PROSPECTUS FOR CHANGE

An integrated plan for Local Government Reform and Transformation in Northamptonshire
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Executive Summary

This proposal sets out an integrated plan approach to delivering local government reform and transformation. It progresses the announcement made by the Secretary of State on the creation of the two new unitary authorities and the agreed timescale for their vesting day.

The Leaders and Chief Executives of the 8 Northamptonshire Councils met the County’s MPs on 21st March to discuss the progress made on our Local Government Reform programme. At that meeting we agreed to review the current programme and reflect on what we needed to do next. We also agreed that significant benefits could be achieved if we looked at delivering a single integrated plan with a greater focus on our future ambition and transformation.

This document presents our initial thoughts about how we might do this. It sets out some of our key priorities and the potential that delivering transformation earlier might bring both financially and for our residents. We are all clear that positive outcome for residents and businesses in the two new unitary authorities is what should drive everything we do.

Our Integrated Plan will need to bring together the LGR transformation programme, the County Council’s transformation activities and the disaggregation and aggregation planning. This will ensure we establish two safe and legal new authorities and we use our combined resources and skills to drive transformation and give us the best possible chance of successfully delivering all our aims and priorities.

We all know that the operating context of local government continues to be challenging. Demand for services is increasing alongside the public’s expectation and this is outstripping our available funding. But there are now clear opportunities for us.

One of the key areas to unlock potential income and improved outcomes is growth. We need to have a greater voice and role within the Oxford, Cambridge growth Arc and continue to build on the strategies for growth in the North of the County. Growth will drive better prospects for our residents, investment in our infrastructure and in turn more jobs and housing. A joined up focus on growth needs to be integral to our plans. One example would be the “Future High Streets” initiative where we want to maximise opportunities for the North and West Authorities but avoid competing between areas for investment, customers and new businesses.

Local Government reform and the creation of two new unitary councils will create opportunities for bring services together across local government such as waste collection & disposal and trading standards & regulatory services such as environmental health

Within the County our wider Health and Social Care system faces significant demand pressure and has only just commenced the improvement journey. We need to continue to reduce delayed discharges, but also reduce admissions, as both drive our cost. Without a Local Government driven shared plan to address this, the improvements and transformation will slow and costs will grow. This is an area that is key to unlocking future sustainability and benefits for our residents.

The County Council’s Children’s Social Services have also been challenging and, following an OFSTED review, the Secretary of State appointed a Commissioner for Children’s to propose the best model for delivering the required improvement. The future of Children’s Services needs to be considered in the context of Local Government reform.

We know there are many competing pressures. In this document we have set out a plan that shows what we might achieve together. We have also set out some clear transformation opportunities. The Secretary of State has announced a 2021 go live, so these transformation opportunities will help fund our LGR transition and deliver more benefits alongside reorganisation, which we can already start working on.

Either way this is a once in a generation opportunity to develop and transform services so they are modern, financially resilient and future-proof, learning from national best practice and making informed decisions about the future. This can only be achieved by working together to deliver a positive future.
Key Priorities and Decisions

What are the guiding principles to the two Unitaries we will build? How do we make key design decisions that create the best outcomes?

What should our transformation priorities be in order to deliver long term benefits and sustainability?
The North and West are different places with different identities, needs and opportunities. But the design workshops that were held in January 2019 generated some commonality that we can draw on as we design the future authorities and make key design decisions. Delivering these will require us to utilise not just all our resources and assets but those of our partners including health, Police, SEMLEP and Homes England.

The Design Principles we have already agreed...

- We will deliver consistent services which will be right first time and customers will tell us once
- We will deliver high quality and consistent services at a local level where possible.
- We will engage with our communities to help them to build their own capacity
- We will engage with communities and co-produce future designs.
- We will live within our financial means and focus on value for money
- We will align resources to our priorities and ensure sustainable budgeting.
- We will operate as one council, with one voice and shared values
- We will have a culture of open and honest communication within the organisation.
- We will optimise the use of our partners’ resources & assets to deliver shared outcomes
- We will work with our partners to secure the best outcomes for our communities.
- We will embrace technological innovation that supports our services and the needs of customers
- We will invest in technology based on clearly defined business objectives.
- Data will be gathered once and shared where possible to enable a single view of our customers.
- We will make decisions informed by robust and focused data, evidence and intelligence.
Navigating the process of the disaggregation and aggregation of the 8 Councils’ budgets and services is going to be a challenge and there needs to be some guiding principles and non-negotiables to guide the process. This will help provide Members with a rationale for what we do. The default will be that things should be split in into two. The principles below reflect our current thinking on the criteria we will use.

