

# Causeway Coast and Glens Borough Council

Corporate Policy & Resources Committee Tuesday 16<sup>th</sup> June 2015

Table of recommendations

No	Item	Recommendation
3.	Minutes of the CP&R Committee Meeting held on 21 <sup>st</sup> April 2015	<i>Approved</i>
4	Notice of Motion – Alderman Hillis (CM150428; CPR150519)	<i>Motion carried</i>
5.	Request for Legacy Sub Committee	<i>Membership of 10 by d'Hondt from Committee</i>
6.	2015/16 Capital Programme	<i>Adopt</i>
7.	Proposals for Branding	<i>Options to August Committee meeting</i>
8.	Draft Pensions Discretions Policy	<i>Final version to July Council meeting</i>
9.	Financial Operations and Payments	<i>For information</i>
10.	Finance Department Structure	<i>Approve Option 2 Fast track to July Council meeting</i>
11.	Filling Posts in the New Council Structures	<i>For information</i>
12.	Request to Proceed with Application for Voluntary Severance	<i>Approve</i>
13.	Re-circulation of Remuneration Report and latest Councillors' Allowances Guidance	<i>Noted</i>
14.	Draft Local Government Pension Scheme (Amendment No. 3) regulations (Northern Ireland) 2015	<i>Noted</i>
15.	Matters for Reporting to Partnership Panel	<i>None</i>

## **Corporate Policy & Resources Committee**

Minutes of the Meeting of the Corporate Policy & Resources Committee, held in the Council Chamber, Civic Headquarters, Coleraine on Tuesday 16<sup>th</sup> June 2015 at 7.00pm.

**In the Chair:** Alderman Hillis

**Members present:** Aldermen Campbell, Hickey, S McKillop  
Councillors Beattie, Blair, Callan, Chivers, Duddy,  
Knight-McQuillan, McCandless, McCorkell, McGuigan, McShane C,  
Quigley, Wilson

**In attendance:** Mr D Jackson, Chief Executive  
Mrs M Quinn, Director of Performance  
Mr R Baker, Director of Leisure and Development  
Mr S McMaw, Head of Convergence  
Mr D Wright, Chief Finance Officer  
Mrs E Beattie, Head of Policy  
Mrs L Johnston, Head of Democratic and Customers Services  
Mrs P Donaghy, Democratic Services Manager  
Ms D Bader, Member Services Officer

**Also in attendance:** Mr J Culkin, CC&G Limavady Office  
Councillor R Watton  
Press

### **1. APOLOGIES**

No apologies were recorded.

### **2. DECLARATIONS OF INTEREST**

No declarations of interest were reported.

### **3. MINUTES OF THE MEETING HELD ON 21<sup>ST</sup> APRIL 2015**

The minutes of meeting held 21<sup>st</sup> April 2015, which were ratified by Council on 26<sup>th</sup> May 2015, were confirmed as a correct record.

#### 4. NOTICE OF MOTION – ALDERMAN HILLIS

Alderman Hillis left the Chair for the duration of the item, which was subsequently taken by Alderman Campbell, Vice Chair.

Proposed by Alderman Hillis, seconded by Councillor Duddy and deferred from Council Meeting 28<sup>th</sup> April 2015 and Corporate Policy & Resources Meeting 19<sup>th</sup> May 2015.

***“That this council supports the following policy with regard to the flying of the Union flag in Causeway Coast and Glens Borough Council Area.***

***Civic Centres and former centres of local Government (Coleraine Town Hall, Ballymoney Town Hall, Roe Valley Arts and Cultural Centre - formerly Limavady Town Hall, Portrush Town Hall and Portstewart Town Hall) - 365 Days.***

***Council Admin HQ (Cloonavin) - Working Days and Designated Days plus, including other days at the discretion of the Chief Executive.***

***Council Admin Centres (Riada House, Limavady Council Offices and Shesburn House) - Working Days and Designated Days plus, including any other days at the discretion of the Chief Executive.***

***This proposal is supported by All members of the DUP, UUP, TUV, PUP and Independent Unionist.”***

Reading the motion to the meeting Alderman Hillis proposed, adding that the motion had the support of all the Unionist parties represented on Council. The motion was seconded by Councillor McCorkell.

During the debate that followed several Members spoke in support of and against the motion raising a number of issues including: ‘the process which would follow any decision on the matter, the call in procedure, the belief that the flying of the Union flag is a matter of sovereignty, a no flags policy and the impact on staff’.

Responding to a query, seeking clarification on the next steps in the process, the Chief Executive advised that the Council’s decision would be subject to a screening process, followed by an Equality Impact Assessment (EQIA) which would take a minimum of 16 weeks. A recommendation and EQIA would then be brought before Council.

An amendment to the motion was proposed by Councillor McGuigan, seconded by Councillor C McShane **“that this Council supports a policy of the flying of no flags on any Council buildings in the Causeway Coast and Glens Borough Council Area.”**

The Chair put the amended motion to the meeting.

