and West and new 'contact us' email address
- Email automation to route the emails to the correct skill and system group
- New IVR (interactive voice response press 1 for x, press 2 for x..) process for the telephone enquiries
- Standardised 'Tell us once' services
- Standardised face to face delivery e.g. dress code, welcome greetings

**ANY ACTIONS TO BE CARRIED OVER:**

- Delivering the two new websites fully
- Decommissioning the sovereign council websites (2yr timeline)
- Target Operating model, strategy, KPIs
- Mailbot further development
- Telephony contact solution

**ANY ACTIONS TO BE PICKED UP BY NEW COUNCILS:**

Key within 12 months:

- Outsystms platform for ; blue badge, epermits and Halo needs to be reviewed. Contract will end 31/03/2022 so need to extend or review options
- eform platform current contract in place till 31/03/2022. Need to consider new provider or extension
- Digital Platform: telephony solution, CRM, workforce management, authentication, my account, booking system.

# Closing Position ICT Programme

Overall	Budget	Risks	Issues	Schedule

**FINAL RAG NARRATIVE** – Safe and Legal Critical Deliverables were completed in good time for Day 1.

**CRITICAL DELIVERABLES COMPLETED –**

2 new instances of Adult Social System - Eclipse

- 2 new instances of ERP Gold
- 2 new instances of the Local Land & Property Gazetteers
- 2 new instances of Income Management system for NCC
- 2 new MS365 tenancies
- 2 new interim intranets
- New end user device framework agreement in place

**ANY ACTIONS TO BE CARRIED OVER –**

- 2 new instances of CapitaOne Education systems – delayed as statutory online admissions period spans Vesting Day
- Target Operating model, ICT Strategy
- Consolidation of Sovereign Intranet sites
- Complete the migration of Children's Trust and NCC to MS365

**ANY ACTIONS TO BE PICKED UP BY NEW COUNCILS**

- Streamline and rationalise the desktop, mobile device delivery and security environments
- Streamline and integrate telephony systems into MSTeams and MS365
- Implement a single integrated payment solution for all paid-for council services

# Closing Position Finance Programme

Overall	Budget	Risks	Issues	Schedule

**FINAL RAG NARRATIVE** – Safe and Legal Critical Deliverables were completed in good time for Day 1.

**CRITICAL DELIVERABLES COMPLETED**

- Harmonised Local Council Tax Support Schemes
- Harmonised Council Tax Schemes
- Harmonised NNDR Business Rate Schemes
- Discretionary Housing Payment Policies
- NNDR Rate Relief Policies
- Pensions Admin authority identified and transferred to Northamptonshire West
- Pensions Scheme of Delegation designed and agreed
- Balanced Budgets in place for both councils
- VAT registration completed
- Banking arrangements in place to support the unitary authorities
- Financial administration of accounts receivable and debt recovery, accounts payable, imprest accounts and the use of purchase cards.
- Treasury, Audit & Risk strategies in place

**ANY ACTIONS TO BE CARRIED OVER**

- Implementation of D & B month-end reporting processes to ERP

**ANY ACTIONS TO BE PICKED UP BY NEW COUNCILS**

- Formation of new Pension Board and Committee
- Closure of final accounts for the sovereign councils
- Tendering and delivery of new banking contracts
- Implementation of TOM for Treasury Management

# Closing Position

## Place - North Programme

Overall	Budget	Risks	Issues	Schedule

**FINAL RAG NARRATIVE** – The Place Programme successfully delivered its critical actions to achieve safe and legal status.

**CRITICAL DELIVERABLES COMPLETED**

- Suite of housing policies harmonised and systems in place to facilitate a one team approach
- Harmonised Enforcement policy
- Harmonised Business Continuity plan and Community Safety Plan
- Development of a new waste management policy and street cleansing policy
- Disaggregation of Registration Service and the creation of the statutory Register Office in Kettering
- New Registration Service appointment booking and payments system
- Emergency Planning policy completed
- Dynamic purchasing system in place for commissioning transport services

**ANY ACTIONS TO BE CARRIED OVER**

- Draft fees and charges policy for Waste services completed and ready to be verified by the new board
- Options appraisal document for Wellingborough Norse ongoing
- Transfer of NCC Fleet to new North and West authorities
- Building access card re-branding to be undertaken throughout April

**ANY ACTIONS TO BE PICKED UP BY NEW COUNCILS**

- Disaggregation of hosted services
- Collaborative health and wellbeing strategy linked to Community Hubs and partnership models
- Drafting and sign-off of an Economic Recovery Framework to be adopted by North Northamptonshire Council that covers the next 6 months activity

# Closing Position Place – West Programme

Overall	Budget	Risks	Issues	Schedule

**FINAL RAG NARRATIVE**

The Place Programme successfully delivered its critical actions to achieve safe and legal status.

**CRITICAL DELIVERABLES COMPLETED**

- West Northants waste management policy agreed
- West Northants harmonised enforcement policy agreed
- Dynamic purchasing system in place for commissioning transport services
- Operating procedures and systems to support a disaggregated Registration Service implemented
- West Northants asset register completed

**ANY ACTIONS TO BE CARRIED OVER**

- Fleet management solution to be in place by 30 April
- Building access card re-branding to be undertaken throughout April

**ANY ACTIONS TO BE PICKED UP BY NEW COUNCILS**

- Housing application system integration
- Disaggregation of hosted services
- Collaborative health and wellbeing strategy linked to Community Hubs and partnership models

# Where are we now - Finance

## Financial Summary – Period 11

Investment	Budget	Outturn	Variance
	2020/21	2020/21	
	£000	£000	£000
Business Rates Retention Pilots	7,802	5,687	(2,115)
NCC Transformation	4,250	4,408	158
Other Programme Costs	4,948	4,367	(581)
Staff Costs	5,697	5,641	(56)
Total	<u>22,697</u>	<u>20,103</u>	<u>(2,594)</u>
Benefits Realisation	Budget	Outturn	Variance
	2020/21	2020/21	
	£000	£000	£000
Business Rates Retention Pilots	2,246	2,869	(623)
NCC Transformation	12,235	11,842	393
Total	<u>14,481</u>	<u>14,711</u>	<u>(230)</u>
<b>Overall Total</b>	<b>8,216</b>	<b>5,392</b>	<b>(2,824)</b>

Costs in 2020/21 are forecast to be £2.594m lower than budgeted, while savings are forecast to be £0.230m higher. This produces a net favourable variance of £2.824m.



# Where are we now?

- On track for Delivery of Safe and Legal on Vesting Day
- As at 22/3/2021 just 75 Critical Deliverables remain
- Day 1 Success Plan in place
- Financial position: £85m in savings were sought
  - £35m was delivered in 2019/20
  - On track to deliver £14m during 2020/21
  - £36m to be delivered post Vesting Day
- Full day 2 list and robust plans in place for delivery & transition to services business as usual
- Transformation Task and Finish Groups' draft timelines prepared