

At the Special Meeting of the **WEST DEVON BOROUGH COUNCIL** held in the **COUNCIL CHAMBER, KILWORTHY PARK, TAVISTOCK** on **TUESDAY** the 4<sup>th</sup> day of **NOVEMBER 2013** at **4.30pm** pursuant to Notice given and Summons duly served.

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

|                    |                      |
|--------------------|----------------------|
| Cllr S C Bailey    | 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 T J Hill      | Cllr L J G Hockridge |
| Cllr D M Horn      | Cllr A F Leech       |
| Cllr C M Marsh     | Cllr J R McInnes     |
| Cllr J B Moody     | Cllr N Morgan        |
| Cllr M E Morse     | Cllr D E Moyse       |
| Cllr C R Musgrave  | Cllr R J Oxborough   |
| Cllr T G Pearce    | Cllr L B Rose        |
| Cllr R F D Sampson | Cllr P R Sanders     |
| Cllr D K A Sellis  | Cllr J Sheldon       |
| Cllr E H Sherrell  | Cllr D Whitcomb      |

Senior Management Team  
Monitoring Officer  
Democratic Services Manager

**CM 46 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs P J Ridgers and D M Wilde.

**CM 47 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 48 BUSINESS BROUGHT FORWARD BY THE MAYOR**

The Mayor wished to put on record his thanks to those Members and Officers who had attended his recent Civic Service. In particular, the Mayor wished to publicly thank the Member Services Assistant who had worked tirelessly to ensure that the Service was such a success and so well received.

**CM 49 TRANSFORMATION PROGRAMME 2018**

A report was considered which outlined the financial challenge faced by the Council over the next four years. The report proposed the adoption of the T18 Programme, which aimed to deliver a new operating model in partnership with South Hams District Council, which would ensure that both councils could continue to deliver quality services for its customers and communities.

To enable the debate, the recommendations as outlined in the presented agenda report were moved by Cllr P R Sanders and seconded by Cllr R E Baldwin.

In discussion, the following points were raised:-

- (a) In accordance with the conclusions arising from the Grant Thornton report, assurances were given that a lead programme officer would be appointed and that Members would have an instrumental role throughout the process. Further assurances were also given that the level of Member dialogue, which had taken place to date, would continue as the Programme evolved and began to take shape;
- (b) In reply to a question, officers confirmed that the Programme would still be viable even if the surplus office space at Kilworthy was not let. Some Members expressed their concern with regard to the impact on staff of the proposed accommodation strategy. Moreover, a Member requested that the detrimental impact on the local economy of Tavistock town centre be noted;
- (c) The Leader confirmed that even if Central Government increased its grant funding settlement award to the Council, this would not fundamentally affect the need for the Programme, due to the extent of the budget deficit being faced;
- (d) Regardless of the decision which had already been taken by South Hams District Council, Members were informed that it was for them to reach their own judgement on this matter in the context of the best interests of the Borough, its residents and local communities;
- (e) Members commended the work of officers in finding an imaginative solution to the significant budget pressures faced by the Council. In continuing to be forward thinking, the proposals were felt to ensure that the Council was in a stronger position to deal with its own destiny;
- (f) The Programme was felt to present a number of opportunities with new technological advancements enabling improved customer service provision and choice. In addition, such technology was already being used by other authorities and was tried and tested;
- (g) Whilst the Programme carried a number of associated risks, a Member expressed his confidence in the ability of officers to manage those within their control;

- (h) A number of Members expressed their regret at the inevitable impact on the Council's main asset (its staff) and wished for the Council, as a good employer, to look after and treat them accordingly. In echoing these sentiments, the Leader stated that the Council had the most committed and caring staff members that he had ever come across. Indeed, such would be the extent of the impact on staff, that a Member proceeded to advise that he would not be able to support the recommendations;
- (i) The Programme emphasis on locality and outreach work and agile working were both welcomed;
- (j) In urging Members to think very carefully before voting on the recommendations, a Member expressed his serious concerns at the lack of recognition from central government in respect of the recent achievements and performance of the Council. In addition, another Member warned that no final announcement had been made regarding the amount of central government funding to be received for 2014/15 and there was therefore the risk that the Council could in fact receive less than had been indicated;
- (k) A Member asked for his wish to be formally recorded whereby adequate staff numbers must remain available to support those residents who were either not IT competent or did not have any IT provision to be formally recorded;
- (l) Four amendments were each individually **PROPOSED** and **SECONDED** as follows:-
- Recommendation 4: Some Members considered it to be more appropriate for decisions on programme expenditure milestones to be determined by full Council rather than the Resources Committee;
  - Recommendation 10: It was felt that, for constitutional purposes, the proposed Steering Group should be the successor to the Shared Services Joint Steering Group;
  - Recommendation 11: Members commented that since consultation had already taken place with staff and unions, the wording should be amended to read: '*continue* to consult...' and
  - An additional Recommendation 13: to recognise the potential for enhanced working with other organisations (e.g. Police and Dartmoor National Park Authority), it was considered important to add a recommendation whereby the Council continue to explore such opportunities.

