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Council

WEST DEVON COUNCIL - TUESDAY, 25TH MARCH, 2014

Agenda, Reports and Minutes for the meeting

Agenda No Item

1. **Summons Letter** (Pages 1 - 2)

2. **Reports**

Reports to Council:

a) Item 4 - Senior Management Structure Review (Pages 3 - 32)

b) Item 5 - Flood Support Scheme - Funding Available from Central Government (Pages 33 - 48)

c) Item 6 - Schedule of Meetings for 2014/2015 (Pages 49 - 50)

3. **Minutes** (Pages 51 - 56)

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Please ask for: Tony Rose
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Your ref:
My ref
Date: 17th March 2014

COUNCIL SUMMONS

You are hereby summoned to attend a Special Meeting of the **WEST DEVON BOROUGH COUNCIL** to be held at the Council Chamber, Council Offices, Kilworthy Park, **TAVISTOCK** on **TUESDAY** the **25th** day of **MARCH 2014** at **4.30 pm**.

THE FOLLOWING BUSINESS IS PROPOSED TO BE TRANSACTED.

1. Apologies for absence
2. Declarations of Interest
Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

	Page No.
3. Business brought forward by or with the consent of the Mayor	
4. To receive the report of the Chief Executive on the Senior Management Structure Review	1
5. To receive the report of the Executive Director (Communities) & Head of Paid Service on the Flood Support Scheme – Funding Available from Central Government	28
6. To receive the Schedule of Meetings for 2014/2015	42

PART TWO – ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED (if any).

If any, the Council is recommended to pass the following resolution:

“**RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting for the undermentioned item of business on the grounds that exempt information may be disclosed as defined in Part I of Schedule 12(A) to the Act.”

Dated this 17th day of March 2014

A handwritten signature in black ink, appearing to read "R. Heard". The signature is written in a cursive style with a large initial "R" and a distinct "H".

Chief Executive

NAME OF COMMITTEE	COUNCIL
DATE	25 MARCH 2014
REPORT TITLE	T18 SENIOR MANAGEMENT STRUCTURE
Report of	CHIEF EXECUTIVE
WARDS AFFECTED	ALL

Summary of report: To set out the options for the future senior management structure, with the aim of clarifying the preferred option, proposing an appropriate selection process and considering the timing of any changes as the basis for formal consultation with directly affected staff.

Financial implications: One of the key criteria that will be used to judge the preferred option for the T18 Senior Management Structure will be its affordability to both Councils.

The blueprint model assumes that the number of senior management posts will reduce from 8.2 FTE “as is” to 5.7 FTE “to be”. The 8.2 FTE figure is derived from the proof of concept analysis. The difference from the actual 10 FTE posts is the amount of time collectively that SMT are spending in their professional expert role rather than on management and leadership. It is important to recognise that whilst the “to be” number is modelled in and there will be financial consequences if the number is varied, there is room for manoeuvre across the management numbers as a whole and it is critical to ensure that in moving from a theoretical model to a practical way forward that ensures sufficient management capacity and accountability, the numbers are not driven entirely by the model. Financial modelling will be carried out in the consultation period to inform the Council’s final decision in June.

The financial impact of any changes at senior management level are built into the T18 costings to the extent that the model provides for exit costs calculated based on an average cost. Exit costs at senior management level could be well above the average figure used.

RECOMMENDATIONS:

That Council favour the following as the basis for consultation with affected staff:

- (i) the organisational design as set out in para 1.5, which supports the future operating model, as set out in the report summarised at Appendix 1;

- (ii) the Executive Director model, subject to further experience of it over the next few months, with one Director responsible for Strategy and Commissioning and one for Service Delivery, the former to be Head of Paid Service;
- (iii) the appointment of five Heads of Service – two in the Strategy and Commissioning Group and three to manage Service Delivery;
- (iv) establishing an Income Generation lead role;
- (v) recruiting to the 7 senior management posts through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Head of Service equivalent posts then filled by the relevant Director in October; Heads of Service then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model commencing January 2015;
- (vi) the appointment of an Interim Head of Support Services in July to enable Phase 1a to commence from October. This will allow ICT, HR and Financial building blocks to be put in place to enable a successful transition to the T18 model, whilst allowing the relevant Director to make the long term appointment;
- (vii) the appointment of the two Directors by a Member Panel of six, decided by the two Leaders – three from West Devon and three from South Hams. The Member Panel will sit in on the appointments of Heads of Service and the Lead Income Generation role, with the ultimate decision residing with the relevant Director;
- (viii) that remuneration and terms and conditions for the seven senior management roles and the Lead Income Generation role to be determined by Council in June on the recommendation of the Appointment Panel members.

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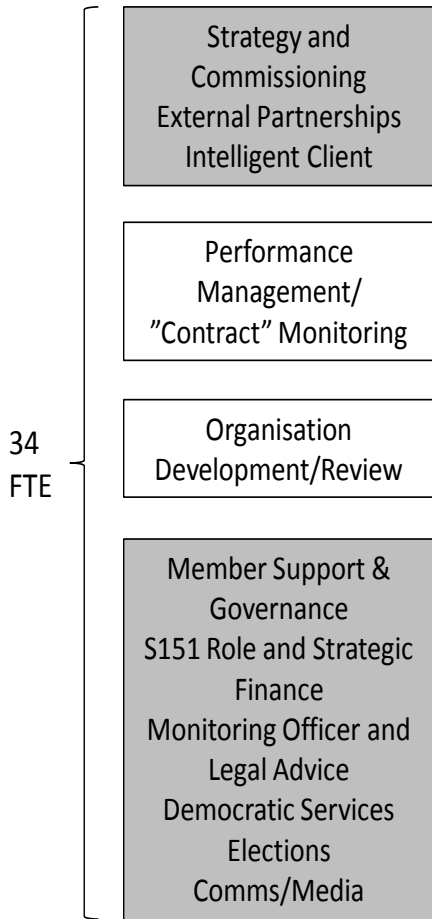
1. BACKGROUND

- 1.1 The future operating model blueprint report was circulated widely amongst Members and officers on 24 January 2014. It firms up the design developed in the proof of concept phase; refines the detail required for the delivery of the T18 model; develops the business case and sets out an organisational design. The Blueprint summary report needs to be read and understood in conjunction with this report. The summary is attached at Appendix 1.
- 1.2 The future operating model has been designed to operate in accordance with a set of principles:
 - Prevention and reduction of demand through enabling customers and communities

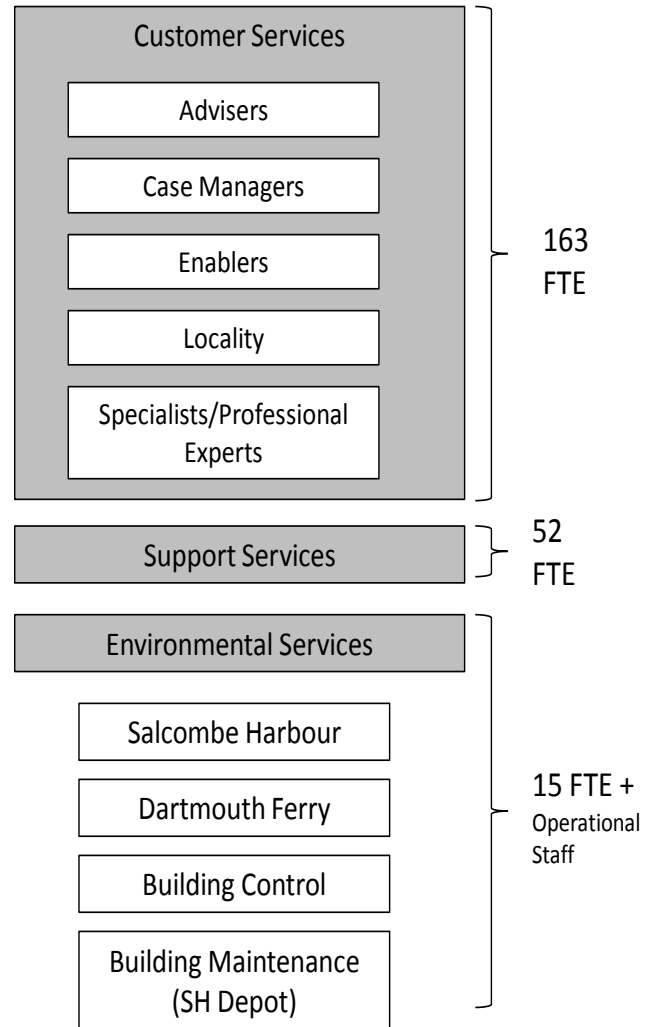
- A modern, streamlined and efficient approach including common technology, processes and roles
 - Improved access to council services and information for customers
 - Earliest possible resolution of customer enquiries, reports and requests
 - Shifting work forwards in the organisation towards customer facing staff
 - An accessible and actionable feedback process
 - Measuring performance to drive improvements
 - Ensuring a sustainable level and quality of services
 - Skilled, knowledgeable, empowered staff with attitudes and behaviours that support the model
- 1.3 The design of the senior management structure follows these principles. One of the key elements of the design as far as the senior management structure is concerned is the splitting of Strategy and Commissioning from the Delivery elements.
- 1.4 Sitting within the Strategy and Commissioning team will include some but not all of the organisation's senior management, the Elections team and Member Support. The model envisages 33.6 FTEs.
- 1.5 The majority of staff will sit in the delivery teams. The model envisages 163.4 posts in the Universal Customer Centre (UCC); 51.9 FTE posts in the Corporate Support team including Facilities and Assets; 15.4 FTEs in the specific delivery units such as the Recycling and Waste team and Property Services (not counting operational staff) and a further 16.6 FTE managers spread throughout the model.

Recommendation as a basis for consultation – (i) Favour the organisational design as set out below, which supports the future operating model, as set out in the report summarised at Appendix 1.

**HEAD OF PAID
SERVICE/STRATEGY &
COMMISSIONING DIRECTOR**



SERVICE DELIVERY DIRECTOR



- 1.6 The organisational design is not set in stone. It will be further refined as we move through the process design phase and exact numbers will no doubt change.
- 1.7 Subject to approval it will be used as the basis for consultation with affected staff in line with the Managing Organisational Change Policy and Redeployment Policy.
- 1.8 I need to emphasise that the existing SMT has shown huge commitment to the T18 model, despite the fact that it places their jobs at risk. If there is staff fall out arising from this review I would want to stress that this is no reflection on personal capability or performance. Each and every member of SMT has performed their leadership role to great effect over the last three years. Their unselfish attitude and willingness to face up to the challenge in developing the T18 model exemplifies this.

