

Forest of Dean District Council, High Street, Coleford, GL16 8HG

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8 June 2017

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Dear Councillor,

You are invited to attend a meeting of the **2020 Partnership Joint Committee** to be held in: West Oxfordshire District Council and remotely via video conference at the following locations: Cheltenham Borough Council, Cotswold District Council and Forest of Dean District Council on **Friday, 16 June 2017 at 10.00 am**.

Yours faithfully,

Clerk to 2020 Partnership Joint Committee

To: Councillors Colin Dingwall, Wendy Flynn, Christopher Hancock, James Mills, Patrick Molyneux (Chairman), Brian Robinson, Lynden Stowe (Vice chairman) and Roger Whyborn



AGENDA

1. CHAIRMAN OF THE 2020 PARTNERSHIP JOINT COMMITTEE

To elect the Chairman of the 2020 Partnership Joint Committee for the 2017/2018 civic year.

2. VICE CHAIRMAN OF THE 2020 PARTNERSHIP JOINT COMMITTEE

To appoint the Vice Chairman of the 2020 Partnership Joint Committee for the 2017/2018 civic year.

3. APOLOGIES

To receive apologies for absence.

4. URGENT BUSINESS

The chairman to identify any items of urgent business.

5. MINUTES (Pages 1 - 10)

To confirm the minutes of the meeting held on 10 February 2017 (attached).

6. DECLARATIONS OF INTEREST

To receive any declarations of interest in any matter to be discussed at the meeting. Members and officers are requested to identify the nature of the interest.

7. PUBLIC QUESTION TIME

To answer questions asked by members of the public. The constitution requires that questions are received four working days before the meeting (deadline 4.00pm on Monday, 12 June 2017). (A maximum of 30 minutes will be allocated). To submit a question, please contact Democratic Services on 01594 812623 or email democratic.services@fdean.gov.uk.

8. MEMBER QUESTIONS

To answer questions asked by members. The constitution requires that questions are received four working days before the meeting (deadline 4.00pm on Monday, 12 June 2017). (A maximum of 30 minutes will be allocated). To submit a question, please contact Democratic Services on 01594 812623 or email democratic.services@fdean.gov.uk.

9. 2020 PROGRAMME PLAN STATUS SUMMARY (Pages 11 - 14)

To note PJC.17 the Programme Plan status report.

10. CLIENT OFFICER GROUP UPDATE (Pages 15 - 16)

To note PJC.19 Client Officer Group update report.

11. 2016/17 BUDGET OUTTURN REPORT (Pages 17 - 32)

To note report PJC.20 Budget Outturn report 2016/17.

**12. 2020 JOINT COMMITTEE AND FUTURE PROGRAMME GOVERNANCE
(Pages 33 - 50)**

To consider and approve report PJC.18.

13. PUBLICA UPDATE

To receive a presentation from the Managing Director (including ICT, Total Reward and Board Matters).

14. EXEMPT BUSINESS

TO CONSIDER, AND IF SO AGREE, TO RESOLVE that under section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in schedule 12A of the said act

**15. 2020 JOINT COMMITTEE AND FUTURE PROGRAMME GOVERNANCE
(Pages 51 - 52)**

To note exempt Appendix B to report PJC.18.

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Agenda Item 5

Friday, 10 February 2017

2020 PARTNERSHIP JOINT COMMITTEE

Minutes of a meeting of the 2020 Partnership Joint Committee held in the Committee Room 1, Council Offices, Coleford on Friday, 10 February 2017 at 10.00 am.

Present

Chairman Councillor Patrick Molyneux

Vice Chairman Councillor Lynden Stowe

Councillors Wendy Flynn, Christopher Hancock, James Mills, Brian Robinson and Roger Whyborn

Officers

David Neudegg, Managing Director
Ralph Young, 2020 Programme Director
Bill Oddy, Shared Public Protection Project Manager
Frank Wilson, Chair of the Client Officer Group
Julie Jones, 2020 Partnership Clerk
Tony Bees, 2020 Partnership Clerk

1. APOLOGIES

These minutes are not a verbatim record, but comprise the main points that members made. They are recorded in agenda item order for clarity.

For these meetings the following acronyms will always be used.

PJC – Partnership Joint Committee

GOSS – GO Shared Services

CBC – Cheltenham Borough Council

CDC – Cotswold District Council

FODDC – Forest of Dean District Council

WODC – West Oxfordshire District Council

Cllr Moyneux, chairman of the committee, welcomed everyone to the meeting.

Apologies were received from Cllr Colin Dingwall.

2. URGENT BUSINESS

The chairman identified no items of urgent business.

3. MINUTES

The minutes of the meeting held on 30 September 2016 were confirmed and signed as an accurate record.

4. DECLARATIONS OF INTEREST

The Managing Director commented that senior officers at the meeting might have an interest in item 7 if the committee wished to discuss individuals. Should that occur the relevant officers would leave the meeting for that item, which the committee would consider under exempt business.

5. PUBLIC QUESTION TIME

There were no public questions.

6. MEMBER QUESTIONS

No member questions had been received, but Cllrs Hogan and Leppington from the Forest of Dean District Council and present at the meeting said that

they had not been aware of the item and asked that all councillors at FODDC receive agenda items notification in the future.

The chairman replied that he would ensure that this would happen in the future.

7. COMPANY GROUP STRUCTURES AND ORGANISATIONAL DESIGN PRINCIPLES

Upon invitation the Managing Director presented report PJC.13, putting the report in context. He had met individually with officers and councillors over the previous three months to discuss future opportunities to do things differently where relevant, so the report was a reflection of the general thinking coming from those meetings. The partnership intended the company boards to be established and meeting by April 2017, so the appointment of directors and legal documentation was underway. The structures contained in the report only covered executive roles, as it was too early to add any detail below. He announced that the partnership would advertise in the following week for independent non-executive directors, thus beginning the process that the council leaders would end by appointing before the end of March. The report outlined the initial roles of the company boards, which would in future consider any changes should they be necessary. The report recommended the adoption of a redundancy and voluntary early retirement (VER) approach scheme as outlined in paragraph 5.6 that might ease the process between now and the autumn, supporting individuals while applying a consistent business case across the partnership. Previously there had been an informal understanding that two years was a reasonable payback time for redundancy, but the report proposed clearer guidance. The proposal would only affect CDC, FODDC and WODDC, because all relevant employees, including GOSS staff were employed by those councils.

The chairman viewed this report as a transition stage towards the ultimate operation of the Teckal companies.

Cllr Robinson asked that if there were to be a common redundancy policy, would it not adversely affect staff from partners with different terms and conditions of employment.

The Managing Director replied that he was aware of the FODDC conditions, which would not have an effect, because all instances would need to provide a sound business case and FODDC ones may still achieve payback within two years. The partnership could consider specific cases that did not meet the policy but these would need approval from the Joint Committee. In any event, the arrangements would only be used for the period leading up to the operational start of the companies.

Cllr Whyborn said that he was comfortable with the transitional arrangements, although he was concerned that it was not good practice to have the same person fulfilling operations director and finance director roles, as proposed for the support services company. The move might lead to a conflict of interest, so the legal team needed to be happy that this was not the case. Moreover there was a useful creative tension in good companies between the finance and operations director, which would be lost. He proposed an amendment to add to recommendation b) the words '**subject to risk reviews of the options**'

The chairman understood and believed that in an ideal world starting from scratch the two roles might be distinct. However, the partnership was working from its current position and it was important to implement a structure in a lean way, avoiding additional senior level roles. He cited the work at FODDC in reducing the number of senior managers and wished to keep that going. He thought that the partnership had within it people with the skills sets and knowledge to set up the companies, but going forward he agreed that the companies should regularly scrutinise and amend their structures where necessary.

Cllr Stowe agreed that it was important to maintain lean structures and agreed that the partnership already contained people with the right skills and experience, gained from setting up Ubico and GOSS. There was therefore no immediate need to look elsewhere for expertise, but it was important to note that the structures were not set in stone, the strength of the partnership being its evolving nature.

Cllr Robinson agreed, although he said that if the companies began trading, the organisation would need to have a better understanding of the creative tensions mentioned and be able to adjust.

The Managing Director confirmed that the legal team had given the opinion that the issue presented no legal conflict of interest, although he agreed that the organisation needed to constantly ask if it was doing the right thing. Any potential conflicts may increase when major contracts were due for renewal. The organisation would need to address ethical policy and follow best practice.

Answering a question from Cllr Hogan from Forest of Dean District Council regarding sub-regional areas and the Forest of Dean being an 'outlier', he explained that the organisation would need to adapt to working in two different county areas, which senior managers had indicated they felt was advantageous, citing health boards as an example. He acknowledged that there had always been a challenge with the geographical distance covered by the partnership, so the key issue of how councils communicated to address an issue that would never completely disappear.

Cllr Mills agreed that cross-border work could be beneficial. He had found that Gloucestershire was further along than Oxfordshire in one area, which he had

found useful to mention in meetings. He was confident in the evolving nature of the organisation that looked for continual improvement.

Cllr Whyborn commented that he was keen to keep the organisation lean. He envisaged the first of the risk reviews mentioned in his amendment occurring before the companies took over functions from the councils. He acknowledged that the committee could not bind its successors.

