

**Minutes of the Meeting of Warwickshire County Council
held on 2 February 2017**

Present:
Councillor Bob Hicks (Chair)

Councillors: John Appleton, John Beaumont, Sarah Boad, Mike Brain, Peter Butlin, Les Caborn, Richard Chattaway, Jonathan Chilvers, Chris Clark, Jeff Clarke, Alan Cockburn, Jose Compton, Yousef Dahmash, Corinne Davies, Nicola Davies, Neil Dirveiks, Richard Dodd, Peter Fowler, Jenny Fradgley, Bill Gifford, Mike Gittus, Colin Hayfield, John Holland, John Horner, Philip Johnson, Kam Kaur, Danny Kendall, Bernard Kirton, Keith Kondakor, Joan Lea, Keith Lloyd, Jeff Morgan, Phillip Morris-Jones, Peter Morson, Brian Moss, Maggie O'Rourke, Bill Olnier, Dave Parsons, Mike Perry, Caroline Phillips, Wallace Redford, Clive Rickhards, Howard Roberts, Kate Rolfe, Jerry Roodhouse, Chris Saint, Izzi Seccombe, Dave Shilton, Jenny St. John, Bob Stevens, June Tandy, Heather Timms, Angela Warner, Alan Webb, Mary Webb, Matt Western, John Whitehouse and Chris Williams.

1. General

(1) Apologies for absence

Apologies for absence were submitted on behalf of Sara Doughty, Brian Hawkes and Julie Jackson.

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

Councillor Jenny St John declared a non-pecuniary interest as Chair of the Warwick Children Centres Advisory Board.

Councillor Maggie O'Rourke declared a pecuniary interest as an NHS Employee.

(3) Minutes

Resolved

That the minutes of the meeting held on 13 December 2016 be approved as a correct record.

(4) Chair's Announcements

Groundhog's Day

The Chair advised the Council that 2nd February is Groundhog Day which is said to have originated in Pennsylvania, 131 years ago, and has since been used in a film of that name where the lead character woke up on the 3rd February to find that the day repeated what happened on 2nd February with some adjustments. The Chair hoped this Council meeting would not prove to be a groundhog day!

Jim Graham, Chief Executive

The Chair reminded Council that this was the last opportunity to pay tribute to Jim Graham before his retirement on 3rd February after 11 years as the County Council's Chief Executive.

The Chair outlined Jim's career which had begun in social work with Hampshire County Council in 1974. Jim moved to the London Borough of Bromley in 1983 as a team manager, became a senior home care manager and by 1989 was Assistant Director. He became Assistant Director of Social Services at East Sussex County Council in 1992 before taking the post of Director of Social Services at Plymouth in 1997 and then Chief Executive of West Berkshire Council in 2001.

Jim joined Warwickshire County Council on 1 October 2005 and from that point drove a modernisation of the Council so that by December 2005 Council had approved a programme of modernisation and during 2006 organisational changes began with a less hierarchical officer structure, led by strategic directors, and with a focus on customers and accessibility to our services.

The Chair reflected on how Jim had led many strategic meetings with members and referred to a particular meeting where Jim had predicted that the organisation that would need to be smaller by 25-35% and how that predication had now proved to be accurate. Jim had also wished to ensure the council worked more closely with communities and partners and during Jim's time the Council has seen the development of one stop shops, locality working, increased shared services and joint working.

The Chair thanked Jim for his commitment and determination to help the Council move forward and wished him a very happy and fulfilling retirement.

Councillor Izzi Seccombe, Leader of the Council, paid tribute to Jim for his years of support and for the guidance and advice he had provided through some difficult times with the aim of making Warwickshire the best it can be.

Councillor Seccombe expressed her particular thanks to Jim for his open approach and for his continual challenge of members, staff and partners, which had not always been comfortable but had proven to be wise counsel and had resulted in the Council being more sustainable into the future and better prepared to go through further changes that will be necessary.

Councillor Seccombe paid tribute to Jim's honesty and authenticity and for continued challenge to the Council to be the best it can be, not for itself, but for the residents and people of Warwickshire.

Councillor June Tandy, Leader of the Labour Group, paid tribute to Jim's engagement with members and his honesty about the way forward for Warwickshire. Councillor Tandy added that it is evident that Jim really cares about Warwickshire and expressed her sincere thanks to Jim for his service to Warwickshire and wished him well in his retirement.

