

A G E N D A

NORTH NORTHAMPTONSHIRE JOINT COMMITTEE

Date: Thursday, 16th January 2020

Time: 6.30 pm

Location: Council Chamber
Corby Borough Council
The Corby Cube
George Street
Corby
NN17 1QG

Committee Anne Ireson

Administrator: ☎ 01536 534398

✉ democracy@kettering.gov.uk

- | Item No | Subject | |
|---------|---|---------------------------------------|
| 1. | Apologies | |
| 2. | Minutes of the meeting of the North Northamptonshire Joint Committee held on 16 th September 2019 to be approved and signed by the Chair. | |
| 3. | Declarations of Interest | |
| | - <i>Disclosable Pecuniary Interests</i> | |
| | - <i>Personal Interests</i> | |
| 4. | Matters of urgency arising since the summons and agenda were issued, and communicated to the Chair, which require the Joint Committee's determination | |
| 5. | Chair to inform members of requests received from the public to address the Joint Committee in accordance with Standing Orders. | |
| 6. | Terms of Reference and Revised Committee Meeting Schedule | Paul Goult |
| 7. | Future Northants Programme Update - <i>Presentation</i> | <i>Theresa Grant/
Paul Helsby</i> |
| 8. | Future Northants Financial Update | <i>Paul Helsby</i> |
| 9. | Governance Working Group Report – Interim Report | <i>Cllr Ekins</i> |
| 10. | Independent Remuneration Panel Working Group – Interim Report | <i>Cllr Addison</i> |
| 11. | Statutory Officer Appointments Working Group – Interim Report | <i>Cllr Jelley</i> |
| 12. | Interim Statutory Officer Recruitment | <i>Paul Helsby</i> |
| 13. | Permanent Statutory Officer Recruitment | Paul Helsby |
| 14. | Close of Meeting | |

Agenda issued 8th January 2020

Membership of the North Northamptonshire Joint Committee

Borough Council of Wellingborough:	Cllr Martin Griffiths Cllr Tom Partridge-Underwood Cllr Andrew Scarborough
Corby Borough Council:	Cllr Tom Beattie Cllr Jean Addison Cllr Kevin Watt
East Northamptonshire District Council:	Cllr Steven North Cllr David Jenney Cllr John Farrar
Kettering Borough Council:	Cllr Russell Roberts Cllr Ian Jelley Cllr Mick Scrimshaw
Northamptonshire County Council:	Cllr Victoria Perry Cllr Jonathan Ekins Cllr Jason Smithers

Substitute Members

Councillors Mark Pengelly, Bob Eyles and David Sims (Corby); Councillors Helen Howell, Andrew Mercer and Richard Gell (East Northamptonshire); Councillors Lloyd Bunday, Lesley Thurland and Clark Mitchell (Kettering); Councillors Tim Allebone, Barry Graves and Elayne Francis (Wellingborough): tbc (Northamptonshire County Council)

Reporting on Meetings of the North Northamptonshire Joint Committee

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If you wish to report on this meeting, please telephone or email the Committee Administrator at least two days before the meeting to enable us to provide reasonable facilities for you to do so.

If you are planning to attend, and do not wish to be recorded or photographed, please inform the Chair at the start of the meeting.

Public Participation in Meetings of the North Northamptonshire Joint Committee

If you want to ask a question or address the Committee on any item on the agenda, you must write to or email the Committee Administrator, using the email address given on the front page of this agenda, at least two clear working days prior to the day of the meeting. If you want to ask a question, then your full question must be submitted so that a response can be provided at the meeting. If a substantive response cannot be given, then a written response will be provided instead. You will be allowed up to three minutes to either ask your question or address the Committee.

Private and Confidential Items

The press and members of the public can be excluded from business of the meeting on the grounds that it involves items of business which include the likely disclosure of exempt information as defined by Schedule 12A to the Local Government Act 1972. The reason for discussing the issue in private is indicated on the Order of Business.

MEETINGS AT CORBY BOROUGH COUNCIL

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NORTH NORTHAMPTONSHIRE JOINT COMMITTEE

**Meeting held on 16th September 2019
at Borough Council of Wellingborough**

Present: Councillor Martin Griffiths (Borough Council of Wellingborough) – Chair
Councillor Tom Beattie (Corby Borough Council) – Vice Chair
Councillor Jonathan Ekins (Northamptonshire County Council)
Councillor Bob Eyles (Corby Borough Council)
Councillor John Farrar (East Northamptonshire District Council)
Councillor Helen Howell (East Northamptonshire District Council)
Councillor Ian Jelley (Kettering Borough Council)
Councillor David Jenney (East Northamptonshire District Council)
Councillor Steven North (East Northamptonshire District Council)
Councillor Tom Partridge-Underwood (Borough Council of Wellingborough)
Councillor Victoria Perry (Northamptonshire County Council)
Councillor Russell Roberts (Kettering Borough Council)
Councillor Andrew Scarborough (Borough Council of Wellingborough)
Councillor Mick Scrimshaw (Kettering Borough Council)
Councillor Jason Smithers (Northamptonshire County Council)

Also Present: Theresa Grant (Chief Executive, Northamptonshire County Council)
Mark Dickenson (Chief Finance Officer, Kettering Borough Council)
Paul Gault (Monitoring Officer, Corby Borough Council)
Paul Helsby (Programme Director)
Anne Ireson (Committee Administrator)

NNJC.12 APOLOGIES

Apologies for absence were received from Councillors Jean Addison and Kevin Watt (Corby Borough Council) and Councillor Steven North (East Northamptonshire District Council).

It was noted that Councillor Bob Eyles was acting as a substitute for Councillor Addison and Councillor Helen Howell was acting as a substitute for Councillor North.

NNJC.13 **PROGRESS SINCE THE INAUGURAL MEETING**

The Chair gave a brief update on progress made since the inaugural meeting of the Committee. Members noted that the Leaders' Oversight Board had met, with Councillor Russell Roberts elected as Chair. The second meeting was due to be held on Tuesday, 17th September. Design and Discovery meetings were also now underway.

NNJC.14 **MINUTES**

RESOLVED that the minutes of the meeting held on 24th June 2019 be approved and signed by the Chair subject to amendment as follows:-

"NNJC.01 – Election of Chair

It was proposed by Councillor Ian Jelley and seconded by Councillor Andrew Scarborough that Councillor Martin Griffiths be elected Chair."

NNJC.15 **DECLARATIONS OF INTEREST**

None.

NNJC.16 **MATTERS OF URGENCY**

None

NNJC.17 **PUBLIC SPEAKERS**

No requests from members of the public to address the Committee had been received within the previously agreed timescale in accordance with the Standing Orders.

NNJC.18 **UPDATE ON LOCAL GOVERNMENT REFORM IN NORTHAMPTONSHIRE**

The Committee noted that, since the last meeting, Paul Helsby had been appointed as Programme Director. The Chair welcomed Paul Helsby to the meeting.

Members received a presentation which gave an update on the Programme in relation to the following projects:-

- Mobilisation
- Recruitment
- Programme Team Structure
- Programme Boards
- PMO Set-Up
- Developing financial reporting and governance
- Baselining and Disaggregation, including timelines
- Members' Involvement
- Communications and Engagement Update
- Next Steps

Following the presentation, members noted that confirmation of the Structural Change Order to be laid in Parliament was still awaited.

Websites for West Northamptonshire and North Northamptonshire had been completed and were due to become operational from 17th September. The websites would enable residents to have access to information on the new unitary authorities.

Debate ensued on the following topics as summarised below:-

Consultation with Residents

It was felt that not all residents had access to websites and it was suggested that public meetings should also be arranged to enable residents to be kept updated. It was noted that communication was still in the Design and Discovery stage. Members elected to the Shadow Council would lead the Implementation stage and it was expected that the Shadow Council would then seek feedback from residents following the elections in 2020.

Programme Costs and Potential Savings

Debate was held on the £43m projected cost of the programme. The Committee expressed concern that financial details were currently unclear, and work on clarity of costs, savings and baseline costs should be prioritised as a matter of urgency so that members were in a position to advise constituents. Additionally, information should be supplied to members in advance of meetings, rather than given as verbal updates. There was also a need to identify potential savings as they arose throughout the timeline of the programme.

The Committee noted that the projected programme cost of £43m was built up based on cost information contained in the Prospectus published earlier this year, including; £19m of Business Rates Pilot funding for transformation, with the remainder made up of NCC transformation costs and a contribution of £1.7m from each authority. Contingencies would be built in, and accurate figures obtained and budget updated accordingly.

It would also be important to identify opportunities as they arose, and the overall figure should not be considered to be a cap. Potential savings would be identified as work progressed through the programme.

Members also expressed concern regarding the Benefits Realisation development work, which was reported to be approximately two weeks behind schedule. It was noted that it was expected to catch up with this work in the near future.

Members noted that the £43m costs contained in the original prospectus had not changed, but the breakdown of costs were now being analysed and validated to ensure they were accurate.

Baselining Services and Transformation Programme

During discussion on the baselining and costs of NCC services, it was noted that disaggregation of service costs would inform the budgets for the baseline of the two unitary authorities, with the aim of reducing the cost base so that each authority was a financially sustainable organisation. This work was now in the Discovery phase, which was approximately 80% complete. Information would then be discussed by the Leaders' Oversight Board before being considered by the Joint Committee, although it was not yet possible to say how quickly this would happen. Information would not be in the public domain until it was submitted to the Joint Committee.

Discussion was held on the potential for the Transformation Programme to bring forward service improvements and savings for residents.

It was noted that business rates governance was a completely separate process and was subject to Government rules and regulations. The Business Rates Governance Board was made up of the eight local authority leaders. Minutes of the meetings were available.

Delegated Authority Process

Clarification was sought by the Committee on the process for decision-making, and it was noted that a draft scheme of delegation was due to be considered by the next meeting of the Leaders' Oversight Board before being brought to the Committee.

Debate then ensued on member involvement and assurance was sought that there would be agreement on the way members would be engaged throughout the process. It was felt that reliance was placed on Leaders to keep their members involved, as observers and other members were not permitted to speak at the Leaders' Oversight Board meetings.

It was noted that Design and Discovery Boards would involve members other than the Leaders. The Leaders' Oversight Board was not a

statutory body and would not make decisions or perform a scrutiny role. Reference was made to the Terms of Reference for the Joint Committee, which was the decision-making body. The Business Rates Pilot, for which KBC was the responsible owner, had a specific, separate governance board, which was properly minuted and audited.

Some decisions were also required to be made by sovereign authorities where appropriate.

It was felt that many of the concerns expressed by members would be allayed once a scheme of delegation had been agreed.

Political Uncertainty and Brexit

Discussion was held on current national political uncertainty and the potential effects of Brexit. Members expressed concern that the Programme could be cancelled if there was a change of Government and the subsequent effect on delivery of services.

It was noted that officials from the MHCLG were due to attend the next meeting of the Leaders' Oversight Board and would answer questions in respect of Brexit and political uncertainty. The Government had expressed a clear ambition to lay the Structural Change Order before Parliament and a window of opportunity existed for this to happen. If the Order was laid, and a general election subsequently called, it could be pushed through as urgent business. It was noted that further information in this respect would be sought at the meeting.

The Chair assured the Joint Committee that all asked-for deadlines would be met and that the Government would be pushed for speedy decisions to be made. The general feeling was that, even if the Government changed, the programme would go ahead.

NNJC.19 GOVERNANCE WORKING GROUP – INTERIM REPORT

A report from the Chair of the Governance Working Group was considered regarding progress made to date on the compilation of a draft Constitution for the North Northamptonshire Shadow Council.

It was noted that Dorset and Cheshire templates had been used as guidelines only.

The Structural Change Order was likely to determine that the Shadow Council would operate under executive arrangements. This was based on advice received from the MHCLG.

The Shadow Council once in place would be able to consider the governance arrangements for the future unitary authority. This would

include consideration of alternative arrangements through a committee-style system.

The Chair thanked the Chair and Members of the Governance Working Group for their work to date.

RESOLVED that the progress made by the Governance Working Group and the agreed Scoping Report be noted.

NNJC.20 **STATUTORY OFFICER APPOINTMENTS WORKING GROUP – INTERIM REPORT**

A report from the Chair of the Statutory Officer Appointments Working Group regarding their discussions to date was submitted for consideration.

The officer support provided by Sam Maher of East Midlands Councils and officers from Kettering Borough Council and Corby Borough Council was noted and welcomed by the Committee.

Discussion was held on branding and style for the Shadow Council and it was noted that the Programme Team would look at this in the period leading up to the elections for the Shadow Councils. It was felt that branding was important in looking forward to the future for the two unitary authorities in Northamptonshire.

The Chair thanked the Chair and Members of the Statutory Officer Appointments Working Group for their work to date.

RESOLVED that:-

- (i) the report and appendices be noted;
- (ii) the Group extend its consideration of the permanent designation of respective roles of permanent Chief Finance Officer and Monitoring Officer if included within the Structural Change Order; and
- (iii) the request for NNJC to be provided with some guidance from the Programme Team in relation to the branding of the Shadow Council (for use on documentation etc.) be noted.

NNJC.21 INDEPENDENT REMUNERATION PANEL WORKING GROUP – INTERIM REPORT

A report was submitted by the Chair of the Independent Remuneration Panel Working Group regarding progress made to date on the work of the group.

In the interests of expediency, it had been agreed by the Working Group to invite all existing Independent Panel Members from across the five sovereign councils to submit an expression of interest if they wished to be considered for appointment to the Panel.

The Chair thanked the Chair and Members of the Independent Remuneration Panel Working Group for their work to date.

RESOLVED that progress made by the Independent Remuneration Panel Working Group and the agreed Scoping Report be noted.

NNJC.22 TERMS OF REFERENCE WORKING GROUP – REPORT

A report was submitted by the Chair of the Terms of Reference Working Group regarding its discussions on potential extension of the North Northamptonshire Joint Committee's Terms of Reference.

The report was updated at the meeting in respect of the need for the proposed amendments to be approved by all five principal authorities and the requirements of the Structural Change Order.

During discussion, it was pointed out that a Coat of Arms, badge, etc. could take up to a year to receive approval from the College of Heralds and there was a need to move quickly in this respect.

Clarification was given on point 8 of Appendix 2 in respect of the need to delete the reference to the Steering Group and replace with Leaders' Oversight Board or Design Board.

The Chair thanked the Chair and Members of the Terms of Reference Working Group for their work.