He agreed with recommendation d) regarding payback time, although he saw a risk at senior officer level if flexible retirement were spread over a long period of time, unless a good succession plan was in place.

He proposed a further friendly amendment to recommendation d) to add the following words ***'as set out in paragraph 5.6 of the report and appropriate delegation in each case'***.

The chairman believed that the amendment added clarity.

Cllr Flynn recognised that new ways of working could represent challenges, pointing to the risk of losing staff, as at paragraph 5.4 and the HR implications as at paragraph 7.1. She asked that if there were a capability issue regarding any of the appointments, was it possible to look externally.

The chairman thought that as a principle the organisation would always look for the best person for each position.

The Managing Director added that while there was ring-fencing for the posts, there was not a right for any individual to be given a job. He commented that there would be cost implications for appointing externally, which would be made clear to the council leaders, without prejudgement, before they appointed. The situation would be different if the organisation ended up with a vacancy.

The chairman asked if councillors at other venues had any questions.

RESOLVED – to

- a) *note the contents and conclusions of the report.*
- b) *approve the draft structure for the companies as set out within the report for consultation with staff, subject to risk reviews of the options.*
- c) *authorise the HR Manager to finalise Job Descriptions and Person Specifications and invite internal applications for the roles.*
- d) *approve a partnership policy for early/flexible retirement and voluntary redundancy for those staff at risk of redundancy as set out in paragraph 5.6 of the report and appropriate delegation in each case.*
- e) *delegate to the Managing Director in consultation with the relevant Council Leaders the appointment of candidates, and agreement of the final company structures.*

- f) to receive a report on the financial implications of the transition to the company structure at the conclusion of the process.

8. 2017/18 BUDGETS AND SERVICE PLANS

Upon invitation the chair of the Client Officer Group (the COG chair) presented report PJC.14, in the absence of the Group Manager for GO Shared Services. He highlighted the key changes and pressures, particularly relating to inflation and pension costs. He emphasised that they related to the joint committee rather than individual partner councils. There had been minor amendments to costs made as a result of the activity based costing exercise, which had been discussed with all client officers.

Cllr Robinson asked why the pension collection for the FODDC had increased more than the other councils, and if the activity based costing exercise was based simply on transactions or challenges.

The COG chair explained that there had been an increase in the Gloucestershire actuarial rate and that CDC's contribution rate was lower due to premiums for its own ill health insurance scheme. WODC was a member of a different local government pension scheme.

He explained that GOSS had done some work, looking at where it had been at the beginning of the initiative. Changes, albeit modest ones, had happened and the exercise had been on the whole transaction based, but some time based assessments, identifying where relative costs were. Those at CBC had been higher than anticipated (eg debtors ad procurement) and officers would undertake more work.

He continued his presentation of appendix A, where scrutiny committees had noticed a lower level of performance within the customer service function. This had been due in part to new ERS work and waste management changes. He reported that there had been significant improvement through the second quarter, which was continuing (agenda page 39, paragraph 9). He said that the organisation had recognised that it had not got things right initially, but had made changes, which were taking effect.

RESOLVED –

- a) *That the Joint Committee approves the Medium Term Financial Strategy for the 2020 Partnership as set out at Appendix A;*
- b) *That the Joint Committee notes that a detailed budget for 2017/18 will be presented at the next meeting;*
- c) *That the Joint Committee notes the progress on approving the Service Level Agreements for 2017/18 and authorises the Managing Director to agree the final versions with the respective Client Officers at each*

authority, any issues to be reported back to the Joint Committee on an exceptions basis.

- d) That the Joint Committee notes the Client Officer Group Minutes of 9th December which provide assurance over service performance for Quarter 2 of 2016/17.

9. PUBLIC PROTECTION - END OF PROJECT REPORT

Upon invitation the Shared Public Protection Project Manager (the Manager) presented report PJC.15. (power point presentation attached to the minutes).

The chairman thanked the manager and his team for excellent work, commenting that it was good to see that the project had been delivered on time, under budget and to its business case. He thought that the Environmental and Regulatory Service (ERS) project represented a solid base going forward.

Cllr Robinson commented that it was excellent to see technology used in an effective way, even out 'in the field'. He then asked how the partnership was engaging with councillors, who were often the focal point for issues being raised. He also asked if the 14 per cent of customers not happy with the service mentioned specific areas needing improvement.

The Manager replied that officers regularly spoke to the chairmen of Licensing Committees and looked at how best to engage with Cabinet portfolio holders. Employees also monitored local situations using the local knowledge of councillors, but were aware that individual officers were not always available, because some worked across partner councils.

The Managing Director added that the matter had been raised at all three partner councils, commenting that the biggest saving had been achieved by phone calls being directed to the single point of Customer Service(CS), which he conceded did have an impact on direct dial to individual officers when councillors were treated the same as residents. However, because councillors were representatives and advocates for people in their wards, the service had just introduced a change, so that councillors could contact the duty officer immediately, when they identified themselves as councillors. The new model needed to be monitored, and he asked for continued councillor feedback to ensure that it worked or to identify any changes required.

The chairman commented that the new way of contacting ERS was a cultural change that needed to ensure that daily business was done effectively, while finding a mechanism to engage more with councillors.

Cllr Hogan said that it was essential for officers to inform ward members when an issue had been resolved and to engage with town and parish councils.

The Managing Director agreed, explaining that after speaking to councillors in the partnership he intended to hold community sessions and send information to parish and town councils.

Cllr Leppington asked how confident the Manager was in the CS staff's level of training in handling the 61 per cent of ERS calls they handled.

The Manager explained that the matter was ongoing and that CS staff were dealing with basic information and sending out forms. They were working to scripts that were adjusted as the service evolved and passed on to ERS staff issues they could not resolve.

The Managing Director added that the partnership was continually learning and was aware that the more that was expected of CS staff the greater the need for upskilling. He again asked councillors to continue to feed back.

The Manager suggested that to get a good idea of how the CS team operated councillors could, as he had, spend 30 minutes observing how skilfully they handled calls. Answering the second question he said that officers had looked at location, service and functions to determine where ERS was underperforming and would share the results of the exercise with Cllr Robinson, as he did not have the detail to hand.

Cllr Stowe congratulated the whole ERS team on its excellent outcomes, highlighting the reduction in office accommodation required. He hoped that a press statement would be issued early to publicise the success.

The chairman agreed that the project had been a great example of proof of concept, which needed to be built on in other areas moving forward.

Cllr Hancock echoed committee members' praise and was pleased to see early niggles worked on so that the 'nut was cracked' and that the project would save £800,000 and be more effective.

The committee noted the report.

10. **PROGRAMME STATUS REPORT**

Upon invitation the 2020 Programme Director presented report PJC.16, highlighting the programme's overall 'green' status. He confirmed that the companies did now exist and the domain names had been secured. The organisation was now at the stage of developing with Innecto what the total rewards package would be. So far over 270 staff had attended the course 'engage with change' and the team was rolling out its leadership development programme. ICT was continuing to upgrade to ensure that platforms were

secure, and the programme was still on budget and on profile to deliver savings.

Cllr Stowe said that he had received feedback regarding email addresses and officer 'identity'. Both needed to reflect that officers were working for a specific council for specific cases.

The Managing Director replied that officers were working on the best way of ensuring that in letters and emails the council name was prominent. He would circulate mock-ups when ready.

Cllr Robinson agreed that it was important for officers not to say where they were from in terms of their 'home' council, but for residents and parish councils to understand that officers were working for their particular 'area' in individual cases.

The Managing Director commented that it was a culture point, which was being addressed.

Cllr Hancock said that in the past the committee had debated the legal requirement to be physically in the same place to be able to make decisions and asked if the matter could be raised through the Local Government Association. He thought that the committee needed to be able to be flexible.

The chairman replied that the organisation had already made representations to central government.

Cllr Stowe believed that sometimes committee members and officers needed to be in the same place, citing presentations as an example.

The Programme Director advised that the companies legal documentation had been drafted to allow the company boards to take decisions at both physical and virtual meetings therefore the issue may be resolved once the companies are operational.

Concluding the item the chairman expressed his pleasure that the programme was 'in green'.

The committee noted the report.

The meeting ended at 11.25 am

Minutes prepared by Tony Bees
Phone: 01594 812623 Email: Julie.Jones@fdean.gov.uk

<p>2020 Vision Programme Programme Status Summary</p> <p>Dates covered: January – June 2017</p>	<p>Overall Status:</p> <p style="text-align: center; background-color: #92d050;">Green</p>
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Programme Status	Green
<p><i>Provide an overview of the programme schedule status (highlights):</i></p>	
<ul style="list-style-type: none"> • Following the partner authorities decisions in September/October 2016 to move to a company model as recommended by the 2020 Joint Committee in September 2016; three companies have been registered with Companies House: Publica Group Ltd., Publica Group (Services) Ltd. and Publica Group (Support) Ltd. • The company details and legal documentation, such as the Members Agreement and Articles of Association that are necessary to complete company registration have been finalised and subject to external review from both legal and tax perspectives. • Four non-executive directors have been appointed to the Publica Group Board along with Councillor Wendy Flynn from Cheltenham Borough Council. A number of Councillors from each partner authority met the non-executive directors at an informal event in April 2017. • The work required to set up the companies so that they can become operational in Autumn 2017 is well underway. A review of assets, contracts, policies and service specifications has been undertaken to identify the work that needs to be done to transfer any assets or contracts (transfers will be kept to a minimum), document current service provision and write company policies. • A review of the legal framework within which local authorities operate is being undertaken to review and revise the scheme of delegations and Council constitutions, where necessary, to take account of the new companies. • Plans to transfer staff from Cotswold District Council, Forest of Dean District Council and West Oxfordshire District Council in Autumn 2017 are being finalised. The approach taken aims to minimise disruption to service delivery. • An enhanced communications plan is being developed to cover the transition period to the new companies. 	