Members voting in favour, 5 and Members voting against, 10.  
The Chair declared the amendment lost.

Alderman Hillis spoke to his substantive motion following which a recorded vote was requested.

The Chair put the substantive motion to the meeting: **“that this council supports the following policy with regard to the flying of the Union flag in Causeway Coast and Glens Borough Council Area.**

**Civic Centres and former centres of local Government (Coleraine Town Hall, Ballymoney Town Hall, Roe Valley Arts and Cultural Centre - formerly Limavady Town Hall, Portrush Town Hall and Portstewart Town Hall) - 365 Days.**

**Council Admin HQ (Cloonavin) - Working Days and Designated Days plus, including other days at the discretion of the Chief Executive.**

**Council Admin Centres (Riada House, Limavady Council Offices and Sheskburn House) - Working Days and Designated Days plus, including any other days at the discretion of the Chief Executive.**

**This proposal is supported by All members of the DUP.”**

A recorded vote was taken with Members voting as follows:

**FOR: Alderman Campbell, Councillors Duddy, McCorkell, Knight-McQuillan, Wilson, Callan, Hillis, McCandless, Blair, Alderman Mrs S McKillop (10).**

**AGAINST: Councillors Chivers, McGuigan, Alderman Mrs M Hickey, Councillors Quigely, Beattie, C McShane (6).**

The Chair declared the substantive motion carried 10 Members voting for and 6 against.

Alderman Hillis resumed the Chair.

## **5. REQUEST FOR LEGACY SUB COMMITTEE**

The Head of Convergence presented the report previously circulated and as undernoted.

***A team of Council Officers led by Kieran Doherty, in his role as Legacy Council Winding Up Officer is currently working through a winding up programme plan. Key tasks within the plan include finalising accounts, insurance issues, Freedom of Information requests, VAT/PAYE deregistration and lease arrangements.***

***The programme plan is subject to on-going review and a recent issue that has been raised by the winding up team relates to Legacy Council regalia, photographs, gifts and emblems. Some of these possessions are likely to have historical significance, monetary value or have particular sensitivities either of a Political or personal nature.***

***To provide an informed view on any potential issues in relation to the above and to make recommendations on the way forward in dealing with these items, the***

**winding up team has suggested that a cross party Sub-Committee of the Corporate Policy and Resources Committee be formed.**

**The terms of reference are suggested as follows:**

- **To agree a list of Legacy Council items to be included for consideration;**
- **To make recommendations to the Corporate Policy and Resources Committee on how these items should be dealt with.**

**It was recommended** that the Corporate Policy and Resources Committee approve the formation of a cross party sub-Committee under the terms identified within this report.

**It was further recommended** that the Corporate Policy and Resources Committee agree the composition of the Sub-Committee.

**It was AGREED: to recommend the formation of a cross party sub-Committee under the terms identified within the report and that 10 Elected Members are nominated to sit on the Sub-Committee, preferably from the Corporate Policy & Resources Committee, using the d'Hondt method.**

## **6. 2015/16 CAPITALPROGRAMME**

The Director of Leisure and Development presented the report previously circulated and as undernoted.

***A Capital Workshop was held for Members on the evening of 20<sup>th</sup> May 2015. A full copy of the material presented is attached. This report summarises the content of what was presented and puts forward the recommendations for decision.***

***It is of note that the Capital Programme does not supersede the 4 – step project approval process already approved by Council. While the Capital Programme is a necessary tool for financial and project delivery business planning, every project within it still requires the specific approval of Council at each point on the 4 –step process.***

### **Capital Projects**

***Procurement of assets that have a useful life exceeding 1 financial year is considered Capital Expenditure. Examples include;***

- ***Computer Equipment ~ 3 year life***
- ***Plant, Machinery and Vehicles ~ 5 year life***
- ***Buildings ~ 40 year life***
- ***Drainage, Roads etc ~ 80 year life***

**Capital Projects are accounted for and can be paid for over the life of the asset – in contrast to operational and running costs which must be accounted and paid for annually. Annual revenue is used to service capital debt or build a capital fund.**

#### **Summary of Councils 4 – Step Approval Process**

- **Approval Gateway for Stage (1) work; to undertake proportional Scoping, Feasibility and OBC Work (£ usually circa 1% total capital cost estimate and less for very large projects)**
- **Approval Gateway for Stage (2) work; approve OBC, complete Procurement to Final Tender Report and produce Final Business Case (£ usually circa 2% - 3% of total capital cost estimate and less for very large projects)**
- **Approval Gateway for Stage (3) work; approve / appoint winning tenderer, sign contract and manage construction (£ up to 110% of total capital cost estimate); INVESTMENT DECISION**
- **Approval Gateway for Stage (4) work; approve handover of asset into service and manage operations**

