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Contact Officer:
Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

To: All Members of the Council

18 April 2018

Dear Councillor

You are invited to attend a meeting of the Flintshire County Council which will be held at 2.00 pm on Tuesday, 24th April, 2018 in the Council Chamber, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 PRESENTATION

Purpose: 2018 PyeongChang Winter Olympic Success
Members to welcome to the Council Chamber, Women's Skeleton Bronze medallist, Laura Deas

2 APOLOGIES FOR ABSENCE

Purpose: To receive any apologies.

3 MINUTES (Pages 5 - 32)

Purpose: To confirm as a correct record the minutes of the meetings held on 20 February and 1 March 2018.

4 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

5 CHAIRMAN'S COMMUNICATIONS

Purpose: To receive the communications as circulated.

6 PETITIONS

Purpose: To receive any Petitions.

7 **PUBLIC QUESTION TIME** (Pages 33 - 34)

Purpose: To receive any Public Questions.

8 **QUESTIONS**

Purpose: To note the answers to any questions submitted in accordance with County Council Standing Order No. 9.4(A).

9 **NOTICE OF MOTION**

Purpose: To consider any Notices of Motion.

10 **FLINTSHIRE PUBLIC SERVICES BOARD - WELL-BEING PLAN** (Pages 35 - 92)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To gain approval of the final Well-Being Plan for Flintshire, prior to publication.

11 **WELSH GOVERNMENT CONSULTATION PAPER STRENGTHENING LOCAL GOVERNMENT: DELIVERING FOR PEOPLE** (Pages 93 - 176)

Report of Chief Executive

Purpose: To make a response to the consultation

12 **INDEPENDENT REMUNERATION PANEL FOR WALES (IRPW) ANNUAL REPORT FOR 2018** (Pages 177 - 264)

Report of Chief Officer (Governance)

Purpose: To enable the Council to receive the Independent Remuneration Panel for Wales (IRPW) Annual Report for 2018/19, which determines payments to elected and co-opted members for the next year.

Yours sincerely



Robert Robins
Democratic Services Manager

WEBCASTING NOTICE

This meeting will be filmed for live broadcast on the Council's website. The whole of the meeting will be filmed, except where there are confidential or exempt items.

Generally the public seating areas are not filmed. However, by entering the Chamber you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and / or training purposes.

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FLINTSHIRE COUNTY COUNCIL
20 FEBRUARY 2018

Minutes of the meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Tuesday, 20 February 2018

PRESENT: Councillor Brian Lloyd (Chairman)

Councillors: Mike Allport, Bernie Attridge, Janet Axworthy, Glyn Banks, Haydn Bateman, Marion Bateman, Sean Bibby, Chris Bithell, Sian Braun, Helen Brown, Derek Butler, Clive Carver, Geoff Collett, Bob Connah, David Cox, Paul Cunningham, Jean Davies, Rob Davies, Ron Davies, Chris Dolphin, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Mared Eastwood, Carol Ellis, David Evans, Veronica Gay, David Healey, Gladys Healey, Patrick Heesom, Cindy Hinds, Andrew Holgate, Dave Hughes, Kevin Hughes, Ray Hughes, Dennis Hutchinson, Joe Johnson, Paul Johnson, Rita Johnson, Christine Jones, Richard Jones, Tudor Jones, Richard Lloyd, Mike Lowe, Dave Mackie, Hilary McGuill, Billy Mullin, Ted Palmer, Mike Peers, Michelle Perfect, Vicky Perfect, Neville Phillips, Ian Roberts, Tony Sharps, Aaron Shotton, Paul Shotton, Ralph Small, Ian Smith, Carolyn Thomas, Owen Thomas, Martin White, Andy Williams, David Wisinger and Arnold Woolley

APOLOGIES:

Councillors: Adele Davies-Cooke, George Hardcastle, Colin Legg, Mike Reece and David Williams

IN ATTENDANCE:

Chief Executive; Chief Officer (Governance); Corporate Finance Manager; Chief Officer (Community & Enterprise); Chief Officers (Organisational Change 1 and 2); Chief Officer (Streetscene & Transportation); Chief Officer (Social Services); Interim Chief Officer (Education & Youth); Senior Manager, Human Resources & Organisational Development; Revenues Manager; Finance Manager - Technical Accountancy; Finance Manager - Strategy Accounting and Systems; Finance Manager; Benefits Manager; Housing Asset Manager; Democratic Services Manager; Team Leader - Democratic Services; Democratic Services Officer; and Rev. Maureen Roberts for prayers

90. DECLARATIONS OF INTEREST

On the advice of the Chief Officer (Governance), the following declarations were made:

Agenda Items 10 'Council Fund Budget 2018/19' and 11 'Council Fund Capital Programme 2018/19-2021'

The following Members declared a personal interest as school governors:

Councillors: Bernie Attridge, Janet Axworthy, Haydn Bateman, Marion Bateman, Sean Bibby, Helen Brown, Derek Butler, Geoff Collett, Paul Cunningham, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Carol Ellis, Veronica Gay, David

Healey, Patrick Heesom, Cindy Hinds, Andrew Holgate, Kevin Hughes, Ray Hughes, Dennis Hutchinson, Joe Johnson, Christine Jones, Richard Jones, Tudor Jones, Richard Lloyd, Mike Lowe, Billy Mullin, Hilary McGuill (and daughter employed by a Flintshire school), Mike Peers, Neville Phillips, Ian Roberts, Aaron Shotton, Paul Shotton, Carolyn Thomas, Owen Thomas, Martin White, David Wisinger and Arnold Woolley

A personal interest was also declared by Councillor Dennis Hutchinson as the owner of a minibus operation providing school transport; and Councillor Andy Williams as the owner of a taxi firm carrying out school contracts and whose daughter was a teacher in Flintshire.

Agenda Item 9 - Verbal update on Discretionary Rate Relief Scheme for 2017/18 and 2018/19

A personal interest was declared by:

Councillors: Mike Allport - Trustee and Executive Committee member of Flintshire Scouts; Glyn Banks - Committee member of Ffynnongroyw and Talacre Community Centres; Marion Bateman - Sychdyn Memorial Hall management committee; Sean Bibby, Ron Davies and David Evans - Committee members of Shotton Community Association; Chris Bithell - Trustee and Board member of the Daniel Owen Community Association and Domestic Abuse Safety Unit; Helen Brown - Aston Park Community Centre management committee; Clive Carver - Chair of a registered charity; Geoff Collett - Chairman of Daniel Owen Community Centre; Carol Ellis - Hawksbury Community Centre; Veronica Gay - Volunteer for community centre; Patrick Heesom - Mostyn Community Council; Kevin Hughes - Chair of Gwernymynydd Village Centre management committee; Paul Johnson - wife was treasurer of Holywell Scout Group; Tudor Jones - Chair of Trustees of Holywell Leisure Centre; Tony Sharps - Northop Silver Band; and Arnold Woolley - Trustee and Chair of charities.

Agenda Item 12 'Housing Revenue Account Budget 2018/19'

A personal interest was declared by:

Councillors: Andy Dunbobbin - Council garage tenant; Hilary McGuill - Board member of NEW Homes; Ted Palmer - Council tenant; Carolyn Thomas - Trustee of Treuddyn Village Hall; and Martin White - Council house tenant.

91. CHAIRMAN'S COMMUNICATIONS

A copy of the Chairman's Communications had been circulated prior to the meeting.

The Chairman commented particularly on the achievements of Sheila Delahoy and Sioned Williams, and gave special mention to Laura Deas from Llanfynydd, a bronze medallist in the Winter Olympic Games. It was agreed that an invitation would be extended for Laura to attend a future meeting of the County Council to formally recognise her success.

Councillor Tudor Jones took the opportunity to thank the employees involved in the recent by-election.

92. PETITIONS

None were received.

93. PUBLIC QUESTION TIME

Questions submitted by 12 individuals within the deadline were shown on the agenda. As these were closely related, a full combined response had been prepared and circulated. Jane Bellis and Helen Wall, who wished to ask their questions in person, were invited to do so.

“Why doesn’t Flintshire County Council spend to the full Standard Spending Assessment (SSA) level as most other councils in Wales do - I believe there is around 97% spent so I would like to know where the other 3% goes?”

“In light of the ever increasing budget constraints on our schools and the proposed cash flat settlement to schools for 2018/19, why does Flintshire not spend the recommended SSA amount on education outlined by the Welsh Assembly Government as the majority of other Local Authorities in Wales do?”

As the Cabinet Member for Education, Councillor Ian Roberts expressed his appreciation for the interest shown on the matter. In summarising the key points of the combined response, he referred to flaws in the SSA process and the funding formula which ranked Flintshire as one of the lowest funded councils per capita in Wales. Despite this position, an annual increase in school funding had been maintained over the past five years, in addition to additional protection against costs arising from Single Status. Whilst protection had been given to school funding, including some areas receiving expenditure above the notional SSA threshold, most other Council Fund services had been subject to major budget reductions. Flintshire continued to be a high performing education authority and this remained a key priority, however the need for supplementary funding was a major ongoing concern.

Copies of the full response would be circulated to all the individuals who had submitted questions, along with School Head Teachers.

94. QUESTIONS

None were received.

95. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

None were received.

96. NOTICE OF MOTION

None were received.

97. DISCRETIONARY RATE RELIEF SCHEME FOR 2017/18 AND 2018/19

The Chief Officer (Governance) introduced a verbal update on the item arising from the Notice of Motion submitted to the previous meeting. The timing of the decision made by Cabinet earlier in the day enabled the financial impact to be addressed as part of the budget item on this agenda.

Copies of the Cabinet resolution were circulated as follows:

- (a) That a retrospective change to the 2017-18 policy framework, as set out in the report, to provide 20% Discretionary 'top-up' relief to all Charitable organisations that already benefit from 80% Mandatory Rate Relief and who occupy small premises with a rateable value of up to £6,000, be agreed;
- (b) That a retrospective change to the 2017-18 policy framework, as set out in the report, to increase Discretionary awards by 20% to all Voluntary and Community organisations, who currently receive 80% Discretionary Rate Relief and who occupy small business premises with a rateable value of up to £6,000, be agreed; and
- (c) That the financial implications for the policy changes will cost £16.2k for 2017-18 and approximately £18k for 2018-19.

Councillor Aaron Shotton recalled the debate and recognition of the anomaly in the Welsh Government scheme for rate relief, and advised that the decision made by Cabinet would enable 88 organisations to benefit from 100% rate relief.

In response to a query from Councillor Richard Jones, the Revenues Manager said that the retrospective award of £16,200 for 2017/18 would met through existing budget provision primarily set aside for targeting hardship relief. A pressure of around £18,000 to meet the additional costs for 2018/19 would be built into the budget considerations about to be debated.

The Corporate Finance Manager clarified that the additional amount for 2018/19 had increased the projected budget gap to £5.789m and would addressed through an additional adjustment in the use of reserves.

Following a query by Councillor Peers, the Revenues Manager provided clarification on the tapered scheme for small business rate relief.

Councillor Sharps expressed his thanks to Councillor McGuill for raising the matter and to the Leader of the Council and Revenues Manager for reaching a positive outcome.

98. COUNCIL FUND BUDGET 2018/19 - THIRD AND CLOSING STAGE

The Chief Executive introduced the report to provide the recommendations of Cabinet for the Council Fund Revenue Budget 2018/19 - Third and Closing Stage, copies of which had been circulated.

The Chief Executive and Corporate Finance Manager gave a joint presentation covering the following areas. The Chief Officer (Governance) also contributed:

- Review of budget process for future years: Constitution Committee
- Setting a legal and balanced budget
- National positions on Local Government
- Local Government national position
- Through innovation - £79m efficiencies over 10 years
- Big things we have achieved
- Council resilience
- Local position
- Budget Stage One - portfolio business plans
- Budget Stage Two - secondary/corporate proposals
- Budget Stage Three - closing and balancing the budget
- Professional opinions
- Future outlook
- Next steps

The valuable input by all Members throughout the budget process would continue as part of consultation on a review of the future budget process. The phased budget process had enabled early planning and implementation of proposals. Taking a higher level of risk was acknowledged as a characteristic of budget setting in times of severe financial restraint. As an unresolved issue, options for increased public car parking charges still to be considered by Cabinet would need to meet a £0.450m additional income target if the budget as presented were to be approved. On the cases made by the Council at national level, there were ongoing discussions with Welsh Government (WG) on the requests for local flexibility on domiciliary care charges and the retention of a share of Apprentice Tax Levy.

The review of reserves had been rigorous due to the financial situation and the interest of the Corporate Resources Overview & Scrutiny Committee. The outcome of the review, which had been circulated, provided details of each reserve and identified nearly £2m of reserves which could be released to assist in balancing the 2018/19 budget. A reminder was given that reserves could only be used once and that, if they were to be drawn upon for the 2018/19 budget, then there would be a cost pressure on an equal amount to be met from 2019/20.

In moving the recommendations, Councillor Aaron Shotton thanked the Chief Executive, the Corporate Finance Manager and all those involved in working on the budget in the context of reduced government grant and increased demand and other costs for services. Whilst the budget gap could be met wholly by a Council Tax increase of over 8%, the recommendation from Cabinet was to use £1.927m of reserves and balances with a 5% increase in Council Tax to firstly balance the budget. In recognition of the concerns raised amongst the schools community, the public and Members, Cabinet recommended a further increase in Council Tax of 1.71% (taking the rise in total to 6.71%) to provide an additional £1.140m for schools' delegated budgets. Councillor Shotton commended the additional investment to meet pressures in social care, and the involvement and support of the Overview & Scrutiny committees

throughout the process. Widespread recognition that service options had been exhausted had led to challenge on the retention of unused earmarked reserves. A recent report by the Wales Audit Office had acknowledged that Flintshire was a financially well-governed Council. The escalating public debate was helping to raise awareness of the impact of continued austerity and the scale of future challenges.

Councillor Shotton's proposal was seconded by Councillor Attridge who requested a recorded vote to which the requisite number of Members stood in support.

Councillor Sharps spoke about the responsibility of elected Members in setting a balanced budget in keeping with the professional advice given by officers. He raised concerns about the difficult decisions required in future years.

As Chairman of the Education & Youth Overview & Scrutiny Committee, Councillor David Healey spoke in support of the additional support for school funding and of the work done to achieve efficiencies and protect front-line services.

In commending the efforts of all involved, Councillor Richard Jones referred to the disparity of funding given to the National Health Service in comparison with local authorities where more was being done to achieve efficiencies. He said that unused earmarked reserves should be drawn back into the Council Fund revenue account if unspent within the timeframe set and that the additional support for schools would not have been possible without the release of reserves - a challenge which had been led by the Corporate Resources Overview & Scrutiny Committee. In recognition of the risk of inflationary pay pressures to schools, he said it was appropriate to use a combination of £0.900m Invest to Save funding held by the Council and £1m of contingency reserves. He therefore proposed the following amendment, which was seconded by Councillor Peers:

- (a) That following a critical review, £1.927m of reserves and balances is released to be ring-fenced to schools budgets/education;
- (b) That a 6.71% rise in Council Tax is set to balance the budget in combination with reserves and balance; and
- (c) That following the same review, £0.787m of reserves and balances is released to contribute to balancing of the budget.

Following a closure motion moved by Councillor Attridge, the Chairman agreed to a short adjournment to allow officers to consider the implications.

Once the meeting was reconvened, the Corporate Finance Manager, in his capacity as Section 151 officer, gave his opinion that the amendment proposed was of too high a risk. This was based on the need to maintain a prudent level of contingency reserves to protect the Council against a number of significant in-year pressures such as the potential increase in pay award; annual budget management tolerance level; potential shortfall in efficiencies; Invest to Save on future efficiencies; and unforeseen cost pressures particularly for out of county placements. These pressures had been part of the presentation made earlier in the meeting.

The Chief Executive reported that WG had indicated that there was potential additional in-year revenue releases to address pressures including social care. He suggested that if Members were minded to support the Cabinet recommendations, the Council would engage with WG to seek an update for the next meeting on the release of any further funding. If such additional funding could be drawn down to subsidise service costs which had already been met in the financial year, rather than for additionality in service expenditure, then the Council's position on reserves and balances would improve and there would be some flexibility to go further with an increase in funding for schools in 2019/20.

On receiving this explanation, Councillors Jones and Peers indicated their willingness to withdraw the amendment on the basis that any additional funding be ring-fenced for schools. The Chief Executive clarified that any one-off funding made available by WG which improved the Council's out-turn position for 2018/19, would allow the release of further reserves to supplement the funding formula for schools.

As Cabinet Member for Social Services, Councillor Christine Jones conveyed her pride in the services and teams within her portfolio. She welcomed the increased investment in key areas of Social Services and highlighted significant financial support in several areas including extra care facilities, Children's Services and in meeting new legislative duties.

During the debate, a number of Members welcomed the progress made to reach this stage but recognised the challenges of work ahead on the 2019/20 budget.

As part of the budget process for 2019/20, Councillor Peers called for more scrutiny of areas such as vacancy management, mobile phone costs and the costs of borrowing. Councillor Heesom felt there should also be more focus on expenditure within portfolios.

In welcoming the investment in Social Services, Councillor Ellis said that the Council should intensify its case to WG for more funding.

Following comments from Councillor Bithell, the Corporate Finance Manager clarified that the use of reserves to support this budget was not a recurring solution. Reserves would need to be maintained at a prudent level in future years.

The Chief Executive confirmed the additional recommendation to report back to the next meeting on additional funding from WG. As reported in the previous item, the additional £18K to provide the increase in discretionary top-up rate relief would be reflected in an adjustment to reserves.

On being put to the vote, the recommendations from Cabinet - along with the additional recommendations outlined above - were carried unanimously as follows:

For the proposal:

Councillors: Brian Lloyd, Paul Cunningham, Mike Allport, Bernie Attridge, Janet Axworthy, Glyn Banks, Haydn Bateman, Marion Bateman, Sean Bibby, Chris Bithell, Sian Braun, Helen Brown, Derek Butler, Clive Carver, Geoff Collett, Bob Connah, David Cox, Jean Davies, Rob Davies, Chris Dolphin,

Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Mared Eastwood, Carol Ellis, David Evans, Veronica Gay, David Healey, Gladys Healey, Patrick Heesom, Cindy Hinds, Andrew Holgate, Dave Hughes, Kevin Hughes, Ray Hughes, Dennis Hutchinson, Joe Johnson, Paul Johnson, Rita Johnson, Christine Jones, Richard Jones, Tudor Jones, Richard Lloyd, Mike Lowe, Dave Mackie, Hilary McGuill, Billy Mullin, Ted Palmer, Mike Peers, Michelle Perfect, Vicky Perfect, Neville Phillips, Ian Roberts, Tony Sharps, Aaron Shotton, Paul Shotton, Ralph Small, Ian Smith, Carolyn Thomas, Owen Thomas, Martin White, Andy Williams, David Wisinger and Arnold Woolley

RESOLVED:

- (a) That following a review, £1.927m of reserves and balances is released to contribute to balancing the budget;
- (b) That a 5% rise in Council Tax is set to balance the budget in combination with reserves and balances in (a) above;
- (c) That a further rise in Council Tax of 1.71% is set to provide additionality of £1.140m specifically for schools budgets;
- (d) That a report be made to the next meeting with an update on any additional one-off funding to be received from Welsh Government late in this financial year, with advice on how an improved out-turn position in 2018/19 could be used to further increase the funding for schools in 2019/20; and
- (e) To note that the £18K pressure for providing discretionary top-up relief, as agreed by Cabinet, be built into the budget for 2018/19.

99. COUNCIL FUND CAPITAL PROGRAMME 2018/19 - 2020/21

The Chief Executive introduced the Council Fund Capital Programme for 2018/19 - 2020/21 for approval. The Corporate Resources Overview & Scrutiny Committee had supported the proposals and given feedback to Cabinet who had recommended the proposals without amendment. Copies of the Cabinet resolution were circulated.

In acknowledging the work undertaken across the organisation, Councillor Aaron Shotton highlighted a number of key areas of investment such as school improvements, leisure facilities and the replacement of Glanrafon day care centre. He thanked Councillor Carolyn Thomas (the Cabinet Member for Streetscene & Countryside) and Councillor Andrew Morgan (the Leader of Rhondda Cynon Taf), the Welsh Local Government Association spokesperson for Transport, for their involvement in negotiations to secure additional funding for highway improvements across Wales.

Councillor Carolyn Thomas spoke in support of various allocations in the programme to support schools and play areas, and she referred to the criteria applied to different funding streams.

Councillor Richard Jones referred to his comments at the Corporate Resources & Scrutiny Committee on understanding the future financial impact of the programme on the revenue account. The Chief Executive gave a reminder of the commitment to report a response to the next meeting of that Committee and to build this into future reporting.

As Cabinet Member for Social Services, Councillor Christine Jones welcomed the investment in care homes and in particular the expansion of Marleyfield House.

In response to a question from Councillor Peers on the redevelopment of Theatr Clwyd, the Chief Executive gave an update where a commitment was being sought from Welsh Government to adopt this as a strategic project of national significance, as it had done with selected arts venues elsewhere.

Councillor Brown asked whether it was prudent for the Council to commit funding to support the theatre during this period of austerity. In response, the Chief Executive said it was not feasible for the Council to itself fund a complete rebuild of the theatre which was valued and supported.

On being put to the vote, the recommendations from Cabinet were carried.

RESOLVED:

- (a) That the allocations and schemes in Table 4 of the Cabinet report for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2018/19 - 2020/21 be approved;
- (b) That the schemes in Table 5 of the Cabinet report for the Investment section of the Council Fund Capital Programme 2018/19 - 2020/21 be approved;
- (c) That the shortfall in funding of schemes in financial years 2019/20 and 2020/21 as set out in the Cabinet report be noted. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2018/19, and updates provided to Members in future capital programme monitoring reports;
- (d) That the further development and refresh of a forward Capital Strategy and Asset Management Plan be noted;
- (e) That it be noted that Cabinet welcome the Corporate Resources Overview & Scrutiny Committee's request for a report on the consequential revenue impacts of capital expenditure; and
- (f) That it be noted that Cabinet agrees to approach Welsh Government for assistance with any costs arising from:
 - (i) Remedial works to the Flintshire Bridge;
 - (ii) Early sharing of responsibility in advance of any changes arising from the "Red Route"; and

- (iii) Increased wear and tear on Flintshire roads as a result of traffic diverted due to the works on the A55.

100. HOUSING REVENUE ACCOUNT (HRA) BUDGET 2018/19 AND 30 YEAR BUSINESS PLAN

The Chief Officer (Community & Enterprise) presented the final proposals for the Housing Revenue Account (HRA) Revenue and Capital budget for the 2018/19 financial year, including proposed rent increases agreed by Cabinet. Copies of the full recommendations from Cabinet were circulated.

The Chief Officer and Housing Asset Manager gave a presentation covering the following:

- 30 year business plan - HRA
- 2017/18 outcomes
 - Welsh Housing Quality Standard (WHQS)
 - Council house building programme
 - Performance
- HRA Budget 2018/19
- Other income
- Service Charges 2018/19
- HRA efficiency proposals/cost pressures
- HRA Capital Programme 2018/19

The Cabinet recommendations were moved by Councillor Attridge who explained that the proposed 3% rent increase for 2018/19 - lower than the limit set by Welsh Government (WG) - was due to remodelling work by the Council to establish a more affordable level for tenants.

In seconding the proposal, Councillor Aaron Shotton welcomed the additional investment in the Council house building programme and referred to concerns about the increasing number of individuals affected by the rollout of Universal Credit and the impact on rent arrears.

Councillor Owen Thomas spoke about the importance of ensuring value for money on the use of contractors.

As Chairman of the Community & Enterprise Overview & Scrutiny Committee, Councillor Dunbar expressed his thanks to the Chief Officer and spoke in support of the Cabinet recommendations which provided further investment in the Council house building programme.

Councillor Peers referred to an anomaly in the planning system which meant that affordable housing provision was not being maximised by some developers. Councillor Butler said that officers had reported that this issue across Wales had been addressed. He went on to describe the Council house building programme as being "the pride of Wales".

Councillor Roberts expressed thanks to the Chief Officer and her team for the redevelopment of Flint and the installation of sprinkler systems in the high-rise flats. He paid tribute to the shift in officer culture to provide quality services to residents.

In summing up, Councillor Attridge thanked Members for their positive comments and would follow up those on the use of contractors.

On being put to the vote, the Cabinet recommendations were carried.

RESOLVED:

- (a) That the HRA budget for 2018/19 and Business Plan be approved as set out in the appendices;
- (b) That the option of setting a rent increase for 2018/19 be approved at 3% (plus or minus £2), with target rents applied for new tenancies, as a more affordable increase than the Welsh Government rent Policy formula which would set an increase of 4.5% (plus or minus £2);
- (c) That a garage rent increase of £1 per week and a garage plot rent increase of £0.20p per week be approved; and
- (d) That the proposed HRA Capital Programme for 2018/19 as set out in Appendix C be approved.

101. PRUDENTIAL INDICATORS 2018/19 TO 2020/21

The Corporate Finance Manager presented the report on Prudential Indicators for the period 2018/19 to 2020/21 for approval. The recommendations had been endorsed by Cabinet, noting changes to figures in Table 1 as follows:

Council Fund estimated capital expenditure
2018/19 - £23.773m
2019/20 - £13.659m

On being put the vote, the recommendations were carried.

RESOLVED:

- (a) That the Prudential Indicators for 2018/19 - 2020/21 as detailed in Section 1 of the Cabinet report, be approved; and
- (b) That delegated authority be given to the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (paragraphs 1.14-1.15 of the Cabinet report).

102. TREASURY MANAGEMENT STRATEGY 2018/19

The Corporate Finance Manager presented the Treasury Management Strategy 2018/19 for approval. The recommendations had been endorsed by the Audit Committee and Cabinet.

RESOLVED:

That the Treasury Management Strategy 2018/19 be approved.

103. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press and 26 members of the public in attendance.

(The meeting started at 2.00pm and ended at 5.40pm)

.....
Chairman

FLINTSHIRE COUNTY COUNCIL
1 MARCH 2018

Minutes of the meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Thursday, 1 March 2018.

PRESENT: Councillor Brian Lloyd (Chairman)

Councillors: Mike Allport, Bernie Attridge, Janet Axworthy, Glyn Banks, Haydn Bateman, Marion Bateman, Sean Bibby, Derek Butler, Clive Carver, Geoff Collett, Bob Connah, David Cox, Paul Cunningham, Jean Davies, Rob Davies, Ron Davies, Chris Dolphin, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, David Evans, Veronica Gay, George Hardcastle, David Healey, Gladys Healey, Patrick Heesom, Cindy Hinds, Andrew Holgate, Dave Hughes, Kevin Hughes, Dennis Hutchinson, Joe Johnson, Paul Johnson, Christine Jones, Richard Jones, Tudor Jones, Richard Lloyd, Mike Lowe, Dave Mackie, Hilary McGuill, Billy Mullin, Mike Peers, Michelle Perfects, Neville Phillips, Mike Reece, Ian Roberts, Aaron Shotton, Paul Shotton, Ralph Small, Ian Smith, Carolyn Thomas, Owen Thomas, Martin White, Andy Williams, David Wisinger and Arnold Woolley.