Councillor Jerry Roodhouse, Leader of the Liberal Democrat Group, paid tribute to Jim's encouragement of members to think about the Council in the context of the future of the wider public sector. Councillor Roodhouse added that Jim had been robust in challenging members and thanked him, on behalf of the Liberal Democrat Group, for his honesty which had enabled members to understand the reality of the challenges facing Warwickshire and had resulted in the County Council being in a better position than many other local authorities.

Councillor Roodhouse thanked Jim and wished him well for the future.

Councillor Howard Roberts, Leader of the Independent Group, thanked Jim for his advice support to members and wished him well in his new career whatever that may be.

Councillor Keith Kondakor, Leader of the Green Group, paid tribute to Jim's management of the organisation and service to Warwickshire and wished him well in his retirement.

Councillor Peter Butlin, Deputy Leader of the Conservative Group, expressed his thanks to Jim for the valuable advice he had given and his part in ensuring Warwickshire is in good place.

Jim Graham thanked members for their tributes but assured Council that he was merely a temporary steward of a responsible position and that the Council will continue to work well as it has brilliant officers. Jim paid tribute to members for what they had achieved and the scale of challenge they had faced which had seen a reduction of 52% of the organisation - an enormous change. This has been achieved by confronting challenge and there is likely to be further challenges over the next decade and beyond 2020. Jim added that the new administration after May 4th will need to look at further decisions.

Jim thanked members for their hard work and commended them for how the groups had engaged with each other to make difficult decisions. He added that the Council has also put the citizen first and questioned what is best for them and it is important that this vision is held throughout the period of austerity.

Jim added his thanks to the trade unions, and for the positive relationships that had been forged with them and urged the Council to continue the constructive relationship with unions and staff going forward. Jim also thanked those partners who had been willing to engage and again urged the Council to continue to forge relationships with those partners who were willing to change to tackle the challenges ahead.

Jim advised Council that he was leaving behind some words on what might have happened to the council since 1989 (the end date for the History of Warwickshire County Council written by former employee, D J Mitchell) but warned that it was not historical but purely his prejudicial views and ends with the Warwickshire bear for which he had great affection and had placed in the ante-chamber and created a fun feature for citizenship ceremonies. Jim added that one of his greatest achievements had been the refurbishment of the ante chamber and reception area which, along with the excellent reception staff, made the Council a welcoming place for its public.

Jim concluded by expressing his sincere thanks to Harpreet Rai, his PA who had proved invaluable and also paid tribute to Councillor Izzi Seccombe for her strong leadership and for her work on adult social care at a national level and with the LGA. Jim wished the Council well for the future.

The Council stood in tribute to Jim.

Bedworth Almhouses

The Chair referred to a visit to the Bedworth Almhouses which he had attended with former councillor John Haynes County Councillor Julie Jackson.

Chair's Open Evening

The Chair reminded members that the open evening would take place on the evening of 11 March 2017.

Civic Service

The Chair invited members to his civic service to be held on Sunday 19 March at Chilvers Coton Church in Nuneaton and that the theme of the service will be reconciliation.

Holocaust Memorial Service

The Chair announced that he had attended, with some other members, the holocaust memorial service in Church Street, Warwick. This had been particularly moving as it included recognition of holocaust in Eastern Europe, Rwanda, Kosovo and Kampuchea.

George Eliot - Quote for the meeting

'Stinginess may be abused like other virtues. It will not do to keep one's own pigs lean'.

(5) Petitions

None

(6) Public Speaking

None

2. 2017-18 Budget and Medium Term Financial Planning Framework

A Conservative Group Proposals

Councillor Izzi Seccombe, Leader of the Council, proposed the Conservative Group's Revenue and Capital Budget for 2017/18 as set out at **Appendix A** to these minutes.

Councillor Seccombe thanked the strategic directors and heads of service for their support to all Groups through the budget process and in particular thanked John

Betts, Head of Finance and Virginia Rennie, Strategic Finance Manager. Councillor Seccombe also thanked her Cabinet and the Conservative Budget Working Group for their work over the last eight months in preparation for the challenge ahead for this particular budget.

