



BASSETLAW

DISTRICT COUNCIL
NORTH NOTTINGHAMSHIRE

PARISH COUNCILS LIAISON GROUP

AGENDA

Meeting to be held in
The Ceres Suite,
Worksop Town Hall,

on

Wednesday, 30th January 2013

at

7.00 p.m.

(Please note time and venue)

(Please turn off mobile telephones during meetings.

**In case of emergency, Members/officers can be contacted on the Council's mobile
telephone: 07702 670209)**

Bassetlaw—Serving North Nottinghamshire

PARISH COUNCILS LIAISON GROUP

Membership 2012/13

Councillors H. M. Brand, D. Challinor, S. Fielding, G. Freeman, M. T. Gray,
F. Hart, T. Rafferty, D. Pidwell and Mrs. K. Sutton

Substitute Members: Any Member

Quorum: 3 Members

Lead Officer for this Meeting

Mr. S. B. Brown - Ext. 3767

Administrator for this Meeting

Mrs. J. A. Hamilton - Ext. 3146

PARISH COUNCILS LIAISON GROUP

Wednesday, 30th January 2013

AGENDA

1. SUSPENSION OF COUNCIL PROCEDURE RULES FOR 15 MINUTES TO ALLOW QUESTIONS
2. APOLOGIES FOR ABSENCE
3. DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS (pages 5-6)
(Members' and Officers' attention is drawn to the attached notes and form)
 - (a) Members
 - (b) Officers
4. MINUTES OF MEETING HELD ON 10TH OCTOBER 2012 * (pages 7-11)
5. MINUTES FOR ACTION AND IMPLEMENTATION * (pages 13-14)
6. OUTSTANDING MINUTES LIST * (page 15)

SECTION A – ITEMS FOR DISCUSSION IN PUBLIC

Key Decisions

None.

Other Decisions

7. JOINT DISTRICT/PARISH ITEMS +
 - (a) Review of District and Town/Parish Relationships – Stephen Brown, Senior Manager Support Services
8. ITEMS SUBMITTED BY BASSETLAW DISTRICT COUNCIL +
 - (a) Localism Act 2011: Code of Conduct New Arrangements – Ros Theakstone, Director of Corporate Services
 - (b) Neighbourhood Planning and Funding for the Plans – Natalie Cockrell, Planner
 - (c) Community Right to Bid: Assets of Community Value – Gillian Blenkinsop, Corporate Development and Policy Manager
 - (d) Dog Control Orders: Information about Consultation Proposals – Julian Proudman, Principal Environmental Health Manager
 - (e) Civic Pride Scrutiny Review – Stephen Brown, Senior Manager Support Services
 - (f) Medium Term Financial Plan 2013/14 to 2015/16 and Value For Money Strategy – Cabinet Report 8.1.13 * (pages 17-30)

9. ITEMS FROM PARISH COUNCILS

None

Exempt Information Items

The press and public are likely to be excluded from the meeting during the consideration of the following items in accordance with Section 100A(4) of the Local Government Act 1972.

SECTION B - ITEMS FOR DISCUSSION IN PRIVATE

Key Decisions

None

Other Decisions

None

10. ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS TO BE URGENT

- * Report attached
- + Verbal reports

NOTES:

1. The papers enclosed with this Agenda are available in large print if required.
 2. Copies can be requested by contacting us on 01909-533146 or by e-mail julie.hamilton@bassetlaw.gov.uk
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DECLARATION OF INTEREST

COMMITTEE

DATE

NAME OF MEMBER :

Type of Interest

- 1. Disclosable Pecuniary**
- 2. Non Pecuniary**

Agenda Item No.	REASON *	Type of Interest (1 or 2)
Signed		
Dated		

Note:

* When declaring an interest you must also state the nature of your interest.

Completion of this form is to aid the accurate recording of your interest in the Minutes. The signed form should be provided to the Minuting Clerk at the end of the meeting.

A nil return is not required.

It is still your responsibility to disclose any interests which you may have at the commencement of the meeting and at the commencement of the appropriate Agenda item.

DECLARATION OF INTERESTS

HOW TO USE THIS FORM

There are now only two types of Declaration of Interest:

Disclosable Pecuniary Interests)	Details can be found in the Councillors Code of Conduct which is contained in the Council's Constitution (a summary is printed below)
)	
)	
Non Pecuniary Interests)	

Upon receipt of the attached form you will need to enter the name and date of the Committee and your own name. By looking at the Agenda you will no doubt know immediately which Agenda Items will require you to make a Declaration of Interest.

Fill in the Agenda Item number in the first column of the form.

Enter the subject matter and any explanations you may wish to add in the second column.

In the third column you will need to enter **either** if you are declaring a disclosable pecuniary interest, **or** a non pecuniary interest.

The form must then be signed and dated. Please remember that if during the actual meeting you realise that you need to declare an interest on an additional Agenda Item number please simply amend the form during the meeting.

The form must be handed into the Committee Administrator at the end of the meeting.

NB. The following is a summary prepared to assist Members in deciding at the actual meetings their position on INTERESTS it is not a substitute for studying the full explanation regarding INTERESTS, which is contained in the Council's Constitution and the Code of Conduct for Councillors, which is legally binding.

Members and Officers are welcome to seek, PREFERABLY WELL IN ADVANCE of a meeting advice from the Council's Monitoring Officer on INTERESTS.

Disclosable Pecuniary Interests

May relate to employment, office, trade, profession or vocation carried on for profit or gain
May relate to sponsorship
May relate to contracts
May relate to interests in land
May relate to licences to occupy land
May relate to corporate tenancies
May relate to securities

Action to be Taken

Must disclose to the meeting
- existence of the interest
- the nature of the interest
- withdraw from the room
- not seek improperly to influence a decision on the matter

Non Pecuniary Interests

May relate to any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Council
May relate to any person from whom you have received a gift or hospitality with an estimated value of at least £25
A Member may also have a non pecuniary interest where a decision in relation to that business might reasonably be regarded as affecting wellbeing or the wellbeing of other council tax payers, or ratepayers or inhabitants in the electoral division or ward, as the case may be, affected by the decision.

Action to be Taken

Must disclose to the meeting
- existence of the interest
- the nature of the interest
- not seek improperly to influence a decision on the matter.

(Note – there are special provisions relating to “Sensitive Interests” which may exclude the above provisions in certain circumstances.)

