

WEST NORTHAMPTONSHIRE COUNCIL

CABINET

8 JUNE 2021

COUNCIL LEADER – COUNCILLOR JONATHAN NUNN

Report Title	Transformation Task and Finish Group update	
Report Author	Jane Carr, Director of Transformation Jane.carr@westnorthants.gov.uk	
Contributors/Checkers/Approvers		
West MO	Catherine Whitehead	17/05/2021
West S151	Martin Henry	17/05/2021
Other Director/SME	Rebecca Peck	13/05/2021

List of Appendices

Appendix A – Joint Transformation Priority Plan timeline

1. Purpose of Report

- 1.1 The purpose of this report is to inform the West Northamptonshire Council Cabinet of progress made by the Transformation Task and Finish Group and to make recommendations.

2. Executive Summary

- 2.1 This reports details the process and actions of the Task and Finish Group and methodology of its recommendations.

3. Recommendations

- 3.1 It is recommended that West Northamptonshire Council Cabinet:
- a) endorses the agreed Transformation Priority Plan timeline to disaggregate the hosted services between North Northamptonshire Council and West Northamptonshire Council.

b) endorses the principles of transformation as laid out in section 4.5 (a) to (i), inclusive.

4. Reason for these recommendations

- They are both agreed outputs of the Joint North Northamptonshire Council and West Northamptonshire Council Members Transformation Task and Finish Group.

5. Report Background

- 5.1 The Transformation Task & Finish Groups for North Northamptonshire and West Northamptonshire were tasked in June 2020 to undertake a wide review of future transformation activity post the programme reset and the approval of the revised blueprint for the functions that will be delivered in North and West Northamptonshire.
- 5.2 The impact of Covid on the Transformation that should have taken place in 20/21 is that the resources were diverted to Covid response work and Transformation priorities were delayed, and reviewed, to take a more detailed look at the first 2 to 3 years. The review focused on prioritising within the two key areas that would provide the majority of the Transformation work in this time period. The areas were the remaining Hosted Services that will need Disaggregation and Aggregation of services where separate teams will need aligning and services remodelling.
- 5.3 The initial part of that work for both groups involved a study and review around “what has worked well” within the LGR programme capturing detail around good practice and observing the transformation activity that is being delivered using the Business Rates Retention Pilots investment, with particular reference to the new Target Operation Model for Adults social care services and the development of locality hubs for connecting communities.
- 5.4 The Task and Finish Group members were keen to determine the “principles” of transformation early in their deliberations to ensure there was a robust ideology to underpin the proposed transformation of services going forward.
- 5.5 The principles for West Northamptonshire were approved by the Shadow Executive on 26th January 2021:
- a. Customer/Resident centred
 - b. Provides best value/Value for money
 - c. Focus on sustainability (environmental, social and economic)
 - d. Prevention and Early Intervention focussed
 - e. Partnership and Collaboration centred
 - f. Improves quality of services and support
 - g. Accessible and Inclusive
 - h. Utilising the right technology at the right time

Following a review of the Conservative Manifesto for May 2021 West Northamptonshire Council elections it is

recommended that a further principle is added to comprehensively cover the aims and priorities of this manifesto:

i. Focus on long term growth and prosperity

5.6 These were also prioritised in order of importance. The priority order of transformation for Hosted and Aggregation was then agreed against this and additional considerations of:

1. Customer Impact
2. Staff Impact
3. Financial Impact
4. Impact on Organisational Ability to Operate
5. Political Impact

5.7 These principles, along with those formulated for North Northamptonshire, gave the Directors of Transformation for both North and West a robust member steer on the ordering and next steps.

5.8 The North and West Task and Finish Groups each worked on a prioritised roadmap for Year 1 and 2 of the new authorities relating to those services that are “hosted” in the North and/or West but will disaggregate and/or aggregate in the first year.

5.9 The plans were overlaid to show where priorities and timelines were harmonised, and where further discussion would be needed.

5.10 The final stage was for the two groups to join together to review the Priority Plan. A joint meeting of the North and West Transformation Task and Finish Groups was held on Thursday 8th April and following review and discussion some amendments were made to harmonise the timeline as can be seen at Appendix A.

5.11 The timeline at Appendix A has therefore been agreed with Members of the joint North and West Transformation Task and Finish Group. This may need some adjustment once an assessment of each of these ‘hosted’ services have been made with services to ensure these timeframes are achievable or if there are any other impacting factors.

5.12 Members are asked to note the following issues and choices that were considered following discussions at the joint meeting held on 8th April 2021:

6. Issues and Choices

6.1 **Waste:** Considered a priority. However, there was an understanding that there are likely to be considerable costs and that current contracts will have an impact on planning. Work needs to be undertaken to create an Options Paper.

- 6.2 Household Waste Recycling Centres:** Could tie in with Waste Disposal. Collaboration with bordering counties will also need to be considered, as currently Northamptonshire residents can use HWRC in some bordering counties (Oxford/Leicester for example).
- 6.3 SEND Strategy (Information, Advice and Support Service):** Should be considered alongside Home to School Transport as residents may well use both services. There is a small number of staff so could disaggregate later.
- 6.4 Adults Provider Services:** Including Employment and Disability Service, Assistive Technology Service, Visual Impairment Service, Shared Lives Service, LIVE (Learning, Independence, Volunteering and Supported Employment), Adult Mental Health Services and Deprivation of Liberty. These services are all currently functioning and operating in a structured way and are small teams. Suggestion is that they are transformed during year two (end of 2022).
- 6.5 Public Health Management:** Commissioning and Admin, and Wellbeing Services – due to current pandemic activities, which are likely to continue for the foreseeable future, review and transformation will likely be post Covid and potentially April 2022. No negative impact on customer is expected if these services are disaggregated later.
- 6.6 Libraries Support (included traded services):** Library services have undergone significant change recently and disaggregation of service may be quite complicated so look to disaggregate this service later to lower change demand on these staff.
- 6.7 HR advisory (Traded Services):** During the next few months HR will be a key part of discussions, review and implementation of changes for both Councils, including negotiations on harmonised payscales. Although Traded Services are a revenue generator, HR staff will need to prioritise other activities. It is therefore suggested that any changes are made after October 2021.
- 6.8 ICT Strategy and Architecture:** It is recognised that there are some consultancy costs that should be considered. However, the service needs a period of stabilisation while recruitment takes place, and this is a longer term project. Recommendation that it is started from October 2021.
- 6.9 NCC S106 Team:** Although a small team, staff have a specialist skill and an Options Paper should be prepared to tie in with other Planning reviews. Consider aggregating in line with the North and West Development Management Teams.
- 6.10 Emergency Planning:** This is considered a priority. A lot of work has been reviewed with the current Covid pandemic, other emergency planning issues should be addressed as a matter of urgency. North and West Councils will have their own local events/issues which need to be addressed.
- 7. Implications (including financial implications)**
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7.1 Resources and Financial

7.1.1 There are no resources or financial implications arising from the proposals.

7.2 Legal

7.2.1 There are no legal implications arising from the proposals.

7.3 Risk

7.3.1 There are no significant risks arising from the proposed recommendations in this report.

7.4 Consultation

7.4.1 None specific.

7.5 Consideration by Overview and Scrutiny

7.5.1 None specific.

7.6 Climate Impact

7.6.1 None specific.

7.7 Community Impact

7.7.1 None specific.

8. Background Papers

8.1 West Transformation Task and Finish Group update to West Shadow Executive dated 26th January 2021.