

# Public Document Pack

Friday, 16 June 2017

## **2020 PARTNERSHIP JOINT COMMITTEE**

Minutes of a meeting of the 2020 Partnership Joint Committee held in West Oxfordshire District Council on Friday, 16 June 2017 at 10.00 am.

### **Present**

#### **Chairman**

**Vice Chairman**      Councillor James Mills

Councillors Colin Dingwall, Wendy Flynn, Christopher Hancock,  
Brian Robinson and Roger Whyborn

#### **Officers**

David Neudegg, Managing Director  
Claire Hughes, Legal Team Manager and Monitoring Officer  
Tony Bees, Democratic Services Officer  
Phil Martin, Group Manager for IT  
Jenny Poole, Group Manager for Go Shared Services  
Frank Wilson, Chair of the Client Officer Group

**1. CHAIRMAN OF THE 2020 PARTNERSHIP JOINT COMMITTEE**

These minutes are not a verbatim record, but comprise the main points that members made. For these meetings the following acronyms will always be used.

GOSS – GO Shared Services  
CBC – Cheltenham Borough Council  
CDC – Cotswold District Council  
FODDC – Forest of Dean District Council  
WODC – West Oxfordshire District Council

The committee elected Cllr Patrick Molyneux as its chairman for the civic year 2017 to 2018.

**2. VICE CHAIRMAN OF THE 2020 PARTNERSHIP JOINT COMMITTEE**

The committee elected Cllr James Mills as its vice chairman for the civic year 2017 to 2018.

**3. APOLOGIES**

Apologies were received from Cllrs Mark Annett and Patrick Molyneux.

**4. URGENT BUSINESS**

The vice chairman in the chair identified no urgent business.

**5. MINUTES**

A typographical error was corrected (WODDC instead of WODC).  
The minutes of the meeting held on 10 February 2017 were confirmed and signed as an accurate record.

**6. DECLARATIONS OF INTEREST**

Cllr Flynn, David Neudegg, Frank Wilson and Sue Pangbourne all declared an interest as Directors of Publica.

**7. PUBLIC QUESTION TIME**

There had been one public question from the chairman of the Forest of Dean branch of the GMB union, which, although late, the committee agreed to consider under item 13.

**8. MEMBER QUESTIONS**

There were no member questions.

**9. 2020 PROGRAMME PLAN STATUS SUMMARY**

The Managing Director presented the summary, explaining that he would explain under agenda item 13 the timeline leading to the Publica start date.

The committee noted the summary.

**10. CLIENT OFFICER GROUP UPDATE**

The Chair of the Client Officer Group presented report PJC.19, commenting that all partners were content, although there were some issues around customer service due to additional workload for garden waste licences in FODDC and CDC and underlying resource issues in WODC. The group had discussed matters relating to the ongoing role of the group, suggesting a strategic level forum to include senior officers from partner councils, Ubico, CBH and the trust. This would run alongside one to one customer liaison regarding performance. He added that there would be an update to CBH and Ubico regarding Publica within the following few weeks.

The Managing Director said that, given service changes would occur on a one to one basis, those changes affecting all areas should be explained at the same time in the same forum.

Responding to a question regarding officer contactability for councillors in the Environmental and Regulatory Service (ERS), the Managing Director said that after strong representations from councillors CDC had trialled a dedicated councillor contact number for ERS, which, although not used much, would be rolled out to WODC and FODDC. He explained that the line enabled calls to be given a high priority, since councillors needed to respond to their communities.

Cllr Dingwall emphasised that effective communication was essential for all councillors across the partnership.

The Managing Director replied that specialist resource was being used to address the matter over the following months.

The committee noted the report.

## 11. **2016/17 BUDGET OUTTURN REPORT**

The Finance Advisor presented report PJC.20. She asked the committee to note that this was not a key decision and pointed to a typographical error on agenda page 25, where the figure at the bottom of column three should have read 17, 275,453.

She explained that it was still a difficult process to put together budgets separating committee delegated matters and client side issues. Additionally some budgets were funded in more than one way, using capital, revenue and grant income. The move to Publica would achieve greater clarity and be more transparent.