Councillor Izzi Seccombe reminded Council that the proposals are in the context of future changes to the way that local government will be funded, with the removal of central government grants by 2020 and funding of councils being primarily through business rate retention and local council tax. Councillor Seccombe added that this meant that the Council needed to consider where it can be more commercial in how services are delivered and where it is possible to trade. Councillor Seccombe also reminded Council that on 22 September she had announced the start of conversations with communities on shaping the future of the County Council and different ways of delivering public service in Warwickshire by 2020, in the context of delivering £67m of savings over the next three years. On 8 December the Conservative Group announced its budget proposals for other Groups to scrutinise and there have been much deliberation by Groups which has culminated in the debate today. Councillor Seccombe observed that the Council has been very successful in prudently managing its finances and has a strong track record of delivering savings focusing on efficiencies and high quality services and paid tribute to staff for achieving the savings required to date and which she believed provided a firm foundation for the new One Organisational Plan for 2017-2020 (*see minute 3 below*).

Councillor Seccombe stated that the budget proposals are consistent with and focus on the two priorities in the One Organisational Plan which are for Warwickshire's communities and individuals to be supported to be safe, healthy and independent and for Warwickshire's economy to be vibrant and supported by the right jobs, training and skills, and infrastructure. Councillor Seccombe added that these considerations have shaped the proposals as the Council faces the financial challenge of a very poor grant settlement. Whilst recognising that the Council is already a lean and efficient organisation, the proposals focus on three areas:

- Making services more efficient through the integration of services, slimming down management structures and by becoming more commercial where this is possible.
- Redesign of services, building on the success of community libraries and the Warwickshire Multi Agency Safeguarding Hub and working with partners where visions and outcomes are aligned. Services are focusing on the preventative agenda, managing down demand, investing in 40 additional social workers to reduce caseloads and provide greater support for the most vulnerable children and also investing £3m in extra care housing and in reablement for adult social care to improve services to the most vulnerable.
- Difficult choices in reduction of services but these exclude savings in routine and reactive highways maintenance; home to school transport; third sector and community libraries; Fire and Rescue retained duty systems, fire engines and crews.

Councillor Izzi Seccombe also highlighted investment proposals for a £5m Transformation Fund to ensure a modern and flexible workforce and a Capital Investment Fund of £60m to transform the County. This will include investment in

priority road safety schemes; support for extra care housing and sheltered housing with care developments; the expansion of Special Educational Needs provision on school campus and continue to provide £2m a year allocation for members to use on local highways priorities.

The proposals include an increase in council tax of 1.99% per annum over three years and include the adult social care precept of 2% each year over the next three years. The increases represent just less than £1 a week on average. Councillor Seccombe, in responding to speakers later in the debate, expressed concern that the Liberal Democrat Group proposal to put the adult social care precept at 3% for the first two years and 0% for the third year was not supported by evidence that the proposed use was deliverable and also would put an additional burden on council tax payers.

Councillor Alan Cockburn, Cabinet Portfolio Holder for Finance and Property, seconded the Conservative Group proposals and also thanked the Conservative Budget Working Group, all political groups, Corporate Board and Heads of Service and in particular John Betts, Head of Finance and Virginia Rennie, Strategic Finance Manager. Councillor Cockburn added that the input of the public had been vital in reaching a conclusion on priorities for the future of the organisation. Councillor Cockburn welcomed the proposed investment programme and was pleased to present proposals for a balanced budget for the three years that would enable the authority to meet challenges in a calm and thoughtful manner.

B Labour Group Amendment

Councillor June Tandy, Leader of the Labour Group, presented the Labour Group's proposed amendments to the Conservative Group proposals as set out at **Appendix B** to these minutes.

Councillor Tandy expressed her Group's sincere thanks to all officers who have given advice to the Group and in particular to John Betts and Virginia Rennie for their help in the budget process. Councillor Tandy added her thanks to the Chairs and members of the overview and scrutiny committees who had provided valuable advice.

Councillor Tandy referred to the challenge in presenting a budget when, once again, the Council found itself facing unacceptable cuts forced on it by government, and no assistance with meeting the pressures on adult social care other than allowing an increase on the council tax. Councillor Tandy explained that the Labour Group budget could only seek to alleviate some of the savings proposed in the Conservative Group proposals.

Councillor Tandy stated that the Labour Group priorities lay in supporting the most vulnerable people in Warwickshire and that there were many differences between their proposals and those of the Conservative Group but highlighted the following:

- Less cuts to Supporting People, allowing the elderly to live in their own homes.
- Less cuts in children centres
- Less cuts to the youth service
- Less cuts for young people who have no further education or training prospects

Councillor Tandy explained that the Labour Group proposals included use of Reserves which the Group considered the right thing to do to support vulnerable People. The proposals met the £67m savings required and also included a council tax increase of 3.99% (including the adult social care 2% precept).

