



Democratic Services  
County Hall  
Northampton  
NN1 1DN

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## CABINET

Minutes of the meeting held on 11 October 2016 at 2:00pm

Venue: The Blue Room, County Hall, Northampton (Meeting held in public)

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### PRESENT (FOR ALL OR PART OF THE MEETING):

#### Cabinet Member

Councillor Heather Smith  
Councillor Andre Gonzalez De Savage  
Councillor Robin Brown  
Councillor Matthew Golby  
Councillor Sylvia Hughes  
Councillor Ian Morris  
Councillor Bill Parker  
Councillor Suresh Patel

#### Portfolio

Leader of the Council  
Deputy Leader & Public Protection  
Finance  
Children's Services  
Public Health & Wellbeing  
Transport, Highways & Environment  
Adult Care Delivery  
Corporate Parenting

### OTHER COUNCILLORS PRESENT (FOR ALL OR PART OF THE MEETING):

Councillor Julie Brookfield  
Councillor Mary Butcher  
Councillor Elizabeth Coombe  
Councillor Eileen Hales  
Councillor Jill Hope  
Councillor Phil Larratt  
Councillor Chris Lofts  
Councillor Bob Scott  
Councillor Danielle Stone

Councillor Jim Broomfield  
Councillor Michael Clarke  
Councillor Brendan Glynane  
Councillor Stan Heggs  
Councillor Dudley Hughes  
Councillor Graham Lawman  
Councillor John McGhee  
Councillor Mick Scrimshaw  
Councillor Winston Strachan

### ALSO PRESENT (FOR ALL OR PART OF THE MEETING):

#### Officer

Joni Ager  
Dr Akeem Ali  
Dr Paul Blantern  
Tony Ciaburro  
Barbel Gale  
Laurie Gould  
Lesley Hagger  
Paul Hanson  
Damon Lawrenson

#### Role

Media Relations Specialist  
Corporate Director People Commissioning  
Chief Executive  
Corporate Director Place Commissioning  
Democracy Officer (Minutes)  
Monitoring Officer  
Director of Children, Families and Education  
Democratic Services Manager  
NCC Director of Finance

There were no members of the press and public in attendance.

### 137/16 Apologies for non attendance

There were none.

### 138/16 Notification of requests from members of the public to address the meeting

There were none.

### 139/16 Minutes of the meeting held in public on 6 September 2016

**RESOLVED: The minutes of meeting held in public on 6 September 2016 was agreed and signed as a true record.**

### 140/16 Declarations of Interest by Councillors

There were none.

### 141/16 Announcements

The Chairman reminded all members that the meeting was being webcast and all were advised to use their microphones.

### 142/16 Monthly Financial Report as at the end of August 2016 for the financial year ending 31 March 2017 including review of Budget Delivery Proposals

At the Chairman's invitation the Cabinet Member with responsibility for Finance, Councillor Brown, introduced the report (copies of which had previously been circulated) and made the following points:

- A further review across the Learning Skills and Education division would lead to further general savings on staffing budgets and with the draw down on the Troubled Families reserve balance had provided just over £½ m to reduce the pressure;
- Going forward there was a significant change in the way the Council reviewed current budget achievement and reviewing the risks in the demand lead services; and
- He was confident in the actions plans put in place that a balanced budget would be delivered.

Councillors made the following points:

- One of the key themes of focus for the Management Team was 'identification of areas where the Council will need to consider stopping services' and it was felt that the Council had a good idea, at this point of the year, of what or which services may be stopped and that advanced notice and good consultation should be carried out with those services;
- There were areas within the Council that needed further consideration of where the money was being spent;
- Further details regarding what the potential further risk relating to the delivery of non-property savings resulting from the move to the new Angel Square premises were requested;
- It was queried if the £7.3m undeliverable 2016-17 budget proposal around the Northamptonshire Children's Trust proposal would become a pressure on the 2017-18 budget as well;

- It was queried if the £4m undeliverable 2016-17 Managing the Market proposal would also become a pressure for the 2017-18 budget;
- It was noted that £1m had been taken from reserves and it was queried if details of movement in the earmarked reserves could be included in the report each month for monitoring;
- It was queried if the costs associated with Next Generation Council could be capitalised; and
- The annual review of the Minimum Revenue Provision had created a saving of £3.6m therefore it was queried if further savings could be made in this area.

