

WEST SOMERSET DISTRICT COUNCIL

Meeting to be held on Wednesday 27 February 2013 at 4.30 pm

Council Chamber, Williton

AGENDA

1. Apologies for Absence

2. Declarations of Interest

To receive and record any declarations of interest in respect of any matters included on the agenda for consideration at this meeting.

3. Public Participation

The Chairman to advise the Committee of any items on which members of the public have requested to speak and advise those members of the public present of the details of the Council's public participation scheme.

For those members of the public wishing to speak at this meeting there are a few points you might like to note.

A three-minute time limit applies to each speaker and you will be asked to speak before Councillors debate the issue. There will be no further opportunity for comment at a later stage. Your comments should be addressed to the Chairman and any ruling made by the Chair is not open to discussion. If a response is needed it will be given either orally at the meeting or a written reply made within five working days of the meeting.

4. Chairman's Announcements

5. SWAP Governance Arrangements

To consider Report No. WSC 13/13, to be presented by Councillor K V Kravis, Lead Member for Resources and Central Support – **SEE ATTACHED** – Page no. 5.

The purpose of the report is to request West Somerset Council to become a member of the South West Audit Partnership Ltd. (SWAP Ltd.) and to dissolve the current South West Audit Partnership Joint Committee (SWAP).

6. Pay Policy Statement 2013/14

To consider Report No. WSC 18/13, to be presented by Martin Griffin, HR Consultant – **SEE ATTACHED** – Page no. 11.

The purpose of the report is to seek approval from Council for the 2013/14 Pay Policy Statement.

7. **Joint working between West Somerset Council & Taunton Deane Borough Council – Project Mandate**

To consider Report No. WSC 23/13, to be presented by Councillor T Taylor, Leader of Council – **SEE ATTACHED** – Page no. 47.

The purpose of this report is to seek Council's approval of the mandate for the proposed joint working between the Council and Taunton Deane Borough Council (TDBC).

8. **Council Tax Resolution 2013/14**

To consider Report No. WSC 25/13, to be presented by Councillor K V Kravis, Lead Member for Resources and Central Support – **SEE ATTACHED** – Page no. 63.

The purpose of the report is to enable the Council to calculate and set the Council Tax for 2013/14.

9. **Minutes and Notes for Information**

Notes and minutes relating to this item can be found on the Council's website using the following links:

- Draft notes of the Dunster Area Panel held on 28 January 2013
<http://www.westsomersetonline.gov.uk/Council---Democracy/Council-Meetings/Dunster-Area-Panel/Dunster-Area-Panel---28-January-2013>
- Draft notes of the Watchet, Williton and Quantocks Area Panel held on 4 December 2012
<http://www.westsomersetonline.gov.uk/Council---Democracy/Council-Meetings/Watchet,-Williton-and-Quantock-Area-Panel/Watchet,-Williton--Quantocks-Area-Panel---4-Decem>

COUNCILLORS ARE REMINDED TO CHECK THEIR POST TRAYS

RISK SCORING MATRIX

Report writers score risks in reports uses the scoring matrix below

Risk Scoring Matrix

Likelihood	5	Almost Certain	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
	4	Likely	Low (4)	Medium (8)	Medium (12)	High (16)	Very High (20)
	3	Possible	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	2	Unlikely	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	1	Rare	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Catastrophic
Impact							

Likelihood of risk occurring	Indicator	Description (chance of occurrence)
1. Very Unlikely	May occur in exceptional circumstances	< 10%
2. Slight	Is unlikely to, but could occur at some time	10 – 25%
3. Feasible	Fairly likely to occur at same time	25 – 50%
4. Likely	Likely to occur within the next 1-2 years, or occurs occasionally	50 – 75%
5. Very Likely	Regular occurrence (daily / weekly / monthly)	> 75%

- Mitigating actions for high ('High' or above) scoring risks are to be reflected in Service Plans, managed by the Group Manager and implemented by Service Lead Officers;
- Lower scoring risks will either be accepted with no mitigating actions or included in work plans with appropriate mitigating actions that are managed by Service Lead Officers.

Report Number: WSC 13/13
Presented by: Councillor K Kravis, Lead Member for Resources and Central Support
Author of the Report: Sharon Campbell, s151 Officer
Contact Details:

Tel. No. Direct Line 01984 635253
Email: scampbell@westsomerset.gov.uk

Report to a Meeting of: Council
To be Held on: 27th February 2013
Date Entered on Executive Forward Plan Or Agreement for Urgency Granted:

SWAP GOVERNANCE ARRANGEMENTS

1. **PURPOSE OF REPORT**

1.1 To request West Somerset Council to become a member of the South West Audit Partnership Ltd. (SWAP Ltd.) and to dissolve the current South West Audit Partnership Joint Committee (SWAP).

2. **RECOMMENDATIONS**

2.1 That the Council:

- 2.1.1 Approves the formation of a company, limited by guarantee, to replace the existing SWAP Joint Committee.
- 2.1.2 Elects to be a Member¹ of the SWAP Ltd from 1st April 2013, on the terms and basis set out in the articles of association, deed and service agreement.
- 2.1.3 Agrees to the dissolving of the SWAP Joint Committee at a date to be determined, but not later than 30th June 2013.
- 2.1.4 Note the separation of responsibilities and the membership profiles of the Members' Board and the Board of Directors.
- 2.1.5 Note that the fees for the provision of internal audit services by SWAP Ltd, for the financial year 2013/14, will not increase on the fees paid to SWAP by the council in 2012/13.
- 2.1.6 That the appointment of the membership of the Members' Board and the Board of Directors is delegated to the Audit Committee to decide.

¹ In the context of a company a "Member" is a local authority. Therefore to avoid confusion, for the purposes of this report, the use of the work "Member" (with a capital M) will refer to a council, whereas a council member will be referred to as "Councillor"

3. **RISK ASSESSMENT (IF APPLICABLE)**

Risk Matrix

Description	Likelihood	Impact	Overall

The scoring of the risks identified in the above table has been based on the scoring matrix. Each risk has been assessed and scored both before the mitigation measures have been actioned and after they have.

4. **BACKGROUND INFORMATION**

4.1 The current governance arrangements, introduced on the formation of the partnership in 2005, are based on Section 101 of the Local Government Act, 1972. Under this model each partner is bound by a legal agreement between it, the other partners and the Host which is South Somerset District Council.

The Joint Committee model was designed and intended for relatively small partnerships, where a single or limited service could best be delivered by two or three local authorities combining their resources. Within such limitations the model works well and is relatively simple to direct and manage. In 2005 there were only two partners and, at the time, it was only envisaged that two other councils would join. Since 2005, however, the partnership has gradually expanded to the current twelve members. The increased membership has benefited all partners with greater economies of scale, a wider expertise base and quality and productivity improvements that would not have been possible with a smaller partnership.

The Partnership Board have explored a number of ways in which the current model might be adapted to meet the current and future needs of the partnership. Whilst some progress was made, there remained some fundamental issues that could not be resolved via the current governance model or issues where we were unable to definitively provide a resolution. The principle areas that needed addressing can be summarised as:

- **Partnership Board voting arrangements.** Under the current rules, each partner must be physically present at Board meetings in order for the budget to be set and the accounts to be approved. This involves two meetings a year and if one Councillor fails to turn up then either the budget cannot be approved or the accounts cannot be approved, depending on which meeting it is. With twelve partners the potential for the Board not being quorate is significant. There is no provision for alternate voting arrangements, for example proxy voting, email voting, tele-voting etc.
- **Financial Control.** Whilst the Partnership has overall control of finances, in so far as it decides the annual budget and approves the accounts, the financial operations of the Partnership are conducted under the rules of the Host, South Somerset District Council. This has caused some operational issues for SWAP and I would anticipate further issues arising in the future. It may be possible for the Host to grant total control to the Partnership, which would provide a resolution, but it could

rescind that at any time. In fairness to the Host, because under the current governance arrangements the Partnership's accounts are ultimately their responsibility, it is not unreasonable that their rules should apply.

- **Staff Pay, Terms and Conditions.** These remain almost entirely with the Host, particularly with regard to pay, and whilst we may be able to have a number of variations, tailored to SWAP's needs, we cannot be granted complete control in this area. With SWAP costs being 95% salary based, whilst the Partnership Board can set the budget, it can do nothing with regard to pay. SWAP is intrinsically linked with the Host's pay scheme, removing control from the Partnership of the vast majority of the budget.

There are a number of other, operational, issues of a minor nature that can be resolved by moving to a limited company model.

4.2 The Proposed Governance Model

Having considered a range of alternate possible corporate structures, the conclusion of the Partnership Board is that the most appropriate governance model for SWAP is a company limited by guarantee.

To assist the Partnership Board in ensuring that the future company limited by guarantee has a sustainable structure, taking on board all partners views, a workshop for councillors from all SWAP partners was held on 10th October, 2012.

More than sixty people attended the workshop, representing all the partners, plus representatives from Browne Jacobson (SWAP legal advisors) and Local Partnerships (project advisors) who facilitated the event. The main purpose of the workshop was to gain Councillors' views on what sort of governance arrangements should be employed for the new company.

The main areas of discussion were:

- The different roles of the Members' Group and the Board of Directors.
- The decision making functions of the Members' Group and the Board of Directors.
- Who should be appointed to the Board.
- Voting rights and voting options, including quorum levels for both the Members' Group and the Board.
- Roles and responsibilities of SWAP management.
- Frequency of meetings for both the Members' Group and the Board.
- Substitute representation options for both the Members' Group and the Board.
- Conflict resolution.
- The strategic future of the partnership.

4.3 Governance Arrangements

The conclusion of the Councillors' workshop, subsequently endorsed by the Partnership Board, was that the following governance structure should be adopted: Appointees to the Members' Board will be Councillors representing their respective authorities. Appointees to the Board of Directors can be anyone each individual authority chooses, either officer or Councillor.

4.4 The Members' Board

This is, in effect, the equivalent of the current Partnership Board. Each partner would nominate a Councillor to represent them on this Board. It is the supreme authority of the company and would make all decisions relating to strategy, policy, appointment and dismissal of senior management and the admission of new partners.

4.5 The Board of Directors

The Board oversees the implementation of the strategy and policy, as well as ensuring the operational activities of the partnership are achieving the objectives set by the Members' Board. The Board will be much more 'hands on', functioning very much like the current Management Board. Most Board members, in order to be effective, will need a good working understanding of internal audit and risk management. Provision has been made in the articles for other directors to be appointed, including some SWAP management.

The Partnership Board endorsed the following membership arrangements for the board of directors:

- Two Councillors who would normally be the Chairman and Vice Chairmen of the Members' Board.
- Twelve officers representing each of the current partners.
- A maximum of three executive officers from SWAP, with at least the Chief Executive being included.

4.6 Respective Roles of the two Boards

Summarised below is an abbreviated list of the responsibilities and powers of the two governing bodies of the new company.

Members' Board	Board of Directors
<ul style="list-style-type: none">• Admission of new partners• Approval of the Annual Business Plan• Any changes to the approved Annual Business Plan• Setting of the annual budget• Approval of annual accounts	<ul style="list-style-type: none">• Agrees the preliminary budget, for submission to the Member's Board for approval• Approves all changes to the budget, except in relation to any proposals which would lead to an increase in Member contributions• Reviews and approves the annual statement of accounts, prior to

<ul style="list-style-type: none"> • Extending or reducing the scope of operations • Appointment or removal of Directors, in accordance with the Articles and the legal agreement • Setting and approving the form and content of the financial regulations • Appoint or remove the Chief Executive or any member of the management team • Change the name of the Company or its registered office • Change the bankers of the Company or open or close any bank accounts • License, assign or otherwise dispose of intellectual property rights owned by the Company • Approves and reviews the annual risk register 	<p style="text-align: right;">submission to the Members' Board</p> <ul style="list-style-type: none"> • On-going Budget monitoring • Agrees combined audit plan and ensures equity of resource distribution amongst the Members • Agrees any changes to audit plans that impact on the partnership • Approves and reviews annual themed audits to ensure best practice is shared with relevant service heads at each Member • Monitors overall performance against the combined audit plan • Reviews and monitors the risk register to ensure risks are managed in accordance with the requirements of the Members' Board • Approves and monitors terms and conditions of staff
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5. **FINANCIAL/RESOURCE IMPLICATIONS**

5.1. Annual contributions to SWAP will not increase from 2012/13 and no other charges will fall on the council as a result of the changed governance arrangements

6. **SECTION 151 OFFICER COMMENTS**

6.1.1 It is imperative that the council has an efficient and effective Internal Audit service both to ensure our controls are sufficient and to ensure that our external auditors can rely upon the testing that the internal auditors have done.

6.1.2 The size of the Council means that it is not possible to retain an in-house service and belonging to SWAP has been cost effective.

6.1.3 The audit fees in 13/14 will actually fall as a result of a request for fewer audit days

6.1.4 Councillors will need to make appointments to both the Members' Board and the Board of Directors. Currently the s151 officer sits on the management board but I do not feel it is appropriate for the s151 to be a Director of a company supplying the Council.

7. EQUALITY & DIVERSITY IMPLICATIONS

Members need to demonstrate that they have consciously thought about the three aims of the Public Sector Equality Duty as part of the decision making process.

The three aims the authority **must** have due regard for:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

8. CRIME AND DISORDER IMPLICATIONS

8.1. There are no crime and disorder implications

9. CONSULTATION IMPLICATIONS

9.1. There are no consultation implications

10. ASSET MANAGEMENT IMPLICATIONS

10.1. There are no asset management implications

11. ENVIRONMENTAL IMPACT IMPLICATIONS

11.1. There are no environment impact implications

12. LEGAL IMPLICATIONS

12.1. Legal advice has been obtained

REPORT NUMBER **WSC 18/13**
PRESENTED BY **MARTIN GRIFFIN, HR CONSULTANT**
DATE **27 FEBRUARY 2013**

PAY POLICY STATEMENT 2013/14

PURPOSE OF REPORT

- 1.1. To seek approval from Council for the 2013/14 Pay Policy Statement.