<table>
<thead>
<tr>
<th>Key Decision</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe &amp; legal on day one?</td>
<td>We should aim to deliver as much transformation as possible while ensuring we do not make decisions on systems, services or design that may impact our ability to stay safe and legal.</td>
</tr>
<tr>
<td>Best use of our capacity?</td>
<td>We need to build on what’s already in train (transformation/improvement) and look for ways to start to bring services together ahead of formal aggregation decisions.</td>
</tr>
<tr>
<td>Best for the public?</td>
<td>We should deliver the best quality &amp; outcomes for the population – wellbeing, personalisation and independence (for example including housing, employment etc.)</td>
</tr>
<tr>
<td>Best for workforce?</td>
<td>We should choose options that maximise our ability to retain and recruit staff and encourage the view that the two new unitary Councils will be a future employer of choice and opportunity.</td>
</tr>
<tr>
<td>Best for the supply chain?</td>
<td>Decisions should consider the impact on our suppliers to our key services, their workforce, how they view opportunities for growth, the strength (or weaknesses) of market provision and our voluntary sector engagement.</td>
</tr>
<tr>
<td>Best for use of resources?</td>
<td>We want cost-effectiveness and value for money – the optimum mix of quality, cost and risk management. Investment should be made with our future direction and plans in mind so they are future proofed.</td>
</tr>
<tr>
<td>Best for Accountability?</td>
<td>The new Councils are accountable for services. Governance and decisions need to be transparent and there must be a clear line of sight and accountability for service delivery (spend, quality, performance) learning from arrangements that have (and have not) worked well in other places.</td>
</tr>
<tr>
<td>Best for Ambition?</td>
<td>Our plans, service design and decisions should help satisfy our ambition for growth and help the residents and economies of the two new unitary Councils reach their full potential.</td>
</tr>
<tr>
<td>Best for our Economy?</td>
<td>Our plans should maximise the potential for growth and investment and where possible expand our local economies and offer.</td>
</tr>
</tbody>
</table>
Some delivery priorities for our two new authorities

The following are some of our suggested priorities for delivery and development in a new integrated LGR plan to deliver two new authorities – they reflect our ambition and our aim to make LGR about transformation that delivers better outcomes for residents not just reorganisation.

Driving Transformation, Integration and Local Government Reform

- Develop local authority led Local Care Organisations to provide integrated community health and social care wrapped around the Primary Care Networks to help the vulnerable, those at risk or with long term conditions.
- Align all strategic activity in the North and West to secure the best possible infrastructure involving for example Land Use Planning, Transport Planning and associated resource planning.
- Review highways plans and strategies and consider an investment plans for the North and West to transform our environment and attract economic growth.
- Consider more focus on growth in the North and West and develop opportunities to attract funding and maximise economic opportunities around housing, infrastructure, jobs and local industrial strategies.
- Consider integrated prevention & early intervention strategies for the North and West with investment targeted to areas which will reduce inequality and, improve health & wellbeing, and encourage independent living and reduce demand.
- Review North and West planning approach to include social care, housing & health in shaping diversity of housing development & S106 negotiations.
- Develop joined up pathways for housing & social care in the two new Unitaries to reduce housing waiting time & improve delayed discharges.
- Look at the opportunities within the waste services for North and West to reduce costs, rationalise contracts and maximise efficiency. Respond as areas to their Defra consultations and possible implications for us.

- Develop strategy for North and West Northants healthy place shaping. Join up Social Care, Housing, Public Health, Planning, Communities, Sport & Leisure and Place to develop, create & facilitate an environment to support residents to live healthy, independent & emotionally well lives and reduce inequality.
Focus on Customers, Staff and Members

Consider new web and customer shop windows for the North and West authorities across all services and with links to wider public sector services and partners.

Review customer pathways to identify duplications, avoidable delays and cost, and start joining up ways of working, shared information and processes across each of the two new Unitaries.

Consider how we create a learning culture for members in our new Authorities. Equip them with the tools, information and understanding of the services that each of the new Unitaries will be responsible for.

Consider workforce strategies which ensure the retention and attraction of the staff and that we do not end up in competition for staff between the North and West Unitaries.