Councillor Tandy expressed her disappointment at the government's response to concerns from local authorities that they should look forward to the business rate funding and was very concerned that not all of the Warwickshire MPs appear to be supporting local government when most needed.

Councillor Richard Chattaway, Deputy Leader of the Labour Group, seconded the amendment and highlighted the following when speaking later in the debate:

- The £67m savings required follow from £100m already made and was putting undue pressure on services.
- There are problems in social care, for instance in the number of 10 minute visits from care workers which he considered inadequate.
- There is a need to enhance the work in children's centres to ensure children are ready for school.
- The Labour Group proposal to invest £200,000 into Fire and Rescue Service home safety checks whilst important for home safety also enables contact with people who may be isolated and lonely.
- The Council should look at options for considering the establishment of a Warwickshire green company, the creation of a municipal transport company and a land development company to maximise benefits from the development of Council land.
- There should be investment of £3.5m for the next three years for members to use on local highways priorities and continue investment of an additional £2m a year for highways maintenance.
- There should be further work to improve town centres and create job opportunities and to ensure wealth growing potential is enjoyed by all residents across the County.

C Liberal Democrat Group Amendment

Councillor Jerry Roodhouse, Leader of the Liberal Democrat Group, presented the Liberal Democrat Group's proposed amendments to the Conservative Group proposals, as set out at **Appendix C** to these minutes.

Councillor Roodhouse thanked John Betts and Virginia Rennie for their help throughout the budget process and also thanked staff for the work they had undertaken as funding gets tighter in local government. Councillor Roodhouse added his thanks to the other political Groups for sharing proposals and also to the overview and scrutiny committees and the members of the 0-5 Strategy Group.

Councillor Roodhouse reminded Council that Lord Gary Porter, Chair of the LGA, had stated, in responding to the financial settlement, that local government will face a funding gap of £5.8bn by 2020 and that local authorities will have to make significant reductions to local services. Councillor Roodhouse also expressed his disappointment that Warwickshire MPs remain silent on this issue and he could only conclude that they supported reductions in funding. Councillor Roodhouse added

that it is evident that a new approach is needed, including participatory budgeting, and also that priorities should be set first and then obtain the resources to match rather than setting the financial framework first. He added that the level of cuts would require a transformation of the organisation and that the Group supported the principle of transformation as reflected in the One Organisational Plan

Councillor Roodhouse explained that the Liberal Democrat proposed amendments built on previous years' priorities - focusing on giving people the best start in life that is sustainable and affordable and safeguarding and supporting those who are most vulnerable regardless of where they live in the County. Councillor Roodhouse commended Councillor Izzi Seccombe for her work nationally in lobbying for support for adult social care and for pressing for a long term solution that did not put the burden on local government.

Councillor Roodhouse highlighted the following proposals:

- Investment in the youngest and most vulnerable by mainstreaming the funding from Smart Start programme into the Children and Transformation Programme as outlined in the One Organisational Plan 2020 Plan
- Defer savings in this area until 2019/20
- £400,000 for health and wellbeing - £200,000 for a 24 hour crisis response pilot and £200,000 over three years to further develop Connect Well (Social prescribing).
- To not take savings in Fire and Rescue Service but to include £80,000 per annum for road safety education and £40,000 to roll out the arson reduction service into the south of Warwickshire.
- To take 3% adult social care precept for years 2017/18 and 2018/19 to bring in an extra £7.4m to speed up the development and implementation of the integrated health and social care model.
- Investment of £2m per year to deliver identified cycle route priorities across Warwickshire.

Councillor Sarah Boad, Deputy Leader of the Liberal Democrat Group, seconded the proposed amendment and highlighted the following when speaking later in the debate:

- The importance of the pilot 24 hour response service and Connect Well investment, particularly in view of the levels of suicide in Warwickshire.
- To not take savings in children's centres in years 2017/18 and 2018/19 and concern that it is unclear how other group's proposed savings on children's centres will be made.
- The proposals for investment in the Fire and Rescue including £80,000 for CPR training to school children reflect the Fire Service's innovative approach in working with other services to serve their communities.
- Investment in cycling routes is essential (and the cycling provision in the Stanks Island scheme could be improved).
- The provision of an extra £7.4m in the adult social care economy over three years would release the £5m Transformation Fund to support the delivery of the One Organisation Plan across the rest of the organisation.