#### **Sources of Capital**

**Capital can be Direct Capital or Annual Revenue Funded Capital. Direct Capital comprises of Grant Aid and any Capital Asset Realisation resulting from the disposal of redundant / excess property. Annual Revenue Funded Capital (ARFC) is also known as loan capital. For every £1m of Capital to be raised, circa £65k of Revenue per year for 25 years is needed to repay the loan.**

**The Revenue needed to pay for loans can come from 4 main sources;**

- **Revenue Payments on Loans that expire in-year**
- **Revenue Savings on Operations**
- **Revenue Income Increases**
- **Revenue Increase from District Rates**

**Total Capital available in-year = Direct Capital + the Annual Revenue Funded Capital**

#### **Grant Aid**

**Looking at each source of Capital in-turn and starting with Grant Aid; A Funding Unit is being set up within the new structure that has been approved by Council. The purpose of the unit is to coordinate and maximise external funding from Central Government and the EU. Evidence shows that Funding Units already set up in similar size Northern Ireland Councils to Causeway Coast and Glens are securing £10m+ of UK and EU funding annually.**

#### **Capital Asset Realisation**

***In relation to Capital Asset Realisation, central government policy (Department of Finance and Personnel) states that “Councils ...are obliged to limit their land and property holdings to the minimum required for the performance of their present and clearly foreseen responsibilities.” This means that there is a presumption in favour of disposal and that a business case is required to retain any unutilised property within public ownership.***

***One of the opportunities presented by Local Government Reform is the chance to rationalise and consolidate Councils estate and thereby to reduce operating costs and free-up the Capital Value of under used or unused property. Many towns and villages within the Borough have a Council Sports Facility, Community Centres and / or Town Hall, DENI Youth Centre, DCAL Library, DH Health Centre, one or more ELB Schools and one or more CCMS Schools. Often these facilities are underutilised and the opportunity to rationalise and consolidate not only provides cost benefits but can also deliver service improvements.***

***Central government set up a Capital Asset Realisation Team (CART) to drive this agenda throughout its estate and setting up a similar arrangement within Council could help to realise the benefits that can be delivered.***

#### **Revenue Payments on Loans that expire in-year**

***Moving on to look at Annual Revenue Funded Capital, the first area to examine is the current loan book. Analysis of the loan book shows that the Minimum Revenue Provision (MRP) required remains fairly static for the next three years and that it is 2018 before further significant loans can be drawn without increasing the current level of MRP. Accordingly, the revenue payments on loans that expire in-year do not become a viable method of raising capital until 2018 and beyond and in the meantime, other revenue sources to raise capital must be found.***

***In addition, analysis of the current data indicates an un-provisioned capital requirement of £1.8m from the legacy Councils – this represents capital that was spent or contractually committed before Causeway Coast and Glens Borough Council came into existence and that had not already been allowed for in the legacy Council District Rates. The result of this is the requirement to find £120k per year to service these loans and this represents a 0.3% increase to the District Rate.***

#### **Revenue Savings and Increased Income**

***Revenue Savings can be made by reducing staff, utility or external costs. For example, the 2015 / 16 LED Lighting Upgrade can save £30k per year on Councils Electricity Bill and there may be future potential to reduce costs by, for example, delivering some services in partnership with the private and third sectors.***

***Revenue Income can be increased by transforming how we do business. For example, the 2015 / 16 Solar Energy Scheme can generate £50k per year power and ROC income. There may also be future potential to, for example, extend***

**caravan sites and increase annual income. These types of Revenue Savings and Increased Income can be used to fund capital – the 2015 / 16 examples referred to above provide a net £80k of additional annual revenue and this additional annual revenue can fund £1.23m of additional Capital in 2015 / 16.**

**Further work to save revenue and increase income is ongoing and is an integral and vital part of the merging and reform process being undertaken by Council.**

**Current Stage 2 projects recommended to go forward in 2015 / 16**

Stage 2 Projects	Notes
Essential Fleet	Operational Requirement
Essential Estates Life Cycle	Operational Requirement
Essential ICT	Operational Requirement
Enterprise Zone	Secures £20m Private Investment
Carrick Dhu	Retains £500k per year revenue income
Dungiven Sports Facilities	Dependent on DCAL Grant
Magilligan Community Centre	Audit has established need
Diversity Play Park	Dependent on Landfill Tax Credit Grant
Portstewart EI Scheme	Dependent on DSD Grant
Ballymoney Social Centre Improvement	No Business Case at this stage
Cloughmills Old Mill Building Scheme	Dependent on HLF Grant
3G pitch @Riada Playing fields Ballymoney	No Business Case at this stage

**Current Priority Stage 1 projects recommended to go forward in 2015 / 16**

Stage 1 Priority Projects	Notes
Ballycastle Harbour Quay Wall Protection	Required to prevent further deterioration and cost
Cushendall Caravan Park Touring Pitches	Required to maintain revenue generation