2. DESIGN PRINCIPLES

2.1 The senior management structure has been designed in line with the following principles:

- The operating model dictates the structure. Form follows function;
- The 5.7 senior management posts in the operating model provides a starting off point and a guide, not an absolute;
- The structure needs to be designed to be flexible and with growth in the number of partners in mind, in line with the overall design of the model;
- Part of that flexibility includes the possibility that the structure may lead to alternative service delivery models within different elements of it. Whilst staff in the Strategy and Commissioning structure are always likely to remain in the employ of the Councils who are commissioning services, all other elements could be delivered by one or more alternative providers. The assumption is that whilst the distinctions between different parts of the organisation should be "soft" to start with, over time the splits may become harder edged. In consequence, initially the senior management will be drawn from across the organisation but as the model embeds the new ways of working and alternative service models are explored the senior management team, along with the rest of the organisation, will adapt;
- The principle of full sharing is maintained across all parts of the operating model, including within the Strategy and Commissioning group;
- As and when other partners join in there will be a separate discussion and negotiation about extending the shared service approach. There will be no presumption of sharing in the way that the two authorities have developed to date.

3. THE TWO BROAD OPTIONS

3.1 Appendix 3 of the Ignite report identified two broad options. The first shows a Chief Executive and two Directors, the second an Executive Director model with two Directors and no Chief Executive. In simple terms, the two broad options are to return to what we had pre-January 2014 or to retain the model that we moved to with two Executive Directors sharing overall responsibility with one taking on the statutory role and ultimate accountability as the Head of Paid Service.

3.2 Whilst both Councils have had long experience of operating with a Chief Executive, the recent decision to operate within an Executive Director model has not settled down yet. It is too early to draw conclusions as to its potential to deliver successful leadership in the new operating model. The pros and cons therefore remain theoretical at this stage although we can draw on experience elsewhere which suggests that the Executive Director model can work successfully in a commissioning model. In its favour:

- It reinforces the separation of the commissioning role from the service delivery role;
- It heralds a shift in the culture and design of the new operating model;
- Looking to the future it is easier to imagine the Executive Director model operating well in the situation where alternative service organisations are delivering services, compared to the Chief Executive model;
- Accountability is clear. The Service Director is directly responsible through the Head of Paid Service to elected Members for all aspects of service delivery. The Director for Strategy and Commissioning would assume the Head of Paid Service role and be ultimately accountable to elected Members for the overall strategy and direction of the organisation and its performance, not only in service delivery but the quality of its external relationships and reputation;
- It is cheaper to operate than the alternative model and if the individuals performing the roles are functioning well, evidence elsewhere suggests it is more cost effective than the Chief Executive model;
- Whilst both roles involve external relationship management there is a clear separation of responsibilities which will ensure clarity for external partners and stakeholders;
- It is hard to see how a Chief Executive and Director of Strategy and Commissioning could operate without overlap of functions, duplication and confused responsibilities within the Commissioning model. The essential elements of the lead role will be strategic positioning and advice; the political interface and external relationship management, along with performance monitoring of the “contract” with the service provider(s). These elements inform and reinforce one another. It would be artificial to assume they could be separated. The key issue therefore becomes one of capacity. Assuming the appointee is highly capable could that one individual manage the number and range of the responsibilities and relationships? The answer lies in the capability and capacity of other managers in the Strategy and Commissioning Group. If experienced Leads are appointed to the Strategy and Commissioning role, Performance Management, Organisation Development and Member Support and Governance roles the need for separate Chief Executive and Strategy Director roles diminishes;
- A large proportion of the workload of the existing Chief Executive role is linked to leadership of the total workforce and service delivery. Within the new model these responsibilities are divided, with the significant majority of the workforce being managed directly by the Service Delivery group, headed by the Service Delivery Director. Whilst the Head of Strategy and Commissioning would be the Head of Paid Service, the individual would have a more indirect relationship to the majority of staff. Line management responsibility would only extend through a management chain of command to the 34 or so individuals in the Strategy and Commissioning team.

- 3.3 There are counterbalancing arguments in favour of the Chief Executive and two Director model:
- It provides for more senior management clout;
 - It offers more resilience across the model;
 - It is a familiar and well understood model that staff, elected Members, external partners, stakeholders and the public at large comprehend, providing a clear figurehead for the overall organisation.

Recommendation as a basis for consultation – (ii) Favour the Executive Director model, subject to further experience of it over the next few months, with one Director responsible for Strategy and Commissioning and one for Service Delivery, the former to be Head of Paid Service;

4. THE SENIOR MANAGEMENT STRUCTURE – STRATEGY AND COMMISSIONING GROUP

- 4.1 Assuming that this recommendation is supported, the issues in the Strategy and Commissioning Group then boil down to - are the Performance Management, Organisation Development and Member Support & Governance functions the right groupings or should they be reconfigured and what is the seniority of managers within the groupings.
- 4.2 The design principles should be common across all of the model and the emphasis within the Strategy and Commissioning group will be on professional expertise. All four senior posts sitting below Director level will need to have high level professional expertise in their respective fields. Two of the teams will be relatively small specialist groupings and the lead role can absorb the managerial role as well. The Member Support and Governance team will need to be headed up by a senior manager of Head of Service equivalent level. The make up of the team below the senior manager will depend upon whether either a legally qualified officer is appointed or a Finance S151 appointment is made, or neither of the above.
- 4.3 The form of the groupings as set out looks entirely appropriate to the functions that will be carried out within the Strategy and Commissioning group. Further permutations could be considered but the groupings as set out should ensure a strong focus on the key functions of the overall model. I can see no justification for reconfiguring them at this design stage.
- 4.4 The lead roles within the Performance Management and Organisation Development/Review Groups are on a par with existing middle manager roles. The senior posts in the Member Support and Governance Group and the Strategy and Commissioning Group will be the equivalent of Head of Service, denoted in grey shading on the diagram in on page 4.

5. SENIOR MANAGEMENT STRUCTURE – SERVICE DELIVERY

The Service Delivery Director role

- 5.1 As designed the preferred option provides for a Director for Service Delivery with overall responsibility for all directly delivered services, including Customer Services, Support Services, Environmental Services and the other services set out in the diagram at Paragraph 1.5. This position will therefore have responsibility for the majority of staff who are providing service functions on behalf of the two organisations.
- 5.2 There is an option to invest more responsibility and accountability with the Service Leads and not appoint at Director level but this would dilute the power of the model and risk re-creating silos, albeit different ones to those we operate within now.
- 5.3 In terms of future proofing and when additional partners are attracted, the Director post will develop into a Group Director role, ensuring high quality, cost efficient services are provided to all commissioning bodies. In the event that alternative service providers are appointed to deliver various functions the role will change and adapt.

Customer Services

- 5.4 This is an absolutely critical part of the structure upon which the success of T18 depends. The lead role will be managing an estimated 163 staff carrying out a wide range of functions and responsibilities ranging from basic administrative work to highly specialised functions, through a minimum of 5 management posts each looking after one of the teams.
- 5.5 There is argument for dividing responsibilities between more than one Head of Service but that would risk weakening the integrity of the T18 model, potentially creating unnecessary conflict and recreating a silo mentality within this group. On balance, one Head of Service equivalent is preferred, acknowledging that s/he will be highly dependent on those managing the teams within the Customer Services group.
- 5.6 The exceptional size and scale of this post, relative to the other key elements of the T18 model, will need to be considered when the reward package and terms and conditions are settled.
- 5.7 It will be especially important to keep this post under review whilst the T18 model settles down. It may prove just too demanding for one individual however well they are supported by lead officers working to them.
- 5.8 The remaining management posts covering the Customer Service Advisers; Case Managers; Customer and Community Enabling; Mobile Locality Officers and the Specialists will be the equivalent of middle manager posts. The exact numbers of managers required should not be quantified at this stage. The appointed Customer Services Manager should take a view following their appointment.

Delivery Groupings

- 5.9 Two broad options need to be considered. The first is to aggregate all the Delivery teams into one major grouping under the leadership of one Head of Service equivalent. The other is to amalgamate different delivery elements in combination.
- 5.10 The first option would place a very significant burden on one Head of Service. It could present major risks to delivering high quality services even though the costs would be relatively low compared with any alternative.
- 5.11 The second option is favoured and amongst the criteria for defining how they could be grouped, the need to have an eye to future alternative service models rates higher than any other factor. Using this criteria Members might want to group the Environmental Services functions of Recycling/Waste; Street Scene, Green Space together whilst keeping Salcombe Harbour and Dartmouth Ferry as separate entities. Building Control stands alone. Building Maintenance (South Hams Depot) could stand alone or be placed within the Environmental Services group.
- 5.12 Depending on the configuration chosen the grouping that contains Recycling and Waste services should be managed by a Head of Service equivalent with middle manager equivalents taking the management responsibility for the other teams, accountable to the Service Delivery Director.

Support Services

- 5.13 Given the scale and range of functions within this grouping the Support Services lead officer clearly needs to be Head of Service equivalent. Lead specialists will be needed to take responsibility for HR, ICT and Finance functions and the appointed Head of Service equivalent will need to determine her/his own detailed management structure.

Recommendation as a basis for consultation – (iii) Appointment of five Heads of Service – two in the Strategy and Commissioning Group and three to manage Service Delivery

Income generation

- 5.14 Before leaving the detailed senior management structure and moving on to discuss the selection process and timing of appointments, consideration needs to be given to income generation within the model.
- 5.15 It was agreed at the outset that this would not form part of the operating model but since last March it is fair to say that Members from both Councils have expressed a growing interest in taking a more aggressive approach to income generation. Progress to date has been somewhat ad hoc and opportunistic and if we are serious about it we need to think more strategically and design it into any new structure.

- 5.16 At the same time it has to be acknowledged that of all the strategic opportunities available the T18 programme is the most lucrative of all. It remains vital that we do not put the T18 programme at risk by chasing other opportunities that distract officers or take up significant capacity. Many of the income generation opportunities that we are researching now need the input of senior ICT, HR, Environmental Services or Assets and Facilities staff, many of whom are critical to securing the early benefits from T18.
- 5.17 If Members do want to adopt a more strategic approach my recommendation would be that we design into the organisational model a post with the specific remit to develop the business to produce new income generation. This will need to be at a senior level. The post holder should be appointed on the basis of a two year contract, incentivised to secure a surplus and renewable on a rolling annual basis dependent on the return on investment achieved. The relationship between this post and the Service Delivery Director, the Delivery Lead or Leads and the Support Services Lead will need to be carefully defined as will the new Income Generation Lead's ability to call on services of staff within the Service Delivery group to support her/him as conceptual thinking is converted into practical business opportunities.
- 5.18 Members should note that this post has not been costed into the T18 model. Budget provision will need to be made for it if agreed.

Recommendation as a basis for consultation – (iv) Establish an Income Generation lead role;

- 5.19 If the recommendations at 5.13 and 5.18 are acceptable, detailed job descriptions and person specifications will be developed to be available before the formal decision is taken in June. Appropriate salaries and terms and conditions will be recommended to Council at the same time.