Budget	Green
<i>Provide an overview of the programme budget:</i>	
<p>Programme spend to date is within budget, see Appendix 1.</p> <p>As company set up progresses it has become clear that, given the ground-breaking nature of the work, there is a greater requirement for legal, HR, tax and actuarial advice than originally estimated. It is estimated that there will be a further £100,000 required for such advice. This will be met within the existing programme budget of £10.1m, with a virement of £100,000 from project backfill to expert advice.</p>	

Benefits Realisation	Green
<i>Report on the progress towards realising benefits:</i>	
<p>Cashable savings to date are on profile with savings already delivered in 2015/16 and 2016/17 of £2.3m</p>	

Key Risk Update	Green
<i>Report on key programme risks:</i>	
<p>A programme risk register is maintained and regularly reviewed. There are currently no significant risks once controls and mitigating actions have been taken into account (i.e. residual risks scoring above 12).</p>	

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Cost Centre		Detail		Responsible Officer	Approved Programme Budget	Unallocated Budget	Allocated Budget	Spend to Date	Commitments 2017/18	Allocated Budget Variance
Expert Advice					£872,903	£122,529	£750,374	£516,116	£6,800	£227,458
COR011	Vision 2020 Programme	VIS205	Actuarial Advice	Jenny Poole	£105,207		£105,000	£44,819	£0	£60,181
COR011	Vision 2020 Programme	VIS207	Commissioning advice	David Neudegg	£80,018		£80,018	£80,018	£0	£0
COR011	Vision 2020 Programme	VIS208	HR Advice	Deb Bainbridge	£266,000		£253,000	£193,896	£5,000	£54,104
COR011	Vision 2020 Programme	VIS235	Legal Advice	Bhavna Patel	£219,182		£111,250	£114,886	£0	£-3,636
COR011	Vision 2020 Programme	VIS238	Financial Advice	Jenny Poole	£21,516		£21,516	£21,516	£0	£0
COR011	Vision 2020 Programme	VISPPA	Property advice	Ralph Young	£10,000		£10,000	£0	£0	£10,000
COR011	Vision 2020 Programme	VISORD	Organisational Design Advice	Ralph Young	£100,000		£100,000	£0	£0	£100,000
COR011	Vision 2020 Programme	VISLPR	LGA Peer Review	David Neudegg	£11,390		£11,390	£11,390	£0	£0
COR011	Vision 2020 Programme	VISIAE	External Evaluation of Internal Audit	Jenny Poole	£10,000		£8,610	£0	£1,800	£6,810
COR011	Vision 2020 Programme	VIS234	FODDC Leisure Procurement Strategy	Paul Jones	£49,590		£49,590	£49,590	£0	£0
Programme Management / Project Support					£3,958,179	£1,357,199	£2,600,980	£1,692,658	£450,558	£457,764
COR011	Vision 2020 Programme	VIS220	Programme Management	Ralph Young	£1,459,005		£1,085,000	£838,373	£234,914	£11,713
COR011	Vision 2020 Programme	VIS228	Programme Support	Ralph Young	£537,515		£438,632	£140,096	£64,671	£233,865
COR011	Vision 2020 Programme	VIS225	Programme Corporate Support	Jenny Poole	£920,415		£665,000	£360,916	£142,834	£161,250
COR011	Vision 2020 Programme	VISSLG	Shared Learning	Ralph Young	£200,000		£0	£0	£0	£0
COR061	Public Protection Project	VIS296PP	Programme Management and Support	Bill Oddy	£321,820		£333,924	£325,012	£8,139	£773
COR066	HR Payroll Project	VIS296HR	Programme Management and Support	Deb Bainbridge	£28,424		£28,424	£28,262	£0	£162
COR067	Agresso Project	VIS296BW	Programme Management and Support	Jenny Poole	£270,000		£50,000	£0	£0	£50,000
COR067	Vision 2020 Projects	VISSSB	Project Backfill	-	£221,000		£0	£0	£0	£0
ICT					£3,114,598	£1,827,668	£1,286,930	£943,978	£2,172	£340,780
COR063	2020 Universal Secure Network Layer (ICT)	VIS214	Universal Secure Network Layer (ICT)	Phil Martin	£400,000		£210,000	£204,000	£0	£6,000
COR063	2020 Universal Collaboration Layer (ICT)	VIS215	Universal Collaboration Layer (ICT)	Phil Martin	£558,500		£505,000	£292,769	£1,054	£211,177
COR064	2020 'One Workspace' Layer (ICT)	VIS216	One Workspace' Layer (ICT)	Phil Martin	£110,500		£100,000	£98,063	£518	£1,420
COR065	2020 Applications Layer (ICT)	VIS217	Applications Layer (ICT)	Phil Martin	£1,517,400		£67,400	£55,792	£0	£11,608
COR061	Public Protection Project	VIS297PP	ICT	Phil Martin	£278,198		£289,530	£288,930	£600	£0
COR067	Agresso Project	VIS297BW	ABW Client & Feeder Systems	Phil Martin	£250,000		£115,000	£4,425	£0	£110,575
Cost of Transformational Change					£2,194,629	£1,014,132	£1,180,497	£1,097,130	£9,372	£73,995
COR011	Vision 2020 Programme	VIS201	Vision 2020 Funding - REST Project	Mike Redman	£25,000		£25,000	£25,000	£0	£0
COR011	Vision 2020 Programme	VIS212	Vision 2020 Funding - Ubico Development	Ralph Young	£110,584		£110,584	£110,584	£0	£0
COR011	Vision 2020 Programme	VISBCS	Business Change support	David Neudegg	£50,000		£50,000	£39,516	£9,372	£1,112
COR011	Vision 2020 Programme	VISOCS	Operational Company set up Costs	David Neudegg	£50,000		£75,000	£3,214	£0	£71,786
COR011	Vision 2020 Programme	VIS298TA	Cost of Transformational change - Trusted Advisors	Jenny Poole	£395,739		£402,728	£402,728	£0	£0
COR011	Vision 2020 Programme	VIS298TC	Cost of Transformational change - Other	Jenny Poole	£1,046,121		£0	£0	£0	£0
COR061	Public Protection Project	VIS298PP	Cost of Transformational change	Jenny Poole	£517,185		£517,185	£516,088	£0	£1,098
					£10,140,309	£4,321,528	£5,818,781	£4,249,883	£468,902	£1,099,996

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2020 PARTNERSHIP JOINT COMMITTEE

16 June 2017

PJC.19

Subject	CLIENT OFFICER GROUP
Accountable officer	Frank Wilson, Chair, Client Officer Group Tel: 01993 861291 Email: frank.wilson@westoxon.gov.uk
Recommendation	<i>To note the report</i>

1. PURPOSE

- 1.1. To update the Joint Committee on the latest Client Officer Group meeting.

2. FINANCE/HR AND ICT

- 2.1 Quarter 4 outturn performance was discussed relating to these services and all clients were generally happy with performance in Q4 and over the year to end March 2017. There were some minor points around presentation of performance scorecards. Outturn cost for all services was in line with budget.
- 2.2 There was a general view from clients that the ICT response to the recent international cyber-attacks was extremely good and the prompt and clear communication was warmly welcomed.
- 2.3 It was noted that the Learning Gateway was off-line due to the provider going into administration. All parties agreed that this did not represent a major short term problem and noted that a review of the provision had been anticipated in any event.

3. PUBLICA UPDATE

- 3.1. An update was given on the latest position and timeline on the move to company operation. It was agreed that some recent comms to employees affected would also be shared with other clients as a useful update.
- 3.2. There was a question about how assets and contracts would be dealt with upon the move to Publica and the COG was advised that a work stream was dealing with this to determine the correct allocation between the respective Councils and Companies. The contracts with clients would also be clarified in this respect.

- 3.3. Clients were keen to ensure that the obvious significant workload on the Publica go-live project would not impact adversely in respect of business as usual for clients or indeed any projects that they had previously agreed with the partnership.

4. FUTURE OF COG

- 4.1. There was general support for a regular strategic client group meeting to better understand the challenges and opportunities facing all clients in the broader strategic partnership.
- 4.2. The group felt that with greater 1-2-1 service contact then performance monitoring might be more effective being carried out at individual provider/client meetings rather than at the COG.
- 4.3. On the basis of the above it was agreed that COG would continue but a more strategic level with performance updates being dealt with directly.