RECOMMENDATIONS

- 2.1. That Council approve the Pay Policy Statement 2013/14 as set out in Appendix A to the report and amendments to the Written Statement on Local Government Pension Scheme Employers Discretions and Key Pensions Policy as set out in Appendix E

RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
Failure of Council to approve a Pay Policy Statement by 31 March 2013 will mean that the Council is in breach of the Localism Act 2011 which could damage the Council's reputation or lead to challenge.	2	2	4
<i>The HR Section proactively manages the Policy Review Schedule and the annual requirement to approve a Pay Policy Statement has been added to this Schedule.</i>	1	1	1

BACKGROUND INFORMATION

- 4.1 The Localism Act 2011 requires that a relevant authority must approve, through Full Council, a pay policy statement for the following financial year and this must set out the authority's policies for the financial year relating to;
- (a) the remuneration of its chief officers,
 - (b) the remuneration of its lowest-paid employees, and
 - (c) the relationship between;
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.
- 4.2 The statement must state;
- (a) the definition of "lowest-paid employees" adopted by the authority for the purposes of the statement, and
 - (b) the authority's reasons for adopting that definition.

The statement must include the authority's policies relating to;

- (a) the level and elements of remuneration for each chief officer,
- (b) remuneration of chief officers on recruitment,
- (c) increases and additions to remuneration for each chief officer,
- (d) the use of performance-related pay for chief officers,
- (e) the use of bonuses for chief officers,
- (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
- (g) the remuneration of chief officers who return to local authority employment
- (h) the publication of and access to information relating to remuneration of chief officers.

4.3 A pay policy statement for a financial year may also set out the authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.

4.4 Members will recall that last year was the first time that the authority was required to approve a Pay Policy Statement and drafts were considered by Corporate PAG, Scrutiny and Cabinet. There are no fundamental changes to the Pay Policy Statement requirements and therefore the report has been brought directly to Council.

4.5 The Pay Policy Statement attached to this report for members to approve complies with the statutory requirement, the CLG document 'Openness and accountability in local pay: Guidance under section 40 of the Localism Act' which was published on 17 February 2012.

4.6 Minor amendments have also been made to the Written Statement on Local Government Pension Scheme Employers Discretions and Key Pensions Policy as set out in Appendix E.

4.6.1 These amendments have been made following the enactment of the Local Government Pension Scheme (Miscellaneous) Regulations 2012 on 1 October 2012 which requires that Regulation 30a (3) is reflected in the employers written statement and also as the national employers have provided updated guidance on the full range of employer discretions which should be included within the written statement.

4.6.2 The additions reflect previous approach taken by the authority.

5. FINANCIAL/RESOURCE IMPLICATIONS

5.1 There are no financial implications associated with this report.

6 SECTION 151 OFFICER COMMENTS

6.1 As stated above there are no financial implications.

7. EQUALITY & DIVERSITY IMPLICATIONS

7.1 There are no equality and diversity implications arising from this report.

8. CRIME AND DISORDER IMPLICATIONS

8.1. There are no crime and disorder implications arising from this report.

9. CONSULTATION IMPLICATIONS

9.1. The Council's UNISON Branch have been consulted on this report and have not provided any comments on the Pay Policy Statement for 2013/14.

10. ASSET MANAGEMENT IMPLICATIONS

10.1. There are no asset management implications associated with this report.

11. ENVIRONMENTAL IMPACT IMPLICATIONS

11.1. There are no environmental implications associated with the content of this report.

12. LEGAL IMPLICATIONS

12.1. The Council are required to comply with the provisions of the Localism Act 2011.

REPORT TO COUNCIL TO BE HELD ON 27 FEBRUARY 2013

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**West Somerset Council
Pay Policy Statement 2013/14**

1. Introduction

This is West Somerset Council's Pay Policy Statement as required by the Localism Act 2011 (Part 1, Chapter 8, Sections 38 to 43).

This Statement complies with the requirements of the Localism Act 2011 and the statutory guidance issued by Communities and Local Government in 'Openness and accountability in local pay: Guidance under section 40 of the Localism Act' which was issued on 17 February 2012.

The Act requires that a relevant authority must approve, through Full Council, a pay policy statement for the following financial year and this must set out the authority's policies for the financial year relating to;

- (a) the remuneration of its chief officers, (see Appendix A)
- (b) the remuneration of its lowest-paid employees, and (see Section 3)
- (c) the relationship between;
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.(see Section 4)

The statement must state;

- (a) the definition of "lowest-paid employees" adopted by the authority for the purposes of the statement, and (see Section 3)
- (b) the authority's reasons for adopting that definition. (see Section 3)

The statement must include the authority's policies relating to;

- (a) the elements of remuneration for each chief officer, (see Appendix A)
- (b) remuneration of chief officers on recruitment, (see Section 5)
- (c) increases and additions to remuneration for each chief officer, (see Section 5 and Appendix A)
- (d) the use of performance-related pay for chief officers, (see Section 5)
- (e) the use of bonuses for chief officers, (see Section 5)
- (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and (see See Section 5 and Appendices B and C)
- (g) the remuneration of chief officers who return to local authority employment (See Section 5)
- (h) the publication of and access to information relating to remuneration of chief officers. (see Section 6)

A pay policy statement for a financial year may also set out the authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.

2. Definition of Chief Officers

The posts which are defined as 'chief officers' for the purposes of the Pay Policy Statement are those as scheduled in the Local Government and Housing Act 1989 under sections 4(1), 5(1), 2(6, 7 and 8)

For clarity these posts for West Somerset Council are:

Chief Executive (Section 4(1)) who is the Head of the Paid Service.

The post of Chief Executive is made on the Terms and Conditions of Employment agreed by the JNC for Chief Executives and supplemented by local terms and conditions agreed by West Somerset Council.

Corporate Director (Section 5(1)) who is the Monitoring Officer.

The post of Corporate Director is made on the Terms and Conditions of Employment agreed by the JNC for Chief Officers and supplemented by local terms and conditions of employment agreed by West Somerset.

Corporate Manager – Environment, Customer and Community (Section 2(8))

Corporate Manager – Housing, Welfare and Economy (Section 2(8))

The posts of Corporate Manager are made on the Terms and Conditions of Employment agreed by the JNC for Local Authority Services and supplemented by local terms and conditions of employment agreed by West Somerset.

As remuneration is defined as more than just the annual salary the other elements of remuneration of each of the posts listed above is set out in Appendix A.

It should be noted that the salary for the Chief Executive is below the JNC for Chief Executives recommended minimum for chief executives within local government, which is £70,146.

3. Lowest Paid

The Council is required, for the purposes of this statement, to define 'its lowest paid employees' and explain why it has adopted this definition.

Other than the posts set out in 2 above and recognised apprentices all posts within the Council have been subject to Job Evaluation to assess the value of the job content and then, subject to that value, have been placed in the agreed West Somerset Council pay scales (WSC Grades 1 to 11).

Each of the 11 grades has four incremental points and, subject to satisfactory service, an increment will be awarded annually on the 1 April until the postholder reaches the maximum of the grade.

The WSC Pay Spine starts from point 5 of the national local government pay spine and ends at point 48 rather than the national maximum spinal point 49.

As at 1 October 2012 the national minimum wage was £6.19 (the main rate for workers aged 21 or over) whilst the minimum hourly rate for the bottom of WSC Grade 1 is £6.38 and the maximum is £6.83.

The Council will therefore define its lowest paid employees as those on West Somerset Grade 1 (£12,312 to £13,189) as these (apart from apprentices) are the lowest hourly rates paid to employees of the Council. The Council have adopted this definition, as it can be easily understood.

4. Relationships between Remuneration

The Government guidance now makes it clear that an authority should, under the Code of Recommended Practice for Local Authorities on Data Transparency, publish the ratio between the highest paid salary and the median average salary of the whole authority's workforce in an appropriate manner.

This is already published on the Council's Internet site and although it is not specifically required for the Pay Policy Statement it is suggested that this ratio is published within the Statement.

For 2013/14 this would therefore be:

- i) 2.41:1

5. Chief Officer Remuneration

As stated in the Introduction to this Statement the Council must state

- (a) the elements of remuneration for each chief officer and these are set out in Appendix A.
- (b) the policy for determining the remuneration of chief officers on recruitment,

The Council currently operates fixed pay points for the posts of Chief Executive and Corporate Director and therefore remuneration in terms of salary will be fixed on appointment if these remained unaltered.

The two Corporate Manager posts have incremental scales associated with them and the authority will, on appointment, determine the appropriate scale point on which an appointment is made. This determination will be based on the appointed candidates experience as compared to the agreed Person Specification.

Any other elements of remuneration, as set out in Appendix A, that are relevant at the point of recruitment are highlighted accordingly.

The Leader of Council will, after taking independent pay advice from South West Councils or similar, recommend the remuneration package on appointment to the above posts to Full Council prior to advertisement of the vacancy. The remuneration package will then be subject to the approval of Full Council.

- (c) how any increases and additions to remuneration for each chief officer are made,

Annual cost of living pay awards are negotiated nationally by the Local Government Employers organisation and, where a pay award is agreed, these will be applied to the fixed pay point or grade from the agreed date. The Corporate Manager posts have four incremental points and an annual increment will be awarded to the postholder, subject to satisfactory performance, on the 1 April.

The Council, through its agreed Job Evaluation Scheme have an agreed policy on the use of Market Factors which, subject to approval may be awarded to any of the posts set out in Section 2 above.

In relation to Honorariums the policy is set out in Appendix D

The Council has the ability to determine certain pension Local Government Pension Scheme discretions and these Discretions which have been adopted by the authority are attached in Appendix E.

The post of Chief Executive is employed on the Terms and Conditions of Employment agreed by the JNC for Chief Executives, the post of Corporate Director is on the Terms and Conditions of Employment agreed by the JNC for Chief Officers and the Group Managers are employed on the Terms and Conditions of Employment agreed by the NJC for Local Authority Services all of which are supplemented by local terms and conditions agreed by West Somerset Council.

- (d) the use of performance-related pay for chief officers,

The Council does not operate Performance Related Pay schemes for any of its staff.

- (e) the use of bonuses for chief officers,

The Council does not operate Bonus Schemes or Payments for any of its staff.

- (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority,

Any termination payments to chief officers on ceasing office will comply with the policies current at that time, which will have been approved by Full Council. No additional termination payments will be made without the approval of the Cabinet, this will include any Compromise Agreement settlements, which may be subject to a confidentiality clause. The current Retirement and Redundancy Policies are attached as Appendices B and C.

- (g) the remuneration of chief officers who return to Local Authority employment

Where the chief officer:

- a. was a previously employed chief officer who left with a severance payment and applies to comeback as a chief officer.

Cabinet approval would be required to authorise re-employment within the authority of a previously employed chief officer who had left with a severance payment and is seeking re-employment.

- b. was previously employed by the same authority and have comeback as a chief officer under a contract for services.

Cabinet will be required to approve any award of a 'contract for services' to a chief officer who has previously been employed by the authority.

- c. is in receipt of a Local Government Pension Scheme Pension.

If an employee receiving a pension from the Local Government Pension scheme becomes re-employed then their pension could be affected. If their pension plus the earnings from their new job is higher than the final pay their pension was calculated on, then their pension will be affected. For every pound that their earnings plus pension exceed previous pay, then their pension will reduce by a pound. This abatement will last for as long as the person exceeds their limit (so either when the new job ends or they reduce their hours so their earnings drop down below the acceptable level).

However, abatement is not applied where the member's pension is less than £3000 per annum.

6 Transparency and Publication of Data

The Council will publish its Pay Policy Statement on the West Somerset Council website alongside other information relating to transparency/open government and this can be found on: <https://www.westsomersetonline.gov.uk/transparency>

APPENDIX A

Post	Statutory Role	Salary	Bonus or Performance related pay	Other Benefits	Pension Enhancement in Year
Chief Executive	Head of Paid Service	Published on the website	No	Essential Car User Allowance Car Loan Payment of Professional Subscription Westfield Employee Assistance Programme	No
Corporate Director	Monitoring Officer	Published on the website	No	Essential Car User Allowance Payment of Professional Subscription Westfield Employee Assistance Programme Returning Officer*	No
Corporate Manager – Environment, Customer and Community		Salary below thresholds of £58,200 and £50,000**	No	Essential Car User Allowance Payment of Professional Subscription Westfield Employee Assistance Programme	No
Group Manager – Housing, Welfare and Economy		Salary below thresholds of £58,200 and £50,000**	No	Essential Car User Allowance Payment of Professional Subscription Westfield Employee Assistance Programme	No

* Additional payments are made by Central Government to officers carrying out additional duties at elections. These payments will only be received when elections take place and vary according to the responsibility undertaken.

** These thresholds relate to the publication of salary information as required under the Code of Recommended Practice for Local Authorities on Data Transparency (£58,200 is the minimum of the Senior Civil Service minimum pay band) and the Audit and Accounts Regulations (£50,000)

RETIREMENT POLICY

June 2008
CAB

Amended August 2008 (Agreed Council 17th September 2008)
Amended March 2011 (Agreed Council 23rd March 2011)



Retirement Policy

For your information, this policy gives details on the Council's retirement procedures, which include Flexible Retirement Scheme, Retirement in the Interests of Efficiency and Ill Health Retirement.