RESOLVED that:-

- (i) the report and appendices be noted;
- (ii) the update from the Chair of the Working Group on the Group's meeting of 9th September 2019 be noted; and

- (iii) the request for NNJC to provide some guidance in relation to the branding of the Shadow Council (for use on documentation etc.) be noted and looked at by the Programme Team.

NNJC.23 CHAIR'S CLOSING COMMENTS

The Chair thanked Members for their attendance and debate, commenting that there were considerable tasks ahead for the Committee, but that Members were fully committed to delivering the Programme for the people they represented. More clarity would become evident moving forward, but at the present time the transformational nature of the Programme must be borne in mind.

It was noted that the next scheduled meeting of the Committee was on 12th November 2019.

(The meeting started at 6.30 pm and ended at 8.00 pm)

Signed
Chair

Al-kbc

Committee	Joint Committee	Item 6	Page 1 of 5
Report Originator	Paul Goult on behalf of the Monitoring Officer Group	<i>Fwd Plan Ref No:</i> N/A	
Wards Affected	ALL	16 th January 2020	
Title	Terms of Reference and Revised Committee Meeting Schedule		

1. PURPOSE OF REPORT

For Members to note the amended Terms of Reference agreed by sovereign councils for the North Northamptonshire Joint Committee and to agree a revised schedule of meetings.

2. BACKGROUND

Following consultation with the Ministry of Housing, Communities and Local Government and consideration of versions of a draft Structural Changes Order, the five principal authorities in North Northamptonshire were requested to consider changes to the Joint Committee's Terms of Reference.

Each principal authority has now approved amended Terms of Reference for the Joint Committee, based upon suggestions drawn-up by the County Monitoring Officer Group.

The amended Terms of Reference will reflect more accurately the role the Joint Committee will play in the period up to the Shadow Council elections in May 2020 and responsibilities likely e included in the Structural Changes Order.

Below is the current understanding of the proposed timeline; this is still subject to statutory confirmation –

Shadow Council elections to be held with 78 Shadow Councillors elected (<i>these elections will be combined with the elections for Northamptonshire Police & Crime Commissioner and with town & parish councils</i>)	7 th May 2020
First Shadow Full Council meeting to be held	By 21 st May 2020
Vesting Day for new unitary council	1 st April 2021
Second elections for the new council	May 2025 (then every four years)

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3. REPORT

Terms of Reference

The Terms of Reference agreed by the sovereign councils were based on a template developed by the County Monitoring Officer Group.

The Terms of Reference are specific to those governance and operational issues that require attention prior to the establishment of a Shadow Authority. The Shadow Authority at its first Full Council meeting will need to agree certain governance arrangements. To ensure that the recommendations received by the Shadow Authority have some political integrity and been subject to scrutiny, the Joint Committee will be responsible for formulating these recommendations and forwarding them for approval by the Shadow Authority.

Whilst the Shadow Authority has the power to amend recommendations received, the Authority will be required under statute to make certain decisions within certain criteria.

The new Shadow Authority through its own governance structure will take on responsibility for the planning towards a new unitary authority.

The Joint Committee cannot unilaterally amend, add to or delete from its Terms of Reference. Any changes need to be agreed by each of the partner authorities through their respective sovereign Full Council meetings.

The revised Terms of Reference are included as Appendix 2. Where appropriate, the responsibilities have been cross-referenced with the Structural Changes Order currently being considered by Parliament.

Schedule of Meetings

Since the schedule of meetings was originally approved, the Structural Changes Order has been laid in Parliament and officers have had an opportunity to assess the Committee's potential workload up to the elections likely to be held on 7th May 2020.

Officers feel that additional meetings are required given the potential workload, as prescribed in the Order, and the need for certain administrative and organisational decisions to be made prior to the first Shadow Full Council meeting. Details of the proposed revised schedule are detailed in Appendix 1.

It should be further noted that the "election purdah" period for the unitary elections will commence on 31st March 2020 at the latest. It is not being recommended that any meetings of the Joint Committee be held during this period (31st March – 7th May 2020 inc.).

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The venue for meetings would continue to rotate among districts within North Northamptonshire, utilising the respective Council Chambers.

Administrative support for the Joint Committee would continue to be provided by Kettering BC officers under the direction of the lead Monitoring Officer. Kettering BC will continue to host the Committee's papers on its website; other constituent local authority's websites will provide a link to the Kettering BC site. Papers will also be posted on the Future Northants North website.

Administrative support for any working groups established would be provided by constituent local authorities.

The North Northamptonshire Joint Committee would be dissolved the day after the inaugural Full Council meeting of the shadow authority; this is likely to be in late May 2020.

4. Financial Implications

There are currently no direct additional costs related to the work of the Joint Committee. Officer support will be drawn from partner authorities and the central PMO Team.

In relation to the work of the Independent Remuneration Panel there will be a need to consider the expenses of Panel Members. This issue will need to be considered by the proposed Joint Committee working group.

5. Legal Implications

Section 101(5) of the Local Government Act 1972 (LGA 1972) enables a local authority to enter into arrangements for the discharge of its functions jointly with, or by, one or more other authority. Under Section 102 of the LGA 1972, local authorities are empowered to appoint joint committees to discharge functions of the councils or to advise the councils.

All principal councils represented within North Northamptonshire have, under the 1972 Act, delegated functions as represented in the agreed Terms of Reference.

6. Conclusion

The Joint Committee is requested to note the amended Terms of Reference agreed by the five principal local authorities in North Northamptonshire. In addition, the Joint Committee is requested agree the revised meeting schedule.

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7. **RECOMMENDATION**

- i) Approve the revised schedule of meetings for the North Northamptonshire Joint Committee, as detailed in Appendix 1.
- ii) Note the amended Terms of Reference for the North Northamptonshire Joint Committee, as detailed in Appendix 2;

Appendices

Appendix 1 – Proposed revised Schedule of Meetings

Appendix 2 – Revised Terms of Reference (cross-referenced to the Structural Changes Order where appropriate)

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Appendix 1 – Revised Schedule of Meetings for 2019/2020

Committee Date	Start Time	Venue
Monday 10 th February 2020 NEW DATE	6:30 pm	East Northamptonshire Council
Thursday 5 th March 2020 NEW DATE	6:30 pm	Kettering Borough Council
Tuesday 17 th March 2020 MEETING DATE DELETED	N/A	Kettering Borough Council
Monday 30 th March 2020 NEW DATE	6:30 pm	Borough Council of Wellingborough

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6.APPENDIX 2 – Revised Terms of Reference

Joint Committee’s Terms of Reference	Comment
1. To consider and recommend a Constitution to be adopted by the North Northamptonshire Shadow Authority at its inaugural Full Council meeting	Section 7, 17 & 18 of the Northamptonshire (Structural Changes) Order 2019 covers governance arrangements for the Shadow Council.
2. To consider and recommend a Members Code of Conduct to be adopted by the Shadow Authority at its inaugural Full Council meeting	Section 8 & 25 of the Northamptonshire (Structural Changes) Order 2019 relates to this matter.
3. To agree and undertake the recruitment process for the selection of the designations of Interim Head of Paid Service, Interim Chief Finance Officer (section 151) and Interim Monitoring Officer for the Shadow Authority and recommend to the Shadow Authority at its inaugural Full Council meeting nominations for the three statutory officers	Section 9 of the Structural Changes Order specifies that the Shadow Council designate on an interim basis officers to perform the duties of Head of Paid Service, Chief Finance Officer and Monitoring Officer. Section 9 (3) requires the Shadow Council to have made permanent appointments to the three statutory posts by 31 st December 2020.
4. To consider and recommend to the Shadow Authority at its inaugural Full Council meeting a nomination for the post of Returning Officer	Section 20 (13) (a) of the Structural Changes Order specifies that the Head of Paid Service of the Shadow Council will be the Returning Officer for any casual vacancies that may arise during 2020/2021.
5. To consider and initiate appropriate mechanisms for the recruitment of a permanent Chief Executive (Head of Paid Service), including provisional terms and conditions, including salary, and method of selection, so that the earliest possible appointment can be made by the Shadow Authority	Section 9 of the Structural Changes Order specifies that the Shadow Council designate on an interim basis officers to perform the duties of Head of Paid Service, Chief Finance Officer and Monitoring Officer. Section 9 (3) requires the Shadow Council to have made permanent appointments to the three statutory posts by 31 st December 2020.
6. To monitor and seek to mitigate any potential risks associated with the Local Government Reform (LGR) programme, the creation of a Shadow Authority and creation of a unitary council for North Northamptonshire and to establish/agree protocols or processes to manage the risks to LGR	
7. To establish and propose a Calendar of Meetings for the Shadow Authority for adoption at its inaugural meeting	
8. To respond to consultations on the contents of orders, consents or any other matters where specifically requested to do so by the North Northamptonshire Leaders Oversight Board and/or Design Board.	

6.APPENDIX 2 – Revised Terms of Reference

9. To identify and approve a policy framework (including production of draft policy statements and supporting procedures) relevant to the required statutory compliance of the new unitary council	
10. To agree the process for an independent review of a Scheme of Members Allowances for the Shadow Authority, including the setting up of an Independent Remuneration Panel and to recommend to the Shadow Authority a Scheme of Members Allowances for adoption	Section 10 of the Northamptonshire (Structural Changes) Order 2019 covers matters relating to Member Allowances.
11. To agree a mechanism for expenditure incurred by the officer(s) responsible for the conduct of the election on 7 th May 2020 for North Northamptonshire Council and West Northamptonshire Council to be paid. The cost to be divided among, and paid by, the County Council, North Northamptonshire councils and the West Northamptonshire councils.	Section 20 (7) of the Northamptonshire (Structural Changes) Order 2019 covers matters relating to expenditure on the 2020 elections.
12. To agree a mechanism for expenditure incurred by the shadow authorities to be divided among, and paid by, the County Council, the North Northamptonshire councils and the West Northamptonshire councils.	Section 16 of the Northamptonshire (Structural Changes) Order 2019 covers matters relating to the expenditure incurred by the Shadow Council.
13. To prepare and keep under review an Implementation Plan to include such plans and programmes as are in the opinion of the Joint Committee necessary to secure the effective, efficient and timely discharge of any functions necessary and/or proscribed in a future Structural Changes Order.	Section 24 of the Northamptonshire (Structural Changes) Order 2019 covers matters relating to the Implementation Plan.
14. To form a single team of officers as an “Implementation Team” for the purpose of assisting the Joint Committee to discharge its functions	Section 26 of the Northamptonshire (Structural Changes) Order 2019 covers the formation of an Implementation Team.
15. To take steps to prepare for the economic, effective, efficient and timely transfer of the functions, property, rights and liabilities of the County Council and district/borough councils to the new unitary council	Section 22 (2) & (3) of the Northamptonshire (Structural Changes) Order 2019 covers this item.
16. To develop and oversee early enabling strategies including, but not limited to, organisation design process and principles, ICT, digital transformation, organisational development and assets	
17. To identify, promote and ensure collaborative working between	

6.APPENDIX 2 – Revised Terms of Reference

councils and to ensure that all Members are kept fully briefed and engaged in establishing a new unitary council	
18. To oversee the development and delivery of a comprehensive communications and engagement strategy that addresses the requirements of Members, staff, town & parish councils, local partners and wider stakeholders and, to consider how decisions and issues shall be communicated to local people and stakeholders and to engage with stakeholders on matters within the purview of the Joint Committee	
19. To liaise with relevant internal and external auditors and ensure their focus supports the development of the new unitary council.	To ensure options are considered so the Shadow Council has an appropriate internal & external audit provision to comply with financial regulations
20. To agree an induction & training programme for newly elected Members for 2020/2021	Needs to be established by May 2020 for activation after the unitary elections
21. To agree support services for newly elected Members for 2020/21	To include committee administration, Member support, ICT provision, Shadow Council website, accommodation etc. This needs to be operational by May 2020 for activation after the unitary elections
22. To progress arrangements for civic & ceremonial matters and functions related to the new unitary council.	Some issues may need to be actioned prior to May 2020 for Vesting Day in 2021.

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FUTURE NORTHANTS

Programme Update

North Joint Committee – 16th January 2020

Contents

- **Programme set up and Discovery phase**
 - Recruitment
 - Change Champions network
 - Outputs from Discovery phase
- **Design phase approach**
 - Key stages
 - Outputs
 - Aggregation and Disaggregation
 - Benefits realisation
 - Financial modelling tool
 - Engine Room
- **Comms and Engagement**



Set-up and Discovery phase



FUTURE
NORTHANTS



Recruitment

- Majority recruited internally from all 8 councils
- Enabler lead roles recruited to, all internally
- Work bases set up across the councils
- Future Northants Wi-Fi enabled in each council

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Change
Champions
recruitment

CBC	10
DDC	19
ENC	16
KBC	41
NBC	16
NCC	82
SNC	22
WBC	19

225 and
growing!