D Green Group Amendment

Councillor Jonathan Chilvers, Deputy Leader of the Green Group, presented the Green Group amendment to the Conservative Group proposals as set out in **Appendix D** to these minutes.

Councillor Chilvers thanked John Betts and Virginia Rennie for their assistance during the budget process and for the hard work of staff and members in finding innovative ways of saving money and improving services.

Councillor Chilvers stated that he presented the Group's budget under duress as the cuts already taken and to be taken in Warwickshire were the result of the government's decision to manage the national deficit by reduced funding to local government.

Councillor Chilvers explained that the Green Group proposals sought to protect the most vulnerable and was focussed on three areas:

Supporting a Council where wellbeing and a strong job creating economy are hand in hand.

- Investment of £5m capital, supported by revenue, in walking, cycling and sustainable travel infrastructure that improves the commute to work and school;
- Cancellation of the Bermuda Connect project in light of the Borough local plan which indicates jobs will not be created in the area anticipated when the project was initiated.
- Delay of the Stanks Island scheme until able to achieve improvements that match this wellbeing and strong job creating economy aim.
- Investment of £76,000 to provide additional contract monitoring to ensure high standards for customers and staff in contracted out services.
- Set aside £1m in 2017/18 to work with districts and boroughs to support those least able to afford the council tax increase.

Design services around the needs of people and families rather than bureaucracies and silos.

- Redouble efforts for a joint waste arrangement with districts and boroughs using transitional funding (£200,000).
- Join housing related support for 25+ and addictions commissioning to provide integrated addictions pathway which includes accommodation.
- Invest £250,000 to embed specialist addition treatment workers in Priority Families Teams

Invest in long term in early help and prevention

- Support the proposal for additional social workers
- Support the proposal for help for 0-3

Councillor Chilvers also highlighted the proposal that £540,000 of the additional income from growth in taxbase be used to address growth related wear and tear to roads, drainage, pavements etc.

Councillor Chilvers added, later in the debate, that the Green Group did not support using growth in tax base to support borrowing (£2.706m) for a bigger Capital Programme as they considered it should be kept in Revenue to support services. If it does go into Capital Projects then he considered it should come back to council to agree an evaluation criteria.

Councillor Keith Kondakor, Leader of the Green Group, seconded the proposed amendment and spoke later in the debate, highlighting the following points:

- Having six waste authorities is not efficient and a joint approach to waste between the County Council and District and Borough Councils could save several millions per annum and provide the opportunity to increase levels of recycling, make the approach to recycling consistent across Warwickshire and realise environmental savings as well as savings in areas such as procurement of waste vehicles.
- Transport maintenance is important, particularly in enabling the on- going maintenance of developer provided schemes (for example provision of a bridge). The proposal to use a percentage of the additional income from growth in the taxbase for maintenance will enable the enhancement of the input from developers.
- The allocation of £100,000 to improve technology and enable filming and video conferencing of meetings (including member seminars and staff training) would save on travel costs. Advantage should also be made of digital technology to integrate smart travel in Warwickshire.

VOTE

Following a debate a vote was taken as follows:

The **Labour Group Amendment** at Appendix B was put to the vote and was **LOST**, the vote being 19 for, 37 against and 3 abstentions.

The **Liberal Democrat Group Amendment** at Appendix C was put to the vote and was **LOST**, the vote being 9 for, 46 against and 4 abstentions.

The **Green Group Amendment at D** was put to the vote and was **LOST**, the vote being 2 for, 54 against and 3 abstentions.

The **Conservative Group proposal** at Appendix A was put to the vote and was **LOST**, the vote being 29 for, 30 against.

The meeting adjourned at 12.35 and reconvened at 3.25 p.m.

E Consolidated Budget Proposals

Councillor Izzi Seccombe, Leader of the Council, moved a Consolidated Revenue Budget as set out in **Appendix E** to these minutes and was seconded by Councillor June Tandy, Leader of the Labour Group.

