



**CABINET**

**17<sup>TH</sup> SEPTEMBER 2015**

**AGENDA ITEM (7)**

**2020 VISION PROGRAMME**

<b>Accountable Member</b>	Councillor Lynden Stowe Leader of the Council
<b>Accountable Officer</b>	David Neudegg Chief Executive 01285 623000 david.neudegg@cotswold.gov.uk

<b>Purpose of Report</b>	To consider the report to the 2020 Vision Partnership Member Governance Board (attached as Annex A to this covering report), and make recommendations thereon to Full Council.
<b>Recommendation</b>	<p><b>That the Cabinet considers the report of the 2020 Vision Partnership Member Governance Board and makes recommendations as follows to the Council:</b></p> <ul style="list-style-type: none"><li><b>a. To enter into the Shared Services Partnership Structure described in Appendix A to Annex A to this report;</b></li><li><b>b. To determine an appropriate consequential revised Senior Management Structure for the Council (prior to establishment of the Joint Committee);</b></li><li><b>c. To adopt the Commissioning Strategy given at Appendix B to Annex A to this report;</b></li><li><b>d. To approve the Business Case shown at Appendix C to Annex A to this report;</b></li><li><b>e. To note the financial implications, costs and benefits shown in Section 13 of Annex A to this report;</b></li><li><b>f. To agree to the establishment of the 2020 Vision Joint Committee in accordance with Sections 101 and 102 of the Local Government Act 1972, Section 9EB of the Local Government Act 2000 and the Local Authorities (Arrangement for the Discharge of Functions)(England) Regulations 2012, with draft Constitution as given in Appendix D to Annex A to this report;</b></li><li><b>g. To delegate authority to the Strategic Director (Corporate Resources), in consultation with the Leader, the Section 151 Officer and the Monitoring Officer to finalise and complete the Inter Authority Agreement (including the Constitution) and other documentation on terms to be approved by the Joint Head of Legal and Property Services and to take all necessary steps to create the 2020 Vision Joint Committee by April 2016;</b></li></ul>

	<p><b>h. To agree that the existing Member Governance Board arrangements will continue until the 2020 Vision Joint Committee is created;</b></p> <p><b>i. Upon the establishment of the 2020 Vision Joint Committee:</b></p> <ul style="list-style-type: none"> <li><b>(i) to authorise the delegation to the 2020 Vision Joint Committee of this Council's functions as described in the Constitution for the 2020 Vision Joint Committee;</b></li> <li><b>(ii) to agree to appoint Forest of Dean District Council as Administering Authority to provide administration support to the Joint Committee;</b></li> <li><b>(iii) to agree to appoint Cotswold District Council as the Accountable Body to provide financial support to the Joint Committee and enter into any contracts required on behalf of the Joint Committee;</b></li> <li><b>(iv) to agree to appoint the following Councils for the following functions of the Joint Committee:</b>  <b>Forest of Dean - Monitoring Officer</b>  <b>Cotswold - S151 Finance Officer</b>  <b>Forest of Dean - Clerk to the Joint Committee;</b>  <b>and</b></li> <li><b>(v) to agree to appoint the Leader and the Cabinet Member for Enterprise and Partnerships as this Council's representatives to the 2020 Vision Joint Committee;</b></li> </ul> <p><b>j. To confirm the appointment of David Neudegg as the Partnership Managing Director;</b></p> <p><b>k. Pursuant to Section 113 of the Local Government Act 1972, to make available to the Joint Committee such staff as are required by the Joint Committee to fulfil the functions delegated to it;</b></p> <p><b>l. To receive a report and business case during 2016 on the establishment of a local authority company for the delivery of the functions of the 2020 Partnership, or alternatively the continuation of the Joint Committee;</b></p> <p><b>m. To delegate authority to the Head of Democratic Services to make any consequential amendments to the Council's Constitution.</b></p>
<p><b>Reason(s) for Recommendation(s)</b></p>	<p>The 2020 Vision is a Key Task identified in the approved Corporate Plan which supports the objective of providing value for money services that effectively meet the needs of customers.</p>

<p><b>Ward(s) Affected</b></p>	<p>All</p>
<p><b>Key Decision</b></p>	<p>Yes</p>

<b>Recommendation to Council</b>	Yes
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<b>Financial Implications</b>	The outline business case (Appendix C to Annex A to this covering report) sets out the detailed financial implications of the 2020 Vision programme. The objective is to ultimately deliver approximately £1.7m of annual recurring revenue savings.
<b>Legal and Human Rights Implications</b>	These are contained within Annex A to this covering report
<b>Environmental and Sustainability Implications</b>	Not applicable
<b>Human Resource Implications</b>	These are included within Annex A to this covering report

<b>Key Risks</b>	These are contained within Appendix C to Annex A to this covering report.
<b>Equalities Impact Assessment</b>	An Equalities Impact Assessment has been completed and is attached at Appendix E to Annex A to this covering report

