



North
Northamptonshire
Council



West
Northamptonshire
Council

Shared Service Joint Committee Wednesday 18th January 2023

Report Title	Inter Authority Agreement Disaggregation: Progress against the Blueprint timeline
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Contributors/Checkers/Approvers

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

List of Appendices

None

1. Purpose of Report

- 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

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

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 27th 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.

Table 1: 2021/22 Original Blueprint timeline vs delivered Disaggregation Completed in 2021/2022				
Name	NNC Directorate	Planned Disagg	Revised Disagg	Actual Disagg
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

Disaggregation Completed 2022/2023				
Name	NNC Directorate	Planned Disagg	Revised Disagg	Actual Disagg
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

Disaggregation approved at SSJC to commence				
Name	NNC Directorate	Planned Disagg	Revised Disagg	Actual Disagg
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

Disaggregation not yet approved at SSJC				
Name	NNC Directorate	Planned Disagg	Revised Disagg	Actual Disagg
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

Removed from IAA	
Name	Directorate
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

Service Area	Who / why requested	Expected end date <small>(Collaborative Working Agreement)</small>	Current Status
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

Lead services	
Name	Directorate
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

- 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

- 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)

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

- 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 \(westnorthants.gov.uk\)](#)