Outputs from Discovery phase

Discovery

Design

Delivery Planning

Implementation

Stabilisation

Headline task	Status
Baseline data capture and validation	Complete
Initial service mapping and validation	Complete
Disaggregation and Aggregation	Baseline Complete. Development of principles In flight
Initial programme start up meetings and relationship building with services and service leads	Complete across all programmes
Capturing initial or existing ideas and projects	Covered in kick off workshops
Confirming Programme Board, terms of reference and reporting (highlight reports)	Complete across all programmes and Boards in operational mode

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Portfolios – Operational Boards In Place for each Portfolio

Strategic Delivery Director: Theresa Grant

David Oliver	Liz Elliott	George Candler	Graham Soulsby	Norman Stronach	Richard Ellis	Ian Vincent
Adult Social Care	Children's Social Care	Growth & Infrastructure	Revenues & Benefits	Housing	Corporate Services	Regulatory Services
Health & Social Care Integration	Education Services	Public Estates	Community & Leisure		Customer Contact & Digital	Environmental Services



Design phase



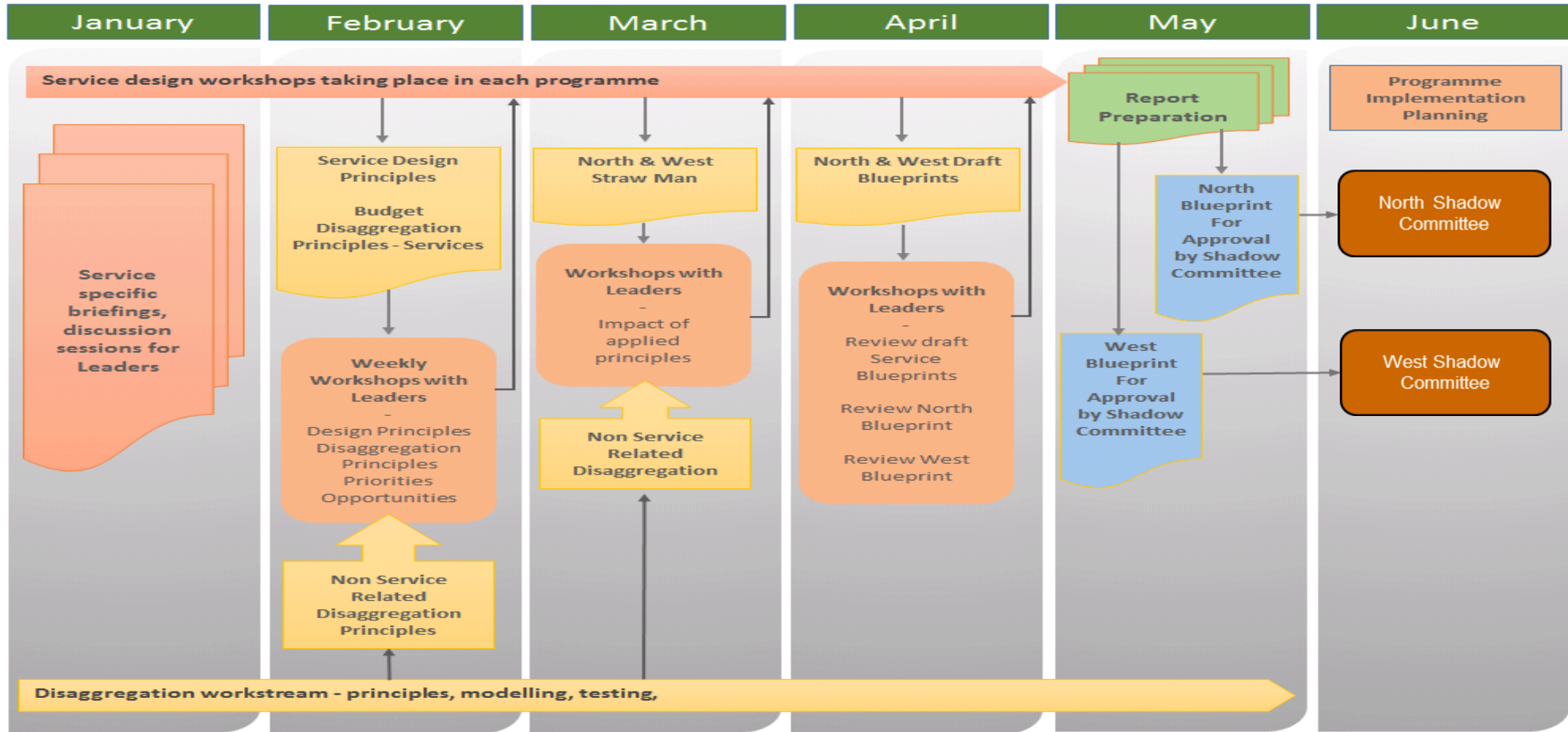
FUTURE
NORTHANTS



Key stages of Design phase



Design Phase



Outputs from the design phase

Straw-Man North and West

An iterative design step

Simple draft proposal
drawn up to...

Stimulate discussion

Draw out disadvantages

Provoke the generation
of better proposals

Test affordability

Avoid wasted work by
ensuring concepts are
understood and agreed
by decision makers

Blue-Print North and West

An iterative design stage

Built on the basis of the
consensus reached at
Straw-Man stage

A clear defined
documentation of the
new organisation.

The organisation
structure

Staffing levels

Business Models

Costs, performance
levels

Infrastructure

Requirements

Day One Must
Haves

Safe and
Legal
Requirements

Should haves
but not
essential day 1

Projects to
take forward

What we won't
do

North Implementation Plans



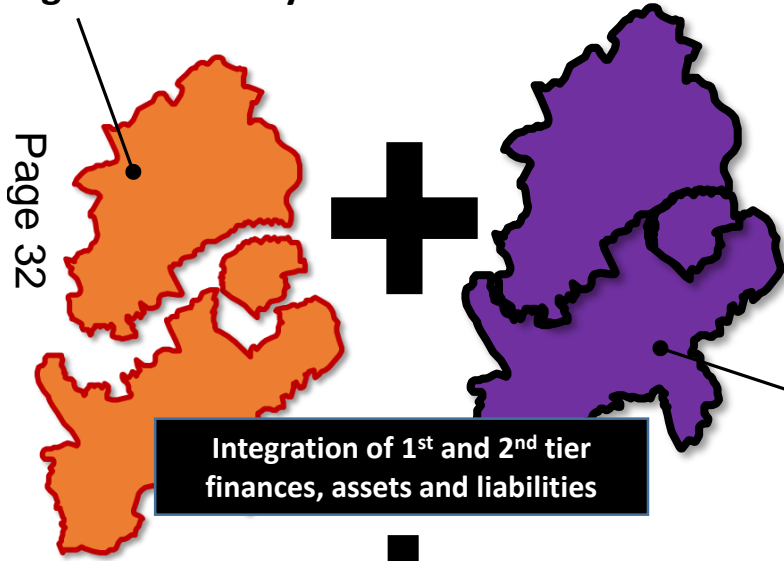
West Implementation Plans



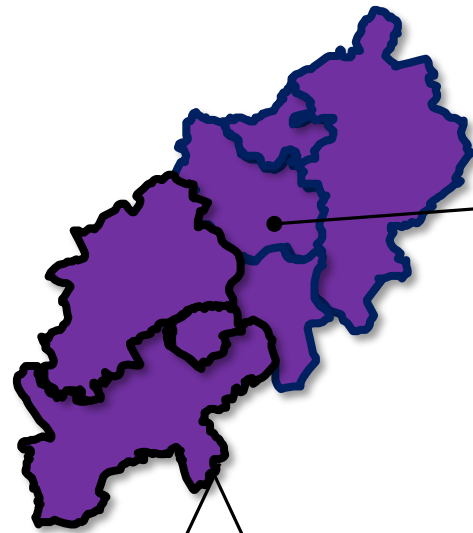
Disaggregation update

Process for delivering draft budgets
Baseline complete
Principles developed in design phase.

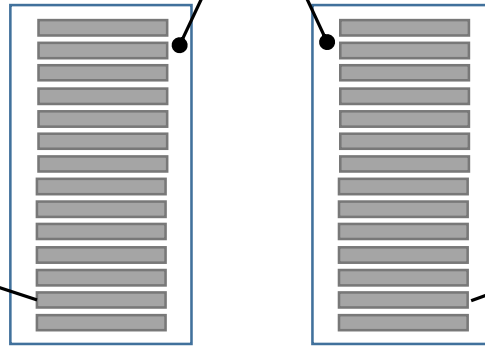
Aggregation of West budgets, assets and liabilities via MTFS and budget book analysis



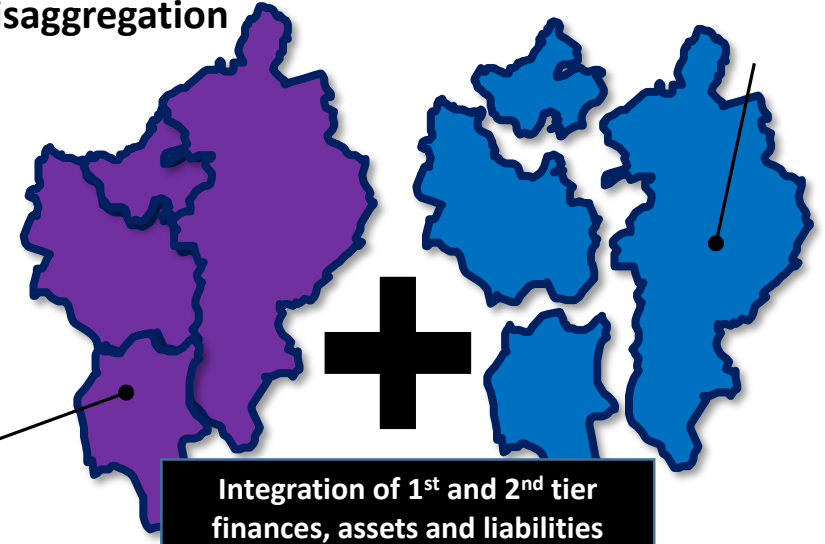
Draft West Northamptonshire Unitary budgets and balance sheet



Disaggregation of NCC budgets, assets and liabilities through design phase and consensus to be reached on principles of disaggregation



Disaggregation percentage splits of NCC balance sheet and budgets created for West and North unitaries

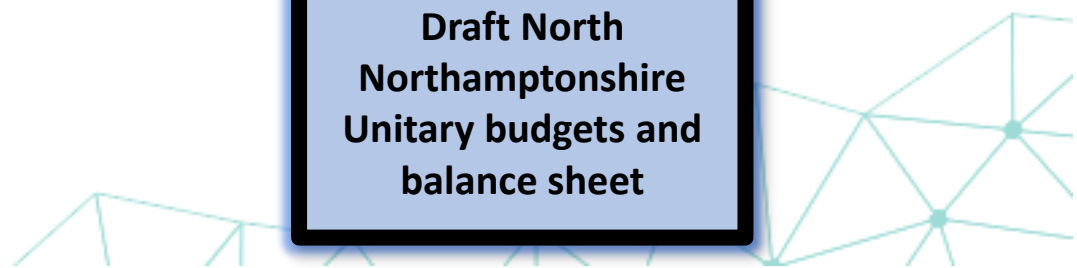


Draft North Northamptonshire Unitary budgets and balance sheet

Aggregation of North budgets, assets and liabilities via MTFS and budget book analysis



FUN
NC



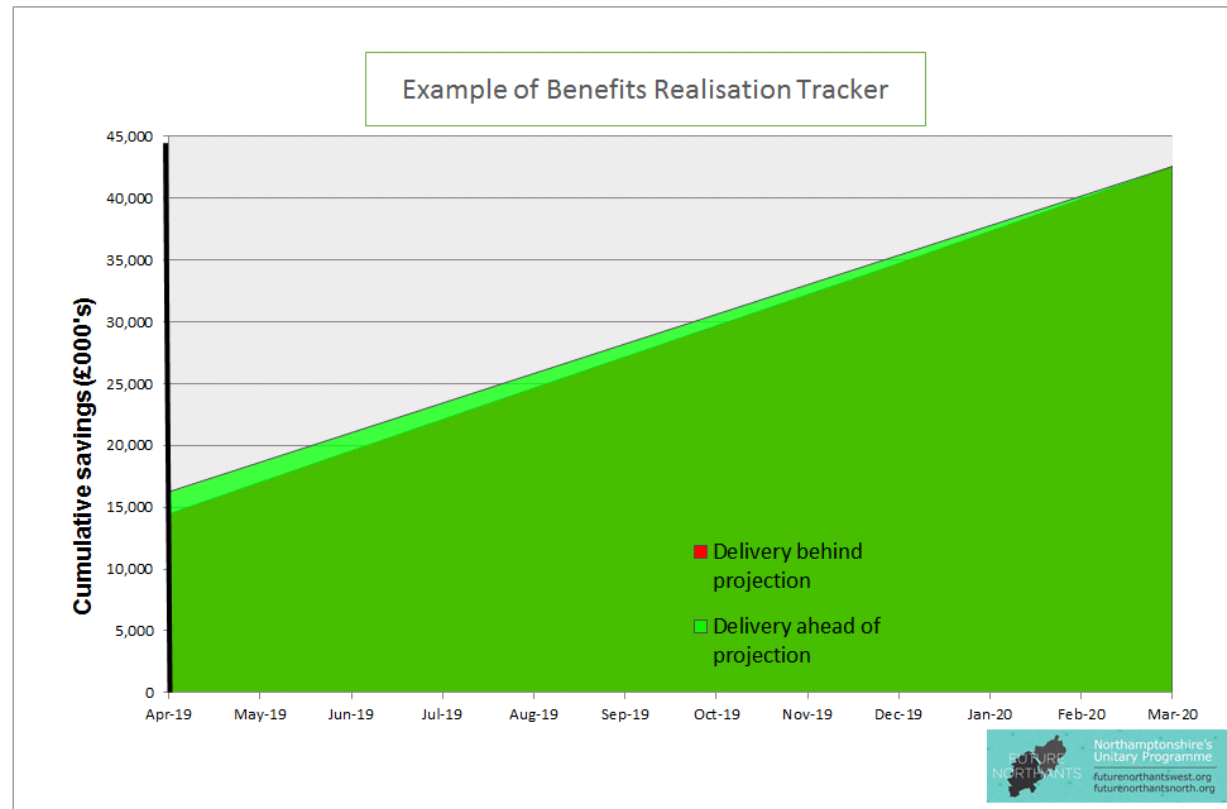
Benefits realisation

Project level – includes business rates pilot projects

Financial benefits

- Methodology in place
- Validation in programmes by Finance leads (All 151 Officers)
- Coordinated by Finance Enabler Lead
- Development of profiles, dependencies, risks
- Dashboard reporting of actuals versus profile

