

West Northamptonshire
SHADOW AUTHORITY



Director of Transformation Update

December 2020

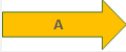
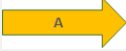
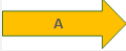
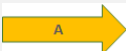


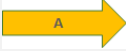
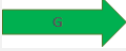
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Programme Status Summary

As at 30th November 2020

Programme	Programme Lead	Status	Commentary	Estimated direction of travel for next period
Place North	Martin Hammond	A	Risks around resources for Housing work as SMEs are also working on BAU and COVID.	
Place West	Jane Carr	A	Risks around Trading Standards move out of Wootton Hall after disaggregation and risk of increased associated costs.	
Finance	Barry Scarr	A	Risks around resources for configuration work before Vesting Day and closedown work after.	
Corporate	Martin Cox	A	TU negotiations remain high risk, along with some risks around ERP, SLAs and GDPR issues. Considerable mitigation work has taken place where possible this month.	
Children's	Cathi Hadley	A	Issues around recruiting to new split functions remain but are mitigated by a new proposed Day 1 structure. Work is ongoing for agreeing support service dependencies with the Trust.	
Adults	Anna Earnshaw	G	Some issues around splitting Eclipse and Cygnum into N and W with appropriate IG but team is working well with suppliers to resolve these issues in good time, with suitable mitigation plans in place if needed.	
ICT	Richard Ellis	A	Risks emerging around Data Sharing Agreements and around NCC's ability to roll out MS365 due to legacy NCloud issues. Mitigation underway with NCloud healthcheck and a programme of hardware upgrades across the estate.	
Customer Contact/ Digital	Richard Ellis	G	Minor risks articulated but under control. Mainly around SME resources needed for implementation of new brands and content approaching Vesting Day	

Programme Update

Programme Board Governance – The changes proposed to the governance structure were adopted at the November Shadow West and North Executives. Following this further work has been undertaken to review and propose how we report on the overall RAG status. A new dashboard has been created to take to the North and West specific meetings.

Programme Management – The programme has been realigned and a matrix management put in place to manage the programme leads. Further work is still needed to assess what additional resource may be needed in the new year as the delivery workload increases in the final 3 months up to vesting day.

There is also a need to start the work on setting out the resource that will be needed post vesting day to complete the stabilisation work.

Transformation Team North & West

The 2 Directors of Transformation are in the process of designing and developing a new structure for each unitary authority to deliver transformation aspirations post vesting day to include,

- stabilisation
- aggregation of services
- hosted to disaggregation, North West and vice versa

Change Managers' Update

December 20



Outputs

↳ ... create Outcomes

↳ ... which have Impact

Change manager action	Impact achieved
CM facilitated BBC Radio Northampton interview about community hubs https://www.bbc.co.uk/sounds/play/p08wjwyb	Achieved wider awareness of the positive transformation in Northamptonshire Adult social care through the media to citizens, partners members and local government workforce.
Wrote article for NHCP Newsletter to keep Health Partners updated on new ways of working in Adult Social Care https://northamptonshirehcp.co.uk/wp-content/uploads/2020/11/NHCP-Newsletter-November-2020-FINAL.pdf	Increased awareness of the changes to ways of working which provided opportunities for new conversations to take place which has strengthened the trust between partners.
Facilitated Change Champions feed back on new ways of working to Acting Director Adult Social Care	Change Champions had a platform with their Acting Director giving them a new forum to engage in 2-way dialogue with their senior leader.
Gathered information and completed case studies to highlight the positive results of the new way of working in Adult social care	Demonstrated best practice and insight into the power of positive change in a relatable environment to encourage fellow change champions to embrace and adopt the changes.
CM retained and recruited Eclipse Super Users and co-ordinated training activity. This commenced 23 rd November	Retaining super users from CareFirst to Eclipse has strengthened colleagues knowledge, skills and confidence for the smooth transition to Eclipse. Super users feel valued and invested in.
Engaged Trading Standards colleagues to understand how they will manage disaggregation to manage the impact of the change.	Colleagues going through disaggregation felt listened to and supported. Improved awareness and perception of the change and provided a feedback loop back into the programme.
Supported the move to MS365 via Change Champions, providing essential information and FAQs.	Users felt informed, assured and confident about the change with a trusted single point of contact for support if required. Successfully moved 7.5 million emails, 786 personal inboxes, 293 shared email inboxes. Respond and adapt quickly to circumstances to realise the benefits of change.
Supported the collation and publication of North Engine Room content, set up a storyboard and arranged filming for the virtual engine room tour.	Prepared colleague and member content for the North unitary authority to ensure a succinct and consistent level of information and understanding about the FN programme and give a foundation for the vision and culture of North Northants.

Change Champion Activity



- Workstream specific 'check-in and chat' activities continuing
- Winter series of Gearing up for Change workshops with Transformation Directors – sessions commence 30th November
- Live Q&A with Strategic Delivery Director undertaken with c.125 champions
- A change charter tool has been created to help teams become change ready and maximise engagement. Change champions will pilot this
- Naming convention protocols shared with champions to embed within teams and identify challenges to adoption
- North and West workshops with ICT and customer contact and digital change champions to familiarise with systems, improve understanding and gain buy in (Teams, Eclipse, Capita and ERP)

You said – We did!



You said: manager engagement (below Tier 3) could be improved, increased focus on move to unitary

We did: a managers' toolkit and change management framework is in development and the upcoming change champion workshops will equip them to engage managers

You said: the impact of Tier 1-3 consultation activities may lead to disengagement

We did: further analysis and engagement with HR required to assess potential impact. Create support mechanisms

You said: loss of subject matter expert knowledge associated with the outcome of Tiers 1-3 consultation activities could adversely impact delivery timelines

We did: greater understanding of the support available to this group needed. Change Managers to link in with HR and seek further clarity around other opportunities to retain colleagues

You said: lack of clarity around operational aspects of hosted services is causing concern among the workforce

We did: collaborate with Comms to improve communications around working assumptions and principles of hosting. Change managers can support creation of messaging and distribution via change champions

Communications and engagement

Recent activity

- Publishing and promoting new authority logos – all audiences
- All-staff comms on future council structures
- Support for MS 365 roll out
- Shadow Execs' approval of Day One rebranding priorities
- Developing and delivering comms plans for budget consultations
- Working on videos with Anna and Rob
- Implementation focuses:
 - Working with change managers around comms and engagement approaches
 - Showcasing transformation – Adults hubs coverage
 - Scoping Day One Readiness campaign

Next steps

- Developing a one-stop-shop online hub for FN info and updates
- Designing programme and comms plan-on-a-page/timeline visual
- Support for the Housing Allocation consultation launches
- Ongoing support for Day One branding decision-making process
- Ongoing support for development of vision / values
- Ongoing support for North and West leadership
- Development of Day One Readiness campaign (100 Days to go – 22nd December)

Finance Report Summary

Audra Statham