6. THE RECRUITMENT PROCESS

- 6.1 Key decisions relate to the timing of appointments and whether to go for internal or open competition for senior management posts.
- 6.2 There are four broad options when considering internal or open competition, each with their own advantages and disadvantages:
- the first is to recruit through an internal competition process in accordance with the Council's Managing Change Policy, reserving the right to go to open competition where suitable internal candidates are not found
 - the second is open competition for all senior management posts
 - the third is to decide on a case by case basis within carefully determined criteria
 - the fourth is to appoint through an internal competition on an interim basis, providing a "probationary" period as the T18 model beds down before deciding to expose all or any of the senior posts to external competition.

- 6.3 There are pros and cons to each of these options. The two Director posts should be open to competition but the arguments are more finely balanced in respect of the Head of Service equivalent posts. I favour open competition for all the senior management posts because it will provide the opportunity to compare against the best available candidates.

7. THE TIMING OF APPOINTMENTS

- 7.1 As T18 thinking and design has progressed SMT has given consideration to the timing of senior management appointments. Three broad options - go early, go late or be pragmatic have been aired. Each has its benefits and risks relating primarily to business as usual continuity, loss of performance and a drop in morale through the turbulence of transition. The appointment process needs to fit within the timetable for other appointments which are estimated to be January 2015 for most staff.
- 7.2 The timetable set out at Appendix 2 indicates that if open recruitment to SMT posts is agreed as recommended, a minimum of fifteen weeks would be required. If all senior posts need to be in place by December the recruitment process will need to start by early July at the latest (taking into account August).
- 7.3 Alternatively if the internal competition option is adopted to recruit the Directors, Heads of Service and Lead officers will take an absolute minimum of three months and potentially six months depending on the number of external appointments that are required.
- 7.4 In both scenarios the timetable assumes recruitment will take place in three phases, the first being the Directors, second the Heads of Service and then the Lead officers be they professional leads or managers.
- 7.5 Phasing is deliberately designed to allow each senior post the opportunity to influence the final design of the organisation they are to be responsible for and to appoint managers of their choice. If this is deemed not to be important the timetable could be reduced through concurrent recruitment of posts. In my view it is essential.
- 7.6 If Members wanted to appoint an external recruitment consultant to assist with selection then a further six weeks would need to be built into the process.
- 7.7 If the Chief Executive option was selected then a further three months would have to be added to the process, assuming the appointee would be able to assist in the recruitment of the two Directors whilst serving notice with her/his existing employer.

Phase 1a

- 7.8 The Blueprint report introduces Phase 1a as a preliminary phase covering Support Services to be introduced from October 2014. This will require an exception to the timetable with the appointment of the Head of Service equivalent out of sync with the rest of the senior management roles. The opportunity for the Service Director to influence this appointment would be lost.

- 7.9 The alternative is to appoint an Interim Head of Service equivalent in July until the permanent position can be filled in October.
- 7.10 If this course of action was to be adopted there would be a further choice between an internal or external interim appointment or using an appropriate individual provided through iESE or Ignite. The recommendation leaves all three options open to be explored during the consultation process.

Recommendations as a basis for consultation –

- (v) ***Recruit to the 7 senior management posts through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Head of Service equivalent posts then filled by the relevant Director in October; Heads of Service then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model commencing January 2015***
- (vi) ***Appointment of an Interim Head of Support Services in July to enable Phase 1a to commence from October. This will allow ICT, HR and Financial building blocks to be put in place to enable a successful transition to the T18 model, whilst allowing the relevant Director to make the long term appointment***

8. MEMBERS' ROLE IN THE RECRUITMENT PROCESS

- 8.1 The Constitution sets out that the Council is responsible for appointing to the post of Chief Executive/Head of Paid Service. On the last appointment an Interview Panel consisting of Group Leaders from each Council led the selection process before making their formal recommendation to Council.
- 8.2 The constitutional position for the recruitment of posts below Chief Executive/Head of Paid Service level is that each management postholder is responsible for line management appointments. The serving Chief Executive exercised his power guided by a Selection Panel of Members as described above when the present SMT was appointed in 2011 but ultimately the decisions as to who to appoint were his.
- 8.3 At Lead Officer level the responsibility for appointment should rest with the relevant Head of Service equivalent, as it did with the appointment of the Middle Managers in 2011. There is no Member involvement in these appointments.
- 8.4 The same Members will also need to set appropriate grades for the seven senior management roles. It is intended to carry out further research looking at comparable jobs in the rest of the South West and amongst those Councils that share Senior Management Teams. South West Councils will be consulted in line with the Pay Policy Statement agreed at Council on 13 February 2014.
- 8.5 It is probable that the present principle of paying the same salary to each Head of Service will need to change given the differing range of functions and responsibilities within the proposed structure.

- 8.6 The Appointments Panel will be in a position to make a recommendation to Council when the structure and recruitment process is finally determined in June 2014.

Recommendation as a basis for consultation –

(vii) Appointment of two Directors by a Member Panel of six, decided by the two Leaders – three from West Devon and three from South Hams. The Member Panel will sit in on the appointments of Heads of Service and the Lead Income Generation role, with the ultimate decision residing with the relevant Director

(viii) That remuneration and terms and conditions for the seven senior management roles and the Lead Income Generation role to be determined by Council in June on the recommendation of the Appointment Panel members.

9. LEGAL IMPLICATIONS AND STATUTORY POWERS

- 9.1 Whilst the appointment of staff below the Chief Executive/Head of Paid Service is ultimately the responsibility of the Head of Paid Service, following on from the report to Council in November 2013, this report sets out the options for the structure and appointment of the senior management to enable delivery of the T18 model.

10. FINANCIAL IMPLICATIONS

- 10.1 One of the key criteria that will be used to judge the preferred option for the T18 Senior Management Structure will be its affordability to both Councils. Financial modelling will be carried out in the consultation period to inform the Council's final decision in June.
- 10.2 Clearly it is impossible to predict the precise financial outcome because this will be dependent on the appointment process.
- 10.3 The financial impact of any changes at senior management level are built into the T18 costings to the extent that the model provides for exit costs calculated based on an average cost of £20,000 per member of staff. Exit costs at senior management level could be well above the average figure used. The current modelling shows an average exit cost within the existing Senior Management Team of £95,000 per member of staff. Exit costs consist of redundancy payments and actuarial pension strain costs. These exit costs are revenue costs that are one-off in nature and will be paid for by the annual recurring revenue savings generated by the T18 Programme. The payback period within the T18 costings is 2 years. Any impact on this will be assessed as shown in the Strategic Risks template at risk No 4(a).

11. RISK MANAGEMENT

- 11.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

12. OTHER CONSIDERATIONS

Corporate priorities engaged:	All
Considerations of equality and human rights:	Equality Impact Assessment will be carried out during the informal consultation phase
Biodiversity considerations:	None
Sustainability considerations:	None
Crime and disorder implications:	None
Background papers:	Proof of Concept Report Senior Management Structure reports to Council – January 2011
Appendices attached:	Appendix 1 – Blueprint Summary Report Appendix 2 – Timetable

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel		
1	Executive Director Model	That it fails to deliver senior management capacity needed to ensure success of the T18 model	5	2	10	To design sufficient capacity into the senior management structure to keep the structure under review and evaluate at the end of years 1 and 2	Council
2	Appointment Process	That it fails to deliver senior management capability needed to ensure success of the T18 model	5	2	10	An open recruitment process provides the widest field to select from	Appointments Panel
3(a)	Income Generation Lead Role	That it fails to deliver a return on the investment	3	3	9	Incentivise the postholder and accept that a reasonable amount of time will be needed to secure opportunities	Service Delivery Director
3(b)	Income Generation Lead Role	That it distracts key officers focussing on the success of the T18 model	4	3	12	To manage the relationships between the postholder and senior officers	Service Delivery Director

No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel		
4(a)	Open Competition	Could lead to significant redundancy costs and actuarial pension strain costs	3	1-5	3-15	For the Appointments Panel to take a balanced view at interview on the cost to both Councils and the impact on the payback period against the quality of candidates	Appointments Panel
4(b)	Open Competition	Could lead to an increased risk of lack of focus on delivery of the T18 Programme and puts already tight timescales and considerable workload at risk	3	2	6	As above	Appointments Panel
4(c)	Open Competition	Damage to wider staff morale in the short and medium term	3	3	9	As above	Appointments Panel
4(d)	Open Competition	Potential loss of knowledge, continuity and experience within the senior management team	2-5	1-5	2-25	As above	Appointments Panel
4(e)	Open Competition	Timescale could be at risk if external appointments are made and they then need time to find their feet and understand the new model	2-5	1-5	2-25	As above	Appointments Panel

No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership	
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
4(f)	Open Competition	Loss of expertise if unsuccessful candidates with responsibility for delivery of the T18 Programme leave the organisation	2	3	6		As above	Appointments Panel
4(g)	Open Competition	Challenge from the Unions that the approach does not meet the agreed Managing Change Policy	2	3	6		Appropriate consultation with the Unions to seek agreement	Chief Executive
5(a)	Interim Head of Support Services	An internal selection impacts negatively on the remaining internal candidates who will be critical to securing delivery of the model in the short term	2	4	8		To balance the risk against the risk of not proceeding with Phase 1a and the impact that would have on T18 implementation. Shift preference to external interim appointment	Executive Directors
5(b)	Interim Head of Support Services	An external selected candidate fails to understand the model and their role	3	2	6		The appointments process will need to secure an appropriate candidate	Executive Directors

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South Hams District Council and West Devon Borough Council

Future Operating Model Blueprint - Summary

1. Introduction

Following the completion of the Blueprinting phase, a report has been developed as a working document to initiate discussion. This is a summary of that report.

Please bear in mind that changes are inevitable along the way, as we mould the model to meet the needs of the two councils. However, the core concept of the Future Operating Model (FOM) remains the same.

Background

Last summer, we carried out a Proof of Concept of the Future Operating Model (FOM) to develop a business case. This identified potential savings for SH and WD Councils of 24% with a reduction of 97 Full Time Equivalent staff (FTEs) and £2.5 million in annual savings. The staff in scope for this initial area of work totalled 411 FTEs.

The Proof of Concept provided the basic data on which to make the decision to move forward with the FOM. The savings identified were sufficient enough to develop a technology specification, and implementation plan.

In order to provide the necessary detail for the technical specification and develop the implementation plan, a more detailed analysis of the FOM was needed covering all services.

This analysis – the Blueprinting activity – excludes the ferry and harbour workforce, tourism officers and the Area of Outstanding Natural Beauty team. The staff included within the Blueprinting activity was therefore reduced to 377 FTEs.

Approach

Our approach to developing the Blueprint has focused on two areas. Firstly, refining the activity analysis detail from the Proof of Concept phase by analysing the detailed activity of all service areas in scope. Secondly, we have used process analysis and mapping to understand how work is done in each of these service areas and how it might be modelled differently in the future.