Seek Opportunities for Efficiency and Value for Money

Review all supply contracts for immediate, medium term and long term opportunities to reduce cost and maximise quality and the economy of scale within the North and West Unitaries.

Review all sites and property assets to identify a rationalisation programme for the North and West that funds any relocation or refurbishment and delivers savings to fund transformation.

Develop North and West unitary based planning approaches and consider setting up area based planning committees that will ensure a continued focus on local needs and local characteristics.

Review the opportunities and quick wins from consolidating regulatory functions and consider public protection services for the North and West Unitaries.

Create a governance framework to deliver safe and legal services

Plan for the Future delivery and oversight of the new Children’s Services Delivery Model for the two new Unitaries who will have future statutory responsibility.

Appoint key Statutory Officers for the shadow and formal new unitary Authorities as soon as possible to drive accountability and ownership.

Put in place systems and protocols for the management of service information and processes to ensure clear line of sight and accountability in the new Authorities.

Ensure that we can fulfil our statutory duties and reporting on day 1 of the two new unitaries.
Both West and North have delivered significant housing and jobs growth in recent years and will continue to do so as two unitary councils. While the North has well-established development planning arrangements to build on, LGR will provide the West with an opportunity to create a stronger, united voice within SEMLEP and the Oxford – Cambridge Arc and with Government departments so that the benefits of growth can be maximised across both unitary areas.
There are a number of key policy areas for consideration that Leaders and Members will need to debate and agree for each of the two new Unitaries. We are not starting with a blank page and need to build on what we have as well as take the opportunity to adopt best practice. These are all big conversations and will need urgent focus and political leadership to resolve. Some examples include:

Culture
The workshops in January 2019 showed there is a strong need and desire to develop new blueprints for the cultures of our two new Authorities, harmonising the values and behaviours to align to the new organisations and their new identities.

Consistent Regulatory Policies
Having single policies across each area for things such as Planning Development, Licensing and Housing allocation will make it easier and quicker to get a consistent and fairer response. This may also create an increase in income to fund change.

Housing Allocation
There will need to be a new housing allocation policy for the North and West Unitaries which replaces the District and Borough existing one for each area. There are currently differing policies and the changes may have impacts (positive or negative) on existing residents and waiting lists.

The Policy that each unitary authority adopts should be based on the highest standard available. We should look to reuse something in existence nationally to save reinventing the wheel whilst ensuring best practice, consistency and avoiding a postcode lottery.

Fees and Charges
Each of the Councils currently has differing charging policies for some fees such as parking. Consideration will be needed on whether to align these, which may increase or reduce income. Alternatively, if a place-based view is adopted, there will need to be criteria for decisions that are defensible legally and in terms of equality impact assessments.

Workforce Planning
Staffing and workforce policy need early consideration. Rates of pay, terms and conditions and training and development are all important to our ability to retain and recruit staff. Staff should also be able to take pride in the work they do and be supported in their roles. Not all the existing 8 Councils are currently part of the nationally negotiated pay process and we need to consider early on if this is something we want to adopt (and the unions would like) as a quick win for staff and what it might cost to do.

There can be no disruption to key services and Social Care and other services will need to recruit right up to vesting day and immediately after with no gaps. We need to be clear on our offer and how we best attract talent while avoiding competing between North and West for staff.

Approaches to Locality Working
If the design principle about service delivery being close to our residents is a priority, we need to consider locality working, delivery hubs, as well as the technology and systems to support this approach. Local ward budgets could also be a useful tool for rapid response to local issues.
The Business Rates Pilot

How can the business rate pilot funding to be used to drive transformation, sustainability and drive partnership working?
Making the most of our Business Rates Pilot

BRP criteria for spend

The approval of the Northamptonshire Business Rates Retention pilot brings the opportunity to invest in transformation across some critical areas with significant return in outcomes, demand reduction and resident benefit. Our successful bid stated the additional £21m funding would be used to:

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**Promote future financial sustainability for public services in Northamptonshire through transformational service delivery including the pro-active management of demand led services. These services would be focused mainly on the following three areas:**

- **Prevention/demand management** - supporting the most vulnerable service users
- **Partnerships** - greater collaboration across the public sector
- **Transformation** - delivering services more efficiently and effectively

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We need to make joint decisions on how it is best invested to achieve these aims and criteria. If we target it at schemes that drive transformation and sustainability as part of the creation of the two new Unitaries in the coming year we can create a return on our investment in 2020-21 that could fund much of our reorganisation and transition activity and deliver lasting benefits and service improvement at the same time for residents and businesses.