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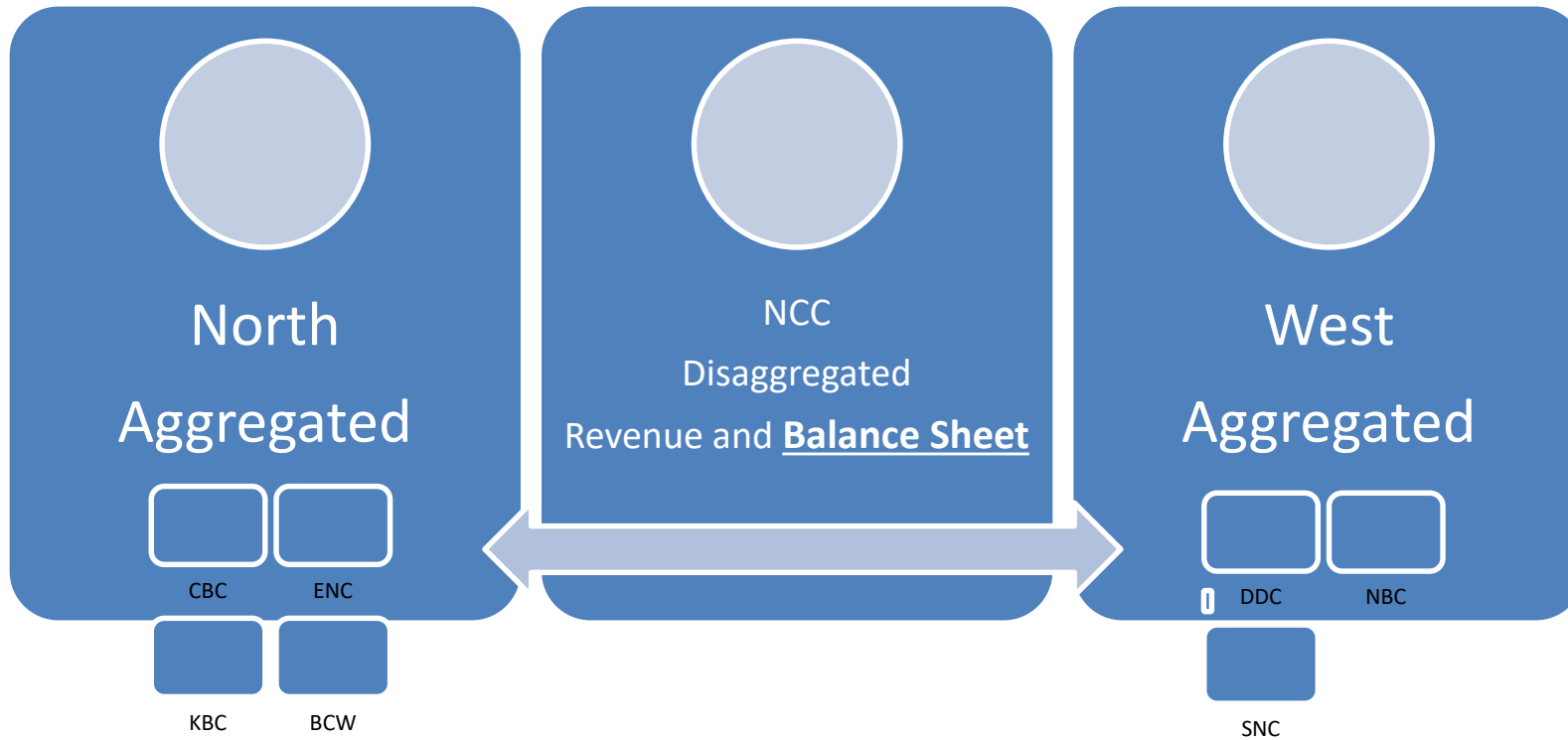
Non-financial benefits

- Service baseline data
- Ability to measure delivered improvements
- Impact on service users
- Better value for money
- Cost avoidance

MTFS

Aggregation / Disaggregation

D & B Disaggregated North and West

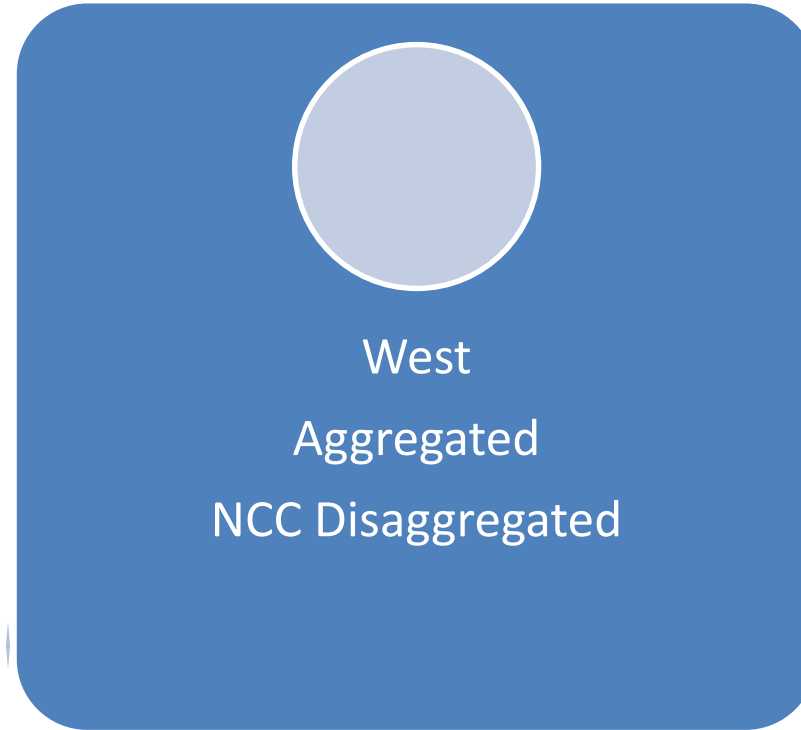


General Fund & Balance Sheet



North
Aggregated
NCC Disaggregated

A blue rounded rectangle containing a light blue circle with a white outline. Below the circle, the text "North", "Aggregated", and "NCC Disaggregated" is displayed in white.



West
Aggregated
NCC Disaggregated

A blue rounded rectangle containing a light blue circle with a white outline. Below the circle, the text "West", "Aggregated", and "NCC Disaggregated" is displayed in white.



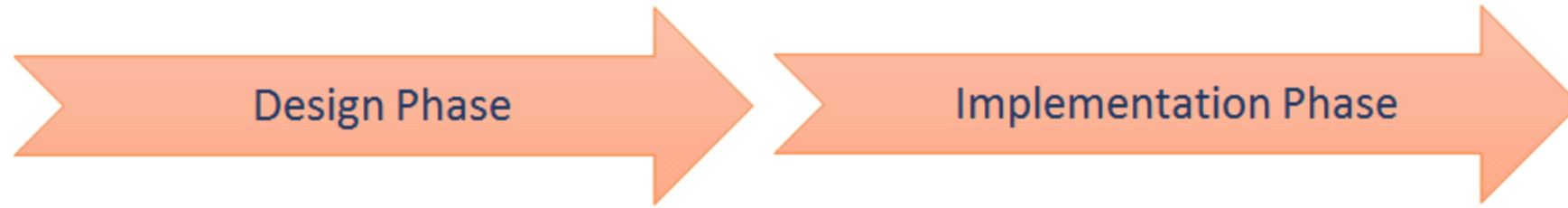
Communications and Engagement update



FUTURE
NORTHANTS



Approach to Engine Room



One Engine Room

Visual Plans
Development of TOMs
Engagement Space
Planning space

Location
One Angel Sq in prominent position adjacent to main entrance

Decommission one and create two engine rooms April 20

Engine Room West

Visual Plans
tracking delivery
Engagement Space
working space

Location TBC

Base for West Delivery Programme

Engine Room North

Visual Plans
tracking delivery
Engagement Space
working space

Location TBC

Base for North Delivery Programme

- Communications leads assigned to each portfolio
- Supporting ongoing recruitment to Change Champions network
- Future Northants websites performing well with over 9,000 visits since launch
- LGA critical friend review took place in November
- Staff briefings in December
- Regular staff and member newsletters being scheduled to include programme and portfolio updates



Committee	Joint Committee	Item 8	Page 1 of 6
Report Originator	Glenn Hammons, Executive Director, East Northamptonshire Council	<i>Fwd Plan Ref No:</i> N/A	
Wards Affected	All	16 th January 2020	
Title	Future Northants Financial Update		

1. PURPOSE OF REPORT

To provide an update on the baseline financial position for the Future Northants Programme and advise of the financial control / reporting processes for the Programme.

2. BACKGROUND

All eight councils in Northamptonshire are investing a total of £43.5m to transition and transform services as part of establishing two new unitary councils in the county. Whilst we recognise that this is a substantial investment, the creation of the two new councils is expected to deliver significantly greater financial benefits that will more than offset the costs. The return on investment for local residents is further improved as funding received from government is paying for around half of the investment.

Two larger authorities replacing seven smaller district and borough and the larger county councils will of course create natural efficiencies through economies of scale and streamlined processes, making it easier for residents to access joined up services. However, a significant element of the investment is directed towards prevention and edge of care strategies to avoid escalation of needs and crisis which costs significantly more to deal with, for example social care costs become unaffordable. This is where the bulk of the financial savings will be derived whilst at the same time securing better outcomes for the residents of Northamptonshire.

This report provides an update on the financial position of the Future Northants Programme.

During the summer of 2019 all of the eight councils in Northamptonshire worked together to develop a Prospectus For Change. The Prospectus is an integrated plan for local government reform and transformation in Northamptonshire.

The Prospectus included a forecast budget of £43.5m for delivering the Future Northants Programme.

NORTH NORTHAMPTONSHIRE

Committee	Joint Committee	Item 8	Page 2 of 6
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This Prospectus would be funded from Business Rates Retention Pilot monies, contributions from each of the eight councils in Northamptonshire and Northamptonshire County Council transformation budgets.

The investment is anticipated to realise significant benefits for the residents of the North Northamptonshire. The benefits expected to arise will be financial through being more efficient and non financial through better management of service demand and improvements to service levels.

3. FUTURE NORTHANTS BASELINE FINANCIAL POSITION

The Future Northants Programme baseline financial position can be summarised as follows:

Estimated Total Investment	Forecast Annual Budget Savings	Forecast 5 Year Total Cash Savings
£43.5m	£85.9m	Upto £430m

The investment and benefits by workstream are set out in Appendix 1.

The investment of £43.5m is a one off cost and is anticipated to be incurred in 2019/20 and 2020/21. Over the medium term benefits of £85.9m are anticipated to accrue on an annual basis once they are implemented. Over a 5 year period up to £430m of benefits could accrue, a ten fold return on investment. The benefits have already started to be delivered in 2019/20, with more planned for 2020/21, and will initially benefit existing councils. Benefits arising beyond 2021 will be incorporated into the medium term financial planning work for the two new councils. In addition there are expected to be improvements to the way services are provided to the residents of North Northamptonshire.

It should be noted the baseline, by its very nature, is an initial assessment of the investment and benefits for each workstream based on high level business cases and assumptions. The work over the coming months to develop detailed plans and assess assumptions made is likely to lead to changes to the baseline. The changes are likely to impact on both the level and timing of investment and benefits.

The investment of £43.5m is to be spent on transformational changes in local government services across the county including new models for delivering social care, demand management, prevention, new operating models for childrens and adults services; as well as specialist housing and accommodation for the most vulnerable. The investment is being funded by the following income sources:

- Business Rates Retention (BRR) Pilot Monies (£18.7m). As part of its bid to government to be accepted as a pilot Northamptonshire councils

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Committee	Joint Committee	Item 8	Page 3 of 6
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signed up to collective governance arrangements to manage this funding.

- NCC Transformation Programme (£5.6m). Monies have been approved by NCC as part of its 2019/20 budget setting process.
- Equal contributions of £2.4m from the eight sovereign councils (£19.2m). Contributions of £0.5m per council for 2019/20 have been approved by each council. The budget setting process for 2020/21 will need to agree the remaining contribution of £1.9m per council.

In summary the transformation of local government services across Northamptonshire is funded by both central government and local councils, as set out in the table below. When compared to the level of benefits expected to be delivered across Northamptonshire the return on investment from local taxpayers money demonstrates good value for money.

Government Funding (BRR)	Northamptonshire Council Funding
£18.7m	£24.8m

Each council has approved or is in the process of considering for approval, the delegations with regards to Business Rates Retention Pilot monies and the equal contributions from each council. An example of the delegations being put in place is set out below. The precise wording of the delegations for each council will be along these lines albeit tailored for each council's constitution.

Indicative delegation from council / cabinet / executive:

- *delegates authority to the Chief Executive, in consultation with the s151 Officer and Leader, to represent the Council on the Business Rates Pilot Board and to make whatever decisions necessary to represent the interest of the Council on that Board within the parameters set out by MHCLG and which shall include the authority to agree the allocation of this funding.*
- *delegates authority is to the Chief Executive and s151 Officer, in consultation with the Leader, to monitor the spend of £2.4m against the milestones and aims of the Future Northants Programme as directed by the Secretary of State and any future Structural Changes Order, when made.*

4. FINANCIAL REPORTING AND CONTROL

The Future Northants Programme is currently establishing the robust financial management processes. The programme team is working closely with the Chief Finance Officers (CFOs) of the eight sovereign councils to establish financial monitoring, reporting and governance processes. The programme team includes a senior finance lead/enabler role and two benefits realisation accountants.

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4.1 Financial Monitoring and Reporting Process

The baseline budget for investment and benefits arising from each workstream in the Programme is set out in Appendix 1. It should be noted this is a baseline position and it is likely to change over the course of the programme as more detailed work is undertaken. The financial monitoring process for the programme will be undertaken for each workstream. The Senior Responsible Officer (SRO) will be accountable for the baseline financial position for their workstream. The SRO will be assisted by one of the CFOs from the eight existing sovereign councils to ensure the financial position being reported is robust and realistic. The finance resource in the programme team will work with service managers and finance colleagues across all councils to provide financial support and advice to ensure a consistent approach throughout the workstreams.

The individual workstream financial positions will be consolidated on a monthly basis into an overall monitoring statement for the Future Northants Programme. This will be reported to the Design Board and Leaders Oversight Board meetings at their monthly meetings. As part of this process the assumptions underpinning the forecasts will be challenged and scrutinised at each stage to ensure a robust financial position is reported.

The investment reporting will include the budget, spend to date (including commitments) and variance. The benefits reporting will include budget, a tracker to demonstrate progress, split cashable/cost avoidance/non financial benefits and return on investment. In addition there will be supplementary reporting of those projects utilising Business Rates Retention Pilot monies for reporting back to government in line with the governance proposals.

4.2 Virement of Monies within the Programme

The baseline is an initial allocation of monies to workstreams based on initial plans. Once detailed plans for each workstream have been developed and the robustness of figures reviewed there may be a need to move monies between workstreams.

The limits and approach, which have been considered by Design Board and Leaders Oversight Board, for the movement of monies between workstreams (virement) are as follows:

Programme Director / SRO	Up to £100k
Design Board	£100k – £250k
Leaders Oversight Board	Greater than £250k

NORTH NORTHAMPTONSHIRE

Committee	Joint Committee	Item 8	Page 5 of 6
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All virements will be reported, either for information or decision, to the next meeting of Design Board, Leaders Oversight Board. Virements would be reported to Joint Committees for information.

Approval of Additional Monies into the Programme

The approval of any monies over and above the £43.5m investment would need to be approved by the eight sovereign councils. The investment of further monies would be subject to a business case which would need to demonstrate the benefits being realised are worth the extra cost.