The Chief Executive clarified that the Children's Trust element was about the preparation required to move into the trust and not a delay to the creation of the Trust itself. The non operational savings for Project Angel were not included in the business plan however £½ m savings had been built into the plan around pre-work around the move to Angel Square. There would be very significant operational savings gained by co-locating people for example that haven't been built into the plan.

Councillor Brown made the following points in response:

- It was the Cabinet's intention to ensure it was providing a fair and equitable use of the Council's resources to ensure the most vulnerable of the county continued to receive services;
- There was every likelihood that there would be proposals to make changes to some of the services currently being operated however any changes would be subject to consultation as and when it was required;
- Opportunities to capitalise expenditure would be reviewed and assessed if available;
- The process for reporting earmarked reserves would continue in its current form; and
- He requested that recommendation 2 in the report be removed because it was a typographical error.

**RESOLVED That Cabinet noted the Council's financial position.**

143/16 Monthly Capital Report (MCR) as at the end of August 2016 (Period 5) for the financial year ending 31 March 2017

At the Chairman's invitation the Cabinet Member with responsibility for Finance, Councillor Brown, introduced the report (copies of which had previously been circulated) and made the following points:

- The current forecast capital expenditure sits at £1.81m which was an increase from the previous forecast and there was no overall net movement in the forecast for 2016/17;
- The most significant items were the reduction due to the Radstone Fields and Pineham Barns School delays along with the Daventry Development Link Road and the Northamptonshire Superfast Broadband delays; and
- The report included recommendations for 5 schemes to be included in the Capital Programme.

Councillors made the following points:

- It was noted the Chester Farm was a great aspirational scheme however was it a luxury that the Council could not afford; and

- The Council received a grant regarding moving registration services however the funding stream is listed coming from earmarked reserves which was revenue, therefore clarification was sought on if it was a capital project and if so why was the funding coming from reserves.

Councillor Gonzalez de Savage explained that the Chester Farm Trust formation meant that Chester Farm could apply for more funding which would keep the area thriving.

Councillor Brown explained that he believed when the process of moving registrations services began that some funding was earmarked for that however clarification would be sought and the information fed back if a different process was being followed.

**RESOLVED That Cabinet:**

- 1. Noted the current capital forecast expenditure outturn of £181m for the financial year 2016-17.**
- 2. Approved the inclusion of one new schemes with investment totalling £25,105 to enable entry into the Council's Committed Capital Programme**
  - i. Rushden Library remodelling £25,105**
- 3. Approved capital investment totalling £9,190,000 to promote three schemes included in the Capital Strategy 2016-17**
  - i. Oakway Primary Reception class £90,000**
  - ii. Chester House Farm £9,000,000**
  - iii. Registration Office moves £100,000**
- 4. Approved further extensions to one scheme already within the current Capital Programme totalling £17,000**
  - i. Barry Road Pool repairs £17,000**

**(Further detail on all of the above schemes can be found in section 9)**
- 5. Approved the underwriting of the £1,900,000 for Chester Farm, in accordance with the approved funding plan for the project**
- 6. Noted the transfer of £482,000 Project Angel budget to fund County Hall Site improvements**  
**(Further detail on all of the above schemes can be found in section 9)**

144/16 Developing a new delivery vehicle for services to children, young people and their families

At the Chairman's invitation the Cabinet Member with responsibility for Children's Services, Councillor Golby, introduced the report (copies of which had previously been circulated) and made the following points:

- The report submitted outlined the business case and represented a key milestone in Children's Services;
- He highlighted the recommendations in the report;
- The new delivery vehicle's aims were:
  - Forge new partnerships to enhance delivery of outcomes for our residents;
  - Eliminate (cost) duplication across public bodies in the county;
  - Exploit our assets fully for the benefit of the local people;
  - Encourage entrepreneurialism and trading for maximum social benefits;
  - Nurture and support new ways of working and models of service delivery that were innovative, future focused, effective and efficient in today's context;