With the abolition of the Default Retirement Age from 1st October 2011 the Council no longer has a fixed age of retirement and employees will be able to determine their own retirement date. It should be noted that the Local Government Pension Scheme retains a normal retirement age of 65 when benefits can be drawn without deduction although employees should always take advice on when and on what basis benefits can be drawn.

1. Discretionary Flexible Retirement

Employees aged fifty-five years or over who are members of the Local Government Pension Scheme may apply to receive payment of early pension retirement benefits whilst remaining in the Council's employment on reduced hours/grade.

The Council's decision is purely discretionary in such cases, but fair and appropriate consideration will be given to all requests where the reduction is for at least 20% of existing hours of work.

Please note this does not apply to employees who are in receipt of a redundancy payment and early pension benefits or who have taken early retirement in the interests of efficiency.

Discretionary Flexible Retirement Procedure

If you satisfy the criteria and wish to request payment of your accrued pension benefits whilst continuing in employment on reduced hours/grade, you must submit your request in writing to your Group Manager. Your written request must contain details of the following:

- The reduction in hours/grade proposed (at least 20% of existing hours).
- How the change in working pattern will affect the Council and your colleagues and how this might be overcome.
- The proposed start date of the change in hours/grade.

On receipt of your request your Group Manager will advise Human Resources who will request an estimate of your early retirement benefits from the Pensions Section of Somerset County Council.

Employees who are retiring in this way before the normal retirement age as laid down in the Local Government Pension Scheme may suffer an actuarial reduction in their benefits to reflect the early payment. However, employees who are retiring before their normal retirement age and who are protected and meet the 85 year rule criteria will not suffer any actuarial reduction in their benefits. In these cases, there will be up-front costs to the Council arising from the early payments of benefits.

The relevant Group Manager and Human Resources will then give due consideration to your request based on the operational viability of the proposal and the economic impact of any up-front pension costs or any other associated costs to the Council.

The outcome of this review will then be reported to CMT for a decision and after consideration of all the relevant factors, you will then be notified in writing of the outcome. The Council's decision in such cases is purely discretionary and the outcome is final.

2. Retirement in the Interests of Efficiency

This scheme facilitates reorganisation in staffing structures in the interests of the efficiency of the service and of the individual employee(s) concerned. It is applied entirely at the discretion of the Council and there is no right of appeal against the Council's decision.

The expression 'early retirement in the interests of the efficiency of the service' is difficult to define but the application of this scheme can be justified because: -

- (a) it facilitates/encourages internal restructuring
- (b) it allows for the retirement of an employee who is unable to match up to the changed requirements of his/her job
- (c) The Local Government (Early Termination of Employment)(Discretionary Payments) (England and Wales) Regulations 2006 allow local authorities to use their discretion in the interests of the efficient exercise of that authority's functions.

The scheme is voluntary and it must be clearly understood that it is not meant to cover cases where action should be taken to dismiss an employee on grounds of discipline, ill health, and lack of qualifications or capability. Application of the scheme does not imply that an employee is or has become inefficient.

If you retire in the interests of efficiency, you will be entitled to a lump-sum payment calculated using your actual weeks pay and equating to the equivalent of the statutory number of weeks payable for redundancy (see the ready reckoner table at the end of this policy), however you will not be entitled to receive a redundancy payment from the Council.

The lump sum received may be used to augment pensionable service and advice should be sought from the Pensions Section of Somerset County Council or may be taken as a cash sum (with the first £30,000 tax free).

Employees aged fifty-five years or over who are members of the Local Government Pension Scheme will receive payment of early pension retirement benefits.

3. III Health Retirement

Early retirement on the grounds of permanent ill health can be approved in circumstances where the Council's Occupational Health Physician or an independent Physician have issued a certificate stating that the employee is permanently incapable of undertaking his/her duties and if you are unlikely to be capable of gainful employment within a reasonable time after you leave.

The Chief Executive has delegated authority in consultation with the appropriate Portfolio holder, to take this course of action on behalf of the Council and in so doing would have regard to: -

- (a) length of sickness absence of the employee
- (b) age of the employee and nature of duties undertaken
- (c) scope for redeployment
- (d) nature of the sickness absence

The Council expects the Occupational Health Physician to ensure that the employee is examined by himself/herself or a specialist Occupational Health Physician. The Council would not wish to receive a report, which relied solely on the opinion of the employee's G.P. In addition the Council may obtain the view of an independent medical adviser.

During the period of sickness absence, the employee will be visited by a member of the Human Resources Team or his/her representative and, in most instances, it is anticipated that the decision to retire an employee on ill health grounds will be taken with the employee's agreement.

The retirement of the employee will be reported to a meeting of the Council's Cabinet.

The Council has no discretion on the enhancement of superannuation benefits in circumstances of ill health retirement.

The LGPS operates a three-tier ill health system for employees who are members of the Scheme. To qualify for a benefit:

- The employee must have at least 3 months membership or have had a transfer of pension rights into the LGPS and
- The employer must terminate the employment on grounds that the employee's ill health or infirmity of mind or body renders him/her incapable of discharging efficiently the duties of his/her employment, and
- The employee must have a reduced likelihood of obtaining gainful employment before age 65 (Note: gainful employment means paid employment for not less than 30 hours in each week for a period of not less than 12 months).

If all of the above conditions above are met, and the employer has obtained the certificate referred to in the first paragraph of this Section the scheme member is entitled to a tier 1, tier 2 or tier 3 pension.

Tier 1: If a member is judged to have no reasonable prospect of being capable of obtaining gainful employment before age 65, pension benefits are payable based on accrued membership plus 100% of prospective membership* between leaving and age 65.

Tier 2: If the member is judged to be incapable of obtaining gainful employment within 3 years of leaving but is likely to be capable of obtaining gainful employment before age 65, pension benefits are payable based on accrued membership plus 25% of prospective membership* between leaving and age 65.

Tier 3: If the member is judged to be capable of obtaining gainful employment within 3 years of leaving, short-term reviewable pension benefits are payable based on accrued membership only.

* If the member is part time, the enhancement is pro-rated based on their hours at the date of leaving but ignoring any reduction in hours directly resulting from the employee's ill health or infirmity of mind or body.

If you have any queries regarding this policy, please do not hesitate to contact Human Resources.

Retirement In The Interest of Efficiency Pay – Ready Reckoner

Complete Year's Service

Age	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
18		1																			
19		1	1.5																		
20		1	1.5	2																	
21		1	1.5	2	2.5																
22		1	1.5	2	2.5	3															
23		1.5	2	2.5	3	3.5	4														
24		2	2.5	3	3.5	4	4.5	5													
25		2	3	3.5	4	4.5	5	5.5	6												
26		2	3	4	4.5	5	5.5	6	6.5	7											
27		2	3	4	5	5.5	6	6.5	7	7.5	8										
28		2	3	4	5	6	6.5	7	7.5	8	8.5	9									
29		2	3	4	5	6	7	7.5	8	8.5	9	9.5	10								
30		2	3	4	5	6	7	8	8.5	9	9.5	10	10.5	11							
31		2	3	4	5	6	7	8	9	9.5	10	10.5	11	11.5	12						
32		2	3	4	5	6	7	8	9	10	10.5	11	11.5	12	12.5	13					
33		2	3	4	5	6	7	8	9	10	11	11.5	12	12.5	13	13.5	14				
34		2	3	4	5	6	7	8	9	10	11	12	12.5	13	13.5	14	14.5	15			
35		2	3	4	5	6	7	8	9	10	11	12	13	13.5	14	14.5	15	15.5	16		
36		2	3	4	5	6	7	8	9	10	11	12	13	14	14.5	15	15.5	16	16.5	17	
37		2	3	4	5	6	7	8	9	10	11	12	13	14	15	15.5	16	16.5	17	17.5	18
38		2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16.5	17	17.5	18	18.5
39		2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17.5	18	18.5	19
40		2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18.5	19	19.5
41		2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19.5	20.5
42		2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5
43		3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	21.5
44		3	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5
45		3	4.5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	22.5
46		3	4.5	6	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5
47		3	4.5	6	7.5	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	23.5
48		3	4.5	6	7.5	9	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5
49		3	4.5	6	7.5	9	10.5	12	13	14	15	16	17	18	19	20	21	22	23	24	24.5
50		3	4.5	6	7.5	9	10.5	12	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5
51		3	4.5	6	7.5	9	10.5	12	13.5	15	16	17	18	19	20	21	22	23	24	25	25.5
52		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5
Age	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
53		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19	20	21	22	23	24	25	26	26.5
54		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5	27.5
55		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22	23	24	25	26	27	27.5
56		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	23.5	24.5	25.5	26.5	27.5	28.5
57		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25	26	27	28	28.5
58		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	26.5	27.5	28.5	29.5
59		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28	29	29.5
60		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	29.5	30
61 plus		3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	30	



REDUNDANCY POLICY

August 2000 Cab.47

**Amended June 2003
Amended August 2006**

Amended April 2008

Amended June 2008

Amended August 2008 (Agreed Council 17th September 2008)

Amended March 2011 (Agreed Council 23rd March 2011)



1. Policy

The Council is intent on co-ordinating its employment practices in order to preserve continuity of employment and avoid, as far as possible, compulsory redundancy. The objective of the Council is to create as stable a working environment as possible, based on a well-trained, skilled workforce.

Nevertheless, the Council may need to make changes in its organisation and staffing from time to time in order to allow for new priorities in service delivery, the need for cost-effectiveness and the provision of services within budgetary constraints.

The procedures for implementing such changes will vary according to circumstances, but the Council's Management Team will determine the criteria to be used according to the terms of reference.

This policy comprises the following sections:

- (i) Consultation
- (ii) Measures to avoid or minimise redundancy
- (iii) Compulsory redundancy
- (iv) Time off to look for work and other arrangements
- (v) Redundancy selection criteria
- (vi) Redeployment
- (vii) Severance payments
- (viii) Right of Appeal.

The Council undertakes to manage any redundancy situation in a fair, sympathetic and non-discriminatory manner.

This policy applies to all employees of the Council.

No procedure outline or statement made in this document will apply retrospectively to West Somerset Council employees.

2. Consultation

- 2.1 Consultation will be undertaken with union representatives as early and fully as possible. The purpose of consultation will be to consider the options including ways of avoiding redundancies or reducing the number of potential redundancies; by exploring alternative ways of addressing the situation. If redundancies are considered consultation will take place about mitigating the consequences.
- 2.2 The Council will keep individual employees and union representatives informed, as fully as possible, about staffing requirements and any need for redundancies.
- 2.3 The statutory timetable for consultation will be followed to allow employees and union representatives adequate time to consider proposals, seek views and make representations
- 2.4 Where less than twenty employees are affected, the Council will consult in good time with the individuals and their representatives. If between twenty and ninety-nine employees are affected, the minimum 30 days consultation period will be given. If one hundred or more employees are affected, the minimum ninety days consultation period will be given.
- 2.5 The Council will consider any alternative proposals including voluntary redundancy with a view to reaching agreement on ways for avoiding compulsory redundancy and reducing the number of employees to be made redundant. In order to facilitate this process the Council will provide the following information:
 - The reasons why it is proposed to make redundancies
 - The number and descriptions of employees it is proposing to make redundant
 - The total number of employees of any description employed by the Council
 - The way in which employees will be selected for redundancy

- How the dismissals are to be carried out, including the period over which the dismissals are to take effect
 - Details of compensation and the method of calculating the amount of redundancy payments to be made to those who are dismissed.
- 2.6 Individual consultation will take the form of a personal interview between the employee and his/her line manager or the Human Resources Representative.
- 2.7 Employees have the right to representation, either by a Trade Union Representative or a work colleague at consultation meetings. Consideration will be given to any matter raised by or on behalf of the employee in such consultations.
- 2.8 The Council will endeavour to provide additional support to affected staff including career counselling and skills profiling support from Human Resources.

3. Measures to avoid or minimise redundancy

- 3.1 Before deciding on compulsory redundancy, consideration will be given to the following:
- Natural staff turnover
 - Restricting recruitment in areas of reduced need
 - Reduction or termination of the employment of contractors/casuals/agency staff
 - Redeployment as an alternative to redundancy (to include consideration for any positions which the Council may be looking to create in the foreseeable future)
 - Job share
 - Reduction in hours
 - Voluntary redundancy or early retirement where a sound business case exists
- 3.2 The above list is not exhaustive and any or all may be used, according to the circumstances, and not necessarily in the order shown. The Council will consider any proposals, which are aimed at avoiding compulsory redundancy.
- 3.3 Practical steps to be taken when the possibility of redundancies is known include:
- (i) Maintenance of an internal list of potentially 'at risk' employees available for transfer/redeployment within the Council. Those on the list will be given priority in applying for suitable posts which may become vacant;
 - (ii) In connection with (i), restriction of normal advertising procedures to internal sources and, provided employees are suitable, the offer of appointment to appropriate vacancies;
 - (iii) Re-training of affected staff where employment opportunities with the Council are foreseen;
 - (iv) Review of overtime in any areas where it could provide employment opportunities for staff affected;
 - (v) Consideration of more flexible arrangements of contractual notice where opportunities for redeployment are foreseen;
 - (vi) Looking for employees to volunteer for redundancy/early retirement.
- These steps are not expressed in order of priority.

4. Compulsory Redundancy

- 4.1 After consultation and careful consideration of all the other measures available, it may still be that the only appropriate means of effectively reducing staffing levels is by compulsory redundancy.
- 4.2 Any employee, whose job is at risk through reason of redundancy, will be notified in writing of a final consultation meeting. At this meeting, the employee will be given the opportunity to discuss the redundancy situation and will be given a right of appeal against any decision to dismiss.