5. CUSTOMER SERVICES AND ERS

- 5.1. Performance had been impacted in all Council's in Q4 due to garden waste renewals which caused a significant increase in call handling workload of up to 75%. It was noted that for both CDC and FoD performance had subsequently improved but there was an ongoing issue and WODC partly caused by ongoing workloads and partly by sickness absence and recruitment issues.
- 5.2. It was noted that ERS workloads were causing some issues for staff involved and the ERS management team were continuing to work closely with team members on a 1-2-1 basis to ensure they were manageable. All PI's remained green excluding building control plan checking (WODC) although this had notable improvement in Q4.



2020 PARTNERSHIP JOINT COMMITTEE

16 June 2017

PJC.20

Subject	2016/17 BUDGET OUTTURN					
Key Decision	This item is a key decision.					
	Jenny Poole, Group Manager GO Shared Services Tel: 01285 623313 Email: jenny.poole@cotswold.gov.uk					
Summary	This report sets out the financial outturn position for the Joint Committee for 2016/17.					
Annexes	Appendix A – Budget and outturn by service area					
Recommendation	<i>a) That the Joint Committee notes the financial outturn performance for 2016/17.</i>					
Implications (details at end of report)	If you write yes for any of the above, please give details in the boxes at the end of the report. If no, delete the relevant box.					
	LEGAL	FINANCIAL	HUMAN RESOURCES	RISK	EQUALITIES	SUSTAINABILITY
	NO	YES	NO	NO	NO	NO

1. REASONS FOR RECOMMENDATIONS

To provide the Committee with financial performance information for 2016/17.

2. BACKGROUND

The 2020 Partnership Joint Committee has delegated responsibility for delivering the 2020 Partnership services on behalf of the Partner Councils. The Joint Committee budgets have been delegated from each Partner Council and contain the budgets available to operate each of the delegated services.

There are also some budgets which could be considered to be “client” budgets, for example, budgets associated with Council asset management, external legal fees and budgets for land charge fees due to the relevant County Council. The Group Managers manage these budgets on behalf of the Councils.

3. MAIN POINTS

3.1. The budget and financial outturn for each Joint Committee Service Area are shown at **Appendix A**. Each Council will have included the financial performance of the services delegated to the Joint Committee within their individual financial outturn/performance reports. Overall, there was an over-spend on the Joint Committee budgets of £236k against a budget of £17m. A variance of 1.4%.

3.2. The most significant variances are as follows:

- The over-spend on the Partnership Managing Director’s office is due to a timing issue between preparation of the 2016/17 budgets and the outcome of the review of senior management positions. The review of senior management positions delivered significant savings to the 2020 Partner Councils, however, there was not sufficient detail available during preparation of the 2016/17 budgets for the financial implications to be fully incorporated. The budget has been realigned in 2017/18.
- Environmental and Regulatory Services over-spent by £30k on a £3m budget. It was necessary to utilise some agency staff during the year to cover vacant posts. This overspend should be seen in the context of the service transformational change which is delivering savings of £578k per annum. In addition, an ongoing health and safety prosecution at Cotswold District Council required expert legal advice.
- GO Shared Services was under-spent by £49k, The under-spends have been transferred to an earmarked reserve to provide capacity funding for 2017/18 while the team are heavily involved in establishing the Publica companies.

- ICT, Change and Customer Services delivered an under-spend of £153k. The savings were largely through employee vacancies or secondments across the services. The under-spend is net of an over-spend in telephony costs.
- Land, Legal and Property over-spent by £235K. Asset Management costs were higher than anticipated at Cotswold and West Oxfordshire District Councils due to physical changes to the administrative offices. At Cotswold, these changes are enabling additional income from rental and service charges and the costs are being funded from reserves. Additional external legal costs have been incurred at Forest of Dean District Council and the Council agreed to fund some of the additional costs through earmarked reserves.
- Revenues and Housing Support overspent by £159k. £110k of this over-spend related to essential changes to ICT systems to reflect new Regulations at Cotswold and West Oxfordshire District Councils. These costs are being funded through additional grant received by the Councils as New Burdens Grant. The remaining over-spend relates to postage/document management costs. A new contract has been entered into for these services which will generate savings from 2017/18.

Legal implications	The Governance arrangements require financial performance to be reported to the Joint Committee.
Financial implications	Subject of the report.
Human Resources implications	None directly from this report.
Risk	None

BACKGROUND PAPERS

None

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**REVENUE BUDGET
MONITORING 2016/17**

**Q4 Outturn
March 2017**

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Summary Revenue Budgets 2016/17

	Original Budget FY 16/17 £	Current Budget FY 16/17 £	Actual Spend Q4 £	(Under) / Over Budget £
Partnership Managing Director's Office	194,210	224,710	239,284	14,574
Environmental & Regulatory Services	3,497,013	3,022,858	3,053,044	30,186
GO Shared Services	3,479,224	3,592,979	3,543,859	(49,120)
ICT, Change & Customer Service	5,311,978	4,794,948	4,641,919	(153,029)
Land, Legal & Property	2,482,293	2,665,483	2,900,368	234,885
Revenues & Housing Support	4,030,339	2,737,639	2,896,979	159,340
	18,995,057	17,038,617	17,275,453	236,836

Employee Remuneration	14,920,841	12,955,233	12,366,462	(588,771)
Other Direct Expenditure	4,876,710	5,181,526	6,098,675	917,149
Income	(802,494)	(1,098,142)	(1,190,684)	(92,542)
	18,995,057	17,038,617	17,274,453	235,836

Partnership Managing Director's Office

	Original Budget FY 16/17 £	Current Budget FY 16/17 £	Actual Spend Q4 £	(Under) / Over Budget £
Partnership Managing Director's Office	194,210	224,710	239,284	14,574
	194,210	224,710	239,284	14,574

Employee Remuneration	172,605	203,105	224,236	21,131
Other Direct Expenditure	21,605	21,605	15,048	(6,557)
	194,210	224,710	239,284	14,574

Employee Remuneration

Overspend owing to timing of budget preparation ahead of formal evaluation & decision on senior management paycales. The budget has been realigned for 2017/18.

Environmental & Regulatory Services

	Original Budget FY 16/17 £	Current Budget FY 16/17 £	Actual Spend Q4 £	(Under) / Over Budget £
Building Control	824,258	824,258	788,348	(35,910)
Public Protection	2,672,755	2,198,600	2,264,696	66,096
	3,497,013	3,022,858	3,053,044	30,186

Employee Remuneration	2,981,938	2,476,548	2,328,769	(147,779)
Other Direct Expenditure	515,075	546,310	724,275	177,965
	3,497,013	3,022,858	3,053,044	30,186

Employee Remuneration

Public Protection budgets have been revised for the full year projected saving of £578k; there is an underspend of £98k at the year end from vacant posts within the new establishment.

£49k underspend on Building Control employee costs owing to vacant posts.

Other Direct Expenditure

Comprising an overspend of £165k on Public Protection and £13k on Building Control. The Public Protection overspend includes agency staff costs (covering vacant posts) and legal costs relating to an ongoing Health & Safety prosecution at CDC.

GO Shared Services

	Original Budget FY 16/17 £	Current Budget FY 16/17 £	Actual Spend Q4 £	(Under) / Over Budget £
Accountancy	1,566,512	1,640,465	1,624,479	(15,986)
Audit	763,791	803,791	803,791	0
Human Resources	869,638	847,690	799,354	(48,336)
Payroll	205,348	197,148	197,148	0
Procurement	73,935	103,885	119,087	15,202
	3,479,224	3,592,979	3,543,859	(49,120)

Employee Remuneration	3,406,948	3,461,110	3,462,922	1,812
Other Direct Expenditure	614,570	974,511	993,783	19,272
Income	(542,294)	(842,642)	(912,846)	(70,204)
	3,479,224	3,592,979	3,543,859	(49,120)

Employee Remuneration

Underspend in Audit (£109k) from vacant Head of Internal Audit post & secondment.

Other Direct Expenditure

Underspends across most service areas except Procurement - £16k relating to the purchase of E-tendering software, licences and training. COG approved the expenditure as it is essential for compliance with procurement regulations.

Income

Additional external income generated from officer secondment (HR Business Partner) to third party organisation (2Gether NHS Foundation Trust) and contract extension /project work charged to Cheltenham Leisure Trust.

The additional income generated along with other underspends have been transferred to an earmarked reserve to fund additional resource required to support Publica.

ICT, Change & Customer Service

	Original Budget FY 16/17 £	Current Budget FY 16/17 £	Actual Spend Q4 £	(Under) / Over Budget £
ICT	2,980,412	2,967,612	3,018,839	51,227
Business Transformation	441,404	271,454	191,650	(79,804)
Customer Services	1,890,162	1,555,882	1,431,430	(124,452)
	5,311,978	4,794,948	4,641,919	(153,029)

Employee Remuneration	3,965,068	3,563,018	3,071,633	(491,385)
Other Direct Expenditure	1,607,110	1,487,430	1,847,124	359,694
Income	(260,200)	(255,500)	(276,838)	(21,338)
	5,311,978	4,794,948	4,641,919	(153,029)

ICT

The overspend variance on ICT of £51k comprises a significant underspend on employee related costs of £270k and an overspend of £342k on other direct costs including agency/other contractor fees. Overall the main contribution to the overspend is telephony costs.