APOLOGIES:

Councillors: Chris Bithell, Sian Braun, Helen Brown, Adele Davies-Cooke, Mared Eastwood, Carol Ellis, Ray Hughes, Rita Johnson, Colin Legg, Ted Palmer, Vicky Perfect, Tony Sharps, and David Williams

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Community & Enterprise), Chief Officer (Organisational Change (1)), Chief Officer (Organisational Change (2)), Chief Officer (Planning and Environment), Chief Officer (Social Services) Corporate Finance Manager, Revenues Manager, Senior Manager Human Resources & Organisational Development, Democratic Services Manager, Service Manager Enterprise & Regeneration, Benefits Manager, Finance Managers and Committee Officer.

104. PRESENTATIONS

The Chief Executive welcomed the Energy Efficiency Team to the meeting.

The Chief Executive explained that the efforts of the Energy Efficiency Team had recently been recognised in the following two National Awards.

- Overall Winner – Regional Council/Local Authority Body of the Year: which recognised the Council's commitment to promoting energy efficiency within the region.
- Highly Commended – Regional Vulnerable Customer Support Campaigner of the Year: which recognised the Council's commitment to improving the lives of vulnerable people through energy efficiency within their region.

The Chief Executive advised that the awards recognised both the innovative work of the Council and its partners in tackling fuel poverty and its multi-agency response in meeting the needs of vulnerable households. The Healthy Homes Healthy People programme had been recognised for its person centred approach to addressing individual needs that improved health and wellbeing. The Healthy Homes Healthy People programme also received recognition in the following awards:

- National Energy Action and Scottish Power – Heat Hero Award: which recognised individuals who had made a significant contribution to helping people living in fuel poverty in their local community, either at work or through volunteering. Joanna Seymour, Project Manager Healthy Homes Healthy People North Wales, was one of only fifteen winners chosen from across England and Wales to receive the award.

The Chairman expressed his congratulations to the Energy Efficiency Team and Joanna Seymour on her prestigious award and invited them to receive their awards.

Councillor Bernie Attridge said the work of the Energy Efficiency Team impacted on many of the services provided by the Council and he expressed his congratulations, on behalf of the Council and on behalf of Councillor Chris Bithell, Cabinet Member for Planning and Environment, to the Team and to Joanna on their achievements.

Councillor Attridge advised that last year the Energy Efficiency Team had provided assistance to 1408 households and, on average, had saved residents receiving energy efficient measures or advice the sum of £368 on their fuel bills. He gave a brief outline of the aims of the Team which adopted a person based approach to address need, improve health and wellbeing, and create a safe, warm, and secure home environment. The work of the Team focussed on the following four main areas:

- Home and personal safety
- Income maximisation and personal/family support
- Affordable warmth
- Health and wellbeing

Councillor Glyn Banks also expressed his congratulations to the Energy Efficiency Team and to Joanna for the assistance they had provided to residents in his Ward. Councillor Banks referred to the work of the North Wales Energy Advice Centre and encouraged Members to contact this service and the Energy Efficiency Team for advice and support.

105. MINUTES

The minutes of the meeting held on 30 January 2018 were submitted.

Accuracy

Referring to page 10, Councillor Clive Carver commented that following the adjournment at the January meeting, he had explained that the previous decision

about rate relief had been a Cabinet, rather than a Council decision. This clarification was not in the draft minute and he asked that it be included.

RESOLVED:

That subject to the above amendment the minutes be approved and signed by the Chairman as a correct record.

106. DECLARATIONS OF INTEREST

None were received.

107. CHAIRMAN'S COMMUNICATIONS

A copy of the Chairman's Communications had been circulated to all Members prior to the meeting.

The Chairman commented in particular on the visit of Mrs. Angela Davies, a personal transport assistant, who had been nominated by a mother for recognition of the outstanding professionalism and care Mrs. Davies had provided to a disabled child in her care.

Councillor Carolyn Thomas expressed her appreciation for the service provided by Mrs. Davies and commended the work of all school transport assistants. She also took the opportunity to express her admiration and support for the work of Streetscene and the Emergency Planning team during the current period of adverse weather conditions.

Councillor Sean Bibby expressed his appreciation to the Chairman for the Council's reception and recognition of the service given by Mrs. Angela Davies. He also spoke in support of the work and dedication provided by school transport assistants and the drivers.

Councillor Christine Jones spoke in support of the services provided by social care employees and social workers and their commitment during the current adverse weather conditions.

The Chairman took the opportunity to remind Members of the St. David's Day Charity Concert which was to be held at St. Mary's Church, Mold that evening.

Councillor Paul Cunningham said that on behalf of the Chairman he had attended a celebration of the St. John's Ambulance Brigade which was held at Queensferry. He had been impressed with the number of young people who were involved with the St. John's Ambulance Cadets.

The Chairman commented on the WGU and Wrexham Symphony Orchestra Gala Concert held at Glyndwr University Wrexham, which had been a successful and enjoyable event.

108. PETITIONS

None were received.

109. PUBLIC QUESTION TIME

None were received.

The Chief Executive referred to the previous meeting of the County Council when a number of public questions had been raised on school funding. The questioners had fed back that they had been warmly received and valued the quality of the answers and debates which followed on schools funding.

110. QUESTIONS

None were received.

111. NOTICES OF MOTION

None were received.

112. RECOGNITION OF CLARE BUDDEN

The Chairman led the tributes to recognise the contribution made to the Council by Clare Budden, Chief Officer (Community & Enterprise) who was due to leave the Authority at the end of April 2018 to join Pennaf Housing Association. He expressed personal thanks to Clare for her support and also expressed thanks on behalf of his residents for her commitment in resolving housing matters in his ward.

Councillor Aaron Shotton congratulated Clare on her new role and wished her success in the future. He referred to the contribution which Clare had made to the Council and to the residents of Flintshire and commented on her legacy through her achievements, citing work on the stock transfer ballot, the Welsh Houses Quality Standard (WHQS), and the new build of council houses, as examples of the programmes she had driven through. Councillor Shotton commented on the progress made by the Authority in the housing sector since Clare had been appointed and referred to her commitment to mitigate the impact of changes in the Welfare Reform on Flintshire's tenants. He concluded his tribute by also thanking Clare for her work in Economic Development. He spoke of the high regard held for Clare in Flintshire and said he looked forward to working with her through collaborative service with Pennaf Housing Association in the future.

Councillor George Hardcastle thanked Clare for her excellent work to improve and develop housing in Flintshire and spoke of the high esteem in which she was held by Councillor Ron Hampson, former Chairman of the Community & Enterprise Overview & Scrutiny Committee. He said he regretted the Council's loss but wished her every success in her new position with Pennaf Housing Association.

Councillor Rosetta Dolphin also thanked Clare for her commitment and dedication and said she looked forward to future involvement with Clare through the work of Pennaf Housing Association.

Councillor Mike Peers wished Clare success in her new appointment and referred to her achievements with the Authority in the housing sector, highlighting the implementation of the WQHS and the Strategic Housing and Regeneration Programme (SHARP) New Homes programme as examples, and referred to her drive in the delivery of affordable housing in Flintshire. He spoke of Clare's personal qualities and said she was approachable and willing to provide help and support without hesitation. He reiterated regret at the Council's loss but commented on the opportunity to benefit from Clare's skills and knowledge in the future through her work with Pennaf Housing Association.

Councillor Ian Dunbar spoke of the expertise Clare had provided to Committee meetings and specifically the Community & Enterprise Overview and Scrutiny Committee and the support she had given to Members concerning housing matters in their ward. He referred to the tragic circumstances regarding the Grenfell Tower fire and the implications for all high rise buildings in Flintshire and expressed praise for how Clare and her team had responded to the immediate concerns and issues raised by residents and Members and the ongoing support that had been provided. Councillor Dunbar expressed best wishes to Clare on behalf of the Community & Enterprise Overview and Scrutiny Committee.

Councillor Ian Roberts expressed his personal thanks to Clare for her significant contribution and commitment to the Flint regeneration programme and spoke of her drive and determination to see the demolition of the old maisonettes in Flint and the successful replacement with new quality housing which had been welcomed by residents.

Councillor Sean Bibby thanked Clare for the help and support she had provided to him as a newly elected member and also for her work to improve social housing in Flintshire.

Councillor Derek Butler said it had been a privilege to have Clare as his Senior Officer, and spoke of his trust in her abilities. He said Clare had been an advisor when needed and had respect on a regional and national level as a representative of the Authority. He spoke of her stalwart support and contribution to the Mersey Dee Alliance, North Wales Economic Ambition Board and the Growth Deal. Councillor Butler said he had also been contacted by Lord Barry Jones who asked that his commendations be passed to Clare.

Councillor Patrick Heesom referred to Clare's appointment to the Council which had been at a difficult time and said he was grateful for the time that Clare had been with the Authority. He fully endorsed the tributes which had been made and praised her performance, her skills, and her ability to work with Members and officers to achieve the best outcomes.

Councillor Billy Mullin said it had been a privilege to work with Clare and spoke of the progress made in Flintshire in the housing sector, the quality of housing

provided, and the overriding satisfaction of tenants throughout Flintshire. Councillor Mullin also praised Clare for her work on economic enterprise and cited the support she had given in supporting industry and commerce in his own ward.

Councillor Hilary McGuill said that Clare would be missed by Members, officers and the staff within her department. She said through her drive and personality she had made her vision a reality and wished Clare success in her future career on behalf of the Liberal Democrat Group.

Councillor Bernie Attridge endorsed the tributes paid to Clare and added his own thanks for her support on a personal level when needed. He commented on the vision to set up North East Wales Homes and said that despite some initial difficulties Clare's drive and determination had made the scheme a reality. He said Clare had been an excellent officer in all aspects and thanked her for her time at Flintshire and wished her well for the future.

In conclusion the Chief Executive spoke on behalf of the senior officer team and paid tribute to Clare. He referred to her personal and professional qualities which had been greatly valued in the Authority and expressed best wishes for her continued success in her new role with Pennaf Housing Association and her future career.

Following a presentation made by the Chairman on behalf of the Council, Clare thanked Members and Officers for their warm tributes and said it had been a privilege to work in the area where she had been born and raised and where her family still lived. She said that she had worked in the Authority longer than in any of her previous positions because she enjoyed the work and felt a personal commitment to do her best to make a positive difference in Flintshire and to improve outcomes in the housing sector. She thanked Members for the challenges presented which were important as Members represented the needs and views of Flintshire's residents on the services provided for them. She continued that it had been Members' ambitions around the New Homes programme and the new build programme for council housing which had driven the schemes through. She hoped to build a stronger partnership with the Authority through her new role in Pennaf Housing Association and to work collaboratively with the Authority on a range of services to have a positive impact on the lives of residents in Flintshire.

113. COUNCIL TAX SETTING FOR 2018-19

The Revenues Manager introduced the report to agree the Council Tax charges and associated statutory resolutions for 2018/19. He provided background information and advised that council tax was set to increase by Flintshire's precept of 6.71%. He explained that Council Tax included three separate charges which make up the overall level of Council Tax charged against each property. These included the County Council precept as well as the precepts of the Office of the Police and Crime Commissioner for North Wales and the Town and Community Council precepts.

The Revenues Manager explained that for 2018/19 Flintshire's precept would be set at a Band D charge of £1,177.60 which would generate a total income for the Authority of £75,172M which would help to partly fund the running of local services.

The Revenues Manager advised that as part of the setting of Council Tax for 2018/19 the Council would also pay to the Police and Crime Commissioner for North Wales a total precept of £16,477M (a Band D charge of £258.12 which was an increase of 3.79%). The Revenues Manager also advised that the collective precept for all 34 Town and Community councils would be £2,847M which on average would equate to a Band D charge of around £44.60. In summary for 2018/19 the Authority would be raising Council Tax charges of £94,496M.

The Revenues Manager advised that Council Tax was usually expressed at a standard Band D rate which resulted in Council Tax being charged at lower levels for those properties in Bands A to C and at a higher level for those properties in Band E to I. For 2018/19 the recommended levels of Council Tax for each property band and for Town and Community Council areas were set out in Appendix 1 to the report.

The Revenues Manager referred to the key considerations as detailed in the report. He commented on existing policies and the previous decisions by Council and referred to the Council Tax premium scheme and the need to endorse continuation of the policy of not providing a discount in the level of Council Tax charges for second homes and long term empty homes. Also, where exceptions did not apply, to charge the Council Tax Premium rate of 50% above the standard rate of Council Tax as part of a wider strategy to encourage owners to bring long term empty properties and, in certain situations, second homes, back into use.

In conclusion the Revenues Manager drew attention to the need to approve designated officers to issue legal proceedings and appear on behalf of the Council in the Magistrates Court for unpaid taxes.

Councillor Aaron Shotton moved the recommendations in the report and thanked the Revenues Manager and his team for their hard work in the annual process of setting the Council Tax as part of the overall budget strategy.

Councillor Mike Peers asked if it was possible to provide a breakdown of the 6.71% charge in the bills to provide clarity to residents around the 5% plus 1.71% charge for education. The Revenues Manager explained that it was not possible to provide a breakdown of the Council's precept on the Council Tax bill as only one charge could be shown for Flintshire, however, additional information could be provided through supplementary budget information on the Council's website. The Chief Executive confirmed that the Authority was restricted in the information it could provide on the Council Tax bill and said he expected that the supplementary information which would be made available to the public at the time when the bills were despatched would help understanding.

Councillor Richard Jones reiterated the need to provide clarity for residents around the 6.71% Council Tax charge. He referred to the policy of not granting discounts on second homes and long term empty properties and queried the reason for the use of the wording 'in most cases' in paragraph 1.07. The Revenues Manager explained that there were certain situations where an unfurnished and unoccupied property could be exempt under other statutory provisions set out in Council Tax legislation, and cited as an example if the last resident in the property had moved into a care home.

RESOLVED:

- (a) That the 2018-19 Council Tax be set as detailed in Appendix 1 to the report;
- (b) That the continuation of the policy of not providing a discount in the level of Council Tax charges for second homes and long-term empty homes be endorsed. Also where exceptions do not apply, to charge the Council Tax Premium rate of 50% above the standard rate of Council Tax for second homes and long-term empty dwellings; and
- (c) That approval be given for designated officers to issue legal proceedings and appear on behalf of the Council in the Magistrates' Court for unpaid taxes.

114. COUNCIL FUND BUDGET 2017/18 AND 2018/19 – USE OF RESERVES AND BALANCES

The Chief Executive gave a verbal report to advise the Council on the projected out-turn of reserves and balances at the close of the 2017/18 financial year and the possibility of the release of further reserves and balances to supplement the planned schools funding budget for 2019/20.

The Chief Executive referred to the previous meeting of the Council held on 20 February, and a resolution arising from consideration of the Council Fund Budget 2018/19, that a report be submitted to the next meeting to provide an update on any additional one-off funding from Welsh Government (WG) to be used to fund in-year expenditure and thereby increase levels of reserves at the year-end, with priority to be given to supplementary funding support for schools. He said that the Authority was confident that WG would announce some one-off extra funding specifically for schools in 2017/18 shortly.

The Chief Executive explained that in the past week the WG had announced additional funding for Flintshire of £428K for social services; specifically for winter service pressures around domiciliary care, residential care, and adaptations at home. He advised that the funding did not have to be spent on additionality and would be allocated to expenditure which had already been committed. Therefore the allocation would reduce the Council's projected overspend for 2017/18 by £428K and would release a reserve of the same amount for redistribution.

Following discussion with the Leader of the Council, Deputy Leader, Cabinet Member for Education, and Corporate Finance Manager, the Chief Executive said it was proposed that Council considered increasing the available £428K to £460K to raise the additional funding for schools for 2018/19 to £1.6M. He emphasised that the additional 1.71% funding from Council Tax would be included in the base funding for schools year on year but the additional funding from the WG was 'one-off' and would not be part of the base funding each year.

The Chief Executive explained that the Authority would receive a further £1.427M capital from the WG as its share for road schemes and repairs in Wales in

year. The Chief Executive explained that he also expected that the WG would make an announcement soon on additional one-off funding this year which was to be passported to schools via local authorities for spend on next year's budget. It was proposed that following any such announcement that any further one-off funding also be awarded to schools.

Councillor Aaron Shotton moved the proposal to top-up the £428K additionality to £460K which would provide a total of £1.6M additional investment to schools for 2018/19. He welcomed the positive development from the WG and expressed appreciation it had been recognised there was a need for additional funding by local authorities and the recommendation that £460K be passported to schools which would be welcomed. Councillor Shotton said the Council would continue through the collective voice of the Welsh Local Government Association to lobby the WG for any further opportunities for budget underspends in the WG to be allocated to local authorities and specifically for the provision for education.

Councillor Richard Jones welcomed the additional funding but emphasised the need for caution as the £460K and any additional funding received from the WG was one-off and would not be sustainable for schools in the future.

The Chief Executive referred to two unforeseen budget pressures in year. He commented on the WG withdrawal of the Minority Ethnic and Language Grant (MEAG) of around £175K which supported English as a Second Language and traveller learning needs, and advised that this service had to be maintained. He also commented on the pressure on the winter maintenance budget and explained that the base annual winter budget had been spent, with a draw-off from the winter maintenance reserve required. The Council might also need to access the WG reserves for salt provision. He said that the Council would need to re-build for a reserve for the 2019/20 winter period.

Councillor David Healey welcomed the additional funding for schools but reiterated the view expressed by Councillor Richard Jones that there was a need for schools to be cautious as only part of the additional funding was guaranteed for future years. He emphasised the need for lobbying to continue to ensure that the WG produced a 'fairer deal' for Flintshire which was a low funded authority. He also commented on the need to lobby the UK government on the issue of national pay awards which should be funded nationally and not passported to either local authorities or to schools, and for an end to the overarching policy of austerity which was causing distress across the UK.

RESOLVED:

That the report be noted.

115. MINIMUM REVENUE PROVISION – REVIEW OF 2017/18 POLICY AND SETTING 2018/19 POLICY

The Corporate Finance Manager introduced the report to present the recommendations of Cabinet for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt, and to report on the status of the ongoing review of MRP policy and any further advice on the options to revise the policy.

The Corporate Finance Manager provided background information and referred to the recent review of the Council's method of calculating the Minimum Revenue Provision policy and the merits of moving to a different model similar to a number of English local authorities. He reported on the three main options for consideration and the difference between the straight line and annuity methods as detailed in the report. The Corporate Finance Manager also explained the reasons why the straight line method was favoured in the 2016/17 review and why the annuity method could be considered at least as prudent. He drew attention to the table in the report which summarised the difference in the MRP charged for outstanding council fund capital expenditure funded from supported borrowing and unsupported borrowing using the current straight line method and the annuity method for the next fifty years.

In conclusion the Corporate Finance Manager commented that prudence was a subjective concept and therefore none of the options or methods described could be assessed as being the absolute correct method as it was a matter of judgement. The option must first and foremost be prudent but also sustainable and affordable over the long term and it was for Council to decide which method it considered to be prudent.

The Chief Executive acknowledged the complexity of the subject and commented on the work which had been undertaken on the review of the MRP policy last year. He provided background information and context on the recent urgent review of the MRP policy following a recommendation made through a very recent independent peer review of the Council's financial position. The Chief Executive advised that following further recent discussions with the Welsh Audit Office and the retained advisors Arlingclose, officers were confident in recommending that option 2, the annuity method, was a prudent method, consistent with guidance, and was an 'open' option for consideration by the Council.

Councillor Richard Jones said he did not support the recommendation for option 2, as he felt it was not prudent or sustainable due to the fact that there would be an increase in future years. He referred to a report to a meeting of the Cabinet in 2016 and the advice and decision making at that time regarding prudence and the MRP. He suggested that the straight line method be continued for the MRP for the sake of the medium term financial plan.

The Chief Executive and Corporate Finance Manger provided further clarity in response to the concerns raised by Councillor Jones and advised that the annuity method was no less prudent than the existing straight line method and was no more costly to the Council or Flintshire's tax-payers as it takes into account the time value of money.

Councillor Dave Mackie referred to the term 'the life of the asset' in the report and asked if this was the same as the length of the loan. He expressed concern that if the loan was shorter than the 'life of the asset' there may not be sufficient funds available in that situation as funds would be credited for a longer period. He also

referred to the final sentence in paragraph 1.08 of the report which referred to the possibility of updated guidance later in the year from the Welsh Government on setting the MRP policy and asked if it would be better to wait until the guidance had been received before changing the MRP again.

The Chief Executive explained that at the present time the UK guidance also applied in Wales and commented that there would be no benefit in waiting, based on past experience, as the new Welsh guidance was expected to be the same as the new English guidance. He also referred to the financial considerations and emphasised that the Council had to adopt an MRP policy for 2017/18 by 31 March 2018 and if the Council was to approve the annuity method it would release funds in 2017/18 as well as future years. The Corporate Finance Manager also responded to the concerns expressed by Councillor Mackie on the 'life of the asset' and referred to historical spend, and the averaging of the life of the assets which came out at a 50 year cycle, and borrowing costs.

The two officers emphasised that a decision on MRP had to be made on the basis of setting a prudent policy as part of the Medium Term Financial Strategy, and should not be made as a short-term measure to support annual budget setting.

Councillor Derek Butler said he supported the recommendation to approve option 2 which had been endorsed by the Wales Audit Office and was recommended as prudent by officers, and said that the rationale was clearly set out in the report.

Councillors Bernie Attridge and Arnold Woolley also spoke in support of approval of option 2; the annuity method.

Councillor Mike Peers referred to the setting aside of revenue resources for the payment of debt and asked for further information on how much was being set aside and where the figures were presented for information. He drew attention to the reference to an historic document linked in the report which referred to the sum of £22.97M of internal cash which related to capital expenditure and asked for an explanation of where the fund was held and for what purpose. Officers advised that the sum of £22.97M was due to day to day cash flow/balances at that point in time. Councillor Peers also sought further clarification around the consequences of the annuity method. The Chief Executive and Corporate Finance Manager referred to the graph on page 48 of the report and provided further details in response to the questions raised by Councillor Peers.

Councillor Aaron Shotton moved the recommendations in the report which were duly seconded.

When put to the vote the recommended method Option 2 – change to annuity method from 2017/18, and recommendations 2 and 3 as detailed in the report were carried.

RESOLVED:

- (a) That Members approved for the Council Fund (CF) unfinanced capital expenditure, changing the MRP policy for supported and unsupported

borrowing from 'straight line' to the 'annuity' method from 2017/18. This would mean that:-

- The historic balance of outstanding capital expenditure funded from supported borrowing as at 31 March 2017, will be provided for on an annuity basis over the remaining 49 year period (as it was changed to straight line over 50 years in 2016/17)
 - 2016/17 capital expenditure funded from supported and unsupported borrowing (and future years) will be provided for based on the asset's life on an annuity basis
- (b) That Members approve for the Housing Revenue Account (HRA):-
- Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRA's MRP in 2018/19 for all capital expenditure funded by debt.
- (c) That Members approve that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualify as capital expenditure in accounting terms) be as follows:-
- No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use.
 - Once the assets are brought into use, capital repayments will be made by NEW Homes. The Council's MRP will be equal to the repayments made by NEW Homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt which is a form of MRP. The capital repayment/capital receipt will be set aside to repay debt, and is the Council's MRP policy for repaying the loan.

116. FINANCIAL PROCEDURE RULES

The Corporate Finance Manager introduced a report to provide the updated Financial Procedure rules as detailed in appendix A of the report. He provided background information and advised that the draft FPRs had been submitted to the Audit Committee and the Constitution and Democratic Services Committee and both Committees had resolved that the draft FPRs be referred to Council for approval. He reported that a summary of the changes to the FPRs were detailed in paragraph 1.04 of the report.

Councillor Richard Jones expressed concern around the change in the virement amount which had been increased from £75K to £100K. He explained the reasons why he felt the increase to £100K was not appropriate and said budgets had not been increased. Councillor Jones moved a motion that the FPRs be approved subject to the current virement of £75K being lowered to £50K to exercise greater control. This was duly seconded.

The Corporate Finance Manager explained that a £100K virement was still a low percentage in context of the overall budget of £255M and advised that all virements were reported to the Corporate Resources Overview & Scrutiny Committee when actioned and centrally co-ordinated control was actioned by the accountancy team. It was agreed that the word 'cumulative' would be added to the final version of the FPRs.

Councillor Mike Peers suggested that the date and year that the FPRs applied from should be recorded in full on the front page of the rules. He referred to page 83, paragraph 3.3.1, of the report and the information that the resources allocated were used for their intended purposes and were properly accounted for, and asked if detail on where the resources were allocated and the ongoing expenditure could be provided. On page 86, paragraph 3.3.2, the first key principle referred to where budget transfers related to a change of use or policy they should be authorised, and said that the report did not advise who undertook the authorisation of the transfers and suggested that this information should be included.

The Corporate Finance Manager explained that authorisation depended on whether the transfer was an accounting adjustment or form of virement and explained the process and purpose in each case. The Corporate Finance Manager also responded to the query on the allocation of resources and explained that resources were allocated to service areas in line with approved budgets and was reported in the monthly budget monitoring report where the totals were shown by portfolio.

Members were asked to vote on the motion put forward by Councillor Richard Jones that the FPRs be approved subject to an amendment in the virement amount from £75K to £50K. When put to the vote the motion was lost.

The substantive motion was put forward by Councillor Bernie Attridge and seconded by Councillor Derek Butler that Members vote on the recommendation as detailed in the report. On being put to the vote the recommendation was carried.

RESOLVED

That the updated Financial Procedure Rules be approved

117. PAY POLICY STATEMENT FOR 2018/19

The Senior Manager Human Resources and Organisational Development introduced a report to seek approval of the appended Pay Policy Statement for 2018/19. She explained that the draft Pay Policy Statement summarised the organisation's approach to pay and remuneration and set this within an organisational, regional and national context. It had been updated to provide a more comprehensive account of the Council's approach to the remuneration of its workforce

The Senior Manager advised that this year's statement was consistent with the previous and, whilst there was no change to the proposed principles or approach to remuneration, there were a few additional sections as detailed in the report. She drew attention to sections 10 and 11 in the Statement which had been re-written and provided more details on the role of National Negotiating Bodies and Pay Awards and National Living Wage (NLW) and the impact to date and ongoing. She provided further

detail on Section 11 and the ongoing negotiations at a national level in relation to the pay award for 2018 and the proposed changes to the pay spine from 2019. She advised that there had been a formal offer by the national employers in December which had been rejected by the trade unions and that the trade unions were in the process of balloting their members. The outcome of the ballot was expected in March and as a result there may be a further change to the pay policy. The Senior Manager said a full report detailing the implications financial and otherwise of any such agreement once achieved would be referred to full Council at the earliest opportunity. In conclusion she detailed what the implications of the pay award, if accepted, would be on all staff spinal column points and the effect over two years.

The Chief Executive advised that the Council had recently completed its first full Equal Pay audit since the start of the Single Status Agreement, and this had been shared with the trade unions which were satisfied with the outcome. He reported that the Council did not have any current or historical unresolved cases of unequal pay which might be discriminatory.

Referring to page 146 of the report concerning bonus payments and performance related pay, Councillor Mike Peers queried if consideration should be given to whether employees should have annual appraisals linked to performance related pay to be consistent with the arrangements for Chief Officers. He asked if this could be given consideration by the Corporate Resources Overview & Scrutiny Committee.