PARISH COUNCILS LIAISON GROUP

Minutes of the meeting held on Wednesday, 10th October 2012 at Worksop Town Hall

Present:

Councillor F Hart (Chair)

Councillors: H M Brand, D Challinor, S Fielding, G Freeman, M T Gray, D G Pidwell and Mrs K Sutton.

Parish Council Representatives: G Brown, H Burton, S Chandler, B Letherland, H Holdaway, B Marchant, J Sanger, K Senior, A Stevens and M Stokes.

Officers in attendance: G Blenkinsop, S Brown, A Burton, J Hamilton and M Ladyman.

Also in attendance: Councillors J Evans and S May – Cabinet Members.

(The Chairman welcomed all to the meeting and read out the Fire Alarm/Evacuation Procedure.)

12. SUSPENSION OF COUNCIL PROCEDURE RULES FOR 15 MINUTES TO ALLOW QUESTIONS

A Parish Councillor raised the issue that the Council is proposing to not send hard copies of plans to parish council clerks; however, although most town/parish council clerks have access to emails and the internet, they do not have printers which will reproduce the plans to a quality and scale which is usable. A District Councillor suggested that if a particular plan affects a parish, then the town/parish council clerk should contact the District Council for a hard copy of that plan.

RESOLVED that this issue be reported back to Planning Services.

13. APOLOGIES

Apologies for absence were received from Parish Councillor J Anderson.

14. DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

(a) **Members**

There were no declarations of interest by Members.

(b) **Officers**

There were no declarations of interest by officers.

(Councillors J Evans and D G Pidwell joined the meeting at this point.)

15. MINUTES OF THE MEETING HELD ON 11TH JULY 2012

In response to a query regarding Minute No. 9(a) – The Future Agenda, in respect of CCTV, the Director of Community Services updated the Group on issues with the current system, i.e.: that the equipment does not cover the rural areas, the monitoring contract with Remploy ceases on 1st May 2013, and the control room is located in the former library building in Worksop which will shortly be handed over to the charity Aurora. A procurement exercise is being undertaken to identify a new location for the control room, a new monitoring partner and upgraded equipment. These negotiations also include a possible extension of the service to Harworth, Bircotes and Tuxford, which could be achieved through efficiency savings. Such coverage for the smaller parishes was requested; however, different solutions could be used for difficult/inaccessible areas and differing levels and types of activities, e.g. mobile cameras to catch fly-tippers.

With regard to Minute No. 9(b) – Code of Conduct, a parish representative asked if the new complaints process has been drawn up, and the Senior Manager Support Services reported that the Monitoring Officer is seeking legal advice on this issue and that the new scheme should be submitted to full Council in December 2012 for approval, after which it will be circulated to all town/parish councils.

With regard to Minute No. 10(a) – Concurrent Grants, the Cabinet Member for Finance and Property advised that all parish councils will receive the concurrent grant but that it will be reduced by the same percentage as the Government funding allocation to the District Council, which is not yet known.

RESOLVED that the Minutes of the meeting held on 11th July 2012 be approved.

16. MINUTES FOR ACTION.

With reference to Minute No. 6(2) – Dog Warden Service - Enforcement, the Senior Manager Support Services advised that two fixed penalty notices have already been issued and that one member of a parish council has undertaken the training on enforcement to assist in this matter.

RESOLVED that the Minutes for Action be received.

17. OUTSTANDING MINUTES LIST

There were no Outstanding Minutes.

SECTION A - ITEMS FOR DISCUSSION IN PUBLIC

Key Decisions

None.

Other Decisions

18. ITEMS SUBMITTED BY BASSETLAW DISTRICT COUNCIL

(a) Community Right to Challenge and Community Right to Bid

The Corporate Development and Policy Manager gave a presentation which outlined the process for the Community Right to Bid and updated the Group on the process in place for the Community Right to Challenge. Handouts of the slides were tabled, together with copies of a leaflet on the Community Right to Challenge, an Expression of Interest form and frequently asked questions and answers.

The Community Right to Bid allows communities the right to nominate buildings or land for listing by the local authority as an asset of community value if they meet certain criteria. When a listed asset comes to be sold, an interim moratorium on the sale will be invoked and if requested can be extended to six months to allow local community groups time to develop a business plan and to make a bid to buy the asset if they wish to do so. Following the moratorium, the asset can be sold on the open market at the market rate. There are some assets that are excluded from listing, an appeals process at both the listing and compensation stages of the process, enforcement measures in place, and compensation available to owners of assets if the process results in a loss of income or sale of an asset.

It was noted that some parishes have already begun to identify assets of community value through the Local Development Framework process and their Parish/Neighbourhood Plans, and that much consultation has been done by the Council's Planning Services.

Issues raised included funding for the scheme and funding for parishes, both of which have no provision at this stage. Any compensation will have to be met through the New Burdens funding to local authorities or through an agreed "top up" payment that the Government have committed to pay for claims received in excess of £20k in any calendar year up to March 2015.

The Community Right to Challenge allows a community or voluntary organisation to express an interest to run a Council service or part of a Council service, whether District or County. Such an expression could trigger a procurement exercise which will be open to any organisation and/or business, and the outcome will be built into the Council's budget process.

Issues raised included the time limit for the procurement exercise.

AGREED that:

1. The presentation of the Community Right to Bid and Community Right to Challenge be received.
2. Thanks be recorded to the Corporate Development and Policy Manager for her informative presentation.

(b) Council Tax Support Scheme

The Head of Revenues and Customer Services updated the Group on developments with regard to the Council Tax Support Scheme, following the circulation of a general leaflet on this to all town/parish council clerks on 30th July 2012. A further developed consultation leaflet /booklet was sent to all benefit claiming households in Bassetlaw and to a random selection of non-claiming households during August 2012.

The preparation of the Bassetlaw scheme is as well ahead of other local authorities and, although it still retains the existing council tax benefit model based on need, income, savings, etc., only 80% of weekly liability is proposed to be rebated, which means that many households previously on full benefit will be liable for 20% of their next year's Council Tax bill. Pensioners are protected by law and cannot be worse off than they are now.

The Council has received over 400 responses to its consultation which is still running for the next three weeks, and roadshows and forums are being held throughout Bassetlaw.

The parish tax base will not be reduced so, therefore, any increase in the parish precept will be determined by the town/parish council.

AGREED that:

1. The verbal update be noted.
2. Town/parish councillors encourage their residents to respond to the consultation exercise.