At the time of writing no further investment is anticipated. However, the realignment of vesting day to April 2021 may mean that there is investment planned by the eight sovereign councils in their budgets for 2020/21 that would form part of the Future Northants Programme. This position will be kept under review.

5. CONSULTATION AND CUSTOMER IMPACT

There are no direct implications for our customers in terms of current service delivery as a result of this report. The reporting of the Future Northants Programme financial position to the Joint Committee will, however, create openness and transparency about the preparations for a North Northamptonshire Council.

6. POLICY IMPLICATIONS

There are no direct policy implications arising from the report.

7. FINANCE AND HR RESOURCE IMPLICATIONS

The report is financial in nature and clearly sets out the financial implications.

There are no direct human resource implications arising from the report. However, the Future Northants Programme budget does include monies for staffing to deliver the programme.

8. LEGAL IMPLICATIONS

There are no direct legal implications arising from the report.

9. EQUALITY IMPLICATIONS

The equality implications are anticipated to be neutral arising from the report.

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10. RECOMMENDATIONS

- i) Note the baseline financial position for the level of Future Northants programme investment and benefits estimated to arise from the LGR Programme as shown in Appendix 1.
- ii) Note the financial monitoring process for reporting to the Joint Committee outlined in section 4.1.
- iii) Note the Future Northants programme delegations for reporting virement between Programme Workstreams and the process for reporting changes to the baseline financial position for investment and benefits outlined in section 4.2

Future Northants Programme - Baseline Financial Position Summary

APPENDIX 1

Programme/Workstream	LGR Programme	Adult Social Care	Health & Social Care Integration	Childrens Social Care	Education Services	Public Estates	Growth & Infrastructure	Housing	Revenues & Benefits	Corporate Services	Customer Contact	Regulatory Services	Environmental Services	Total
	Paul Helsby	David Oliver	David Oliver	Liz Elliott	Liz Elliott	George Candler	George Candler	Norman Stronach	Graham Soulsby	Richard Ellis	Richard Ellis	Ian Vincent	Ian Vincent	Theresa Grant
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Investment Costs</u>														
Programme Team	8,183	0	0	0	0	0	0	0	0	0	0	0	0	8,183
Business Rates Retention Pilot	1,350	2,350	0	2,000	0	0	250	0	0	3,450	5,650	0	0	15,050
NCC Transformation	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952
Other Programme Costs	17,265	0	0	0	0	0	0	0	0	0	0	0	0	17,265
Total Investment	28,073	3,554	0	2,473	0	0	250	0	0	3,450	5,650	0	0	43,450
<u>Benefits</u>														
Business Rates Retention Pilots	0	24,459	0	6,100	0	0	60	0	0	3,000	3,000	0	0	36,619
NCC Transformation	3,200	23,100	1,600	10,300	0	0	2,600	0	0	600	0	0	0	41,400
LGR	7,900	0	0	0	0	0	0	0	0	0	0	0	0	7,900
Total Benefits	11,100	47,559	1,600	16,400	0	0	2,660	0	0	3,600	3,000	0	0	85,919
Net Investment (+) / Benefit (-)	16,973	-44,005	-1,600	-13,927	0	0	-2,410	0	0	-150	2,650	0	0	-42,469
% Return on Investment	40%	1338%	N/a	663%	N/a	N/a	1064%	N/a	N/a	104%	53%	N/a	N/a	198%

Future Northants Programme - Baseline Financial Position

APPENDIX 1

Investment

Programme/Workstream	LGR Programme	Adult Social Care	Health & Social Care Integration	Childrens Social Care	Education Services	Public Estates	Growth & Infrastructure	Housing	Revenues & Benefits	Corporate Services	Customer Contact	Regulatory Services	Environmental Services	Total
	Paul Helsby	David Oliver	David Oliver	Liz Elliott	Liz Elliott	George Candler	George Candler	Norman Stronach	Graham Soulsby	Richard Ellis	Richard Ellis	Ian Vincent	Ian Vincent	Theresa Grant
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Programme Team</u>														
LGR	5,585													5,585
NCC	2,598													2,598
Total	8,183	0	0	0	0	0	0	0	0	0	0	0	0	8,183
<u>Business Rates Retention Pilot</u>														
Rapid response team (BRR36)		1,200												1,200
Adults TOM review (BRR09)		400												400
Adults Review task force team (BRR08)		400												400
Overnight carers scheme (BRR45)		350												350
Improving CFNs fostering programme (BRR04)				470										470
CFN workforce programme (BRR26)				735										735
CFN practice improvement programme (BRR046)				795										795
Shared Services redesign & consolidation (BRR20)									3,200					3,200
Customer & Digital Strategy (BRR18)										5,650				5,650
Contracts Review (BRR21)									250					250
Strategic Infrastructure Plan (BRR10)							250							250
Unallocated funds	1,350													1,350
	1,350	2,350	0	2,000	0	0	250	0	0	3,450	5,650	0	0	15,050
<u>NCC Transformation</u>														
Social Workers Agency Staff Conversion				293										293
Renegotiation of Shaw Care PFI Contract		168												168
Voluntary Redundancy Costs	1,000													1,000
Review of Pricing & Delivery of Learning Disability Services		723												723
Committed Cost to Unitary Programme	3													3
Libraries Transformation Programme	272													272
Transformation Roles in Childrens Services				180										180
Single Handed Project (Home Care through Specialist Equipment & Training)		260												260
Canary Pilot (Monitoring systems for long term care packages)		53												53
	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952
<u>Other Programme Costs</u>														
Resource - backfill	2,000													2,000
Legal advice	400													400
Restructuring costs	7,900													7,900
Shadow statutory appointments	832													832
Shadow member appointments	360													360
Recruitment to senior appointments	160													160
Branding & signage	500													500
National pay and conditions	750													750
Programme delivery contingency	3,106													3,106
LGR pre submission costs (May-Aug 2018)	148													148
LGR pre submission costs (Sept 18 - Aug 19)	1,109													1,109
	17,265	0	0	0	0	0	0	0	0	0	0	0	0	17,265
Total	28,073	3,554	0	2,473	0	0	250	0	0	3,450	5,650	0	0	43,450
<u>Memorandum - NCC Transformation (2019/20 budget only, excludes 2018/19)</u>														
- NCC Transformation Team	2,598	0	0	0	0	0	0	0	0	0	0	0	0	2,598
- NCC Transformation	1,275	1,204	0	473	0	0	0	0	0	0	0	0	0	2,952
	3,873	1,204	0	473	0	0	0	0	0	0	0	0	0	5,550

Notes:

1. Further NCC Transformation investment is anticipated when the Budget for 2020/21 is approved in February 2020. The draft budget assumes £2-3m of investment.

Future Northants Programme - Baseline Financial Position

APPENDIX 1

Benefits

Programme/Workstream	LGR Programme	Adult Social Care	Health & Social Care Integration	Childrens Social Care	Education Services	Public Estates	Growth & Infrastructure	Housing	Revenues & Benefits	Corporate Services	Customer Contact	Regulatory Services	Environmental Services	Total
	Paul Helsby £000	David Oliver £000	David Oliver £000	Liz Elliott £000	Liz Elliott £000	George Candler £000	George Candler £000	Norman Stronach £000	Graham Soulsby £000	Richard Ellis £000	Richard Ellis £000	Ian Vincent £000	Ian Vincent £000	Theresa Grant £000
<u>Business Rates Retention Pilot</u>														
Rapid response team (BRR36)		8,833												8,833
Adults TOM review (BRR09)		14,000												14,000
Adults Review task force team (BRR08)		1,000												1,000
Overnight carers scheme (BRR45)		626												626
Improving CFNs fostering programme (BRR04)				2,300										2,300
CFN workforce programme (BRR26)				1,400										1,400
CFN practice improvement programme (BRR046)				2,400										2,400
Shared Services redesign & consolidation (BRR20)									2,500					2,500
Customer & Digital Strategy (BRR18)										3,000				3,000
Contracts Review (BRR21)										500				500
Strategic Infrastructure Plan (BRR10)							60							60
	0	24,459	0	6,100	0	0	60	0	0	3,000	3,000	0	0	36,619
<u>NCC Transformation</u>														
Planned savings 2019/20	1,359	18,900	1,600	8,676			2,600			600				33,735
<u>Flexible Use of Capital Receipts Savings:</u>														
Social Workers Agency Staff Conversion				1,624										1,624
Voluntary Redundancy Costs	1,460													1,460
Review of Pricing & Delivery of Learning Disability Services		2,800												2,800
Libraries Transformation Programme	381													381
Single Handed Project (Home Care through Specialist Equipment & Training)		1,000												1,000
Canary Pilot (Monitoring systems for long term care packages)		400												400
	3,200	23,100	1,600	10,300	0	0	2,600	0	0	600	0	0	0	41,400
<u>LGR Programme</u>														
PwC Aug 2018 Report:														
- FTE	6,600													6,600
- Property	800													800
- Democratic	500													500
	7,900	0	0	0	0	0	0	0	0	0	0	0	0	7,900
Total	11,100	47,559	1,600	16,400	0	0	2,660	0	0	3,600	3,000	0	0	85,919

Notes:

1. LGR Programme savings as identified by PwC in their report dated August 2018 adjusted for IT savings which are included in the Shared Service Redesign & Consolidation (BRR20) and Property savings of £3m included in Customer and Digital Strategy (BRR18).
2. NCC Transformation benefits total £41.4m as per Budget report to Council in February 2018.
3. NCC Transformation benefits split between Flexible Use of Capital Receipts (FUCR) and other benefits.
4. Further NCC Transformation benefits are anticipated when the Budget for 2020/21 is approved in February 2020. The draft budget assumes £24.2m of benefits.

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Committee	Joint Committee	Item 9	Page 1 of 4
Report Originator	Councillor Jonathan Ekins Paul Goult	<i>Fwd Plan Ref No:</i> N/A	
Wards Affected	ALL	16 th January 2020	
Title	Governance Working Group – Interim Report		

1. PURPOSE OF REPORT

For Members to receive an interim report from the Chair of the Governance Working Group regarding progress made to date on the compilation of a draft Constitution for the North Northamptonshire Shadow Council.

2. BACKGROUND

The North Northamptonshire Joint Committee agreed at its meeting on 24th June 2019 to establish a working group to draw-up a draft Constitution for adoption by the Shadow Council. Any draft Constitution would need to be referred by the Joint Committee for consideration by the Shadow Council at its inaugural meeting (likely to be May 2020).

Councillor Jonathan Ekins (NCC) was appointed Chair of the Working Group. The other members of the Group include – Cllr Bob Eyles (CBC), Cllr Andy Mercer (ENC), Cllr Lloyd Bunday (KBC) & Cllr Barry Graves (BCW). The Group is supported by officers from CBC, NCC, ENC & BCW.

The Group has met in Wellingborough on 8th August 2019, 3rd September 2019, 26th September 2019 & 24th October 2019.

Due to the unscheduled UK Parliamentary Election the meetings scheduled in November and December were cancelled. Since the conclusion of the election period work has resumed on the draft document.

3. REPORT

The Group have been working to a Scoping Report agreed at its inaugural meeting, and previously reported to the Joint Committee.

The Group noted that a large part of the draft Constitution’s text would be dictated by law and statutory guidance, therefore it was keen to concentrate on “exceptions”, those areas of the Constitution where there could be “local choice”.

These “local choice” items included –

- Committee Structure

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- Overview & Scrutiny Arrangements
- Public Participation and Access to Information
- Member Officer Protocol
- Code of Conduct for Members
- Standing Orders
- Financial Procedure Rules

It was noted by the Group that the section relating to Member Allowances was being considered by a separate body, but would eventually need to be included in the Shadow Council's Constitution.

It was further agreed by the Group that it would utilise recent examples of other Shadow Council Constitutions e.g. Dorset Council, whilst ensuring that any content was compliant with the likely requirements of the Northamptonshire Structural Change Order (SCO).

Discussions on "local choice" issues

At the previous meeting of the North Northamptonshire Joint Committee, Members received an update of the discussion undertaken by the Working Group on:-

- Committee Structure
- Overview & Scrutiny Arrangements
- Public Participation

Since the last report, the Group have considered:-

- Shadow Executive Procedure Rules
- Responsibility for functions
- Meeting Procedure Rules
- Overview & Scrutiny Procedure Rules
- Access to Information Rules
- Financial Procedure Rules

In relation to the Financial Procedure Rules, the Group did consult partner Chief Finance Officers as part of the process. The Chief Finance Officers were satisfied to sign-off the draft Financial Procedure Rules at this stage.

One element for discussion by the Working Group related to the scheduling of Shadow Council meetings. It is currently proposed by the Group that the following apply:-

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- Shadow Full Council meetings to normally commence at 2:00 pm. It is currently intended to schedule in at least 5/6 meetings into the Municipal Timetable.
- Shadow Executive Committee meetings to normally commence at 6:00 pm. It is currently intended to schedule in monthly meetings, however this will be subject to review as fortnightly meetings may be more appropriate.
- Shadow Overview & Scrutiny Committee meetings to normally commence at 6:00 pm. It is currently intended to schedule in monthly meetings.

It is suggested that meetings of the Shadow Full Council, Executive Committee and the Overview & Scrutiny Committee are scheduled for Thursdays, thus minimising any potential impact on current meeting arrangements for principal authorities.

Meetings of the Senior Appointments Committee and the Standards Committee would be ad hoc.

Working Groups or “Task & Finish” Groups established by the Executive Committee or the Overview & Scrutiny Committee would be agreed in consultation with the membership of the respective groups.

Further work to be undertaken

The Group will consider the following areas at its next meeting:-

- Articles of the Constitution
- Code of Conduct for Members
- Member Officer Protocol

The Group intend to meet to finalise the draft document, prior to its circulation to the Joint Committee membership.

4. Financial Implications

There are currently no direct additional costs related to the work of the Working Group. Officer support will continue to be drawn from partner authorities.

5. Legal Implications

The Working Group is tasked with compiling a draft Constitution for the Shadow Council, incorporating all relevant laws and statutes. The Northamptonshire (Structural Changes) Order 2019 currently being considered by Parliament

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tasks the inaugural Shadow Full Council meeting with adopting a Constitution, to include executive governance arrangements.

6. **Conclusion**

The Working Group has made good progress in identifying the key issues of “local choice” and commencing consideration of those items. Officers have been requested to draft documentation, based upon preferences expressed at the Working Group.