5. Redundancy Selection Criteria

- 5.1 Compulsory redundancies will be made using a selection criteria determined following consultation with employees and union representatives. Examples of fair criteria could include:
- Skills, experience and ability of the employee that the Council require
 - The standard and outcome of an individual's Performance & Development Review
 - The attendance records for the last three years or disciplinary record of employees
- 5.2 Whichever criteria are agreed upon will be applied in a reasonable, consistent, fair and objective manner and will not discriminate against employees in accordance with the Council's Equal Opportunities policy. Evidence will be provided in support of the decisions made.
- 5.3 A redundancy selection form will be completed by the relevant member of CMT for each member of staff in an affected group or section where redundancies are necessary. In some cases, selection for redundancy will be self-evident, e.g. where redundancies arise from the closure of a specific establishment or service or a decision that the requirement for a specific post has ceased.

6. Redundancy Selection Form

- 6.1 Where no volunteers are forthcoming or are not acceptable, a multi-criteria basis for selection will be adopted (See 5.3). The Union will be involved and informed at each of the subsequent stages
- 6.2 The form should be completed by the relevant member of CMT or the manager responsible for directing and organising the work of the group of employees affected (i.e. the specific group from which one or more redundancies will be made).
- 6.3 A selection form will be completed for every employee in the affected group. The member of CMT and the Human Resources Representative will review each form in particular to agree the section entitled 'Performance'.
- 6.4 The member of CMT will make the final selection decision and will be required to produce, in writing, the specific reason for the decision to Corporate Management Team. These reasons will be open to examination by the affected employee and his or her representative.
- 6.5 The employees with the lowest number of points are the ones selected for redundancy, subject to Corporate Management Team approval. The written remarks placed on the form for these selected employees should then be referred to and any mitigating circumstances identified and addressed.

7 Time off to look for work and other arrangements

- 7.1 Employees will be given reasonable paid time off to look for new employment or make arrangements for training for future employment. There is no exact limit specified but it would not be considered unreasonable to allow up to two days per week for this purpose. Such time off must be arranged in advance with the line manager.
- 7.2 In appropriate circumstances, employees may be paid in lieu of notice and, as such, will not be required to work during their formal notice period; however, 'volunteers' will normally be expected to work during their statutory notice period.
- 7.3 Consideration may be given to allow reasonable time for repayment of car loans, waiving of any training or relocation expenses, etc., according to individual circumstances.

8. Redeployment

- 8.1 Redeployment, if possible and where appropriate, will be utilised to avoid compulsory redundancy.

- 8.2 All suitable vacancies within the Council will be ring fenced in that they may be offered first to those employees whose skills and experience match with the criteria in section 5.1 and are compatible with the Job Description/Person Specification of the vacant post and who otherwise would be made redundant. Human Resources will inform those employees 'at risk' of all relevant vacancies within the Council. A redeployed employee will be given reasonable appropriate training to enable them to perform the duties of the new job.
- 8.3 Redeployment is subject to the agreement of the employee concerned and to the satisfaction of the relevant member of CMT. Should an employee refuse a post which is deemed to constitute a suitable alternative to redundancy the Council reserves the right to consider withholding any redundancy payment to which they would otherwise be entitled.
- 8.4 If an employee is not successful in securing redeployment they may appeal against the decision. No action will be taken to fill the post offering potential redeployment until the conclusion of the appeals process.
- 8.5 It is expected that redeployment will normally be to a post at or near the existing salary level. However representations from employees for all suitable posts will be considered. Where an employee is redeployed to a post designated at a lower grade, salary protection will be considered.
- 8.6 Individuals who are faced with potential redundancy and who agree to be redeployed will be given a trial period of a minimum of four weeks in the alternative job to assess its suitability. The trial period may be mutually extended for a longer period, where it is recognised that retraining in the skills required may take longer.
- 8.7 To allow an employee to make a rational decision about any alternative employment offered, the law provides a right to a four-week trial period (or a longer period, as agreed, for retraining) after which the employee may opt for redundancy if the new arrangements prove unsuitable.

9. Severance Payments

The Council operates a discretionary enhanced redundancy payment scheme as compensation for loss of employment on redundancy grounds. The details of the Scheme are for information and may be amended from time to time at the discretion of the Council and after consultation with the Union. Please note the severance payments scheme is not legally binding.

Pay a 'lump sum' payment using the statutory redundancy tables and applying a multiplier of two times the statutory redundancy figure based on actual week's pay up to a maximum of 60 weeks. In addition give the employee the option to convert the cash sum in excess of any statutory redundancy payment into a period of membership in the Local Government Pension Scheme. If taken as a cash lump sum the first £30k is tax-free.

Redundancy compensation will only be paid to staff with two or more years of service.

For the purposes of these calculations, a week's pay is defined as the employee's actual weekly pay, which is averaged over a twelve week period for employees whose earnings for basic hours (excluding overtime) varies from week to week. The maximum number of year's continuous service that can be counted for statutory redundancy payments is twenty years.

If prior to the expiry of the employee's notice of dismissal an individual receives an offer of employment with a related employer (in accordance with the Redundancy Payments Continuity of Employment in Local Government Modification Order 1999) to start immediately or within four weeks of the end of the previous employment, a redundancy payment cannot be made by the Council.

10. Local Government Pension Scheme Payments

If you are a member of the LGPS and if you are aged 55 you will be entitled to the immediate unreduced payment of your LGPS benefits if you are made redundant.

11. Right of Appeal

An employee selected for redundancy, where the redundancy selection criteria is used, will have the right of appeal. The Appeal Panel will not comprise any person who has been involved in the redundancy selection decision. The panel would potentially consist of the Monitoring Officer, the Human Resources Representative and two Group Managers. Their decision will be final. The affected employee, his/her representative and members of management responsible for the selection will also attend.

The appeals procedure is to provide a means of resolving the redundancy selection dispute in a manner designed to be easily accessible, informal, speedy and inexpensive.

If you have any queries regarding this policy, please do not hesitate to contact the Human Resources Representative.

Redundancy Severance Pay – Ready Reckoner

Complete Year's Service

Age	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
18		2																			
19		2	3																		
20		2	3	4																	
21		2	3	4	5																
22		2	3	4	5	6															
23		3	4	5	6	7	8														
24		4	5	6	7	8	9	10													
25		4	6	7	8	9	10	11	12												
26		4	6	8	9	10	11	12	13	14											
27		4	6	8	10	11	12	13	14	15	16										
28		4	6	8	10	12	13	14	15	16	17	18									
29		4	6	8	10	12	14	15	16	17	18	19	20								
30		4	6	8	10	12	14	16	17	18	19	20	21	22							
31		4	6	8	10	12	14	16	18	19	20	21	22	23	24						
32		4	6	8	10	12	14	16	18	20	21	22	23	24	25	26					
33		4	6	8	10	12	14	16	18	20	22	23	24	24	26	27	28				
34		4	6	8	10	12	14	16	18	20	22	24	25	26	27	28	29	30			
35		4	6	8	10	12	14	16	18	20	22	24	26	27	28	29	30	31	32		
36		4	6	8	10	12	14	16	18	20	22	24	26	28	29	30	31	32	33	34	
37		4	6	8	10	12	14	16	18	20	22	24	26	28	30	31	32	33	34	35	
38		4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	33	34	35	36	
39		4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	35	36	37	
40		4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	37	38	
41		4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	39	
42		5	7	9	11	13	15	17	19	21	23	25	27	29	31	33	35	37	39	41	
43		6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	
44		6	9	11	13	15	17	19	21	23	25	27	29	31	33	35	37	39	41	43	
45		6	9	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	
46		6	9	12	15	17	19	21	23	25	27	29	31	33	35	37	39	41	43	45	
47		6	9	12	15	19	20	22	24	26	28	30	32	34	36	38	40	42	44	46	
48		6	9	12	15	18	21	23	25	27	29	31	33	35	37	39	41	43	45	47	

49		6	9	12	15	18	21	24	26	28	30	32	34	36	38	40	42	44	46	48
50		6	9	12	15	18	21	24	27	29	31	33	35	37	39	41	43	45	47	49
51		6	9	12	15	18	21	24	27	30	32	34	36	38	40	42	44	46	48	50
52		6	9	12	15	18	21	24	27	30	33	35	37	39	41	43	45	47	49	51
53		6	9	12	15	18	21	24	27	30	33	36	38	40	42	44	46	48	50	52

Age	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
54		6	9	12	15	18	21	24	27	30	33	36	39	41	43	45	47	49	51	53
55		6	9	12	15	18	21	24	27	30	33	36	39	42	44	46	48	50	52	54
56		6	9	12	15	18	21	24	27	30	33	36	39	42	45	47	49	51	53	55
57		6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	50	52	54	56
58		6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	53	55	57
59		6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	56	58
60		6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	57	59
61		6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	57	60
plus																				

HONORARIA and ACTING UP POLICY AND ARRANGMENTS

POLICY

1. Purpose

The purpose of this policy is to set out the principles under which additional payments should be made to employees who temporarily undertake additional duties and responsibilities.

The opportunity to do this can provide an employee with a valuable opportunity to develop their skills and gain experience, in preparation for possible future promotion.

For this reason the selection process for acting up needs to be transparent, fair and in keeping with the Council's commitment to Equality and Diversity.

Employees are entitled to be fairly rewarded, on the basis outlined below, for undertaking additional responsibilities, which are above and beyond the scope of the grade of their substantive post.

2. Scope

All posts and grades within West Somerset Council are covered by this policy and payment of an honorarium or acting up payment will be made subject to an employee meeting the approved criteria.

3. Roles and Responsibilities

3.1 Line Managers:

Are responsible for writing the business case for the award of Acting Up or Honorarium payments, which will be set out on a change of conditions form.

3.2 Human Resources:

Responsible for endorsing the proposals for consideration at Corporate Management Team for any Acting up or Honorarium payments unless they are for a member of CMT when approval will be required by the Cabinet.

This endorsement will include details of salaries to be paid for acting up payments or the recommended percentage payment for the payment of honoraria.

No report will be progressed to Corporate Management Team without the endorsement of the HR Service.

3.3 Finance Service

Will be required to comment on the financial information of the proposal and to provide a statement on the affordability of the costs associated with the recommendation.

3.4 Group Manager, Corporate Director of Chief Executive:

To recommend to CMT the principles of an Acting Up Payment or Honorarium which have been endorsed by the HR Manager.

3.4 Corporate Management Team or Cabinet:

To consider those proposals which have been recommended by the Group Manager or member of CMT.

If the proposal is supported, to recommend to the Chief Executive that it is implemented.

3.5 Human Resources

Upon receipt of the authorised change of circumstances form (or other appropriate form) the HR Team will write to the employee to confirm the details of the payment.

ACTING UP ARRANGMENT

4. Acting up payment

4.1 Acting up payment is made only where an employee is requested to take on the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks. This may occur as a result of:

- Temporarily filling a post until a substantive appointment can be made
- Filling a key post while another employee is on maternity leave
- Filling a key post to cover long term sickness absence
- Filling posts due to other temporary extended leave arrangements e.g. secondments.

4.2 Acting up payment will not be paid for covering annual leave or short term absence.

5. Payment

5.1 Payment shall normally be the bottom point of the grade in which the higher post is scored under Job Evaluation.

6. Employees on protected salaries

6.1 Employees who are on protected salaries who undertake duties of a higher grade than their evaluated grade, but not higher than their protected salary are not entitled to receive any additional remuneration.

6.2 If during the period of Acting up the level of protection falls below the bottom of the Acting up grade, the employee will receive pay as detailed in 5.1 above for the remainder of the Acting up period.

6.3 At the end of the Acting up period the employee will revert to the normal level of pay, in line with any protection arrangements. If the pay protection has lapsed, the employee will move to the appropriate grade for his/her substantive post.

7. Timescale Termination

7.1 The Acting up payment must be for a minimum of 4 weeks.

7.2 The duration of the period of Acting up must be indicated before it commences and must not be for more than 6 months before any review.

7.3 The arrangements should be regularly reviewed (every three months is recommended).

7.4 Acting up arrangements are temporary and must not normally exceed 12 months.

7.5 Acting up arrangements can be terminated with two weeks notice. It is the responsibility of the line manager to notify HR immediately of any changes to the agreed arrangements.

8. Selection Process

8.1 If there is a deputy to the temporarily vacant position, i.e. as clearly outlined within their existing role profile, then that employee should be asked to act up

8.2 If there is no clearly identified deputy then the Manager should, in consultation with HR, identify all eligible employees within the Group.

8.3 If the Manager wishes to reach a wider pool of employees or has been unsuccessful in identifying a suitable candidate from within their own Group the acting up opportunity will be advertised internally as a secondment opportunity.

8.4 However, it should be noted that the secondment of an employee from another Group can only take place with the agreement of the other Group Manager concerned and this should be made clear in the advert and any other documentation.

8.5 Suitability of all candidates should be assessed against the role profile and person specification for the post.

8.6 In the case of there being more than one potentially suitable candidate, competitive interviews should be held. In the case of extended Acting up (more than 6 months); Managers should consider the post being covered by several employees in turn, in order to share the opportunity to gain experience.

9. Performance

9.1 The Acting Up employee should be inducted in to the new role to ensure there is an agreed understanding of the roles and responsibilities within the higher post.

9.2 Performance of an employee who is Acting Up should be regularly reviewed (monthly) with clear performance objectives being agreed and regularly reviewed.

9.3 The Acting Up arrangements should be supported by any additional training/coaching which is deemed necessary to enable the employee to perform their Acting Up duties.

9.4 If concerns regarding performance do arise then these should be discussed before the decision is taken to end the Acting up arrangement.