<b>West Bay Sea Defence</b>	Required to prevent further deterioration and cost
<b>Portrush Harbour Sea Defence (Rock Armour)</b>	Required to prevent further deterioration and cost
<b>Solar Panel Projects (CCG)</b>	Generates £50k per year additional revenue income
<b>LED lighting replacement</b>	Saves £30k per year in electricity costs

*The tables above identify the Stage 2 and Priority Stage 1 projects recommended to comprise the 2015 / 16 Causeway Coast and Glens Borough Council Capital Programme and therefore to be brought forward individually to Council for specific approvals in due course. Some of the Stage 2 Projects listed were based on approvals from the legacy Councils and require business cases to proceed to stage 3 while others are dependent on confirmation of grant aid. Given the current financial constraints, the projects proposed have been strictly limited.*

#### **Financial Summary Position**

<b>Summary Position 2015 / 16 Capital Programme</b>	<b>Totals</b>
<b>Stage 2 Projects</b>	<b>£4,675,000</b>
<b>Stage 1 Projects</b>	<b>£910,000</b>
<b>Total</b>	<b>£5,585,000</b>
<b>Revenue Savings (LED Lighting)</b>	<b>£30,000</b>
<b>Additional Income (Solar PV)</b>	<b>£50,000</b>
<b>Total</b>	<b>£80,000</b>
<b>Which funds Capital of -</b>	<b>£1,230,000</b>
<b>Remaining Capital Required</b>	<b>£4,355,000</b>
<b>Revenue Cost (£65k per £1m over 25 yrs)</b>	<b>£283,075</b>
<b>Addition to District Rate (£400k REVEX = 1%)</b>	<b>0.7%</b>

C/F From un-provisioned Stage 3 & 4 Projects	0.3%
<b>Total Addition to District Rate</b>	<b>1.0%</b>

**It was recommended** that Council adopt the Stage 2 and Priority Stage 1 Projects listed in the tables above as being the **2015 / 16 Causeway Coast and Glens Borough Council Capital Programme** subject to Councils 4 – step project approval process that necessitates a need based business case and economic appraisal to be approved by Council for each project before it proceeds.

Officers are to scope the potential for a Council Capital Assets Realisation Team and report back to Council and are to work towards having the Members 2016 / 17 Capital Programme Workshop during November 2015.

**Committee AGREED: to recommend that Council adopt the Stage 2 and Priority Stage 1 Projects listed in the tables above as being the 2015 / 16 Causeway Coast and Glens Borough Council Capital Programme subject to Councils 4 – step project approval process that necessitates a need based business case and economic appraisal to be approved by Council for each project before it proceeds.**

The Director responded to Members’ queries clarifying that the information presented was a business planning tool and Committee was not being asked to agree any expenditure. He also clarified that legacy projects would be considered on a ‘needs’ basis and would be removed from the list if there was no business case. The Director also confirmed that further information would be brought before Committee in September.

## **7. PROPOSALS FOR BRANDING**

The Director of Performance presented the report previously circulated and as undernoted.

***The future brand should reflect the entire Council and promote the Borough as a culturally exciting and vibrant place to live, invest and visit. The design should stimulate an exciting, fresh and accessible brand and logo that is transferable across all marketing and promotional formats.***

*What is a brand identity?*

***It is important to spend time researching, defining, and building Council's brand. The brand is the source of a promise to the residents, businesses, visitors and investors of the Borough.***

***Once the brand has been designed, it will be applied to many different applications. These could be as simple as the logo placed in the top centre of a piece of paper and calling it a letterhead. If essentially a brand is rubber-stamped onto different items, then a full brand identity has not been fully developed. A brand identity is the larger, distinct visual look that is associated with a company or service, such as how Councillors wish the Causeway Coast and Glens Borough Council to be viewed and identified by those internal and external to council.***



***Example: the PEPSI BRAND*** This has a name and a logo within one use and is therefore its brand. When a brand identity really works, you should be able to recognise the brand even if you do not see the logo. A brand identity must have both consistency and flexibility.

***A brand is a combination of how council defines and promotes itself and how others define and view council.***

***There is a difference between marketing and branding: Marketing is what you do, branding is what you are.***

#### **THE AIM OF THIS REPORT**

***To initiate the development of a new brand for the Council that creates a sense of ownership for its Members, staff and those living in the Borough.***

#### **DESIGN CONSIDERATIONS**

***Several themes have previously been used in legacy councils. A new brand could incorporate one or all of the following:***

- ***Rivers and coastline;***
- ***The countryside;***
- ***Salmon;***
- ***Agricultural themes such as wheat;***
- ***The Bann Disc;***
- ***The Giant's Causeway;***
- ***Or none of the above – a new contemporary design***

***The final design can have a number of uses, for example:***

- ***Letter Heads;***
- ***Signage;***
- ***Print and publications, magazines, journals;***
- ***Banners, posters, billboards;***
- ***Websites;***
- ***Social media;***
- ***T-shirts / marketing materials / merchandise.***

