

MISSION STATEMENT

***To Improve the Quality of Life
For Those Who Live and Work in the District***

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1 November 2010

Dear Councillor

You are hereby summoned to an Extraordinary Meeting of the Selby District Council to be held in the Civic Suite, Civic Centre, Portholme Road, Selby on **Tuesday 9th November 2010** commencing at **6.00 pm**.

Yours sincerely

Jonathan Lund
Deputy Chief Executive

Opening Prayers will be offered.

AGENDA – PUBLIC SESSION

1. **Apologies for Absence**

To receive apologies for absence.

2. **Disclosure of Interest**

To receive any disclosures of interest in matters to be considered at the meeting in accordance with the provisions of Section 117 of the Local Government Act 1972, and Sections 50, 52 and 81 of the Local Government Act 2000 and the Members' Code of Conduct adopted by the Council.

3. **Adoption of a Revised Service Delivery Model**

Report of the Chief Executive (pages 3 to 16 attached).

4. **The Move Towards an Executive Structure**

Report of the Chief Executive (pages 17 to 24 attached).

5. **Use of Access Selby as a Constituency Office**

Report of the Chief Executive (pages 25 to 27 attached).

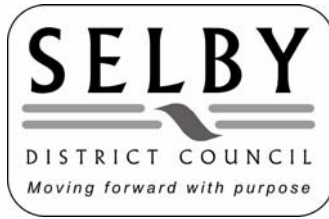
6. **PRIVATE SESSION**

It will be recommended that in accordance with Section 100(4) of the Local Government Act 1972, in view of the nature of the business to be transacted, the meeting be not open to the Press and public during discussion of the following items as there will be disclosure of exempt information as defined in Section 100(1) of the Act as described in paragraph 3 of Part 1 of Schedule 12(A) of the Act.

7. **Agreement to Sell Part of the Civic Centre Site**

Report of the Deputy Chief Executive (pages 28 to 31 attached).

COUNCILLORS ARE REMINDED TO UPDATE THE REGISTER OF INTERESTS AFTER ANY CHANGE IN CIRCUMSTANCES WHICH MAY AFFECT CURRENT ENTRIES



Title: Adoption of a revised service delivery model
To: Council
Date: 9 November 2010
Author: Martin Connor, Chief Executive

1 Purpose of Report

- 1.1 For Council to consider the adoption of a revised service delivery model with effect from 1 April 2011.

2 Recommendation

2.1 That the Council:

- i. Adopts the revised service delivery model with effect from 1 April 2011;**
- ii. Withdraws the redeployment pool arrangements with immediate effect;**
- iii. Forms a cross-party working group to oversee the implementation of the revised model;**
- iv. Authorises the Chief Executive, in consultation with the Leader of Council, to access the invest to save budget to facilitate the transition to the new model;**
- v. Authorises the Chief Executive to progress any shared service arrangements consistent with the revised model which can deliver savings to the Council.**

3 Executive Summary

- 3.1 Consequent upon the reduction in funding to the Council arising from the Comprehensive Spending Review (CSR), this report sets out proposals for a radical revision to the Council's service delivery model.

The level of cuts makes such a radical departure imperative and a significant saving needs to be delivered by 1 April 2011. Inevitably this will impact severely on staff numbers and to the culture of the entire organisation.

It is recommended that the implementation be overseen by a cross-party working group and that the staff redeployment pool is discontinued with immediate effect (save for those currently assigned to the pool).

4 The report

- 4.1 In January 2010 as the Council was finalising its budget preparations, we recognised that our Medium Term Financial Strategy (MTFS) had identified a significant funding gap. A savings programme was compiled and listed a number of potential cost reductions or increases in income but a great deal relied on our ability to achieve savings through efficiencies or shared services.
- 4.2 The intention was to at least secure a balanced budget and, if possible, allow some headroom for future investment and our anticipation was that future grant settlements would reduce at a rate of 5% year on year for the three years commencing 2011/12. With a General Election due, each of the major parties were predicting significant cuts to public sector spending.
- 4.3 The MTFS model consequently identified a cost reduction requirement of £2.5m which we assumed could be spread over a five year period at £500k per annum.
- 4.4 I indicated that I would explore alternative methods of service delivery which would secure the necessary savings and subsequently confirmed to Council on 1 June 2010 that I had commenced work on the project.

The General Election and after

- 4.5 Since the election in May, the new coalition government has announced a series of changes to local government operations and confirmed that significant cuts to public expenditure could be expected and consequently the Savings and Efficiency Strategy recommended a savings target of £3m by 2014/15 (i.e. £600k year on year from 2010/11). The Comprehensive Spending Review (CSR) results were announced on 20 October and the headline figures confirm that local government funding will be reduced by 28% in real terms over a four year period commencing 2011/12. There is a strong indication that the cuts will be front loaded so that greater savings are required in years one and two of the period. The new assumptions have been fed into the MTFS model and indicate a need to reduce our revenue base expenditure by around £3m from 2010/11 levels.
- 4.6 More emphasis is being placed on localism in order to deliver the much vaunted “big society” solution. Little is known at this stage about how this will be financed and what impact this will have on local authority budgets.