10. Subsequent promotion to the higher grade

10.1 If an employee is subsequently promoted to the higher grade, the period of "Acting up" will be taken into account when deciding the point on the salary scale on which they are appointed.

11. Covering the workload of the person acting up

11.1 Options for this include: redistributing his/her duties, appointing a temporary employee, looking for another employee to act up or second into their post. These options should be discussed with HR.

12. Allowances

12.1 The entitlement to any allowance which the Acting Up role and /or the substantive role receives must be considered. It is not automatic that an employee will retain allowances they enjoy in their substantive post, whilst undertaking the duties of higher post or that they will receive additional allowances whilst undertaking the Acting Up.

12.2 The determination to pay / not pay any allowances normally paid to the higher-level post must be objectively justified in the business case.

HONORARIA ARRANGEMENTS

13. Principles

13.1 An honorarium payment may be granted in the following circumstances:

- Where an employee is requested to undertake, for a limited period, a significant proportion duties of a higher grade, that do not amount to the full duties as outlined in the Acting up section above.

- Where an employee is requested to undertake shared responsibility with more than one employee undertaking a specific and/or separate part of a wider role, which has been evaluated as having higher-level duties.
- At the request of his /her line manager an employee completes a specific project or body of work which is outside the scope of his/her normal duties.

14. Exceptional / Onerous Duties

14.1 In exceptional circumstances there may be occasions where employees undertake duties that are particularly onerous and beyond the responsibility level of their post, and which may justify a "one off" payment of honorarium.

15 Payment – Honoraria

15.1 Payment will be allowed for temporary additional responsibility over and above the graded post.

15.2 Payment will be based on the difference between the substantive grades, the grade of new duties being undertaken and the percentage time spent on these new duties.

15.3 The Line Manager is responsible for providing all necessary information to support the request for an honorarium payment, which must be sent to HR.

15.4 These additional responsibilities must be assessed by the HR representative.

15.5 Following consultation with the line manager, HR will evaluate the post, which may include use of the Council's Job Evaluation Scheme. HR will then notify the Line Manager with the outcome of the evaluation. The recommendations will clearly state the percentage of additional duties, which are adjudged to be undertaken, and the level of payment, which is proposed.

15.6 The recommendation of HR may also be that the additional duties do not warrant the payment of an honorarium. Such comments will be supported by an explanation.

15.7 Once the evaluation has been undertaken, if HR supports payment of an honorarium, and if the Group Manager is in agreement, the Group Manager will recommend the payment to Corporate Management Team or Cabinet if relating to a member of the Corporate Management Team.

15.8 CMT or Cabinet will consider the request and if they support the payment, recommend to the Chief Executive that the request be implemented.

15.9 The appropriate form will be returned to HR for processing.

16 Documentation

16.1 All proposals for an Acting Up or Honorarium Payment must be made on a Staffing Change of Conditions Form.

The Form should as a minimum detail:

- The reason for the proposed payment, for example to cover a long-term absence or undertake a specific piece of work.
- Posts affected and grades of the substantive and higher level / additional duties involved
- The extent of different and/or additional duties involved, i.e. full or partial, if partial quote percentage (as determined by the HR Manager)
- The duration, (From / To)
- Alternatives considered
- Cost (including any progression based on time).

17 Financial Considerations (Acting Up and Honoraria Payments)

17.1 It is the responsibility of the line manager to set out in any report how the additional costs will be met.

17.2 Finance will be required to comment on the financial arrangements relating to any Acting Up or Honorarium payments.

17.3 Honorarium payments will be pensionable.

17.4 Should the additional duties, which an employee is performing, become part of their substantive post, and then the revised job description will be evaluated under the Councils Job Evaluation Scheme.

18. Complaints / Disputes

18.1 The procedure is a management led process. There is no route of appeal. The determination of the relevant Officers at each stage is considered final.

19. Equality and Diversity

19.1 The fair and consistent application of the above arrangements will ensure fair and equitable treatment of all employees irrespective of race, colour, nationality, ethnic or national origins, language, disability, religion, age, gender, gender reassignment, sexual orientation, parental or marital status or area of work.

All acting up and honorarium payments will be monitored against protected characteristics.

**WRITTEN STATEMENT ON LOCAL GOVERNMENT PENSION SCHEME
EMPLOYERS DISCRETIONS AND KEY PENSIONS POLICY**

WEST SOMERSET COUNCIL

FEBRUARY 2013

LGPS (Administration) Regulations 2008

Regulation B12

It is not the policy of the Council to augment active member's service.

Regulation B13

It is not the policy of the Council to grant additional pension service to an active member.

Regulation B18 (1)

The Council will allow benefits to be paid to a member of staff if they reduce their hours/grade (known as flexible retirement) and this is set out in the Council's Retirement Policy.

Regulation B18 (3)

With regard to flexible retirement the Council retains the right to waive the actuarial reduction of benefits on exceptional compassionate grounds.

Regulation B30 (2)

The Council will allow individual employees the option to request early payment of benefits after on or after age 55 and before age 60 which will be considered on a case-by-case basis following the production of a business case. In these cases no additional compensation will be awarded.

Regulation B30 (5)

With regard to the early payment of benefits on or after age 55 and before age 60 made under B30 (2) the Council retains the right to waive the actuarial reduction of benefits on exceptional compassionate grounds.

Regulation B30A (3)

The Council will allow the option to request an application for reinstatement of a suspended tier 3 ill health pension on or after age 55 and before age 60 which will be considered on a case-by-case including the production of evidential support.

Regulation B30A (5)

With regard to an application for reinstatement of a suspended tier 3 ill health pension on or after age 55 and before age 60 made under B30A (3) the Council retains the right to waive the actuarial reduction of benefits on exceptional compassionate grounds.

Local Government Pension Scheme Regulations 1997 (as amended) in relation to active councillor members and pre 1.4.08 scheme leavers.

Regulation 31 (2)

The Council will allow a post 31/3/98/pre 1/4/08 leaver or from a councillor member the option to request early payment of benefits after on or after age 55 and before age 60 which will be considered on a case-by-case basis following the production of a business case. In these cases no additional compensation will be awarded.

Regulation 31 (5)

With regard to the early payment of benefits made in accordance with Regulation 31 (2) the Council retains the right to waive the actuarial reduction of benefits on exceptional compassionate grounds.

Regulation 31 (7A)

The Council will allow councillor optants out and pre 1/4/08 employee optants out the option to request payment of benefits at normal retirement date and these will be considered on a case-by-case basis following the production of a business case.

LGPS Admin Regulations

Regulations A16

It is not Council policy to extend the 12-month limit on transfer of previous pension rights into the LGPS.

Regulation B3

It is Council policy to determine employee contribution rates as changes occur during the financial year.

Regulation A22 (2)

It is not Council policy to extend the 30-day period members of staff have to opt to repay contributions due after absence (in relation to strike action etc)

The Local Government (Early Termination of Employment) Discretionary Compensation Regulations 2006

As set out in the Redundancy Policy the Council do not limit redundancy payments to the statutory maximum weekly pay threshold and instead use actual weekly pay of the employee.

The Council does not offer a minimum payment with regard to redundancy. Benefits are calculated using actual weekly pay and the statutory number of weeks as calculated against continuous local government service (and service covered by the Modification Order).

The Council provides up to 30 weeks compensation, in addition to any redundancy payment as set out in both the Redundancy and Retirement Policies.

Where additional compensation is paid the employee has the option to augment pension benefits by using all of the additional compensation.

The Council offers up to 3 weeks additional compensation for the following:

Compulsory Redundancy

Voluntary Redundancy

Retirement in the Interest of the Efficiency of the Service

Report Number: WSC 23/13
 Presented by: Cllr. T Taylor, Leader of Council
 Author of the Report: Adrian Dyer, Chief Executive
 Contact Details:
 Tel. No. Direct Line 01984 635212
 Email: adyer@westsomerset.gov.uk

Report to a Meeting of: Council
 To be Held on: 27th February 2013
 Date Entered on Executive Forward Plan Or Agreement for Urgency Granted: Not Applicable

Joint Working Between West Somerset Council & Taunton Deane Borough Council – Project Mandate

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek Council's approval of the mandate for the proposed joint working between the Council and Taunton Deane Borough Council (TDBC).

2. CONTRIBUTION TO CORPORATE PRIORITIES

- 2.1 The recommendations in this report have clear links to the current updated draft Corporate Plan 2013 – 16 in that they form the initial crucial step to implementing:

Objective 1 - Local democracy and accountability remains within West Somerset by establishing a resilient operating model that is financially sustainable and delivers effective, efficient services

Key Task 1.1 - Research and evaluate alternative options for the future structure of the council where local democracy and accountabilities remain within the district.

Key Task: 1.2 - Working with Taunton Deane Borough Council to draft a business case for the commissioning or sharing of services, management and staff

3. RECOMMENDATIONS

It is recommended that Council:

- 3.1 Approve the detailed project mandate at **Appendix A**
- 3.2 Approve the initial funding requirements totalling £30,000 as detailed in paragraph 5.2.5 to this report

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
Risk - That without doing something to address the Council's weak financial position within the next three years it will have become unviable as a unit of local government.	Almost Certain (5)	Catastrophic (5)	Very High (25)

<i>Mitigation</i> - The drafting of a business case that will identify the savings that can be achieved through the sharing of management and services.	Possible (3)	Catastrophic (5)	High (15)
Risk – That the business case does <u>not</u> ‘stack up’ in that it does not produce sufficient savings and the Council effectively falls over the ‘fiscal cliff’	Possible (3)	Catastrophic (5)	High (15)
<i>Mitigation</i> – The mitigation of this risk is twofold. Firstly, the early establishment of what ‘Plan B’ is and secondly the production of a high level business case for the sharing of services in October 2013. This gives reasonable time to implement Plan B whilst remaining financially viable.	Unlikely (2)	Catastrophic (5)	Medium (10)
Risk – That the implementation of the Business Case, should it stack up, is unaffordable.	Likely (4)	Catastrophic (5)	Very High (20)
<i>Mitigation</i> – That a successful application is made for funds from the government’s Shared Services / Challenge fund.	Unlikely (2)	Catastrophic (5)	Medium (10)
Risk - That should the project progress it fails to deliver its objectives because potential risks have not been identified and mitigated.	Possible (3)	Catastrophic (5)	High (15)
<i>Mitigation</i> - Officers have identified key strengths, weaknesses, opportunities, threats, risks, concerns and lessons from other similar projects across both organisations. This detail will form the basis of the Risk Register for this project should it be mandated.	Unlikely (2)	Catastrophic (5)	Medium (10)

The scoring of the risks identified in the above table has been based on the scoring matrix. Each risk has been assessed and scored both before the mitigation measures have been actioned and after they have.

5. **BACKGROUND INFORMATION**

- 5.1 The background to the Council’s current precarious financial standing and consequent viability has historically been the subject of numerous seminars and reports to members, the latest of which was a report that was presented to Council on 12th December 2013. One of the approved resolutions was that:

“Members approve the Council and Taunton Deane Borough Council working together to draft a business case for the commissioning or sharing of services, management and staff.”

- 5.2 Following on from this there have been two joint meetings of both Councils’ Corporate Management Teams, the aim being to establish a process for the drafting of the business case referred to above. The conclusion of this work, referred to as ‘*The Project Mandate*’ is set out in **Appendix ‘A’**. Set out below are some of the key features of this proposed mandate. An identical Appendix A, attached to a similar report to this one, is being considered by Taunton Deane’s Corporate Scrutiny Committee on 21st February 2013 and subsequently Council on 4th March 2013.

5.2.1 **Project Scope, Vision and Objectives**

The Strategic Business Case will explore whether joint working will help both Councils achieve:-

- A sustainable future for both democratically independent organisations - each responsible for the government of their own area, acting independently of each other much of the time.
- A single, fully merged affordable Officer Structure.

- Efficient, effective and affordable service delivery with reduced costs, increased income and improved resilience.

5.2.2 Showstoppers

It is important to be clear on the non-negotiable or “show stoppers” from the outset. These are identified as:-

- The Councils will retain their democratic independence as two sovereign local authorities with separately elected Members.
- There must be no detriment to the local taxpayers of either Council in the delivery of joint management and services.

5.2.3 Timescales

The key milestones in terms of timescales are as follows:-

- Detailed joint management proposal for consideration in October 2013 and implementation in April 2014.
- High level Business Case for Stage 2 on the shared service arrangements in October 2013 to hopefully green light work on Stage 2 in 2014/15.
- Detailed shared service proposals for consideration in October 2014 and implementation in April 2015.

5.2.4 Governance

This is a vitally important work stream that needs agreeing as part of this ‘mandate’ report. Key proposals are the establishment of the following two groups:-

- Joint Members Advisory Panel
This will consist of four Members from each Council. The group will ensure the democratic involvement in the project direction. Membership of this Panel will be the subject of a report to Council, hopefully on 27th March 2013.
- Joint Programme Board
This would include the two CEO’s, three TDBC Directors and three WSC Corporate Director/Managers.

The draft Terms of Reference for both groups is reproduced at **Appendix A** as **Appendix 1** and **2** respectively.

Each Council would of course also have its own independent Scrutiny and Executive arrangements for considering reports. It may be appropriate, on occasions, to have joint meetings.

5.2.5 Resources

This project will require resourcing – either new resources and/or a shift in priorities. This report is seeking resources for the production of the Business Plan to the next key milestone, namely the October 2013 decision on joint management and high level service case. Details of these requirements are set out in **Appendix A**.

New unavoidable costs will arise from the need to procure additional support and external specialist advice. Although difficult to calculate at this stage it is estimated this Council’s share of the costs will be in the region of £30,000 (£5k specialist advice, £25k project support). It is suggested that £10,000 of these costs are funded from the Sustainability Earmarked Reserve with the remaining £20,000 being funded from a predicted underspend in the staff salary budget that will occur as a result of a post being temporarily externally funded as part of the Hinkley Point project.