She confirmed that under the current financial rules the Finance Officer was able to distribute to partner councils any monies left over at the end of the financial year and agree for certain costs to be carried forward.

Cllr Robinson asked if decisions to roll forward funds involving large amounts should not be for this committee.

The Finance Advisor explained that year-end accounts needed to be complete by the end of May, and officers needed to make pragmatic decisions. To wait for the committee to ratify decisions would mean changing the accounts.

The Managing Director added that the figures involved a merged set of accounts. Any changes to budgets within Publica would need to be approved by clients and would show as additional income.

Cllr Robinson said that as a public document the report was light on detail and would need to give deeper detail for the public. Currently FODDC put expenditure on its website and he would not want that level of transparency to disappear.

The Finance Advisor explained that for this report budgets had been decided in 2015, which was before there was clarity over what the committee would consider, so it had been difficult to achieve detailed clarity.

The 2017/18 figures should be more coherent and Publica figures would be clear.

The Managing Director added that partner councils needed to set out their requirements with regard to budget reporting to Publica in their contracts. It was a matter of achieving a balance and would be picked up as part of the process towards the Publica start date.

The chairman checked that the committee was happy with the report and that issues raised would be addressed.

The committee noted the report.

## **12. 2020 JOINT COMMITTEE AND FUTURE PROGRAMME GOVERNANCE**

The Managing Director presented report PJC.18, explaining that existing arrangements would require adjustment. He explained that the idea of the Member Representative Board had reflected part of the principles agreed by the partner councils as part of a desire to see unanimity of decision making on key issues.

He restated that the programme plan resided with the joint committee and would be handed over to Publica, which would deliver on members' behalf. Publica would then need to review its ongoing need for the programme team staff members, some of whom were seconded and others on temporary contracts.

The Monitoring Officer clarified that any financial implications regarding the programme funding had already been agreed as part of its budget, so the matter was not a key decision.

Cllr Whyborn asked how the elected members would meet after Publica handover.

The Managing Director replied that the setting up of the Member Representative Board had been part of the member agreement. This board would require terms of reference. A second group with a broader base could mirror the Client Officer Group to further enhance elected member communication. He emphasised that as a Teckal company Publica had to be controlled by its owners – the partner councils. This mechanism was one way of demonstrating that to be the case.

Cllr Hancock believed that a broader group would be good, adding that it would be necessary to think of a way to embed that form of liaison to engage the councils and their staff.

Cllr Dingwall thought that a scrutiny-like group would cut down on the need for many smaller groups, as the wider that group was made, the more confidence it would give to all involved.

Cllr Robinson agreed, commenting that if the organisation initially 'went over the top' it would be easier to pare that down, but it would be much more difficult to broaden out a smaller initial group.

The Managing Director added that the Member Representative Board had a very specific purpose. A broader group could meet regularly for wider communication purposes. It would be good to keep the two separate in terms of their Terms of Reference.

Cllr Dingwall agreed that all councillors should feel part of the ownership and would be able to cross-fertilise ideas through this broader group.

#### **RESOLVED –**

- 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.*
- e) *The Joint Committee requests that Officers consider the establishment of a councillor body to meet regularly as a mechanism to promote two way communication between the Company and its Members.*

#### **13. PUBLICA UPDATE**

The Managing Director gave the presentation attached to these minutes.

After the presentation, the committee addressed the following (late) public question from the Forest of Dean GMB branch.

***At the branch meeting of the GMB, members asked for the following question to be asked.***

***How will the joint committee ensure that Publica recognises trade unions in accordance with the Forest of Dean District Council's resolution in October 2016 prior to the TUPE consultation with Forest of Dean District Council employees?***

***Full time officers of the GMB have made requests for recognition and would have expected to have an agreement in place by now.***

The Managing Director explained that the Publica board had established the principle of engaging all staff in the process, while acknowledging the councils' wish to recognise unions. The situation was complex because while FODDC recognised GMB and Unison, CDC only recognised Unison and WODC recognised neither. Work was ongoing, but not straightforward, so Publica had appointed an expert in the field to look into the issue with the full-time union officials. The intention was not to change much for staff at the transfer of employment, so there was a limited number of things required for formal consultation at this stage. He confirmed that he knew it was an issue and was aware of the Leaders' principle. The issue was on the agenda for the board's next meeting.