(c) Environmental Crime Enforcement Policy

The Director of Community Services advised the Group of the approval by Cabinet on 4th September 2012 to the development of an Environmental Crime Enforcement Policy in relation to dog fouling, littering, fly-tipping and graffiti, and the undertaking of an consultation exercise on the draft policy, which was appended to the report.

The Authority's holistic approach includes: members of the Environmental Health Team being trained to undertake enforcement duties; a representative of Harworth Town Council also being trained on dog fouling and litter enforcement; and proposed training for members of the Environment Services Team and the Park Ranger, together with members of the Estates Management Team at A1 Housing. The Authority will also be initiating a comprehensive publicity and educational programme on environmental crime, focussing, in the short-term, on littering and dog fouling.

Issues raised included: evidence by witnesses; and court action.

AGREED that Bassetlaw's Environmental Crime Enforcement Policy and agreed actions be noted.

(d) Anti-Poverty Strategy and Action Plan

The Senior Manager Support Services updated the Group on the development of an Anti-Poverty Strategy and Action Plan by the District Council. This is one of the Council's key priorities within its Corporate Plan for 2012-13 as Bassetlaw is ranked 61st in England for the biggest risk of poverty and 64th for child poverty out of 326 local authorities.

The Strategy proposes a programme for tackling poverty over the next three years. The draft Strategy was approved by Cabinet on 6th June 2012 and was circulated to all town/parish councils, together with the Action Plan. Consultation was also undertaken through the Council's website and with key partners.

Town/parish councils can support the objectives by: identifying locations in their community where information can be provided; being aware of the key service providers and sources of support to help passport people; providing information of what is happening in local communities, particularly smaller areas where data often does not reflect local experiences; and circulating information in their local communities, including the 'Money Maze', copies of which were available at the meeting.

AGREED that:

1. The development of the Council's Anti-Poverty Strategy and Action Plan be noted.
2. Town/parish councils support the objectives, including circulating copies of the 'Money Maze' booklet produced by the District Council.
3. Town/parish councils contact Steve Brown, Senior Manager Support Services, on 01909 533767 or email: Stephen.brown@bassetlaw.gov.uk for further information.

(e) Food Banks

The Cabinet Member for Revenues, Customer and Support Services gave a verbal update on the provision of food banks which has been instigated by The Crossing Church in Worksop under the umbrella charity HOPE. Distribution of food parcels is being done at The Crossing in Worksop and The Well in Retford, upon referrals through the relevant agencies.

Town/parish councils were asked to help support this initiative by identifying individuals/families at risk, advertising this assistance, and identifying ways of reaching such individuals/families.

RESOLVED that:

1. The provision of the food banks by HOPE be noted.
2. A list of referring agencies be circulated to all town/parish council clerks.
3. Town/parish councils support the food bank initiative by advertising the service, and identifying individuals/families and ways of reaching such individuals/families.
4. Town/parish councils contact Sandy Smith at HOPE, on 01909 531294, with any such referrals.
5. Thanks be recorded to Councillor S May and those involved in the provision of the food banks.

(f) Rural Conference

The Senior Manager Support Services advised the Group of proposals for a Rural Conference in Bassetlaw, which would consider a “long list” of issues as outlined in the report. All town/parish councils, together with other organisations operating in rural areas, have been contacted to identify priorities from this list or to indicate issues they feel have been omitted.

There was no consensus by the Group as to whether the conference should be held on a Saturday or a weekday.

RESOLVED that the development of a Rural Conference be noted and town/parish councils identify items for consideration and forward to Steve Brown, Senior Manager Support Services, on 01909 533767 or email: Stephen.brown@bassetlaw.gov.uk

19. ITEMS FROM PARISH COUNCILS

None.

20. ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS TO BE URGENT

(a) Nottinghamshire County Council's Broadband Survey

Copies of the County Council's Broadband Survey were available at the meeting and town/parish councils were encouraged to distribute them around their communities and encourage residents to respond.

RESOLVED that the town/parish councils distribute the Broadband Survey leaflets around their communities and encourage residents to respond.

As there was no other business to be discussed the Chairman closed the meeting.

MINUTES FOR ACTION AND IMPLEMENTATION SHEET

PARISH COUNCILS LIAISON GROUP

10/10/12

FROM: Senior Democratic Services Officer TO: Councillor S May
SMSS = Senior Manager Support Services

The following decisions are brought to your attention for action by the appropriate officers within your Service:

12. SUSPENSION OF COUNCIL PROCEDURE RULES FOR 15 MINUTES TO ALLOW QUESTIONS

A Parish Councillor raised the issue that the Council is proposing to not send hard copies of plans to parish council clerks; however, although most town/parish council clerks have access to emails and the internet, they do not have printers which will reproduce the plans to a quality and scale which is usable. A District Councillor suggested that if a particular plan affects a parish, then the town/parish council clerk should contact the District Council for a hard copy of that plan.

RESOLVED that this issue be reported back to Planning Services.

SMSS

18. ITEMS SUBMITTED BY BASSETLAW DISTRICT COUNCIL

(b) Council Tax Support Scheme

AGREED that:

1. The verbal update be noted.
2. Town/parish councillors encourage their residents to respond to the consultation exercise.
Town/parish councillors

(d) Anti-Poverty Strategy and Action Plan

AGREED that:

1. The development of the Council's Anti-Poverty Strategy and Action Plan be noted.
2. Town/parish councils support the objectives, including circulating copies of the 'Money Maze' booklet produced by the District Council.
Town/parish councillors
3. Town/parish councils contact Steve Brown, Senior Manager Support Services, on 01909 533767 or email: Stephen.brown@bassetlaw.gov.uk for further information.
Town/parish councillors

(e) Food Banks

RESOLVED that:

1. The provision of the food banks by HOPE be noted.
2. A list of referring agencies be circulated to all town/parish council clerks.

Councillor S May

3. Town/parish councils support the food bank initiative by advertising the service, and identifying individuals/families and ways of reaching such individuals/families.

Town/parish councillors

4. Town/parish councils contact Sandy Smith at HOPE, on 01909 531294, with any such referrals.

Town/parish councillors

5. Thanks be recorded to Councillor S May and those involved in the provision of the food banks.

(f) Rural Conference

RESOLVED that the development of a Rural Conference be noted and town/parish councils identify items for consideration and forward to Steve Brown, Senior Manager Support Services, on 01909 533767 or email: Stephen.brown@bassetlaw.gov.uk

Town/parish councillors

20. ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS TO BE URGENT

(a) Nottinghamshire County Council's Broadband Survey

RESOLVED that the town/parish councils distribute the Broadband Survey leaflets around their communities and encourage residents to respond.