In terms of additional funding requirements should the project progress beyond stage 2 (See Appendix A, paragraph 3.6) the following funding streams are available.

- o The government have, as part of the 2013/14 settlement, recently awarded the Council an Efficiency Support Grant for services in rural (SPARSE) areas totalling £23,156
- o The reserve earmarked for 'invest to save projects, currently has a balance of £44,753

In addition, the government have within the past week announced the establishment of a Shared Services Fund or Challenge Award totalling £9.2m. The fund is designed to reward "radical, forward thinking councils" who went beyond the "usual" sharing of back office and pursued real front line changes. It was reported as being particularly relevant for small districts which were looking to bring their management together.

5.2.6 **Conclusion**

The project will only succeed with clear and shared vision/objectives – and – strong political and management leadership. Focus will be vital and both Members and Offices will need to invest time and energy in delivering the Business Case. This can only be achieved if it is agreed this is a priority project.

Existing resources can be dedicated to this project – and – this will mean other lesser priority work will need to be re-scheduled or stopped. .

6. FINANCIAL/RESOURCE IMPLICATIONS

- 6.1 As has been stated in paragraph 5.2.5 the financial resources required up to October 2013 are estimated to be a maximum £30,000 and can be funded from a mixture of existing reserves and the staff salary budget.
- 6.2 It has already been stated that the project can only be achieved if it is given priority status and as a consequence sufficient staff resource is applied to it. Members are asked to note that bearing in mind the limited available capacity this is bound to impact on other areas of work which as has already been said will have to be rescheduled or stopped.

7. SECTION 151 OFFICER COMMENTS

- 7.1 The current Medium Term Financial Plan (MTFP) presented to Council on 20th February 2013 shows that in this year and over the next two years there are savings targets totalling £517,053 that are in addition to the target of £159,457 already built into the 12/13 budget. Taking into account the work already completed to deliver these savings and that planned I am of the opinion that this is not an unrealistic target.
- 7.2 However, there is only so much meat that can be stripped off of the bone before you start eating into the bone and in 2015/16 the savings target to achieve a balanced budget, without any support from reserves, is £196,161. Achieving a target of this size will, in my opinion, be only achieved with an impact on front line services and community / voluntary sector grants. Conversely it is estimated that the General Fund Reserves at 31st March 2016 will total £838,131, some £263,131 above the approved minimum level. This means that a balanced budget could be produced in 2015/16 without any savings but with £196,161 support from the General Fund Reserve.
- 7.3 What the MTFP doesn't show which a plan with a longer duration does is that without further savings there is, in 2016/17, a budget deficit of £257,451 which increases year on year. It is therefore in 2016/17 that based on current estimations, the Council falls over the so called 'fiscal cliff'.
- 7.4 This highlights the scale of the challenge facing the Council in the future and emphasises how vitally important the prospect of joint working around shared management and services has

become in order to identify, at a relatively early stage, the necessary savings to ensure the Council's long term financial sustainability.

8. EQUALITY & DIVERSITY IMPLICATIONS

Members need to demonstrate that they have consciously thought about the three aims of the Public Sector Equality Duty as part of the decision making process.

The three aims the authority **must** have due regard for:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

8.1 This project requests permission to proceed with a project to develop a business case. At this stage, there are no equalities issues for Members to consider. As the project progresses and the Strategic Business Case is developed, then a full Equalities Impact Assessment will be completed and shared with Members.

9. CRIME AND DISORDER IMPLICATIONS

9.1 There are no implications directly associated with the recommendations in this report

10. CONSULTATION IMPLICATIONS

10.1 The Corporate Policy Advisory Group met on 19th February 2013 to consider the detail contained in Appendix A. Unfortunately this is too late for any comments to be included in this report and as such any that are made will be tabled at the meeting.

11. ASSET MANAGEMENT IMPLICATIONS

11.1 There are no implications directly associated with the recommendations in this report.

12. ENVIRONMENTAL IMPACT IMPLICATIONS

12.1 There are no implications directly associated with the recommendations in this report.

13. LEGAL IMPLICATIONS

13.1 This report has no direct legal implications at this stage. Legal input will be required as part of the development of the Business Case.

**JOINT WORKING BETWEEN
WEST SOMERSET COUNCIL
AND
TAUNTON DEANE BOROUGH COUNCIL
FEBRUARY 2013**

1. INTRODUCTION

1.1 This document sets out the high level issues that Members need to consider in deciding whether to progress this project. It shares early thoughts on the following:

- Section 2 Aims & Objectives (and Show-Stoppers)
- Section 3 Project Scope & Duration
- Section 4 Governance Arrangements for the Project
- Section 5 Project Resourcing
- Section 6 Critical Success Factors

This Project Mandate will, if approved, be used to develop a Project Initiation Document and can be used as a “base” to assess Project progress against.

Background

- 1.2 This Project is being developed against a background of increasing changes in both local and central government where pressure to maintain services is set against an increasingly difficult financial position.
- 1.3 West Somerset Council’s financial position has been well publicised and is summarised well in the report to their Full Council on 12th December 2012. The report also shares an independent assessment on the Councils financial viability and sets out a strategy for protecting their future position. Members at West Somerset will be considering this Project Mandate (as a way of moving their strategy forward) at their Full Council meeting on 27th February 2013.
- 1.4 Taunton Deane’s financial position is also well understood and Members have started to develop a Corporate Business Plan to assist with the challenge of working in an environment of shrinking resources. The challenges currently faced by West Somerset will be a familiar picture to many more authorities – including TDBC - in the next couple of years as the funding available for local government services continues to reduce. Fundamental change is required if this Council is remain financially viable for the medium term.
- 1.5 As set out in the covering report of the Chief Executive this Project fits with the strategic objectives of Taunton Deane.
- 1.6 The difficult financial challenges facing both Councils will not be met entirely through joint working. Both Councils will still need to decide separately on the balance they wish to make between levels of tax, their appetite for investment and risk, their views on priorities and service standards, and so on.
- 1.7 This Project will bring forward options for Members to consider in driving forward joint management and joint / shared services (with no option ruled in or out at this stage) in Taunton Deane and West Somerset.

2. AIMS & OBJECTIVES / SHOW STOPPERS

- 2.1 The Strategic Business Case will explore whether joint working will help both Councils achieve:-
- A sustainable future for both democratically independent organisations.
 - Reduced net costs – major financial savings (reduced staff numbers, reduced duplication of systems and processes).
 - Improved resilience – protecting each Council further against the risk of service failure.

- Effective, efficient and affordable service delivery (developing a flexible approach to service delivery).

2.2 The Strategic Business Case will be developed to support the vision of:-

- A single, fully merged affordable officer structure serving two separate, sovereign Councils.
- Each responsible for the government of their own area, acting independently of each other much of the time.
- The ability for Members to make local decisions on the quality and level of service will be preserved.

2.3 In addition, it is hoped that the joint working arrangements could progress some other ambitions for the Councils such as retaining local employment, and promoting high quality customer access (retaining face to face presence in both localities). Until the Strategic Business Case is developed it will not be clear whether these are deliverable, or simply unaffordable.

2.4 There are two identified “show stoppers” for both Councils:-

- The Councils will retain their democratic independence as two sovereign local authorities with separately elected Members.
- There must be no detriment to the local taxpayers of either Council in the delivery of joint management and services.

3. PROJECT SCOPE AND DURATION

3.1 This project will produce a Strategic Business Case to explore a single Officer management and staffing structure to provide services to the communities of Taunton Deane Borough Council, and West Somerset Council.

3.2 The project will consider how this will fit with existing Partnerships and wider collaboration ambitions with neighbouring authorities and other public sector providers. The aim will be to ensure that nothing prejudices further wider collaboration in the medium to long term.

3.3 No service delivery option is to be ruled in or out at this stage – the project will seek to identify the best option for both Councils and any interested parties.

3.4 The project, if approved will start in early March 2013 and will aim to produce the Strategic Business Case for approval in October 2013. Should this be approved, then the implementation of joint management could be in place for April 2014, with the implementation of service delivery options, including shared services in place for April 2015.

Project Outline

3.5 This section outlines the staging and phasing of the project. The project will be managed using the principles of PRINCE2 standards and associated controls (including risk management).

3.6 The project will consist of a number of stages as follows:

Stage 0	Mandate To Proceed With Project
March 13	MEMBER DECISION TO PROCEED
Stage 1	Preparation of Project Initiation Document Project Governance Put In Place Protocols for Joint Working Developed Research / Best Practice
Stage 2	Preparation of Strategic Business Case Setting Out: <ul style="list-style-type: none"> • Detailed Joint Management Proposals

	<ul style="list-style-type: none"> High Level Joint Service Arrangements (all services)
Oct 13	MEMBER DECISION TO PROCEED
Stage 3	Implementation of Joint Management
April 14	On-going Development of Detailed Business Case For Joint Services
Stage 4	Business Case For Joint Services
Oct 14	MEMBER DECISION TO PROCEED
Stage 5	Implementation of Joint Services
Apr 15	

3.7 The timing above ensures alignment with budget setting, and for Taunton Deane, the finalising of the Corporate Business Plan.

4. PROJECT GOVERNANCE

4.1 Each Council will need to take key decisions as this project progresses, and this will involve Scrutiny, Executive, and Full Council. It may be appropriate, at key stages of the project, to hold Joint Member Briefings.

4.2 To further support this Project, and recognising its importance to the future of both organisations, it is proposed to create a Joint Members Advisory Panel (consisting of 4 Members from each Council). This group will work closely with the project team and ensure democratic involvement in the project direction (in addition to the existing arrangements in both Councils to brief Members). Draft Terms of Reference is included at Appendix 1

4.3 The Project Board will initially consist of the two Chief Executives, the 3 TDBC Directors, and 3 WSC Corporate Directors / Managers. In addition to the core membership, a senior representative from SCC and SDC will be invited to attend. The LGA and CLG will be offered updates following each of the Project Board meetings. The core membership may change should other partners wish to formally engage in the Project. The role of the Project Board is to provide leadership on the project and to ensure it is delivering against objectives. Draft Terms of Reference is included at Appendix 2.

4.4 The Business Development Director from Somerset County Council, reps from Sedgemoor, the Exmoor National Park Authority (ENPA), the Local Government Association (LGA), and Government (CLG) will all be kept in the loop and may attend the Project Board meetings as appropriate.

4.5 The Project will engage with many existing Member and Officer and Union forums to ensure they are briefed at key stages (e.g. Group Leader Meetings, Leads Meetings, and Unison Meetings). Details will be developed as part of the Communications Workstream.

4.6 In addition to the above, the Chief Executives will ensure that regular updates are provided at the Somerset CEO and Somerset Leaders meetings.

5. PROJECT RESOURCING

5.1 The Project will require resourcing appropriately. Members may choose to backfill any gaps created by this, or simply to decide that this Project is now a key priority and accept that other pieces of work will take longer to progress or will no longer be a priority and will not be delivered.

5.2 The Project will need the support in the following areas. Detailed Workstream Plans will be developed as part of the Project Initiation Document (next stage of the project). To provide a

flavour of the likely resource requirement the following table gives some headlines against each Workstream.

PROJECT ROLE	WHO?	IMPACT
Project Manager	Shirlene Adam, TDBC	<ul style="list-style-type: none"> • Full-Time Secondment (but continuing s151 role for TDBC)
Project Lead WSC	Kim Batchelor, WSC	<ul style="list-style-type: none"> • 3 Days Per Week
Project Lead TDBC	To Be Confirmed	<ul style="list-style-type: none"> • 3 Days Per Week (Existing Workload To Be Reallocated / Slowed Down)
Finance	Finance Managers + Additional SCC Support	<ul style="list-style-type: none"> • 2 Days per Week from SCC to support finance work (funded by SCC). • TDBC Will Need Additional Time From SW1 Finance Team - Approx. £10k
HR	Martin Griffin For Both Councils	<ul style="list-style-type: none"> • This will become a priority project and external support procured when necessary.
Communications / PR	Debbie Rundle for Both Councils	<ul style="list-style-type: none"> • This will become a priority project.
Legal	Monitoring Officers	<ul style="list-style-type: none"> • This will become a priority project and external support procured when necessary.
Admin / Project Office	To Be Confirmed	<ul style="list-style-type: none"> • 3 Days per Week from existing support teams at TDBC (backfill to be funded by WSC).

5.3 There will be a need to resource specific packages of external advice at key points in the project (HR / Legal). These new additional joint costs are to ensure the safe delivery of the Strategic Business Case in October 2013. We estimate £25k will be needed to get the project to that stage (to be shared between authorities – TDBC’s share being £20k and WSC’s share £5k).

5.4 Should this project be approved, both Councils will approach CLG and LGA requesting transitional grant funding to support the additional costs incurred by this project. Should this approach be unsuccessful then the additional costs will be shared between the Councils on an 80:20 (TDBC: WSDC) basis. The Joint Member Advisory Panel will monitor the project budget. This investment supports the projects aim of unlocking on-going savings for both organisations.

6. CRITICAL SUCCESS FACTORS

6.1 This project will require the following to succeed:-

- A clear and shared vision (aims and objectives) agreed by Members

- Strong political and managerial leadership to support the significant levels of change required.
- Continued focus on this project as a priority for both organisations to ensure this is progressed with pace.
- Continued focus on benefits realisation.
- Investment of Officer and Member time and potential future investment to unlock fundamental change.