## **DESIGN AND CONCEPTS**

*The colour combination should be complementary, but the more colours, the higher the costs to reproduce. The brand should aim to be subtle and yet have a simplified approach that will have immediate recognition from those viewing it.*

*An explanation and background can be provided to promote the brand to staff, residents, visitors, businesses and stakeholders. It is easy to get the wrong result, for example, having a brand which looks good on a pop up display stand but doesn't work on a business card, because it uses too many photographic images. The more complex the design, the fewer people will appreciate it. In many respects Less is more!*

## **COSTS**

*A budget of under £2,000 will encompass the full costs for design purposes, incorporating concept development, methodology, brand guidelines, and full range of formats. The concept application will include artwork development of letterheads, compliments slips, envelopes, and business cards in a variety of sizes and formats for signage.*

**It was recommended** that the Council organises a workshop to consider options and ideas to develop a Brand for the Causeway Coast and Glens Borough Council.

**It was AGREED:** to recommend that officers bring options and ideas to develop a brand for the Causeway Coast and Glens Borough Council to the Committee's meeting in August and, if necessary, hold a Committee meeting in July.

## **8. DRAFT PENSIONS DISRECTIONS POLICY**

The Chief Finance Officer presented the report previously circulated and as undernoted.

***Causeway Coast and Glens Borough Council is required to have a policy on the exercise of discretionary powers in respect of employee pensions.***

### **Detail**

***This report makes recommendations for Causeway Coast and Glens Borough Council policies on discretions to be exercised:***

- i) under the LGPS Regulations (Northern Ireland) 2014 from 1 April 2015 in respect of members of the Career Average Revalued Earnings (CARE) scheme,***
- ii) under earlier LGPS Regulations (Northern Ireland) in respect of members of the LGPS who left prior to 1 April 2015, and***

*iii) under the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations (Northern Ireland) 2007 and earlier compensation regulations.*

*Under these regulations Council is required to formulate, publish and send to the Northern Ireland Local Government Officers' Superannuation Committee by no later than 31 July 2015 a written Statement of Policy on certain discretions under the LGPS which Causeway Coast and Glens Borough Council has the power to exercise on and from 1 April 2015 in relation to members of the CARE scheme.*

*The draft Policy (previously circulated), is not finalised. The final version of the policy will be tabled at the June Council meeting since this issue needs to be progressed before July 31.*

Committee noted the draft policy.

## **9. FINANCIAL OPERATIONS AND PAYMENTS**

The Chief Finance Officer presented the report previously circulated and as undernoted.

*Causeway Coast and Glens Borough Council authorized the Chief Finance Officer (to make such payments as necessary to staff and suppliers and to report back to council on these.*

### **Detail**

*During May 2015 finance staff have continued working to ensure sufficient resource, systems and facilities were in place to enable the payment of staff and suppliers on behalf of Causeway Coast and Glens Borough Council. I am pleased to report to Council that the payments runs have continued with some regularity and been completed successfully since the report to this committee last month.*

*I have appended supplier payment listings for information pertaining to the supplier payment runs.*

### **Summary of Payments – May 2015**

<i>Week 5 – Wages</i>	<i>160,695.31</i>
<i>Week 6 – Wages</i>	<i>179,256.14</i>
<i>Week 7 – Wages</i>	<i>169,017.31</i>
<i>Week 8 – Wages</i>	<i>160,516.90</i>
<i>Month 2 – Salaries</i>	<i>1,368,459.18</i>
<i>Month 2 – Councillors</i>	<i>63,070.25</i>
<i>Creditors (1)</i>	<i>116,022.87</i>
<i>Creditors (2)</i>	<i>231,360.62</i>
<i>Creditors (3)</i>	<i>463,141.11</i>
<i>Creditors (4)</i>	<i>581,900.74</i>

<b>Creditors (5)</b>	<b>1,063,714.23</b>
<b>Total</b>	<b>£4,557,154.66</b>

Committee noted the information presented.

**It was proposed by Councillor Duddy, seconded by Councillor Callan and AGREED: that remaining business be considered 'in committee'.**

\*Members of the press left the meeting.

## **10. FINANCE DEPARTMENT STRUCTURE**

The Chief Finance Officer presented the report previously circulated and as undernoted.

***This paper sets out a proposed organisational structure for the delivery of Financial Services services to the new Causeway Coast and Glens Borough Council from April 2015 and beyond.***

### **Detail**

***The Local Government Reform (LGR) process and the creation of the Causeway Coast and Glens Borough Council offers the opportunity for the Council to consider how best it wishes to deliver a range of functions and services. Finance has been recognised as being critical to the successful implementation of the LGR transition programme and in longer term transformational change including the drive for efficiency and cost control. Each of the four Cluster councils currently provide Financial services in a variety of different ways reflecting their own size and culture. Each Council had a generalist team providing the full range of Finance support to managers including management information, annual accounts, payroll, supplier payments, customer invoicing, treasury management and providing advice and support to local management teams and employees. In addition Finance departments have had responsibility for insurance.***