Business Transformation

The underspend on Business Transformation arises primarily from employee related costs (£69k) - Business Improvement Manager seconded to 2020 Programme Office (not backfilled) and another officer on maternity leave.

Customer Services

The underspend on Customer Services also arises from employee related costs - as previously reported, this comes from a high turnover of staff and some vacancies remaining.

Land, Legal & Property

	Original Budget FY 16/17 £	Current Budget FY 16/17 £	Actual Spend Q4 £	(Under) / Over Budget £
Asset Management	1,152,971	1,013,858	1,145,047	131,189
Property Services	476,056	557,749	602,687	44,938
Land Charges	164,021	189,671	200,247	10,576
Legal Services	689,245	904,205	952,387	48,182
	2,482,293	2,665,483	2,900,368	234,885

Employee Remuneration	1,289,423	1,211,493	1,238,893	27,400
Other Direct Expenditure	1,192,870	1,453,990	1,661,475	207,485
	2,482,293	2,665,483	2,900,368	234,885

Asset Management

Administrative Buildings R&M overspends at CDC £41k and WODC £99k, partially recoverable through rental income / service charges from third parties.

Property Services

The Property Services variance is employee related; a new Trainee Estates Officer post was approved in June to meet service demand. This post forms part of the Land, Legal & Property Services restructure and is therefore incorporated in 2017/18 budgets.

Land Charges

Employee costs were underspend by £5k; Client side costs including paying of Local Land / CON29 search fees to Oxfordshire and Gloucestershire County Councils were overspent by £17k.

Legal Services

The overall £48k variance comprises £8k underpend on employee costs and £56k overspend on other direct costs. There is a significant overspend of £77k on external legal costs at FODC, partially offset by underspends across ancillary employee costs (e.g. training, travel, etc.) FODC recognised the additional legal costs and funded from earmarked reserves. The transfer from earmarked reserves sits with the Council budgets.

Revenues & Housing Support

	Original Budget FY 16/17 £	Current Budget FY 16/17 £	Actual Spend Q4 £	(Under) / Over Budget £
Revenues	1,839,540	1,129,740	1,128,560	(1,180)
Benefits	1,586,149	1,003,249	1,159,477	156,228
Housing Management	604,650	604,650	608,942	4,292
	4,030,339	2,737,639	2,896,979	159,340

Employee Remuneration	3,104,859	2,039,959	2,040,009	50
Other Direct Expenditure	925,480	697,680	856,970	159,290
	4,030,339	2,737,639	2,896,979	159,340

Other Direct Expenditure

£72k overspend on Northgate Support & Maintenance costs across Revenues & Benefits service areas on essential upgrades for new legislation and increasing ongoing costs. This was funded from New Burdens grant, reported within the Council's budgets.

The figures above include £38k 'overspend' resulting from Empty Homes Review; these costs are offset by additional Council Tax income retained with the Council's.

There are various other overspends. These include postage / document management costs which will be delivered under a new contract in 2017/18 which will deliver savings.

Movements in Revenue Budgets 2016/17

	Original Budget 2016/2017 £	Removal of CBC Services £	Delivery of 2020 Savings £	Adjs between JC & Retained Services £	Revised Budget 2016/2017 £
Partnership Managing Director's Office	194,210	0	0	30,500	224,710
Environmental & Regulatory Services	3,497,013	0	(578,290)	104,135	3,022,858
GO Shared Services	3,479,224	0	0	113,755	3,592,979
ICT, Change & Customer Service	5,311,978	(571,850)	0	54,820	4,794,948
Land, Legal & Property	2,482,293	0	0	183,191	2,665,484
Revenues & Housing Support	4,030,339	(1,292,700)	0	0	2,737,639
	18,995,057	(1,864,550)	(578,290)	486,401	17,038,618

Employee Remuneration	14,920,841	(1,588,850)	(578,290)	192,609	12,946,310
Other Direct Expenditure	4,876,710	(280,400)	0	555,240	5,151,550
Income	(802,494)	4,700	0	(261,448)	(1,059,242)
	18,995,057	(1,864,550)	(578,290)	486,401	17,038,618

Removal of CBC Services

In accordance with the CBC Member decision in October 2016, all services other than GOSS & ICT (i.e. those that they will be taking forward into the Company Group) have been removed from the Joint Committee budgets.

Delivery of 2020 Savings

E&RS Public Protection savings delivered in 2016/17.

Adjustments between Joint Committee & Retained Services

Revisions to the allocation of services between JC & individual partner retained budgets as the monitoring process is being refined. In addition, Member approved budget virements have been processed transferring funds between JC & retained services.



2020 PARTNERSHIP JOINT COMMITTEE

16 June 2017

PJC.18

Subject	FUTURE DELIVERY ARRANGEMENTS FOR 2020 VISION
Partners affected	All
Accountable officer	David Neudegg, Managing Director Tel: 01993 860016 Email: david.neudegg@westoxon.gov.uk
Annexes	Annex A – 2020 Vision Programme Overview
Recommendation	<p>a) <i>The Joint Committee notes the intention that it and the Partnership Commissioning Group be formally dissolved once the Councils have entered into contracts with the companies to provide services.</i></p> <p>b) <i>The 2020 Programme is formally closed once the Publica companies are contracted to deliver the remainder of the 2020 Vision benefits.</i></p> <p>c) <i>Delegated authority be given to the Partnership Managing Director to, undertake a review of the staffing requirements for ongoing transformational change within Publica, redeploy programme office roles where possible and terminate secondments or employment contracts agreeing any redundancy arrangements if necessary, subject to meeting agreed policy requirements.</i></p> <p>d) <i>The Joint Committee requests that the Leaders of the Councils be asked to consider the terms of reference for any meetings of the Member (Owner) Representatives once the companies become operational.</i></p>

1 PURPOSE

- 1.1 The purpose of this report is to set out the new arrangements for completing the delivery of the 2020 Vision of the partner Councils as consequence of the establishment of the Publica companies and the Councils entering into contracts with the companies for the delivery of services.

2 BACKGROUND

- 2.1 In June 2014 the four GO Shared Services Partner Councils approved a “Report and Outline Business Case for a “2020 Vision for Joint Working”. Subsequently the four 2020 Partners Councils approved a “Report on Options for Future Delivery Models and Interim Management Arrangements” prepared by Activist Ltd.
- 2.2 It was resolved in December 2014 to establish the temporary 2020 Programme and appoint an Interim part-time Lead Commissioner for 15-18 months, Interim part-time Managing Director for 15-18 months, and a full-time Programme Director for 18-24 months.
- 2.3 The Member Governance Board in April 2015 noted the Programme Overview that describes how the 2020 programme was originally governed and managed.
- 2.4 In August 2015, the full “2020 Vision for Joint Working Business Case” was prepared. This business case, based on the original proposition, forecast to return cumulative savings totalling £38m over a 10 year period with annual revenue savings of £5.7m. External funding of £3.8m towards the cost of the Programme was received from the Government’s Transformation Challenge Funding.
- 2.5 Consequently, the business case was agreed and approved by the four Councils in September/October 2015. As a result of this decision to adopt a revised partnership structure and establish the Joint Committee, it was necessary to revise the original programme governance arrangements. The Member Governance Board agreed to in November 2015 to establish revised governance arrangements and the latest Programme Overview describes how the 2020 programme is currently governed and managed (attached at Annex A).
- 2.6 Subsequently the 2020 Joint Committee was established and became operational in February 2016 with a number of shared services being established from April 2016.

- 2.7 In June 2016 the Joint Committee agreed an updated business case and to consult with partner Councils about the proposal to implement a company model. In September 2016 the Joint Committee agreed a report recommending the creation of a company model comprising 3 companies, then described as a support services company, co-ordinating company and a regulatory services company. Cotswold District Council (CDC), Forest of Dean District Council (FoDDC) and West Oxfordshire District Council (WODC) agreed to become members of the 3 companies. Cheltenham Borough Council agreed to become a member of the support services company and only to receive finance, HR, procurement and ICT from that company.
- 2.8 As agreed the Publica companies were established early in 2017, and CDC, FoDDC and WODC Councils will be entering into contracts with the Publica companies to deliver the current joint services and the remainder of those Councils' services in the Autumn 2017. CBC will contract with Publica to receive the services of GOSS and ICT services.
- 2.9 As a consequence of the creation of the Publica companies and the consequent new contracting arrangements that will need to be put in place it is necessary to again review the programme governance arrangements, and adopt new arrangements for completing the delivery of the 2020 Vision of the partner Councils.