Revised Business Case

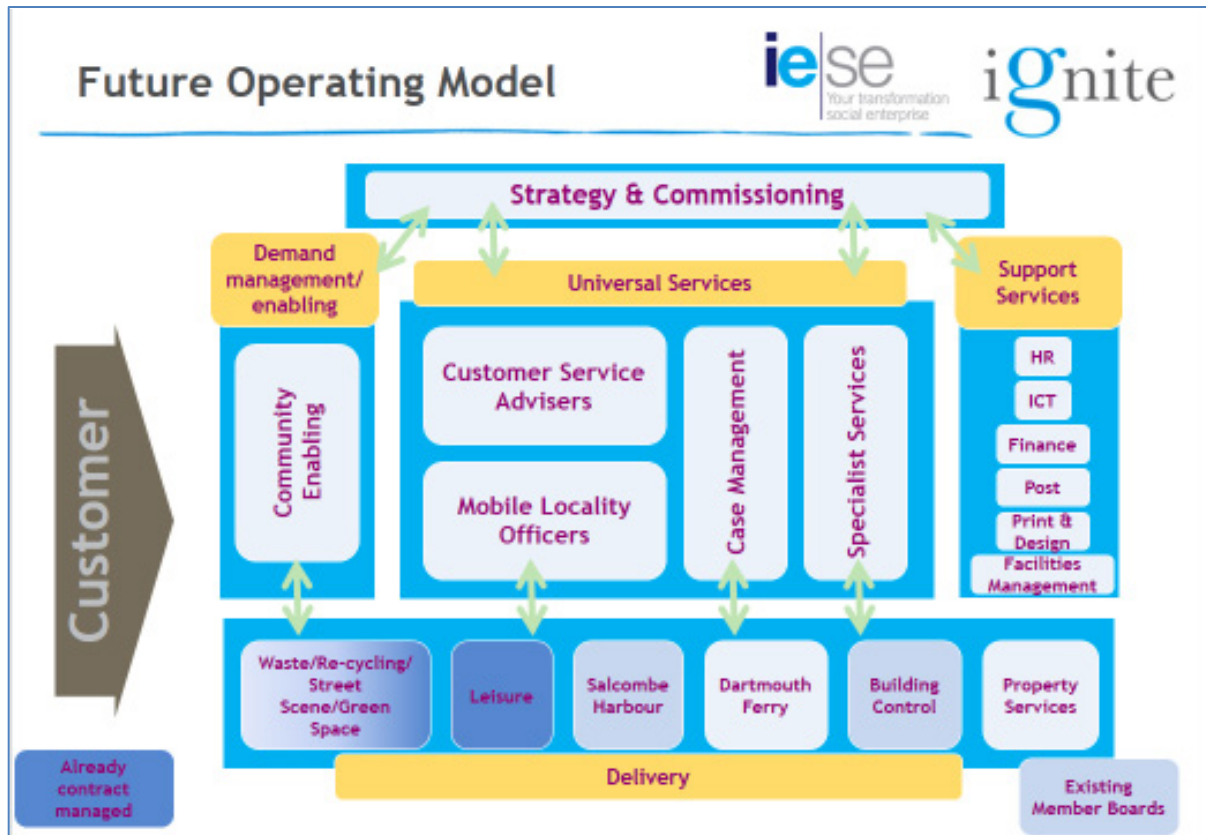
The report provides the detail required for the delivery of the Future Operating Model (FOM) for South Hams and West Devon Councils (SHWD). It includes a refined business case and an evidence based organisational design. A detailed implementation approach including governance structure and plan is included.

A total of 376.7 FTEs were identified as being in scope at a cost (base salary) of £9.629 million. As a result of the Blueprinting exercise the number of FTEs are reduced by 95 (25%) to 281.3 with a corresponding reduction of £2.299 million (24%) of base salary cost. With on costs estimated to be £614,442, this equates to an organisational saving of £2.913 million. (On costs have been calculated using actual base salaries plus percentages for each council).

Despite the FTE numbers in scope reducing from the Proof of Concept, the FTE reduction has only reduced from 97 to 95. However there is a larger reduction in financial saving between the two, which results from an increase in the number of more specialist level roles than planned in the Proof of Concept. Within the activity analysis it was apparent that in some areas, people were unwilling at this stage, to move some of the specialist activity to case management/mobile locality officers and community enabling. This will need to be

addressed through further understanding of the model during the detailed design phase to ensure that the original levels of predicted savings are achieved.

A revised FOM was developed:



Key elements of the FOM

- Delivery.** As described in the revised business case the Harbour and Ferry organisations sit outside the scope of the FOM design, however they remain in the context of being standalone/‘ring fenced’ delivery units. Additionally Building Control, whilst out of scope for the model, is part of Delivery as a ‘ring fenced’ operation with its own existing member board. All other delivery based personnel were also excluded, however there are elements of the existing activity within Waste & Recycling, Civil Enforcement & Street Scene and Green Space that were identified as service delivery. These will need to be combined with the core delivery unit to ring-fence service delivery in the new model during detailed design. Leisure services are a standalone unit as they are already predominantly a contract management function. Property Services, whilst predominantly supporting the internal customer are also shown separately as a delivery unit, although some elements will be split out to remain within the UCC. The diagram above shows a potential view of how these separate units could operate. In this framework each unit could be an ‘in-house’ delivery unit or a third party managed service.
- Support Services.** The FOM is based on the concept of customer service, which in the case of any organisation will predominantly focus on the external customer. However for support functions the concept of the internal customer must be introduced so that the same values and behaviours

permeate the organisation. In order to develop the FOM, understanding internal customer needs will support decisions on organisational design:

- Governance and democratic services. Typically provides support to the executive and governing body to fulfil the democratic process
- Support services. Typically provide support to the whole organisation, both operationally and strategically

As each of these areas has different customer needs, the FOM above shows Corporate Support Services aligned closely with the service delivery elements – universal customer contact, customer enabling and delivery. Democratic Support and Governance services will sit closer to the executive body within Strategy & Commissioning.

- **Universal customer contact.** Universal customer contact (UCC) encompasses all the activity associated with managing demand and providing universal services, including customer contact and all customer enabling, customer service, case management, resolving questions and issues (simple and complex), and scheduling input from others where required. Specialist advisors sit within the UCC providing technical and process supervision as well as complex case management and advice. Specialists also have an input to the development of strategy and policy, as well as supporting partnership relationships and working. Depending on how the customer enabling team is defined they may also have a key role in preventative and enabling work.
- **Strategy & Commissioning.** The strategy and commissioning element of the FOM is the activity and resource required to translate political will and ambition, and ensure that the Councils remains unique, accountable and capable public authorities. Decisions are still to be made by SMT concerning this element of work. However, we do know that the following activities are included:
 - Senior management
 - The strategic cycle incorporating community engagement, strategy development, service design and commissioning, strategic performance and contract management (working with service specialists)
 - Corporate project management through a programme management office (if required)
 - Democratic support (including the management of elections)
 - Corporate governance (including S151, monitoring officer, audit, strategic finance etc.)

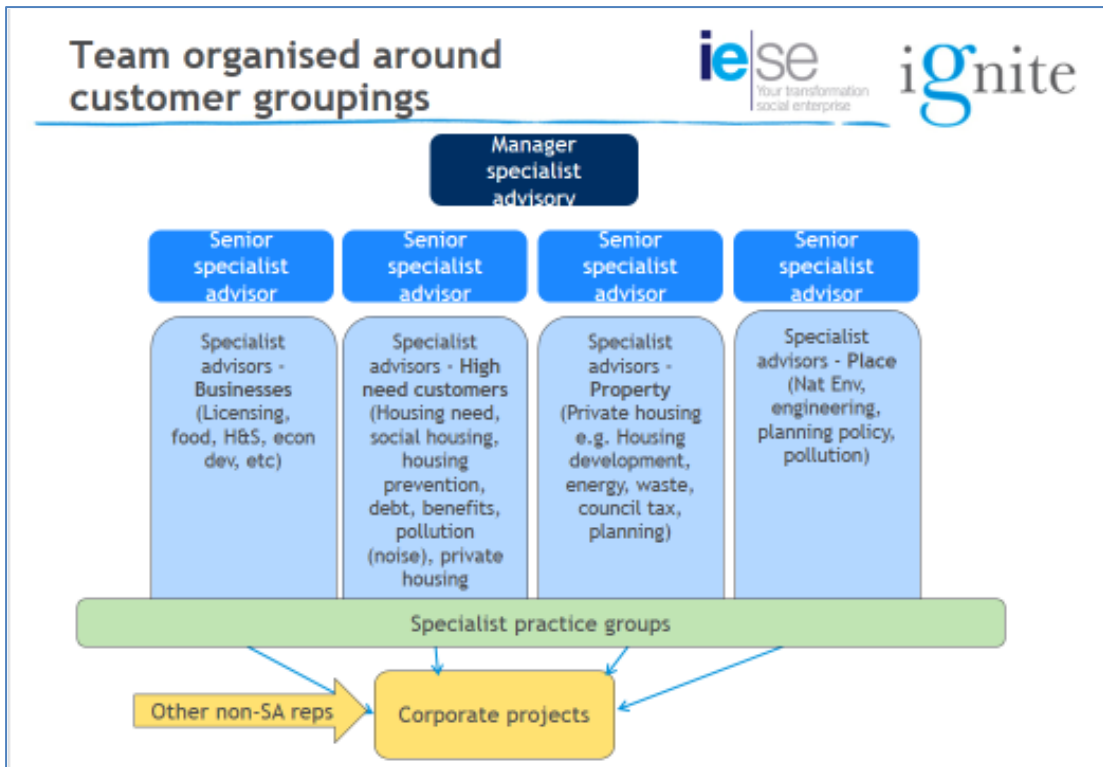
The activity analysis and process mapping have created initial headline numbers for each area of the FOM. At this stage the numbers are indicative but will need to be refined further in the organisational design and again in detailed design.

FOM Area	Sub Area	FTEs	Comments
Strategy & Commissioning		19.6	including senior management
Democratic Support		6.8	including election support & member services
Governance		7.2	Including some elements of finance, audit and legal
UCC	Community Enabling	8	
	Customer Service	30.3	
	Mobile Locality Officers	15.8	
	Case Management Workers	51.7	
	Specialists	57.6	including Service S&C
Service Delivery		15.8	including Asset Management
Support Services	Corporate Support	46.6	
	Facilities & Assets	5.3	
Management		16.6	
	TOTAL	281.3	

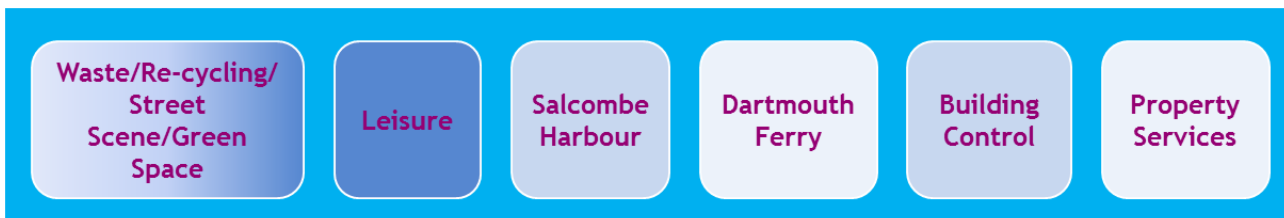
From the FOM a recommended organisational design is set out with specific implications for each area of the FOM. The key element of the design is splitting the Strategy & Commissioning (S&C) elements and the Service Delivery elements of the FOM. The split effectively to 'above the line' for S&C and 'below the line' for Service Delivery allows for the development of the model in the future to provide an intelligent client/Alternative Service Delivery Model or models (ASDEM(s)). As the model develops Service Delivery is likely to be provided by a mixture of in-house and external partners.