Councillor Peers also referred to the reference to child care vouchers on page 152 of the report and said that from April 2018 they were to be replaced by a new UK government backed scheme of tax free child care and said this needed to be incorporated into the Pay Policy Statement.

In response to the queries raised by Councillor Peers, the Chief Executive advised that the Council did not operate bonus payments. On the subject of performance related pay he also advised that the Council did not operate enhanced payments over and above salary performance, however, there was a right to incremental pay progression annually which was the system the Council applied. The appraisal system was not linked to the incremental system other than for Chief Officers.

Councillor Richard Jones queried the amount of funding which had been set aside by the Council for pay increases and the effect over two years. The Senior Manager commented on the need for more detailed modelling to be undertaken and said that a further report would be brought to Council when this work had been completed.

Councillor Bernie Attridge moved that the recommendation in the report be agreed and this was duly seconded. When put to the vote the recommendation was carried

RESOLVED:

That the Pay Policy Statement for 2018/19 appended to the report be approved.

118. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press and 3 members of the public in attendance.

(The meeting started at 2.00pm and ended at 4.34pm)

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Chairman

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Public Question Time – County Council 24 April 2018

Deadline for submission of questions is noon on 17 April 2018

	Name of person asking question	Time and date question sent	Details of question
1	John Holliday	2:03 pm 9/3/2018	<p>As you are not doubt aware, despite considerable protests, FCC /Aura decided to close the squash courts at Mold. Brymbo Squash Club are building new courts and offered to purchase, dismantle and remove the glass back units from Mold. They never heard any more. It is now apparent that instead of salvaging this valuable asset, they were smashed and skipped. Bearing in mind that they cost £6000 each, this is a scandalous waste of £12000 when FCC are supposedly desperate for funds.</p> <p>In view of interest in making further use of court glass backs, why was this valuable resource smashed and thrown in a skip?</p>

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 24 April 2018
Report Subject	Flintshire Public Services Board: Well-being Plan for Flintshire 2017 – 2023
Cabinet Member	Leader
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

To provide an overview of the work of the Flintshire Public Services Board (PSB) and the development of the Well-being Plan (the Plan).

The Public Services Board was formed in April 2016, as a statutory responsibility of the Well-being of Future Generations (Wales) Act 2015. Its work has focused on the production of the Well-being Assessment and the development of the Well-being Plan which has to be published in May 2018. The Plan has been developed alongside the Council Plan and provides a strong alignment and 'fit' with the priorities.

The Well-being Plan is to be adopted by the County Council as a statutory requirement.

RECOMMENDATIONS

1	To endorse the Well-being Plan as both a statutory partner and as the lead partner for coordinating the Plan prior to adoption by the County Council.
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REPORT DETAILS

1.00	EXPLAINING THE PUBLIC SERVICES BOARD
1.01	<p>Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together with shared priorities. The Local Service Board (LSB) preceded the statutory Flintshire Public Services Board (PSB) with similar partner membership and was at the heart of promoting a positive culture of working together and concentrating energy, effort and resources on providing efficient and effective public services.</p>
1.02	<p>The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. The Board has a membership made up of both statutory and invited members as listed below:</p> <p><u>Statutory members:</u></p> <ul style="list-style-type: none"> • Betsi Cadwaladr University Health Board • Flintshire County Council • Natural Resources Wales • North Wales Fire and Rescue Service <p><u>Non statutory (invited) members:</u></p> <ul style="list-style-type: none"> • Coleg Cambria • Flintshire Local Voluntary Council • Glyndwr University • National Probation Service (Wales) • North Wales Police • Public Health Wales • Wales Community Rehabilitation Company • Welsh Government <p>All these leaders work well together demonstrating creativity, willingness and accountability within a strong leadership framework. There is equal parity amongst the Board membership despite statutory status.</p>
1.03	<p>The high level aim of the Flintshire PSB is to “protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service”.</p>
1.04	<p>Since the introduction of the Well-being of Future Generations Act (Wales) 2015, the Flintshire PSB has made much progress towards achieving the main duties of the Act.</p>
1.05	<p>In fulfilling its roles and activities the Board will contribute to the seven national well-being goals.</p>
1.06	<p>Public sector partners work together to achieve these goals. The first step required of public sector partners, as a new statutory duty, has been to complete and publish a detailed analysis of the conditions of ‘well-being’ in the communities they serve by using all available data-sets of demographics, deprivation etc.; known as the Well-being Assessment. The</p>

	second step has been to agree and publish a Local Well-being Plan for collective action on a set of locally derived priorities.
1.07	WELL-BEING ASSESSMENT
1.08	The Well-being Assessment for Flintshire was produced and published in line with statutory requirements. It presents a contemporary and 'moment-in-time' picture of life and well-being in Flintshire.
1.09	Three of the PSBs in North Wales (the joint Conwy/Denbighshire PSB, the Wrexham PSB and the Flintshire PSB) engaged a single research team to develop their assessments. These three assessments have similar structures and were developed using similar information and data sources. This was an effective use of resources to reduce work and cost.
1.10	The draft Flintshire Assessment was sent to both the Welsh Government and the Future Generations Commissioner for comment. Their feedback was considered by the PSB and it was agreed that the majority of feedback could be used for future editions of the Assessment and to inform the development of the Well-being Plan.
1.11	WELL- BEING OBJECTIVES AND ALIGNMENT TO THE COUNCIL PLAN
1.12	The Council as a statutory member body of the PSB has a duty to set and publish its own Well-being Objectives. The set of Well-being Objectives for Flintshire County Council was formally adopted in June 2017. These are attached at Appendix Item 1 for reference.
1.13	The first Council Plan 2017-23 was designed to integrate the Well-being Objectives within the priorities to ensure full alignment for council objectives and services. The Well-being Objectives are defined within the Council Plan as the "impact" statements.
1.14	The other three statutory partners are also working to ensure alignment and integration within their own strategic planning arrangements.
1.15	WELL- BEING PLAN FOR FLINTSHIRE AND PSB PRIORITIES
1.16	The Well-being Plan as a requirement of the Well-being of Future Generations (Wales) Act is to be produced and published by May 2018.
1.17	The PSB has selected and endorsed five priorities for the Well-being Plan which includes two priorities continuing from former LSB priorities, a newly developed priority and two new additional priorities as outlined below: <ul style="list-style-type: none"> • Community Safety - Former LSB priority • Economy and Skills - New priority • Environment - New priority • Health and Independent Living - Former LSB priority • Resilient Communities - Newly developed priority
1.18	The priorities and related work streams have been identified and developed based on contemporary interest, knowledge, expertise and common ground

	amongst senior leaders in Flintshire. They have been chosen as the areas where the PSB can add most value through a multi-agency joint approach. Working together to make an impact on these priorities is the collective aim of the Flintshire PSB for added value.
1.19	<p>Leads and co-leads from the PSB have been agreed for each of the priority areas:</p> <ul style="list-style-type: none"> • Community Safety – North Wales Police • Economy and Skills – Flintshire County Council, Coleg Cambria and Glyndwr University • Environment – Natural Resources Wales and Flintshire County Council • Health and Independent Living – Betsi Cadwaladr University Health Board and Flintshire County Council • Resilient Communities – Flintshire County Council, Public Health Wales and Glyndwr University
1.20	Enthusiastic support from partners has further developed these priorities to form agreement on a number of in-year priorities for each of the five priorities to form the draft Plan for consultation.
1.21	ENDORSEMENT AND PUBLICATION OF THE PLAN
1.22	The PSB endorsed the draft Plan (attached as Appendix 2) as a collective at its meeting on 14 March 2018.
1.23	<p>The statutory PSB bodies are required to present the Well-being Plan for approval within their respective governance structures prior to publication as outlined below:</p> <ul style="list-style-type: none"> • North Wales Fire and Rescue Service – 19 March 2018 • Natural Resources Wales – XX (awaiting confirmation of date) • Flintshire County Council – 24 April 2018 • Betsi Cadwaladr University Health Board – 3 May 2018 <p>Non statutory partners have also endorsed the Plan within their respective governance structures during March/April 2018 although there is no statutory duty to do this.</p>
1.24	Flintshire County Council is to adopt the Well-being Plan as both a statutory partner and as the lead partner for coordinating the Plan.
1.25	Once adopted the Well-being Plan for Flintshire will be published in May 2018 as prescribed by the Act.
1.26	GOVERNANCE AND ASSURANCE
1.27	The Public Service Board (PSB) is accountable for the delivery of the Well-being Plan and will monitor, along with its partners, progress and achievements made. A Delivery Plan is being developed for each priority to support the achievement against the actions and impacts detailed in the Plan.

1.28	<p>The Well-being priorities have been weaved and integrated into existing and future documents such as the Council Plan. Other partners have been encouraged to develop similar thinking.</p> <p>The tracking of the Plan will then align more naturally as part of the organisations' own monitoring arrangements.</p>
1.29	Regular reviews of the Plan will be maintained by the PSB to ensure that the in-year priorities reflect current need whilst ensuring that progress is being made.
1.30	Public reporting on progress against the in-year priorities and key developments will be available on the Public Services Board pages of the Council's website. Other methods of communication will also be used e.g. e-Council Newsletter and partner's e-Newsletters.
1.31	As required by the Well-being of Future Generations (Wales) Act 2015, the PSB will prepare and publish its first annual report no later than 14 months after the publication of this Plan.

2.00	RESOURCE IMPLICATIONS
2.01	<p>Administrative support for the Board is provided by Flintshire County Council. This includes:</p> <ul style="list-style-type: none"> • Ensuring the Board meets regularly • Preparing the agenda and commissioning papers for meetings • Co-ordinating the annual governance assessment of the Board and its sub groups • Inviting participants and managing attendance • Work on the annual report • Preparation of evidence for scrutiny. <p>This arrangement will be reviewed annually.</p>
2.02	Resource implications to deliver the PSB priorities will be considered on an ongoing basis via the current arrangements that are in place to support the Flintshire PSB.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Flintshire Public Services Board engaged with key partners and the general public, in the preparation of the Assessment of Well-being for Flintshire.
3.02	A 14 week consultation period of the draft Plan priorities as required by the Commissioner took place prior to public consultation. This was held between July and October 2017.
3.03	Following completion of the consultation with the Commissioner, the public

	consultation (minimum of 12 weeks) commenced in October 2017 and concluded in early February 2018.
3.04	The seven area public engagement events held between October and November 2017 were also utilised to help with the public engagement element of the Plan.
3.05	<p>Additionally, Members attended a workshop in February 2018. Feedback was good and Members were supportive of the draft Well-being Plan and identified priorities.</p> <p>The Corporate Resources Overview and Scrutiny Committee have also been consulted around the development of the Draft Plan.</p>
3.06	Feedback from the PSB partners' governing bodies has also been taken into account in the final drafting of the Plan.
3.07	Detailed feedback from the Future Generations Commissioner for Wales and Welsh Government has also been provided.

4.00	RISK MANAGEMENT
4.01	The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements of the PSB.
4.02	Collective working has ensured that the Well-being Plan has been developed and produced according to the statutory timescale.

5.00	APPENDICES
5.01	<p>Appendix Item 1 – Well-being Objectives for Flintshire</p> <p>Appendix Item 2 – Well-being Plan for Flintshire 2017 – 2023</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Assessment of Local Well-being for Flintshire – Summary Document http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf</p> <p>Assessment of Local Well-being for Flintshire - Full Assessment http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf</p> <p>Assessment of Local Well-being for Flintshire – Area Profiles http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-assessment-Area-Profiles-English.pdf</p>

	<p>Flintshire Public Services Board (PSB) Link to the Flintshire PSB Webpage: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx</p> <p>Well-being of Future Generations (Wales) Act 2015 Link to the relevant page on the Welsh Government Website: http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en</p> <p>Shared Purpose: Shared Future: Statutory Guidance Link to the relevant page on the Welsh Government Website: http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en</p> <p>Contact Officer: Sam Perry, Corporate Business and Communications Support Officer Telephone: 01352 701476 E-mail: sam.perry@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
7.01	<p>Public Services Board - The Flintshire Public Services Board (PSB) is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (as required by law) and invited members.</p> <p>Sustainable Development - The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving The Well-being goals. Sustainable development is a way of doing things rather than an end in itself.</p> <p>Well-being of Future Generations (Wales) Act 2015 - Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The Act details the ways in which the specified public bodies must work, and work together to improve the well-being of Wales.</p>

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Well-being Objectives for Flintshire County Council

The Council together with its partners will support the health and well-being of both the current and future generations through the following strategic objectives.

AMBITIOUS COUNCIL

- Sustaining economic growth through local and regional business development, employment and skills strategies.
- Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.
- Creating a supply of diverse and quality training and employment opportunities.

ACHIEVING COUNCIL

- Providing high quality, accessible, responsive and cost effective public services.
- Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.
- Continuing to be a high performing and innovative public sector organisation with social values.

CARING COUNCIL

- Ensuring a supply of affordable and quality housing of all tenures.
- Making early interventions to support healthy and independent living.
- Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.
- Protecting people from poverty by maximising their income and maximising their employability.
- Giving equal opportunity to all to fulfil their lives.
- Protecting people from the risk of any form of abuse.
- Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.

CONNECTED COUNCIL

- Committing to resilient service models to sustain local public services.
- Supporting local communities to be resilient and self-supporting.
- Widening digital access to public services.

GREEN COUNCIL

- Reducing energy consumption and using and developing alternative/renewable energy production.
- Enhancing the natural environment and promoting access to open and green space.
- Maximising the recovery and recycling of waste.

Well-being Objectives for Flintshire County Council

LEARNING COUNCIL

- Supporting children and younger people to achieve their potential.
- Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.
- Providing high quality learning opportunities, and learning environments and for learners of all ages.



FLINTSHIRE PUBLIC SERVICES BOARD
BWRDD GWASANAETHAU CYHOEDDUS SIR Y FFLINT

A Well-being Plan

For Flintshire

2017 - 2023



Partners

These are the Flintshire Public Services Board partners. These organisations have helped to develop and deliver the Well-being Plan for Flintshire:

Include a colour logo for the following organisations:

- Betsi Cadwaladr University Health Board
- Natural Resources Wales
- North Wales Fire & Rescue Services
- Public Health Wales
- North Wales Police
- Flintshire Local Voluntary Council
- Coleg Cambria
- Glyndwr University
- Welsh Government
- National Probation Service
- Wales Community Rehabilitation Company

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SECTION 1:

Introduction from the Flintshire Public Services Board (PSB)

Flintshire has a longstanding and proud track record of partnership working. The communities we serve rightly expect statutory and third sector partners to work together to manage shared priorities through collaboration. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective services to local communities.

The Flintshire Public Services Board is a strong and unified team. We have set our initial priorities which are covered in full in this Plan. Over and above working towards these priorities it is our role to ensure that the supporting partnerships are effective in working within their specific briefs to improve services and outcomes for local people.

We trust that our Plan both informs and inspires. Flintshire is a high performing County with a positive future. Together we can continue to make a positive difference both today and in the future.



Colin Everett, Flintshire County Council / Chair - Flintshire Public Services Board



Rob Smith, Betsi Cadwaladr University Health Board / Vice Chair - Flintshire Public Services Board



Angela Tinkler, Public Health Wales / Vice Chair - Flintshire Public Services Board

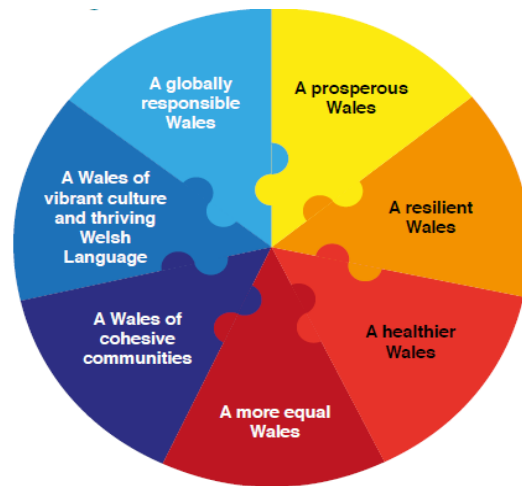
Welcome to Flintshire's Well-being Plan

Flintshire Public Services Board is pleased to present the “Well-being Plan for Flintshire 2017 – 2023”.

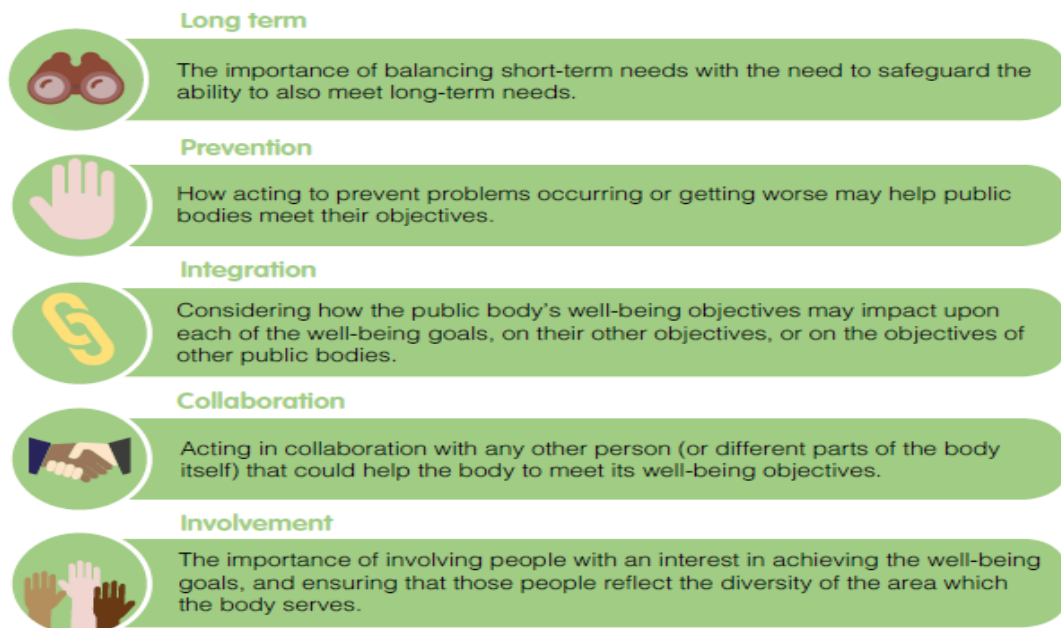
The Well-being of Future Generations Act (Wales) 2015 is a new piece of challenging legislation promoted by the Welsh Government. This ground-breaking legislation aims to improve further the social, economic, environmental and cultural well-being of Wales now and for the longer-term.

The Act is underpinned by seven well-being goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales



And five ways of working known as the sustainable development principles:



The Plan supports both the well-being goals and the sustainable development principles outlined above and will demonstrate how they have been incorporated into our priorities.

Whilst the PSB realise that there is much that we can do to add value to public service and the communities of Flintshire we have set five initial priorities with a number of in year priorities. These priorities have been chosen as the areas where the PSB can add most value and make a positive and lasting difference. Over the lifespan of the Well-being Plan for Flintshire, the in-year priorities will be revisited and adapted according to need and circumstance. The five PSB priorities are:-

- Community Safety
- Economy and Skills
- Environment
- Healthy and Independent Living
- Resilient Communities

Working together to make an impact in these priorities is the collective aim of the PSB, realising that no single organisation can achieve this on their own; the partner organisations represented on the PSB can collectively make a positive difference for the people who live, visit and work in Flintshire.

How the Plan has been developed

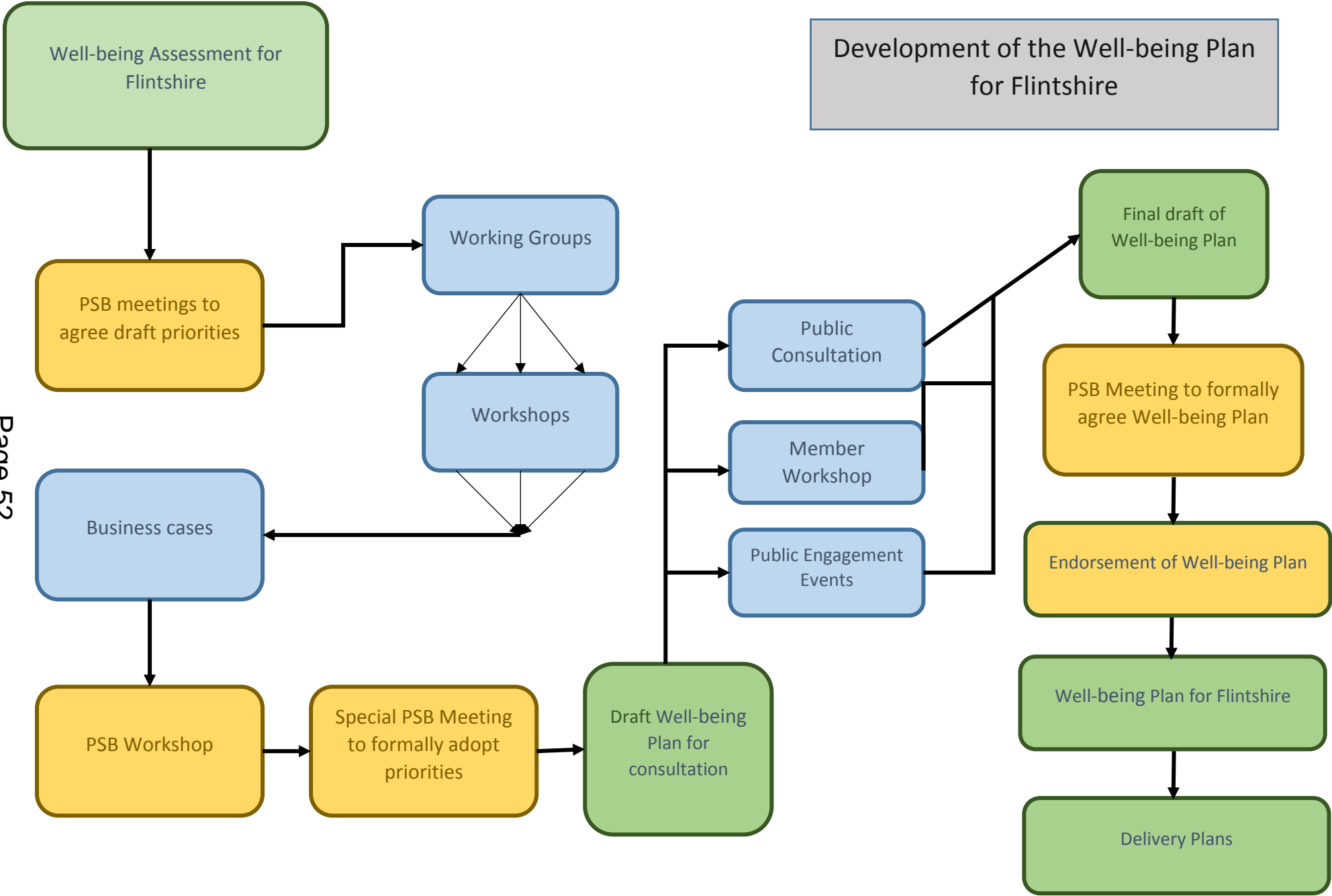
To meet the requirements of the Well-being of Future Generations (Wales) Act 2015, the first piece of work for the Flintshire Public Services Board was to prepare and publish an Assessment of Local Well-being. This Assessment is an assessment of the state of economic, social, environmental and cultural well-being in Flintshire and was published by the Public Services Board on 2nd May 2017

Please find below an overview of how the Well-being Plan for Flintshire was developed:

Flow chart overleaf to be included below text within the designed version.

Development of the Well-being Plan for Flintshire

Page 52



Following the Plan – An Easy Guide

The following pages set out the priorities for the Flintshire Public Services Board (PSB). These being;

- Community Safety
- Economy and Skills
- Environment
- Healthy and Independent Living
- Resilient Communities

The priorities are shown in a diagram overleaf. The purpose of this diagram is to show both the overarching priorities of the PSB and the initial in-year priorities which support them. The diagram also shows that work outside of these priorities will continue to take place to meet the needs of Flintshire's residents. The priorities that have been identified for the current year are those where the PSB is confident that it can make the biggest difference through a united partnership approach whilst contributing to the seven national Well-being goals of the Well-being of Future Generations (Wales) Act 2015.

Each priority is illustrated with a different colour. For example, "Environment" is **Green** and "Healthy and Independent Living", is **Yellow**. The colour coding will make the priorities easier to follow as the reader works through the document.

The PSB has used data and evidence to identify its priorities and to set out what is needed to achieve these priorities. The PSB has used feedback from both the general public and a range of stakeholders to inform the content of this Plan and future delivery plans. Further detail can be found in the "Consultation and Engagement" section on page 44.

The PSB itself has strong governance and assurance arrangements in place to ensure the appropriate in-year monitoring to deliver the outcomes of the Plan. Further information can be found on page 46.

As a Public Services Board we will carry out in-year monitoring to deliver the agreed outcomes. Delivery Plans for each priority will support achievement against the actions and impacts detailed within the Plan.

SECTION 2:

Our Priorities

Dartboard diagram to be included here (within the designed version) to show the five PSB Priorities and the in-year priorities.

Priority: Community Safety

What does this mean?

Community Safety is about reducing and tackling crime and disorder within the county. It relies upon working in partnership with other agencies and communities to make the areas in which we live a safer. We will do this by:

- Identifying the signs and symptoms of domestic abuse and sexual violence and providing an effective response
- Tackling drugs and alcohol
- Reducing re-offending
- Responding to the threat of Organised Crime Gangs
- Tackling Modern Day Slavery
- Addressing the threat of Child Sexual Exploitation

Why is this a priority for the PSB?

This is a priority because:

As a Public Services Board we work in partnership to implement strategies that are in line with legislation and wider priorities¹. Our statutory requirements are to:

- ✓ Address crime and disorder to benefit communities and businesses;
- ✓ Tackle substance misuse to benefit the wider community where drug use can disrupt communities and residents can be victims of crime and antisocial behaviour;
- ✓ Reducing reoffending to support community rehabilitation;
- ✓ Increase reporting of incidents of Domestic Abuse and Sexual Violence to increase family and individual safety;
- ✓ Combatting Modern Day Slavery and Organised Crime Gangs;
- ✓ Reducing the risk of sexual abuse including Child Sexual Exploitation (CSE), and;
- ✓ Making our communities safer so that they can thrive.

The evidence behind this:

North Wales Police assessed crime and disorder issues affecting communities across Flintshire in April 2017. The areas that were identified as high risk priorities were:

¹ These objectives draw upon Section 6 of the Crime & Disorder Act 1998 (as amended by the Police Reform and Social Responsibility Act 2011) as well as the Police and Crime Commissioner's objectives. These priorities have been adopted by the North Wales Safer Communities Board in their plan, and also locally by the Flintshire Public Services Board.

- ✓ Domestic Abuse and Sexual Violence - due to the broad impact to the victims and families, (physical, psychological and financial), the number of recorded incidents and awareness that both are significantly underreported.
- ✓ Child Sexual Exploitation (CSE) – the psychological impact of CSE upon the victim can be very high so working with partners is important to both prevent and manage the effects of CSE. Although we assess organised CSE to be rare in North Wales, we know it has occurred and it is probable that further incidents will be identified. There are also an increasing number of children at risk of CSE.
- ✓ Modern Day Slavery – it is likely that a wide range of services will identify increasing numbers of incidents. Victims of Modern Day Slavery do not always recognise themselves as victims so recognising the signs and sharing intelligence will prove to be important in combating this.
- ✓ Organised Crime Gangs and the supply of illegal drugs – threat, risk and harm in Flintshire has increased over the past few years.