Town/parish councillors

PARISH COUNCILS LIAISON GROUP

Wednesday, 30th January 2013

OUTSTANDING MINUTES LIST

Members please note that the updated positions are shown in bold type following each item.

<u>Min. No.</u>	<u>Date</u>	<u>Subject</u>	<u>Decision</u>	<u>Officer Responsible</u>
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	None			
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BASSETLAW DISTRICT COUNCIL

CABINET

8th JANUARY 2013

**REPORT OF INTERIM CHIEF EXECUTIVE &
DIRECTOR OF RESOURCES**

**MEDIUM TERM FINANCIAL PLAN 2013/14 TO 2015/16
AND VALUE FOR MONEY STRATEGY**

Cabinet Member: Finance & Property Services
Contact: Neil Taylor
Ext: 3221

1. Public Interest Test

The author of this report, Neil Taylor, has determined that the report is not confidential.

2. Purpose of the Report

- 2.1 To make projections about the long term financial sustainability of the Council in conjunction with current issues, and the financial support required for Bassetlaw's priorities in the Corporate Plan.

3. Background and Discussion

- 3.1 Members will be aware of the Government's austerity measures nationally, these are now playing out at a local level to councils through the Local Government Finance Settlement. The degree and nature of change is so significant that everyone, Members, officers, partners (including parish councils) and the public will need to adopt a significantly different mind-set to adapt to the new scenario for the public sector in the 21st Century.
- 3.2 The first part of this change, is that for 2013/14, Members will have in effect to balance two budgets:
- i) the traditional General Fund budget which determines the level of council tax locally and the service decisions that Members will be required to take to arrive at a locally balanced budget; and
 - ii) what measures will be required to balance the funding gap in council tax benefits as these have been removed from Bassetlaw's Service Budget Requirement and transferred to the Collection Fund which is accounted for separately. Previous reports have highlighted that the 10% funding reduction can be made up of either:

- changes to council tax exemptions such as second homes and empty properties, which were considered at Cabinet on the 4th December, 2012;
 - council tax base growth;
 - the Department of Communities & Local Government's 2013/14 support package which is only in place for 2013/14 and is dependent on certain criteria in any local scheme being adopted;
 - the local decisions Members wish to take on a Bassetlaw council tax benefit scheme.
- 3.3 The points to note here are that in previous years' the changes to the exemptions and council tax base growth would have been used to balance the core General Fund budget, and not this added local council tax benefit dimension.
- 3.4 In addition to this, two significant risks have been transferred from HM Treasury to local authorities:
- i) any growth in the demand for local council tax benefits will from now on be a local authority responsibility; and
 - ii) the new changes to the National Non Domestic Rating (NNDR) system – until now an integral part of the Formula Grant system, mean that local councils will be responsible for a local growth element which is being built into the new system for NNDR for the first time in 2013/14.
- 3.5 These changes bring a new volatility to local council operations which have not witnessed such change for a generation. The local government press have also recently announced news of the first unviable district council in West Somerset, and therefore the prospect of financial and organisational failure for the first time since 1974 has arrived. The Local Government Association is also aware of other councils which are significantly challenged and seven district councils are in receipt of Transitional Grant to reduce the level of their grant losses to 8.8% of 'revenue spending power' in 2013/14. They are: Barrow-in-Furness, Bolsover, Burnley, Great Yarmouth, Hastings, Hynburn, and Pendle.
- 3.6 Against this backdrop, Members need to remember their duty to ensure that the three elements that the District Auditor requires are met:
- i) the Council provides value for money to all its taxpayers;
 - ii) the Council has sufficient financial resilience in its level of balances, to remain a viable "going concern";
 - iii) the Council's accounts are closed on time, they reflect a true and fair view of the Council's operations, and comply with current local authority accounting conventions.
- 3.7 Against this must be set specific service requirements, notably public health and planning expectations, plus the new arrangements for the community right to challenge introduced under the Localism Act 2012.

Chancellor's Autumn Statement

3.8 On the 5th December, 2012 Mr Osborne set out the parameters for the UK's public finances in Parliament until 2017. In essence, these were:

- the National Deficit currently stands at £108billion in 2012 and will be reduced to £31billion by 2017;
- local government will be exempt from the 1% Government's Departmental reductions in 2013/14, but not the 2% reduction in 2014/15. As details of the 2014/15 part of the Settlement are scant, confirmation will be required on this;
- Following the Heseltine Review, Local Enterprise Partnerships will be given a greater role in developing the national Growth Agenda;
- Council tax referendum thresholds will be reduced from 2.5% to 2% for 2013/14.

3.9 Following this, on the 19th December, 2012 the Secretary of State for Local Government made his Provisional Local Government Finance Settlement Announcement for 2013/14 and 2014/15, as the next financial year heralds the first year of the new Two Year Settlement. The headline figures for Bassetlaw are:

Formula Grant

	2010/11	2011/12	2012/13	2013/14	2014/15 Projected
	£'000	£'000	£'000	£'000	£'000
Revenue Support Grant	1,434	2,189	20*	4,207	3,839
NNDR	9,877	7,081	8,173	3,543**	3,652**
Total	£11,311	£9,270	£8,193	£7,750	£7,491
Financial Reduction	-	£2,041	£1,077	£443	£259
Percentage Reduction	-	18%	12%	5%	3%

*Note: the 2012/13 settlement for RSG was actually £0.158m, but £0.138m of this relates to the Council Tax Freeze Grant for 2010/11 that has been added into the RSG formula.

**Note: the 2013/14 and 2014/15 figures for NNDR are the government's estimate of Bassetlaw's share of collectable business rates based on an average of the last five years income. This is no longer a grant and will vary depending upon how much Bassetlaw collects in year.