(These amendments were accepted by the proposer and seconder of the original motion and were therefore incorporated into the substantive motion.)

Following a lengthy debate, and in accordance with Council Procedure Rule 19 Part 5, a recorded vote was called for on parts 1 and 2 of the motion. The voting on these parts of the motion was recorded as follows:-

For the motion (27):- Cllrs Bailey, Baldwin, Ball, Benson, Clish-Green, Cloke, Ewings, Hall, Hill, Hockridge, Horn, Leech, Marsh, McInnes, Moody, Morgan, Morse, Moyse, Musgrave, Oxborough, Rose, Sampson, Sanders, Sells, Sheldon, Sherrell and Whitcomb

Against the motion (2):- Cllrs Cann OBE and Pearce

Abstentions (0)

Absent (2):- Cllrs Ridgers and Wilde

and these parts of the motion were therefore declared **CARRIED**.

It was then **“RESOLVED** that:

1. in partnership with South Hams District Council (SHDC), the T18 model comprising the commissioning/delivery model, transformed shared business process and ICT (as outlined at Appendix A to the presented agenda report) be adopted;
2. an investment budget of £1.9 million be approved for the T18 Programme (WDBC's share of the overall budget of £4.85 million), to be released at three key milestones (as outlined at Appendix B to the presented agenda report) to deliver annual recurring revenue savings of £1.3 million (WDBC's share of the savings of £3.8 million).
3. authority be granted to the release of the funding for key programme expenditure milestone one (as outlined at Appendix B to the presented agenda report) consisting of business process redesign, ICT procurement, and accommodation up to £592,200 (WDBC's share of £1.275m) within the total budget of £4.85 million (as outlined at Appendix B of the presented agenda report).
4. full Council be responsible for the release of funding for key programme expenditure milestones two and three at key points over the 30 month period to April 2016, as detailed at Appendix B of the presented agenda report.
5. the investment costs of £0.86 million be financed in accordance with the Investment and Financing Strategy as shown in section 1.3 of Appendix C of the presented agenda report.

6. £400,000 be transferred from the New Homes Bonus and £200,000 from the General Fund Unearmarked Revenue Reserve into an Earmarked Reserve for T18, as shown in section 1.4 of Appendix C of the presented agenda report.
7. Authority be delegated to the Head of Finance and Audit to determine the appropriate allocation of investment costs against revenue and capital funds.
8. the sharing of investment costs and savings be agreed as set out in sections 1.6 to 1.7 of Appendix C of the presented agenda report.
9. an accommodation strategy be proceeded with (as outlined in option 2 of paragraph 4.5 of the presented agenda report refers) that promotes agile working and creates the greatest financial saving. Retaining access to services at Kilworthy Park along with a Civic Hub, Member Services, and staff touchdown facilities and co-locate support staff for both councils at Follaton House.
10. the programme governance arrangements be adopted as set out in the presented agenda report (Appendix E refers) and the Steering Group should, for constitutional purposes, be the successor to the Shared Services Joint Steering Group, with the Council Constitution being amended accordingly.
11. Consultation should continue with staff and unions on the creation, in partnership with SHDC, of a new 'host organisation' able to give a whole organisation response to service demands rather than a traditional departmental response. That new contracts of employment be issued with new terms and conditions for all staff who will still be employed by both Councils.
12. the council moves to a commissioning / locality model and continues to work with officers over the next twelve months to develop these aspects of the model so that the needs of individual Members and their local communities can best be served.
13. external Partnership working opportunities continue to be explored with other organisations.”

(The Meeting terminated at 5.55 pm)

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**Mayor**