Long Term Vision – What we want to achieve over the life of the Plan

Work together to make Flintshire safer through partnership working.

What are we already doing?

- Contributing to the regional work delivered by the North Wales Safer Communities Board
- Continued focus through local and force level tasking and performance framework
- Monthly Crime and Disorder Reduction Partnership meetings, which analyses and reviews crime and disorder trends in the county
- Multi Agency Risk Assessment Conferences (MARAC) held monthly to share information, to increase safety and reduce the level of risk for those at high risk due to domestic abuse
- Contributing to the work programme of the Violence Against Women, Domestic Abuse and Sexual Violence Board (VAWDASV)
- Multi-agency Integrated Offender Management panel, which reviews the county's most persistent prolific offenders
- Working to the Flintshire Youth Justice Service Plan 2017-2020
- Monthly Prevent and Deter Panel which focusses on providing preventative services to young people at risk of Anti-Social Behaviour (ASB) and offending
- Working with the Area Planning Group to tackle substance misuse
- Reducing the incidence of fire deaths, and injury from fire
- Tackling doorstep crime and scams
- Continued scrutiny of all Modern Day Slavery (MDS) crime by the MDS Unit

In-year Priorities for 2018/19:

Focus on priorities identified through the North Wales Strategic Assessment, with particular reference to Domestic Abuse and Organised Crime Gangs.

Summary of actions to achieve in-year priorities:

Domestic Abuse:

- All high risk incidents are to be allocated to a detective resource to ensure the appropriate level of investigation and oversight
- MARAC screening process to be re-evaluated to ensure we are effectively safeguarding those at highest risk
- Review of the level of resource dedicated to targeting the most vulnerable in society
- Promote Level 1 of Welsh Government's Violence Against Women, Domestic Abuse and Sexual Violence e-learning module across public sector agencies within the county. This will improve officer awareness of this area, and enable them to respond appropriately and increase public confidence in reporting
- Work with the Domestic Abuse and Sexual Violence Regional Advisor to roll out Levels 2 and 3 of the National Training Framework
- Monitor and progress the actions identified within Domestic Homicide Review
- Target Neighbourhood Warden resources to victims of crime, domestic abuse, ASB and the most vulnerable members of our communities

Organised Crime:

- Promote a better understanding of the work around 'County Lines' to enable officers to refer information and / or intelligence to the appropriate agencies
- Provision of 'County Lines' inputs to key partners and their staff
- Partnership approach to safeguarding the most vulnerable in our communities
- Effective use of powers under the ASB, Crime and Police Act 2014 including orders on conviction

Modern Day Slavery:

- Enhance intelligence gathering opportunities by continued awareness raising internally and with partners through the Modern Day Slavery Unit
- Promote training around Modern Day Slavery

CSE:

- Focus on education and awareness raising through strategic function
- Focus on partnership working through the Onyx Team and local Safer Neighbourhood Teams (SNT's)











Community Safety (General):

- Monitoring of compliance with the victims codes of practice with particular focus on the most vulnerable victims such as hate crime, CSE, DA, MDS
- Embedding of Vulnerability Assessments consistently across all crime types
- Support and development of the Early Help Hub
- Delivering 'Safe and Well' checks to the communities within Flintshire. These checks can include a Fall Risk Assessment and signposting to other agencies as appropriate
- Investigating opportunities to engage in partnership working, to reduce duplication, and improve efficiency
- Utilise powers under the Anti-Social Behaviour, Crime and Policing Act 2014 where necessary
- Investigating occurrences of doorstep crime
- Undertake operations to disrupt the supply of illicit tobacco in Flintshire
- Putting warnings about doorstep crime out to the public using OWL, Facebook and other social media
- Sharing intelligence around doorstep crime with other enforcement agencies

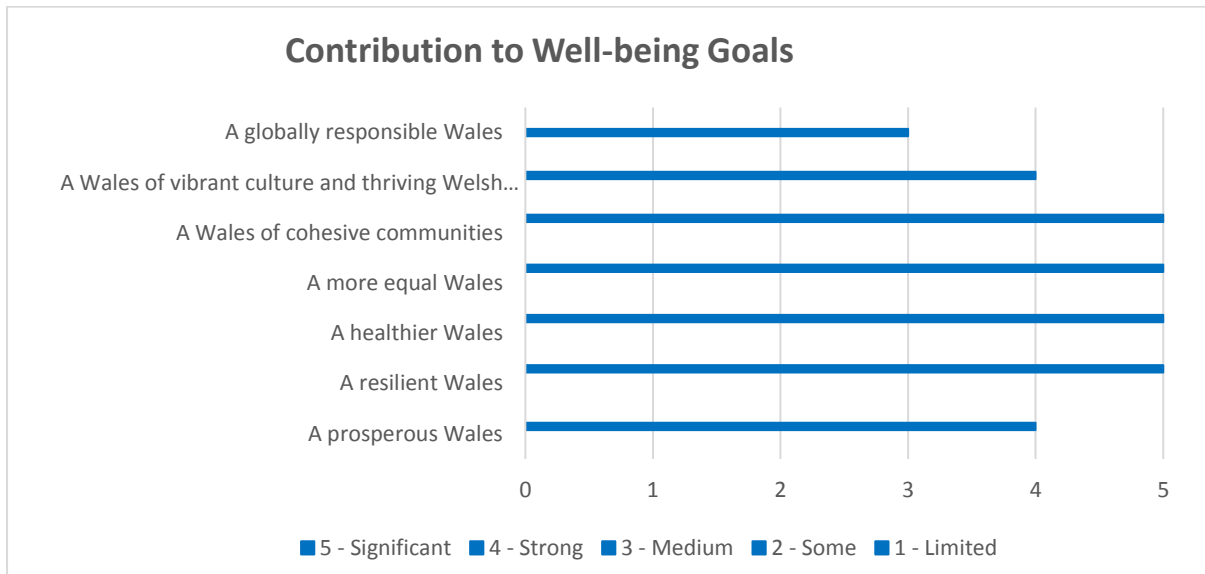
Where should we see an impact?

- ✓ People's confidence to report appropriately to partners increased
- ✓ Recognition of the signs and symptoms of Domestic Abuse, Sexual Violence and Modern Day Slavery by public and voluntary sector agencies.
- ✓ Improved response from public services to Domestic Abuse and Sexual Violence should see an increase in reporting as individuals will be confident in coming forward
- ✓ High risk cases of Domestic Abuse dealt with effectively and a reduction in the repeat victimisation achieved
- ✓ Awareness of the impacts of Adverse Childhood Experiences (ACEs) amongst partners increased
- ✓ Vulnerable people prevented from becoming victims of crime
- ✓ Substance misuse tackled collaboratively on a local and regional level
- ✓ Committed regional partnership approach to addressing crime and disorder continued
- ✓ Better sharing of intelligence across partner agencies
- ✓ Increased partnership action to tackle Modern Day Slavery, Child Sexual Exploitation and Organised Crime Gangs

5 Ways of Working:

5 Ways of Working		
	<p>Long term:</p> <ul style="list-style-type: none"> • There is a clear long term vision to make the communities of Flintshire safer by working in partnership • There is a clear focus on vulnerability and tackling organised crime 	
	<p>Prevention:</p> <ul style="list-style-type: none"> • The early identification of victims by a wide range of agencies, the focus on victim support and pursuing those who cause harm will help make Flintshire a safer place to live and a hostile environment for criminals to operate • Monthly Prevent and Deter Panel which focusses on providing preventative services to young people at risk of ASB and offending 	
	<p>Integration:</p> <ul style="list-style-type: none"> • The objectives of this group fit in well with the Well-being plan with a wide range of partners actively involved • 	
	<p>Collaboration:</p> <ul style="list-style-type: none"> • Working together as a partnership and with our communities is at the centre of this plan • The sharing of intelligence and a joined-up response to incidents is critical to our success 	
	<p>Involvement:</p> <ul style="list-style-type: none"> • Actions in this plan will lead to a greater understanding of community needs • The training programmes will help partners become the eyes and ears of local communities to enable us all to make people feel safe - both at home and elsewhere. 	

Contribution towards the 7 Well-being Goals:



Links to other priorities:

- **Economy and Skills** - developing skills for employment opportunities, reducing worklessness and the impact of social reform
- **Environment** – people feeling safer when accessing green spaces in their community
- **Healthy and Independent Living** - reduction in substance misuse, reduction in crime, reduction in incidents of domestic abuse, increased likelihood of physical activity outside of the home
- **Resilient Communities** - people being more able to take responsibility for their own health by accessing outdoor spaces in safety

Glossary of terms:

County Lines – A law enforcement term used for the tactic Organised Crime Gangs have been using to operate their illegal business across the UK.

Crime and Policing Act 2014 – An Act of UK Parliament which greatly expanded law enforcement powers in addressing anti-social behaviour.

Early Help Hub - The Early Help Hub is a multi-agency project which aims to improve the ‘journey’ for families at greater risk of worsening problems with an emphasis on information, advice and assistance.

MARAC – Multi Agency Risk Assessment Conference (MARAC). A monthly meeting between public sector partners to share information, to increase safety, and reduce the level of risk for those at high risk due to domestic abuse.

Onyx Team – A specialist team tackling Child Sexual Exploitation.

Online Watch Link (OWL) – Shared secure platform for the public and local authorities to maximise the potential of Neighbourhood Watch and other schemes. OWL sends you the latest local crime alerts and provides management tools for maintaining and expanding watches.

SNT’s – Safer Neighbourhood Team

Priority: Economy and Skills

What does this mean?

As a PSB we will work together to strengthen the local economy and increase employment opportunities for our residents. Alongside this we will take action to ensure that, as well as employment opportunities, our residents have the skills to take up these opportunities and the means to access them through appropriate transport. As employers we also seek to promote careers within the public sector.

Through the PSB, the Well-being Plan as well as the North Wales Growth Deal Board we will work towards:

- Developing and improving strategic sites (employment and housing)
- Modelling transport infrastructure and services to support future economic growth
- Supporting business growth and innovation
- Developing skills for employment opportunities, reducing worklessness and the impact of social reform
- Promoting career choices and pathways within the public services sector

Why is this a priority for the PSB?

This is a priority because:

- ✓ The North Wales economy is at risk of lagging behind other regions of the UK. Major investments are needed in the region by Governments - the partners need to help make the case to secure those investments;
- ✓ Flintshire is the highest performing local economy in North Wales. We need to retain our competitive edge for the wider regional economy to grow and develop;
- ✓ The partners are major employers and buyers of goods and services. We have influence over job creation and local business development;
- ✓ 4,400 individuals are looking for work; which is almost 5% of the working age population;
- ✓ There are 10,000 people (11%) of the working age population claiming out of work benefits; and
- ✓ There are at least 1,500 households who are in work and claiming Welfare Benefits.

The evidence behind this:

- ✓ Key sub-regional business sectors of advanced manufacturing, automotive, aerospace, food production and energy have proved to be resilient during the

past decade but now face an uncertain future with political developments in Europe.

- ✓ Flintshire is the highest performing county in the region for Gross Value Added (GVA) but the region as a whole lags well behind the UK with the GVA per head for North Wales being 86% of that of the UK (2015).
- ✓ UK Government investment in regional growth in England could be a threat to securing investment and trade in North Wales, as those regions become more competitive.
- ✓ There are skills gaps forecast for the region to grow both our key business sectors and to help employers (including PSB partners) with an aging workforce replace experienced employees over time.
- ✓ There is a replacement demand of at least 30% for skilled trades in each key business sector (energy and environment, advanced manufacturing, construction) across the region, and whilst 17% of employers across the region offered apprenticeships in 2016, this can be increased.
- ✓ There are labour supply shortages in the region, for the needs of employers (including PSB partners), with the challenge to bring as many 'economically inactive' people into employment as possible.

Long Term Vision – What we want to achieve over the life of the Plan

- Skills programmes which will deliver a competitive edge and reduce unemployment and underemployment.
- Improved careers advice service for all ages, with better targeting to key growth sectors.
- Development and delivery of key sites to support economic growth and the need for social, affordable and key worker housing.
- Better skills retention (and greater interest to work) in public service roles.
- Upskilling existing workforce to meet future needs and to support career progression.

What are we already doing?

- Apprenticeship Programmes are already being delivered by partners in different ways to develop and retain skills within the sector
- Skills Programmes are being developed via the North Wales Growth Deal Board which has an adopted skills plan for the region. This includes a Local Needs Growth Deal and also has plans for workless programmes, an improved careers service and programmes to up-skill the existing workforce
- Public Sector workforce development investment which involves staff training and development, management and talent development, and succession planning
- Delivering social and affordable housing with a 500 home social and affordable housing new build programme in place and additional affordable homes being

built by Registered Social Landlords. A wholly owned housing company has been created which is delivering affordable housing and managing private landlord property

In-year Priorities for 2018/19:

- ✓ Better promotion of the Public Sector as a career of choice.
- ✓ PSB as a champion of skills in both individual sectors and as employers; including identifying local skills gaps, promoting educational and training opportunities and prioritising investment.
- ✓ Understand and support own workforces at risk of or enduring poverty.
- ✓ Collective work on workforce policies (caring responsibilities etc.) and encourage / work with the private sector too.
- ✓ Identification of PSB partner land, which could be developed to meet housing, economic growth, educational and well-being needs.

Summary of actions to achieve in-year priorities:






- ✓ Develop joint promotional opportunities of working in public services sector
- ✓ Review how the PSB can better support and champion its workforces
- ✓ Target programmes to address in-work poverty in the public sector
- ✓ Review PSB workforce policies for shared learning
- ✓ Work together to develop strategic employment and housing sites in Flintshire
- ✓ Support the case for investment in local transport services such as the North East Wales Metro
- ✓ Review our own transport policies to encourage employees to use public transport to get to work, to work more agilely and to reduce traffic congestion
- ✓ Review our own procurement policies to secure Community Benefits from local and sub-regional suppliers of goods and services
- ✓ Protect and develop our own apprenticeship programmes as employers
- ✓ Work with the Careers Service, schools, further and higher education, and employers to give young people the widest range of career options to help meet the needs of employers

Where should we see an impact?

- ✓ Increased interest in careers within public services
- ✓ Levels of local unemployment reduced
- ✓ Numbers of apprenticeship places maintained or increased
- ✓ Access to employment improved
- ✓ Evidence of local people achieving progress towards employment and/or training
- ✓ Access to and quality of careers advice services improved
- ✓ Business growth and new business investments on key employment sites

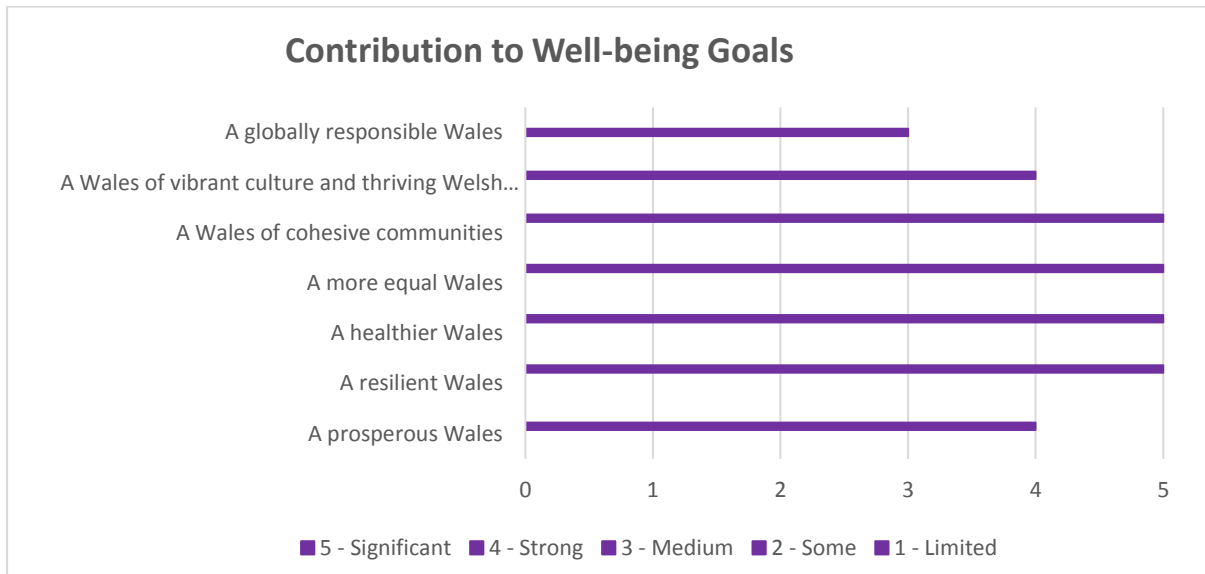
- ✓ Transport services connecting communities to places of work improved
- ✓ The numbers of people choosing public transport to get to work increased
- ✓ House building programmes for people to live locally for local jobs increased
- ✓ In-work poverty reduced
- ✓ Health inequalities reduced

5 Ways of Working:

5 Ways of Working		
	<p>Long term:</p> <ul style="list-style-type: none"> • Upskilling existing workforce to meet future needs and to support career progression • Better skills retention and greater interest to work in public service roles • Improved careers advice service for all ages, with better targeting to key growth sectors 	✓
	<p>Prevention:</p> <ul style="list-style-type: none"> • Prevention of health inequalities • Prevention of skills shortage as older workers retire • Prevention of poverty 	✓
	<p>Integration:</p> <ul style="list-style-type: none"> • Review procurement policies to secure community benefits across the PSB • PSB as a champion of skills in both individual sectors and as employers; including identifying local skills gaps, promoting educational and training opportunities, prioritising investment 	✓
	<p>Collaboration:</p> <ul style="list-style-type: none"> • Joint working across PSB members and region to influence the economy and the development of skills • Work collaboratively with the Careers Service, schools, further and higher education, and employers to give young people the widest range of career options to help meet the needs of employers for recruitment 	✓
	<p>Involvement:</p> <ul style="list-style-type: none"> • Involvement across PSB partners to extend engagement with skills development across the partner specialisms • Involvement of education providers to develop a co-ordinated response to skills gaps and skills needs • Discussion and engagement with schools and career advisers to enhance career awareness and progression 	✓

	<ul style="list-style-type: none"> Engagement with businesses and employers to advise on skills needs and appropriate training and to be a part of training and education delivery 	
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Contribution towards the 7 Well-being Goals:



Links to other priorities:

- **Community Safety** - reducing re-offending
- **Environment** - reducing the impacts of climate change
- **Healthy and Independent Living** - building and strengthening the care sector
- **Resilient Communities** - further developing community ownership models including Community Asset Transfers (CATS), micro social enterprises and community shares

Glossary of terms:

Community Benefits – a range of economic, social or environmental conditions that can be built into the delivery of public contracts to provide benefits to the local community

Gross Value Added (GVA) – Measure of the value of goods and services produced in an area, industry or sector of an economy.

In-Work Poverty – Individuals living in households where the household income is below the poverty threshold despite one member of the household working either full or part time. The poverty threshold is defined as under 60% of the average household income before housing costs.

North East Wales Metro – Integrated transport network that will connect people and communities, businesses and service and encourage economic development and employment in this region.

North Wales Growth Deal Board – a board of regional partners established to submit and monitor the North Wales Growth Deal bid to maintain and improve economic conditions across the region

Wholly Owned Housing Company – North East Wales (NEW) Homes is a company that is a wholly owned subsidiary of Flintshire County Council. NEW Homes owns, leases and manages properties across the county.

Priority: Environment

What does this mean?

We recognise the importance of the environment in Flintshire and want to ensure that we protect and enhance what we have, that we use the environment to improve the well-being of people living, working and visiting the area and, we protect people and the environment from events such as flooding and climate change. We want to do this hand in hand with communities, business and industry in Flintshire ensuring positive engagement and education in all that we do.

The main priority themes identified for the environment in Flintshire are:

- Developing greater access opportunities to the green infrastructure
- Protecting and enhancing the environment
- Improving flood protection
- Reducing the impacts of climate change

Plus the cross cutting theme of:

- Community engagement and education

Why is this a priority for the PSB?

This is a priority because:

- ✓ Collective action is needed to ensure we value, protect and enhance Flintshire's environment and landscapes to maximise the benefits it can offer to current and future generations;
- ✓ PSB partners understand the crucial link between the natural environment and the well-being of people, both in terms of physical and mental health;
- ✓ Flintshire has many attractive areas that can be used to promote activity and ensure people, especially children, can enjoy and benefit from spending time outdoors;
- ✓ We need to enhance the natural environment beyond already protected sites, especially around our urban areas to realise the full benefits that the environment can offer residents;
- ✓ Several aspects of environmental resilience need addressing, particularly the need to better prepare for climate change, especially the risk of flooding;
- ✓ We want to ensure our air quality is the best it can be by working with partners to monitor and reduce harmful emissions; and
- ✓ PSB partners should lead the way by enhancing the environment on their own land and across Flintshire, and by being as carbon neutral as possible

The evidence behind this:

- ✓ Those living, working and visiting Flintshire have said they place a high value on the natural environment and want to use it more for their own well-being.
- ✓ The barriers stopping some people from using the environment need to be better understood to provide equal opportunities for everyone.
- ✓ Statistics show a long-term increase in the percentage of overweight people in the county. In 2014, over 25% of 4 to 5 year olds and approximately 57.5% of Flintshire adults were found to be obese or overweight. Opportunities to take part in outdoor activity has a significant role to play in reversing this long-term increase.
- ✓ The Dee Estuary, Halkyn Mountain and Deeside and Buckley newt sites are internationally designated as Special Areas of Conservation (SACs). In addition, there are 23 Sites of Special Scientific Interest (SSSIs), nationally important ecological sites. Despite these designations, many species are in decline primarily due to agricultural intensification, urbanisation, invasive species and climate change.
- ✓ Significant flooding events have occurred in Flintshire in recent years and some 8,400 properties are at risk of flooding. This issue has a significant effect on people's well-being.
- ✓ There is increasing evidence of the serious impact of air pollution on health in parts of Flintshire in urban areas or close to major roads.

Long Term Vision – What we want to achieve over the life of the Plan

Long term Objectives:

- The natural environment will be understood, protected and enhanced by all that live, work and play in it.
- Communities of all ages and backgrounds will understand and appreciate the benefits of the natural environment and will actively use the environment to positively support their physical and mental well-being.
- The risks from flooding will be managed using traditional methods and modern ways of working, building resilience in our communities so they understand and can manage the risk to themselves more effectively.
- All bodies within the PSB will adopt environmentally friendly ways of undertaking their business, including promotion of a low carbon PSB.

Over the lifetime of the plan

The PSB will establish effective approaches to raising community awareness of the natural resources available to them and their protection and enhancement. There will be a focus on coastal green infrastructure enhancement including Sustainable Urban Drainage Systems (SUDs), improved forward planning, and resource and access integration as well as well-being through 'natural engagement'.

We will initiate this process by bringing together green asset mapping with the development of a greater understanding of community attitudes, engagement and usage across the county, looking for some agreed pilot areas and issues.

What are we already doing?

Extensive work already takes place across the PSB partners. This is therefore only a summary of the specific areas of work, information and / or operation relating to the priorities identified:

Green Asset Mapping

Environmental asset maps exist across many organisations. Increased value can be gained from bringing these together into a single resource, probably web based, and then importantly seek community opinion, access and usage evidence.

Development and Green Infrastructure pilot (Broughton area)

Green Infrastructure is a strategically planned and delivered network comprising of the full range of green spaces and should thread through and surround built up areas connecting these developed areas to the countryside. Green Infrastructure includes parks, cycle ways, woods, fields, waste land, allotments, street trees, green roofs, and green walls. Examples of this work in North-East Wales include:

- Wrexham industrial estate work by Wildlife Trust (to inform approaches)
- Experience from the Area of Outstanding Natural Beauty (AONB) in work with businesses and Local Authority Planning and Development guidance
- Community development and work with flood maps and plans
- North East Wales Area Statement work

Coastal Green Infrastructure

The Flintshire Coast from the outskirts of Chester to Gronant has a long standing Green Infrastructure plan that seeks to help address the numerous social, economic and environmental issues of this area, notably:

- Access along the coast (completion of coastal cycle path)
- Access from towns and villages to the coastal path and cycle path in order to increase physical activity and mental well being
- Helping to reduce coastal and fluvial flooding
- Increase understanding of the areas rich wildlife and history
- Address some of the unattractive physical features of this area (e.g. derelict buildings, illegal waste) in part to increase pride in the area
- Increase biodiversity

In-year Priorities for 2018/19:

Early environment workshops for the PSB developed a range of large scale opportunities for delivery across the PSB including working with landowners, increasing flood resilience and raising awareness of natural resources' importance across the county. From these four integrated priorities have been developed for the first two year period. These are:

- Build a 'map' of our green and blue (land and sea) assets across the County and develop a better understanding of local communities' relationships with them. This will initially focus on a smaller area, possibly coastal.
- Investigate and develop pilots for delivering a local community based approach to delivering a coastal green infrastructure plan.
- Develop a plan for some pilots to trial doing things differently e.g. how we could work together (PSB and others, including business) in Broughton to build 'shoppers awareness of local nature' while shopping.
- Using the environment in local communities to support resilience (links with Resilient Communities priority).

Summary of actions to achieve in-year priorities:

The focus is on developing a better understanding of how the PSB can work more collaboratively and deliver greater positive environmental outputs, outcomes and impact within existing resources:











- ✓ Green asset mapping helps inform priorities but also facilitates community based development, awareness raising and outreach approaches
- ✓ Green infrastructure informs approaches to community engagement, greater integration of green assets into planning (in its broadest sense); flood and water management and community access to green space and 'green/ natural health'
- ✓ Broughton trial gives a unique opportunity to look at influencing development; integrating natural assets into activities in people's daily lives and green infrastructure development

Where should we see an impact?