New Homes Bonus

3.10 If there was any doubt of how national conditions are playing locally, the above table shows it. Within four years, Bassetlaw will have lost £3.82m, or 34% of its guaranteed mainstream external funding. Set against this are the incentives for growth which Ministers have introduced under the New Homes Bonus, which represents temporary

six year funding that starts to be withdrawn in year seven. For Bassetlaw, the marginal movements are:

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
2011/12	286	286	286	286	286	286	-
2012/13	-	261	261	261	261	261	261
2013/14	-	-	344	344	344	344	344
2014/15*	-	-	-	250*	250*	250*	250*
TOTAL	£286	£547	£891	£1,141	£1,141	£1,141	£855

*Note: Estimate only

- 3.11 Members can therefore see that, as the Government divests themselves of a lot of the previous controls and financial support, the financial future of the Council does become more local. The less growth in Bassetlaw there is, the less resources the Council will receive. This is not a recipe for mass development, but a pointer to where Ministers' thinking is, and where the impact of their approach will lead over a number of years. Any growth in turn links to the parameters set in Bassetlaw's Local Development Framework and the Council's Core Strategy.

Council Tax

- 3.12 As part of this process, Ministers, like their predecessors, have been keen to ensure that the withdrawal of funding has not been transferred to council tax payers via higher than inflationary council tax rises. There is a new requirement to control local council tax increases i.e. a council tax referendum is required if an individual council's proposed tax increases exceed a certain figure. The trigger for a local council tax referendum for 2013/14 has been set at 2%, or £5 for district councils, which translates into an upper limit of 3.02% for 2013/14 for Bassetlaw.
- 3.13 Since 2009, Bassetlaw has played its part in keeping council taxes down and foregone council tax income of a further £0.277m from its mainstream income. Ministers have ensured that this is supported from the Department of Community & Local Government with specific council tax freeze grants:

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
2011/12	138	138	138	138	Nil	Nil	Nil
2012/13	-	139	Nil	Nil	Nil	Nil	Nil
2013/14	-	-	TBA	Nil	Nil	Nil	Nil
TOTAL	£138	£277	£138	£138	Nil	Nil	Nil

- 3.14 Unlike mainstream Formula Grant funding, these are not built into the Council's baseline grant which adds to underlying financial instability (compared to the traditional funding model).

- 3.15 For 2013/14 Ministers have been unable to afford a fully funded council tax freeze grant. All that is on offer is a grant equivalent to 1% council tax increase, which is equivalent to £55,600 for Bassetlaw. As the theme of this report is about the Council's long term financial sustainability, Members are strongly advised to maintain as much local financial buoyancy as possible, and consider a 3% council tax increase for 2013/14. Bassetlaw needs to ensure that as it's main source of funding is reduced, that it maximises all its local revenues to compensate as much as it can. Failure to do so will point to medium term decline. Nationally this is starting to be a very serious matter, the latest Audit Commission publication "Tough Times 2012" shows that 9% of all councils are under "High Financial Stress".

Reserves & Balances

- 3.16 At the start of 2011/12 the Council had the following Revenue Reserves at its disposal:

General Fund:	1st April 2012 £'000	
Minimum Working Balance	1,007	This is the agreed minimum balance to sustain ongoing financial viability.
Job Evaluation Reserve	620	Set aside until the outcome of Job Evaluation, and latterly for any redundancy costs.
Developers' Contributions Unapplied	180	To be used for specific revenue purposes as part of S106 agreements.
Manton Reserve	98	To be invested specifically in the Manton area to improve facilities.
Minor Grants & Contributions	192	Set aside to fund specific initiatives which had not concluded before March 2012. These will be spent in 2012/13.
TOTAL	£2,097	

- 3.17 Over the years, Bassetlaw has made use of its reserves to deal with one-off unbudgeted matters, declining income levels, to improve services, and support service delivery.
- 3.18 However, the point has now been reached that financial management parameters, i.e. adhering to the Council's annual spending plans and the set budget, must be met as the margin for financial safety becomes more acute. Members' steps to establish a Budget Control mechanism throughout 2012/13 is an important step to ensure this happens to ensure that the Council does not overspend at the year end.

Collection Fund Surplus/Deficit

- 3.19 The Council is statutory obliged to prepare an estimate of its Collection Fund transactions for council tax on 15th January each year. This estimate enables

Bassetlaw and the three major precepting authorities to take account of any surpluses or deficits on the Fund when they set their own authority budgets. It is therefore requested that this calculation on the 15th January 2013 and the declaration of the surplus or deficit be delegated to the Head of Finance and Property.

Staffing & Downsizing Costs

- 3.20 Importantly the Council will also now have to manage its own downsizing costs. The report to the October Cabinet outlined that 12 staff had applied for voluntary redundancy, or voluntary early retirement, and a further 6 staff have applied for reduced hours. The potential savings will be £127,800 p.a. and the identified severance costs in 2012/13 are £89,700.
- 3.21 In 2011/12 Bassetlaw embarked on its first voluntary redundancy and early retirement package. This secured savings of £0.49m, and saw 19 posts removed from the establishment. This cost £0.35m to achieve in the first year and as part of the process the Council was able to offset some of the pension strain costs through a Department for Communities & Local Government Capitalisation Direction. No such mechanism has been offered by the DCLG for 2012/13 and the Council now needs to:
- downsize to save money to balance each budget round; and
 - meet all its severance and pension strain costs itself from its resources in the year they occur.
- 3.22 This demonstrates how constricting any future financial room for manoeuvre will be. Any downsizing costs will add further pressure to the in-year savings target required to balance the budget. Bassetlaw therefore needs to minimise downsizing costs where it can.
- 3.23 Whilst Members have wished to press on and conclude the Job Evaluation exercise which has been ongoing since 2007, the point has now been reached where the Council needs to utilise some of the resources set aside from the Job Evaluation Reserve to meet the redundancy costs that will occur, rather than any costs that may occur as a result of Job Evaluation.
- 3.24 Given the scale of structural financial change that Bassetlaw has been subjected to, Members should be reassured that the Council has moved a long way in reducing its costs and downsizing without incurring any significant severance costs. Since 2005 Bassetlaw has reduced its core staffing from 486 to 373 and shed 113 posts, some 23% of its establishment. (This excludes the staff transferring to Barnsley Premier Leisure and the new Leisure Trust in 2009):

Year	Posts
2005	25
2006	2
2007	-
2008	34
2009	8
2010	12
2011	20
2012	12

- 3.25 Adjusting to this new scenario will all be part of the future mind-set required to make the most of the new regime for local government. Staff side representatives have been informed about the concerns there are for the future and are working positively and supportively with them on these strategic topics.
- 3.26 Forward Plan report titles have already been published for each service area so that the Council can adhere to its policies and procedures for service changes. But, given all the uncertainty about the Ministerial announcement, Members have wisely waited until Mr Pickles made his announcement on the 19th December, which was late. All the reports to secure the savings will therefore need to go to the February Cabinet meeting and will come back to Cabinet following consultation in April. The savings will therefore not be secured until May or June 2013, which will diminish the level of net savings in 2013/14.