A new model

- 4.7 With cuts of the predicted magnitude, most commentators agree that the traditional “salami slicing” approach to making savings will not suffice. What is required is a fundamental and radical review of the service delivery model.
- 4.8 To put the savings requirement into context, even £2.5m is equivalent to around 80 members of staff out of a current complement of around 300. Our success in reducing costs in the past by outsourcing, partnering, etc. has meant that our residual controllable costs are largely staff based.
- 4.9 Whilst we will continue to try to reduce our costs or increase our income by exploring collaboration opportunities with others, the issues we currently face are that these potential savings are either not enough in themselves to achieve our target or will not arise quickly enough. Selby is more dependent on grant income than our neighbours in North Yorkshire and we have no buoyant source of income at a local level. This means that we are facing the problems of cuts much sooner.
- 4.10 An additional consideration is that pursuing partnering arrangements carries with it a risk that the investment of time and resource does not have any guarantee that the negotiations will prove successful. In my view, we cannot afford to wait for something to happen, be reliant on others and their timescales or waste time now when we could be looking to any alternative solution. I believe that we need to develop our own model for future service delivery. This view was recognised and endorsed in the High Level Business case report into potential collaboration with Harrogate and Craven Councils.
- 4.11 The suggested model which will support our service delivery in the future is shown at Appendix A and comprises the following essential features:
- An “arm's length” service delivery vehicle (SDV)
 - A small support core remaining with the Council
 - A strong community engagement/support/development emphasis supported by a new Third Sector Organisation (TSO)

The remainder of this report explores how this might work.

Exploring the model - Service delivery

- 4.12 The Council’s current policy is to move towards commissioning rather than delivering services. We have made some strides towards this with outsourcing, partnering, etc. but we still have services for which we are struggling to find willing partners. Additionally, we would not want to hand services over to a partner who can then achieve easy savings which could have been to our benefit. It makes sense to make our services as efficient as possible before we even consider passing them on.

- 4.13 The idea then, is to set up, initially within the authority but with the potential for future outsourcing, an “arms length” service delivery vehicle (SDV). This SDV will be set up on commercial lines to deliver services, to a contract agreed with the Council, as if they were an external company akin to Enterprise, our streetscene contractor.
- 4.14 As the formation of the SDV is a mechanism for cost reduction, it will of course be starting with a staffing structure much lighter than that which pertains currently. In order to force the saving, the starting point will be 160 FTE staff of mixed grades. The challenge will be for the SDV to demonstrate what it can achieve in terms of service delivery within a fixed cost envelope but without the restrictions of traditional local government structures and constraints.
- 4.15 The basic idea is that the SDV will:
- Have a flat structure with minimal management
 - Contain all services of the Council
 - Work to an outcome based contract
 - Sub-contract where appropriate
 - Be largely self monitoring
 - Be less reliant on large numbers of professional staff
 - Place greater emphasis on generalists
- 4.16 Inevitably, with such a reduction in staff numbers there will be services which cannot be provided or will have to work to reduced delivery criteria and the Council will still be faced with choices about priorities.
- 4.17 The priorities will, of course, reflect those agreed with the community via the engagement process.
- 4.18 There will be nothing to prevent the SDV working for more than one client in due course, thereby increasing income, spreading overheads and improving resilience.

Exploring the model - Support core

- 4.19 The support core will represent the last vestiges of the Council’s direct staff. Again it is envisaged that numbers will be restricted and a team of 14 staff is anticipated as a starting point.
- 4.20 The role here will be to give democratic, monitoring and policy support to the Council though elements of this could be sub-contracted elsewhere. As the Chief Executive post would be one of the 14, the Council may decide that this post is not sustainable in the longer term and choose to dispense with the post or share with another Council.
- 4.21 Within the support core the emphasis will again be on the skills required to perform the required tasks rather than on maintaining a traditional hierarchical structure.

Exploring the model - Community engagement

- 4.22 The Council has made a good start on community engagement with the creation of the CEFs but the proposed model looks to the development of a new Third Sector Organisation (TSO) to provide a resource for the support of localities. This body could be a conglomeration of existing third sector bodies or, more likely, a new single contracting body which sub-contracts with existing charitable organisations.
- 4.23 NYCC are also looking at the future of support to, and commissioning of services from, the third sector. We are currently discussing with them the potential for a jointly supported development process for a TSO.
- 4.24 As the CEFs mature and develop, the Council will develop a mechanism of informed debate with the five localities, jointly and severally, about priorities for services. This is likely to be about district wide and place shaping issues rather than the local quality of life issues which should be dealt with at a local level using devolved budgets supplemented by external funding.
- 4.25 Short term arrangements are likely to revolve around discussions with local councillors and selected representatives from each of the CEF areas.

Managing the project

- 4.26 In order to flesh out the basic model and to seek some confidence that the model was viable the project was broken down into three constituent parts. Heads of Service were assigned to each element of the model as follows:
- SDV Mark Steward
 - Support Core Rose Norris
 - Community and TSO Janette Barlow & Keith Dawson
- 4.27 The combined working group has met at intervals during the project to date. The IDeA has also shown interest in the project, as have the Audit Commission, and has asked Selby to be part of a national initiative on dealing with reduced funding.

What it will mean

The SDV

- 4.28 The SDV will be the "provider" of all of the Council's services. Some of the services will be sub-contracted out but the accountability will continue to be through the SDV. The SDV will operate at arm's length to the Council on a contractual basis though there is no intention initially to create a separate legal entity.