***To enable the Finance Department to maintain its focus on financial management, performance and budgetary control non – Finance activities such as insurance have been removed however an additional function, Procurement, will now reside within Finance and this has been reflected in the proposed structures.***

***The opportunity now exists for the Causeway Coast and Glens Council to develop a structure that will meet the strategic and operational needs and demands of the new council. This paper outlines the initial work undertaken to design this structure. It provides options for consideration and makes a recommendation based on the information gathered using the identified project methodology together with research carried out with relevant directors, managers and officers from across the four legacy councils.***

## **Aims and Objectives and Design Principles**

**Key to the design process was to incorporate the following design principals:**

Support Strategic themes and local democracy	The organisational structure must be fit for purpose. Financial Strategy therefore is a key driver for finance, enabling appropriate management oversight of the Council's key capabilities and strategic initiative's utilising management information provided by the Finance Department
Group themes to create a 'logical fit', eliminate duplication, and increase efficiency	The co-ordination principle emphasises that activities grouped within a single unit generate greater efficiency if similar tasks have shared purpose, common objectives, aligned performance measures and cultural traits
Improve co-ordination across the whole organisation	The ability to co-ordinate between service areas is an internal weakness that must be improved.
Clearly defined roles and responsibilities	High performing teams work best when the roles of departments, teams and individual team members are clearly defined. Without such clarity, friction occurs often leading to sub-optimal performance.
Minimise Hierarchy/optimised span of control	Increasing the span of control means fewer layers of management within the organisation, and a relatively flatter organisational structure. This can lead to faster decision-making; better and more frequent communication; and reduced management costs relative to taller organisation.

## **Methodology**

**A standard project methodology was used to develop this report. Design work involved considering the existing structure in the four legacy councils and the future needs of the new Council using the following key building blocks:**

- **Strengths/Achievements**
- **Customers/Stakeholders/Partners Expectations**
- **Standards/Performance**
- **Resources**
- **Good Practice and**
- **Opportunities for Improvement**

**All members of staff across the Finance teams were consulted during this process and a workshop with staff was organised to facilitate this process.**

## **Current Staff Number**

**There are currently 32 members of staff in a range of different grades working in roles related to the delivery of Finance across the cluster councils. This includes full time staff and part time staff.**

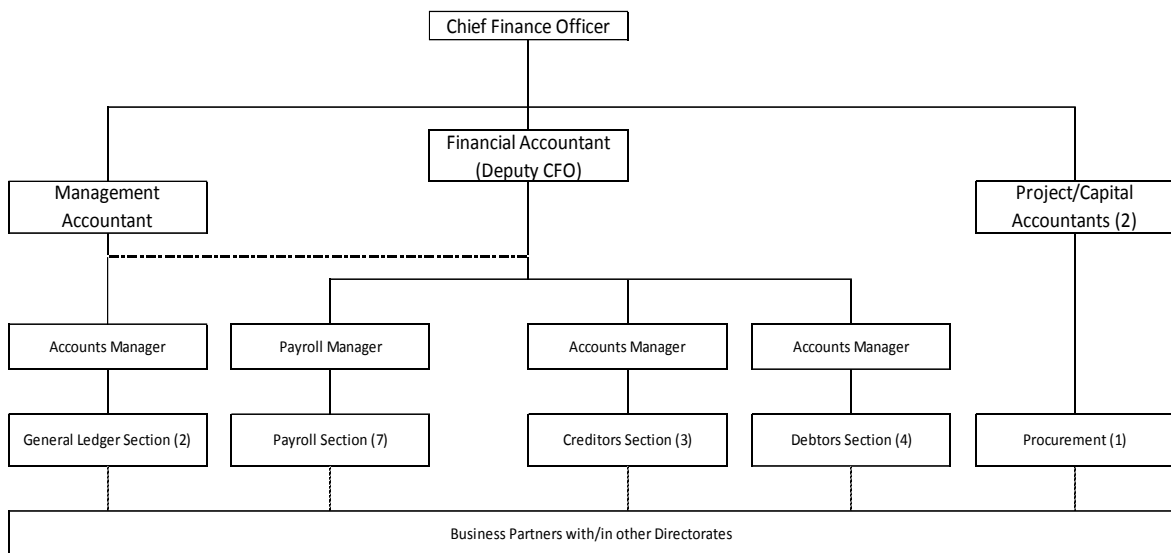
<b>Council</b>	<b>Staff</b>	<b>Gross Salary Costs (incl. employers costs)</b>
<b>Ballymoney Borough Council</b>	<b>6</b>	<b>243,194</b>

<b>Coleraine Borough Council</b>	<b>10</b>	<b>320,158</b>
<b>Limavady Borough Council</b>	<b>7</b>	<b>220,887</b>
<b>Moyle Borough Council</b>	<b>9</b>	<b>286,326</b>
<b>Total</b>	<b>32</b>	<b>1,010,565</b>