7. REQUEST TO PROCEED / NEXT STEPS

- 7.1 The next steps would be as set out in the table in section 3.7 of this mandate. There is a significant amount of work to be progressed swiftly to develop the project PID and associated joint working protocols (all to be signed off by the Joint Members Advisory Panel).
- 7.2 Members are requested to consider whether to support this project.

JOINT MANAGEMENT & SERVICES PROJECT

JOINT MEMBERS ADVISORY PANEL – TERMS OF REFERENCE

Who Attends

TDBC: PFH, & Shadow PFH + 2 Elected Members

WSDC: PFH, & Shadow PFH + 2 Elected Members

Project Team : Project Manager, Project Leads x 2, Project Admin

Due to the sensitive and confidential nature of the discussions at the meetings, **no substitutes** will be required if Councillors are unable to attend meetings.

Chairing Arrangements

The Chair will be the PFH for either Council, depending on the host venue.

Role of Advisory Panel

- Provides policy direction and advice to the project.
- Reviews Project process and approves any exceptions to the approved scope of the project.
- Ensures the process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across all key stakeholders.
- Ensures democratic engagement and accountability throughout the Project.

Frequency of Meetings

Meetings will be held monthly on at Dates for 2013 are listed below

March	TDBC	Xx
April	WSDC	Xx
May	TDBC	Xx
June	WSDC	Xx
July	TDBC	Xx
August	WSDC	Xx
September	TDBC	Xx
October	WSDC	Xx
November	TDBC	Xx
December	WSDC	Xx

JOINT MANAGEMENT & SERVICES PROJECT

JOINT PROJECT BOARD – TERMS OF REFERENCE

Who Attends

TDBC: CEO, & 3 Directors

WSDC: CEO & 3 Senior Managers

Project Team : Project Manager, Project Leads x 2, Project Admin

Other Attendees: Sedgemoor Rep, SCC Rep, LGA and CLG.

Due to the sensitive and confidential nature of the discussions at the meetings, **no substitutes** will be required if Officers are unable to attend meetings.

Chairing Arrangements

The Chair will be the CEO for either Council, depending on the host venue.

Role of Project Board

- Owns the strategic vision for the project
- Provides clear leadership and direction during the course of the project.
- Provides policy direction and advice to the project (alongside the Joint Members Advisory Panel).
- Secures the investment required to set up and run the project and fund the transition activities required.
- Receives regular reports on project progress
- Takes key project decisions and makes recommendations to Councils.

Frequency of Meetings

Meetings will be held monthly on at Dates for 2013 are listed below

March	TDBC	Xx
April	WSDC	Xx
May	TDBC	Xx
June	WSDC	Xx
July	TDBC	Xx
August	WSDC	Xx
September	TDBC	Xx
October	WSDC	Xx
November	TDBC	Xx
December	WSDC	Xx

Report Number: WSC 25/13
Presented by: Cllr Kate Kravis, Lead Member For Finance & Resources
Author of the Report: Steve Plenty
Contact Details:
 Tel. No. Direct Line 01984 635217
 Email: sjplenty@westsomerset.gov.uk

Report to a Meeting of: Council
To be Held on: 27th February 2013
Date Entered on Executive Forward Plan N/A
Or Agreement for Urgency Granted:

COUNCIL TAX RESOLUTION 2013-2014

1. PURPOSE OF REPORT

1.1 The purpose of this report is to enable the Council to calculate and set the Council Tax for 2013/14.

2. CONTRIBUTION TO CORPORATE PRIORITIES

2.1 None directly in this report.

3. RECOMMENDATIONS

3.1 To approve the formal Council Tax Resolution as shown in Appendix A, B, and C to this report.

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
The key risk is that the Council does not approve the council tax requirement in the correct format.	Possible (3)	Major (4)	Medium (12)
<i>The mitigation for this is that the Council uses the attached CIPFA format to approve the council tax requirement.</i>	Rare (1)	Major (4)	Low (4)

The scoring of the risks identified in the above table has been based on the scoring matrix. Each risk has been assessed and scored both before the mitigation measures have been actioned and after they have.

5. BACKGROUND INFORMATION

5.1 The Localism Act 2011 has made significant changes to the Local Government Finance Act 1992 and now requires the billing authority to calculate a Council Tax Requirement for the year, not its budget requirement as reported in previous years.

- 5.2 The precept levels of the other precepting bodies have now been received. These are detailed below:
- 5.3 Somerset County Council met on 20th February 2013 and set their precept at £13,213,031.92, adjusted by a Collection Fund Surplus of £80,960. This results in a Band D Council Tax of £1,027.30 and details can be found in Appendix B to this report.
- 5.4 Police & Crime Commissioner for Avon and Somerset met on 6th February 2013 and set their precept at £2,161,230.94, adjusted by a Collection Fund Surplus of £13,225. This results in a Band D Council Tax of £168.03 and details can be found in Appendix B to this report.
- 5.5 Devon and Somerset Fire and Rescue Service met on 18th February 2013 and set their precept at £969,651.00, adjusted by a Collection Fund Surplus of £5,865. This results in a Band D Council Tax of £75.39 and details can be found in Appendix B to this report.
- 5.7 The Town and Parish Precepts for 2013/13 are detailed in Appendix C to this report and total £770,634.62. The increase in the average Band D Council Tax for Parish and Town Councils is 5.5% and results in an average Band D Council Tax figure of £59.92 for 2013/14.
- 5.8 By approving the Council Tax Resolution the total Band D Council Tax will be as follows:

	2012/13 £	2013/14 £	Increase %
West Somerset Council	132.90	137.82	3.7%
Somerset County Council	1,027.30	1,027.30	0.0%
Avon and Somerset Police Authority	168.03	168.03	0.0%
Devon and Somerset Fire and Rescue Service	73.92	75.39	2.0%
Sub-Total	1,402.15	1,408.54	0.5%
Town and Parish Council (Average)	56.81	59.92	5.5%
Total	1,458.96	1,468.46	0.7%

6. FINANCIAL/RESOURCE IMPLICATIONS

- 6.1 As set out in the report.

7. SECTION 151 OFFICER COMMENTS

- 7.1 Due to the changes in the Council Tax Support scheme the council tax precepts have fallen from 2012/13 with the difference offset by an additional grant included within the annual settlement figure.
- 7.2 West Somerset Council is proposing a Council Tax increase of 3.7%. This can be done without calling a referendum as the Council Tax currently set is within the lower quartile of

district councils; thus enabling the Council to take advantage of the new rules allowing an increase of no more than £5 per annum.

8. EQUALITY & DIVERSITY IMPLICATIONS

Members need to demonstrate that they have consciously thought about the three aims of the Public Sector Equality Duty as part of the decision making process.

The three aims the authority **must** have due regard for:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

8.1 None directly in this report.

9. CRIME AND DISORDER IMPLICATIONS

9.1 None directly in this report.

10. CONSULTATION IMPLICATIONS

10.1 None directly in this report.

11. ASSET MANAGEMENT IMPLICATIONS

11.1 None directly in this report.

12. ENVIRONMENTAL IMPACT IMPLICATIONS

12.1 None directly in this report.

13. LEGAL IMPLICATIONS

13.1 None directly in this report.

The Council is recommended to resolve as follows:

1. It be noted that on 24th January 2013 the Council calculated the Council Tax Base 2013/14
 - (a) for the whole Council area as **12,861.8** [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the Act)] (**the tax base for the whole district**); and
 - (b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix C (**the tax base for each parish or town council area**).

2. Calculate that the Council Tax requirement for the Council's own purposes for 2013/14 (excluding Parish precepts) is £1,772,613

3. That the following amounts be calculated for the year 2013/14 in accordance with Sections 31 to 36 of the Act:

(a)	£24,422,869	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act; (expenditure, including all precepts issued to it by parish and town councils).
(b)	£21,879,621	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (income, including government grants, benefits subsidy and adjustments for surpluses on the Collection Fund).
(c)	£2,543,248	being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act; as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act); (expenditure less income).
(d)	£197.74	being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year; (this is an overall average amount of Council Tax, per Band D property including Parish precepts).
(e)	£770,635	being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per the attached Appendix C).
(f)	£137.82	being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates (the District Council element of the tax for Band D dwellings).

4. To note that the County Council, the Police Authority and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with Sections 30 ad 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2013/14 for each part of its area and for each of the categories of dwellings. The table excludes parish and town precepts and special expenses.

VALUATION BANDS

WEST SOMERSET COUNCIL

A	B	9	D	E	F	G	H
£91.88	£107.19	£122.51	£137.82	£168.45	£199.07	£229.70	£275.64

SOMERSET COUNTY COUNCIL

A	B	C	D	E	F	G	H
£684.87	£799.01	£913.16	£1,027.30	£1,255.59	£1,483.88	£1,712.17	£2,054.60

POLICE & CRIME COMMISSIONER FOR AVON AND SOMERSET

A	B	C	D	E	F	G	H
£112.02	£130.69	£149.36	£168.03	£205.37	£242.71	£280.05	£336.06

DEVON AND SOMERSET FIRE AND RESCUE SERVICES

A	B	C	D	E	F	G	H
£50.26	£58.64	£67.01	£75.39	£92.14	£108.90	£125.65	£150.78

AGGREGATE OF COUNCIL TAX REQUIREMENTS

A	B	C	D	E	F	G	H
£939.03	£1,095.53	£1,252.04	£1,408.54	£1,721.55	£2,034.56	£2,347.57	£2,817.08

Council Tax Schedule 2013/14

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
West Somerset Council	91.88	107.19	122.51	137.82	168.45	199.07	229.70	275.64
Somerset County Council	684.87	799.01	913.16	1,027.30	1,255.59	1,483.88	1,712.17	2,054.60
Police & Crime Commissioner for Avon and Somerset	112.02	130.69	149.36	168.03	205.37	242.71	280.05	336.06
Devon and Somerset Fire and Rescue Service	50.26	58.64	67.01	75.39	92.14	108.90	125.65	150.78
Parish/Town only (a)								
Parish/Town & District (b)								
Total (c)								
Bicknoller	(a) 9.52	11.11	12.69	14.28	17.45	20.63	23.80	28.56
	(b) 101.40	118.30	135.20	152.10	185.90	219.70	253.50	304.20
	(c) 948.55	1,106.64	1,264.73	1,422.82	1,739.00	2,055.19	2,371.37	2,845.64
Brompton Ralph	(a) 28.84	33.65	38.45	43.26	52.87	62.49	72.10	86.52
	(b) 120.72	140.84	160.96	181.08	221.32	261.56	301.80	362.16
	(c) 967.87	1,129.18	1,290.49	1,451.80	1,774.42	2,097.05	2,419.67	2,903.60
Brompton Regis	(a) 16.96	19.79	22.62	25.45	31.10	36.76	42.41	50.89
	(b) 108.84	126.98	145.13	163.27	199.55	235.83	272.11	326.53
	(c) 955.99	1,115.32	1,274.66	1,433.99	1,752.65	2,071.32	2,389.98	2,867.97
Brushford	(a) 23.93	27.92	31.91	35.90	43.88	51.86	59.84	71.80
	(b) 115.81	135.11	154.42	173.72	212.33	250.93	289.54	347.44
	(c) 962.96	1,123.45	1,283.95	1,444.44	1,765.43	2,086.42	2,407.41	2,888.88
Carhampton	(a) 24.85	28.99	33.13	37.27	45.56	53.84	62.12	74.55
	(b) 116.73	136.18	155.64	175.09	214.01	252.91	291.82	350.19
	(c) 963.88	1,124.52	1,285.17	1,445.81	1,767.11	2,088.40	2,409.69	2,891.63
Clatworthy	(a) 17.29	20.18	23.06	25.94	31.71	37.47	43.23	51.88
	(b) 109.17	127.37	145.57	163.76	200.16	236.54	272.93	327.52
	(c) 956.32	1,115.71	1,275.10	1,434.48	1,753.26	2,072.03	2,390.80	2,868.96
Crowcombe	(a) 18.09	21.10	24.12	27.13	33.16	39.19	45.22	54.27
	(b) 109.97	128.29	146.63	164.95	201.61	238.26	274.92	329.91
	(c) 957.12	1,116.63	1,276.16	1,435.67	1,754.71	2,073.75	2,392.79	2,871.35
Cutcombe	(a) 29.05	33.89	38.73	43.57	53.25	62.93	72.62	87.14
	(b) 120.93	141.08	161.24	181.39	221.70	262.00	302.32	362.78
	(c) 968.08	1,129.42	1,290.77	1,452.11	1,774.80	2,097.49	2,420.19	2,904.22
Dulverton	(a) 55.74	65.03	74.31	83.60	102.18	120.76	139.34	167.21
	(b) 147.62	172.22	196.82	221.42	270.63	319.83	369.04	442.85
	(c) 994.77	1,160.56	1,326.35	1,492.14	1,823.73	2,155.32	2,486.91	2,984.29
Dunster	(a) 26.19	30.55	34.92	39.28	48.01	56.74	65.47	78.56
	(b) 118.07	137.74	157.43	177.10	216.46	255.81	295.17	354.20
	(c) 965.22	1,126.08	1,286.96	1,447.82	1,769.56	2,091.30	2,413.04	2,895.64
East Quantoxhead	(a) 0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b) 91.88	107.19	122.51	137.82	168.45	199.07	229.70	275.64
	(c) 939.03	1,095.53	1,252.04	1,408.54	1,721.55	2,034.56	2,347.57	2,817.08
Elworhy	(a) 0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b) 91.88	107.19	122.51	137.82	168.45	199.07	229.70	275.64
	(c) 939.03	1,095.53	1,252.04	1,408.54	1,721.55	2,034.56	2,347.57	2,817.08
Exford	(a) 28.29	33.00	37.72	42.43	51.86	61.29	70.72	84.87
	(b) 120.17	140.19	160.23	180.25	220.31	260.36	300.42	360.51
	(c) 967.32	1,128.53	1,289.76	1,450.97	1,773.41	2,095.85	2,418.29	2,901.95
Exmoor	(a) 13.43	15.67	17.91	20.14	24.62	29.10	33.57	40.29
	(b) 105.31	122.86	140.42	157.96	193.07	228.17	263.27	315.93
	(c) 952.46	1,111.20	1,269.95	1,428.68	1,746.17	2,063.66	2,381.14	2,857.37
Exton	(a) 22.64	26.41	30.19	33.96	41.51	49.05	56.60	67.92
	(b) 114.52	133.60	152.70	171.78	209.96	248.12	286.30	343.56
	(c) 961.67	1,121.94	1,282.23	1,442.50	1,763.06	2,083.61	2,404.17	2,885.00
Holford	(a) 17.28	20.16	23.04	25.92	31.68	37.45	43.21	51.85
	(b) 109.16	127.35	145.55	163.74	200.13	236.52	272.91	327.49
	(c) 956.31	1,115.69	1,275.08	1,434.46	1,753.23	2,072.01	2,390.78	2,868.93
Huish Champflower	(a) 20.93	24.41	27.90	31.39	38.36	45.34	52.31	62.78
	(b) 112.81	131.60	150.41	169.21	206.81	244.41	282.01	338.42
	(c) 959.96	1,119.94	1,279.94	1,439.93	1,759.91	2,079.90	2,399.88	2,879.86
Kilve	(a) 19.76	23.05	26.34	29.64	36.22	42.81	49.39	59.27
	(b) 111.64	130.24	148.85	167.46	204.67	241.88	279.09	334.91
	(c) 958.79	1,118.58	1,278.38	1,438.18	1,757.77	2,077.37	2,396.96	2,876.35
Luccombe	(a) 28.03	32.70	37.37	42.04	51.38	60.73	70.07	84.08
	(b) 119.91	139.89	159.88	179.86	219.83	259.80	299.77	359.72
	(c) 967.06	1,128.23	1,289.41	1,450.58	1,772.93	2,095.29	2,417.64	2,901.16
Luxborough	(a) 12.38	14.45	16.51	18.58	22.70	26.83	30.96	37.15
	(b) 104.26	121.64	139.02	156.40	191.15	225.90	260.66	312.79
	(c) 951.41	1,109.98	1,268.55	1,427.12	1,744.25	2,061.39	2,378.53	2,854.23
Minehead	(a) 54.19	63.22	72.25	81.28	99.34	117.40	135.47	162.56
	(b) 146.07	170.41	194.76	219.10	267.79	316.47	365.17	438.20
	(c) 993.22	1,158.75	1,324.29	1,489.82	1,820.89	2,151.96	2,483.04	2,979.64