- 4.29 The SDV will operate, as far as possible, along commercial lines and will be expected to use its freedoms from Council control to maximise its operational efficiency. It is absolutely imperative in order to gain the cost savings required that input into day to day operations is kept to a minimum.
- 4.30 The reduced staffing levels will mean a different way of operating and it is envisaged that the SDV will:
- Operate with fewer professionals
 - Employ and develop more generalists to improve flexibility and resilience
 - Be largely self monitoring
 - Provide performance and operating reports to the Council via the Support Core
 - Operate a new remuneration scheme
- 4.31 The SDV will commission work from sub contractors or partners including the Support Core and the TSO in order to meet its contractual commitments with the Council.
- 4.32 The SDV will aim to provide a seamless service to the community and will seek to uphold a strong reputation with the community as part of the service delivery model. The community should feel at all times that they are dealing with the Council rather than a third party.
- 4.33 It will remain in the interests of the SDV to cooperate with the Council and its community in securing the highest standards of public service.

The Support Core

- 4.34 Again, the Support Core will have a restricted number of staff, initially 14 are anticipated, and this number will contain the statutory officers of the Council. Democratic support will come from this unit and also support to the Council in terms of policy development, interface with partners such as the Leeds City Region and the monitoring of the delivery of services by the SDV.
- 4.35 This unit could, in time, be shared as a joint resource with other councils and, as noted earlier, the employment of a dedicated Chief Executive is probably unsustainable in the longer term. This could equally apply to the Monitoring Officer and Section 151 Officer.
- 4.36 There is scope for support to CEF meetings to be sub contracted to the TSO but the staffing implications are currently contained within the 14 staff complement of the Support Core.

The TSO

- 4.37 This body would be the central support mechanism for the CEFs within the community. We are already exploring with the third sector and North

Yorkshire County Council how such a body could be the single contracting body for voluntary services commissioned by North Yorkshire County Council and other public authorities.

- 4.38 Again, delivery of services would largely be via the various charities such as Age Concern and the CAB but the TSO would be the umbrella body charged with delivering services against contracts or service level agreements with North Yorkshire County Council, Selby District Council and others.
- 4.39 The TSO could also receive commissions from the CEFs, either singularly or jointly and, as a support body at arm's length to the Council be seen as a more independent unit supporting and developing the community and promoting ownership of community solutions beyond the overtones of Council direction. This is much more aligned to the concept of the big society and the concept is likely to be reinforced by the Localism Bill due later this year. The initial set up is likely to need resource input from the Council (and possibly North Yorkshire County Council) in order to ensure it is fit for its new purpose.
- 4.40 The TSO and its sub contractors would be made up of a mixture of paid staff and volunteers and offer the potential for a more joined up approach to community services, providing some services which have, until now, been seen as the preserve of local councils.

The Overlap

- 4.41 Though the diagram at Appendix A shows the discrete elements of the model, in practice there is likely to be a degree of overlap between these elements where shared resource or responsibilities/roles may apply. Appendix B identifies some of these overlaps, though others may occur as the model is refined.

The Councillor Interface

- 4.42 Though there may be general acceptance that times are going to be hard and that things will have to be very different, councillors will be anxious to know that the support they need to fulfil their responsibilities to their communities will be in place.
- 4.43 We can start our exploration with the Support Core. Clearly, as this will represent the last vestiges of the traditional format of local government, councillors will recognise this part of the organisation and expect that there will be named contacts for various forms of enquiry. This will indeed be the case and consideration will be given as to whether a single point of contact or multiple points of contact will need to be established.
- 4.44 Contact with the SDV will be via several routes:
- Access Selby will be run by the SDV and continue pretty much as at present but we are looking at whether a priority route can be

- maintained for councillors
 - Current thinking includes for the provision of a locality contact for each of the five CEF areas providing a further one-stop-shop point of contact on local issues
 - A single point or points of contact will also be established within the SDV along similar lines to the Support Core setup
- 4.45 The TSO will also establish contact arrangements for services provided by them or support offered by them to the CEFs.
- 4.46 The CEFs themselves, as they mature, will also provide a point of contact and support to councillors working in the community.
- 4.47 At elected member level, the executive spokesperson (should you choose to adopt the executive model) or indeed the Leader, will also be a key point of contact and reference for councillors whether this be for the provision of information, a request for support or indeed to hold the executive to account.
- 4.48 There may also be times, of course, when a councillor wishes to use the mechanism for a debate at full Council or a reference to an overview and scrutiny committee.