Examples of where we might do this for consideration are shown on the next page:
Funding for the creation of local authority led community hubs for integrated local care, services and prevention. These could accommodate customer facing activities including social care, housing, debt management, benefits and community navigators and complement the four PCS health and care hubs by offering wider service and helping people to stay well and independent.

Build more housing for vulnerable people such as: sheltered housing for older people, homes with adaptations for people with disabilities and “foyer projects” targeted at young people (including those leaving care).

Review our Highways plans, assets and condition and agree improvement investments and maintenance that will drive better transport links and potential growth and finalise the plans to split the service into two.

Build on the Waste Partnership and review waste collection, disposal and recycling and identify further opportunities and solutions to consolidate services, contracts and operations and how they will be configured into two new functions that serve each area, maximise opportunities linked to waste disposal and encourage less landfill and more recycling.

Look to consolidate trading standards, environmental health and health protection services across platforms and existing teams and create shared portals for each of the new authorities to ensure areas are well regulated and services and our residents are protected. Look at the opportunity to develop pre-inspection certification for additional income.

Develop shared emergency planning teams and capacity to ensure coordinated responses for each of the new authorities and shared systems and processes to ensure rapid responses and resilience.

Build shared community safety capacity bringing our combined public sector capacity and skills to help reduce crime and improve outcomes.

The final decision on how the Business Rates Pilot funding will be spent is subject to this sign off through the governance arrangement set up for this task specifically and sitting outside the LGR process as agreed by all eight authorities.

Once the final schemes being proposed are agreed they will be subject to this sign off process.

Develop and implement shared housing portals through which all applications are received and to which all providers are linked supported by common allocation policies.

Create shared Revenues and Benefits functions whilst retaining local service points for customers. This could build upon existing shared service provision reducing future operating costs and at the same time maintain service continuity.

Invest in foster care provision and nurture the growth in local community capacity for placements and respite support. Creating better life chances for our young people and reducing the reliance on the private sector foster care market to improve value for money.

Join up Public Health and District and Borough services within the North and West areas to create synergies around health and wellbeing and wider population health determinants.

Look at the opportunities to build a public sector directory of services giving greater information to housing, wellbeing, advice and support beyond formal health and care services with the objective of supporting people to remain healthy and independent and reduce the demand for formal care.

Invest in the creation of a programme approach to workforce development which will improve recruitment and retention of Children’s Services Social Workers whilst increasing capacity through structured progression planning.
Health and Social Care

What are the considerations, limitations and opportunities between Adults Social Care and Health? What does integration mean for Northamptonshire?
The recent launch of the NHS 10 year plan is timely in the new Unitaries thinking and gives a clear set of priorities that should inform our thinking

- Prevention – NHS role to complement not substitute for the role of local government. ‘Whole Council’ approach to prevention.
- New service model – integrated teams for primary community & social care.
- Increased Investment in primary medical/community services.
- Integrated care systems everywhere by 2021, working with Local Authorities at ‘place’ level.
- Delayed transfers - continue to improve performance.
- Accelerate use of personal budgets.
- Expand offer including Mental Health and Learning disability.
- Support local approaches to blending NHS and social care budgets where this makes sense.

These are also likely to be linked to future social care funding. The County Council currently receives £30m of funding related to “health integration” and there are clear associated conditions for this which include:

- Agreeing a formal plan and contract (section 75) for shared expenditure and priorities - the current plan covers £107m of spend.
- Pooled budget arrangements – Mental health and community equipment are currently formally pooled budgets - £12m.
- Reducing non-elective admissions and delayed transfers of care and doing more integrated care 30% (£5m) of the Improved Better Care fund must be targeted at this.

Our new unitary authorities need to be clear on the best way forward to deliver joined up care and support and fulfil our ambition to improve residents’ health and wellbeing and build on our recent improvements in managing urgent care and hospital demand.

Northamptonshire Adults Social Care is a good service performing well at a low cost when compared to others. Its success is also key to the new unitaries’ sustainability and how it is delivered in future presents an opportunity to achieve real transformation for residents.