**Structural Options for Finance Department**

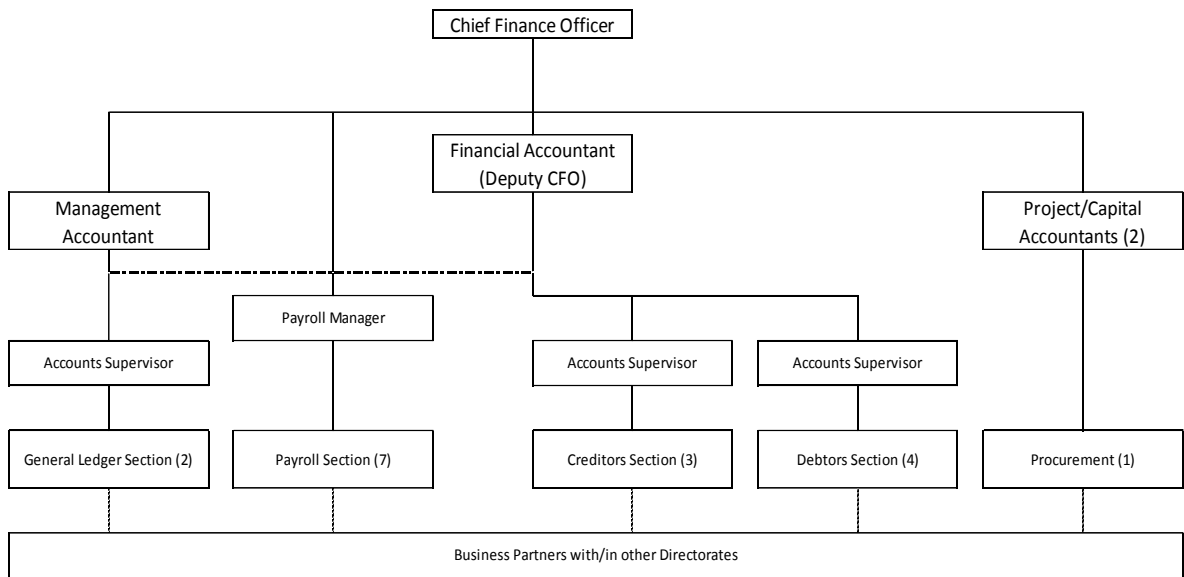
***A number of structural options were developed in accordance with current arrangements and the design principles outlined above. Five structural alternatives were considered, of these the top three scoring structures are outlined below.***

**CCAG FINANCE DEPARTMENT (OPTION 1)**

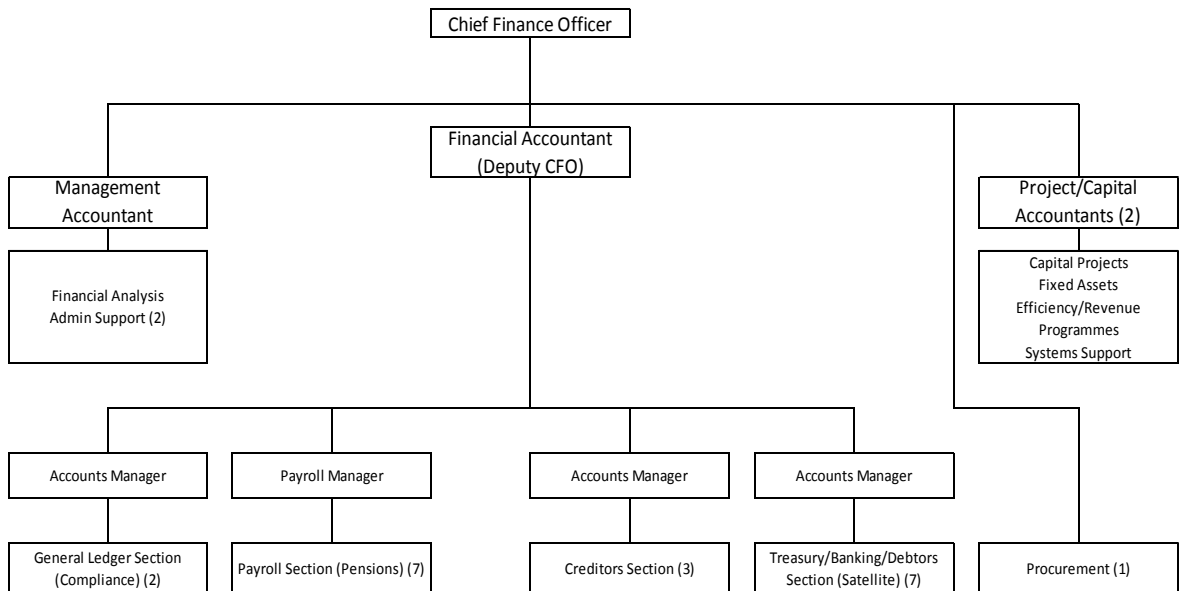




**CCAG FINANCE DEPARTMENT (OPTION 2)**



**CCAG FINANCE DEPARTMENT (OPTION 3)**



Total Head Count - 31

**Scoring**

***Following evaluation the options scored as follows:***

<b>Option 1</b>	<b>336</b>
<b>Option 2</b>	<b>422</b>
<b>Option 3</b>	<b>355</b>

**It was recommended** that Causeway Coast and Glens Borough Council approve the Finance Structure option 2.

It was proposed by Councillor McGuigan, seconded by Councillor Duddy and **AGREED: to recommend that Council approves the Finance Structure option 2.**

