

HARBOROUGH DISTRICT COUNCIL

MINUTES OF THE EXTRAORDINARY MEETING OF COUNCIL

held in the Council Chamber

31st October 2011

commencing at 6.30p.m.

Present:

Councillor Beaty (Chairman)

Councillors: Mrs. Ackerley, Bannister, Beesley-Reynolds, Birch, Dr. Bremner, Brodrick, Mrs. Burrell, Callis, Charlish, Dann, Dewes, Dunton, Evans, Everett, Galton, Golding, Graves, Hall, Hallam, Dr. S. Hill, Holyoak, Johnson, King, Knowles, Liquorish, McHugo, Mrs. Page, Pain, Robinson, Rook, Mrs. Simpson, Smith, Spendlove-Mason, Tomlin and Mrs. Tooley.

Officers: A. Graves, B. Murgatroyd, E. O'Neill and V. Wenham.

An apology for absence was received from Councillor Mrs. Wood.

249 DECLARATIONS OF MEMBERS' INTERESTS

None were received.

250 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reported that the Royal Anglian Regiment had marched through the town of Market Harborough on Saturday 8th October 2011. He mentioned that the event had been well attended by the public and was greatly appreciated by the troops.

251 FUTURE OPTIONS – PREFERRED APPROACH

A. Graves, Interim Chief Executive, introduced this report to Members and set out the reasons for the Preferred Approach for the re-modelling of the Council contained within it.

It was moved by Councillor Rook, seconded by Councillor Galton and

RESOLVED that:

- (i) the Council acknowledges the approach builds on existing good practice within the Council. The approach is staged over time and requires milestone decision-making and managing risks in a progressive manner.
- (ii) Council approves the detailed approach as set out in Section 8.8 of this report which takes the project to the next step for a decision in December 2011.
- (iii) the Council should evolve as a smarter and more efficient organisation, and undertake a robust programme of service reviews as a first step. This should be informed and shaped by the community.
- (iv) the Council should continue to look for collaboration in service delivery as appropriate. The whole range of service delivery models should be included and applied where a sound business case can be developed on a service-by-service basis.
- (v) the Council in time should move towards a shared CEO and Management team, with the right partner, and with a Business Case established.
- (vi) the Council receives at a future meeting, a Business Case and Implementation Plan for approval ahead of implementation starting in December 2011.
- (vii) Council approves the establishment of a Transformation Board of eight Councillors, a sub-committee of Full Council, which is politically-balanced.
The Board will:

- oversee the development of the Business Case and Implementation Plan for the recommended approach
 - oversee the delivery of the transformation programme and make recommendations back to Full Council for it to make the final decision at key milestones
 - oversee the delivery of efficiency
 - the Transformation Board will consist of Councillors Mrs. Ackerley, Galton, Graves, Dr. S. Hill, King, Pain, Rook and Spendlove-Mason. Members who are not part of the Transformation Board will be able to attend meetings of the Transformation Board as observers.
- (viii) the Terms of Reference of the Transformation Board will be as set out at Appendix A to these Minutes.

Reasons

The recommended approach:

- (i) Uses the learning and experience of the Council and others to develop a solution that is right for Harborough and its community.
- (ii) Builds on the 'mixed approach' service delivery model that has developed over time. There is evidence that this approach is delivering good results.
- (iii) Builds on the evidence that shared management teams can deliver significant service improvement and efficiency across larger service areas.
- (iv) Ensures the Council has a strategy for developing its model of service delivery and that decisions are made in a structured approach and reflects government thinking that a 'one size fits all' approach may not always provide the best solutions for service delivery.
- (v) Responds to the evidence that suggests it is necessary to firmly articulate the Council's vision for the future, what values and principles these are based on, and the priorities to deliver.
- (vi) Builds on research and evidence that suggests getting the Council 'fit' to enter into collaboration is an important first step.
- (vii) Builds the capacity of the organisation in terms of leadership and skills to deliver new service delivery models
- (viii) Reflects evidence that most forward looking public and private sector organisations now have a blend of financial and non financial key objectives so that success is identified in not just monetary terms but also in terms of customer satisfaction and positive organisational culture.
- (ix) Reflects changing national policy and ensure that Harborough is able to respond flexibly and positively to the opportunities that this can bring.
- (x) Responds to the financial challenges facing the Council.
- (xi) Engages the community in the development of the service model so that it is fit for the needs of Harborough community. This community, its needs and the way it wants interaction with the Council is changing.
- (xii) Ensures decisions are made at key milestones, providing the opportunity to be flexible and make the best of any opportunities that could present themselves, as there are significant changes ahead in terms of national and local policy and partnerships.

Members noted that any future discussions on sharing a Chief Executive Officer will be brought to back to Full Council for decision.

The Meeting ended at 7.15p.m.