The service faces significant demand pressure as a result of a growing ageing population and people living longer with more complex conditions. Today the service has around 7,000 adults receiving support at any one time with about half of these residents being over 65 and half working age adults. But over the whole of 2018-19 the County Council provided some form of care to over 11,900 residents, a 15% increase on 2017-18.

While there were some additional funds provided for winter pressures this was a significant challenge. At the 2018-19 year end care spend still exceeded budgets by £14m and further savings and income had to be found to balance the budget at year end.

Much of the pressure on the service is generated by factors and partners outside our control. Demand pressure comes from two key areas currently and this has to be addressed to ensure the sustainability of service going into the unitaries.

- Safeguarding – significant volumes of requests and onward case work is generated by partners and through too many risk averse processes. This in turn limits our ability to undertake proactive reviews and help manage care demand down.
- Hospital demand - Northamptonshire Adults services gets twice the referrals from hospitals of any council in the region. This currently equates to 55% of our demand. In 2018-19 new requests for care resulted in additional care costs for the service of £22m.
We would like to create momentum for improved population health and care management by creating an integrated local authority-led care model that can wrap around the planned primary care networks in Northamptonshire.

This will help us deliver local services that meet local need in the North and West unitary areas in the most joined-up, efficient and cost-effective way.

**Population Health and Care**

**NHCP Vision**

> A positive lifetime of health, wellbeing and care in our community

**AIMS**

- **POPPULATION HEALTH**
  - Tackle causes of ill health
  - Support lifestyle/health changes
  - Grow partnerships with housing and communities.

- **HIGH QUALITY SERVICES**
  - Improve quality
  - Integrate health & social care
  - Bring Care closer to home
  - Embrace more technology

- **WORKFORCE**
  - Reward talent
  - Develop workforce resilience
  - A culture focused on resident outcomes not organisations

- **SUSTAINABILITY**
  - Drive more innovation
  - Integration of services
  - Effective use of resources
  - Develop strong partnership working
  - Shared use of assets

**CURRENT PICTURE IN NORTHANTS**

- Demand growing for over 65 care
- Too much focus on hospital bed base care
- In immaturity of community-based care based on primary care and wellbeing
- Inconsistency of care and access to services.

**LOCAL CARE NEEDS**

- Different health and wider determinants issues in different areas
- Need investment and wrap around services to support GP focused community care
- Need joined up ability to respond earlier.

**FINANCE**

- Acutes in financial deficit
- Shortfall in funding to maintain existing transformation schemes
- Care pressure of £14m on social care.

- Funding gap in 5 years across health and care if we don’t change £200m

**OPPORTUNITY**

- **STRATEGIC CHANGE**
  - Create Integrated care teams that wrap around groups of proposed primary care networks in our new unitary areas
  - Drive a reduction in care costs while improving residents health & outcomes.

- **SERVICE TRANSFORMATION**
  - Earlier intervention and prevention
  - Link GP social prescribing link workers to our health, Social care, housing, community services and voluntary sector services and avoid admissions
  - Use common estates assets and shared resource to deliver local services.
  - Combine our resources and assets to meet local need.

**INNOVATION**

- Short term seed funding for our ICOs drives significant return in reduced care costs.
- Shared Care Records
- Enhanced care home support
- Link up equipment, adaptions and Assistive technology to reduce the need for care

**OUTCOMES**

- **BETTER STANDARDS AND CONSISTENCY OF CARE**

- **SERVICES COORDINATED AROUND THE PERSON**

- **BEST USE OF THE RESOURCES WE HAVE FOR THE BENEFIT OF ALL**

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Our ambition for placed based services in the Unitaries
Why does Health matter so much for LGR?

Our current system drives an increased cost of care. Our Hospitals are paid based on their activity (people through the door) and we have been focusing our attention on getting them out. Currently health partners are unable to agree a change to the incentives and balance the demand forecast with the budget available. The result could be that the key schemes that we have been running in 2018-19 to reduce time in hospital and our ambition to reduce admissions will stop. This would be catastrophic for the system, for social care cost and for our residents.

We can evidence that In 2018-19 hospital demand led directly to £22m in cost for Adults. But there are are two key ways to manage hospital demand and the cost impact:

- **Reduce admissions** by keeping people well at home and out of formal social care, as we know that an admission makes the need for formal care significantly more likely, and

- **Reduce the time they remain in hospital and readmissions** – its proven that any person staying over 7 days will have a 100% increase in care needs on discharge. The earlier we get people home the less likely they are to need care and when we do discharge them we need to ensure the short term wrap around support is there to avoid a readmission.