Timescales and implementation

- 4.49 The MTFs already anticipates the need to achieve significant savings in the next financial year and, as stated earlier, the grant settlement will cause us to increase the savings requirement or accelerate the programme for achievement. It remains my view, however, that we have to make significant savings quickly and that we should aim to commence the move to the alternate arrangements with effect from 1 April 2011.
- 4.50 I anticipate that, on our current understanding of the phasing of grant reductions, we might aim to achieve the total savings within a three year timescale to give us some room for flexibility. It is by no means certain that all of this would come from staffing resources (see 4.8 above) but it would be prudent to anticipate the equivalent of 20 redundancies to cover the year 1 savings. A consequence is that we would need to remove the protection afforded by the redeployment pool and I recommend that this be removed with immediate effect, though not retrospectively.
- 4.51 The thought process to date is that we implement the new delivery model from 1 April 2011 and use the "excess" staffing resource (i.e. the difference between the 80 potential redundancies and the 20 achieved by 1 April 2011) to supplement the new structure in the short term to:
- Help with the transition (including training)
 - Allow new procedures and practices to be established which will be sustainable before the end of the third year

- Backfill for those who will drive the change management process in the first instance
 - Provide assistance in setting up the TSO
- 4.52 Anticipating a three year transition will allow us to amend the implementation timetable:
- If the finally notified grant cuts are more or less severe than anticipated
 - Experience identifies needs/opportunities to amend the delivery model
 - Alternative income sources are identified, thus reducing the need for redundancies
- 4.53 Appendix C outlines the phasing that is anticipated for each element of the model over a three year period.
- 4.54 Clearly, this document does not cover the detailed HR issues involved in wholesale re-organisation and there are obviously staff consultation arrangements which have to be accomplished but I believe that these can be, and indeed have to be, dealt with given the support of Council.

Further considerations

- 4.55 Though a great deal of thought has gone into the process thus far in bringing this report forward for consideration, it must be accepted that the model in its current state is not the polished article. A good deal of learning will continue during the implementation process.
- 4.56 The model, if implemented, would require a whole new culture to pervade the organisation. With staffing and other resource reductions on the scale envisaged, the old ways of thinking need to be replaced with a more commercial approach to service delivery and its governance. Every action, whether pound spent or hour allocated, needs to be challenged as to the value it adds to the business. What are our core objectives? Do we understand them? Are we committed to them? Do our actions support them?
- 4.57 Time, be it spent by officers or councillors, is not a free resource. We need to be conscious of how that time is used. Will we support meetings outside of the organisation in the same way we have done in the past? Will we travel to meetings around the region if we are unsure whether our business will benefit? Can we support internal meetings at the current level? All need to be challenged and I believe that councillor input, at a senior level, is required to monitor the use of this increasingly scarce resource.
- 4.58 The same rigour needs to be applied to the production of reports and monitoring statements. The collection and reporting of any data needs to be subjected to the same questions about value to the business. Reports should be fit for purpose and, again, I believe that the Executive on behalf of

the Council should play a role in specifying and challenging reports against these criteria.

Next Steps

- 4.59 If the Council is willing to accept my recommendation to implement the new model, I would suggest the following short term steps:
- A briefing to staff to follow immediately on the decision
 - A formal decision to remove the redeployment pool
 - The creation of a cross party steering group to oversee the implementation
 - Agreement to use the invest to save budget during the implementation
 - The Chief Executive to take advantage of any shared service arrangements which can produce a saving to the Council where these are consistent with the new model

5 Financial implications

- 5.1 The intention is to reduce our revenue expenditure base by upwards of £2.5m. The reduced base effectively becomes the cash limit within which services are delivered. The savings will be achieved over a 3 year period although the exact phasing can not be predicted with certainty at this time. Where possible, savings will be achieved through natural staff turnover but it is likely that some redundancies will be required.
- 5.2 Paragraph 4.50 suggests it is prudent to anticipate 20 redundancies to cover the year 1 savings. Although the costs associated with these redundancies can not be quantified until the specific individuals have been identified, assuming an average salary of £30k p.a. and an average redundancy payment of 12 weeks, then the cost would be around £140k, which could be covered by the spend to save reserve.
- 5.3 Given the cost uncertainty, I would suggest creating an initial restructure budget of £300k from the Spend to Save Reserve.