Monksilver	(a)	5.89	6.87	7.86	8.84	10.80	12.77	14.73	17.68
	(b)	97.77	114.06	130.37	146.66	179.25	211.84	244.43	293.32
	(c)	944.92	1,102.40	1,259.90	1,417.38	1,732.35	2,047.33	2,362.30	2,834.76
Nettlecombe	(a)	14.15	16.51	18.87	21.23	25.95	30.67	35.39	42.46
	(b)	106.03	123.70	141.38	159.05	194.40	229.74	265.09	318.10
	(c)	953.18	1,112.04	1,270.91	1,429.77	1,747.50	2,065.23	2,382.96	2,859.54
Oare	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)	91.88	107.19	122.51	137.82	168.45	199.07	229.70	275.64
	(c)	939.03	1,095.53	1,252.04	1,408.54	1,721.55	2,034.56	2,347.57	2,817.08
Old Cleeve	(a)	9.08	10.59	12.10	13.61	16.64	19.67	22.69	27.23
	(b)	100.96	117.78	134.61	151.43	185.09	218.74	252.39	302.87
	(c)	948.11	1,106.12	1,264.14	1,422.15	1,738.19	2,054.23	2,370.26	2,844.31
Porlock	(a)	49.68	57.96	66.24	74.52	91.08	107.64	124.20	149.05
	(b)	141.56	165.15	188.75	212.34	259.53	306.71	353.90	424.69
	(c)	988.71	1,153.49	1,318.28	1,483.06	1,812.63	2,142.20	2,471.77	2,966.13
Sampford Brett	(a)	10.35	12.07	13.80	15.52	18.97	22.42	25.87	31.04
	(b)	102.23	119.26	136.31	153.34	187.42	221.49	255.57	306.68
	(c)	949.38	1,107.60	1,265.84	1,424.06	1,740.52	2,056.98	2,373.44	2,848.12
Selworthy & Minehead Without	(a)	28.61	33.38	38.14	42.91	52.45	61.98	71.52	85.82
	(b)	120.49	140.57	160.65	180.73	220.90	261.05	301.22	361.46
	(c)	967.64	1,128.91	1,290.18	1,451.45	1,774.00	2,096.54	2,419.09	2,902.90
Skilgate	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)	91.88	107.19	122.51	137.82	168.45	199.07	229.70	275.64
	(c)	939.03	1,095.53	1,252.04	1,408.54	1,721.55	2,034.56	2,347.57	2,817.08
Stogumber	(a)	19.88	23.20	26.51	29.83	36.45	43.08	49.71	59.65
	(b)	111.76	130.39	149.02	167.65	204.90	242.15	279.41	335.29
	(c)	958.91	1,118.73	1,278.55	1,438.37	1,758.00	2,077.64	2,397.28	2,876.73
Stogursey	(a)	25.78	30.08	34.37	38.67	47.26	55.86	64.45	77.34
	(b)	117.66	137.27	156.88	176.49	215.71	254.93	294.15	352.98
	(c)	964.81	1,125.61	1,286.41	1,447.21	1,768.81	2,090.42	2,412.02	2,894.42
Stringston	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)	91.88	107.19	122.51	137.82	168.45	199.07	229.70	275.64
	(c)	939.03	1,095.53	1,252.04	1,408.54	1,721.55	2,034.56	2,347.57	2,817.08
Timberscombe	(a)	25.88	30.19	34.51	38.82	47.45	56.07	64.70	77.64
	(b)	117.76	137.38	157.02	176.64	215.90	255.14	294.40	353.28
	(c)	964.91	1,125.72	1,286.55	1,447.36	1,769.00	2,090.63	2,412.27	2,894.72
Treborough	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)	91.88	107.19	122.51	137.82	168.45	199.07	229.70	275.64
	(c)	939.03	1,095.53	1,252.04	1,408.54	1,721.55	2,034.56	2,347.57	2,817.08
Upton	(a)	16.26	18.97	21.68	24.39	29.81	35.23	40.65	48.78
	(b)	108.14	126.16	144.19	162.21	198.26	234.30	270.35	324.42
	(c)	955.29	1,114.50	1,273.72	1,432.93	1,751.36	2,069.79	2,388.22	2,865.86
Watchet	(a)	74.42	86.82	99.23	111.63	136.43	161.24	186.05	223.26
	(b)	166.30	194.01	221.74	249.45	304.88	360.31	415.75	498.90
	(c)	1,013.45	1,182.35	1,351.27	1,520.17	1,857.98	2,195.80	2,533.62	3,040.34
West Quantoxhead	(a)	14.58	17.01	19.44	21.87	26.73	31.58	36.44	43.73
	(b)	106.46	124.20	141.95	159.69	195.18	230.65	266.14	319.37
	(c)	953.61	1,112.54	1,271.48	1,430.41	1,748.28	2,066.14	2,384.01	2,860.81
Williton	(a)	62.61	73.04	83.48	93.91	114.78	135.65	156.52	187.82
	(b)	154.49	180.23	205.99	231.73	283.23	334.72	386.22	463.46
	(c)	1,001.64	1,168.57	1,335.52	1,502.45	1,836.33	2,170.21	2,504.09	3,004.90
Winsford	(a)	12.56	14.65	16.75	18.84	23.03	27.22	31.40	37.68
	(b)	104.44	121.84	139.26	156.66	191.48	226.29	261.10	313.32
	(c)	951.59	1,110.18	1,268.79	1,427.38	1,744.58	2,061.78	2,378.97	2,854.76
Withycombe	(a)	29.62	34.56	39.49	44.43	54.30	64.18	74.05	88.86
	(b)	121.50	141.75	162.00	182.25	222.75	263.25	303.75	364.50
	(c)	968.65	1,130.09	1,291.53	1,452.97	1,775.85	2,098.74	2,421.62	2,905.94
Withypool & Hawkridge	(a)	15.89	18.54	21.19	23.84	29.14	34.43	39.73	47.68
	(b)	107.77	125.73	143.70	161.66	197.59	233.50	269.43	323.32
	(c)	954.92	1,114.07	1,273.23	1,432.38	1,750.69	2,068.99	2,387.30	2,864.76
Wootton Courtenay	(a)	12.20	14.24	16.27	18.31	22.38	26.44	30.51	36.61
	(b)	104.08	121.43	138.78	156.13	190.83	225.51	260.21	312.25
	(c)	951.23	1,109.77	1,268.31	1,426.85	1,743.93	2,061.00	2,378.08	2,853.69

APPENDIX C

Town & Parish Council Precepts 2013/14

Parish/Town Council	2012/13			2013/14			C Tax Increase
	Tax Base	Precepts	Council Tax Band D	Tax Base	Precepts	Council Tax Band D	
Bicknoller	212.5	£3,500.00	£16.47	201.1	£2,872.37	£14.28	-13.29%
Brompton Ralph	99.9	£4,250.00	£42.54	97.7	£4,226.22	£43.26	1.69%
Brompton Regis	231.7	£5,500.00	£23.74	204.8	£5,211.91	£25.45	7.20%
Brushford	247.8	£8,750.00	£35.31	213.2	£7,655.91	£35.90	1.67%
Carhampton	381.9	£14,000.00	£36.66	309.3	£11,528.84	£37.27	1.68%
Clatworthy	41.1	£900.00	£21.90	38.5	£1,000.00	£25.94	18.46%
Crowcombe	234.9	£6,072.00	£25.85	222.6	£6,039.46	£27.13	4.97%
Cutcombe	181.4	£6,546.00	£36.09	180.8	£7,877.00	£43.57	20.74%
Dulverton	672.9	£44,308.00	£65.85	589.8	£49,308.37	£83.60	26.97%
Dunster	472.1	£17,732.00	£37.56	429.1	£16,857.08	£39.28	4.58%
East Quantoxhead	46.8		£0.00	43.4		£0.00	
Elworthy	34.7		£0.00	32.2		£0.00	
Exford	205.1	£8,100.00	£39.49	186.3	£7,905.86	£42.43	7.45%
Exmoor	70.7	£1,400.00	£19.80	68.2	£1,374.05	£20.14	1.73%
Exton	95.8	£3,200.00	£33.40	92.7	£3,146.95	£33.96	1.67%
Holford	143.7	£3,704.00	£25.78	126.7	£3,284.57	£25.92	0.57%
Huish Champflower	119.3	£3,500.00	£29.34	111.5	£3,500.00	£31.39	6.99%
Kilve	199.9	£5,000.00	£25.01	185.6	£5,500.00	£29.64	18.48%
Luccombe	78.6	£2,625.00	£33.40	62.4	£2,625.00	£42.04	25.88%
Luxborough	98.5	£1,800.00	£18.27	94.5	£1,755.75	£18.58	1.65%
Minehead	4,573.0	£364,391.00	£79.68	3,862.5	£313,944.00	£81.28	2.00%
Monksilver	63.0	£600.00	£9.52	57.9	£511.34	£8.84	-7.20%
Nettlecombe	91.0	£1,900.00	£20.88	89.2	£1,893.24	£21.23	1.69%
Oare	36.3		£0.00	33.8		£0.00	
Old Cleeve	720.4	£8,500.00	£11.80	635.9	£8,657.50	£13.61	15.39%
Porlock	733.7	£44,800.00	£61.06	667.9	£49,774.90	£74.52	22.05%
Sampford Brett	144.4	£2,200.00	£15.24	134.8	£2,092.98	£15.52	1.88%
Selworthy & Minehead Without	249.8	£10,500.00	£42.03	218.0	£9,353.97	£42.91	2.09%
Skilgate	47.2		£0.00	45.6		£0.00	
Stogumber	342.1	£10,000.00	£29.23	303.4	£9,048.37	£29.83	2.03%
Stogursey	528.0	£20,000.00	£37.88	461.8	£17,857.63	£38.67	2.09%
Stringston	46.3		£0.00	43.6		£0.00	
Timberscombe	188.7	£7,000.00	£37.10	162.3	£6,300.00	£38.82	4.65%
Treborough	28.4		£0.00	27.5		£0.00	
Upton	86.2	£1,450.00	£16.82	82.0	£2,000.00	£24.39	45.00%
Watchet	1,292.7	£126,250.00	£97.66	1,034.8	£115,516.55	£111.63	14.30%
West Quantoxhead	168.2	£3,500.00	£20.81	160.1	£3,500.00	£21.87	5.08%
Williton	999.6	£82,850.00	£82.88	795.1	£74,667.34	£93.91	13.31%
Winsford	164.0	£3,750.00	£22.87	159.2	£3,000.00	£18.84	-17.60%
Withycombe	126.3	£5,500.00	£43.55	112.5	£4,997.46	£44.43	2.03%
Withypool & Hawkridge	121.4	£2,850.00	£23.48	119.6	£2,850.00	£23.84	1.54%
Wootton Courtenay	165.6	£3,000.00	£18.12	163.9	£3,000.00	£18.31	1.06%
TOTAL / AVERAGE	14,785.6	£839,928.00	£56.81	12,861.8	£770,634.62	£59.92	