- The new delivery vehicle would focus on providing:
  - Targeted early help and support services;
  - Safeguarding services for children at risk of abuse or neglect;
  - Services that protected children and kept them safe from harm;
  - Services that supported the Council's role as Corporate Parent to the children in its care, and care leavers;
  - Services that supported children who were vulnerable because of their special educational need, disability, or life limiting condition;
  - Services that supported children who were vulnerable because of disadvantage;
- Services would be evidence-based in order to deliver what was known to be effective;
- The main delivery vehicle would be a company limited by guarantee;
- There was a need to give careful consideration to what the statutory function roles would be at officer and Member level and the functions could not be delegated to third parties;
- A target operating model had been developed and work has started on the organisational design of new, locality-based, integrated multi-professional teams, working closely alongside partners in schools, health and the police;
- The modelling was using a zero based budgeting approach;
- The organisational design activity was supported by the LGA Design Council and the Council had been granted some additional support and funding around that;
- The proposed new operating model was predicated on the ability to maximise resource, minimise overhead costs, and reduce bureaucracy, for those reasons it was proposed that those services currently contracted from external agencies were informed of the intention to review and to potentially in-source current services;
- It was important that engagement, consultation and scrutiny took place and the Council would be working closely with partner agencies, staff and young children along side that it would include, schools, the police, district and borough councils and health, the voluntary sector and a programme of engagement was being planned;
- The new delivery vehicle would be a wholly owned subsidiary company and the DfE and Ofsted would continue to be consultation on the Council's intentions;
- The proposed programme phases, key stages, work streams, programme governance and transformation resource requirement were set out in the outline business case;
- The high level phases were:
  - Sept – Dec 2016 approval to develop the full business case and start consultation;
  - Jan – Mar 2017 present full business case to Cabinet and start to recruit non-executive Directors;
  - Apr – Sept 2017 induction of non-executive Directors;
  - Sept – Dec 2017 mobilization;
  - April 2018 the new organisation would begin operating;
- It was important to note that the target operating model would be affordable under the resource envelope set out in the Council's refreshed Medium Term Financial Plan;

- The new vehicle would actively seek opportunities to work with other sectors to maximise investment and seek out grants and establish income generating activities;
- A full risk assessment would form part of the business case;
- Cabinet were informed of the outcomes of the business plan;
- The Council had already been approached by a number of social investors who wished to be involved going forward; and
- The Council had been shortlisted to the final 25 bids for the DfE innovation fund.

Councillors made the following points:

- It was an exciting opportunity to find a new way to progress the service and scrutiny wanted to be a part of the development process;
- It was suggested that a workshop be held to clarify the situation and allow everyone to have the opportunity to feed into the business case as it was developed;
- A briefing would be organised for all Councillors in November 2016;
- The new model would not decrease demand on the service nor would it decrease the overhead costs either;
- The delivery vehicles had the ability to make a loss however the Council could not;
- The Council had a statutory duty to look after its children and already did some of the things proposed in the business case;
- It was queried how disputes would be handled because the business case did not show any independence;
- It was felt that these services could be done by retaining the function in house;
- It was felt that the Council did not manage transitions very well and it could not afford for this transition to go wrong;
- Looked after Children should be a mainstream activity for the Council;
- Prevention should be key and the gap between the Council and the communities was widening; and
- It was felt that outside partners would look to make money.

Councillor Gonzalez de Savage explained that the Council would retain the governance arrangement for the delivery vehicle.

Councillor Brown supported the proposal and the success of LGSS and Olympus Care Services had demonstrated that it could be done.

The Chairman explained that First for Wellbeing managed prevention for older and younger people and the proposal was not privatisation of services.

Councillor Golby explained that the responsibility remained with the County Council and the new delivery vehicle would be owned by the County Council. Costs would be controlled by working with First for Wellbeing. He would ensure that briefings were held with scrutiny. He was aware that there were 200 statutory obligations on the Council and the report provided an opportunity to change and innovate for the best outcomes.