Cllr Whyborn said that it was perhaps presumptuous to expect union recognition at this point, because Publica was not yet the employer. His understanding was that employees would expect continuation of recognition. However, now that the group of employees was wider he understood why it needed to be looked at. In his experience a situation of some areas with collective bargaining and some without, together with harmonisation of terms and conditions was manageable. The key was goodwill, and the good employee relations enjoyed by CBC were not an accident, but the result of both sides working together for a long time. While the committee could not ensure that Publica recognise the GMB, the leaders' statement was clear and the committee would like Publica to continue in that direction.

Cllr Robinson commented that union recognition was part of the FODDC agreement to join in the formation of the company. He was looking for progress on that and waited to see how things came out, given that it sounded like that was the direction in which the partnership was working. He asked how long the transition would take.

The Managing Director replied that officers had always said that the timetable was for 2018, so the current year was being used to formulating the plan.

In considering key issues for staff in the transition, Cllr Dingwall repeated an expert's definition that stress was caused by the lack of ability to control one's own destiny. He believed that the solution was to achieve a balance of job satisfaction and workload. Managers should enable staff to do their jobs in the best way and under their control. He emphasised that staff were public servants and he would wish to keep the notion of good public service at the front of Publica's work. He suggested that there be a similar session to the one held at the racecourse for a broad spectrum of councillors before Publica became operational to share its business plan and philosophy.

Cllr Whyborn said that it was important to empower managers to achieve outcomes, while recognising that it was high-risk, and to enthuse all staff.

The Managing Director replied that the intention was to make managers more focused and to give people things that they were good at.

Cllr Hancock and the chairman looked forward to the cross-fertilisation for continuous improvement both formally and informally.

The Group Manager for IT gave the attached presentation.

Answering a question the group manager said that his team had done some research around different people's work needs. There were five or six needs ranging from the traditional working at the same desk all the time to mobile home/multiple site working and a range of staff were engaged in the research. This would feed into the organisational design work and would start with the notion of need rather than equipment. CBC was also running a project around smart working, which could cross-fertilise.

Cllr Dingwall emphasised that councillors' way of working should be harmonised, given that they have the same role and money not spent on different systems for different councillors.

Following on from the chairman's comment regarding the term 'device agnostic', the group manager explained that while some applications could not be autonomous, others could be the same across Publica, hence a multi layered approach. His team were aware of the need to avoid 'double keying'. He explained that the system available for video conferencing was flexible and could be used with customers.

Cllr Whyborn wished to stress that CBC would not always be going off 'in a different way' and wished to be part of the cross-fertilisation.

#### **14. EXEMPT BUSINESS**



There was no need to consider the exempt information.

**15. 2020 JOINT COMMITTEE AND FUTURE PROGRAMME GOVERNANCE**

There was no need to consider this information.

**The meeting ended at 12.28 pm**

Minutes prepared by Tony Bees

Phone: 01594 812623 Email: Julie.Jones@fdean.gov.uk

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# PUBLICA

Presentation to 2020 Partnership Joint Committee

Company Update

# Company Set Up

# Transfer Strategy

Publica will launch in the Autumn.

To get there we will have to put the company legal structures in place, transfer employees across and develop a brand

Keeping it simple with no other changes.

We will be doing the same job, with the same people, in the same place.

## Current Focus of the Board

Focus on a smooth transfer and transition to Publica

Maintain good communication channels with member Councils, Clients and Community partners (e.g. Parish Councils)

Focus on what we need to do NOW before thinking about the future

Ensure communication and engagement with employees

Establish good governance arrangements around Audit and Risk

The Board will have its first away day in August to put together its initial Business Plan and start to consider its approach to future improvements

# Transfer Plan

Detailed and complex with many interdependencies

First stage of company set up completed

Board has already determined:

- Approach to TUPE transfer
- Scheme of Delegations
- Risk Management Approach
- Standards and Values (The Publica Way)

Next two Board meetings will focus on:

- Communication Strategy
- Financial Rules
- Staff Consultation Arrangements
- Risk Register
- New Employee Terms and Conditions

# THE PUBLICA WAY

We put our customers first providing excellent service to our local communities, the councils and clients we support and our colleagues. Our aim is to have a reputation for service that is second to none. We do that by staying true to our shared values. This is the way we work and how we make our customers smile.