In 2018-19 we have invested significantly in reablement and intermediate care with health. The following page shows how much more cost effective this is than residential or nursing care.

We have reduced delayed discharges and we have helped more people than ever before leave hospital with supported discharges, avoiding long term care. The plan for 2019-20 was to slow and reduce admissions by growing our community prevention and support offer. Working with health, the voluntary sector and district and boroughs to do this presents the best long term solution to our demand and cost pressures.

As part of our programme we want to take the opportunity as soon as possible to work with health partners and look at shared estates, shared resources and capacity to build an integrated care offer for the North and West that reflects a placed based strategy. Doing this will help us reduce demand pressures and create sustainability. This will require shared budgets and commissioning to deliver coordinated care, example model below:
Health and Social Care Integration.....

Continued

Our MPs and MHCLG have previously raised the challenge of Health and Social Care integration both from the opportunities this might bring financially and benefits for our residents and partners. Integration is seen as key to managing future demand and resources effectively.

The direction of travel nationally and to achieve the best outcomes from shared resource, is the creation of Integrated Care Organisations (ICOs) or Integrated Care Systems (ICSs). There have been a number of successful examples of this around the Country -some of the most successful ones being Local Authority led. As a health and social care system we have progressed this thinking through the PCS (Primary, Community and Social Care) NHCP programme work and we have visited successful areas who have adopted ICO models. This has been informing our thinking on sustainability, transformation and future models of care.

The most successful models are built on population or place based locality delivery models or neighbourhood hubs. The focus of these hubs is providing the right services, capacity and local care offers to meet local needs. They also tend to be local authority led and require more integrated commissioning and pooled budgets. Improving population health through place based planning and delivery is critical to our future sustainability and a shared priority across our partners. Crime and wellbeing are also often interrelated to housing, economic prosperity and a sense of community. We know that deprivation drives health conditions and hospital admissions and directly links to pressures on Children’s Services. We know too that rural areas and isolation can drive up admissions and social care costs. These are local issues for communities that health cannot resolve.

We are seeking funding and support from you to help us deliver this at pace and avoid the current challenges undermining our progress.
Delivery

How do we deliver our plan? How do we manage the complex change required?
Driving change and improvement

We need to focus on the challenges and opportunities ahead, as there is a lot to do.

We want the residents of the new Authorities to see the benefits of this change wherever they live and regardless of the unitary authority that supports them. They should get the services and support they need in the right place, at the right time and in the right way.

We want the staff to have a smooth transition to their new employers and an opportunity to grow and develop. We must ensure that we are creating an offer that attracts and retains good people to our services because they want to help build a positive and exciting future. We need to make it easy to work for the new Authorities by considering terms and conditions, ways of working and new delivery models.

Decisions will need to be made on the basis of the outcome and benefits they deliver for residents, business and our key partners. We need to combine the skills and resources of our eight authorities to deliver a programme of change and transformation for the two new authorities.

The Complexity of the Task

What we need to do is complex and there are many interdependencies and parallel workstreams to deliver the reorganisation, the transformation and commence wider public sector reform.

The activities we need to complete could easily impact each other detrimentally if they are not managed effectively, or could result in opportunities missed and extra cost and risk.

The diagram on the next page show the complexity of the work we need to undertake and combines the County Council’s current Transformation Programme activities, the current LGR workstream plans and how this could be overlaid with LGR transformation activity.
The Complexity of the Task

Our current programme approach doesn’t join up all the activity we need to manage and drive enough focus on transformation.

This map shows how an integrated plan can maintain all the required workstreams and interdependencies.

Multiple Delivery Tracks Towards One End

- Workforce
  - CTE faculty
    - Adult TQM redesign
    - CTE TQM redesign

- Commissioning & Contracts
  - Face PMU
  - Adult A2A transformation
  - Adult ICD contract
  - CTE efficiency & contracts

- Models of Care
  - LD transformation care & commissioning
  - Integrated commissioning hub

- Housing & Accommodation
  - Housing & care accommodation plan
  - Equipment & adaptations

- Prevention & Demand Management
  - Place home to school transport
  - Adult LD models of care
  - Integrated intermediate care
  - Abusive technology & digital handled projects

NCC Transformation

- Adult/health cost of care
- Adult home optimisation
We want to deliver an integrated plan that has transformation at its heart. We need to develop a governance model for a unified programme and rationalise or consolidate some of the existing boards that may duplicate activities, for example the NCC improvement board or transformation boards.