6 Conclusions

- 6.1 I look to the support of Council

7 How Does This Report Link to the Council's Priorities?

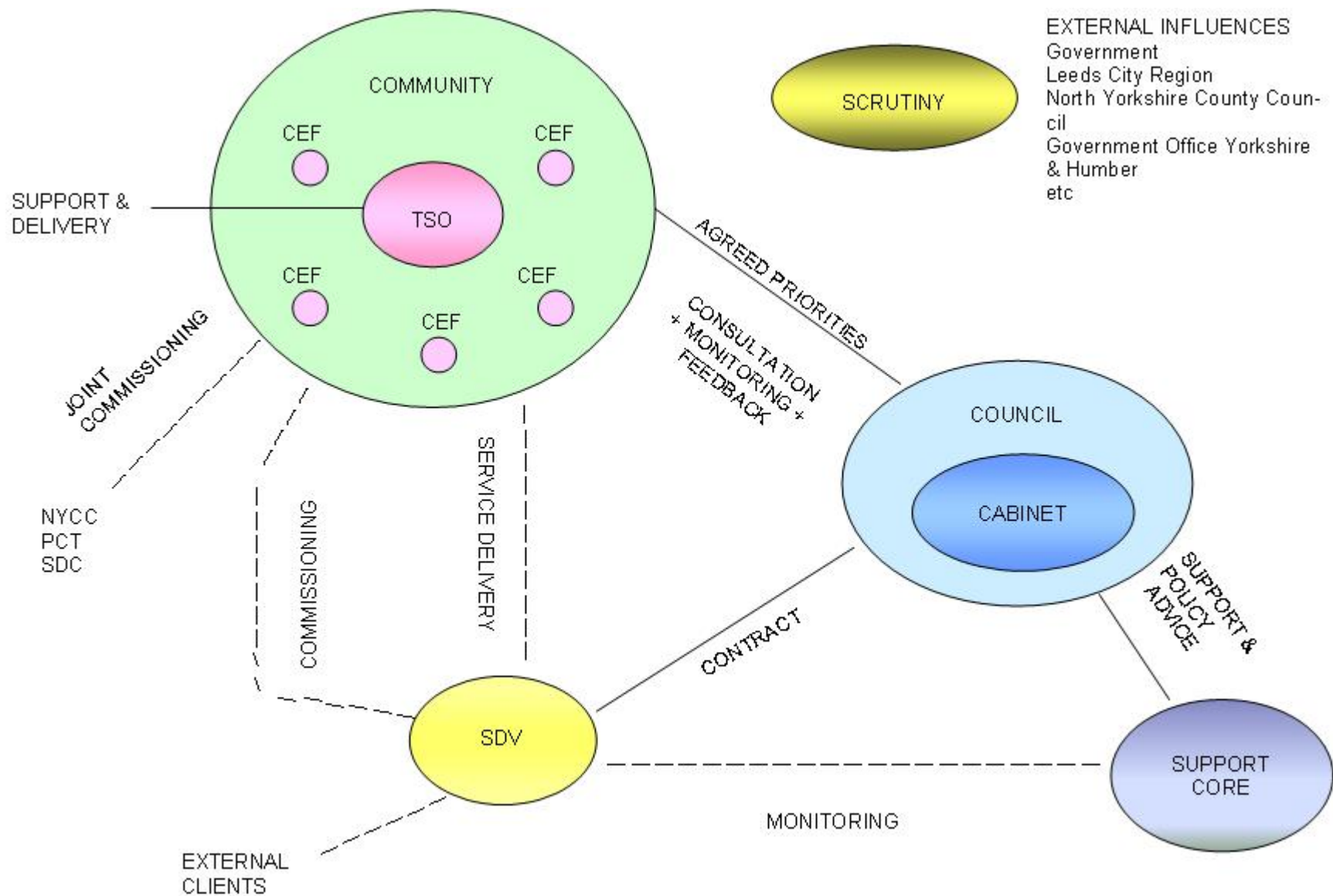
- 7.1 The report links to the specific priority of reducing our expenditure by a series of balanced measures and to the organising to deliver and making better use of resources themes.