The final consultation and sign-off on the draft Constitution will need to be made by the Joint Committee, prior to its submission to the inaugural meeting of the Shadow Full Council. It is intended to submit the draft Shadow Council Constitution to the Joint Committee meeting in February 2020.

7. **RECOMMENDATION**

- i) Note the progress made by the Governance Working Group and agree to receive a copy of the draft Shadow Council Constitution at the Joint Committee meeting on 10th February 2020.

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Report Originator	Councillor Jean Addison Paul Goult	<i>Fwd Plan Ref No:</i> N/A	
Wards Affected	ALL	16 th January 2020	
Title	Independent Remuneration Panel Working Group – Report		

1. PURPOSE OF REPORT

For Members to receive a report from the Chair of the Independent Remuneration Panel Working Group regarding recommendations made by the Group for the Joint Committee to determine and an update on the work of the group.

2. BACKGROUND

The North Northamptonshire Joint Committee agreed at its meeting on 24th June 2019 to establish a working group to draw-up proposals for the establishment of an Independent Remuneration Panel. The purpose of a Panel would be to draw-up a recommended remuneration scheme for Shadow Councillors (i.e. Member Allowances).

Any recommendations would apply to the Shadow Council only and for 2020/2021. Any agreed scheme would not cover the new unitary authority after Vesting Day (1st April 2021); that will require a separate exercise.

Any proposed remuneration scheme would need to be determined by the Shadow Council at its inaugural meeting (likely to be May 2020).

The Group has held three meetings in Corby on 30th August 2019, 23rd September 2019 and 25th October 2019.

3. REPORT

The Northamptonshire (Structural Changes) Order 2019 currently being considered by Parliament includes reference requiring -

The shadow authority for North Northamptonshire must formulate proposals for the schemes of members' allowances to be adopted by North Northamptonshire Council; and

Further details regarding the application of any agreed Scheme are provided under s.10 of the Order.

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The Working Group received a copy of a draft Scoping Report at their meeting on 30th August 2019. This was agreed by the Group and reported to the previous meeting of the Joint Committee.

The Working Group had previously discussed the composition of the Panel. It was noted that statute required that the Panel comprised at least three independent members.

It was considered in the interests of expediency, to invite all existing Independent Panel members from across the five sovereign councils to be contacted, and to be requested to submit an expression of interest should they wish to be considered for appointment.

Panel Members

Officers, on behalf of the Panel, wrote to all Independent Panel Members serving the five principal authorities. Expressions of interest were invited to join the Shadow Council Panel. Expressions of interest were received from 3 of those invited.

The working group considered the expressions of interest received at its meeting on 25th October 2019. The standard of application was high, and the Group resolved to recommend all three applicants be appointed.

In relation to the position of Chair of the Panel, the Group agreed to recommend that Professor Steve Leach be approached to act as Chair.

It was suggested that the Panel would need to commence its work early in the New Year, with completion of a final report by the end of March 2019 at the latest. Any final report compiled by the Panel would be submitted to the Shadow Full Council meeting in May 2020 for determination.

Officers have commenced drafting the Scoping Report to be presented to the Independent Panel. The draft would be circulated to members of the Group for consideration, before being tabled at the Joint Committee meeting in February 2020. It was noted that the content of the Scoping Report would be defined by outcomes from the Governance Working Group, legislation and statutory guidance. It was further stressed that any Scheme drawn-up would apply to the Shadow Period only.

4. Financial Implications

There will be the need for the reasonable costs/fees of the Panel Members to be covered. Until there is formal discussion with the Panel regarding timescales etc these can only be estimated to be around £600 - £700/day.

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5. Legal Implications

The Working Group is tasked with compiling a process for the appointment of an Independent Remuneration Panel under appropriate statute. Any Panel appointed would report into the Shadow Authority only.

6. Conclusion

The Working Group had made good progress in agreeing its scoping report and identifying the next steps required. It was recognised that it was important that matters be progressed as soon as possible, in order that processes could be put in place for production by the Panel of final recommendations.

7. RECOMMENDATION

- i) That the Joint Committee delegate to the lead Monitoring Officer authorisation to contact:-
 - Professor Steve Leach
 - Ms Sue Watts
 - Mr Gerard Dempsey

To confirm their acceptance of a position on the Independent Remuneration Panel for the North Northamptonshire Shadow Council;
- ii) To confirm that Professor Steve Leach be invited to act as Chair of the Panel;
- iii) That the lead Monitoring Officer liaise with the Panel Members to arrange for the conduct of the review exercise, within the timetable set for the establishment of a Shadow Council;
- iv) That the Panel, at a minimum, be invited to accept representations from the Independent Remuneration Panel Working Group;
- v) That the reasonable costs of Panel Members be met from the Local Government Reorganisation programme, following discussion between the lead Monitoring Officer and the lead Chief Finance Officer; and
- vi) That should a need arise, delegation is given to the lead Monitoring Officer to liaise with Independent Members from other local authorities to fill any vacancy that may arise in Panel membership.

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Report Originator	Councillor Ian Jelley	<i>Fwd Plan Ref No:</i> N/A	
Wards Affected	ALL	16 th January 2020	
Title	Statutory Officer Appointments Working Group – Interim Report		

1. PURPOSE OF REPORT

For Members to receive the notes from meetings of the Statutory Officer Appointments Working Group.

2. BACKGROUND

The North Northamptonshire Joint Committee agreed at its meeting on 24th June 2019 to establish a working group to consider the following:-

- *To agree and undertake the recruitment process for the selection of the posts of Interim Head of Paid Service, Interim Chief Finance Officer (section 151) and Interim Monitoring Officer for the Shadow Authority and recommend to the Shadow Authority at its inaugural Full Council meeting nominations for the three statutory officers;*
- *To consider and recommend to the Shadow Authority at its inaugural Full Council meeting a nomination for the post of Returning Officer; and*
- *To consider and initiate appropriate mechanisms for the recruitment of a permanent Chief Executive (Head of Paid Service), including provisional terms and conditions, including salary, and method of selection, so the earliest possible appointment can be made by the Shadow Authority.*

Councillor Ian Jelley (KBC) was appointed Chair of the Working Group. The other members of the Group include – Cllr Tim Allebone (BCW), Cllr Mark Pengelly (CBC), Cllr Helen Howell (ENC) & Cllr Sandra Naden-Horley (NCC). The Group is supported by officers from CBC & KBC.

The Group has met on 15th August 2019, 4th September 2019, 25th September 2019 and 21st October 2019.

3. REPORT

Copies of the notes taken during meetings of the Group yet to be received by the Joint Committee are attached for information.

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Since the Group's last meeting, further proposals have been developed by the Project Management Office building upon the work undertaken by the Group, and the previously approved recommendations of the West Northamptonshire Joint Committee.

4. Financial Implications

There are currently no direct additional costs related to the work of the Working Group. Officer support will continue to be drawn from partner authorities.

5. Legal Implications

The Working Group was tasked with drafting recommending processes and procedures relating to the designation of interim Statutory Officers for the Shadow Authority and the permanent appointment of a Head of Paid Service for the new unitary authority.

6. Conclusion

The notes of the working group are attached as appendices. Joint Committee Member's attention is directed to two subsequent agenda items relating to the interim appointments process and the permanent appointment process.

7. RECOMMENDATION

- i) To receive the notes of the Statutory Officer Appointments Working Group.

Appendices:

Notes of the Group meetings held on 4th September 2019, 25th September 2019 and 21st October 2019.

North Northamptonshire Joint Committee

Statutory Officer Appointments Working Group

Meeting held: 4th September 2019

Present:- Cllr Ian Jelley (Chair), Cllr Helen Howell (ENC), Cllr Sandra Naden-Horley (NCC), Cllr Mark Pengelly (CBC), Sarah Macintosh (KBC), Stella Jinks (ENC/CBC/BCW), David Pope (KBC)

19.SO.05 Notes of meeting held 15th August 2019

The notes of the meeting of the group held on 15th August 2019 were approved as a correct record and signed by the Chair.

19.SO.06 Matters arising from the minutes

LGSS had been asked to liaise with the group. Cllr Jelley would liaise with Martin Cox, Head of HR at NCC.

The issue of branding would be considered and confirmed at the next Joint Committee meeting on 16th September.

An updated scoping document would be forwarded to all members of the working group.

19.SO.07 Officer representation on the Working Group

Sam Maher to was willing to provide overarching guidance on the processes that the group needed to undertake to complete its work.

19.SO.08 Interim Statutory Officer Designations

Statutory Officer (SO) person specifications and job descriptions were presented to the group having been obtained via Sarah Macintosh and Sam Maher, as requested at the previous meeting. It was **AGREED** that electronic copies of these would be forwarded to all members of the working group.

The group considered that it would be useful to try and obtain copies of the above documents for SO positions at existing Unitary or large city authorities for comparative purposes. It was **AGREED** that Stella Jinks attempt to obtain and circulate these to all members of the working group prior to the next meeting.

The group were keen that the responsibilities for the SO roles were clearly laid out highlighting the expectations and standards for the positions.

It was **AGREED** that the job description for Interim Head of Paid Service mention cross-boundary working and that the role would report to the Leader of the North Northants shadow authority. In addition, it should include reference to working proactively with all members of the shadow authority.

The Working Group requested clarification on a couple of points:

- Further information be provided regarding the interview process for the SO roles.
- Details of the relationship between Interim SOs and permanent positions

It was **AGREED** that the Working Group members review the job descriptions and person specifications outside the meeting and email any comments across ahead of the next meeting.

In terms of advertising for the roles, it was **RECOMMENDED** that an external agency be used to advertise the permanent SO positions. The interim positions would be advertised internally. The appointment process still required confirmation.

An interim report would be submitted to the Joint Committee meeting on 16th September to advise that draft documents for the SO roles were in place.

19.SO.09 FUTURE MEETING DATES

It was **AGREED** the next meeting of the group take place on 25th September at 10am. Further meetings would be scheduled as required.

Signed _____

(Chair)

(The meeting started at 10:00am and ended at 11:03am)

DJP

North Northamptonshire Joint Committee
Statutory Officer Appointments Working Group

Meeting held: 25th September 2019

Present:- Cllr Ian Jelley (Chair), Cllr Helen Howell (ENC), Cllr Sandra Naden-Horley (NCC), Cllr Tim Allebone (BCW), Martin Hammond (KBC), Sarah Macintosh (KBC), David Pope (KBC), Marie Devlin-Hogg (NCC)

19.SO.10 Apologies

Apologies were received from Cllr Mark Pengelly (CBC) and Stella Jinks.

19.SO.11 Notes of meeting held 4th September 2019

The notes of the meeting of the group held on 4th September 2019 were approved as a correct record and signed by the Chair.

19.SO.12 Matters arising from the minutes

None

19.SO.13 Update from the Chair RE: North Northamptonshire Joint Committee – 16th September 2019

The Chair reported that he had presented an update report on the work of the group to the NNJC meeting on 16th September. The NNJC had agreed that the group would undertake the same work for the permanent Statutory Officer position as it was undertaking for the interim positions, although work on the interim positions would take priority.

Branding had been discussed in relation to the advertisements for both interim and permanent SO positions.

A further update report would be taken to the NNJC meeting scheduled for 9th November and it was **AGREED** that a copy of Cllr Jelley's report be circulated to members of the group.

19.SO.14 Structural Changes Order (SCO) update

It was reported that the redrafted SCO had recently been received by local authorities in the county, with the government providing a deadline for comments on the order by the end of the day. A single collective set of comments would be sent to the government in response.

It was noted that the draft SCO indicated that SO appointments should be made by the Executive rather than the shadow authority. This position would be challenged in the comments made to government. In addition, discussions would be held with MHCLG to modify its current stated approach with regard to having the same Returning Officer for elections for both unitary elections as this was deemed to be inappropriate.

The meeting heard there would be a scheme of allowances for elected members of the shadow authority, however only members who were not in receipt of district or county councillor allowances would be eligible to receive this. Again, this position had been questioned.

A Member Information Session on the subject of Local Government Reorganisation had been held for KBC members on 23rd September and it was **AGREED** that slides presented at the meeting would be circulated to members of the group.

19.SO.15 Interim Statutory Officer (SO) Designations

Members received draft job descriptions and person specifications for the interim SO designations; Head of Paid Service, Chief Finance Officer (S151) and Monitoring Officer. Comments, additions and amendments are outlined as follows:-

Interim Head of Paid Service - Job Description

- Reference to "act as returning officer" be removed from the job purpose section
- Reference to "pursuant to section 4 of the Local Government and Housing Act 1989" be moved from the Job Purpose section to the Main Responsibilities section of the Job Description
- Addition of the words "key stakeholders" to bullet point four of the Main Responsibilities section
- Removal of the words "or arrange advice for" from bullet point three of the Main Responsibilities section

Interim Head of Paid Service – Person Specification

- Addition of the word "Leading" to the beginning of the first bullet point of the Demonstrable Experience section
- Addition of a reference to "balanced budgets" in bullet point four
- Highlighted reference to Children/Adult Social Services in bullet point one of the Skills/Knowledge section

Interim Chief Finance Officer (S151) – Job Description

- Remove reference to oversight of the Northamptonshire Pension Fund
- Amend existing bullet points of Main Responsibilities section to include reference to “budget setting and monitoring” and “capital investment strategy”
- Add the following bullet points – “internal audit function”, “submission of all returns and grants”, “banking arrangements” and “insurance arrangement”
- Addition of a responsibility to “Develop strong relationships with key stakeholders and other authorities”

Interim Chief Finance Officer (S151) – Person Specification

- Add reference to being “proactive in managing change” to both the Responsibilities and Person Specification sections
- Add reference to being the lead officer for “Risk Management” as removed from the Monitoring Officer specification (see below)

Interim Monitoring Officer – Job Description

- Add reference to “working closely with stakeholders”
- Remove reference to the Local Government Boundary Commission

Interim Monitoring Officer – Person Specification

- Remove reference to elections and electoral registration
- Addition of the requirement to “writing a new constitution”
- Including as a desirable provision (not essential) that the position be occupied by qualified lawyer
- Reference to being the lead officer for “Risk Management” be removed and reallocated to the Monitoring Officer as above.

It was **AGREED** that all references to “Job Purpose” in the job description sections be amended to read “Role Purpose”.

It was **AGREED** that all the comments and recommendations above be fed back to the NNJC by the Chair of the group via a further interim report at its next meeting in November.