**RESOLVED That the Cabinet:**

- 1. Noted the Outline Business Case relating to the formation of a new delivery vehicle, along with proposed governance arrangements, required due-diligence and consultation as part of the decision making process for the development of the operating model;**
- 2. Noted that the new delivery vehicle will focus primarily on services for vulnerable children, young people and their families;**
- 3. Delegated to the Director of Children, Families and Education and the Lead Member for Children, Families and Education, in consultation with NCC Group commissioners, the authority to proceed with the development of the operating model for the proposed new delivery vehicle;**
- 4. Delegated to the Director of Children, Families and Education and NCC Group commissioners, and the Lead Member for Children, Families and Education, the authority to develop such legal documents and agreements as necessary to support the establishment of the new delivery vehicle;**
- 5. As part of the financial decision making process noted the timescale for the presentation of a further report to Cabinet, including a full Business Case, the outcomes of required consultation for final approval before the new delivery vehicle is operationalized;**
- 6. Noted that, whilst proposing to transfer staff and contracts, and possible assets, to the new delivery vehicle this arrangement will not transfer the accountability held by Northamptonshire County Council to delivery its statutory and regulated functions for services to children, young people and their families;**
- 7. Noted that:**
  - a. No NCC assets, staff or contracts will be transferred at this stage;**
  - b. Services currently delivered by other partners and current external contracts may be transferred into the County Councils directorate for Children, Families and Education prior to the transfer of staff and contracts into the new delivery vehicle;**
  - c. The new delivery vehicle will not be fully operational until after September 2017.**

145/16 School Organisation Plan 2016-2021 and arrangements for new schools

At the Chairman's invitation the Cabinet Member with responsibility for Children's Services, Councillor Golby, introduced the report (copies of which had previously been circulated) and made the following points:

- The report provided an outline of the new school requirements and the framework for delivery;
- It represented a capital investment of £300m;
- There had been a 9.3% increase in the number of children attending special schools;
- A Special Educational Needs (SEN) proposal was expected in Wave 12 to provide additional secondary capacity for Wellingborough, Rushden and East Northamptonshire;
- The county was the largest single growth area outside of London;
- The growth provided pressure for schools and infrastructure;
- The Council wanted to create school buildings that were the essence of the community; and

- The Council knew where the demand was and what needed to be provided.

Councillors made the following points:

- The schools were not wholly under the control of the council;
- 20% of people did not get their first school preference;
- The pupil numbers did not take account of the housing developments or in-migration;
- Very few schools were in the Council control, most were academies which meant investment lost control for 125 years with no ability to make the academy expand;
- There was a need to review pupil premium to ensure it was used effectively;
- Regarding Academy trusts, where was the funding going in terms of the students;
- A request to apply for more Section 106 funding from development was made;
- It was clarified that teachers were consulted when a school changed to an academy;
- Having local academies for local schools was welcomed and being community focused should be part of the deal with the trusts;
- Reducing class sizes and providing access to extended curriculums would help to raise achievement levels; and
- It was felt the report was not innovative enough to predict what the school population would be.

Councillor Golby made the following points in response:

- The Northampton International Academy was a free school located in the right place;
- The Council was doing all it could to improve educational attainment;
- The report had been shared with all schools for their information;
- Additional funding had been provided by the Schools Forum to recruit and retain teachers in the county.

**RESOLVED That Cabinet:**

- 1. Endorsed the School Organisation Plan 2016-21 (final version) including the sufficiency strategy for special needs**
- 2. Noted the current position on demand for school places and the proposed measures to add capacity**
- 3. Noted the Free School bids that have been announced in Wave 11 and are expected to come forward in Wave 12 onwards and the joint working with prospective education providers**
- 4. Approved the site acquisition associated with 210 primary pupil places in Wellingborough and to delegate authority to the Executive Director for Place Commissioning to negotiate and agree the acquisition of the site on the most favourable terms and to ensure Best Value considerations are met**
- 5. subject to further CIB recommendation or equivalent governance routes, approved the capital investment for capital schemes at Croyland Road in Wellingborough and at St Mary's CEVA Primary Academy, Kettering and delegate authority to the Director of Children, Families and Education in consultation with the relevant Portfolio Holder to approve, accept, award and appoint the preferred bidders and to execute or authorise the execution of all necessary documentation to facilitate the capital scheme.**

The Chairman informed Cabinet that item 11, Wootton Park School update had been deferred until the November 2016 meeting.

#### 146/16 Reconfiguration and re commissioning of services for the treatment of drug and alcohol addictions

At the Chairman's invitation the Cabinet Member with responsibility for Public Health and Wellbeing, Councillor Hughes, introduced the report (copies of which had previously been circulated) and made the following points:

- The report sought approval to re-commission the treatment and recovery services;
- These services were reconfigured in 2013 and the improvement in outcomes shows that the reconfiguration worked;
- The service was configured in 2 broad sectors, an adult treatment service for drug and alcohol abuse and a recovery service to help clients achieve a sustainable drug free life; and
- It was also proposed that the young people's treatment service be delivered by the adult provider which would reduce costs and maintain standards.