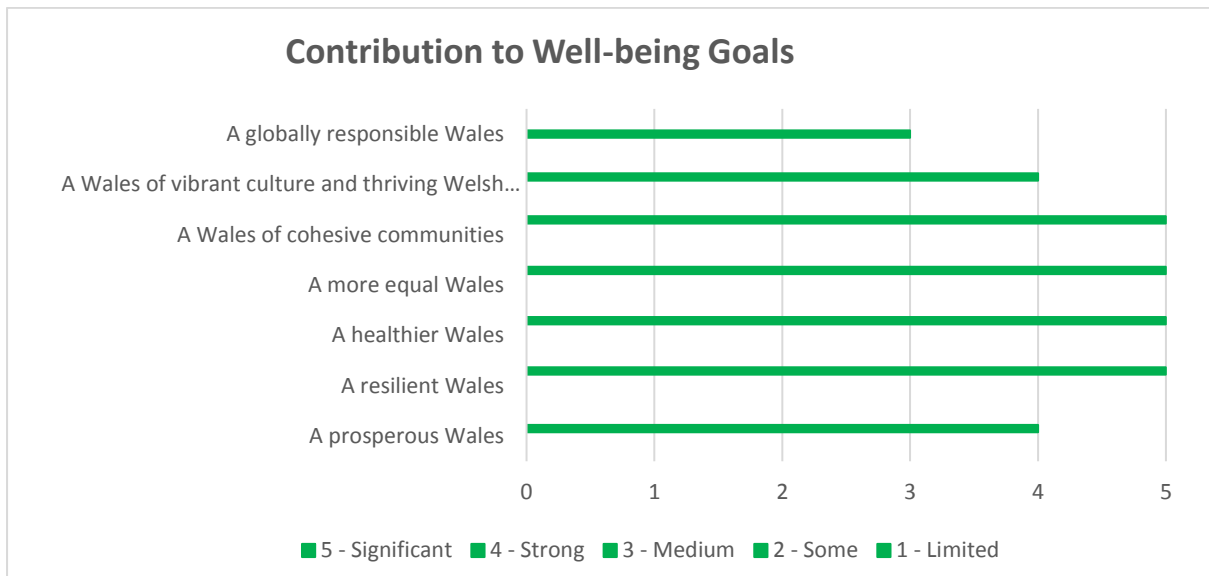
- ✓ Natural resources, including designated sites will be managed sustainably – both to benefit species and to allow us to showcase what we have in Flintshire
- ✓ We will understand what we have in Flintshire and how we can use those assets to best suit people and the environment
- ✓ The number of properties at risk from flooding in Flintshire reduced, with those at risk being better prepared and more resilient
- ✓ Increased choice and use of green travel opportunities resulting in a reduced rate of car usage amongst residents and visitors to Flintshire

- ✓ Increase in the number of people using the outdoors for exercising, volunteering or educational purposes resulting in benefits in both mental and physical health and stronger community and family cohesion
- ✓ Reduced carbon footprint of public sector organisations
- ✓ Decline in biodiversity reversed
- ✓ Delivery of the other priorities within this Plan supported, as early engagement work with communities is one of the key elements of: supporting people back into employment; improving an individual’s physical and mental health; valuing, protecting and enhancing the natural and built environment within local communities

5 Ways of Working:

5 Ways of Working		
	<p>Long term:</p> <ul style="list-style-type: none"> • Understanding of our green assets and community perception, value, attitudes and relationship to them • Approach to engaging the wider public in natural assets within their daily lives with a particular impact on future development at Broughton 	
	<p>Prevention:</p> <ul style="list-style-type: none"> • Prevention of further green asset loss / degradation by increasing value placed on them • Prevention of poor development of Phase 2 at Broughton 	
	<p>Integration:</p> <ul style="list-style-type: none"> • Development of effective approach to community engagement in green assets • Integration of natural assets consideration across planning, development, land management and business 	
	<p>Collaboration:</p> <ul style="list-style-type: none"> • Joint working across PSB members and beyond to influence community, shopper, business and development behaviours for improved green infrastructure planning • Collaboration with local communities to increase value of green assets for local people and nature 	
	<p>Involvement:</p> <ul style="list-style-type: none"> • Local community in their green assets • Involvement of developers and business in green infrastructure planning 	

Contribution towards the 7 Well-being Goals:



Links to other priorities:

- **Community Safety** - making communities safer
- **Economy and Skills** - developing and improving strategic sited (employment and housing)
- **Healthy and Independent Living** - improving physical and mental health via increased access to the outdoors for exercise
- **Resilient Communities** - enabling and inspiring communities to become confident, cohesive and forward thinking

Glossary of terms:

Area of Outstanding Natural Beauty (AONB) – An area of countryside designated by a government agency as having natural features of exceptional beauty and therefore given a protected status.

Green Infrastructure – Green infrastructure is a strategically planned network of natural and semi-natural areas with other environmental features designed and

managed to deliver a wide range of ecosystem services such as water purification, air quality, space for recreation, and climate mitigation and adaptation

Heritage Lottery Fund (HLF) – Fund that distributes a share of the National Lottery funding to support a wide range of heritage projects across the UK.

Sites of Special Scientific Interest (SSSI's) - A nationally protected site, protected by law to conserve their wildlife or geology.

Special Areas of Conservation (SAC's) – Internationally protected sites designated under the EC Habitats Directive and protected by UK law.

Sustainable Urban Drainage Systems (SUDS) – A natural approach to managing drainage in and around properties and other developments. SUDS work by slowing and holding back the water that runs off a site, allowing natural processes to break down pollutants.

Fluvial Flooding – River flooding which occurs when excessive rainfall over an extended period of time causes a river to exceed its capacity. It can also be caused by heavy snow melt and ice jams.

Priority: Healthy and Independent Living

What does this mean?

Enjoying positive physical and mental well-being and living as independently as possible are fundamental to most people's definition of a productive and fulfilling life. Organisations that make up the Public Services Board are able to create and maintain living and working conditions for example to support well-being and independence and are also there to support those who require assistance, advice or support with the aim of reducing dependency in the longer term.

The areas of work that the Healthy and Independent Living Board will be focussing on are:

- Providing information and support for people to take responsibility for their own health and that of their families
- Targeting interventions where individuals and families have the most to gain
- Delivering more services closer to home
- Building and strengthening the Care Sector

Why is this a priority for the PSB?

This is a priority because:

- ✓ There is a strong evidence base, as well as a social responsibility, to direct our focus on the prevention of ill health and the reduction of health inequality whilst also accommodating most people's preference to stay active and independent within their own community;
- ✓ A focus on early years has the potential to bring benefits to the individual and reduced demand on services over the full life course;
- ✓ Influencing the development of children to maximise their health, social and educational development is most effective when done as early as possible;
- ✓ There are significant challenges in meeting current and projected workforce demands in both health and social care;
- ✓ The Social Services and Well-being (Wales) Act 2014 reinforces the need to support residents to maintain good health and reduce reliance on services; and
- ✓ In order to support residents with more complex needs, we need to maintain and then strengthen the care sector for both care home and domiciliary service provision, both of which are currently fragile.

The evidence behind this:

- ✓ Life expectancy is increasing whereas an increase in healthy life expectancy is not assured. The consequence is that more people are likely to require support in the management of chronic conditions and/or increasing dependency as a result of frailty or dementia for example.

- ✓ People born in the most deprived areas of Flintshire are, on average, likely to die seven years earlier than people born in the most affluent areas of the county.
- ✓ Life expectancy is predicted to continue to improve, and the population of those aged 65 years and over is expected to grow from 31,000 in 2015 to 46,100 by 2039.
- ✓ The number of people aged 65 years and over who need to be looked after in a care home is expected to almost double by 2035 with the number requiring specialist nursing care expecting to show a significant increase.
- ✓ The number of Flintshire residents living with dementia will rise by about 1,350 (66%) by 2030.
- ✓ The projected increase in older people will create additional care and support needs. Whilst there continues to be a focus on increasing community based support to reduce dependency on long term care, it is inevitable that there will also be increased demand for residential and nursing home placements.

Long Term Vision – What we want to achieve over the life of the Plan

- Delivering more services closer to home. The aim is to develop a new model of partnership working to support community health needs. This will be based around health / community hubs and incorporate a local approach to social prescribing and third sector engagement. This will build on the work at the new Flint Health and Wellbeing Centre.
- Full implementation and evaluation of the Early Help Hub which is a multi-agency project that aims to improve the 'journey' for families at greater risk of worsening problems.
- Providing information and support for people to take responsibility for their own health and that of their families.
- Targeting interventions where individuals and families have the most to gain.
- All members of the Public Service Board will have ensured that evidence based, accessible information is available to all employees about how to protect and promote their own health and well-being and that of their families.
- Building and strengthening the care sector.
- There will be a strong and ongoing commitment to promote key public health campaigns and initiatives across the public sector including attainment of immunisation targets and further reducing the number of people who smoke for example.
- The implementation of the new Community Resource Team.
- There will be more services delivered closer to home through primary and community services, with the required shift of resources from secondary care.
- A new facility will be at or near completion in Buckley to offer increased residential care capacity and centralised short term bed-based care for those needing intermediate care within a Discharge to Assess setting, with the intent of reducing unnecessary time spent within an acute setting.

What are we already doing?

- Joint working in Community Resource Teams between and the Single Point of Access (SPoA), including the extension of operating hours
- Promoting and supporting independent living through our “What Matters” approach, focussing on the expressed needs of our service users
- Providing alternatives to hospital based care or long term care through provision of intermediate care options including Step Up Step Down beds

In-year Priorities for 2018/19:

- Develop Discharge to Assess as the service model and enable a cohort of patients to move from hospital into their own home and assisted home care for assessment.
- Significantly progress the Marleyfield House development as the capacity to support the above.
- Progress the development in Buckley of an extended Care Home and Discharge to Assess facility (Marleyfield House).
- Completion and opening of the Health and Well-being Care Centre in Flint, providing increased opportunities for joint working with Third Sector organisations and supporting the local community to meet the priorities of “Well Flint”.
- Develop a shared understanding of people centred approaches including social prescribing.
- Co-located health and social care workforce in Connah’s Quay.
- Develop an integrated approach to earlier planning of discharge from hospital for frail patients. (to reduce de-conditioning and dependence).
- The Early Help Hub is operational, and is supportive of other services for children and young people.

Summary of actions to achieve in-year priorities:











- The Welsh Government Integrated Care Fund provides further opportunities to implement priorities through funding key developments including expansion of the Community Resource Team and the capital development at Marleyfield House
- The opening and further development of the Health and Wellbeing Centre in Flint is overseen by a Project Lead and is a core component of the implementation of the Care Closer to Home agenda for the Health Board
- The Healthy and Independent Living Board will develop a local interpretation of the social prescribing model
- Working in partnership to provide a fully operational Early Help Hub

Where should we see an impact?

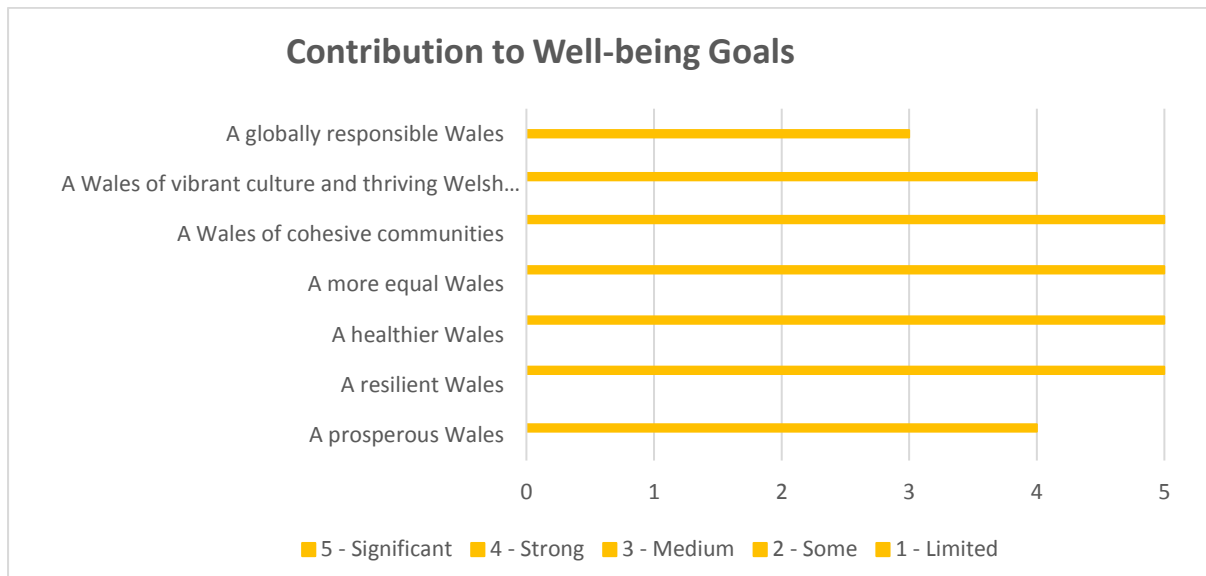
- ✓ Indicators of health and well-being in the population improved
- ✓ Indicators of health inequalities improved

- ✓ Levels of care home bed and domiciliary support sustained and increased
- ✓ Number of community based or led activities to promote healthy living and “ageing well” increased
- ✓ Number of people supported outside of the acute hospital setting increased
- ✓ Level of information, assistance and support offered through the Single Point of Access and Early Help Hub increased
- ✓ Opportunities for people to move more and reduce sedentary behaviour increased

Ways of Working:

5 Ways of Working		
	<p>Long term:</p> <ul style="list-style-type: none"> • Understanding the impact of demographic change and the needs of our population to adapt services • Working to sustain the care sector in a way that ensures that the needs of our residents can be met in the longer term 	
	<p>Prevention:</p> <ul style="list-style-type: none"> • Prevention of poor health through the provision of quality assured information to employees • Prevention of the escalation of support needs through work within the Early Help Hub and Community Resource Teams 	
	<p>Integration:</p> <ul style="list-style-type: none"> • The work to develop and support the self-help and management of chronic conditions plus work to promote healthy lifestyles will specifically support the community resilience agenda 	
	<p>Collaboration:</p> <ul style="list-style-type: none"> • Continued and increased collaboration between providers of health and social care are fundamental to the development of all priority areas 	
	<p>Involvement:</p> <ul style="list-style-type: none"> • Care providers continue to play a key role as stakeholders in developing the models for care and support in the community • Service users are fundamentally involved in determining the care and support offered by identifying “What Matters” to them 	

Contribution towards the 7 Well-being Goals:



Links to other priorities:

- **Community Safety** - tackling drugs and alcohol / reducing re-offending
- **Economy and Skills** - developing skills for employment opportunities, reducing worklessness and the impact of social reform
- **Environment** - developing greater access opportunities to the green infrastructure
- **Resilient Communities** - enabling and inspiring communities to become confident, cohesive and forward thinking

Glossary of terms:

Community Resource Team – A multi-disciplinary team working within the community. The team work with patients within their own home to provide the additional support required to be able to stay at home as an alternative to being hospitalised or have an extended stay.

Discharge to Assess - Discharge to Assess takes place when the person is medically fit to leave hospital and requires an assessment to determine the level of support they will need at home.

Domiciliary Services – Care and support services offered to a person within their own home.

Early Help Hub - The Early Help Hub is a multiagency project which aims to improve the 'journey' for families at greater risk of worsening problems with an emphasis on information, advice and assistance.

Health and Wellbeing Care Centre – A new building within Flint to include GP services to support the health and wellbeing of residents.

Looked After Children - Looked after Children are children under the care of the Local Authority.

Step Up Step Down beds – Beds within a care home setting to provide short term support to prevent hospital admission/long term care (Step Up) or to support discharge from hospital where the individual is clinically ready to go home but requires some support before they return home (Step Down).

Single Point of Access (SPoA) – A new way for adults across North Wales to gain access to advice, assessment and coordinated community health and social care services by contacting just one telephone number.

Priority: Resilient Communities

What does this mean?

A community which is resilient has the ability to respond positively to the challenges it faces, cope with adversity and ultimately to thrive. Here, when we refer to a 'community', we mean a geographical area; a town (or an area within a town such as a ward or parish) or a village. This encompasses the people who live and work there, the businesses which operate there, the services that are provided there and the physical spaces which they inhabit.

Through the PSB, the Well-being Plan and the Inspiring Resilient Communities Working Group we will work towards the goals of:

- Enabling and inspiring communities to be confident, cohesive, and forward thinking
- Developing an approach that ensures that when any public service is working in an area that additional skills and capacity are strengthened within that community
- Co-ordinating an approach across public service delivery that maximises the impact of community benefits
- Further developing community ownership models including Community Asset Transfers (CATS), micro social enterprises and community shares

Why is this a priority for the PSB?

This is a priority because:

- ✓ Effective, successful and resilient places have the ability to resolve their own problems, respond to and bounce back from economic, social and environmental issues;
- ✓ Resilient communities are well connected within the area and to other agencies and organisations outside of their community;
- ✓ A well connected community is able to work with the public agencies co-operatively to determine priorities for that community and be a key partner in delivering these priorities; and
- ✓ This approach requires a workforce in the public sector that is skilled in working with communities to support determination of their priorities and enable their delivery.

The evidence behind this:

- ✓ Research shows that 'Resilient Communities' have support from all sectors to solve problems, are well connected and able to make decisions.
- ✓ Public sector bodies have provided support and capacity to specific communities of need; however this work has not always been sustainable once the intervention ceases.

- ✓ Public services can change the emphasis of their work in communities from direct support and intervention to a more co-operative style of working where local communities determine their own priorities and identify solutions.
- ✓ The Assessment of Local Well-being predicts that by 2039 the number of Flintshire residents aged 65 or over will have increased by 35%. Providing the skills and opportunities for people to be more active within their community through greater access to the outdoors, membership of groups or societies or through volunteering can enable residents to stay healthier into older age.
- ✓ Social isolation and loneliness have been identified as risk factors for poor health (especially poor mental health) and lower well-being, including morbidity and mortality, depression and cognitive decline. Through the work of this priority we aim to provide greater opportunities for activities which will reduce loneliness.
- ✓ A number of health benefits relating to volunteering have been identified. These include; improved quality of life, improved self-esteem, improved opportunities for socialisation and improved ability to cope with ill health. Volunteering also enables people to play an active role in their society and contribute to positive social change.
- ✓ Around 58% of adults and a quarter of 4-5 year olds in Flintshire are overweight or obese and only 33% of the adult population meet the recommended physical activity guidelines of 150 minutes of physical activity per week. Increasing the opportunity for accessing green spaces and activities within the community will aid in improving these statistics.

Long Term Vision – What we want to achieve over the life of the Plan

In the long term we aim to move to a position where the growth of skills, capacity and opportunities in our communities will enable a corresponding growth in community resilience. We want to move to a position where:

Community Resilience factors inform physical planning and regeneration through:

- Physical standards and planning that build in resilience
- Design of spaces that are outward looking and connect people together
- Resources that enable communities to take ownership of development and maintenance of physical spaces

Social Evaluation is being carried out by all Public Sector Partners:

- Commitment to annual evaluation against delivery of community benefits and change in ways of working
- Welsh Government audit and inspection time to be reduced in unnecessary areas of work and replaced with Social Evaluation

Inclusive Growth that develops resilient communities and employment opportunities is recognised as a key part of Economic Regeneration by:

- Developing work on the Regional Growth Bid around skills and employment pathways to maximise impact on resilient communities through linking to ways of working and delivery of community benefits

Resilient Community Characteristics and Critical Success Factors can be identified through:

- Evaluation and learning and recognising the uniqueness of individual communities which identify key characteristics and success factors for future work

What are we already doing?

- Community Resilience Framework - this outlines the projects the group is working on, the change in ways of working required by public services to enable resilient communities and the type of community benefits that can be delivered
- Area based Work (e.g. Flint 2025) - work is taking place in a range of communities including the Holway in Holywell and Flint to change the way we work with communities as public services and deliver community benefits
- Community Benefits Strategy in Flintshire County Council - the Council is already working to include community benefits in all of its contracts with suppliers to maximise the benefits that can be delivered and working with public sector partners to enable other agencies to do the same
- Getting Flintshire Moving - work is taking place with all partners to encourage the take up of physical activity

In-year Priorities for 2018/19:

- Area based work including a focus on communities either where there is an established programme of new kinds of intervention already taking place (Flint 2025 and Shotton), or where new ways of working within communities is being piloted to improve and sustain community resilience building on assets within the area (Holywell).
- Theme based work within communities, their environment and workplaces focussing on “Getting Flintshire Moving” to increase activity and reduce sedentary behaviour.
- Establishing learning and evaluation of new ways of working and delivery of Community Benefits for sharing across all agencies.
- Agreeing Community Benefit strategies across all partners covering social, economic and preventative benefits.
- Working with organisations to explore the benefits and opportunities of Community Shares.
- Supporting the development of Social Prescribing through offering different community opportunities.

- Developing a new leadership programme for those who work in and with communities, to provide them with the skills to engage, equip, and empower communities.











Summary of actions to achieve in-year priorities:

- Lead work to explore options for transfer of Holway Community Centre to local ownership and develop community leaders
- Using driver diagrams and actions for organisations to help with “Getting Flintshire Moving” focussing on the workplace and communities
- Development of an evaluation framework and area profiles
- Development of Community Benefits Strategies by PSB Partners
- Development of Community Shares Business Cases
- Invest in an initial approach to Social Prescribing
- Proposal to employ a three year resource to lead development of digital and resilience work
- Development of a new type of leadership programme for those who work in and with communities

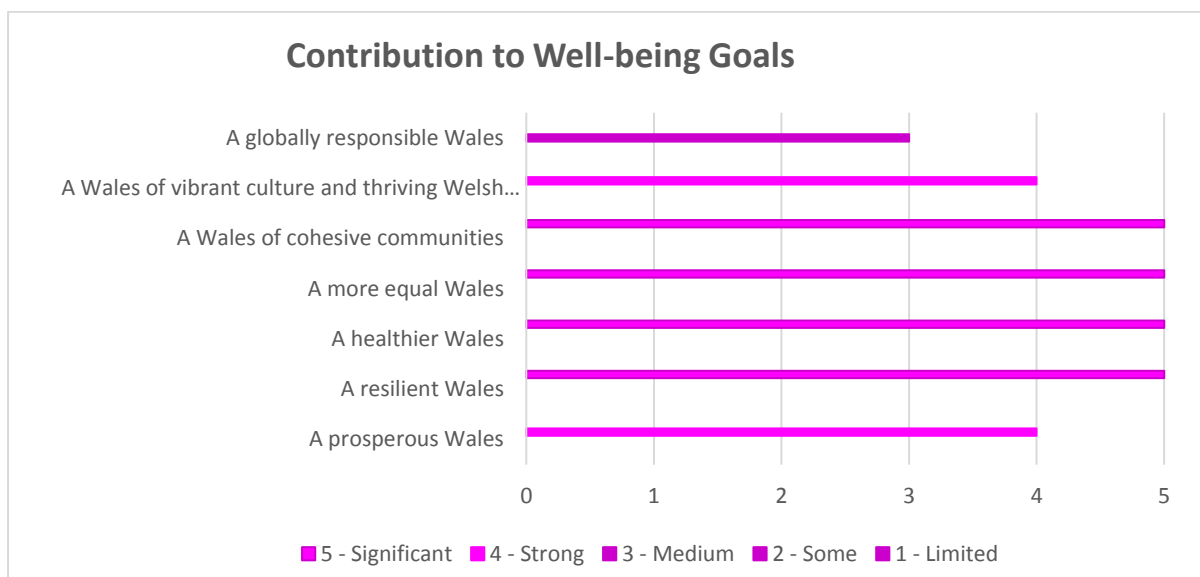
Where should we see an impact?

- ✓ Ways of working changed across all sectors that strengthens communities
- ✓ Increase in the strength of community and social organisations that are able to provide support to local people
- ✓ Opportunities for people to improve their health and well-being increased
- ✓ Use and appreciation of the natural environment and use of the outdoors increased through “Getting Flintshire Moving”
- ✓ Increased take up of economic activity by local people
- ✓ Quantity and quality of benefits that support local communities (‘community benefits’) increased
- ✓ A less sedentary workforce
- ✓ Increased opportunities and uptake of volunteering

5 Ways of Working:

5 Ways of Working		
	<p>Long term:</p> <ul style="list-style-type: none"> • Community Resilience factors inform physical planning and regeneration • Social Evaluation is being carried out by all Public Sector Partners 	
	<p>Prevention:</p> <ul style="list-style-type: none"> • Growing the skills, capacity and opportunities for resilience within communities • Getting Flintshire Moving to increase activity and reduce sedentary behaviour therefore preventing associated health issues 	
	<p>Integration:</p> <ul style="list-style-type: none"> • Supporting the development of Social Prescribing through offering different community opportunities • The priorities are integrated within the objectives of the partners 	
	<p>Collaboration:</p> <ul style="list-style-type: none"> • Collaborative approach to community work and to affecting change within our communities • Collaboration and sharing resources is key to the success of our priorities 	
	<p>Involvement:</p> <ul style="list-style-type: none"> • Involving the communities with which we work is key to the long term sustainability of the projects described within this priority • Community resilience work is aimed at giving communities the tools to understand what they want and how to achieve it 	

Contribution towards the 7 Well-being Goals:



Links to other priorities:

- **Community Safety** – making communities safer
- **Economy and Skills** – developing skills for employment opportunities, reducing worklessness and the impact of social reform
- **Environment** – developing greater access opportunities to the green infrastructure
- **Healthy and Independent Living** - providing information and support for people to take responsibility for their own health and that of their own families

Glossary of terms:

Community – we mean a geographical area; a town (or an area within a town such as a ward or parish) or a village. This encompasses the people who live and work there, the businesses which operate there, the services that are provided there and the physical spaces which they inhabit.

Community Asset Transfers (CATS) – Transfers of land or buildings into the ownership or management of a voluntary/community sector organisation or statutory body.

Community ownership models – Way of organising community owned assets or organisations. These are owned and controlled through some representative mechanism that allows a community to influence their operation or use and to enjoy the benefits arising.

Community shares - Community Shares are non-transferrable, withdrawable share capital unique to Co-op and Community Benefit Society Legislation and can be used as a method to engage the community in becoming shareholders (owners) of community businesses.

Micro social enterprises - By selling goods and services in the open market on a small scale, micro social enterprises reinvest the money they make back into their business or the local community. This allows them to tackle social problems, improve people's life chances, support communities and help the environment.

Social prescribing - Social Prescribing is a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sector.

SECTION 3:

Consultation and Engagement – Involving people

To meet the requirements of the Well-being of Future Generations (Wales) Act 2015, the first piece of work for the Flintshire Public Services Board to do was to prepare and publish an Assessment of Local Well-being. This assessment is an assessment of the state of economic, social, environmental and cultural well-being in Flintshire and was published by the Public Services Board in May 2017.

The Well-being Assessment for Flintshire was informed both by engagement and survey work with residents and stakeholders, and consideration of relevant information such as existing data, evidence and research.

Following publication of the Assessment of Well-being for Flintshire, work was undertaken to identify the priorities for the Well-being Plan culminating in the publication of the draft Well-being Plan that went out to public consultation in late 2017.

Consultation and engagement undertaken to help inform the Plan includes:

- PSB Partner Workshops
- Public Engagement Events held within the seven PSB areas identified as part of the Assessment process
- Online Public Consultation
- A workshop for Flintshire County Councillors facilitated by PSB Partners
- Feedback from Partners' governing bodies
- Detailed feedback from the Future Generations Commissioner for Wales and Welsh Government.

A summary of feedback from the public consultation

Public Engagement Events:

Overall people felt...