Inflation

- 3.27 Compared to October 2011 inflation has significantly reduced. Consumer Prices Index annual inflation stood at 2.7% in October 2012 (compared to 5.0% in October 2011), and RPI annual inflation stood at 3.2% in October (5.4% in October 2011). These have been factored into the projections on Appendix 1 of the report, with future inflationary pressures set out for future years.

Service Improvements

- 3.28 There are no assumptions about any revenue growth bids in the figures on Appendix 1. This report is primarily concerned about the structural changes Bassetlaw will face over the next three years. Therefore if there are any improvements that are linked to the emerging Corporate Plan, the assumption is that they will be cost neutral or met from internal savings as part of the future savings' exercises.
- 3.29 As Members will know from the Seminar held on the 25th October, 2012 the underlying concern is about the continual erosion of the Council's income. Not only from the Government, but also ongoing council tax freezes, and lower levels of service income. Receipts from car parking, development control, building control and land charges have gone down by over a third in the last five years from 2008/09. Income funds the Council's service activity and adds to the need for a pragmatic approach to corporate contingencies and debt collection.
- 3.30 Bassetlaw has recently been notified that Municipal Mutual Insurance (MMI) has been forced to go into liquidation. The Council, like many local authorities, insured with MMI in the 1990's under an agreement whereby under default, the Council would be asked for a contribution towards any outstanding claims dating back to the period of insurance. For Bassetlaw, the figure is approximately £0.34m and this liability is due now, and may be called upon at any time. It may also be worth considering the creation of a provision of a further £0.05m to address any future potential claims. This money to meet this obligation needs to be factored into the 2013/14 budget review process.

Value for Money: Preparing for the Future

- 3.31 The backdrop of change to the local government regime has been relentless for many years: Compulsory Competitive Tendering in the 1980's; Best Value in the 1990's; Efficiency Savings and Gershon in the 2000's and now the current level of austerity. Throughout the last decade in particular Bassetlaw has trimmed and cut with some

finesse, without resorting to any compulsory redundancies in its establishment. That era is probably drawing to a close and whilst the Council has conducted a number of reviews over the years these have largely been dependent on staff not being replaced when they go.

- 3.32 Bassetlaw's management structure has reduced from 13 posts to 8 funded posts since 2003, with one of those currently unfilled, and another Head of Service post will be carefully considered as part of the 2013/14 budget proposals. The structure of the Council is therefore skewed in some places, with some operational units markedly different from others, dependent on the level of previous years' staff churn. Appendix 2 therefore sets out some parameters for a complete organisational redesign process. This will look at horizontal spans of control and also the vertical hierarchies of each service. The review will be a "bottom up" process and look at the decision spans for staff and managers. It should also provide the correct pointers for the future senior management structure and establish the correct service platform for future resource levels. The aim is to have this as the base position for the 2014/15 budget, and therefore work needs to start on this now in preparation.
- 3.33 Such a task will take time, but given the forecasts for the 2014/15 Local Government Settlement, where Bassetlaw has to lose a further 3% of its Government support there is a growing recognition that further budget reviews cannot continue to look at the world as it is now. The Council has done well to get this far, but it cannot continue indefinitely with incremental savings targets to balance each annual budget round. A new approach is required, and this has to be balanced by the expectations Members and the public have - capacity (staff time and finance) is starting to be a pressing issue.
- 3.34 In addition there will be a number of service specific issues that will present themselves to improve value for money for local taxpayers in the coming years:
- Additional income earning leisure and fitness facilities, where it is supported by projected demand and will create a surplus;
 - Buildings' cleaning contract, which is currently budgeted for at £0.33m for all BDC and A1 properties;
 - A1 Housing ALMO contract renewal and further shared services for ICT, finance and customer services;
 - Grant funding and NNDR relief review;
 - Accommodation review;
 - ICT contract renewal in 2015;
 - The cost of democracy: review of the committee structure and functions, continued elections by thirds etc.
- 3.35 Just so that Members are clear, all these steps will only balance the "traditional" General Fund budget not any further changes to local council tax demand.
- 3.36 As para 3.2 (i) above illustrates, if the level of local council tax benefits increases this cost will also fall on Bassetlaw. A 10% increase on the existing level of council tax benefit expenditure is equivalent to £0.9m, Bassetlaw's share of this would be c£99,000 and that is also equivalent to the Council's full budget for Worksop Market.

4. Implications

- a) For service users – the Council will face significant and ongoing financial pressure as the Local Government Association outlined in their forecast for 0.9% cut in grant levels in 2015/16 and 2016/17. Add this to inflation levels of 4% to 5% and the real terms cuts experienced will be in the region of 5% to 6%. Bassetlaw has done well to achieve so many efficiencies to date without affecting frontline services to a noticeable extent.

This will not be the case if the Council does not have in the future the resources to support what is being provided now. Clearly there is a trade-off between the corporate financial capacity of Bassetlaw and the level of community support and investment that can be expected of the Council.

- b) Strategic & Policy – Bassetlaw is in the process of delivering its Corporate Plan and responding to the issues outlined in this report. The 2013/14 Budget Review process has been a significant aid to considering priorities and options for balancing successive budgets, as has this year's voluntary redundancy exercise. Members will need a range of measures though if the Council will effectively be limited to a maximum 3% council tax increase (the local council tax referendum trigger).
- c) Financial - Ref:- 13/160. These are set out in the report, summarised in Section 6 where it is set out in broad terms, and also in detail in Appendix 1.
- d) Legal – Ref:- 01/13. The Council needs to ensure delivery of the Council's strategic aims and objectives and adherence to the Council's annual spending plans.
- e) Human Resources – These are set out in para 3.20 – 3.26.
- f) Community Safety, Equalities, Environmental – Ref: 8/10 – This report sets out the overall context against which future decisions will have to be made. The equality and diversity issues will be subject to more detailed assessment by service managers as part of the development and implementation of their budget proposals.
- g) This is key decision number 334.

5. Options, Risks and Reasons for Recommendations

- 5.1 Bassetlaw needs to review its Financial Strategy and Medium Term Financial Plan each year to ensure income equals expenditure, and where it doesn't, or is projected not to, corrective action needs to be identified and put in hand.