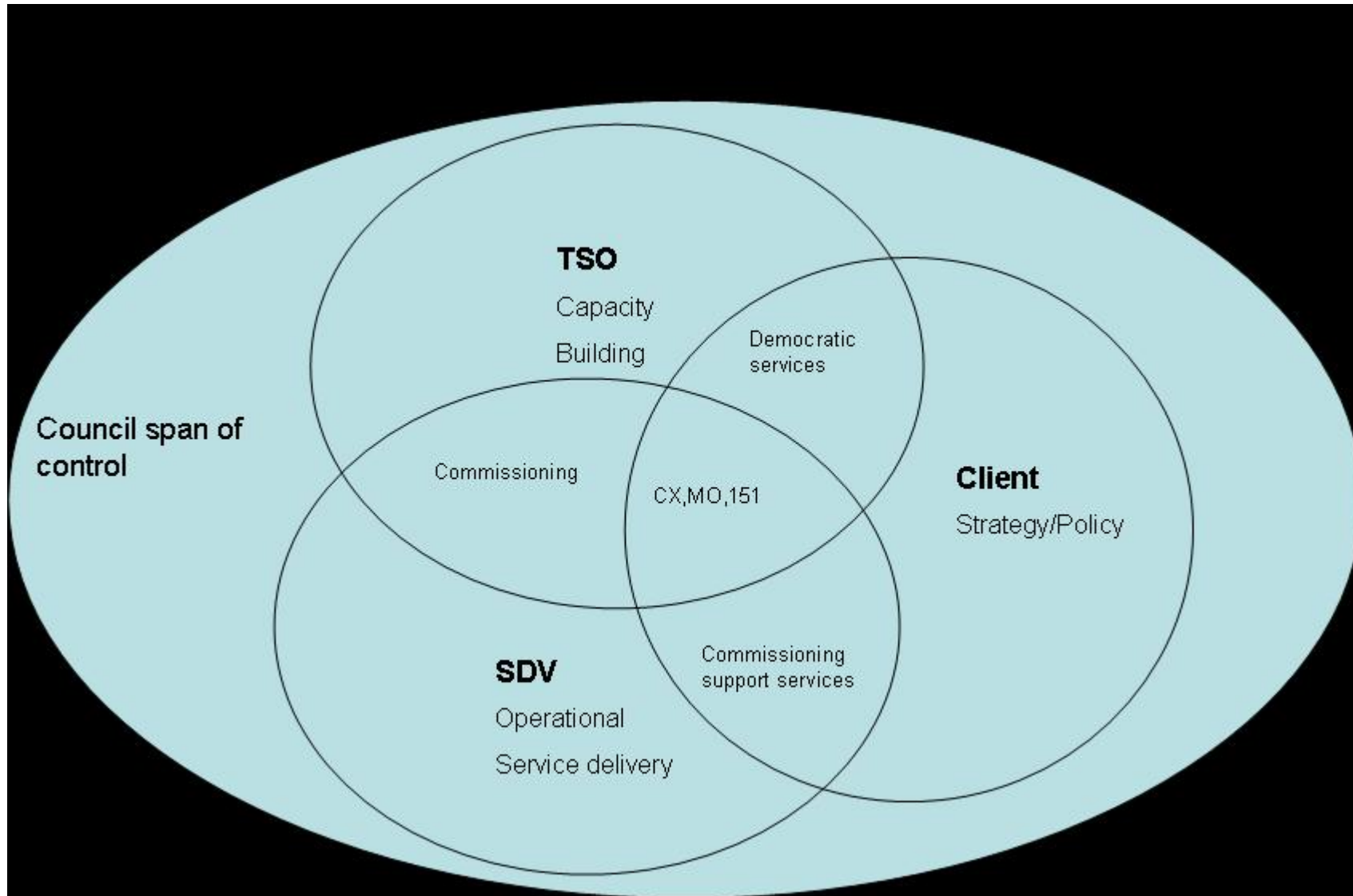
8 Impact on Corporate Policies

8.1	Service Improvement The proposal to adopt the new arrangements should lead to improved value for money and improved accountability	Impact
8.2	Equalities	No impact
8.3	Community Safety and Crime	No impact
8.4	Procurement The improvement in service procurement sits at the heart of these proposals.	Impact
8.5	Risk Management A major restructure project of this nature comes with risk and a project risk register will be developed to manage any associated risks during implementation. However, the risk of not implementing the changes revolves around our ability to deliver services in the future against a backdrop of reduced resources.	Impact
8.6	Sustainability	No Impact
8.7	Value for Money The proposals to adopt the new arrangements reflect reduced resources following grant cuts and are dependent on improved productivity.	Impact

10 Background Papers

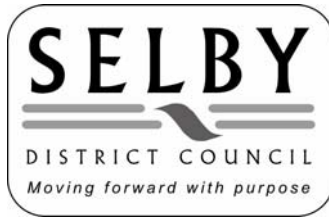
10.1 None





Phasing Chart

	Year 1	Year 2	Year 3
Support Core (Client)			
Establish structure using existing terms and conditions	■		
Shift to new bandings		■	
End any protection			■
Consider shared management opportunities			■
Consider shift of democratic services to SDV and TSO		■	
Work to initial contract with SDV	■		
Refine contract		■	
Contract in finalised form			■
SDV			
Establish structure using existing terms and conditions	■		
Shift to new bandings		■	
End any protection			■
Work to initial contract with Client	■		
Refine contract		■	
Contract in finalised form			■
Establish monitoring process	■		
Refine monitoring process		■	
Establish initial reporting process to client	■		
Refine reporting process to client		■	
Democratic support transfer from client		■	
TSO			
Initial start up team	■		
Viable community development plans produced		■	
Local capacity building programme developed	■		
Potential asset transfer from Council			■
Democratic support transfer from client		■	



Agenda Item No:4

Title: The move towards an executive structure
To: Council
Date: 9 November 2010
Author: Martin Connor, Chief Executive

1 Purpose of Report

- 1.1 For the Council to formally consider a proposal to move to a Leader and Cabinet executive structure by May 2011

2 Recommendation

2.1 That the Council:

- i. **Adopts the following resolution:**
That, in accordance with the requirements of the Local Government Act 2000 (as amended by the Local Government and Public Involvement in Health Act 2007) and the regulations made there under, Selby District Council adopt the Leader and Cabinet Executive (England) decision-making arrangements in accordance with the proposals first published in February 2010. The change in arrangements to take place, as required by statute, after the ordinary election of councillors on 5 May 2011.
- ii. **Adopts the revised constitution which will govern the new arrangements,**
- iii. **Receives the report of the independent Remuneration Panel and agrees an allowance scheme to be effective following the District Council elections in May 2011**

3 Executive Summary

- 3.1 This report asks the Council to formally resolve to move to a Leader and Cabinet executive structure by May 2011 and to agree an allowance scheme which will operate under those new arrangements. The revised constitution has been circulated to councillors under separate cover and Council is asked

to approve its adoption.

4 The Report

- 4.1 The Council has been considering a move to executive arrangements for some time and resolved in December 2009 to embark on a process leading to this evening's formal resolution. The required process has been completed, including consultation with the public and our partners, and all that remains is for the Council to resolve, or not, to move to a Leader and Executive model with effect from May 2011 immediately following the District Council elections.
- 4.2 The move to executive arrangements would require the adoption of a revised constitution and this has been circulated to councillors under separate cover. The final draft version incorporates the changes agreed by the Council's working group and Council is now asked to approve the document
- 4.3 The report of the independent Remuneration Panel is included at Appendix A and makes recommendations to cover two sets of circumstances; the first being a resolution to adopt executive arrangements and the second being continuation of a committee based system (fourth option). As I have made clear on previous occasions, the recommendations of the Remuneration Panel represent the maxima of allowances payable and the Council can resolve to pay less than the maxima if it so desires.
- 4.4 Should the Council resolve to move to the executive arrangements you may feel it appropriate to commission targeted training to help councillors develop their new roles in which case I will come forward with a suggested programme.