Recommendations have been made in terms of how the UCC elements are structured and assumptions have been made to support the design.

It is recommended that the specialist grouping within the UCC is based on customer type as this makes best use of the resources across a diverse geographical area, whilst breaking away from the traditional service groupings:



Technical supervision and support are maintained through ‘communities of practice’. A number of delivery units are established to create autonomous suppliers of services to the Councils, including Property Services. This creates an opportunity to consolidate delivery elements of all the property, asset, estates and facilities into a single business unit delivering services to the corporate client. Each of these will be able to build self-sufficiency and revenue opportunities:



Strategy & Commissioning incorporates Corporate Planning (managing the future), Performance Management (managing current service performance) and Business Developments. Corporate Support Services are set up in a similar model to that of the UCC embedding ways of working and behaviours in to the organisation. HR, IT, Finance & Audit, Post Services and Print & Design sit within this function. Elements of Facilities Management will also sit within this area. There is further opportunity for this element to be part of the future delivery unit model above.

Developing the Blueprint also has implications for the implementation plan. The key element of this is the need for a preliminary phase to implement future model non IT dependent changes particularly in corporate support services. These areas were mapped into the benefits realisation based on being able to release some remodelling, and some service processing benefits in this early phase – Phase 1a. It is expected that in HR and IT these will be limited in order to retain additional support through the programme. It is also expected that there will be some benefits realised in

Phase 1a by remodelling some Strategy & Commissioning elements of the FOM which will be realised out of detailed design.

Implementation

There are a number of key considerations from the FOM and organisational design development that have been considered in building the plan and structure for implementation. The proposal is to take a phased approach to implementation for the following key reasons:

- The organisational capacity for change is limited
- One big bang approach creates a significant risk for the organisation at cutover
- One big bang approach will result in an unacceptable deferral of benefits
- It will be difficult to maintain momentum and focus in the organisation during an extended period of large scale IT development

The critical path of the implementation will inevitably be determined by the technology stream and most change and benefits are dependent on IT for the future model currently being procured (FMIT). However, this is not universally true and in particular, much of the change in Support Services is not dependent on the implementation of the IT that is in the technology specification and procurement being launched in mid-January. Additionally in order to ensure that these services are supported in the right way to implement the FOM, the internal services need to be working – and behaving in the same way.

Therefore it is suggested that the following phases are created:

- **Phase 1a** – Quick wins and non IT dependent change
- **Phase 1b** – High priority FMIT dependent changes, establishing the Future Model “footprint”
- **Phase 2** – Lower priority FMIT dependent changes completing the Future Model across the organisation

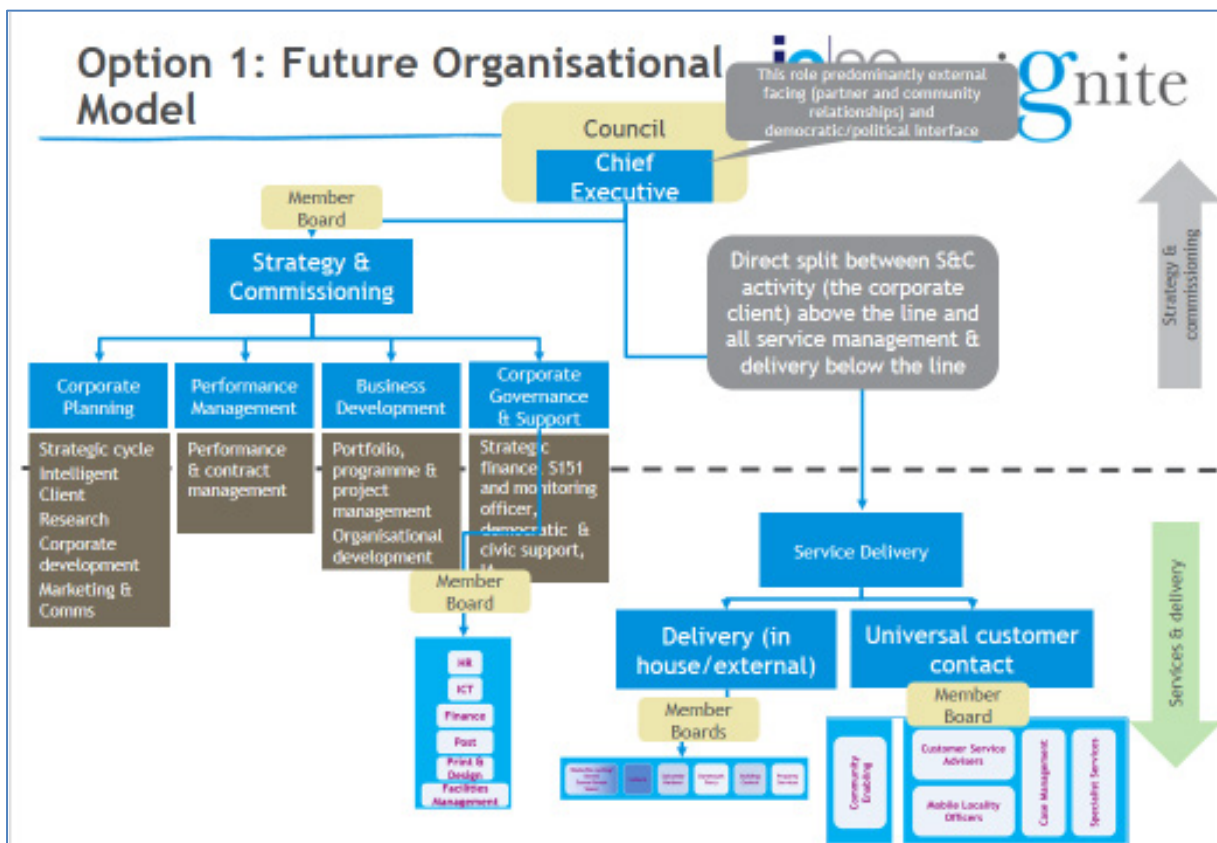
Other considerations are:

- **Process & Design.** Detailed design needs to focus on synergies from across the councils, in particular:
 - The activity analysis and process mapping undertaken during Blueprinting by each service now needs to be refined to ensure the processes are mapped to the FOM rather than ‘as-is’
 - Using the detailed process mapping to agree responsibilities and accountabilities
 - How the quick wins can be realised from remodelling activity that isn’t dependant on technology
 - Ensuring a common data set
- **People & Change.**
 - Refining the organisational designs within the FOM alongside the role specifications to establish person specifications/management levels etc.
 - Identifying and agree the behaviours required to drive the ways of working required
 - Developing the performance management approach to support the embedding of these behaviours

- Building on the engagement developed in Blueprinting to the wider staff population, creating communication and consultation approaches, as well as obtaining union engagement and agreement
- Creating the management of change framework to support the implementation
- Customer.
 - Creating a compelling message for communities and customers to understand and respond to the changes
 - Starting to build resilience and reduce demand
- Accommodation.
 - Mapping the organisational design to local requirements and building capability to support flexible and agile working
 - Creating the right working environment to support the FOM ways of working.

Management Structure

Although there are a number of possible options, two options were developed during Blueprinting. These will undoubtedly be amended and refined following further discussions:



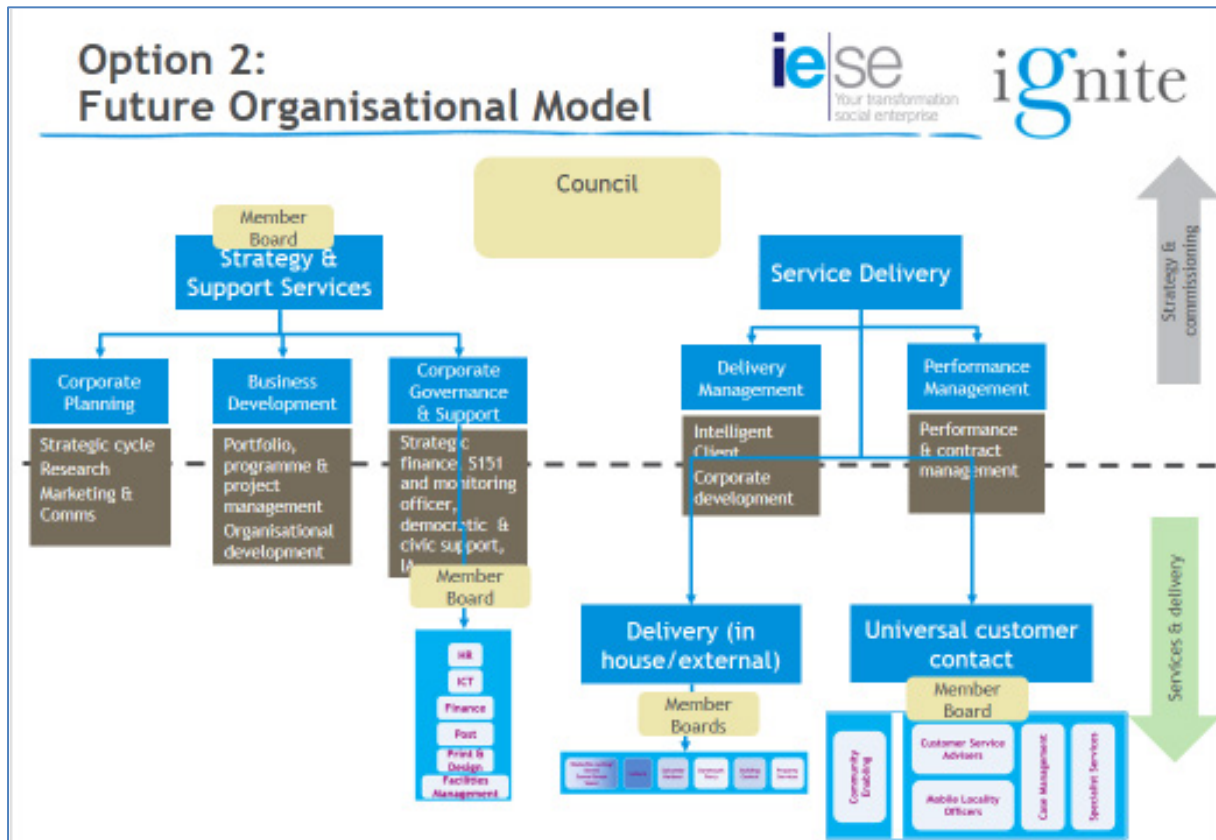
Option 1 consolidates ‘above the line’ activity within S&C into a single entity. Service delivery ‘below the line’ provides the potential for one or more ASDEMs. The Chief Executive remains separate in this model as a more traditional view of the senior management structure, particularly based on the requirement for an external relationship role. The S&C function has a wide remit covering forward looking corporate planning,

performance management and internal customer support. Anything 'below the line' could be delivered 'in-house' or by a third party. If the latter, elements 'below the line' may be servicing other customers in which case the relationship management within Service Delivery becomes a significant role, particularly if there is a mix across the delivery units. These considerations will have implications for how the senior management roles across S&C, HoPS and Service Delivery are aligned. It should be noted that whether or not a role sits 'above' or 'below the line' does not signify scale or seniority. They provide a number of further options depending essentially on how services are delivered. Some considerations will be:

- Requirements of the external relationship management role
- Scope of the S&C – this combines both an external and internal view of the customer, how compatible are these in one senior management role
- Scale of Service Delivery role depends on scope of future ASDEM – external market considerations will affect this, when does this role become relationship management rather than actual service management

Governance is illustrated through joint member boards across each delivery unit, the UCC and Corporate Governance & Support.