# We are AUTHENTIC

We act genuinely and transparently: doing the right thing for our customers, our organisation and each other.

- We don't just go through the motions. We take time to engage with, listen to and really understand our customers' needs.
- We're honest and decent. We admit it when we make a mistake, we put it right
- We look out for each other and are always ready to step in and help.

# We are FLEXIBLE

We are agile: adapting how and what we do to meet the demands of our customers, our colleagues, our local communities and the needs of the modern world.

- We are practical, use our common sense, insight and judgement. We are willing to adapt and make changes as the need arises.
- We go out of our way to deliver for our colleagues and for our customers, even if that means changing our plans.
- We are always willing to learn new methods, tools and techniques to improve the service we deliver and meet the future needs of our customers.

## We are MODERN

We are not set in our ways: constantly looking to find new ways to innovate and do things smarter.

- We are curious and ask questions. We create an environment where feedback and challenge is welcome.
- We innovate, embrace new technology and find ways to improve and work better.
- We work collaboratively, actively sharing our learning and experiences with each other and recognising each other's success and achievements.

## We are THOUGHTFUL

We take pride in delivering a great service: taking the time to understand and care about our customers and their needs.

- We work to high standards, aiming to add value at every opportunity and deliver our best.
- We are warm and approachable, acting professionally but still being friendly and kind.
- We respect our colleagues and customers.

# A New Deal for Staff

# Total Reward



## Characteristics of Current Approach

“Them and Us” judgemental culture – concerns about different benefits and conditions

Poor performance often goes unchecked.

Going that extra mile is not recognised and rewarded

Managers are not empowered to achieve outcomes.

Every Job is “unique” making advancement and progression difficult

High performers can get demotivated if they don't feel valued.

# Objectives for PUBLICA

Aligned to the companies' business objectives

Trusted

Based on contribution

Modern and Simple

Attractive and competitive

Transparent and understood



## Organisational Design – Current Position

Councils are traditionally structured around service blocks and management hierarchies

This leads to tendency for SILO mentality

SILOs and Hierarchies acts as a barrier and hindrance to improving capacity, resilience and flexibility

Challenges currently have to be resolved from within teams where better organisation solutions could be found

A bias towards blended leadership roles

Weakens management capacity and capability – skills can be spread thin

# Management Functions and Resources

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<b>Management Function</b>	<b>Current Availability</b>
Operations management	High
Skills /experience management	High
Resources management	Low
Data/knowledge/information management	Low
Employee management	Medium
Communications management	Medium

# Supporting Change

## Leadership Development Principles

- Focused on User Needs
- Keep It Simple
- Work in the Open
- Show the Thing
- Safe for people to speak up
- Agile Project Management
- Use evidence to make/inform decisions
- Be flexible and responsive,
- Work collaboratively
- Actively learn and share the learning

## KEY MESSAGES

Publica will launch in the Autumn. To get there we will have to put the company legal structures in place, transfer employees across and develop a brand but otherwise life will not change. We'll be doing the same job, with the same people in the same place.

This is a real opportunity. Once we've launched Publica, we're going to work together to create something new, somewhere better to work and somewhere that delivers better services to our communities.

Publica is ground breaking, and is the public sector as its best. It's not a private sector company, and doesn't aspire to be, it's efficient, sustainable, future focussed and customer centric. It delivers the cost efficiencies we need without damaging the important job we do.