It was reported that difficulty had arisen in obtaining additional job descriptions as requested by the group and a Freedom of Information request had been made to obtain these. A response to this request was awaited.

19.SO.16 Permanent Roles

The meeting agreed to look at these roles in more detail at a future meeting, recognising that the three statutory posts were designations rather than jobs in themselves and that at this stage, pending a senior management structure being agreed, it could only focus on aspects of the person specifications and on aspects of the job descriptions for the Monitoring Officer and S151 Officer positions in particular.

19.SO.17 Time and Date of Next Meeting

It was **AGREED** the next meeting of the group take place on 21st October at 10am. Further meetings would be scheduled as required.

Signed _____
(Chair)

(The meeting started at 10:00am and ended at 11:11am)

DJP

North Northamptonshire Joint Committee
Statutory Officer Appointments Working Group

Meeting held: 21st October 2019

Present:- Cllr Ian Jelley (Chair), Cllr Helen Howell (ENC), Cllr Mark Pengelly (CBC), Cllr Sandra Naden-Horley (NCC), Cllr Tim Allebone (BCW), Martin Hammond (KBC), Sarah Macintosh (KBC), Stella Jinks, David Pope (KBC), Marie Devlin-Hogg (NCC)

19.SO.18 Apologies

None

19.SO.19 Notes of meeting held 25th September 2019

The notes of the meeting of the group held on 25th September 2019 were approved as a correct record and signed by the Chair.

19.SO.20 Matters arising from the minutes

None

19.SO.21 Job Descriptions/Job Spec

New job descriptions and person specifications were circulated with amendments made following the last meeting of the group. Additional comments were made as follows:-

Interim Monitoring Office

It was **AGREED** that the following wording be added to sub-bullet point one of the Main Responsibilities section of the Job Description.

“...and enjoy compliance with the Code of Conduct, the need to register interests and compliance with the locally adopted and national standards regime”

Interim Chief Executive

It was **AGREED** that the wording to bullet point six of the Main Responsibilities section of the Job Description be amended to include the following.

“To have oversight of Children’s Services within the Trust Status and Adult Social Care Services”

Permanent Chief Executive

It was noted that the Transformation Programme Team would be looking into the recruitment of a permanent Chief Executive. The group would be happy to put this forward as a recommendation to the Joint Committee.

19.SO.22 LGR – Unitary Recruitment – Interim Statutory Roles

Members considered a document that set out the key questions relating to role expectations for the Interim Statutory roles and provided details of decisions made by the West Northamptonshire Joint Committee in regard to the recruitment process, with associated recommendations made for how to proceed in the North. These were still to be agreed by the NNJC.

Members noted that there needed to be clarity regarding the work included within the interim roles so that applicant could make informed decisions prior to submitting an application. The percentage of time the successful applicant would be expected to work in their interim role could inform the answers to the remaining key questions. It was understood that workload would come in waves.

Members considered that it would be useful to ask authorities that had previously been through a similar unitary process how their interim officers had split both their time and workloads.

It was **AGREED** that the Chair would speak to Richard Ellis regarding the responsibility for assisting and backfilling roles. It was further **AGREED** that a recommendation be made to the NNJC that no one authority be asked to fill all three interim roles.

It was **AGREED** that pay benchmarking and role-grading be undertaken once the Job Descriptions were finalised to ascertain whether additional remuneration for the interim roles was necessary.

It was **AGREED** that the Chair would speak to the relevant officer regarding branding for the Interim Statutory Roles as members would prefer to see “Northamptonshire” used in its full form rather than the current “Northants”.

19.SO.23 Time and Date of Next Meeting

It was AGREED the next meeting of the group take place on 18th November at 10am. Further meetings would be scheduled as required.

Signed _____

(Chair)

(The meeting started at 10:00am and ended at 11:15am)

DJP

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Report Originator	Paul Helsby Programme Director	<i>Fwd Plan Ref No:</i> N/A	
Wards Affected	All North Northamptonshire authorities	16 th January 2020	
Title	Interim Statutory Officer Recruitment		

1. PURPOSE OF REPORT

This report outlines the approach to the recruitment of interim statutory roles for the North Northamptonshire Shadow Unitary Council.

2. INFORMATION

Interim statutory officer roles will need to be in place for both shadow councils in May 2020 and it is a requirement to confirm the appointments at the first shadow council meeting, to be held within 14 days of the election.

The draft Structural Changes Order ring fences these interim responsibilities to existing officers of the District, Borough and County Councils in Northamptonshire. So, for the North Northamptonshire Shadow Council, the interim statutory designations will apply to officers from Corby, Kettering, East Northants, Wellingborough and the County Council.

The statutory roles are described as designations because in statute they are a set of responsibilities, rather than a full role, to be discharged by the designated officers.

3. CONSULTATION

The North Northamptonshire Joint Committee established a members' sub-group to consider and make recommendations regarding the appointment of the interim statutory officers to the shadow council. East Midlands Councils were engaged to provide specific expert advice. The outputs of this group included role profiles and recruitment and selection processes.

The Integrated Future Northants Programme team have combined the work that has been undertaken in North Northamptonshire with the proposals from the May 2019 West Northamptonshire Joint Committee (WNJC), to present an integrated recruitment process for each Shadow Council.

This report summarises the work that has been undertaken to date on the interim statutory officer recruitment process for each shadow authority and the recommendations put forward by the North and the West working groups. Chief Executives have also offered advice and suggestions on the process to support this.

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The final proposals were reviewed by the Future Northants Leaders Oversight Board on Wednesday 13th November 2019.

4. POLICY IMPLICATIONS

This report outlines a process for recruiting the interim statutory roles in 2020 for the new shadow councils.

One of the key areas discussed was the commitment needed in both time and capacity to undertake these roles effectively; to enable the shadow councils to deliver the necessary work in the period after May 2020, until the permanent appointments are made.

The proposals below are based on views from Leaders, Chief Executives and Managing Directors; notably that the interim roles will require significant capacity to undertake the work.

In particular, the role of interim Head of Paid Service would be impacted as each Chief Executive will have an ongoing Senior Responsible Officer (SRO) role for a significant workstream in the Future Northants Programme in addition to their own sovereign council responsibilities, the former of which is expected to continue in the interim role.

It is therefore recommended that the Head of Paid Service (Chief Executive) is a full time role. It is expected that the duration of the interim roles will run from May 2020 to the appointment of permanent officers, which may vary depending on who is appointed and their possible start date. It is usual for these interim roles to be short term where possible and October 2020 is a working assumption of when the permanent incumbents will be in place. In recognition of this short term expectation, it is recommended that this is not long enough to reassign each sovereign council's statutory responsibilities. As such, albeit there will be a backfill requirement for interim Chief Executive's sovereign council responsibilities and duties; they will be expected to maintain an oversight for their own Council as well as the SRO responsibilities that have been noted.

With regards to the interim Monitoring and Section 151 Officers, it is not anticipated that capacity demands will be as significant as the Head of Paid Service role; albeit there will still be active involvement required in the Future Northants work. It is therefore recommended that these be managed within the existing role, allowing the appointed interims scope to backfill elements of their substantive role as required. This will enable the statutory officer to undertake the interim role and also keep an oversight of the statutory responsibilities in their respective council.

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It was agreed as part of the proposals to the Leaders and Chief Executives/Managing Directors that the process should be the same for all employees involved and on the same timetable and key principles as follows:-

- That the Interim appointments process starts in March, with applications made in April 2020; followed by the selection process in May 2020. The interview dates would be after the election; within the 14 days prior to the first Shadow Council meeting (where the interim appointments are confirmed).
- That each Council would consider the capacity impact for existing roles in April (should applicants from their Authority be successful), to ensure business as usual is considered.
- That the Job Description and Person Specifications attached are agreed as the basis for the interim roles.
- That the Interim Head of Paid Service is full time and Monitoring and Section 151 officers will undertake the interim role alongside their current role – albeit with supported/ backfill capacity at different levels as required.
- That the interim roles do not carry any additional financial remuneration.
- That the interim recruitment process is open to officers from councils in the West only for interim West Northamptonshire roles; and open to officers from councils in North only for interim North Northamptonshire roles; with officers from the County Council able to apply for both as defined by the draft Statutory Order. Expressions of interest to be the preferred mechanism for applicants.
- Interview and presentation to be the preferred selection method.
- That the North Northamptonshire Joint Committee Sub Group will oversee the shortlisting process; ensuring that applications meet the essential criteria for interviews. The selection process and appointment decisions will be undertaken by the Shadow Council once formed.
- That these roles are clearly positioned and communicated as interim to avoid any perception by individuals, public or councils that this is connected with the permanent appointment, which will be a separate independent process.

5. FINANCE AND HR RESOURCE IMPLICATIONS

This report is about interim roles so the financial impact and support needed by HR will be provided by the integrated Future Northants Programme team.

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6. LEGAL IMPLICATIONS

Interim appointments cannot be extended beyond 31 December 2020 if the Statutory Changes Order is made into legislation in February 2020.

7. RECOMMENDATION

- i) That the North Northamptonshire Joint Committee endorse the recruitment and selection approach to the Interim appointments of Head of Paid Service, Section 151 Officer and Monitoring Officer.

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Job Description Interim Head of Paid Service

Role Purpose:

- To act as Head of Paid Service for the Shadow Authority
- To progress the LGR Programme for the North Northamptonshire Council area, to ensure the successful transition to the new Authority.

All the above to be within the provisions of the Structural Changes Order.

Main Responsibilities:

- To act as Head of Paid Service for the Shadow Authority, in accordance with section 4 of the Local Government and Housing Act 1989.
- To progress the delivery of the LGR Programme in line with statutory requirements and, with the Strategic Delivery Director of the LGR Programme, ensure the transition to the Unitary Authority runs smoothly and deploying resources effectively to achieve this.
- To lead and manage the Interim Monitoring Officer and Interim S.151 Officer for the Shadow Authority.
- To advise Councillors of the North Northamptonshire Shadow Authority, its Committees and Working Groups on matters relevant to the Shadow Authority, the LGR Programme and the establishment of the new Unitary Authority.
- Represent the interests of the Shadow Authority and the LGR Programme through visible presence and active engagement and communication with key stakeholders and relevant agencies, bodies, MPs, etc.
- To have oversight for the transformation of Children's Services as well as Adult Social Care Services.
- To undertake any other duties commensurate with the role to ensure the Shadow Authority meets its objectives and statutory requirements.
- To develop and maintain effective working relationships with elected Members, key stakeholders, constituent authorities and strategic partners to support the smooth implementation of the LGR Programme.

Person Specification

Background and Experience

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A proven track record of achievement at Chief Executive level within local government

Demonstrable experience and success in:-

- Leading Organisational change, managing a diverse range of services and translating organisation ambitions into tangible achievements and service delivery improvements.
- Effective partnership working and collaboration, developing and maintaining positive relationships with a range of stakeholders.
- Leading and motivating senior professional staff to a high level of achievement.
- Management and control of large, complex budgets, programmes and projects.
- Effectively managing an Organisation in achieving a balanced budget
- Giving professional advice to and building effective working relationships with senior managers and elected Members.
- Promoting and maintaining an organisation's reputation.

Skills/knowledge

- A thorough understanding of current issues and future challenges facing local government and of LGR.
- Demonstrable leadership skills
- Effective communication skills, to engage a range of audiences and positively represent the Shadow Authority
- Strong influencing and negotiating skills
- Highly developed analytical and problem-solving skills, with the ability to work strategically
- Political awareness and the ability to work successfully within a political environment through effective working relationships with Elected Members
- Ability to plan and implement strategies and programmes.

Personal qualities

- Collaborative and strategic leader – able to motivate and work across boundaries and achieve performance/results through others
- Robust and resilient
- Flexible to meet competing demands and challenging circumstances
- Personality and credibility that engages and commands the confidence of all stakeholders

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- Ethical, accountable behaviour including a personal commitment to equality, diversity and inclusivity

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Job Description Interim Section 151 Officer

Responsible to: Interim Head of Paid Service of the Shadow Authority

Role Purpose:

- To be responsible for the financial affairs of the Shadow Authority, with accountability for the financial probity of the Shadow Authority and the statutory responsibilities under s.151 of the Local Government Act.
- To establish proper arrangements for the administration of the financial affairs of the new Unitary Authority through co-ordination of the finance workstream.
- As a member of the Programme Team, support the delivery of the LGR Programme for the North Northamptonshire Council area to ensure the successful transition to the new Authority.

The above to be undertaken within the provisions of the Structural Changes Order.

Main Responsibilities:

- To be accountable for the responsibilities under the Local Government Act s.151 to ensure the Shadow Authority's financial probity and proper conduct of its financial activities.
- To provide strong financial advice and challenge to the Shadow Authority and Programme Team based on robust analysis, forecasting and financial planning.
- To deliver the new Council's Medium Term Financial Plan and Annual budget for 2021/22.
- To ensure that appropriate financial standards and processes are in place, through the development of effective financial policies and strategies, including:-
 - Medium Term Financial Planning and Budget setting and monitoring process.
 - Financial Regulations and Procedures
 - Budget Management Framework
 - Contract Management Framework
 - Procurement Strategy
 - Risk Management Strategy
 - Treasury Management Strategy/Policy
 - Capital Investment Strategy
 - Anti-Fraud, Bribery and Corruption Policy
 - Debt Management Strategy
 - Money Laundering Policy
 - Annual audit plan
 - Council Tax Benefit Scheme

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- Business Rate Scheme
 - Corporate Debt Policy
 - Internal Audit function
 - Submission of all returns and grants
 - Banking arrangements
 - Insurance arrangements
-
- To be the lead officer for the management of the Council's Strategic Risk Register, operational risk registers and ensure that action to mitigate risk is taken corporately.
 - To develop and maintain effective working relationships with elected Members, key stakeholders including constituent Section 151 officers, constituent authorities and strategic partners to support the smooth implementation of the LGR Programme.
 - To undertake any other duties commensurate with the role to ensure the Shadow Authority meets its objectives and statutory requirements.

Person Specification

Qualifications

- Professional qualification CCAB (Consultative Council of Accountancy Bodies), qualified CIPFA (Chartered Institute of Public Finance and Accountancy) preferred.
- Membership of one or more professional bodies as set out s.113 of the Local Government Finance Act 1988.
- Evidence of continuing professional development.