Option 2 provides for the development of an alternative senior management structure, aligning the Commissioning element with Service Delivery, i.e. Intelligent Client, Business Development and Performance Management. This leaves a Strategy and Corporate Support function managing the 'future planning', special projects and corporate support. In this option the HoPS could sit either side depending on how services develop. All elements 'below the line' remain the same.



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T18 Senior Management Recruitment Process Options

Week No

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25

Option1 Internal appointments, cascaded

Advertise Head of Paid Service
 Advertise Director Service Delivery
 Shortlist
 Interview and Appoint Or
 Go out to external competition
 Advertise
 Shortlist
 Interview and appoint

Then
 Heads of Service
 Advertise internally
 Shortlist
 Interview and appoint
 Or
 External competition
 Advertise
 Shortlist
 Interview and appoint

Then Lead roles
 Advertise internally
 Shortlist
 Interview and appoint
 Or
 External competition
 Advertise
 Shortlist
 Interview and appoint

O



Option 2 Open Competition

Advertise Head of Paid Service/Director Strategy

Advertise Director Service Delivery

Shortlist

Interview and appoint

Advertise Heads of Service

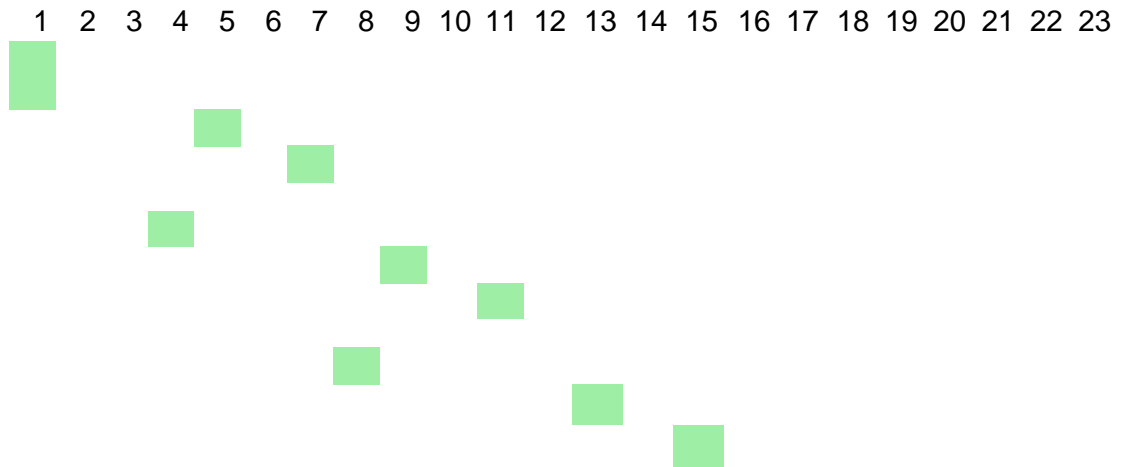
Shortlist

Interview and appoint

Advertise Lead roles

Shortlist

Interview and appoint



Option 3 mixed approach

Timescales fall within options 1 and 2

NAME OF COMMITTEE	Council
DATE	25th March 2014
REPORT TITLE	Flood Support Schemes
Report of	Alan Robinson, Executive Director (Communities) & Head of Paid Service
WARDS AFFECTED	All

Summary of report:

This report provides information about four new flood support schemes which will be administered by the Council, announced by the Prime Minister in the wake of the winter storms. The schemes principles were published in early March.

Financial implications:

The costs of the schemes are to be funded by Government.

RECOMMENDATIONS:

The Council **RESOLVES** to:

1. Adopt and administer the four flood/storm damage relief schemes;
2. To delegate authority to the Head of Environmental Health & Housing in consultation with the Chairman of Resources Committee to determine the details of the funding allocation process for the Repair and Renew Grant.
3. To delegate authority to the Head of ICT and Customer Services in consultation with the Chairman of Resources Committee to determine the details of the funding allocation process for Business Rate relief.
4. To delegate authority to the Head of ICT and Customer Services in consultation with the Chairman of Resources Committee to determine the details of the funding allocation process for Council Tax relief.
5. To delegate authority to the Head of Planning, Economy and Community in consultation with the Chairman of Community Services Committee to determine the funding allocation process for the Business Support Scheme.

Officer contact: Alan Robinson, Executive Director (Communities) & Head of Paid Service. Alan.robinson@swdevon.gov.uk

1. BACKGROUND

- 1.1 Government released guidance on 6th March 2014 regarding four new schemes to help homeowners and businesses recover from the adverse weather conditions since 1st December 2013. The guidance can be found in Appendix A.
- 1.2 The guidance sets out basic eligibility criteria and provides high level guidance to the local authorities responsible for administering these schemes.
- 1.3 All four schemes are to provide support for the impacts of flooding between 1 December 2013 and 31 March 2014.
- 1.4 Central Government have pledged that these funds will be made available quickly, hence the need for the principles of the schemes to be considered at Council, with the detailed arrangements resolved under delegated authority.

2. REPAIR AND RENEW GRANT

- 2.1 A scheme providing up to £5,000 per flood affected home or business to fund additional flood resilience or resistance measures for homes and businesses that have been flooded since 1st December 2013. The scheme will go live on 1st April 2014. Grants are intended to fund measures over and above repairs that would normally be covered by insurance and can be applied for by owners of flood affected homes or businesses.

3. BUSINESS RATE RELIEF

- 3.1 A scheme providing for 100 per cent business rate relief for three months. It will be for individual local billing authorities to adopt a local scheme and decide in each case when to grant relief under Section 47 of the Local Government Finance Act 1988 (as amended by the Localism Act). Businesses can apply to the Council.
- 3.2 Eligibility applies to owners of flood affected businesses meeting published criteria, including the premises has been flooded in whole or in part as a result of adverse weather conditions; and on that day, as a result of the flooding, the business activity was adversely affected; and that the rateable value of the premises on that day was less than £10 million.

4. COUNCIL TAX RELIEF

- 4.1 A scheme to support councils to provide council tax rebates where homes have been flooded. Local authorities can use powers under Section 13A of the Local Government Finance Act 1992 to grant council tax discounts on properties which have been flooded and householders whose homes have been flooded by the winter severe weather events are able to apply by contacting the Council.

5. BUSINESS SUPPORT SCHEME

- 5.1 This is a £10 million scheme to provide hardship funding for SME businesses affected by the floods developed by the Department for Business, Innovation and Skills (BIS). The Council has been awarded £20,000 from the Government Business Support Scheme. It is for local authorities to determine the type of things to provide grant for but could include: non-recoverable insurance excesses

for repair or replacement of buildings, equipment and stock; removal of debris, additional business accommodation, or extra staff costs; structural surveys, security measures, additional marketing, exceptional costs to improve access to/for suppliers and customers, etc.

- 5.2 This fund is available to businesses affected by flooding since 1st December 2013 and that have sustained hardship and significant loss of trade as a result of the floods. Those seeking to claim should apply to the Council.
- 5.3 The Government guidance has indicated that Councils will have discretion on the maximum payments to individual businesses with funding from the scheme, but have also indicated that in other similar recovery schemes the average claims were around £2,500 per business.

6. OTHER GOVERNMENT FUNDING SCHEMES AVAILABLE TO SUPPORT ECONOMIC RECOVERY FOLLOWING WINTER STORMS

- 6.1 Further financial support from Government includes a Farming Recovery Fund, which will be administered by Defra; Support for the Tourism Industry developed by BIS but administered by the Department for Culture, Media and Sport; and “Time to Pay”, administered by HMRC (Her Majesty’s Revenue and Customs). The Government has also negotiated commitments from major banks to provide financial support to businesses and individual customers affected by the storms.
- 6.2 The Government has also modified the Bellwin Scheme, which provides emergency financial assistance to any expenditure above a qualifying threshold. Enhancements have been made to the scheme to reflect the exceptional nature of recent storms. The changes allow for grant to be paid at 100% above the threshold, instead of the normal 85%.

7. LEGAL IMPLICATIONS

- 7.1 The relevant powers are set out under ‘statutory powers’ below. These schemes do not replace existing legislation or other schemes; they are in addition to those. In order to administer the schemes, the Council must agree to adopt a local scheme in each of the four areas.

8. FINANCIAL IMPLICATIONS

- 8.1 Central Government intend to reimburse any payments made. The Council has received a grant allocation of £20,000 for the Business Support Scheme (Section 5).


9. RISK MANAGEMENT

- 9.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

10. OTHER CONSIDERATIONS

Corporate priorities engaged:	Economy, homes and community life
Statutory powers:	Local Authorities can use discretionary relief powers. S.31 Local Government Act 2003 S.47 Local Government and Finance Act 1988 (as amended) S.13A Local government and Finance Act 1992
Considerations of equality and human rights:	Equality and human rights considerations will be determined as part of the detailed application and determination process for grant/relief.
Biodiversity considerations:	There are no biodiversity considerations.
Sustainability considerations:	This report relates to economic growth and prosperity of the district.
Crime and disorder implications:	There are no crime and disorder implications.
Background papers:	Flood Support Schemes (Guidance Note). Executive – 23 January 2014 – Update in respect of Use of Reserves for Beesands and North Sands
Appendices attached:	Appendix A Flood Support Schemes (March 2014)

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1.	Economy	Opportunity to support local businesses and residents during difficult economic times.	3	1	3		Government has pledged that the funds will be made available quickly. To ensure that the Council can support local communities as quickly as possible, it is recommended that the Council adopts the principles of the four schemes and delegates authority to establish the detailed arrangements to lead officers, in consultation with lead Members.	

Direction of travel symbols   

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Department for
Communities and
Local Government

Flood Support Schemes

Funding available from central government

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1. Introduction

1.1 Why have we produced this guide?

The country has been battered by extreme weather conditions – from tidal surges affecting the east coast to prolonged and extensive flooding in what has been the wettest winter in over 250 years. This has resulted in many areas remaining on high alert for extended periods as the emergency services, supported by local authorities, statutory agencies and local residents have battled to protect communities.