Councillor Peter Butlin, Deputy Leader of the Conservative Group, moved a Consolidated Capital Budget as set out in **Appendix E** to these minutes and outlined the main changes to the Capital Budget proposals as follows:

- An additional £2.5m over three years in LED street lights and bringing forward an extra £500,000 from the £2.5m awarded in the investment fund that needs to spend during the next 12 months which boosts the fund to £3m.
- £1m in safer routes to schools to complete the programme for all of Warwickshire's children.
- Focussing road maintenance on residential areas in the County and reviewing the adoption process.

Councillor Butlin added that the approach now represented a change in focus to making the most of the Council's assets and increasing revenue streams.

Councillor Richard Chattaway, Deputy Leader of the Labour Group, seconded the proposals which he noted marked a different approach to Capital which he welcomed.

Councillor Keith Kondakor, Leader of the Green Group, welcomed the changes but considered that more needed to be included on sustainable transport as outlined in his Group proposals.

The meeting adjourned at 3.35 pm to enable members the opportunity to read the consolidated revenue budget proposals and reconvened at 3.45 pm.

Councillor Izzi Seccombe outlined the main changes to the Revenue Budget proposals as follows:

- Savings on Housing Related Support of £400,000 in year three only.
- Savings on Children Centres accumulative savings with £420,000 in year three.
- Stretched savings targets for departments.
- Removal of the Labour Group proposed reduction of funding for councillor grants and third sector support.

VOTE

The Revenue Budget and the Capital Budget proposals were voted on separately and a recorded vote taken on each in accordance with Standing Order 33.4.

The budgets were **AGREED**, the vote being 46 for, 10 against and 1 abstention on each vote. The recorded vote was the same for both revenue and capital budgets as set out below:

FOR

Councillors John Appleton, John Beaumont, Mike Brain, Peter Butlin, Les Caborn, Richard Chattaway, Chris Clark, Jeff Clarke, Alan Cockburn, Jose Compton, Yousef Dahmash, Corinne Davies, Neil Dirveiks, Peter Fowler, Mike Gittus, Colin Hayfield, Bob Hicks, John Holland, John Horner, Philip Johnson, Kam Kaur, Danny Kendall, Bernard Kirton, Joan Lea, Keith Lloyd, Jeff Morgan, Phillip Morris-Jones, Peter Morson, Brian Moss, Bill Olnier, Maggie O'Rourke, Dave Parsons, Mike Perry, Caroline Phillips, Wallace Redford, Howard Roberts, Chris Saint, Izzi Seccombe, Dave Shilton, Bob Stevens, June Tandy, Heather Timms, Angela Warner, Alan Webb, Mary Webb, Matt Western and Chris Williams.

AGAINST

Councillors: Sarah Boad, Jonathan Chilvers, Richard Dodd, Jenny Fradgley, Bill Gifford, Keith Kondakor, Clive Rickhards, Kate Rolfe, Jerry Roodhouse and John Whitehouse.

ABSTENTION

Councillor Nicola Davies.

Resolved

That Council agrees the 2017/18 Revenue and Capital Budgets and the 2017-2020 Medium Term Financial Planning Framework as set out at Appendix E to these minutes.

3. One Organisational Plan 2017-2020

Councillor Alan Cockburn, Cabinet Portfolio Holder for Finance and Property, proposed that Council approve the One Organisational Plan for 2017 – 2020 which sets out the vision and key outcomes that the Council will seek to deliver over the life of the Plan. Councillor Cockburn added that it is evident that the Council needs to continue to transform services and that this is reflected in the Council's agreed Budget and Medium Term Financial Planning Framework agreed at this meeting.

Councillor Izzi Seccombe, Leader of the Council, stated her support for the Plan in setting the direction of travel for the Council and added that the delivery of the Plan will be supported by the Transformation Fund approved by Council at this meeting.

Councillor Kam Kaur, Cabinet Portfolio Holder for Customers, seconded the proposal to approve the One Organisational Plan, and commended the work that had taken place in achieving Phase 1 of One Organisational Plan with its focus on the customer journey and ensuring the council works as one organisation. Councillor Kaur explained that the Plan for 2017-2020 is Phase 2 of the process of transformation and sets out the direction for the redesign of services.

The proposal to approve the Plan was put to the vote and was AGREED.

Resolved

That Council approves the One Organisational Plan 2017-2020, as set out at Appendix F to these minutes.

4. Any other items of urgent business.

There were no further items of business.

The meeting closed at 4.15 p.m.

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Chair