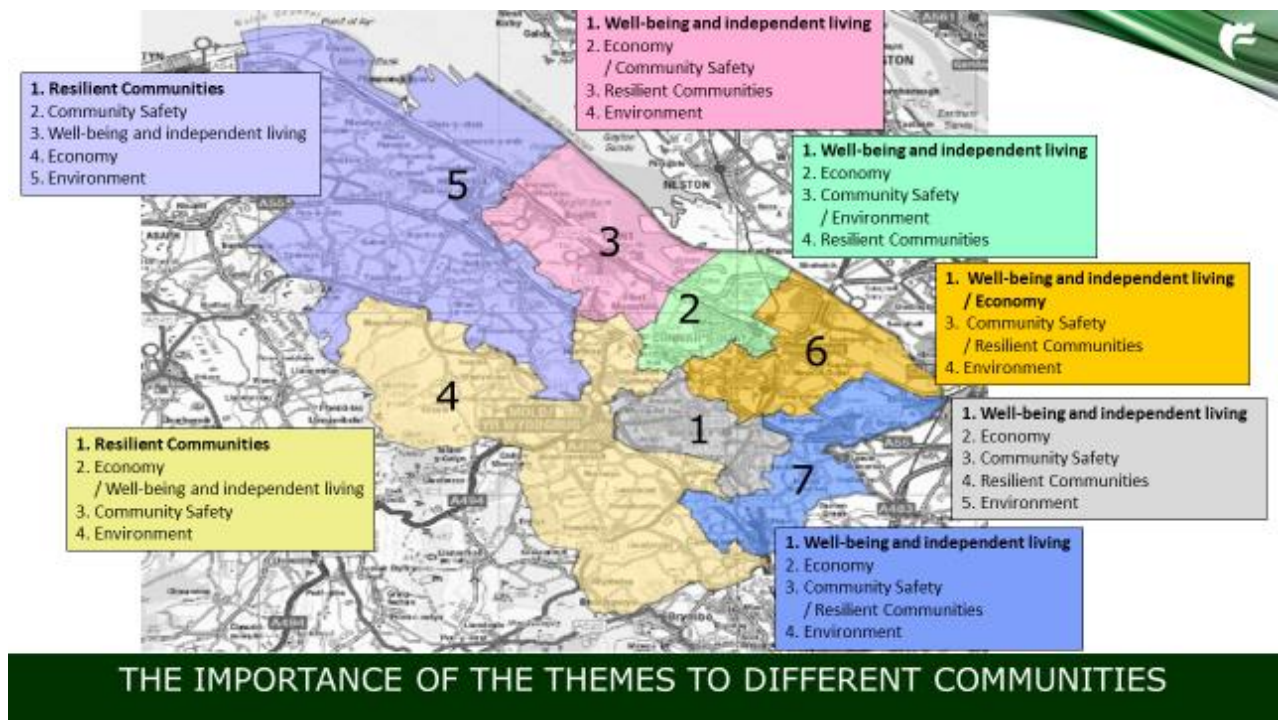
- a strategy is needed
- the themes are the right (most important) ones
- confident that together public sector organisations can make a positive impact

Online Public Consultation:

Overall people felt....

- The themes are the right (most important) ones
- Healthy and Independent Living was the most important to them followed by Resilient Communities
- Public sector organisations working together could make the most impact on Healthy and Independent Living
- 60 / 40 split (for) that communities were ready for action
- Strong agreement that we all have a personal responsibility to contribute to the well-being priorities

The following map shows the seven Flintshire PSB areas and the importance of the five priorities to the different communities.



Governance and Assurance

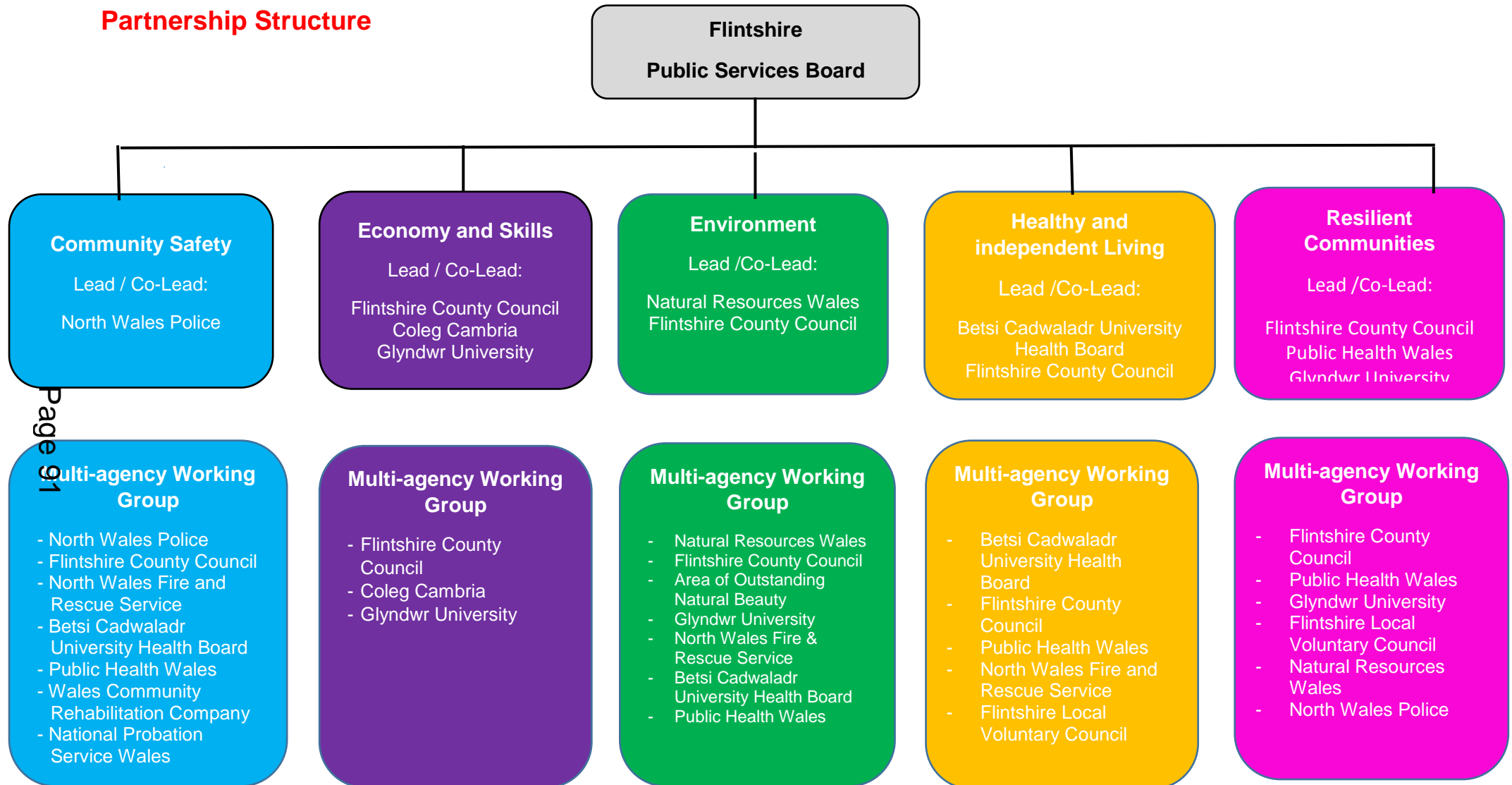
The Public Service Board (PSB) is accountable for the delivery of the Well-being Plan and will monitor, along with its partners, progress and achievements made. A Delivery Plan will be in place for each priority to support achievement against the actions and impacts detailed in the Plan.

Progress against in-year priorities and key developments will be available on the Public Services Board pages of the Council's website. In addition, other methods of communication will be used e.g. e-Council Newsletter and partner's e-Newsletters etc.

Regular reviews of the Plan will be conducted by the PSB to ensure that the in-year priorities reflect current need whilst ensuring that progress is being made.

In line with the Well-being of Future Generations (Wales) Act 2015, the PSB will prepare and publish its first annual report no later than 14 months after the publication of this Plan. A copy of will be sent to Welsh Government, the Future Generations Commissioner for Wales, the Auditor General for Wales and the Council's Corporate Resources Overview and Scrutiny Committee.

Partnership Structure



* Other partners may also contribute towards delivery

Accessible Formats

This is a bilingual document published in both Welsh and English and is available on each of our partners' websites.

Other formats are available upon request using the following contact details:

Flintshire County Council
Corporate Business and Communications Team
Chief Executive's
County Hall
Mold
Flintshire
CH7 6NB

Email: corporatebusiness@flintshire.gov.uk



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday 24 April, 2018
Report Subject	Welsh Government Consultation Paper <i>Strengthening Local Government: Delivering for People</i>
Report Author	Chief Executive

EXECUTIVE SUMMARY

Welsh Government has published a new 'green' consultation paper on the future of local government. This latest paper in a series of publications, spanning several terms of Government, is called *Strengthening Local Government: Delivering for People* and was published on 20 March.

The paper follows the previous White Paper *Reforming Local Government: Resilient and Renewed* (January 2017). This white paper had replaced the aborted Local Government (Wales) Bill (November 2015) of the previous Welsh Government, a piece of draft legislation which had proposed a structural reorganisation of local government. In a change of policy direction the white paper had advocated extensive regional collaborative working, supported by the unitary local authorities which are in existence, as an alternative to a structural reorganisation. The white paper had been broadly welcomed by the local government community.

This new green paper makes an 'about-turn' and advocates reorganisation, whether through voluntary mergers or a single directive merger programme, with the aim of having "fewer, larger local authorities with the powers and flexibility to make a real difference in their communities".

This report invites the Council to make a response to the green paper. The consultation runs until 12 June. The Welsh Government intent is to introduce a Bill into the legislative process in late 2018. This Bill would also include provisions for electoral reform, drawing on the recent and separate Welsh Government consultation.

A presentation on the green paper will be made at the meeting to prompt discussion.

RECOMMENDATIONS

1	That Council make a response to the White Paper.
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REPORT DETAILS

1.00	GREEN PAPER STRENGTHENING LOCAL GOVERNMENT: DELIVERING FOR PEOPLE
1.01	Welsh Government has published (20 March) a ‘green paper’ called <i>Strengthening Local Government: Delivering for People</i> . The green paper is a consultative document which precedes a Bill intended to be tabled later in 2018. The paper is “a statement of intent for a stronger, more empowered local government in Wales”. The proposals within the paper “set out the desired approach for the future of local government to deliver stronger, more resilient and sustainable public services with democratic accountability at its core”. The full paper is attached as Appendix 1.
1.02	The paper follows the previous White Paper <i>Reforming Local Government: Resilient and Renewed</i> (January 2017). This white paper had replaced the aborted Local Government (Wales) Bill (November 2015) of the previous Welsh Government, a piece of draft legislation which had proposed a structural reorganisation of local government. In a change of policy direction the white paper had advocated extensive regional collaborative working, supported by the unitary local authorities which are in existence, as an alternative to a structural reorganisation. Whilst offering the facility for the voluntary merger of councils there was no intent in the white paper to enforce mergers or to pursue the option of a wholesale local government reorganisation. The white paper had received broad support amongst and across the local government community.
1.03	<p>The new green paper makes an ‘about-turn’ and advocates reorganisation, whether through voluntary mergers or a single directive merger programme, with the aim of having “fewer, larger local authorities with the powers and flexibility to make a real difference in their communities”. The paper sets out the case for change and then poses three options for the structural reform of local government:-</p> <ul style="list-style-type: none"> • Option 1: voluntary mergers; • Option 2: a phased approach with early adopters merging first, followed by other local authorities; and • Option 3: a single comprehensive merger programme. <p>The paper proposes a set of “indicative new authority areas” based on the merger of the current local authorities and on the existing boundaries. In a reductive model of ten local authorities, a three local authority proposition is made for the North Wales region with Flintshire and Wrexham being merged.</p>
1.04	The green paper goes on to lay out the transition process, the electoral review process and timetable, technical arrangements for financial planning for mergers, workforce planning, service reconfiguration, and the use of assets. The paper makes only limited references to new powers and flexibilities, and does not address the question of the fair and sustainable funding of local government.
1.05	The Council has made the following principal observations throughout this

	<p>series of consultations:-</p> <ul style="list-style-type: none"> • the Council is open-minded on the question of local government reform and mergers; • there has to be a compelling case for change if reform is to be supportable with the ‘tests’ of any such case including the questions as to whether a smaller number of larger councils are capable of (1) being well governed and democratically accountable (2) performing as well or better than the current councils and (3) being financially sustainable; • any such case has to be supported by an objective and robust cost-benefit analysis; • any reform should include significant new freedoms and flexibilities to act; • any reform should be underpinned by a fair and sustainable funding base for local authorities; • any reform should be well planned and executed; and • any reform should be fully funded and supported by additional change management capacity given its likely scale. <p>A risk-assessment of a major structural reform exercise might include:-</p> <ul style="list-style-type: none"> • major structural re-organisations are complex exercises and cause distraction and disruption; • service performance and continuity could be adversely affected through senior capacity being reassigned to managing the transition from the status quo to the new set of local authorities; • confidence and morale amongst the workforce proving hard to maintain with an impact on recruitment and retention; • the financial benefits of reform, to be achieved through the economies of scale, could be over-estimated. As each year passes, and the current councils have to find more savings and efficiencies to balance their budgets, the scope for future savings through organisational change and service transformation diminish; • the costs of the transitional exercise could (1) be greater than estimated and (2) fall on the existing or new local authorities themselves to fund; and • the commitment to, and momentum for regional collaboration could be affected through the disruption and potential antagonism of a reform programme. Critical strategies such as the North Wales Economic Growth Bid could be negatively affected.
1.06	<p>The Council is invited to make a response to the green paper. The consultation runs until 12 June. At Annex C, the green paper sets out a set of structured consultation questions for a response to be made. The Welsh Government intent is to introduce a Bill into the legislative process in late 2018. This Bill would also include provisions for electoral reform, drawing on the recent and separate Welsh Government consultation. The Council has already made a response to the earlier Welsh Government consultation on electoral reform <i>Electoral Reform in Local Government in Wales</i> (July 2017) (Appendix 2).</p>

2.00	RESOURCE IMPLICATIONS
2.01	None at this early stage of the consultative and legislative process.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council has responded to a number of previous Welsh Government consultations on local government reform and has made consistent comments in its responses.

4.00	RISK MANAGEMENT
4.01	None at this early stage of the consultative and legislative process.

5.00	APPENDICES
5.01	Appendix A - Green Paper <i>Strengthening Local Government: Delivering for People</i> Appendix B – The response of the Council to the earlier Welsh Government consultation <i>Electoral Reform in Local Government in Wales</i> (July 2017)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Previous Council reports and responses on earlier consultations (available on request). Contact Officer: Chief Executive Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	White Paper: a policy paper which sets out the intention to pass legislation and is published for consultation and scrutiny. Green Paper: a consultative paper which will precede a Bill. Bill: the piece of draft legislation which precedes an Act in the legislative process.



Welsh Government
Green Paper Consultation Document

Strengthening Local Government:

Delivering for People

Date of issue: 20 March 2018
Action required: Responses by 12 June 2018

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

Overview	<p>‘Strengthening local government: Delivering for people’ is the Welsh Government’s statement of intent for a stronger, more empowered local government in Wales. The proposals in this document set out the desired approach for the future of local government to deliver stronger, more resilient and sustainable public services with democratic accountability at its core.</p>
How to respond	<p>To respond to the consultation please either complete the online form or complete the questionnaire at the back of the document and return it either by email to</p> <p>StrengtheningLocalGov@gov.wales</p> <p>Or by post to</p> <p>Strengthening Local Government Welsh Government Cathays Park Cardiff CF10 3NQ</p>
Further information and related documents	<p>Large print, Braille and alternative language versions of this document are available on request.</p>
Contact details	<p>For further information:</p> <p>Strengthening Local Government Welsh Government Cathays Park Cardiff CF10 3NQ</p> <p>email: StrengtheningLocalGov@gov.wales</p>
Data protection	<p>The Welsh Government will be data controller for any personal data you provide as part of your response to the consultation. Welsh Ministers have statutory powers they will rely on to process this personal data which will enable them to make informed decisions about how they exercise their public functions. Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about or planning future consultations.</p> <p>In order to show that the consultation was carried out properly, the Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and</p>

address (or part of the address) of the person or organisation who sent the response are published with the response. If you do not want your name or address published, please tell us this in writing when you send your response. We will then redact them before publishing.

Names or addresses we redact might still get published later, though we do not think this would happen very often. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 allow the public to ask to see information held by many public bodies, including the Welsh Government. This includes information which has not been published. However, the law also allows us to withhold information in some circumstances. If anyone asks to see information we have withheld, we will have to decide whether to release it or not. If someone has asked for their name and address not to be published, that is an important fact we would take into account. However, there might sometimes be important reasons why we would have to reveal someone's name and address, even though they have asked for them not to be published. We would get in touch with the person and ask their views before we finally decided to reveal the information.

Your data will be kept for no more than three years.

Under the data protection legislation, you have the right:

- to access the personal data the Welsh Government holds on you;
- to require us to rectify inaccuracies in that data
- to (in certain circumstances) object to or restrict processing
- for (in certain circumstances) your data to be 'erased'
- to lodge a complaint with the Information Commissioner's Office (ICO) who is our independent regulator for data protection

The contact details for the Information Commissioner's Office are:

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Telephone: 01625 545 745 or 0303 123 1113

Website: www.ico.gov.uk

For further details about the information the Welsh Government holds and its use, or if you want to exercise your rights under the GDPR, please see contact details below:

Data Protection Officer:
Welsh Government
Cathays Park
CARDIFF
CF10 3NQ

Data.ProtectionOfficer@gov.wales

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Annex B – Tables

Annex C – Consultation Questions

Foreword



I believe in local government.

I was brought up in a house where both my parents worked in delivering local services in Tredegar. For me local government is not simply about structures and lines on maps. For me this debate is about people. And it is about who we are as a people.

I want us to discuss and debate how we strengthen and empower communities and councils across Wales. I agree with those people who have argued that we need to devolve powers not simply to Wales but throughout Wales as well. I have already asked council leaders what new and additional powers they want to better deliver high quality services and to shape the future of the communities that they represent. I am committed to delivering more powers to Welsh local government than at any time since devolution. And I want to give those new powers to councils which are robust and sustainable enough to use them.

I hope that this will be an enriching and positive debate. All too often in the past we all have focussed solely on the challenges facing councils. Whether those challenges are financial or otherwise. I hope that we can now focus today on the opportunities that we can create for local authorities in Wales. Councils with more freedom and powers, which are bolder and more innovative, and which can deliver the best solutions for their areas and shape their futures.

We all want to see more people coming into local government to serve as councillors. We need councillors old and new who reflect the diversity of our communities and are value driven, capable, energetic and working hard to improve people's lives for the better. We all want to see strong democratic debate and accountability rooted in the communities we serve. And which includes community and town councils, which play an important part in the delivery of strong local government. While the role of councillors and their relationship with the communities they represent has changed dramatically in the last ten years, they remain the life blood of local government. Communities have high expectations for public services and councillors across Wales are having to make tough choices.

We need councils whose membership is fully representative of the local community and which are relevant to everyone. Councils where elected members are recognised and rewarded for their commitment and for the crucial role they play in our democracy.

I simply do not believe that this vision of powerful, robust and energised local government can be built without a serious debate about local government structures. Wales needs strong, effective, empowered local authorities which can weather continued austerity and build local democratic structures fit for future generations. Our local authorities need to be large enough to have the capacity and capability to

develop and implement the bold new solutions demanded by the increasing challenges they face. Continuing as we are will simply see more missed opportunities to modernise, integrate and transform the way things are done. And this will be a tragedy for all of us who not only depend on our local services but who want to see stronger local government in the future.

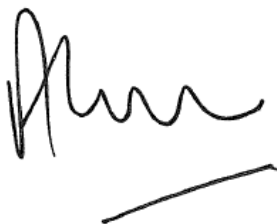
I know local government has made real efforts to change, adapt and invest for the future but I also understand that in the face of UK Government cuts, there are limited options for ensuring the future sustainability of local services. The clock is ticking and local government must do something radical in response to the challenges we all recognise to remain relevant to the next generation, rebuild its purpose and develop trust.

Working together regionally remains crucial. It is central to our model of delivery in education and social services and has been led proactively by local government through the City and Growth Deals. This must continue but it is not enough on its own.

The next step must be game-changing. I know that many people in local government understand this and I am committed to working with them to deliver this change. I have already announced proposals to increase participation and improve the democratic process for everyone in Wales.

This consultation sets out some options designed to create stronger and more powerful local authorities by bringing them together to create new authorities. Bringing local authorities together, while making a range of changes designed to reinvigorate the democratic process and strengthen the role of elected members, offers an opportunity to deliver democratically accountable, high quality and sustainable public organisations, which can address the many economic and social challenges our communities face now, and in the future.

I hope now that we can have that positive, constructive and optimistic conversation about how we empower and strengthen local government for the future.

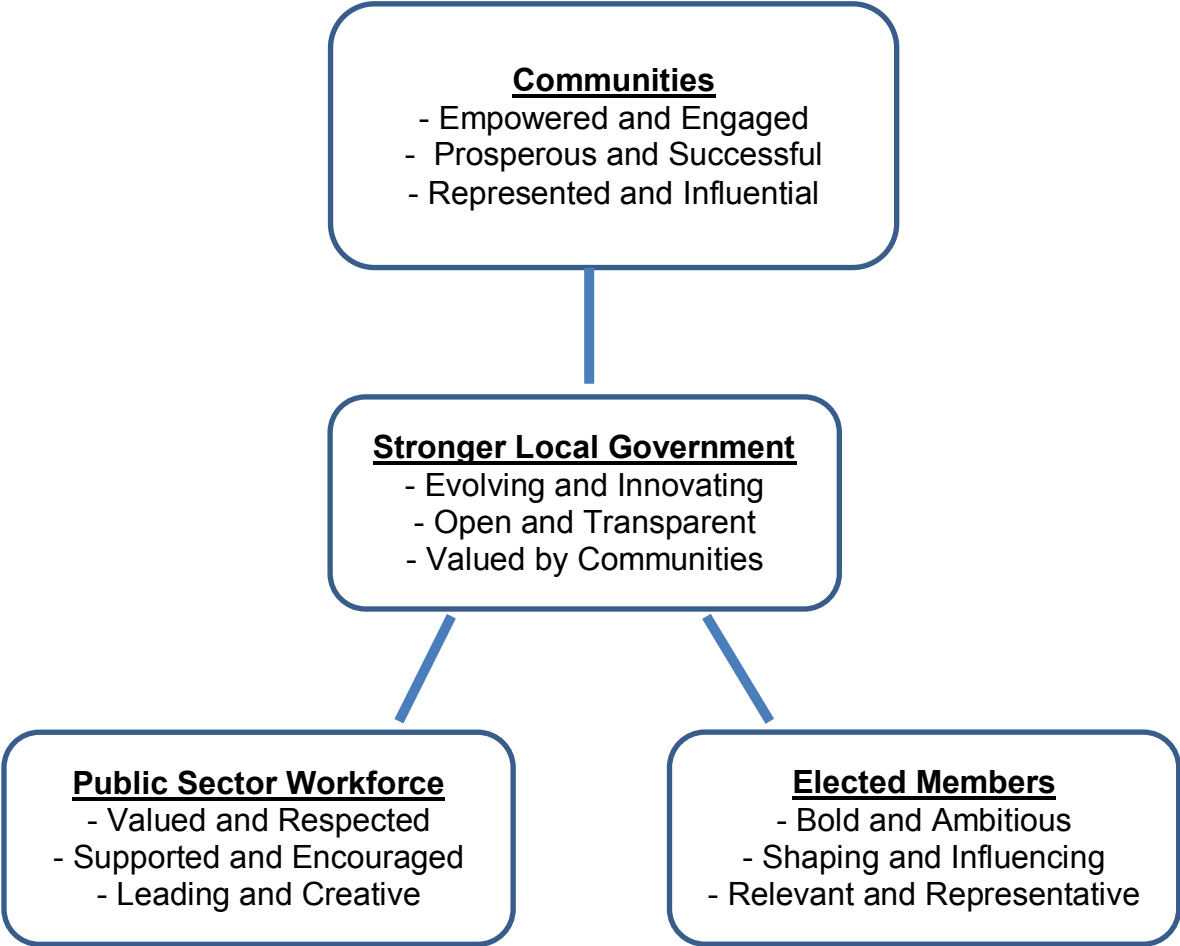
A handwritten signature in black ink, appearing to read 'Alun', with a horizontal line underneath it.

Alun Davies

Cabinet Secretary for Local Government and Public Services

1. The Future of Local Government

- 1.1 The Welsh Government wants strong and empowered local government which can provide bold, determined and focused local leadership. We believe local government, its elected members and officers should be respected by and be representative of their communities. We want councils which are valued by their communities and are the first port of call for those wanting to connect with local communities whether they are from the private, public or third sector.
- 1.2 Our vision is for empowered local authorities which have the freedom, powers and values that drive them to look to the future, learning from the past but not stuck in it. Success will be measured by how much is being done better and the positive difference this makes to people's lives.
- 1.3 Our vision for local government builds on the strengths local government already has. This is about reinvigoration not reinvention. It looks forward to councils with the strength and scope to work in the best interests of the communities they serve. Councils which work with others to make a difference and use public money effectively for the public good. A local government system where the workforce are valued, respected and influential in improving services – supported and encouraged to be advocates for the people they serve. A system in which social partnerships underpin the relationship between local authorities and their staff and are recognised and valued as a strength. In turn, larger, empowered, local authorities will empower communities and town and community councils to be bold and ambitious.
- 1.4 The Welsh Government believes that to achieve this vision, the current structure must be revisited. This consultation explores potential approaches to achieve this vision.



2. Case for change

- 2.1 Local government reform is not an end in itself. It is about ensuring the effectiveness and sustainability of public services for the future and ensuring we have strong democratically accountable councils working at the right scale to be empowered to protect public services. It is strong local government working with and for communities which will help us build prosperity for all.
- 2.2 Local democracy is a core part of Welsh identity. Our heritage and traditions of public service are based on the values born out of the struggles for social justice in many of our communities in the late nineteenth and early twentieth centuries. The late twentieth century again saw communities coming together to fight for their beliefs, for their values, for jobs and for a future for their children.
- 2.3 We now face new challenges, made more acute by the impact of globalisation. A new generation is looking to public service leaders to provide direction, preserve the fabric of communities and provide opportunities for involvement in democratic decision making. Strong and empowered local democracy will be vital in addressing the challenges we face, in finding the best local solutions and in delivering sustainable public services.
- 2.4 At present, as the Leader of the Welsh Local Government Association (WLGA) has said:
- "services are wearing down to the point of collapse and the public are rightly growing frustrated in terms of paying council tax and yet seeing key community functions cut or closed ... The whole position is unsustainable. Local authorities cannot go on to be expected to make the harshest of cuts whilst continuing to provide the same breadth and level of service; in short, something has got to give."*
- 2.5 The Welsh Government agrees we cannot carry on as we are if local government is to be sustainable and provide the foundation on which future generations and their communities can prosper. This challenge is complex and requires a long term approach which is about more than money alone. We must look at the role of local government, how it works, what people expect – transforming service delivery and giving local authorities the tools to lead their communities.

The need for change

- 2.6 The rationale for change is simple and urgent. Wales needs stronger local government which is equipped to address the challenges we face. Councils with the powers, capability and capacity to deliver the public services our

citizens need. Local authorities which support communities by using public money efficiently and effectively. We have explored a number of different solutions to this challenge over the last four years¹.