Background and Experience

- Demonstrable successful track record as a senior manager in local government, specifically in the leadership and management of finance.
- Evidence of successful contributions to financial management including the development and effective implementation of corporate strategies and policies.
- Thorough understanding of the S151 role and responsibilities and substantial experience of financial management in a local government context.
- Demonstrable experience and success in:-
 - Organisational change
 - Effective partnership working and collaboration, developing and maintaining positive relationships with a range of stakeholders.
 - Giving professional advice to and building effective working relationships with senior managers and elected Members.

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Skills/knowledge

- A thorough understanding of current issues and future challenges facing local government and of LGR.
- Excellent current working knowledge and understanding of local government issues and statutory requirements, with a particular emphasis on financial issues.
- Demonstrable leadership skills
- Effective communication skills, to engage a range of audiences and positively represent the Shadow Authority
- Strong influencing and negotiating skills
- Highly developed analytical and problem-solving skills, with the ability to work strategically and apply sound judgement
- Political awareness and the ability to work successfully within a political environment through effective working relationships with Elected Members
- Ability to plan and implement strategies, policies and programmes.

Personal Qualities

- Collaborative and strategic leader – able to motivate and work across boundaries and achieve performance/results through others
- Robust and resilient
- Flexible to meet competing demands and challenging circumstances
- Personality and credibility that engages and commands the confidence of all stakeholders
- Ethical, accountable behaviour including a personal commitment to equality, diversity and inclusivity

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Job Description Interim Monitoring Officer

Responsible to: Interim Head of Paid Service of the Shadow Authority

Role Purpose:

- To be accountable for the probity of the Shadow Authority by carrying out the statutory responsibilities as Monitoring Officer.
- To establish constitutional arrangements for the new Unitary Authority through co-ordination of the Monitoring Officers' workstream.
- As a member of the Programme Team, support the delivery of the LGR Programme for the North Northamptonshire Council area to ensure the successful transition to the new Authority.

The above to be undertaken within the provisions of the Structural Changes Order.

Main Responsibilities:

- To be responsible for the probity of the Shadow Authority by carrying out the statutory duties of Monitoring Officer:-
- Ensuring all decisions taken by Councillors and Officers are lawful.
- Ensuring compliance with the Code of Conduct, the need to register interests and compliance with the locally adopted and national standards regime.
- Ensuring the Constitution of the Shadow Authority is designed, implemented and maintained to meet the requirements of Councillors and to be legally compliant. This includes Full Council Procedural Rules, Schemes of Delegation, Scrutiny and Partnership arrangements.
- To act as the Proper Officer for access to information – ensuring that Member decisions (and officer decisions as appropriate), reasons for those decisions and relevant officer reports and background papers are properly recorded and publically available as soon as possible and retained for public access in accordance with legal requirements.
- To advise the Shadow Authority and Programme Team on the scope of powers and authority to take decisions, and issues relating to maladministration, financial impropriety (in conjunction with the Interim s151 Officer), standards, probity and the budget and policy framework.
- To provide expertise and guidance to the Shadow Council, its Committees and the Programme Team on matters relating to democratic processes, statutory guidance, the Council's Constitution in order to resolve problems/issues and achieve objectives lawfully and within sound democratic processes and principles.
- To be responsible for preparing the Council's draft Constitution following consultation with other officers as appropriate.

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- To develop and maintain effective working relationships with elected Members, key stakeholders, constituent authorities and strategic partners to support the smooth implementation of the LGR Programme.
- To undertake any other duties commensurate with the role to ensure the Shadow Authority meets its objectives and statutory requirements.

Person Specification

Qualifications:-

- Relevant degree or professional qualification (A relevant legal qualification is desirable but not essential).
- Evidence of continuing professional development.

Background and Experience

- Demonstrable successful track record as a Monitoring Officer, specifically in the leadership and management of constitutional and democratic processes.
- Evidence of providing strategic legal advice.
- Thorough understanding of the Monitoring Officer role and responsibilities
- Demonstrable experience and success in:-
 - Organisational change
 - Effective partnership working and collaboration, developing and maintaining positive relationships with a range of stakeholders.
 - Giving professional advice to and building effective working relationships with senior managers and elected Members.

Skills/knowledge

- A thorough understanding of current issues and future challenges facing local government and of LGR.
- Excellent current working knowledge and understanding of local government issues and statutory requirements, with a particular emphasis on legal and democratic issues.
- Demonstrable leadership skills
- Effective communication skills, to engage a range of audiences and positively represent the Shadow Authority
- Strong influencing and negotiating skills
- Highly developed analytical and problem-solving skills, with the ability to work strategically and apply sound judgement
- Political awareness and the ability to work successfully within a political environment through effective working relationships with Elected Members

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- Ability to plan and implement strategies, policies and programmes.

Personal Qualities

- Collaborative and strategic leader – able to motivate and work across boundaries and achieve performance/results through others
- Robust and resilient
- Flexible to meet competing demands and challenging circumstances
- Personality and credibility that engages and commands the confidence of all stakeholders

Ethical, accountable behaviour including a personal commitment to equality, diversity and inclusivity

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Report Originator	Paul Helsby Programme Director	<i>Fwd Plan Ref No:</i> N/A	
Wards Affected	All North Northamptonshire authorities	16 th January 2020	
Title	Permanent Statutory Officer Recruitment		

1. PURPOSE OF REPORT

This report outlines the proposed approach and timetable in relation to the permanent recruitment of statutory roles for the North Shadow Unitary Council.

2. INFORMATION

For interim statutory officer appointments, the draft changes order specifies that these roles must be undertaken by existing officers of the District, Borough and County Councils in Northamptonshire. Subject to the draft statutory order being ‘made’ into legislation and a vesting day date of 1 April 2021, the interim statutory roles will need to be in place in May 2020. A separate paper on this process is also on the agenda.

The draft order is less directive in regards to the permanent statutory appointments, other than appointments can only be made after the structural order has been laid and that permanent appointments must be in place by 31 December 2020. It is however beneficial that the permanent officers are recruited at the earliest opportunity to provide the necessary leadership, stability and continuity to the new shadow authority.

In order to allow for a comprehensive search and selection process and to accommodate potential notice periods of up to 3 months; it is proposed that the permanent statutory officer recruitment, starting with the Head of Paid Service, commences in February 2020 and that appointments take place from May to July 2020; so that officers will be in role at the earliest in September/October 2020 (but no later than 31 December 2020).

3. RECRUITMENT APPROACH

The permanent roles of Head of Paid Service, Section 151 Officer, Monitoring Officer, the Statutory Director for Adult Services and the Statutory Director for Children’s Services will be critical appointments before the new unitary council commences in April 2021. It is therefore recommended that the recruitment process comprises a national campaign that is supported by a professional search in order to identify the best candidates for the roles.

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The selection process for the permanent statutory roles will involve elected shadow council members. Statutory Officer permanent appointments will be ratified in accordance with the agreed constitution for the shadow authority.

4. HIGH LEVEL TIMESCALES AND PROJECT PLAN

A detailed permanent recruitment project plan is currently being finalised around the following key milestones and actions:-

Action	Date
Executive Search specification to be developed and agreed	Jan 2020
Agree permanent statutory officer role profiles	Jan 2020
Agree remuneration and terms and conditions for roles	Jan 2020
Procure Search and Select Agency for both authorities	Jan 2020
Launch National Recruitment Campaign*	Feb 2020
Executive screening process	Mar 2020
Agree/confirm selection panel and selection approach	Mar 2020
Technical interviews	April 2020
Longlisting/Shortlisting Head of Paid Service	May 2020
Interviews for Head of Paid Service	May/June 2020
Appointment of Head of Paid Service	May/June 2020
Longlisting/Shortlisting for other Statutory Roles	May/June 2020
Interviews for other Statutory Roles	June/July 2020
Appointment of other Statutory Roles	June/July 2020

**These dates are subject to the Statutory Changes Order being anticipated in February 2020.*

5. SEARCH AND SELECT AGENCY

One of the first key actions that will need to be progressed in early January is to undertake a tender process to secure an external search and selection agency who will manage the recruitment section of the process.

A draft tender specification document has been prepared (Appendix 1) and comprises the following key elements:

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- Provision of market research and evidence-based advice on salary packages
- Launch of a national advertising campaign and executive search function
- Facilitation of shortlisting and longlisting, including technical interviews and briefings to member panel

The joint committee are asked to agree the tendering specification (Appendix 1) and that the tendering process is started in January 2020 and a search agency engaged in the same month.

6. **NEXT STEPS**

The next steps for the North Northamptonshire Joint Committees or nominated sub-group/s will be to finalise the permanent job descriptions for the statutory roles and the remuneration package associated with these roles; in preparation for recruitment/national search commencing in February 2020 at the earliest. Benchmarking around salary packages will be prepared to support this.

In November 2019, the NNJC Statutory Officer Appointment Working Group produced a draft report regarding Statutory Officer Recruitment; which included a draft job description and person specification for the permanent Head of Paid Service role. The working group also noted that the permanent Monitoring Officer and Section 151 role required further discussion and consideration; as these roles are not always substantive roles in themselves, often attached to posts in the overall management structure, which needs to be determined. The Section 151 officer role, for example, can be undertaken within a wider Corporate Director Resources role. The fact that the Statutory Changes Order says that the interim posts expire at the end of December 2020 means that early decisions will have to be made on the permanent management structure to ensure permanent statutory officers are in place by then.

The work undertaken to date by the NNJC working group provides a very useful starting point for the next steps of finalising role descriptions for the statutory roles and also determining the senior management structure for the new unitary council. There is flexibility in regards to the high level timescales detailed above to enable these discussions to take place. February is the earliest date proposed for the launch of a national advertising campaign, starting with the Head of Paid Service role.

7. **FINANCE AND HR RESOURCE IMPLICATIONS**

This report is about permanent recruitment and proposes the engagement of an external search agency; the costs for which will be met from the budget allocated within the LGR programme budget.

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The permanent recruitment support by HR will be provided by the Integrated Future Northants team; in liaison with the HR leads in each sovereign council. It is recommended that a search agency from the external market is engaged for the North/ West roles, to ensure that the best candidates are identified nationally, at an effective cost.

8. **LEGAL IMPLICATIONS**

If permanent appointments are not made or there is a delay in the required legislation, the Interim Statutory Officers' tenure could be extended. If there is no delay in legislation, permanent appointments must be in place no later than 31 December 2020.

9. **RECOMMENDATION**

- i) The key milestones and timescales for permanent recruitment.
- ii) The tendering specification (Appendix 1) and that the tendering process is started in January 2020; and a provider engaged for February 2020.
- iii) Next steps:
 - North Joint Committee to agree permanent Statutory Officer job descriptions and remuneration packages (January 2020).
 - To advertise the roles nationally through search agency (*subject to agreement of job descriptions, remuneration packages and Statutory Changes Order being agreed.*)

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APPENDIX 1 -RECRUITMENT BRIEF

Permanent Statutory Officer Recruitment - Head of Paid Service, Monitoring Officer, Section 151 Officer, Statutory Director for Adult Services, Statutory Director for Children's Services.

On 14th May 2019 the Secretary of State announced that the future of local government in Northamptonshire would be two new unitary authorities.

The Draft Northamptonshire Structural Changes Order 2019 (SCO), which sets out how the two new unitary authorities will be formed to replace the existing eight councils on 1 April 2021, was laid before Parliament prior to the December 2019 General Election. The draft Order is in the process of being made into legislation.

The brief is therefore to support the recruitment of the permanent Statutory Officers to the new authorities.

This will comprise:

Head of Paid Service, Monitoring Officer, Section 151 Officer, Statutory Director of Adults Services and Statutory Director of Children's Services for the North Unitary Authority;

Head of Paid Service, Monitoring Officer, Section 151 Officer, Statutory Director of Adults Services and Statutory Director of Children's Services for the West Unitary Authority

10 posts in total.

These are attractive new opportunities that will be involved in the creation of two new unitary councils. The successful candidates will lead our workforce through a challenging period and will improve how we deliver our services to the citizens of Northamptonshire.

The roles will have flexibility to shape the new authorities and how we ensure that we retain and recruit the talent that each authority needs to succeed in the future.

The selection will involve a number of key stakeholders, including members and unitary programme leaders. The appointments will be made by the Shadow Authorities; in accordance with the agreed constitution.

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Specification Requirement – what services we require for this appointment?

The service is to be provided in the context of current employment legislation and in the context of the relevant Council's Constitution. The service requirement is for the following components:

Initial exploratory and briefing meeting(s)
Market research and evidence-based advice on salary packages with reference to the unitary status / size of organisation
Attraction strategy proposals including the extent of search (local, regional, national, functional and sector-based and how diversity is addressed); including Developing concept for advert (wording to be provided) Recommendations on which publications to use and associated costs Launch national advertising campaign Executive Search - including sourcing, desk research, direct headhunting
Response handling - Evaluation of applications and sift of all candidates
Compilation and production of candidate information pack, drawing on recent recruitment and other material which is readily available, tailored and enhanced to tell a compelling story. Provision of tailored briefing for Members of the Appointment Panel with recommendations. Attend longlisting meeting
Technical interviews/assessment of agreed longlist candidates to determine recommendations for shortlisting
Compilation and production of longlist candidate information pack and tailored briefing for Members of the Appointment Panel. To include provision of recommended shortlist following interview/assessment supported by easily assimilated reports and practical advice to the panel on candidate strengths and weaknesses
Tailored candidate assessment processes (shortlisted candidates only) that identify an individual's ability against the role specification.
Professional support and presence throughout the final stage assessment and elected Member Appointment Panel interviews, with reference to the outcomes of all completed assessment activities and the relevant due diligence
Administration to shortlisted candidates to invite to interview.

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Management of all candidates, including timely feedback at all stages of the process to unsuccessful candidates and preferred candidates.

Contact details of three relevant referees to be approached prior to award of contract who can substantiate the provider's performance, specifically that of the designated lead consultant for this contract, in the delivery of similar services within the last three years.

High Level Timetable for Recruitment:

Action	Date
Procure Search and Select Agency for both authorities	Jan 2020
Launch National Recruitment Campaign after Structural Order has been agreed.	Feb 2020
Executive screening process	Mar 2020
Technical Interviews	April 2020
Longlisting/Shortlisting Head of Paid Service	May 2020
Interviews for Head of Paid Service	May/June 2020
Appointment of Head of Paid Service	May/June 2020
Longlisting/Shortlisting for other Statutory Roles	May/June 2020
Interviews for other Statutory Roles	June/July 2020
Appointment of other Statutory Roles	June/July 2020

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