5 Financial Implications

- 5.1 The financial implications arising specifically from this report are dependent on the decision on the recommendations of the Remuneration Panel. Based upon the Panel's recommendations, the fourth option scheme would cost £216k and the Cabinet scheme would cost between 259k and £276k depending upon the number of cabinet members. Training can be accommodated within existing budgets.

6 Conclusions

- 6.1 I ask the Council to resolve whether to formally adopt the Leader and executive arrangements.

7 Link to Corporate Plan

- 7.1 This report links to the Better use of Resources and Organising to Deliver themes of the Corporate Plan.

8 How Does This Report Link to the Council's Priorities?

8.1 The report does not link to any specific priority.

9 Impact on Corporate Policies

9.1	Service Improvement The proposal to adopt executive arrangements should lead to improved value for money, improved accountability and more transparent decision making.	Impact
9.2	Equalities The proposal to adopt executive arrangements should increase the equality of access to our community to both services and policy formulation.	Impact
9.3	Community Safety and Crime	No impact
9.4	Procurement	No Impact
9.5	Risk Management The risk of not implementing the changes revolves around our ability to move to a more accountable democratic structure.	Impact
9.6	Sustainability	No Impact
9.7	Value for Money The move to an executive model should reduce democratic costs and increase accountability.	Impact

10 Background Papers

10.1 None

REPORT OF THE INDEPENDENT REMUNERATION PANEL

ON THE

REVIEW OF SELBY DISTRICT COUNCIL MEMBERS ALLOWANCES

1. INTRODUCTION

The Independent Remuneration Panel met on the 5th August and 7th September 2010 to review the Council Members Allowance scheme which was established by an independent panel in October 2001 and reviewed in March 2008.

The Panel was provided with sample schemes from a number of local authorities of a similar size. In addition the panel interviewed a total of 6 Members: Cllr Crane, Cllr Shaw-Wright, Cllr Mrs Metcalfe, Cllr Fagan, Cllr Mrs Mackman and Cllr MacKenzie (Harrogate Borough Council).

The Panels brief was to review the existing method of remunerating Members and to recommend any changes required in the light of the benchmarking exercise and the outcomes of the interviews with the current Members. In addition, the Panel was asked to propose a level of Remuneration for Members, should a Cabinet Structure be put in place.

The Independent Remuneration Panel consisted of:

- Steve Close, Group Chief Executive Chevin Housing Group
- Reverend Margaret Cundiff
- Allan Stewart Principal Selby College of Further Education
- Ken Taylor, Executive Director, Groundwork North Yorkshire.

2. INFORMATION

2.1 Basic Allowance

The general workload of Members without special duties had not changed significantly since the previous review. However, it was recognised by the Panel that some Members commitments were greater than others. The reasons for this included the location and size of wards, which has an impact on: the needs and demands on the service a Member provides; travel time; and the number a meetings to attend due to the level of activity in a Ward. These activities may range from Parish Council meetings, to Drainage Board meetings, tenant meetings and general constituency work.

As with the last Review the Panel felt that some form of appraisal system would be beneficial so that Members are aware of how they are performing in comparison to their peers.

Both the Members interviewed and, in turn, the Panel felt it too early to judge the impact of the Community Engagement Forums on the roles and time commitments of Members. However, it was felt that CEFs will change and enhance the position of Members as community leaders. The Panel recommend that this is reviewed at a future date, when all of the CEFs have been put into operation.

2.2 Special Responsibility Allowance

Leaders Allowance

The Panel do not recommend any change to the existing special allowance paid to the Leader of 250% of the basic allowance.

Deputy Leader

The Panel do not recommend any change to the existing special allowance paid to the Deputy Leader of 50% of the basic allowance.

Chairs of Committees

The Panel do not recommend any change to the existing special allowance paid to the Chairs of Committees of 100% of the basic allowance.

It is worth noting that there appears to be a significant difference in the workload of the Committee Chairs depending on the remit of the Committee. Whilst outside the remit of the Panel, they felt that there may be a need to review the role of each committee and their agendas in order to balance the workload.

The Panel does not recommend the payment of any special allowance to Deputy Chairs.

Political Group Leaders

As in the previous Review in 2008, the Panel recognised that the special allowance for the Group Leaders recommended by the Review in 2001 was given at a time when there was no political majority on the Council and the Leaders operated a joint arrangement on some Council business. This is no longer the case and so the role of the opposition Group Leaders has changed. In order to recognise this, the panel recommends that all of the opposition Group Leaders are paid an allowance calculated by adding together all the opposition seats and calculating a % for each group against that total and paying the leader that % of 50% of the basic allowance.

2.3 Updating the Allowance

The Panel recommends that the allowances are updated annually using the NJC annual cost of living allowance applied to officers pay.

2.4 Pensions

The Panel reaffirmed the view of the previous panel that allowances should not be considered pensionable.

2.5 Travel and Subsistence

The Panel recommends that Members should be entitled to travel and subsistence allowances when on Council business in line with the NJC allowances paid to officers. However, what constitutes council business was questioned, i.e. should the work of Members in their own ward be defined as 'council business'. From interviewing Members, the Panel considered that the lack of an allowance for travel toward council related business could limit the activity of Members on low incomes.

2.6 Cabinet Structure

The Panel were asked to assess the possible impact on the allowance structure should the Council move towards a Cabinet Structure. To do this an interview was held with Cllr MacKenzie from Harrogate Borough Council, where a Cabinet system is in place. In addition, the remuneration given to Members in four similar councils with a Cabinet structure was reviewed.