In view of the exceptional circumstances and the scale of the damage caused by the extreme winter weather, the government has introduced a range of schemes to assist communities and businesses to recover and to help local authorities meet the costs associated with protecting lives and properties in the future.

This guide provides brief summaries of the support available and gives links to further information on the individual schemes and how to apply to them.

1.2 Who is the guide aimed at?

The guide is intended to help local authorities, households and businesses affected by the extreme weather conditions since the beginning of December 2013.

2. Bellwin Scheme

2.1 What is it?

Emergency financial assistance available to local authorities in England incurring expenditure above a qualifying threshold in response to an emergency or disaster involving destruction of, or danger to, life or property.

Enhancements have been made to the scheme to reflect the exceptional nature of recent storms and the role councils play as first responders. The changes will ensure that grant is paid at 100 per cent above threshold instead of 85 per cent; extend the eligible spending period until 30th May 2014; reduce thresholds for all County Councils and Unitary Authorities; allow upfront payments to councils to ease cash flow and allow upper tier authorities with responsibility for Fire Services to claim on a comparable basis to standalone Fire Authorities for fire related costs.

2.2 What does it cover?

Cost incurred by Councils on immediate actions they take in connection with a disaster or emergency.

2.3 Who can apply?

Any Local Authority as defined in Section 155 of the Local Government and Housing Act 1989.

2.4 How can they apply?

Firstly by reporting the incident within one month by writing to Ade Ogunro, LGF-SRC, the Department for Communities and Local Government, Zone 5/H2 Eland

House, Bressenden Place, London SW1E 5DU (0303 444 1895; email [Bellwin@communities.gsi.gov.uk](mailto:bellwin@communities.gsi.gov.uk)).

The Local Authority must then complete all works in respect of which it intends to claim grant – normally within 2 months (but extended for the current scheme – to 6 months overall) and submit a claim unless otherwise specified by the Department, - one month after the end of the spending period. Claim form is at [www.gov.uk/government/uploads/system/uploads/attachment_data/file/210955/The_Bellwin_Scheme - claim form.doc](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/210955/The_Bellwin_Scheme_-_claim_form.doc).

Further details can be found at <http://www.gov.uk/government/publications/bellwin-scheme-2013-to-2014-guidance>.

3. Severe Weather Recovery Scheme

3.1 What is it?

A scheme funded jointly funded by Department for Communities and Local Government and the Department for Transport to contribute to costs incurred by help local authorities to support their communities and repair highways infrastructure. Initially a £7 million scheme, announced on 17th January 2014, but in recognition of pressures on Local Authorities and a prolonged Response period, **the Scheme has now been enhanced to £40 million** (announced on 26th February 2014) - £33.5 million for the highways element and £6.5 million for the communities element. The qualifying period for the communities' element of the grant has been extended, allowing for the fact that community support needs may take longer to be clarified.

3.2 What does it cover?

Recovery costs incurred by Councils on activities to support their communities and on local highway infrastructure repairs arising from the impact of the east coast tidal surge on 5th and 6th December and severe weather in early 2014. For the highways element the qualifying period ended on 7th February. For the communities' element, the qualifying period has been extended until the 30th May.

3.3 Who can apply?

Local Authorities in England except Somerset Councils for whom separate arrangements are being made.

3.4 How can they apply?

By single electronic application claim form, including guidance, which is available at <https://www.gov.uk/government/publications/severe-weather-recovery-scheme>.

The scheme closed on 19th February for claims in respect of highways infrastructure. The closing date for applications in respect of support to communities is 6th June. Local authorities who have submitted a claim in respect of the period 5th December 2013 to 7th February 2014 can submit a further claim covering the period 8th February to 30th May for the communities' element.

4. Farming Recovery Fund

4.1 What is it?

A £10 million Fund announced by the Prime Minister on the 12th February with further details announced at the NFU Annual General Meeting on 25th February by the Department for the Environment, Food and Rural Affairs (DEFRA) minister, George Eustice MP. This DEFRA sponsored fund is designed to support farm businesses to restore flooded agricultural land and bring it back into production as quickly as possible.

4.2 What does it cover?

Grants can be used to contribute to the cost (up to 100 per cent) of the restoration of agricultural land. For example materials, contractors costs to remove debris, restore drainage and farm access and to restore grassland. It will not cover activity that would normally be covered by insurance or cover farmers own labour and machinery costs.

4.3 Who can apply?

All farm businesses that require support who have been identified by DEFRA as being within flood impacted areas.

4.4 How can they apply?

The scheme opens on 28th February, application forms will be available from that date on www.gov.uk and applications should be sent to frf@defra.gsi.gov.uk. Applications must be submitted by 9th May 2014, but can be made before that date.

Further details and guidance is available at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284236/farming-recovery-fund-guidance.pdf

4.5 Additional Support from DEFRA

Farmers can also receive support for longer term activity designed to help build resilience in the business once land is restored, through the £10 million Farming and Forestry Improvement Scheme launched (FFIS Round 3) on the 4th February with the application window open until 4th April. FFIS offers grants of between £2,500 and £35,000 and up to 50 per cent funding. DEFRA are looking to extend the application window for those farmers in areas most affected by flooding.

DEFRA is also looking at flexibilities around regulations and scheme rules over a range of activities.

5. 'Repair and Renew' grant

5.1 What is it?

A scheme providing up to £5,000 per flood affected home or business to pay to fund additional flood resilience or resistance measures for homes and businesses that

have been flooded since 1st December 2013. The scheme will go live on 1st April 2014.

5.2 What does it cover?

Grants are intended to fund measures **over and above** repairs that would normally be covered by insurance.

5.3 Who can apply?

Owners of flood affected homes or businesses.

5.4 How can they apply?

By contacting their local authority. **Further details** can be found at <https://www.gov.uk/government/publications/flood-support-package-for-homeowners-and-businesses>.

6. Business Rate relief

6.1 What is it?

A scheme providing for 100 per cent business rate relief for 3-months

6.2 What does it cover?

It will be for individual local billing authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47 of the Local Government Finance Act 1988 (as amended by the Localism Act).

6.3 Who can apply?

Owners of flood affected businesses meeting published criteria: - the hereditament has been flooded in whole or in part as a result of adverse weather conditions; and on that day, as a result of the flooding at the hereditament, the business activity undertaken at the hereditament was adversely affected; and that the rateable value of the hereditament on that day was less than £10 million.

6.4 How can they apply?

Businesses should apply to their local authority. **Further details** are at <https://www.gov.uk/government/publications/flood-support-package-for-homeowners-and-businesses>.

7. Council Tax relief

7.1 What is it?

A scheme to support councils to provide council tax rebates where homes have been flooded.

7.2 What does it cover?

Local authorities can use powers under section 13A of the Local Government Finance Act 1992 to grant council tax discounts on properties which have been flooded.

7.3 Who can apply?

Householders whose home has been flooded by the winter severe weather events.

7.4 How can they apply?

Council tax payers should apply to their local authority. **Further details** can be found at <https://www.gov.uk/government/publications/flood-support-package-for-homeowners-and-businesses>.

8. Business Support Scheme

8.1 What is it?

A £10 million scheme to provide hardship funding for SME businesses affected by the floods developed by the Department for Business, Innovation and Skills (BIS).

8.2 What does it cover?

It is for local authorities to determine the type of things to provide grant for but could include: non-recoverable insurance excesses for repair or replacement of buildings, equipment and stock; removal of debris, additional business accommodation or extra staff costs; structural surveys, security measures, additional marketing, exceptional costs to improve access to/for suppliers and customers etc.

8.3 Who can apply?

Businesses affected by flooding since 1st December 2013 and that have sustained hardship and significant loss of trade as a result of the floods.

8.4 How can they apply?

Businesses should apply to their local authority, who will have been allocated additional funding for this purpose on the basis of an assessment of the number of businesses affected by the floods.

Further details are at <https://www.gov.uk/government/publications/flood-support-package-for-homeowners-and-businesses>.

9. Support for Tourism Industry

In addition to the Business Support package, developed by BIS, the Department for Culture, Media and Sport have announced a £2 million support package to help firms in flood-affected parts of England which rely on tourism.

The package takes the form of business advice and marketing activity and involves putting experts on the ground in flood hit areas to give practical advice and support to tourism businesses.

The advice will be offered to tourism and tourism related businesses at local workshops and drop in clinics. Businesses will be able to access up to 3 hours of support with an expert in key areas of advice following the events.

These are being organised locally by Destination Organisations and businesses should contact their local Destination Organisation in the first instance. The marketing activity is also being coordinated with local destinations; if businesses are interested in participating they should contact their local destinations organisation.

Further details VisitEngland has launched an [online toolkit](#) offering advice to help businesses affected return to trading as soon as possible.

10. Time to Pay

10.1 What is it?

A scheme allowing affected businesses additional time to pay taxes.

10.2 What does it cover?

All taxes owed to HMRC, including VAT, PAYE and corporation tax.

10.3 Who can apply?

Any business affected by the flooding.

10.4 How can they apply?

By phoning 0300 200 3835 and discussing with an adviser. **For further details** contact the hotline set up by HMRC for those who have been affected by flooding and may have difficulties in meeting their tax liabilities. The helpline is: 0800 904 7900.

11. Banking Sector Support

There is also a commitment by several major banks to provide financial support to business and individual customers affected by the floods – this includes loan and mortgage payment holidays and extended credit to private customers and small businesses. Banks and Building Societies participating including, **RBS, Lloyds, Barclays, HSBC, Santander** and the **Nationwide** who are all offering a range of support programmes.