- 2.7 The Commission on Public Service Governance and Delivery (the Williams Commission) in its report published in January 2014², made the case for structural reform of local authorities in order to ensure the continued delivery of high quality and sustainable public services. The report stated that the creation of larger authorities:

“..appears to be the best option for addressing the risks of small scale and indeed the only one which is both viable and deliverable in the short to medium term. Such a programme is necessary to maintain local democracy, deliver cost savings and create local authorities that are resilient and better able to withstand the challenges ahead. It is also the only option that will allow for timely implementation and the least possible impact on the delivery of front-line services.”

- 2.8 The Williams Commission identified that smaller council areas were significantly challenged in delivering consistently, securing the resilience, expertise and leadership capable of transforming their organisations and supporting their communities in a complex and changing world. The Commission also believed that smaller local authorities were further limited by proportionally greater administrative overheads.
- 2.9 This was not a criticism of those who worked in or led those organisations. On the contrary, it recognised that their achievements, especially in the years since 2008, had been delivered in a very challenging context. The Williams Commission concluded that reform was essential if local authorities were to be financially resilient and able to maintain and improve the quality of services to meet the needs of the citizens of Wales in the future.
- 2.10 The then Welsh Government accepted these arguments and, in November 2015, published the *Draft Local Government (Wales) Bill and Explanatory Memorandum* which proposed achieving structural reform through merging a number of authorities, with eight or nine local authority areas as the preferred structure. Responses to the proposals were mixed. Many stakeholders welcomed the proposals but local government stakeholders indicated their preference was a more concerted, flexible, collaborative approach to joint working based on existing or emerging regional ways of working. Following the Assembly elections in 2016, the new Welsh Government, therefore, embarked on a conversation with local authorities and stakeholders to find a

¹ Annex A provides a summary of previous publications / consultation which have informed and underpin the options presented in this consultation

² <http://gov.wales/docs/dpsp/publications/psgd/140120-psgd-summary-report-en.pdf>
<http://gov.wales/docs/dpsp/publications/psgd/140120-psgd-full-report-env2.pdf>

consensus on how best to deliver the resilient and sustainable public services that our citizens want, need and deserve.

- 2.11 In January 2017, the *White Paper, Reforming Local Government: Resilient and Renewed*³ was published. Informed by discussions and engagement with local government, this contained proposals to take forward regional working by local authorities in a mandatory and systematic way. The regional working proposals were based firmly on the arrangements local authorities already had in place, using them as the foundations for further regional working.
- 2.12 Local government has said it is broadly supportive of the case for reforming local government and greater levels of regional working – and point to progress made in recent years through voluntary approaches, for example, the city deals. However, local government has also been clear there is no appetite for comprehensive *mandated* regional working as outlined in the *White Paper, Reforming Local Government: Resilient and Renewed*. They look instead to negotiate voluntary ‘regional deals’ with the Welsh Government.
- 2.13 It is clear from the conversations we have been having⁴, there is consensus that maintaining the status quo is not an option. WLGA representatives have themselves said that some services are wearing down to the point of collapse⁵. This is in an environment where the Welsh Government has protected funding for local government in Wales, against a backdrop of reducing budgets from the UK Government. Current spending on local services in Wales increased by over 4 per cent between 2010-11 and 2017-18 (in cash terms). In England, it fell by 12 per cent. In these circumstances, continuing with 22 authorities often doing the same things in different ways 22 times over is not sustainable. These issues are not new, neither is the fact that funding for public services will continue to be challenging for the foreseeable future.
- 2.14 However, as the Williams Commission set out, and the Welsh Government agrees, continually increasing expenditure is not the solution – even if it were possible. The Williams Commission outlined significant issues around performance, resilience, capability and capacity that have not disappeared in the last few years and, despite the best efforts of many, have often worsened as austerity has begun to bite and demand for services continues to grow. This is not solely a result of increasing cost pressures, it also reflects the need

³ <https://beta.gov.wales/reforming-local-government-resilient-and-renewed>

⁴ Annex A: Previous publication and consultations which have informed and underpin the options presented in this consultation.

⁵ <http://www.bbc.co.uk/news/uk-wales-politics-41557214>

to transform services and do things differently. These challenges persist and are likely to continue well into the next decade.

Fewer, larger local authorities with the powers and flexibility to make a real difference in their communities

- 2.15 The need for radical change is urgent and pressing. The Welsh Government believes we now need to explore options for achieving this – and this needs to encompass a sustainable future structure and stronger local authorities with powers and scope to deliver for their communities. Annex A demonstrates how we have explored a range of solutions over the last four years.
- 2.16 Our most recent proposals were for mandatory and systematic regional working but the WLGA confirmed as recently as 7 March 2018 they did not support mandated regional working. Their proposition is to work co-operatively on a regional agenda and to negotiate ‘regional deals’ with the Welsh Government. We have considered this suggestion carefully and recognise the positive steps made through the City and Growth Deals. However, we have also given careful consideration to the long history of attempts to promote collaborative working in local government on a voluntary or negotiated basis. These include the Beecham report and Making the Connections and the Simpson report and the Compact, all of which saw a significant amount of effort expended but benefits were patchy and inconsistent. It has also been challenging to make progress on joint working in other areas since then. For example, pooling budgets in social services got off to a slow start and there is no appetite to develop joint local development plans.
- 2.17 While regional working will continue to play a crucial role in our overall approach, the Welsh Government does not believe that, on its own, it offers a sufficient answer to the challenges we face.
- 2.18 We see regional working playing a central role in those areas where the topic lends itself to scale or where there are benefits from multiple local authorities being engaged. Effective action on strategic land use planning, transport and economic development should be looked at across large regions in Wales, with the Economic Action Plan setting out the footprint for future work. In education, the Consortia will retain responsibility for school improvement and have the potential to do more. In social services, the task of integrating health and social care and implementing the vision set out in the Parliamentary Review of Health and Care is ever more pressing. This means regional working on the health board footprint for social services will remain central to our approach and is enshrined in legislation.

- 2.19 However, this will not be enough to address the financial and service challenges the current model of local government faces – and we need to consider the options for what sits alongside ongoing regional working.
- 2.20 The Welsh Government believes that it is time to seriously examine creating fewer, larger local authorities. We have considered other alternatives, such as a long-term boundary review, two-tier local authorities, creating combined authorities or taking some services out of local control, as well as continued voluntary regional working. However, in the context of the Williams Commission’s recommendations to address the risks to governance and delivery within local government, of low capacity, a lack of resilience and unsustainable costs and overheads, none of those other options address the challenges in as rounded and consistent a way as bringing local authorities together. Additionally some of those options would cut across our objective of retaining local government with broadly the same form and range of functions – or even expanding these.
- 2.21 Changing the size and number of local authorities is not an end in itself. Its purpose is to provide a platform for radical transformation and long term sustainability and retain the functions and responsibilities of local government, which have been widely accepted and agreed as the best for Wales. Creating new stronger, more sustainable local authorities, supported by appropriate regional delivery, will build on the advantages of our current system while addressing the challenges it faces.
- 2.22 There are a number of approaches which could be adopted to create fewer, larger authorities. This consultation explores these options:
- Option 1 – Voluntary mergers
 - Option 2 – A phased approach with early adopters merging first followed by other authorities
 - Option 3 – A single comprehensive merger programme.
- 2.23 In each of these options we think it is necessary to have a clear template for the future footprint of local government, which any mergers must be consistent with. This is important to ensure we do not cut across other service boundaries, for example health board or police boundaries. It would also provide clarity for decision making and long term planning which is important to ensure that decisions on long term projects and service planning can be made on a sound basis. It would avoid significant effort being expended to develop proposed groupings which would ultimately not be supported. This consultation therefore suggests a possible future footprint for discussion.
- 2.24 We also recognise that the process of bringing local authorities together, if we proceed on that basis, will have a cost – as well as benefits. This consultation

explores the support which could be made available to assist with the process of mergers and we will use the process of consultation to update the evidence on costs and benefits to help inform final decisions.

- 2.25 Finally, we have always recognised structures are only one part of the answer to strengthening local government. Local authorities need the powers and the flexibility to make decisions and take action to improve people's lives. Local authorities also need to be underpinned by healthy local democracy where local councillors having a meaningful role, which is understood and valued by the public and attracts a wide range of people to get involved. This consultation also, therefore, explores these issues in themselves and as part of a package available to authorities following a decision to merge, where that is an option available to them.

3. Options for strengthening local government

- 3.1 Alongside regional working in key areas, we have concluded, in line with the recommendations of the Williams Commission, we need to create larger, stronger authorities to secure the financial viability of some councils, ensure the sustainability of services and provide a platform for transformation in delivery and outcomes for people.
- 3.2 We recognise this is a subject we have consulted on previously and one on which the views of principal local authorities have generally been at odds with the response from the wider public service and the public. However, local government has continued, since we last consulted on mergers, to highlight the substantial pressures they face and be clear the current situation cannot be sustained. As a Government, it is our responsibility to hear those messages and to find a way to address them. We lack a credible alternative proposition, apart from providing more money that we simply do not have, so we must return to the recommendations of the independent Williams Review.
- 3.3 There are different ways in which we can arrive at larger, stronger authorities and each has its own benefits and disadvantages. These options and the considerations relevant to them are set out in this chapter.

Common features for each option

- 3.4 In considering the options, we need to be clear that certain features would be common to the process of creating fewer, larger authorities regardless of the option adopted. These are:
- A clear future footprint which any mergers must be consistent with to reduce uncertainty – this is discussed in chapter 4
 - A structured, democratically-led change process to ensure the impact on existing services, citizens and the workforce is managed and puts the new authorities in the best position to start work on vesting day – this is discussed in chapter 5
 - Appropriate support and assistance with the process of bringing authorities together and greater powers and flexibilities and other opportunities for the new authorities – this is discussed in chapter 6.
 - Separately there would also need to be provision, as there is now, to deal with very serious failure in a local authority, which other support and intervention approaches cannot address. These would be emergency powers to be used only as a last resort to amalgamate the authority in very serious difficulties with another authority or authorities.

Option 1 – Voluntary mergers

- 3.5 This option would see the Welsh Government make provision to enable local authorities to come forward with merger proposals if they were within a specified future footprint which defined new authority areas. Where, for example, two existing authorities within a proposed new local authority area wished to merge, but the other authority or authorities did not, we think there is a case for enabling the willing authorities to proceed on their own.
- 3.6 The advantages of this approach are that it enables local government to determine the pace at which it moves towards consolidation into larger authorities. It would allow proposals to come forward when the necessary support was in place and would enable change to happen ‘with the grain’ rather than against it. This should provide for smoother transition and minimise the risk of energy being dissipated in fighting the process. Where change occurred, it would see overall capacity increase and savings emerge over time. It would also enable merged authorities to access new powers and flexibilities and other opportunities outlined in chapter 6.
- 3.7 The disadvantages of this option are that there is no certainty of change – and where there was no change, the financial and service pressures would continue to grow. It would not realise the savings and wider benefits of a more comprehensive approach. It would extend the uncertainty for the local government workforce and citizens, potentially for an indefinite period. It would provide scope for a ‘blocking’ authority to prevent a merger, with no alternative available to the other authority or authorities. It would see change continuing in different parts of Wales over a potentially highly extended period, which might impact on delivery of other priorities. It would also see the Welsh Government having an ongoing commitment to support the process and reduce the scope to switch to a focus on supporting transformation. It would be difficult to find ‘once for Wales’ solutions to common challenges. It would, potentially, see increasing divergence in the model of local government in Wales with the scale and powers of local authorities varying more widely.
- 3.8 It would also be possible to either make provision for comprehensive mergers at some future date, which could be set subject to further consultation, or to plan on the basis comprehensive mergers might follow and be provided for in a future Bill.
- 3.9 We have considered whether, in this option, a specified future footprint is desirable in principle. The case for not having a specified future footprint is the additional flexibility it would offer local authorities to find a willing partner and move forward. The rationale for having a specified future footprint is set out in chapter 4 and centres around ensuring alignment with other public

services, providing certainty for services and staff and avoiding abortive work. We reflected on the voluntary merger process in 2014/15, where the lack of clarity of the desired future map was an important factor in seeing proposals come forward which were ultimately not accepted. No-one would wish to go through a similar experience again and, on balance, we think the case for setting out a future footprint is stronger than that for allowing broader flexibility.

Option 2 – A phased approach with early adopters merging first followed by other authorities

- 3.10 This option would see the Welsh Government make provision for local authority mergers in 2026, in line with a specified future footprint for local government, but also enable local authorities to choose to move more quickly and come forward in time for new authorities to be vested in 2022.
- 3.11 The advantages of this approach are that it offers a comprehensive solution and a clear end point when the new structures would be in place. It allows flexibility within that to enable local authorities to choose to move more quickly towards consolidation into larger authorities. Where authorities choose to move more quickly, this would be based on there being the necessary support which should provide for smoother transition. Although potentially extended over a period of around six years, it would see overall capacity increase and savings emerge by 2026. It would reduce the uncertainty for the workforce and citizens compared to a purely voluntary approach. It would also enable early adopters to access new powers and flexibilities and other opportunities outlined in chapter 6.
- 3.12 The disadvantages of this option hinge on the potential delay before change occurs, during which the financial and service pressures would continue to grow. This would also delay some of the savings and wider benefits, although it would spread costs over a longer period too. It would provide scope for a 'blocking' authority to prevent an early merger but this would be resolved in 2026. It would see change continuing in different parts of Wales over an extended period, which might impact on delivery of other priorities, although there would be a clear end point to this. There would be a longer period during which the Welsh Government would need to support the process. It would allow, for a period of four years, some divergence in the scale and powers of local authorities.

Option 3 – A single comprehensive merger programme

- 3.13 This option would see the Welsh Government make provision for local authority mergers in 2022, in line with a specified future footprint for local government.

- 3.14 The advantages of this approach are that it addresses the sustainability challenge quickest and potentially offers a more cost effective way of arriving at the future footprint. It offers a single, clear solution and minimises the length of the change process. It provides for a timely response to the financial and service pressures local authorities face. It would see capacity increase and savings emerge more quickly than the other options. It offers the greatest certainty for the workforce and citizens. It does not allow a 'blocking' authority to prevent progress, although authorities which were hostile to change could make the process more challenging. It keeps to a minimum the period the Welsh Government has to provide support to the process and would allow the focus to switch to transformation. It would offer more scope to find 'once for Wales' solutions to common challenges. It allows all authorities to access new powers and flexibilities and other opportunities outlined in chapter 6 and minimises divergence in scale and powers.
- 3.15 The disadvantages of this approach are that it provides no choice for local government on the pace of change. It means mergers would happen regardless of the level of support in a local authority. There are likely to be places where there is opposition and the transition process will be variable. In places where there is opposition, there is a risk of service delivery suffering as a result of the distraction of trying to resist change.

Establishing the costs of change

- 3.16 The services local authorities provide face increasing challenges. Budgets are reducing, demand is increasing and it is difficult to recruit and retain the skilled workforce needed. With more time, more capacity and shared objectives, more could be achieved with the money available – this is the opportunity that creating fewer, larger authorities offers the people we all serve.
- 3.17 This does not deny the reality of austerity. It continues to be a defining feature of public expenditure. It impacts on our ability as a Government to provide longer-term financial certainty for public services. The Final Budget for Wales for 2018-19 published in December 2017 clearly sets out the challenges we all face in delivering sustainable services for the future. Delivering the efficiencies available through bringing local authorities together will allow the funding available to local government to go further and deliver more.
- 3.18 Austerity was a challenge even when the Williams Commission published its report in 2014. In this context, Williams recognised structural change is potentially costly and disruptive. However, the Commission concluded the cost of doing nothing would be greater and the value of the missed opportunities much greater again. The Commission was clear: the current structure of 22 local authorities was not sustainable and the long-run savings

would quickly outweigh the short term costs. The Commission was also clear that it believed that creating fewer, larger local authorities could be undertaken in a timely manner and was the least disruptive option.

- 3.19 The Regulatory Impact Assessment (RIA)⁶ accompanying the Draft Local Government (Wales) Bill detailed a range of potential costs and benefits associated with merging local authorities. The RIA identified that merging the current 22 local authorities into between eight or twelve local authority areas would cost between £97m and £246m, but would yield estimated savings between 2020-21 and 2029-30 of between £430m and £915m.
- 3.20 We accept that since the RIA was published, and faced with ongoing austerity, local authorities have not stood still. Some of the benefits associated with creating fewer, larger local authorities, such as reduced management numbers and reductions in staff costs, may have already been realised (as potentially will the associated one-off costs). We believe, however, there are still significant financial benefits to secure.
- 3.21 There are also implications for the relationships between organisations. The Williams Commission identified over 900 public sector organisations in Wales and a substantial overhead in complexity, duplication and significant administrative burden. In their report, the Commission identified that fewer local authorities would mean a reduction in the interactions required and would result in considerable savings for local authorities. It would also enable more time to be spent on delivering and improving services rather than on managing relationships between organisations.
- 3.22 We will produce an updated regulatory impact assessment with revised costs and benefits to accompany the legislation we propose to introduce into the National Assembly for Wales. We will use this consultation process to establish up-to-date costs and savings for each of the options to inform final decisions on the way forward.

Consultation Question 1

In the previous chapter, we restated our commitment to regional working in key areas but recognised the need for this to be supported by further change. In this chapter, we set out the broad options for moving toward fewer, larger local authorities and summarise features of the process which would be common to each option.

⁶ [http://gov.wales/betaconsultations/localgovernment/draft-local-government-\(wales\)-bill-consultation/?lang=en](http://gov.wales/betaconsultations/localgovernment/draft-local-government-(wales)-bill-consultation/?lang=en)

- a) What practical steps could the Welsh Government take to make current regional working easier and more effective, for example in relation to the education consortia, social services and the City Regions and City and Growth Deals?
- b) What are your views on the common elements to the process of mergers we outline in this section?
- c) What are your views on the options for creating fewer, larger authorities which we have set out?
- d) Are there other options for creating fewer, larger authorities we should consider?
- e) Do you have evidence on costs, benefits and savings of each option which can inform decision-making? If so, please provide details.

4. Finding agreement for a future footprint for local government

- 4.1 For each of the options explored in this consultation, we think it is important to have a clear template for the future footprint of local government which any mergers must be consistent with. This will:
- ensure alignment with the boundaries other public services operate on, for example Local Health Boards
 - provide clarity for long term planning which is important to ensure that decisions on projects and service planning can be made on a sound basis
 - avoid significant effort being expended to develop proposed groupings which would ultimately not be supported.
- 4.2 A number of approaches to determining a future footprint for local government have previously been taken⁷. These have included several attempts to define a map of potential new authorities, including in the Williams Commission's report (proposing ten to twelve local authorities) and in the Draft Local Government (Wales) Bill⁸ (proposing eight to nine local authorities).
- 4.3 In presenting the approach in this consultation, we have taken into consideration previous consultation responses and stakeholder views, particularly in relation to the Draft Local Government (Wales) Bill. Stakeholders told us that clear accountability and representation were important and that it was necessary in any proposals to reduce the number of local authorities to ensure we secured these as well as the economic and social benefits of scale.
- 4.4 On specific geographic issues, stakeholders told us that joining the six principal local authorities in North Wales to form three new authorities would be the best approach and better reflect the cultural and economic strengths of the constituent areas. An earlier consultation on Reforming Local Government in October 2014, proposed that the South East area be split into two: with Newport and Monmouthshire brought together and Caerphilly, Torfaen and Blaenau Gwent becoming a single local authority area. Responses expressed reservations about this option. In responding to the Draft Local Government (Wales) Bill however, stakeholders also told us that they thought joining five local authorities in the South East into one would result in a single authority which might have difficulty in effectively meeting the local needs and maintaining democratic accountability.

⁷ Annex A: Previous publication and consultations which have informed and underpin the options presented in this consultation

⁸ Published November 2015

- 4.5 We have listened to this. The approach within this consultation presents a possible future structure for local authorities based on responses to previous consultations including offering a further alternative grouping for the South East which can be tested through consultation.
- 4.6 There are many challenges associated with bringing local authorities together. These include:
- staffing issues: including pay, structure, policies and pensions
 - system and process alignment, including data sharing and ICT
 - service reconfiguration and transformation: including understanding of capacity and capability
 - workforce issues, including recruitment and retention.
- 4.7 We recognise these challenges and consider them further in chapter 6. However, we believe these challenges can be managed and should not deter us from moving forward with these proposals.
- 4.8 In thinking about how to construct a way forward for creating fewer, larger authorities we have had a number of key factors in mind. These include how any new authority areas relate to and take account of their communities, ensuring democratic accountability is maintained, creating a sufficient scale to empower any new authority to protect public services and placing local government in a position of strength and sustainability for the future. Our proposals also align with the intention outlined within the Williams Commission recommendations, ensuring changes can be implemented as quickly as possible and with the minimum disruption to frontline services.
- 4.9 Based on this, we have proposed for discussion indicative new authority areas which are illustrated in the table below.

Current local authorities	New Area	Current local authorities	New area
Isle of Anglesey	1	Bridgend	7
Gwynedd		Rhondda Cynon Taf	
Conwy	2	Merthyr Tydfil	8
Denbighshire		Vale of Glamorgan	
Flintshire	3	Cardiff	9
Wrexham		Newport	
Powys	4	Caerphilly	10
Ceredigion	5	Torfaen	
Pembrokeshire		Blaenau Gwent	
Carmarthenshire		Monmouthshire	
Swansea	6		
Neath Port Talbot			

- 4.10 These groupings are aligned with the current health board boundaries, except in the case of Bridgend. The Welsh Government has consulted on supporting

effective partnership working in the Bridgend area by changing the health board boundary to align decision making across health and local government. This consultation closed on 7 March 2018 and the approach is consistent with the proposition which has been consulted on and is underpinned by the same principles for simpler, more effective public services that are better aligned to existing regional partnerships.

Working together

- 4.11 As we have already said, we acknowledge that local authorities have not stood still. We recognise some joint working arrangements are in place. These approaches, whilst not consistent across Wales, have demonstrated that service reconfiguration and critical mass can help to address the service delivery challenges we face today and will face in the years to come.
- 4.12 It is also true that, in a number of service areas, benefits for people, businesses and other public sector partners can only be realised and services sustained by working together on a much larger scale than our proposed new authorities. In those areas, regional or collaborative working should continue. Bringing local authorities together would provide the opportunity to streamline these regional arrangements with fewer players around the table and a more coherent sense of purpose. This should enable faster decision making, clearer accountability and better services for the public.
- 4.13 In *Prosperity for All: the national strategy*⁹, we commit to a regionally focussed model of economic development and this theme is further developed in the *Economic Action Plan*¹⁰. Our aim is to enable productive regions and more balanced growth through a regionally-focused model of economic development, which recognises that different areas of Wales have distinct economic profiles and routes to greater prosperity. Developing a regionally focussed model of economic development will require the active participation of local authorities, who in many cases are already working together within a wider geographical area, for example within regeneration area programmes, the City Deals, Growth Deal and Growing Mid Wales Partnerships. We expect the regional model of economic development to continue in north, south east and south west and mid Wales, helping us to maximise opportunities wherever people live. Moreover, through building effective working relationships with English councils and others, larger and stronger Welsh local authorities will have greater capacity to exploit cross-border opportunities for the benefit of Wales.

⁹ <http://gov.wales/docs/strategies/170919-prosperity-for-all-en.pdf>

¹⁰ <http://gov.wales/docs/det/publications/171213-economic-action-plan-en.pdf>

- 4.14 Table 1 of Annex B shows the alignment of the proposed local authority areas with the existing regional arrangements. We recognise that our approach to creating new authorities may impact on the boundaries of existing city deals or emerging growth deals. Having fewer authorities would provide an opportunity to simplify regional working and we will work to ensure we take forward these regional arrangements as part of building the new authorities.
- 4.15 Table 1 of Annex B also shows the alignment of the proposed local authorities with currently regionalised local authority services and other public sector organisations. This clearly shows the potential for the creation of new local authorities to simplify the complexity of regional and cross public sector working. These benefits, including the reduced administrative burden and demands on staff and councillors' time, will extend beyond local authorities to their partners.

Public Services Boards

- 4.16 The opportunity to simplify public sector working also applies to Public Services Boards. Public service bodies that sit on multiple boards have consistently called for fewer Public Services Boards. In some cases, Conwy and Denbighshire; Rhondda Cynon Taff and Merthyr Tydfil; Anglesey and Gwynedd, the Public Services Boards currently in place already largely reflect the proposed new local authority areas. For others, it would make sense to move to the new footprint at an early, appropriate, point ahead of new authorities coming into being. Our intention would be to make the transition to new Public Services Board areas as smooth as possible, to enable the boards to focus on making a demonstrable difference to their areas.
- 4.17 Public Services Boards would continue to be able, and encouraged, to work on a regional and national basis with other Public Services Boards on areas of common interest. Larger local authorities working as part of larger Public Service Boards should also support effective parallel working with regional partnership boards, which operate on the health board footprints.

The characteristics of the new areas

- 4.18 It is not our intention to determine the 'perfect' size for a complex, multi-functional, democratic local authority. However, we do believe it is possible to have a better balance, helping to achieve the critical mass and scale required to deliver high quality services for the future.
- 4.19 Annex B provides some statistical data on the proposed new areas.

Population

- 4.20 The average population of these new areas, as shown in table 2 of Annex B would be just over 311,000. There will be some variation, particularly between more urbanised areas, (Vale of Glamorgan and Cardiff with 489,931 and Bridgend, Rhondda Cynon Taf and Merthyr Tydfil with 441,293) and more rural areas (Powys with 132,160 and Anglesey and Gwynedd with 193,350). These differences are also reflected in the population density data in table 3 of Annex B, although even in those areas with high population densities, the challenges of delivering to dispersed rural populations are also present albeit to a lesser extent. Likewise more rural areas have urbanised areas with higher concentrations of population.
- 4.21 These dynamics are not new to local authorities, but the scale provided by our proposed areas gives the opportunity for more innovative approaches to service delivery and a greater ability to attract and retain the skills needed to deliver these services. These opportunities do not always exist within the smaller service areas of the current local authorities.
- 4.22 Table 4 in Annex B provides estimates of the average ages of the population within the new authority areas. This is important because it helps us identify where potential service challenges may lie in the new authority areas. The proportion of 0-15 year olds are broadly similar across all proposed areas, at or near the Welsh average of 17.8%.¹¹ The 16-64 age range show more variance to the Welsh average of 61%. Those proposed areas with lower population densities show a lower than average proportion of 16-64 year olds; whereas those with higher population densities have a slightly higher proportion. For the 65 and over age group the opposite is true, with lower population density areas being above the Welsh average of 20%.
- 4.23 In terms of numbers of households, the average household size in the new areas would be roughly the same, averaging at 2.2 to 2.3 individuals per household, as can be in seen in table 5 of Annex B. The percentage of single person households as a proportion of all households does vary.
- 4.24 Powys is the clear outlier within the population data. We have thought very hard about the approach for Powys in developing this suggested footprint. As stated in the Williams Report, Powys is among the largest (in terms of area) and most sparsely populated unitary authorities in the UK. This creates distinctive patterns of demand and challenges to service delivery, which argue in favour of maintaining it as a separate authority. However, we are open to suggestions of an alternative approach.

¹¹ Population estimates by local authority and age, Stat Wales

Consultation Question 2

This section has explained the need for clarity on the future footprint for local government and the range of factors which should be taken into account to determine a new configuration. It sets out a suggested future footprint for local government, which could be reached via each of the options set out in the previous chapter.