3 EXISTING GOVERNANCE ARRANGEMENTS

- 3.1 The key elements of the current governance are:
- 3.2 **2020 Joint Committee (originally Member Governance Board)** – made up of two members from each partner Council. The Joint Committee has delegated authority on behalf of the partner Councils to oversee the partnership core functions (Finance, HR and IT), partnership shared services and the 2020 Vision programme. Delegated authority to spend is limited to the funds allocated to the programme by the partner Councils and secured through funding from central Government.
- 3.3 The purpose of the Joint Committee was to:
- Provide political direction and guidance
 - Oversee the delivery of shared services
 - Determine HR, Finance and ICT policies under delegation from Councils
 - Ensure the 2020 Vision business case benefits are delivered for the individual councils as well as the partnership
- 3.4 **2020 Partnership Commissioning Group** – made up of the Partnership Managing Director and Heads of Paid Service from each partner Council. The Partnership Commissioning Group is accountable to the four Councils and the Joint Committee to ensure that the overall aims and objectives of the 2020 Partnership are achieved.

- 3.5 The purpose of the Partnership Commissioning Group was to support the Joint Committee and have collective accountability for the successful realisation of the 2020 Vision benefits.
- 3.6 The Partnership Commissioning Group comprises:
- David Neudegg – Partnership Managing Director
 - Pat Pratley – Cheltenham Borough Council
 - Sue Pangbourne – Forest of Dean District Council
 - Frank Wilson – Cotswold District Council, West Oxfordshire District Council
- 3.7 **Programme Team** – made up of the two senior managers; Partnership Managing Director and Programme Director, appointed to deliver the 2020 Vision, supported by strategic advisors and programme resources (see programme office attached at Appendix A). The Programme Team is responsible for the management and delivery of the programme, its associated projects, activities and benefits realisation.
- 3.8 The purpose of the Programme Team was to manage the successful delivery of the programme, its associated projects, activities and benefits realisation.
- 3.9 It is important to note that the programme and its governance was a temporary means to an end. It was not set up to work in competition to existing services and structures but to work collaboratively with them.

4 NEW ARRANGEMENTS AS PUBLICA BECOMES OPERATIONAL

4.1 Company Governance

- 4.2 Three 'Teckal' companies have now been established by the Councils to deliver services; Publica Group Ltd., Publica Group (Support) Ltd., and Publica Group (Services) Ltd.
- 4.3 CDC, FoDDC and WODC as members of Publica Group Ltd and Publica Group (Services) Ltd, together with CBC as a member of Publica Group (Support) Ltd exercise control over the company/ies through the appointment of the Leaders of the Councils to act as the Member (Shareholder) Representatives and appointing Directors to the company boards.
- 4.4 The Boards of Directors for the companies have been now been established by the Councils as they have appointed an independent non-executive chairman, three independent non-executive directors and four executive directors. Cheltenham Borough Council has additionally appointed a councillor-nominated non-executive director to Publica Group (Support) Ltd. The Boards of Directors will govern the companies and ensure that the Councils' objectives and contractual requirements are fulfilled. The Boards of Directors will seek approval and authority from the Member (Shareholder) Representatives when required by the companies' constitutions. The companies will establish an executive management structure that will be responsible for the day to day operations and management of the company.

4.5 Commissioning Arrangements

- 4.6 The following commissioning arrangements relate to CDC, FoDDC and WODC Councils only.
- 4.7 It has been agreed that the Councils will commit to transfer all functions and services that can be delegated to be provided by the Companies.
- 4.8 It has been agreed that the Statutory Officers will be either employed by the Council(s) or employed by the Council(s) and Companies under joint employment contracts.
- 4.9 It has been agreed that the non-delegable decision making officers will be employed by the Councils and Companies under joint employment contracts.
- 4.10 Each Council will have a named commissioning officer and commissioning support and advice will be provided by Publica Group Ltd.
- 4.11 Clear standards of behaviour, an ethical walls policy and an escalation procedure to deal with any potential conflicts of interest will be established which will have relevance across all 3 companies.

4.12 Service Delivery Arrangements

- 4.13 CDC, FoDDC and WODC Councils will contract with the companies to provide all functions and services that can be delegated to be provided by the Companies. CBC will contract with Publica (Support) Ltd to deliver those functions and activities currently provided by GOSS and ICT shared services.
- 4.14 With regard to any functions that cannot be delegated such functions will continue to be provided by the respective Council employees, however, these employees may also be company employees.
- 4.15 It has been agreed that the initial contract durations will be as follows;
- Publica Group Ltd. – 10 years + opportunity to extend for 10 years
 - Publica (Services) Ltd. – 7 years + opportunity to extend for 7 years
 - Publica (Support) Ltd. – 5 years + opportunity to extend for two further periods each of 4 years
- 4.16 Service delivery will be managed within the companies in accordance with the service contracts agreed by the Councils. It is proposed that service partnership boards will be established by Publica to enable the relevant Council Portfolio Holder, Commissioner and Publica Service Provider to monitor service performance, quality and improvement.

4.17 Delivery of the remainder of the 2020 Vision benefits

- 4.18 The delivery of the remainder on the 2020 Vision benefits will be carried out by the Publica companies under contract to the Councils. The outstanding benefits are primarily related to operational service transformation, commercialisation, and company development that are better suited to being

managed internally within the company. As part of the contract with the company there will initially be an element of cost included for completing the remainder of the planned transformation under the companies' control. The new companies' Boards of Directors will be accountable for driving the necessary changes within the company to deliver further efficiencies on behalf of the Councils as owners of the companies. The Publica companies will establish their own strategies and policies which will be aligned to the Publica vision to deliver the benefits expected by the partner Councils.

5 CONSEQUENTIAL CHANGES TO CURRENT GOVERNANCE ARRANGEMENTS

5.1 2020 Joint Committee

5.2 Para 3.3 outlined the purpose and functions of the 2020 Joint Committee. The Joint Committee will no longer be required once the Councils have entered into contracts with the companies to provide the services. As employment and services will be provided by the companies there will be no need for the delegations that currently sit with the Joint Committee. Cheltenham Borough Council has already withdrawn delegations from the Joint Committee.

5.3 If any changes are required to Council delegations for the operation of Publica these will be approved by each Council following the Vires Audit currently underway.

5.4 There will be an ongoing governance role with respect to the companies as set out above that will be exercised by the Council Leaders acting as the Member (Owner) Representatives of the companies. There will be a future requirement on occasions (e.g. Company Annual General Meeting) for the Member (Owner) Representatives to meet with the Companies' Boards of Directors to discuss company strategy, future direction and growth.

5.5 The Joint Committee is therefore requested to note the intention that it be formally dissolved once the Councils have entered into contracts with the companies to provide services. If there are any decisions required with regard to any residual matters, it may be necessary to hold a further meeting of the Joint Committee prior to the transfer of services.

5.6 Partnership Commissioning Group and Client Officer Group

5.7 The Partnership Commissioning Group will no longer be required once the 2020 Joint Committee is dissolved. The three non-Cheltenham members of the Partnership Commissioning Group have now been appointed as Directors of the Publica Companies. New commissioning arrangements will be in place when the companies become operational in the Autumn 2017.

5.8 Although the Client Officer Group (COG) will no longer be required to undertake a formal role in reviewing shared services, members of the group have expressed a desire to maintain such a group to discuss and consider matters of shared benefits from collaborative commissioning arrangements.

5.9 Programme Office

- 5.10 The current Programme Office will no longer be required as a separate team once the Publica companies are contracted to deliver the remainder of the 2020 Vision benefits. When the companies become operational in the Autumn 2017 the company will employ appropriate internal resources and capacity to deliver the future transformational change and business development to deliver the 2020 vision benefits.
- 5.11 The resources necessary to complete the operational service transformation, commercialisation, and company development will be managed internally within the company.

6 HR IMPLICATIONS

- 6.1 The Publica companies will have a different requirement for skills and resources than those needed to establish the partnership and form the companies. New skills and resources will be required to develop the business, transform service delivery and deliver the remainder of the 2020 Vision benefits. As well as changes to some current roles there will be a number of new roles created by the Publica companies as it becomes operational.
- 6.2 As a result there will be HR implications arising from the transition to the Publica companies for those employees who have specific allocated roles on the programme. These are shown in exempt appendix B.
- 6.3 It is felt that the majority of the current Programme Office roles can be redeployed with the Publica companies as set out in Appendix B. Where it is not found possible to redeploy staff then appropriate HR policies will be followed including those agreed by the Joint Committee on the 10th February 2017 with regard to redundancy and flexible retirement and the necessary business case requirements to be met.

7 FINANCIAL IMPLICATIONS

- 7.1 In order to deliver the outstanding financial benefits of the 2020 Vision it will be necessary to continue to invest in the development of the Publica companies. Therefore the Councils will be committing the remainder of the planned 2020 programme investment as part of the contracts with the Publica companies to enable them to undertake the necessary work to deliver the outstanding financial benefits. The table below shows the agreed profile of investment funding and financial benefits that will be incorporated within the contractual payments to the Publica companies.

7.1.1 Table 7.1: Financial case

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	April 2020- March 2024 £000	Total £000
Programme Costs	430	2,774	3,715	1,873	1,308	40	0	10,140
Funded by:								
TCA Grant	430	2,774	596	0	0	0	0	3,800
Council Contributions	0	0	3,119	1,873	1,308	40	0	6,340
Total	430	2,774	3,715	1,873	1,308	40	0	10,140
Savings Annual	0	491	1,827	952	1,419	474	580	5,743
Savings Cumulative	0	491	2,318	3,270	4,689	5,163	22,084	38,015

7.2 The remaining investment to be made by the Councils is already included in the Councils' medium term financial plans along with the anticipated savings resulting from the creation of the Publica companies and the delivery of the 2020 Vision.