Councillors made the following points:

- The report was welcomed;
- The inclusion of young people was welcomed however it was important to get the treatment right for mental health; and
- It was requested that the effects of legal highs be highlighted.

Councillor Hughes explained that the Council had a local programme for legal highs.

#### **RESOLVED That Cabinet:**

- 1. Approved the commissioning strategy as outlined in this report and the procurement of LOTS 1, 2 & 3.**
- 2. Approved the exemption from a procurement process for 4 years for the Queens's domestic violence and substance misuse refuge.**
- 3. Approved the exemption from a procurement process for 3 years for the family support service Family Support Link.**
- 4. Approved the exemption from a procurement process for 4 years for the substance misuse IT infrastructure provided by Illy Systems.**
- 5. Agreed to commence and undertake a consultation process for 2, 3 and 4 above on or near completion of the proposed contract period with a view to beginning a new tender process for all three services following careful consideration of the results of the said consultation process.**
- 6. Agreed to report to a future meeting of Cabinet on the results of the proposed consultation process with recommendations for a way forward for service users.**

#### 147/16 Northampton International Academy School update

Councillor Brown noted that the report confirmed the financial arrangements.

At the Chairman's invitation the Cabinet Member with responsibility for Children's Services, Councillor Golby, introduced the report (copies of which had previously been circulated) and made the following points:

- He noted the successful opening of the temporary accommodation; and

- It was still the Council's intention to help the whole school open to pupils as planned in September 2017.

Councillors made the following points:

- The extensive redesign was queried and further details sought;
- The location of the school was welcomed;
- Astonishment was expressed that the report did not mention the additional work needed for the highways and infrastructure to manage the school when it opened fully; and
- It was queried what action was being taken to reduce antisocial behaviour on the streets in the area.

Councillor Gonzalez de Savage explained it was clear that the mantra of local schools for local people had arrived and he encouraged all through schools. The business case and travel plan for the school would cover details such as highways and infrastructure and antisocial behaviour.

Councillor Brown explained that a significant sum of money had been received from the Education Funding Authority which wasn't enough but the Council had achieved the additional fund required and the school would be delivered.

**RESOLVED That Cabinet:**

- 1. Noted the successful opening of the Northampton International Academy (NIA) temporary mobile facilities.**
- 2. Gave approval for a number of urgent contracts for services and works that were essential for minimising delays to the programme and the opening of the school in temporary accommodation for the September 2016 term and the permanent accommodation for the September 2017 term.**
- 3. Delegated to the Corporate Director for Place Commissioning authority, in consultation with the Cabinet Member for Finance, to approve any further necessary contracts and to authorise the execution of all necessary documentation for services and works essential for the school to open in permanent accommodation for the September 2017 term.**
- 4. Noted the revised Capital allocation within the Funding Approval Letter (FAL) issued by EFA during June 2016.**
- 5. Noted that further reports to Cabinet on programme will be made as and when required.**

148/16 Facilities Services at No.1 Angel Square

At the Chairman's invitation the Cabinet Member with responsibility for Finance, Councillor Brown, introduced the report (copies of which had previously been circulated) and explained that the report was regarding a procurement framework and the significant difference was that the size of the building required an integrated service contract to help manage the outcomes.

Councillors asked what the realisation on the other buildings would be and expressed a request that property services ensured that microwaves were included in the building.

The Chief Executive explained that access to microwaves would be in the café facilities to promote a healthy balance and encourage staff to take breaks. All of the other buildings were on track with the business plan.

**RESOLVED That Cabinet approved the procurement of the Integrated Facilities Services Contract for No.1 Angel Square for a maximum term of 4 years from 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2021 and delegate authority to the Corporate Director for Place commissioning in consultation with the Cabinet Member for Finance to complete associated contracts in line with Council procedures.**

The Chairman advised that the next meeting of the Cabinet was scheduled for Tuesday 8 November 2016, starting at 10am.

The Chairman also announced that the Shared Life Service and Arnold House had been rated as outstanding.

There being no further business the meeting concluded at 3.35PM

Barbel Gale  
Democratic Services

Signed: \_\_\_\_\_ Dated: \_\_\_\_\_