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WEST DEVON BOROUGH COUNCIL SCHEDULE OF MEETINGS FOR 2014/2015

All meetings to be held in the Council Chamber at the West Devon Borough Council Offices,
Kilworthy Park, Tavistock PL19 0BZ

MAY 2014			
Monday	5	Bank Holiday	
Tuesday	6	Planning and Licensing Committee	10.00am
Tuesday	13	Annual Meeting	11.00am
Thursday	22	Site Inspections	
Monday	26	Bank Holiday	
JUNE			
Monday	2	Reserved for Special Meetings (if required)	
Tuesday	3	Planning & Licensing Committee	10.00am
Tuesday	10	Audit Committee	11.00am
Tuesday	17	Community Services Committee	2.00pm
Thursday	19	Site Inspections	
Tuesday	24	Overview and Scrutiny Committee	2.00pm
Monday	30	Reserved for Special Meetings (if required)	
JULY			
Tuesday	1	Planning & Licensing Committee	10.00am
Tuesday	15	Standards Committee	10.00am
Tuesday	15	Resources Committee	2.00pm
Thursday	17	Site Inspections	
Tuesday	22	Audit Committee	11.00am
	22	Council Meeting	4.30pm
Tuesday	29	Planning & Licensing Committee	10.00am
AUGUST			
Monday	4	Reserved for Special Meetings (if required)	
Thursday	14	Site Inspections	
Monday	25	Bank Holiday	
Tuesday	26	Planning & Licensing Committee	10.00am
SEPTEMBER			
Monday	1	Reserved for Special Meetings (if required)	
Tuesday	2	Community Services Committee	2.00pm
Thursday	11	Site Inspections	
Tuesday	23	Planning & Licensing Committee	10.00am
Tuesday	23	Audit Committee	2.00pm
OCTOBER			
Monday	6	Reserved for Special Meetings (if required)	
Tuesday	7	Resources Committee	2.00pm
Tuesday	7	Council Meeting	4.30 pm
Thursday	9	Site Inspections	
Tuesday	14	Standards Committee	11.00am
	14	Overview and Scrutiny Committee	2.00pm
Tuesday	21	Planning & Licensing Committee	10.00am
Tuesday	28	Community Services Committee	2.00pm

NOVEMBER

Monday	3	Reserved for Special Meetings (if required)	
Thursday	6	Site Inspections	
Tuesday	18	Planning & Licensing Committee	10.00am
Tuesday	25	Audit Committee	11.00am

DECEMBER

Monday	1	Reserved for Special Meetings (if required)	
Tuesday	2	Resources Committee	2.00pm
Thursday	4	Site Inspections	
Tuesday	9	Council Meeting	4.30pm
Tuesday	16	Planning & Licensing Committee	10.00am
Thursday	25	Christmas Day	
Friday	26	Boxing Day	

**JANUARY
2015**

Thursday	1	Bank Holiday	
Monday	5	Reserved for Special Meetings (if required)	
Thursday	8	Site Inspections	
Tuesday	13	Planning & Licensing Committee	10.00am
Tuesday	20	Community Services Committee	2.00pm
Tuesday	27	Overview and Scrutiny Committee	2.00pm
Thursday	29	Site Inspections	

FEBRUARY

Monday	2	Reserved for Special Meetings (if required)	
Tuesday	3	Resources Committee	2.00pm
Tuesday	10	Planning & Licensing Committee	10.00am
Tuesday	17	Council Meeting	4.30pm
Tuesday	24	Audit Committee	11.00am
	24	Meeting to set Council Tax	4.30pm
Thursday	26	Site Inspections	

MARCH

Monday	2	Reserved for Special Meetings (if required)	
Tuesday	3	Community Services Committee	2.00pm
Tuesday	10	Planning & Licensing Committee	10.00am
Tuesday	17	Standards Committee	10.00am
Tuesday	24	Overview and Scrutiny Committee	2.00pm
Wednesday	25	Site Inspections	

APRIL

Friday	3	Good Friday	
Monday	6	Easter Monday	
Tuesday	7	Planning & Licensing Committee	10.00am
Tuesday	14	Resources Committee	2.00pm
Tuesday	28	Audit Committee	11.00am

MAY

Monday	4	Bank Holiday	
Thursday	7	District and Borough Council Elections	
Tuesday	19	Annual Meeting	11.00am
Monday	25	Bank Holiday	
Tuesday	26	Planning & Licensing Committee	10.00am

To confirm any meeting date, please contact Committee Services on 01822 813662

All meetings are open to the public

Agenda Item 3

At the Special Meeting of the **WEST DEVON BOROUGH COUNCIL** held in the **COUNCIL CHAMBER, KILWORTHY PARK, TAVISTOCK** on **TUESDAY** the **25th** day of **MARCH 2014** at **4.30 pm** pursuant to Notice given and Summons duly served.

Present Cllr W G Cann OBE – The Mayor (In the Chair)

Cllr R E Baldwin	Cllr K Ball
Cllr M J R Benson	Cllr A Clish-Green
Cllr D W Cloke	Cllr M V L Ewings
Cllr C Hall	Cllr L J G Hockridge
Cllr D M Horn	Cllr A F Leech
Cllr C M Marsh	Cllr J B Moody
Cllr N Morgan	Cllr M E Morse
Cllr D E Moyse	Cllr C R Musgrave
Cllr T G Pearce	Cllr P J Ridgers
Cllr R F D Sampson	Cllr P R Sanders
Cllr D K A Sellis	Cllr J Sheldon
Cllr E H Sherrell	Cllr D Whitcomb

Chief Executive
Deputy Monitoring Officer
Democratic Services Manager

CM 83 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs S C Bailey, T J Hill, J R McInnes, R J Oxborough, L B Rose and D M Wilde.

CM 84 DECLARATION OF INTEREST

The Mayor invited Members to declare any interests in the items of business to be considered during the course of the meeting, but there were none made.

CM 85 BUSINESS BROUGHT FORWARD BY THE MAYOR

The Mayor informed that he had one item of business which he wished to bring forward to this meeting, which related to an update on the progress being made by the Leisure Working Group and a recent meeting which had taken place between Members and Kelly College representatives.

In the absence of the Chairman of the Community Services Committee, the Leader of Council provided an introduction, during which he made particular reference to:-

- the role of the Leisure Working Group, which was both geographically and politically balanced;
- the recent Community Services Committee decision to convene a meeting with representatives of Kelly College, with a view to College representatives providing Members with an informal briefing on their suggested proposals. The Leader advised that it had proven to be difficult to fix a date in the diary for this briefing and once a date had been agreed, College representatives had produced a draft discussion

- paper, which had been received at the very last minute prior to the meeting taking place;
- the subsequent confusion in respect of the confidential nature of the discussion paper and whether or not it should have been received by the Leisure Working Group only or the wider Council membership;
 - the purpose of the meeting being to hear from Kelly College representatives with regard to what potential options may be on the table for consideration;
 - it being stressed that no decisions relating to Leisure had been made yet; and
 - the next Working Group meeting having been scheduled to take place on Thursday, 3 April 2014.

During the discussion on this matter, the following points were raised:-

- (a) A Member advised of his strong concerns that the Council now found itself in this position;
- (b) A Member made reference to the progress which was being made by the Working Group and therefore questioned the merits of the wider membership having been invited to the meeting with Kelly College representatives;
- (c) The future of Meadowlands was emphasised as being absolutely critical to both the town of Tavistock and its hinterlands. In recognising this point, it was highlighted that any Council decision on this matter was likely to be incredibly difficult and very emotive;
- (d) Since the Leader had confirmed his belief that all informal working groups and task and finish groups should be open for any Member to attend (if they so wished), it was requested that such meetings be now publicised in the Members Bulletin publication.

CM 86

SENIOR MANAGEMENT STRUCTURE REVIEW

A report was considered which set out the options for the future senior management structure, with the aim of clarifying the preferred option, proposing an appropriate selection process and considering the timing of any changes as the basis for formal consultation with staff.

In discussion, reference was made to:-

- (a) South Hams District Council agreeing the recommendations as a basis for consultation at its meeting on 20 March 2014;
- (b) some minor amendments were suggested to the recommendation. Each amendment was agreed by the proposer and seconder of the motion and were therefore included in the substantive motion;
- (c) the proposed use of external advisors to support the recruitment and selection process. Some Members expressed their concerns at the financial implications of pursuing this approach;
- (d) the proposed Income Generation lead role. The Chief Executive advised that it was his view that this position should be a standalone

role, with the postholder having the attributes of being commercially aware and aggressive in their approach in order to exploit potential income generating opportunities;

- (e) a Member expressed his personal view that the proposed ratio of total managers to total staff was too excessive.

It was moved by Cllr P R Sanders, seconded by Cllr R E Baldwin and upon the motion being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that the Council favour the following as the basis for consultation with all staff:

- (i) the organisational design as set out in paragraph 1.5 of the presented agenda report, which supports the future operating model, as set out in the report and summarised at Appendix 1;
- (ii) the Executive Director model, subject to further experience of it over the next few months, with one Director responsible for Strategy and Commissioning and one for Service Delivery, the former to be Head of Paid Service;
- (iii) the appointment of five Heads of Service – two in the Strategy and Commissioning Group and three to manage Service Delivery;
- (iv) recruiting a separate income generation officer initially on a two year contract;
- (v) recruiting to the seven senior management posts through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Head of Service equivalent posts then filled by the relevant Director in October; Heads of Service then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model commencing January 2015;
- (vi) the appointment of an Interim Head of Support Services in July to enable Phase 1a to commence from October. This will allow ICT, HR and Financial building blocks to be put in place to enable a successful transition to the T18 model, whilst allowing the relevant Director to make the long term appointment;

- (vii) the appointment of the two Directors by a Member Panel of six, decided by the two Leaders – three from West Devon and three from South Hams, who will be supported by professional independent expertise. The Member Panel will sit in on the appointments of Heads of Service and the Lead Income Generation role, with the ultimate decision residing with the relevant Director;
- (viii) that remuneration and terms and conditions for the seven senior management roles and the Lead Income Generation role to be determined by Council in June on the recommendation of the Appointment Panel members.”

CM 87

FLOOD SUPPORT SCHEMES

Consideration was given to a report that provided information about four new flood support schemes, which would be administered by the Council and that had been announced by the Prime Minister in the wake of the winter storms.

In discussion, whilst welcoming central government support, some Members commented that the monies which had been allocated were minimal. In addition, a Member wished for her disappointment to be recorded whereby the Minister of Floods had decided against applying for European funding to assist with the recovery effort.

A Member also expressed her concern that the costs of administering these schemes were unlikely to be recoverable and would therefore need to be met by the Council.

It was moved by Cllr P R Sanders, seconded by Cllr R E Baldwin and upon the motion being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that:

1. the four flood/storm damage relief schemes be adopted and administered;
2. authority be delegated to the Head of Environmental Health and Housing, in consultation with the Chairman of the Resources Committee, to determine the details of the funding allocation process for the Repair and Renew Grant;
3. authority be delegated to the Head of ICT and Customer Services, in consultation with the Chairman of the Resources Committee, to determine the details of the funding allocation process for Business Rate relief;
4. authority be delegated to the Head of ICT and Customer Services, in consultation with the Chairman of the Resources Committee, to determine the details of the funding allocation process for Council Tax relief; and

5. authority be delegated to the Head of Planning, Economy and Community, in consultation with the Chairman of the Community Services Committee, to determine the funding allocation process for the Business Support Scheme.”

CM 88

SCHEDULE OF MEETINGS

In considering the revised Schedule, it was moved by Cllr M V L Ewings, seconded by Cllr M J R Benson and upon being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that the Schedule of Meetings for 2014/15 be approved, subject to the Site Inspection date in January 2015 being moved from Friday, 2 January 2015 to Thursday, 8 January 2015.”

CM 89

RETIREMENT OF THE CHIEF EXECUTIVE

Since this was the last Council meeting for the Chief Executive before he retired on 31 March 2014, the Leader, on behalf of the Council, wished to pay tribute to the work he had undertaken during his almost three and a half years service with the Council and proceeded to wish him a long and restful retirement.

(The Meeting terminated at 6.00 pm)

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