The NCC must by necessity deliver £41m of savings and improvements through its transformation programme. Whilst the governance of this Programme currently sits within the County, delivery can be integrated with delivery of the LGR Programme, so that dependencies are clearly understood and the opportunities maximised for the benefit of the two new unitary authorities.

The LGR Programme needs to be joined up across the eight local authorities. And maximise transformation opportunities.

Aggregation of services provides an opportunity across all 8 Councils to bring services together quickly and deliver early wins for the North and West unitary authorities.

The disaggregation work undertaken by NCC must be integrated within the LGR Programme while not impacting on the savings programme at NCC so that the two new unitary authorities inherit the best possible financial position.
The announcement from the Secretary of State confirmed vesting day for the new authorities as 1st of April 2021. This gives us the opportunity to deliver an integrated programme which will result not only in safe and legal services, but also transformed and sustainable authorities.

Go live April 2021
The benefits case for an integrated programme for transformation, sustainability and LGR

Based on the plans and priorities set out in this document we believe that if we bring forward transformation and use our business rate pilot income to fund our changes we can deliver more for less.

There will be costs incurred in achieving a smooth transition to the Unitaries structure including: redundancy costs, HR and legal advice, access to single IT systems and a change to branding. Transformational changes to services are also planned which also need investment. We have looked at the potential cost for the delivery of a share programme combining LGR, the NCC existing transformation and potential LGR transformation and sustainability investment and at the potential benefits which are shown below:

**Cost of Integrated LGR Programme Delivery Plan**

**LGR Programme Cost (summary) - £19m**
- Programme management
- Spend to date (1.5m)
- Internal/subject matter expertise backfill
- NCC Disaggregation/ LGR Programme Costs
- Legal Advice/ Employment Law Costs
- Restructure Costs
- Senior Shadow/ Unitary Team Appointments
- Unitary Branding/ Re Signage
- Programme Contingency
- Comms / Web/ File Storage

**NCC Transformation Programme - £6.5m**
- New Models of Social Care
- Demand management and prevention
- Children’s and Adults New Operating models
- Commissioning and contracts reduction & renegotiation
- Specialist Housing and Accommodation
- Equipment and Technologies

**LGR Transformation (examples) - £18.9m**
- ICT Infrastructure & Licences
- Locality Working
- Service Pathways & Process Redesign
- National Pay & Conditions/ Agile Workforce
- Consolidation of Shared Services and service portals
- Community wellbeing Hub Development
- Integrated Customer Access Points
- Contracts Review & Savings Plan
- New Policies development
- Social Worker recruitment and retention
- Website/portals digital investment

**Total Bill - £44.4m**

**What we get for our Money**

- Two new Unitaries Safe and Legal Day 1
- NCC Transformation savings delivered £41m
- LGR Transformation Initiatives

**How we Pay for It**

- Unitary LGR funding £4.0m
- NCC Transformation approved budget £6.5m
- BRP Transformation funding proposed £18.9m

**Total Funding** £29.4m

**Funding Gap** £15.0m

**For Each Council to Pay - £1.9m**

* From 2020/21 budgets
What will be different?

What will success look like for staff and residents?
How will it be Better for residents

The opportunity to join up Local Government will improve the outcomes for residents of Northamptonshire.

A single point of access for all Council services, with improved joined up approaches with Health organisations and Police.

For all Northamptonshire residents

I am an older person, about to be discharged from hospital. I need a carer and stairlift for support and both will be ready for use as soon as I am ready to return home.

I am a Young Person leaving care and I can apply for my first home through the housing portal.

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I am a local Councillor and I can solve some local issues directly as services are joined up.

It is easy to interact with my Council in a way that suits my needs.

I have a small business and I have been able to get advice and training for my workforce.

I can log in online and see my account and all my services in one place.

We have a more effective local authority delivering better outcomes for me and my family.

I can now visit the same Council website to report fly-tipping and report a pothole.

Local services for my area are delivered locally.

I am moving into the area for a new job and I can apply for school places for my children and arrange care for my elderly father all through one customer service centre.

I am a young carer and I get the support I need from my local voluntary network.

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