<b>Related Decisions</b>	Cabinet , 4 <sup>th</sup> December 2014 - Approval of establishment of a shared services partnership venture, and related decisions Cabinet , 11 <sup>th</sup> June 2015 - Approval of Memorandum of Understanding
<b>Background Documents</b>	(i) 2020 Partnership/Programme Board Minutes (ii) 2020 Vision for Joint Working business Case Review (August 2015) - CIPFA document
<b>Attachment(s)</b>	<b>Annex A</b> - Report to the 2020 Vision Partnership Member Governance Board, including:- Appendix A - Proposed Partnership Structure Appendix B - Commissioning Report Appendix C - Business Case ('hard' copy attached for Cabinet Members only) Appendix D - Joint Committee Draft Constitution Appendix E - Equality Impact Assessment <b>Annex B</b> - Baseline data re 2020 Vision Shared Services Savings

<b>Performance Management Follow Up</b>	(i) On-going staff engagement; (ii) Report to Council; (iii) Further reports and updates to Overview and Scrutiny Committee and Cabinet
<b>Options for Joint Working</b>	The 2020 Vision programme is a partnership between this Council, Cheltenham Borough Council, Forest of Dean District Council and West Oxfordshire District Council.

## Background Information

1. In December 2014, each 2020 Partner Council, through their respective decision-making arrangements, resolved to:
  - Establish a shared services partnership venture in early 2015 between the four authorities, managed by a joint committee operating under a Memorandum of Understanding for an interim period pending a further decision in the autumn of 2015;
  - Establish the roles of Interim Lead Commissioner, Interim Managing Director of the partnership venture and the appointment of the Programme Director.
  - Agree the creation of a project to develop effective commissioning arrangements for each authority, including exploring the potential for sharing commissioning functions where possible.
2. The decision was informed by a report drafted by Activist, which set out a number of outcomes, recommendations and principles that the new Partnership Venture will need to deliver against.
3. The 2020 Vision sets out an ambition for the authorities to become more efficient and effective by working together but without sacrificing their sovereignty - in fact, their ability to take the decisions needed for their locality would be strengthened.
4. The four authorities share a focus on efficiency and on achieving value for money for council tax payers. This concern for efficiency goes hand-in-hand with the partner authorities' shared vision of a district council having a wider responsibility for what is often characterised as 'place-shaping'.
5. A key shared challenge is addressing the year-on-year reductions in central government grant to local authorities. Each council's medium term financial strategy requires significant savings. Additionally, all four councils face a longer-term challenge of how to deal with the increasing costs of funding the employers' contributions to the Local Government Pension Scheme.
6. The authorities have made it clear that they would prefer not to make reductions in service levels or cut non-statutory services if at all possible.
7. Additionally, whilst there was a strong emphasis on the need for efficiency savings, there is also recognition that sharing could provide access to greater capacity and help make services more resilient.
8. The report also identified a series of challenges that members said they would like to see addressed as part of the detailed design phase of the Partnership Venture. These included the preservation of the sovereignty and identity of each local authority; the importance of maintaining local knowledge so that the public and members knew that they had staff they could rely on to respond effectively; and protecting what is unique about each authority. Additionally, each authority wanted access to impartial commissioning and client side advice from people they trust.
9. At its Meeting on 1<sup>st</sup> July 2015, the Overview and Scrutiny Committee considered a consultation paper setting out a number of key principles and proposals to meet the objectives and address the concerns. That Committee was content with the process, progress and approach.
10. At its Meeting on 4<sup>th</sup> December 2014, the Cabinet approved the establishment of a shared services partnership venture, and related decisions; and then on 11<sup>th</sup> June 2015 the Cabinet approved the Memorandum of Understanding.
11. **Annex A** to this report includes the report presented to the 2020 Vision Partnership Member Governance Board, and agreed for formal consideration by each of the Partner Councils. These documents were considered by the Overview and Scrutiny Committee at its Meeting on 1<sup>st</sup> September 2015, and any comments made will be reported at the Cabinet Meeting. One Member

requested that additional information be made available regarding the Council's "baseline funding position" - this data has been included at **Annex B**.

12. Each Partner Council will consider the report through its formal processes between now and the end of October. The Risk Register recognises that there remains a possibility of not all councils agreeing to the recommendations within the report.

13. An independent review of the Business Case has been undertaken by CIPFA and Proving Services. Their initial feedback is that the Business Case is positive with a large degree of tolerance making it both achievable and deliverable. They do, however, also identify that some differences between the partners are impacting upon the scale of ambition that could be achieved by the programme. Officers are liaising with the advisers to understand these issues further and identify the potential scale of additional financial savings that may be possible.

14. As part of the consultation, some Councillors queried where the 2020 Vision Programme sits in relation to the Government's devolution agenda. Both Gloucestershire and Oxfordshire councils have signalled their intent to seek further powers from Government as part of the current devolution agenda. In both cases, the aim is to bring responsibility for significant public expenditure to a single point of control, thus creating the potential to secure higher quality outcomes for local people in the context of reduced public expenditure.

15. Devolution is not an alternative to the 2020 Vision Programme - the two concepts would work well together. Devolution is about securing higher level strategic decision making powers from government or other national agencies together with additional funding that goes with those powers. The 2020 Vision Programme is about finding more cost-effective ways of delivering local services in light of the continuing squeeze on local funding. The 2020 Vision Programme does not undermine any devolution conversations; if it progresses it would enhance our collective ability to respond to any powers that might be devolved because the four partners would have a louder voice together than they would alone.

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