Risk	Impact	Comments
Time	Medium	<p>Bassetlaw has always tried to be one year ahead of the budget reductions it needs to make, so that any changes required are as smooth as possible. Members need to start to prepare for 2014/15 now as they have at least a further £0.26m to find if the Government adhere to their Two Year Settlement.</p> <p>The Council also needs to complete its processes to conclude the 2013/14 budget changes which will take it into May or June 2013 to complete.</p>
Viability	Medium	<p>The budget is made up of hundreds of different service components and any movements in the financial plan, which is what a budget is, need to be offset if any one of them changes.</p> <p>Members understandably do not want to make unnecessary service cuts, but this does leave little room for manoeuvre as the experience in the 2012/13 budget has shown. Therefore the importance of the contingency funds which have been built into the proposals are important.</p>
Finance	High	<p>As the report shows there is a significant amount of volatility in local government finance with so many new factors to balance. The new “excessive increase” limit for local referenda makes the need for good financial management more acute given the small margins involved on a 3% council tax increase (£0.17m) compared to the level of gross expenditure of the Council (£76.96m). It constitutes a ratio of nearly 450:1.</p>
Profile	High	<p>The services that Bassetlaw provides are important to residents, and how the Council discharges its functions is important to maintain the Council’s reputation. Financial stability underpins not only services, but also Members’ Corporate Plan aspirations and the services local people receive.</p>
Adaptability	High	<p>A new era is dawning though and the Council needs to continue to evolve, but perhaps at a faster pace. The decision to work more closely with A1 Housing will provide some economies of scale following the Housing Options report. Officers are also starting to review office accommodation and associated costs.</p>

6. Conclusions

- 6.1 The level of Formula Grant funding reduction has been so significant with a £3.8m per annum cut within four years. The original Comprehensive Spending Review outlined funding reductions of 28% by 2014/15 and these were to be “frontloaded” in 2011/12 and 2012/13. Bassetlaw duly lost 27% of its funding by 2012/13. Following the Secretary of State’s Announcement last month, now the Council has to find a further 8%. Unlike a commercial enterprise, given the downturn in income or a significantly lower level of profits, a company would withdraw from the market or concentrate on some other activity. Councils cannot do that as they not only provide statutory services, but also contribute to the quality of life to the residents they serve in their geographical locality.
- 6.2 Coupled with this, councils have also been constrained by the levels of their own income they can raise through their main single source of income – council tax. This is partly due to the central restrictions placed upon them by successive governments, but also Members’ desire to contain local taxes, and the hardening attitude towards taxation and costs in a time of significant austerity.
- 6.3 Other income levels have also dropped – receipts from planning, building control, car parking and land charges have all fallen significantly since 2008/09 – a further £0.85m, or 37%. It is this leaching of income that has provided the catalyst to the structural changes that are currently occurring. Over the years, the Council has made significant changes to its services and achieved savings of £7.4m since 2005 to compensate, whilst in some areas, notably revenues and benefits, increasing productivity. To be now faced with a further £0.44m grant reduction in 2013/14 and another £0.26m in 2014/15 is a significant challenge, especially as other changes to council tax benefits will utilise any contribution there would have been from either a growth in the council tax base or the new opportunities from the changes to the council tax exemptions.
- 6.4 Members have been given some pointers about how to tackle the future in para 3.34 – 3.36 which could include some proactive work on the cost of democracy, as the changes to date are only half the story. By 2017 all the Council’s expenditure on rent allowances and housing benefit will be transferred to the Department For Work & Pensions as part of the change to Universal Credits. As a result Bassetlaw’s annual gross expenditure will reduce by over 50%, from £77m to just £38m (based on current projections).
- 6.5 The organisational redesign programme; the changes to A1 Housing contract arrangements; the computer system retender and further shared services will assist in responding to the unfolding agenda as will some clarity on Members’ strategic aspirations for Bassetlaw.
- 6.6 One thing is clear, the new paradigm will change the emphasis on what is important to the Council: five years ago £1m was corporately financially significant, now given all the changes, £0.25m is significant and as the financial squeeze continues, this will reduce again and as the years progress, £50,000 will have the same degree of significance.
- 6.7 There are potentially three strategic choices for Members here:
- a) Bassetlaw either goes “up” and joins a larger unit of government, perhaps as part of a change to Nottinghamshire or the Sheffield City Region. This could be

dependent on several factors, not all of them local. If there is a move to a voluntary re-organisation then the County Council will have to agree to any changes as this will affect their services as the two tier structure currently operates in Nottinghamshire.

- b) Bassetlaw could go “sideways” and broaden its scope through a network of shared services or trying to generate more income. The question will be whether it will be enough to offset the scale of income that is being withdrawn. As the County Council have relinquished their Wing at Queens Buildings it is an ideal location for the opportunity of developing a joint community service centre with either the police, the NHS or indeed the ambulance service; or
- c) Bassetlaw goes “down” and places more emphasis on local community organisations keeping a minimal central set of functions itself.

6.8 This report takes in a wide sweep of Bassetlaw’s financial affairs and is meant to be thought provoking as organisational change takes time to plan and deliver:

- Capital investment is sustainable for a number of years provided the Council is bold about its asset management plans. But, once these finite assets are disposed of, this opportunity will end. The continual drag of funding for Disabled Facilities Grants is a concern and will remain the first call on capital receipts;
- General Fund revenue will remain under sustained pressure for the foreseeable future. This, by definition, makes forecasting in the medium term more problematic, and Members are strongly advised to take a cautious approach to future commitments.

7. Recommendations

- 7.1 Cabinet is recommended to note the projections (excluding central support recharges) for the next three financial years as set out in Appendix 1.
- 7.2 Members approve the Medium Term Financial Plan for 2013/14 – 2015/16 as set out in Appendix 1 of the report, as the framework for the next three years’ budgets.
- 7.3 Members consider a council tax increase as part of their 2013/14 budget preparations.
- 7.4 Members approve the Value for Money Strategy outlined in the report (para 3.31 to 3.36) for 2013/14 – 2015/16.
- 7.5 Members delegate the calculation and declaration of the Council Tax deficit or surplus for 2013/14 on the 15th January 2013 to the Head of Finance & Property (para 3.19).