8 RECOMMENDATIONS

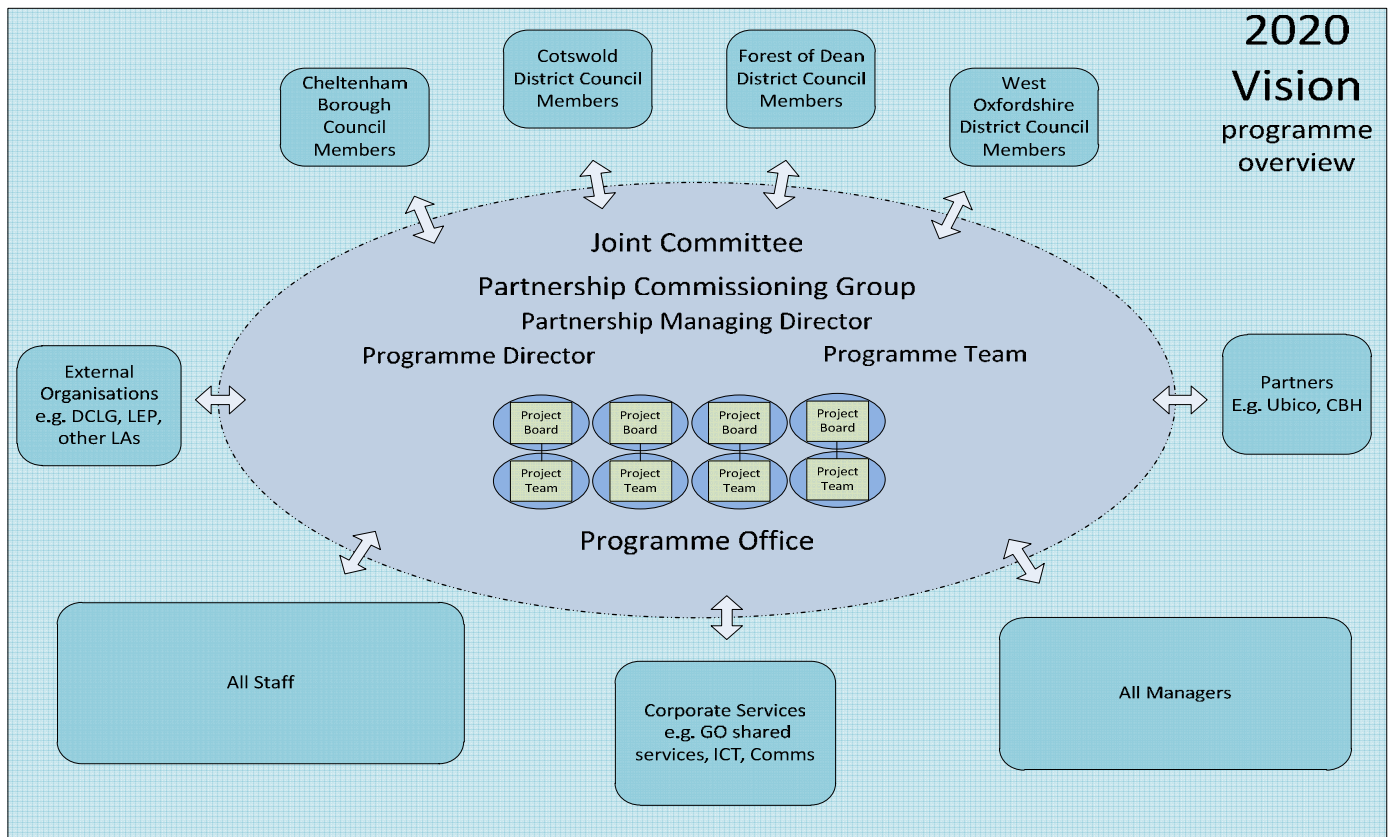
8.1 It is recommended that:

- a) The Joint Committee notes the intention that it and the Partnership Commissioning Group be formally dissolved once the Councils have entered into contracts with the companies to provide services.
- b) The 2020 Programme is formally closed once the Publica companies are contracted to deliver the remainder of the 2020 Vision benefits.
- c) Delegated authority be given to the Partnership Managing Director to, undertake a review of the staffing requirements for ongoing transformational change within Publica, redeploy programme office roles where possible and terminate secondments or employment contracts agreeing any redundancy arrangements if necessary, subject to meeting agreed policy requirements.
- d) The Joint Committee requests that the Leaders of the Councils be asked to consider the terms of reference for any meetings of the Member (Owner) Representatives once the companies become operational.

2020 Vision

Programme Overview





What is the 2020 Vision programme?

The 2020 Vision programme is a temporary set up to help deliver the 2020 Vision. Once the vision is delivered the programme will be closed and cease to exist.

What is the 2020 Vision?

“Four Independent Councils determining their own policies, priorities and decisions supported by a small number of expert advisors who commission and monitor services either from the private and voluntary sectors or from local authority owned service delivery companies” (Approved by Councils June 2014)

“a number of councils, retaining their independence and identity, but working together and sharing resources to maximise mutual benefit leading to more efficient, effective delivery of local services” (Activist Report Dec 2014)

Why have a programme?

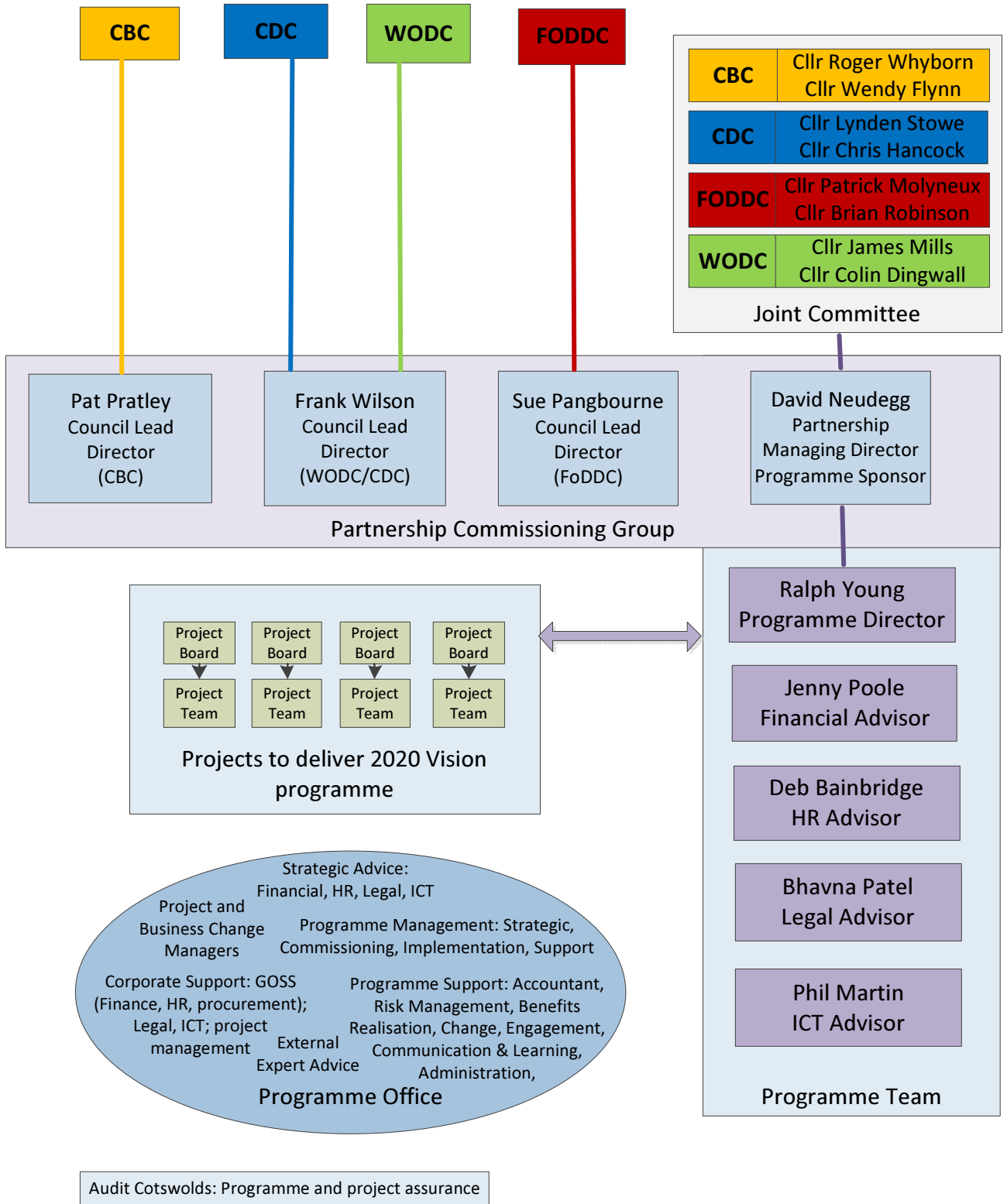
We’re using a programme to help us deliver lots of complex changes, whilst continuing to provide services and keeping in line with strategic direction. Strategic direction will inevitably evolve as the world in which we work changes.