Cllr MacKenzie reported that overall there is less time required from back benchers due to moving away from a committee structure. However these Members are expected to spend more time on ward related matters as a part of demonstrating community leadership. Those Members who sit on the Cabinet spend up to 25 hours undertaking related work, with the Leader being full time.

The analysis of other councils identified that between 10 – 25 hours a week is the norm for a Cabinet Member to work, with the Leader working up to full time.

Based on the above the following is proposed under a Cabinet system:

Leaders Allowance

The Panel recommend a special allowance paid to the Leader of 400% of the basic allowance.

Deputy Leader

The Panel recommend a special allowance paid to the Deputy Leader of 200% of the basic allowance.

Cabinet Members

The Panel recommend a special allowance paid to the Cabinet Members of 200% of the basic allowance.

Other Roles

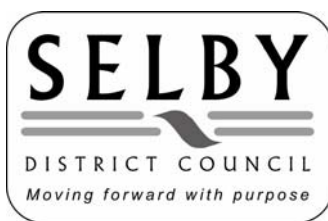
The Panel recommend that all other roles remain on the level of allowance as stated above under the current committee system.

3. CONCLUSION AND RECOMMENDATIONS

Having considered the method adopted following the original Remuneration Panels recommendations in October 2001 and the Review undertaken in March 2008, the Panel felt that the method remains a fair and equitable way of calculating the remuneration for Members in the District. The Panel also recommends that:

- The method of calculating the basic allowance, adopted in October 2001 and reviewed in 2008, is fair and equitable and should be retained.
- The basic allowance should continue to be increased annually at the same rate as the NJC annual pay award for officers.

- The basic allowance is reviewed at a future date, when all of the Community Engagement Forums have been put into operation.
- The Leaders allowance should remain the same at 250% of the basic allowance.
- Deputy Leader should continue to receive a special responsibility allowance of 50% of the basic allowance.
- Chairs of Committees should continue to receive a special responsibility allowance of 100% of the basic allowance. However, consideration should be given as to the agenda and level of work required by each Committee and in turn the respective roles and responsibilities of the Chairs.
- Payment should be given to all political group leaders calculated by the % of total seats each group hold, with a maximum of 50% of the basic allowance.
- Vice Chairs should not receive any special responsibility allowance unless they take over the Chairs role for a prolonged period when they would receive the Chairs allowance.
- Members are restricted to claiming one special responsibility allowance.
- Consideration be given to provide a travel allowance for ward related activity.
- Consideration be given to review the ICT requirement of Members and establish an appropriate level of allowance to cover the cost or provide the necessary hardware, software and support.
- An appraisal system would be beneficial so that members are aware of how they are performing in comparison to their peers.
- Under a Cabinet system the allowances should be as follows:
 - The Leaders allowance to be 400% of the basic allowance.
 - The Deputy Leaders allowance to be 200% of the basic allowance.
 - The Cabinet Members allowance to be 200% of the basic allowance.
 - All other roles to remain on the same level of allowance as stated under the current committee system.



Agenda Item No:5

Title: Use of Access Selby as Constituency Office
To: Council
Date: 9 November 2010
Author: Martin Connor, Chief Executive

1 Purpose of Report

- 1.1 To ask Council to approve in principle the use of accommodation at Access Selby as a constituency office by Nigel Adams MP.

2 Recommendation

- 2.1 **That the Council:**
- i. Approves in principle the use of accommodation at Access Selby as a constituency office by Nigel Adams MP;**
 - ii. Authorises the Chief Executive to finalise arrangements at no cost to the Council.**

3 Executive Summary

- 3.1 Nigel Adams MP has approached the Council for approval to rent accommodation at Access Selby for use as a constituency office. Officers are currently exploring detailed proposals but approval in principle is sought from Council.

4 The Report

- 4.1 Nigel Adams MP has approached the Council for approval to rent accommodation at Access Selby for use as a constituency office. Officers are currently exploring detailed proposals but approval in principle is sought from Council.

- 4.2 The MP's requirements include:
- Rental of an interview room (valuer's rental appraisal is £50 per day)
 - Installation of telephone line
 - De-mountable window display
 - Permanent addition to "shop front" sign
- 4.3 Before taking the matter further, approval is sought in principle from the Council to the proposal. If approved, the detail will be agreed in consultation with the Leader of the Council on the basis that no cost falls on the Council.

5 Financial Implications

- 5.1 There would be no financial cost to the Council arising from this report as all costs would be met by the MP, however a modest income stream is anticipated, dependent upon the number of days required.

6 Conclusions

- 6.1 I ask the Council to consider the approach by the MP.

7 Link to Corporate Plan

- 7.1 This report links to the Better use of Resources theme of the Corporate Plan.

8 How Does This Report Link to the Council's Priorities?

- 8.1 The report does not link to any specific priority.

9 Impact on Corporate Policies

9.1	Service Improvement	No impact
9.2	Equalities	No impact
9.3	Community Safety and Crime	No impact
9.4	Procurement	No impact
9.5	Risk Management	No impact
9.6	Sustainability	No Impact

9.7	Value for Money The proposals would secure a modest rental income to the Council	Impact

10 Background Papers

10.1 None