## **11. FILLING POST IN THE NEW COUNCIL STRUCTURES**

The Lead Officer, Organisational Development presented the report, previously circulated, which provided Committee with information on posts within Council filled in accordance with regional guidance issued by the Local Government Reform Joint Forum, namely, Circular LGRJF/08, July 2014, 'Procedure for Filling Posts in the New Council Structures and Related Guidance' and local guidance agreed by the Causeway Coast and Glens Local Consultation and Negotiation Forum.

Details of the posts to date, which have been filled via internal trawl or through the 'matching process' were provided along with the timetable for the filling of Heads of Service posts.

Committee noted the information.

## **12. REQUEST TO PROCEED WITH APPLICATIONS FOR VOLUNTARY SEVERANCE**

***Under Section 123 of the Local Government Act (Northern Ireland) 2014, arrangements provide for payment of compensation to local government staff who leave their employment as a direct consequence of the RPA reform process following the 1<sup>st</sup> April 2015 (the vesting date for new Councils). The Local Government Reform Joint Forum 'RPA Staff Severance Scheme for Local Government' (the severance scheme) sets out the detail of how this compensation should be paid. The 'severance scheme' is underpinned by The Local Government Reorganisation (Compensation for Loss of Employment) Regulations (Northern Ireland) 2015. The 'severance scheme' was adopted at the Shadow Council meeting on Thursday 23<sup>rd</sup> October 2014.***

### **Request**

***In accordance with these arrangements, the following officer has made an application for Severance from the Causeway Coast and Glens Borough Council:***

#### **Performance Directorate – Registration**

- Deputy Registrar, Limavady Offices

***The LGRJF 'RPA Staff Severance Scheme for Local Government' states, that in all circumstances a financial case for the payment of severance must be made by the Council. Following a review of the business case the cost to Council to release this officer in accordance with the severance scheme is £52,831 her post will be back filled with an employee who is currently 'At Risk' of redundancy – on this basis, the number of years to recover this severance cost is 2.07 years. This is within the guidance contained within the Severance Scheme, 'all costs associated with the severance package must not exceed the individual's annual salary cost multiplied by 3.25. This is the period during which the costs are recouped or paid back i.e. Severance package / individuals total annual salary cost = 3.25 or less'.***

**It was recommended** that Council give approval to proceed with this application for Severance received from the officer as outlined above.

**Committee AGREED: to recommend that Council give approval to proceed with this application for Severance received from the officer as outlined above.**

Committee also noted list of those officers who have left the Council's employment in accordance with the Voluntary Severance Scheme to June 2015.

### **13. RE-CIRCULATION OF REMUNERATION REPORT AND LATEST COUNCILLORS' ALLOWANCES GUIDANCE**

The DOE NI held its quarterly Finance Working Group meeting on 3<sup>rd</sup> June 2015 in which it was agreed to issue:

#### **Report of the Northern Ireland Councillors' Remuneration Panel to the minister for Environment (dated Nov 2013)**

This report makes recommendations for Councillors to be fairly compensated for increased responsibilities that Councils take on in 2015 after the reform programme.

#### **Circular LG 04/2015 Guidance on Councillors' Allowances (dated Feb 2015)**

This guidance relates to allowances applicable from 1 April 2015. This follows the review of allowances carried out by an independent Councillors' Allowances Remuneration Panel which was appointed in May 2013. The panel reviewed allowances for councillor serving on the 11 new Councils from 1 April 2015 and during the shadow period in 2014/2015. The Panel submitted their recommendations to the Minister of the Environment on the 1 November 2013. Subsequently the Minister advised the Assembly in a written statement of the new levels of allowances on 19 March 2014.

Committee noted the information.

**14. DRAFT LOCAL GOVERNMENT PENSION SCHEME (AMENDMENT NO.3)  
REGULATIONS (NORTHERN IRELAND) 2015**

This Consultation Document seeks views on the Department's proposals for the Local Government Pension Scheme (Amendment No.3) Regulations (Northern Ireland) 2015.

Committee noted the consultation.

**15. MATTERS FOR REPORTING TO PARTNERSHIP PANEL**

There were no matters for reporting to the Partnership Panel.

It was proposed by Councillor Callan, seconded by Councillor Duddy to resolve 'out of committee'.

**The meeting concluded at 9.35pm.**