How will a programme help to do this?

There are two key elements to a programme that help to deliver complex change, these are:

- Strong **programme governance** which means that there is good control and management of individual projects within the context of all the changes, so each plays its part in delivering the vision and the associated benefits;
- Proactive **stakeholder engagement** which means that people can get involved, help shape project outputs and can work out what changes they need to make to play their part in achieving the vision.

2020 Vision Programme Governance



What is governance?

Governance is the collective term for the mechanisms put in place to control something, like an organisation or a country or a programme. For governance to be effective people need to be clear about their responsibilities, who has the authority to take decisions and have efficient processes in place to support quick and effective decision making.

For day to day operations governance happens via the committee structure, management structure, policies and service delivery processes. For programme and project governance we use recognised approaches and tailor them to our needs. We'll be using the managing successful programmes (MSP) approach to programme management and a combination of the Prince 2 methodology and Agile project management approach for projects.

The key elements of the 2020 Vision programme governance are:

- **Joint Committee (initially Member Governance Board)** – made up of two members from each partner Council. The Joint Committee has delegated authority on behalf of the partner Councils to oversee the partnership core functions (Finance, HR and IT), partnership shared services and the 2020 Vision programme. Delegated authority to spend is limited to the funds allocated to the programme by the partner Councils and secured through funding from central Government.
- **Partnership Commissioning Group** – made up of the Partnership Managing Director and Heads of Paid Service¹ from each partner Council. The Partnership Commissioning Group is accountable to the four Councils and the Joint Committee (initially Member Governance Board) to ensure that the overall aims and objectives of the 2020 Partnership are achieved. This group is collectively accountable for the achievement of the 2020 Vision benefits and will approve / recommend to Members programme and project outputs, that impact the 2020 Partnership, and reports from Programme Team prior to approval by the Joint Committee (initially Member Governance Board).
- **Programme Team** – made up of the two senior managers appointed by the Member Governance Board to deliver the 2020 Vision, supported by strategic advisors and programme resources (see programme office). The Programme Team is responsible for the management and delivery of the programme, its associated projects, activities and benefits realisation.
- **Project Management** – the governance of each project will be tailored to the project but there are key elements that are consistent across all projects in the programme. Each project will be sponsored by one of the senior managers appointed by the Member Governance Board.
- **Programme Office** – is a pool of people who support the programme and projects (similar to corporate support services in an organisation).

It is important to re-iterate that the programme is a temporary means to an end. It is not set up to work in competition to existing services and structures but to work collaboratively with them.

Joint Committee

The purpose of the Joint Committee with respect to the programme is to:

- Provide political direction and guidance
- Approve the key deliverables
- Ensure the 2020 Vision business case benefits are delivered for the individuals councils as well as the partnership

The Joint Committee comprises of two Members for each of the partner authorities:

¹ This job title may change.

- Cllr Roger Whyborn and Cllr Wendy Flynn – Cheltenham Borough Council
- Cllr Lynden Stowe and Cllr Chris Hancock – Cotswold District Council
- Cllr Patrick Molyneux and Cllr Brian Robinson – Forest of Dean District Council
- Cllr James Mills and Cllr Colin Dingwall – West Oxfordshire District Council

Partnership Commissioning Group

The Partnership Commissioning Group has collective accountability for the successful realisation of the 2020 Vision benefits.

The Partnership Commissioning Group comprises of:

- David Neudegg – Partnership Managing Director
- Pat Pratley – Cheltenham Borough Council
- Sue Pangbourne – Forest of Dean District Council
- Frank Wilson – Cotswold District Council, West Oxfordshire District Council

Programme Team

The Programme Team has responsibility for the successful delivery of the programme, its associated projects, activities and benefits realisation.

The programme team consists of:

- David Neudegg – Partnership Managing Director and Senior Responsible Owner who is accountable to the Joint Committee (initially Member Governance Board) for the development of the partnership and delivery of the programme.
- Ralph Young - Programme Director who is responsible to the Joint Committee (initially Member Governance Board) for developing and delivering the 2020 Vision programme
- Jenny Poole – Financial strategic advisor
- Deb Bainbridge – HR strategic advisor
- Bhavna Patel – Legal strategic advisor
- Phil Martin – ICT strategic advisor
- Programme officers as required

Project Management

Projects and programme activities will be sponsored by a member of the Partnership Commissioning Group.

Each project will have a Project Manager who is responsible to a Project Board, which will include the project sponsor, a senior manager from the service(s) that will use the project outputs and a senior manager from the services that will provide specialist input to the project to enable it to be delivered (e.g. GOSS or ICT).

The Project Manager will lead a cross service project team which will include people from the service(s) that will use the project outputs and people from corporate support services e.g. GOSS , ICT and be supported by programme resources that form the Programme Office.

The size of the project board and team will vary depending on the size and complexity of the project. Although projects are largely autonomous in delivery, there will be a lot of links and interdependencies between projects and other programme activities which will be managed by programme managers.

Programme Office

Programme Office is a collective noun for the people and resources supporting the delivery of the programme. The purpose of the programme office is to:

- Manage the programme
- Provide specialist expertise and resources
- Provide programme information and intelligence
- Review and improve the programme

Programme resourcing is achieved in a number of ways including seconding a small number of individuals either full time or part time to the programme (see Appendix I) and projects; recognising short term growth in support services e.g. ICT and GOSS to support multiple projects and buying external specialist advice and resources if required; or by partner Councils 'gifting' resources where the amount of time or cost is small.

Making change happen

Delivering the 'mechanistic' part of the programme is important, but the most essential element to any change is the people affected, as they actually make the changes happen. This is supported through proactive **stakeholder engagement** by managers across the 2020 partnership; through releasing people to get involved in projects, the programme and business change; supported by programme officers. Training and development will be provided where necessary to help people to get involved.

Typically this level of involvement can be managed within current resource levels, however where there are specific workload issues which mean that it is not possible to release staff and managers to get involved, the service manager can put together a business case to request temporary back fill.

Programme assurance

Audit Cotswolds is the internal audit provider for the programme. Their role is to provide an independent, objective assurance and consulting activity designed to add value and improve the programmes operations. They will help the programme accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Stakeholder Engagement

What is a stakeholder?

A stakeholder is an individual, a group of people or an organisation that has an interest (or stake) in the 2020 Vision – basically it's anyone who is going to be affected by the changes made.

Why engage stakeholders?

There are two main reasons for engaging stakeholders:

- Their input improves the quality of what is delivered by the programme and projects and ensures things are fit for purpose
- To achieve the vision all stakeholders will need to make decisions, adjustments or change in some way. Engaging stakeholders enables them to do this.

The decisions, adjustments and changes each stakeholder needs to make will be very different depending on who they are and what their interest is. For some it will be a minor adjustment for others it will be a major decision or change.

What is engagement?

Whilst all stakeholders need to be kept informed with clear communication specific to them and their interests; some stakeholders will need to be more fully engaged.

Engagement includes all change management activities, events and communications, both internal and external. The 2020 Vision communications and engagement plan, which details the stakeholders and upcoming engagement activity is regularly reviewed and updated

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Programme Office - the following people form part of the Programme Office:

	Role	Postholder		Role description	How resourced
Programme Executive	Programme Director	Ralph Young	Full time	Lead the 2020 Vision programme	Internal appointment (open competition)
Programme Executive	Programme Manager (Support)	Kath Hoare	Part time	Manage the programme office	Internal appointment (open competition)
Programme Executive	Programme Manager (Implementation)	Jon Hyde	Full time	Programme manage partnership projects	Internal appointment (open competition)
Programme Executive	Programme Manager (Commissioning)	Ann Wolstencroft	Full time	Programme manage commissioning projects	Internal appointment (open competition)
Strategic Advice	Strategic Financial Advice	Jenny Poole	Part time	Provide strategic financial advice	Programme team appointment
Strategic Advice	Strategic HR Advice	Deb Bainbridge	Part time	Provide strategic HR advice	Programme team appointment
Strategic Advice	Strategic ICT Advice	Phil Martin	Part time	Provide strategic ICT advice	Programme team appointment
Strategic Advice	Strategic Legal Advice	Bhavna Patel	Part time	Provide strategic legal advice	Programme team appointment
Professional Support	Programme Accountant	Louise Thomas / Myn Cotterill	Part time	To provide financial support to the programme and projects; e.g. business cases, budget & financial benefits monitoring	External appointment
Professional Support	Communication and Learning Officer	Rachael Orchard	Part time	Develop and deliver communication plan and share learning with other organisations	Internal appointment (open competition)
Professional Support	Programme Liaison	Karen Rushworth	Part time	To ensure the programme office maintains transparency and remains in touch with what is going on in the partner Councils	Programme team appointment
Professional Support	Programme Administration	Hayley Watts	Part time	To administer programme meetings and programme documentation	Programme team appointment
Professional Support	Risk Officer	TBC	Part time	To ensure programme and project risks are managed effectively	To be decided
Professional Support	Benefits Realisation Officer	TBC	Part time	To ensure programme benefits are tracked and realised	To be decided

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