At Publica we do things differently, we are authentic, flexible, modern and thoughtful in the way we work. We put our customers first, we have a standard and that's "The Publica Way"

# New Emerging ICT Strategy Framework

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# ackground

A new Joint ICT Strategy was approved at the end of 2014, which was designed to:

- \* Create an aligned and stable infrastructure based on a new technical architecture
- \* Build a secure and resilient network
- \* Undertake a comprehensive review of the Business systems and develop an Applications Plan
- \* Establish a joint ICT team and a common helpdesk approach

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# CT Strategy Framework Core Aims

- Be customer centric
- Create an environment where each unique organisation can create their own destiny
- Take advantage of globally available modern technology platforms and business systems
- Ensure the security of each organisation's data / information remains paramount

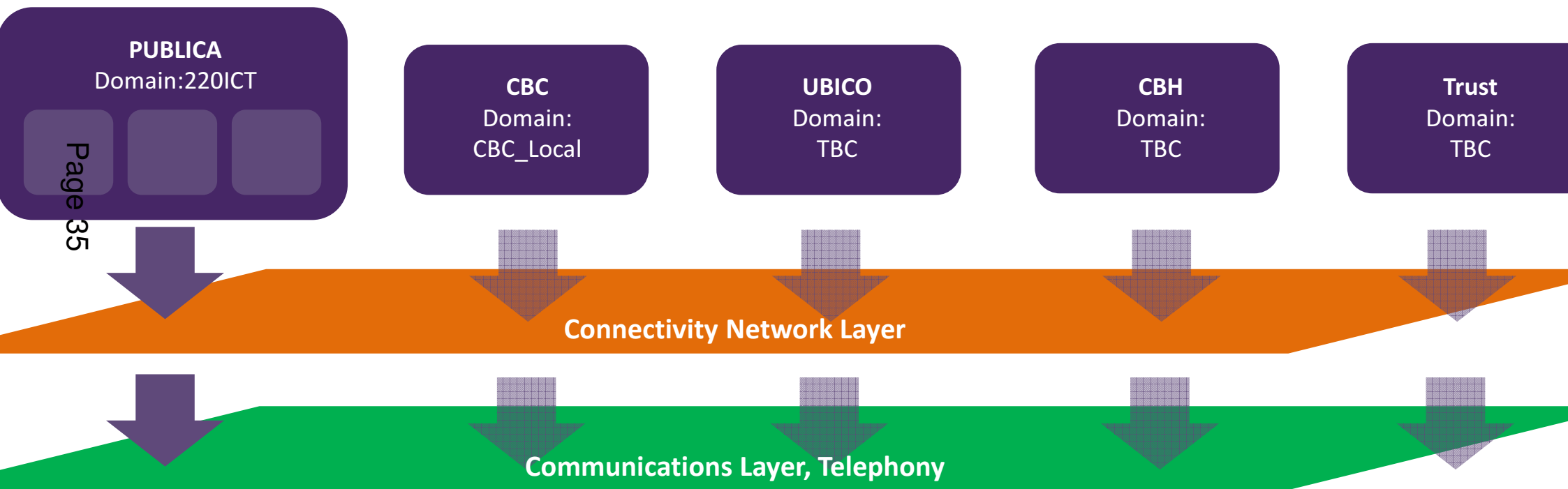


# Infrastructure and Network Layer

# Core Infrastructure Principles

- ICT infrastructure becomes multi-tenanted
- ICT infrastructure assets are sweated and where possible consolidated
- Some ICT Infrastructure will remain onsite to support existing solutions
- ICT Network is refocused on consuming Internet Services

# Security Domains and Infrastructure



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# THE APPLICATION LAYER

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# Outcome of Review

During 2015 an audit was carried out of all application systems in use across the 2020 Partner organisations, which found:

- \* There is over 130 applications with very few (less than 10) in use across more than two organisations
- \* There is only 1 truly shared system across the partnership
- \* There are some systems we own more than once
- \* Contract Management is devolved
- \* Many were inflexible and company driven
- \* Customers and Officers can't access information

# Core Application Principles

Maximise the potential of each product set we own first

Ensure that all new systems / applications are inherently

- \* flexible
- \* scalable
- \* and device agnostic

## Next Steps

- Continue meeting with all organisations to understand their needs, aims and objectives to feed into a Strategy designed to meet these
- Complete the roll out of the new telephony system across all partners
- Identify, Model and Prototype an Application Platform approach
- Develop and trial device agnostic solutions
- Stop / Pause existing legacy system projects at WODC, CDC & FoD unless driven by legislation or statute to release capacity
- Continue to deploy devices that allow consumption of both Cloud & On Premise services / Applications to ensure there are no barriers to organisation redesign

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