Background Papers

Location

Previous Year’s Budget Reports

Director of Resources

Local Authority Financial Settlement Data

Director of Resources

Audit Commission: Tough Times 2012

Director of Resources

MEDIUM TERM FINANCIAL PLAN 2013/14 TO 2015/16

	Community Prosperity - Economic Regeneration	Community Prosperity - Planning & Building Control	Chief Executive Dept	Corporate Management	Environment	Finance & Property	Housing	Leisure	Policy & Community Engagement	Revenues & Customer Services	Support Services	Total 2013/14	Total 2014/15	Total 2015/16
	£	£	£	£	£	£	£	£	£	£	£	£	£	£
SERVICE BUDGETS														
Employees	770,200	1,342,000	892,000	266,000	3,409,900	1,234,800	323,500	420,300	627,600	1,623,200	1,005,400	11,914,900	12,084,950	12,072,150
Premises	355,300	1,400	0	0	109,600	779,600	0	531,400	5,300	0	7,300	1,789,900	1,813,900	1,838,600
Transport	24,300	67,700	10,500	0	848,000	27,400	13,100	20,300	43,600	28,600	12,800	1,096,300	1,119,600	1,151,700
Supplies & Services	330,600	92,200	251,100	265,100	394,700	202,200	130,300	141,500	513,600	277,300	770,900	3,369,500	3,310,800	3,235,200
REFCUS	0	20,000	0	0	0	100,000	1,900,000	0	0	0	0	2,020,000	445,000	445,000
Third Party Payments	409,100	170,800	29,000	700	274,000	534,500	15,600	887,200	18,000	87,400	40,100	2,466,400	2,391,000	2,435,800
Housing Benefit Payments	0	0	0	0	0	0	0	0	0	30,051,500	0	30,051,500	30,051,500	30,051,500
Support Service Recharges	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leasing	3,100	0	0	0	0	0	0	0	0	0	0	3,100	3,100	3,100
Total Expenditure	1,892,600	1,694,100	1,182,600	531,800	5,036,200	2,878,500	2,382,500	2,000,700	1,208,100	32,068,000	1,836,500	52,711,600	51,219,850	51,233,050
Support Services Charged Out	0	0	0	0	0	(186,400)	0	0	0	0	0	(186,400)	(191,500)	(197,600)
Grants	(38,900)	(39,700)	(78,000)	(406,200)	(72,900)	(576,500)	(448,900)	(449,200)	(2,900)	(1,458,500)	(54,600)	(3,626,300)	(3,576,800)	(3,553,000)
Housing Benefit Grants	0	0	0	0	0	0	0	0	0	(29,446,000)	0	(29,446,000)	(29,446,000)	(29,446,000)
Customer & Client Receipts	(1,476,600)	(748,900)	0	0	(1,281,300)	(722,900)	(126,300)	(41,900)	(39,800)	(622,900)	(894,600)	(5,955,200)	(6,000,600)	(6,044,200)
Total Income	(1,515,500)	(788,600)	(78,000)	(406,200)	(1,354,200)	(1,485,800)	(575,200)	(491,100)	(42,700)	(31,527,400)	(949,200)	(39,213,900)	(39,214,900)	(39,240,800)
Net Service Expenditure	377,100	905,500	1,104,600	125,600	3,682,000	1,392,700	1,807,300	1,509,600	1,165,400	540,600	887,300	13,497,700	12,004,950	11,992,250
OTHER BUDGETS														
Asset Rents												(1,199,000)	(50,000)	(50,000)
Provisions-Corporate Contingency												150,000	150,000	150,000
Provisions-Bad Debts												80,000	80,000	80,000
Provisions-Payroll Issues												65,000	65,000	65,000
Provisions-Utilities												29,200	23,300	17,300
Net Interest and Borrowing Costs												1,847,600	1,969,200	2,065,400
Concurrent Functions & Drainage Board Levies												515,500	513,300	511,600
GENERAL FUND TOTAL												14,986,000	14,755,750	14,831,550
Savings Target												(425,200)	(204,650)	(280,450)
NET												14,560,800	14,551,100	14,551,100
FUNDED BY:														
RSG (incl. C.Tax freeze grant)												(5,326,400)	(4,958,000)	(4,958,000)
Business Rates												(3,543,500)	(3,652,200)	(3,652,200)
New Homes Bonus Grant												(890,900)	(1,140,900)	(1,140,900)
Council Tax-BDC												(4,800,000)	(4,800,000)	(4,800,000)
Total Funding												(14,560,800)	(14,551,100)	(14,551,100)

Taxbase	31409.53 estimated
Band D Council Tax (£)	152.82

PROJECT BRIEF FOR ORGANISATIONAL REVIEW

Councils along with all other parts of the public sector will be required over the next four years to make major budget savings as part of the Government's overall strategy to reduce the size of the public deficit. There is a need, therefore, to identify areas where efficiencies can be made.

It is important that in particular, management and administrative support functions are examined as a matter of high priority. An organisational review therefore needs to be carried out as follows:

Stage	Activity
1.	Produce as-is organisation charts that are accurate and up-to-date, in a consistent and clear format across the Council.
2.	Prepare and agree a simple methodology for undertaking the review based on a number of clear design principles including the span of management responsibility and the number of layers of structure in the organisation, less 'silo working' and more collaborative working across services. Undertake some sampling to test the principles in practice.
3.	Deliver Workshop to Management Team on methodology.
4.	Each Service to undertake a review of their structures (including current or pending service reviews) including identifying all management posts that are not consistent with the design principles in the Framework. By exception it may be necessary to maintain posts or posts that are not consistent with the design principles. In such cases Services will have undertaken a robust impact assessment that justifies why such exceptions should be made. The assessment will need to make a strong and exceptional case why the particular post needs to operate outside the design principles i.e. manage fewer people than agreed or/and operate with more layers of management than agreed. The responsibility of the post for budgets, assets, processes and systems; the level of delegated authority i.e. key decisions and statutory accountabilities that come under this post; specific or specialised knowledge or/and skills of the post.
5.	Each Director to form a 'Design Team' to be chaired by the Head of HR & OD and supported by the HR Business Manager.
6.	Service proposals to be submitted to the Design Team who will make recommendations to the Chief Executive.
7.	Once the Chief Executive has approved a revised structure, budget review meetings with the Leader, Deputy Leader, Portfolio Holders and Finance Portfolio Holders for their approval.
8.	Production of generic job descriptions and person specifications for each layer of management post in consultation with HR.
9.	Production of a grade range for each management tier within which the grade for each post is evaluated, to be undertaken by HR.
10.	Reports to Cabinet approving the new structures.
11.	Directors will need to follow the appropriate Council and statutory consultation and employment policies and processes to implement revised structures.