- a) Do you agree that providing clarity on the future footprint of local government is important?
- b) Do you agree with the factors we have identified to inform our thinking? Would you change or add any?
- c) What are your views on the new areas suggested in this section?
- d) Do you have alternative suggestions and, if so, what is the evidence to support these as an alternative?
- e) In the context of these proposals, are there other ways we should simplify and streamline joint working arrangements at regional level and among public bodies within the new authority areas? If so, what are they?

5. A clear and democratically-led process

Transition process

- 5.1 A well-planned transition from one structure of local government to another is essential. Our intention is there would be a Transition Committee for each new authority and its task will be to pave the way for the Shadow Authority by gathering information, establishing baselines and starting to bring systems and staff together.
- 5.2 The Transition Committee would consist of at least five executive members from each of the local authorities coming together to create the new authority and have to include each constituent authority's Leader and the Cabinet Member for Finance. The Transition Committee's primary role would be to facilitate a smooth transition with a gradual handover to the Shadow Authority upon the latter's election.
- 5.3 However, subject to consideration of their operation, the Transition Committee could also have a role in the operation of the Restraints on Financial Transactions Regime which we propose to establish as part of the Local Government (Wales) Bill. This would be the same as that provided for by the Local Government (Wales) Act 2015.
- 5.4 The transactions regime would help to promote the most effective use of public money during the transition period. Certain financial transactions or appointments of chief officers by a merging authority may require an opinion from the relevant Transition Committee or the consent of a designated person such as the Welsh Ministers themselves or, once elected, the relevant Shadow Authority. The Welsh Government would intend to work with local government and launch a consultation later this year on statutory guidance on the exercise of functions of Transition Committees.
- 5.5 It is our intention to include our final proposals for mergers as part of a Local Government (Wales) Bill to be introduced into the National Assembly in the autumn of this year.
- 5.6 The Welsh Government would introduce regulations to establish statutory Transition Committees as early as possible. The timing of introduction of these regulations would depend on which option for creating fewer, larger authorities was being followed.
- 5.7 In the case of option 1 (voluntary mergers), there is a decision to make as to whether to permit voluntary mergers to come forward at any time or to set a date by which they need to come forward during the local government

electoral cycle. The advantage of not setting a deadline is that it provides maximum flexibility for local government. The disadvantage is the potential impact on election dates in the affected local authorities and the possibility of needing a Grand Council of all members of the existing authorities rather than being able to hold elections to a Shadow Authority ahead of vesting day. The advantage of setting a deadline is that it would enable clear planning and permit a transition process which provides for an elected Shadow Authority. It would also allow for a degree of synchronisation of any merger proposals which did come forward. The Welsh Government's preference would be for an elected Shadow Authority to be in place and to make decision on budgets, appointment of staff and so on ahead of vesting day, rather than a Grand Council. On this basis, if this option were pursued, we would propose to set a date by which any proposals for voluntary mergers had to be submitted in any local government electoral cycle.

- 5.8 Similarly, in the case of option 2 (phased mergers in 2022 and 2026), we would set a date by which early adopter authorities need to come forward with a proposal to merge ahead of local government elections in 2021. The date would be set to ensure the transition process would enable elected Shadow Authorities to be established ahead of the new authority or authorities being vested in 2022. For the remaining authorities, which would be merged in 2026, we would make regulations to establish Transition Committees following the 2021 elections and in sufficient time to provide for elections to Shadow Authorities in 2025 ahead of vesting day for the new authorities on 1 April 2026.
- 5.9 If option 3 (comprehensive mergers in 2022) were pursued, we intend that the first elections to the new councils would take place in June 2021 to create Shadow Authorities. The new authorities would assume the full range of local government functions and responsibilities on vesting day of 1 April 2022. We would make regulations to establish Transition Committees soon after the introduction of the Local Government (Wales) Bill to the National Assembly for Wales.
- 5.10 We would be open to considering other dates in 2021 for the first elections to the new councils, subject to the elections being early enough to allow elected Shadow Authorities to have sufficient time to carry out their tasks. We would not be able to hold the shadow council elections in May 2021 to avoid a clash with the next scheduled elections to the National Assembly for Wales. Our preferred date is June 2021, but other dates would be considered if a case can be made for an alternative.
- 5.11 Elections to current principal authorities not merging in 2022 would be held in June 2021 also. To avoid an ongoing clash with elections to the National

Assembly the subsequent ordinary elections for new and continuing authorities would be in May 2025. From 2025 members for all principal authorities in Wales will be elected on a five year term.

- 5.12 Our intention is that elections to community councils continue to mirror those for principal authorities and also take place in 2021 and 2025, subject to the outcome of the independent review of the Community and Town Council Sector.
- 5.13 The councils elected at the first elections to the new authorities would serve as 'Shadow Authorities' until vesting day. These Shadow Authorities would be the new councils 'in waiting' and their job would be to focus on laying the foundations for the new authorities. They would also provide a direct democratic mandate for making key decisions in the year preceding vesting day, in particular the budget and the appointment of senior officers.
- 5.14 For the period from the first elections to vesting day, the Shadow Authorities would work alongside the existing local authorities; the existing local authorities would retain responsibility for the day-to-day running of local government services until vesting day. Existing authorities subject to merger would be abolished on 31 March 2022 or 31 March 2026 (depending on the option pursued) and the Shadow Authorities would take over on the following day.
- 5.15 We are not proposing to combine Powys with another principal local authority, although we are open to alternative suggestions as noted in the previous chapter. It would not therefore be part of the procedures set out in this section. However, Powys would be an important part of the new generation of local authorities in Wales we would be creating and would benefit from all of the wider provisions in the Bill and be able to access support for service transformation.

Consultation Question 3

This section sets out the proposed approach to transition and implications for establishing Transition Committees and elections to Shadow Authorities under each option.

- a) Do you agree with the proposed process of transition: namely establishing Transition Committees and ensuring elections to Shadow Authorities can be held ahead of vesting day for the new authorities?
- b) Do you agree that, if option 1 were pursued, we should set a date by which voluntary merger proposals should come forward in each electoral cycle?
- c) Do you have any other thoughts on the proposed process?

Consultation Question 4

The consultation suggests holding any local government elections in June 2021.

Are there any reasons why June 2021 would not be a suitable date? If so, please suggest an alternative date with the reasons why that would be more suitable.

Consultation Question 5

The Welsh Government recognises that there are some plans or assessments, for example the preparation of assessments of wellbeing by Public Service Boards, which are linked to electoral cycles. We will make provision to make sure these tie into any new electoral cycles going forward. Are there any other plans or matters which might be tied into the electoral cycle which we need to consider?

Electoral Reviews

- 5.16 If we were to proceed on the basis of one of the options in this consultation, the Local Democracy and Boundary Commission for Wales (LDBCW) would need to be directed to undertake electoral reviews of the proposed new local authority areas set out in specified future footprint for local government discussed in the previous chapter¹². The electoral reviews will be the process whereby the LDBCW would consider and make recommendations for the electoral wards, the number of councillors for each ward and the size of council for each of the new authorities.
- 5.17 The Welsh Ministers would want to direct the LDBCW to begin an electoral review for the confirmed new authority areas as early as possible. This could be as soon as Ministers have formally published their final proposals for the future footprint for local government.
- 5.18 Based on that, it is anticipated that the LDBCW would submit its recommendations by August 2020 to allow Ministers to make the necessary electoral arrangements orders for each new authority in good time for political parties to select candidates and all the necessary preparations made to hold the first elections. There might be some variation in the timings depending on the options being pursued for example option 1 and 2 would provide scope to extend the period available to the LDBCW and allow for prioritisation of which reviews to complete first.

¹² The Local Democracy and Boundary Commission is required to conduct electoral reviews of principal councils to ensure effective and convenient local government (see s21(3) Local Democracy Act (Wales) 2013)

Consultation Question 6

What are your views on the approach which should be taken to determining the parameters of electoral reviews?

Budgets

- 5.19 If we were to proceed with one of the options set out in this Green paper, the Local Government (Wales) Bill would include technical changes to finance that are required to support the mergers process. These include the legal joining together of revenue and capital budgets and the amalgamation of local tax-bases and assets.
- 5.20 The current variation in spending power and tax-raising ability across Wales is partly a product of the 1996 reorganisation, which created a number of smaller authorities with high relative need and lower tax-raising ability. These imbalances have an impact on equity and fairness in service provision.
- 5.21 There are opportunities to create a finance landscape with less variation between areas by bringing together the financial levers, especially in areas where service delivery is more consistent. Tables 6 and 7 of Annex B show substantial reduction in the variation in key financial indicators across Wales as a result of bringing local authorities together. Table 6 in particular indicates the scale of combined spending power available to fewer, larger authorities.
- 5.22 In relation to the setting of budgets, and the consequential impact on the council tax requirement, we would expect Transition Committees and Shadow Authorities to carefully assess the characteristics of the proposed larger authority to inform medium term budget plans. In seeking to consolidate the range of financial levers available to authorities, any direct financial impact on households must be fully assessed and balanced with the funding need for services.
- 5.23 Local authorities are experienced in doing this as well as engaging with communities about their budget plans. The types of evidence that would inform this process include local economic indicators, service demand projections, price inflation, employee and pension costs and other cost pressures, assumptions about income generation, information from the Welsh Government (and wider UK) budgets and the information provided through local government settlements. The amount of council tax to be raised by the new authorities would be a direct consequence of early planning.
- 5.24 Tax-payers living within the same local authority can expect to contribute equivalent amounts (relative to their circumstances) towards the provision of

services in that area. This is a core principle of both local taxes – council tax and non-domestic rates. We recognise that this could be a more challenging consideration in some areas than in others, although it is unlikely to be of the same magnitude experienced during the 1996 reorganisation. In the local government reorganisation between 1994 and 1996, council tax harmonisation was an issue which had to be addressed because of large variations between the county and district councils being amalgamated and disaggregated.

- 5.25 Table 8 of Annex B shows current levels of band D council tax across the 22 local authorities. This illustrates that over time, there has been convergence and in the majority of places the differences today are small and this should not be an insurmountable issue. Transition Committees and Shadow Authorities could use the transition period to consider preparatory movements towards an appropriate new arrangement ahead of merger. At the very least, we would expect existing authorities, Transition Committees and Shadow Authorities to safeguard against further divergence in the period running up to merger.
- 5.26 Harmonisation applies to other finance arrangements too, such as local policies about charging for services, reserves strategies and revenue provision for future borrowing and investment.
- 5.27 We would discuss the full range of finance matters with local government and other stakeholders, but the detailed work of undertaking comprehensive, evidence-based medium term financial planning, including making preparatory movements towards consolidation of local authority finances prior to merger, would be a core role of the Transition Committees and Shadow Authorities.
- 5.28 Our ambition is that any process of change should be a local government-led. Our intention, if we proceed, would be to enable political leaders and officers in local government to work alongside us in the designing the future. A Local Government Leadership Reference Group has already been established with local authority Leaders representing each of the main political groupings in WGLA joining us in an open and constructive dialogue about the future.

6. Strengthening local government and support through the process of change

- 6.1 Local government reform is about more than structural change – it is about culture change. It is about strengthening local democracy and equipping the new local authorities with the powers and flexibilities they need to make a real difference for their communities.
- 6.2 This chapter explores these broader aspects of our reform proposals and sets out the offer which will be available to those local authorities which choose to come forward for merger, where that option is available to them.

Valuing councillors

- 6.3 The future of local democracy is dependent on local councillors having a meaningful role, which is understood and valued by the public and which can attract a wide range of people who have the skills and enthusiasm to inspire trust and confidence. We have made some progress in improving diversity but there is more to be done. We have an opportunity to recognise the huge commitment and professionalism of local elected representatives.
- 6.4 Councillors work hard to improve life in their communities but many are frustrated and would like to do more. They want the opportunity to work with their communities to shape and influence services and decision making. Committed councillors are at the heart of local democracy and local communities. Local authorities should look to maximise the contribution elected members can make and harness their contribution more effectively.
- 6.5 Elected members are under increasing pressures not only in terms of managing the challenges austerity presents but also in providing effective scrutiny of council cabinets. Their representational role is under pressure from increased workloads, the demands of social media and the press and the impact on their personal lives.
- 6.6 The pressures on elected members, combined with the level of remuneration, makes the role unattractive to many people who would make excellent councillors. They cannot afford either in financial or personal terms to make the commitment needed. We want councillors to fully reflect our communities and be representative of the diversity of experience, interests and priorities in those communities. The Welsh Government believes we should recognise the commitment involved in being a councillor and ensure they are properly remunerated, respected and recognised for the work they do in their communities.

- 6.7 Equally, it will mean providing councillors with the support and resources necessary to undertake their role. They should have access to information and be kept abreast of decisions being taken on behalf of their council – and have support to fulfil their scrutiny role effectively. It will also mean ensuring the basics are in place, including the access to ICT facilities, which is sadly lacking in some places at present.
- 6.8 The creation of new authorities offers an opportunity to review the support for elected members to ensure that they can effectively undertake their roles as representatives of the electorate and responsible members of the local authority.
- 6.9 Councillors' knowledge of their communities' strengths and needs, challenges and aspirations should feed into the work of their council. Elected members, whether or not they are part of the executive, should be at the heart of the authority.
- 6.10 We know that trust in politicians in all of our democratic institutions is at an all-time low. Our proposals will provide an opportunity to have a conversation with the people of Wales about restoring that trust by making our new councils as open and transparent as possible and by engaging and involving their citizens in their work. The Welsh Government will work with local government to champion the role of elected members and help communities understand, and value, the important part councils play in their lives.

Consultation question 7

- a) How can councils make more effective use of their elected members' knowledge of, and connections in, their communities?
- b) How could we better recognise the level of responsibility involved in being a local councillor? What changes to the remuneration and support councillors receive would enable a wider range of people to become involved in local democratic representation?

More power and greater flexibility

- 6.11 We need to ensure that the contribution of elected members is more widely recognised and valued. Alongside this, we want to empower them and the councils they form part of. We must make sure that councils have the powers and flexibilities they require. Local government has consistently asked for a genuine debate about additional powers for councils, and where Government should step back and give them much greater freedom to act.

- 6.12 We can look to the example of the European Charter of Local Self-Government to provide the principles to guide us.
- 6.13 There has been progress in some areas but it is clear that there is more to do. The challenge of austerity, and the call to action represented by *Prosperity for All*, means we need to think radically. We cannot afford to have two tiers of Government trying to do the same job. We need to be much clearer about the boundaries between the roles of the Welsh Government and local government and respect these.
- 6.14 We are committed to ensuring that local government is equipped with the powers it needs to make life better in our communities. The consolidation of capacity which comes with mergers is part of this but we intend to go further for those authorities which embrace this agenda. We intend to legislate for the general power of competence for principal councils which merge and community councils which meet eligibility criteria. This will enable them to adopt more innovative approaches in meeting the needs of their communities.
- 6.15 We are also prepared to address more specific limitations or constraints. The Cabinet Secretary for Local Government and Public Services therefore wrote to local government Leaders asking them to set out the additional powers and freedoms they needed.
- 6.16 In response local government suggested a number of areas where further powers or flexibilities would be helpful. For example in relation to land use planning, housing, skills, transport and environment. In addition, local authorities also highlighted a number of issues in relation to funding, finance and taxation.
- 6.17 We are committed to an ongoing conversation about these proposals from local government to ensure that structural change and increased powers move forward hand in hand. Welsh Government would intend to make a further statement on specific additional powers.

Consultation Question 8

- a) Are there other powers which local government should have? If so, what are they?
- b) Are there other freedoms or flexibilities which local government should have? If so, what are they?

Transforming Services

- 6.18 Creating new authorities with additional powers and greater flexibilities would provide an opportunity to reconfigure and redesign services. The consolidation of local authorities would help to provide the capacity to develop innovative and flexible services capable of meeting the needs of the 21st Century.
- 6.19 There is scope to harness digital to enable change and to use the process of creating new authorities to roll out more shared platforms for common activities.
- 6.20 Larger local authorities would have a greater critical mass of expertise, skills and capacity. This is particularly relevant for smaller services and specialist roles where resources are often very thinly spread. The creation of merged authorities with bigger budgets, larger asset portfolios and tax-bases and greater leverage and purchasing power should make them more resilient to fluctuations in economic and social conditions and increase their capacity to engage in more strategic financial and investment opportunities.
- 6.21 As austerity continues, the case for shared transactional and expert services grows ever stronger. We propose to bring forward proposals to make progress in this area and will invite those authorities which show a willingness to work together through mergers to be a part of the process of designing regional and 'once for Wales' solutions. Those who do not come forward, where the option is available to them, would need to recognise they will be expected to adopt arrangements shaped by others.

Consultation Question 9

- a) Which areas offer the greatest scope for shared transactional services?
- b) How might such arrangements be best developed?

Getting the best from people

- 6.22 The dedicated workforce that delivers local public services is our most valuable public service asset, with skills and experience that we must harness more effectively. The workforce data in table 9 of Annex B shows the local authority workforce capacity is significant across Wales. If we think about a single public service for Wales, we can open up opportunities for our workforce.
- 6.23 Across Wales, local authorities are valued employers and are often significant in local labour markets. When jobs are lost in a local authority, they are often

difficult to replace. Employment in local government means fair work where individuals have a voice, are valued and serve their communities. For many, working for the council still has a resonance beyond the detail of the job or the name of the employer.

- 6.24 If we proceed with one of the options in this consultation, we recognise that change will be unsettling for those working in local government and will have implications for most if not all of them. Although local authorities share a common base of pay and terms and conditions, there are still differences between authorities. Bringing together different employment practices will also reveal cultural differences in the workplace.
- 6.25 Resources and capabilities are naturally different across each of the current local authorities. For example, table 10 of Annex B highlights the variance in numbers of staff in social service departments within the principal local authorities. There will be challenges in identifying these differences, and developing plans which make the best use of the skills and capabilities of the staff available to the new authorities.
- 6.26 It will be important to understand the existing capacity and capabilities of each local authority and to make the most of the available skills and capacity. Our commitment to social partnership will guide the approach we take.
- 6.27 All local government officers have a leadership role and bringing local authorities together to form new authorities will provide the opportunity to unleash this capacity at every level. There will be opportunities for people to develop new skills, to seek out the best ways of doing things and to apply them in their new authorities. Senior leaders will have a responsibility to support their staff and to face up to the challenge of change with optimism and creative leadership. Our objective is for change to protect jobs, particularly in most deprived communities, and minimise the impact of ongoing salami slicing.

The offer to support change

- 6.28 We have set out proposals for strengthening and building the resilience of local authorities in Wales by creating fewer, new authorities in place of the current ones and increasing the powers and flexibilities available to those new authorities. Change of the nature we are proposing is a once in a generation opportunity and it is important that we get it right.
- 6.29 In the *Invitation to Principal Local Authorities in Wales to submit proposals for voluntary merger* (2014) we broadly outlined some of the challenges which local authorities faced in considering mergers. These challenges were

considered further in the Regulatory Impact Assessment (RIA)¹³ accompanying the Draft Local Government (Wales) Bill in November 2015. Some of the main challenges and opportunities identified in both the *Invitation to Merge* and the RIA included:

- Staffing issues including, pay, structures, employment policies and pensions
- Understanding organisational and workforce capacity and capability
- Leadership, recruitment and retention
- Assets and estates management
- Internal systems and processes including ICT services
- Financial and budget structures
- Service reconfiguration and transformation.

6.30 These challenges are not insurmountable. They are potentially complex, and overcoming them will require commitment and leadership at all levels of Government. They are not reasons for avoiding delivering the changes needed to help transform and sustain our public services for the future.

6.31 The RIA suggested that mergers of principal local authorities could cost between £97m and £246m depending on the number of mergers. It was clear in previous responses to consultations and wider feedback from local authorities that they were concerned to know how these costs would be met.

6.32 If, following this consultation, we proceed with one of the options for creating fewer, larger authorities, we will provide early practical support to local authorities. This might include workforce development, service integration and digital developments and would focus on assisting local authorities and elected members with the challenges they may face in bringing services together, and to identify opportunities to transform services.

6.33 In shaping a shared programme of support, we would need to identify when different issues need to be addressed and where issues can safely be left until later. There would be a natural phasing of support through the transition process and as decisions are made ahead of new authorities being vested. This phased approach would help make the scale of the work manageable and enable us to make the most of the funding available. We would want to work with local authorities to explore innovative options for delivering support and in resourcing some of the areas, for example using capital receipts from asset disposals to support transformation costs.

¹³ [http://gov.wales/betaconsultations/localgovernment/draft-local-government-\(wales\)-bill-consultation/?lang=en](http://gov.wales/betaconsultations/localgovernment/draft-local-government-(wales)-bill-consultation/?lang=en)

6.34 It is inevitable in creating new organisations that there will be demands on the time and resources of the existing authorities in order for them to manage the process. The reduced level of disruption and the relative speed with which new authorities could be created was why the Williams Commission recommended the approach of bringing together whole authorities in the first place. We believe that the proposals in this consultation, which sees whole local authorities coming together with other whole local authorities, is the simplest and least disruptive form of true structural change and we would want to work with local authorities to minimise any disruption and support a smooth transition.

Investing in people

6.35 Investing in organisational development and change, and in leadership at all levels, will be vital to create the necessary cultures to underpin the innovative, creative and sustainable local authorities we all want for the future.

6.36 This must essentially be a task for the new authorities, and we recognise that there are many in local government with the skills and vision to achieve this. We also know that it will be a challenge and that in response to the financial challenges of recent years some authorities may have reduced their capacity to respond, particularly in corporate areas such as human resources (HR).

6.37 If we proceed with one of the options in this consultation, we will look to agree how we can best support local government to fill such gaps in capacity to help the new authorities get off to the best start. Academi Wales is the national centre for leadership excellence to support the delivery of efficient and effective public services in Wales. It provides access to opportunities for all public service leaders and managers, building capability, capacity and collaboration to deliver the best public services for Wales – it will form a key part of our offer to local government.

Protecting people

6.38 We believe that we should minimise duplication of effort and make the best use of the capability and expertise we have. There is a spectrum of approaches from ‘once for Wales’ to bespoke solutions on each issue – neither is appropriate as a blanket approach, but it is difficult to justify significant differences in treatment of people doing similar work in different parts of Wales.

6.39 As a matter of principle, there should be advice and guidance to protect the interests of staff, to provide assurance and make sure there is consistency and fair treatment.

- 6.40 The Public Services Staff Commission, working in social partnership and through the Workforce Partnership Council, has developed a proposed *National Model Framework Organisational Change Policy* on managing change in the public sector. More detailed work on developing more consistent approaches to HR policies has also been undertaken. These should provide a sound foundation.
- 6.41 The Welsh Government and public service employers are committed to working together in social partnership with recognised trades unions to deliver the best possible public services for the people, the public service staff and the economy of Wales¹⁴. There are a range of approaches which could be taken to put in place such support. In the past, statutory Staff Commissions have provided advice to Government and to authorities on local government reorganisations. That is one option. Another is to use our existing social partnership arrangements including the Workforce Partnership Council and the Local Government Joint Council. We have agreed that a social partnership approach is right for Wales and we believe that this, rather than a new staff commission should be the basis of any mechanism to secure expert, consistent advice and support on the workforce aspects of reform, including implementation. The approach we adopt will be one where recognised trade unions have a key role to play.

Transforming services and systems, and making the most of assets

- 6.42 Creating the new authorities provides an opportunity to reconfigure, redesign and transform service delivery across the range of local authority service areas. Coupled with new powers and greater freedoms, there is a real opportunity for this to have real impact for citizens.
- 6.43 In bringing services together across local authorities and exploring new powers and freedoms, the focus must be on an early intervention and people-centred approach. *Prosperity for All: the national strategy* requires us to do things differently and involve people in shaping the services they use every day. The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how public services should work to deliver for people.
- 6.44 The Welsh Government and the Future Generations Commissioner have been working together to produce a tool to support service design and reconfiguration. The Future Generations Framework for service design¹⁵ will help to embed the five ways of working throughout the design and delivery of

¹⁴ [Workforce Partnership Council: Partnership and Managing Change \(2012\)](#)

¹⁵ <http://gov.wales/topics/improvingservices/future-generations-framework-for-service-design/?lang=en&askdfjkajdf>

services, and can be used by those who design and oversee provision to help ensure services are resilient and are seeking to improve the well-being of people now and in the future.

- 6.45 The framework is intended to support the development of a more equal partnership between services and the users of those services, recognising that the role of public services should be to support people to live independent lives, intervening only when necessary and only for as long as required. This may be helpful in framing thinking and starting to identify how to reshape existing services so they are more effective.
- 6.46 There is also a huge role for digital to enable transformation in services, to make new local authorities more resilient organisations and to enable more effective integration with other public services.
- 6.47 All local authorities face common challenges from digital – or can use digital to address shared challenges. These shared challenges include: building expertise, response to cyber threats and generating intelligence from data which can help improve services; harnessing digital to support high quality services in Welsh and in English; and, a common system to authenticate citizens. These challenges – and more familiar opportunities in terms of building a common taxation system or a common system for pensions – offer the scope for a single platform or service (or combination of both) to be developed for Wales. We set out our commitment to progress on this earlier in this consultation.
- 6.48 As *Prosperity for All: the national strategy* makes clear, there is a need for the public service as a whole to work together in a much more integrated way. There are already some shared systems in place, for example the Community Care Information System (CCIS) which allows health and social services to share information and provide a better, more integrated service to people. There is potential to do more of this, for example in mental health services. Structural change can provide the catalyst to implement these systems.
- 6.49 The Williams Report focused in particular on the potential for sharing of ‘back office’ services such as payroll. One of the challenges to this general shared service agenda has always been that there are established arrangements in place and, in the absence of an external catalyst, there is limited incentive to change.
- 6.50 There is now a chance to revisit these opportunities – but to do so in a considered and realistic way. We recognise that there is a good deal of evidence that creating shared services to deliver routine administrative tasks can release efficiency savings; free staff up to undertake higher quality

frontline tasks and bring a degree of quality and consistency to services otherwise not possible in smaller business units.

- 6.51 This is not about creating anonymous shared services, remote from people but about determining whether this is the right time to develop new, common systems rather than adopting existing legacy systems. Work is already in hand with local government to create a new digital team and leadership capacity. Aligning this with a local government led shared services arrangements which could take on tasks for the new authorities offers a real opportunity to create modern, effective and efficient common back office functions.
- 6.52 As well as exploring the scope to develop new platforms to support core administrative functions, we need to establish where getting common systems in place is essential and where there is more time to move more slowly to an integrated system.
- 6.53 There is already a need for local authorities to make the most effective use of their own assets, and to work with public service partners to make good use of other public assets. This is not simply to realise efficiencies but also to support wider policy priorities. In the case of estates assets, the *Cwm Taf Pilot Study: A Regional Approach to Collaboration*¹⁶ provides a good example of existing work in this area.
- 6.54 Our proposals for strengthening local authorities should over time, allow the release of estate assets. However, without a full understanding of the nature of the estate, it is difficult to identify the full extent of the opportunities. Many local authorities are working with other public bodies to develop improved estate mapping to understand the extent of the public sector estate. The Welsh Government set aside funding in the 2017-18 budget to support this agenda. This could be further developed to offer consultancy support to authorities to develop estate utilisation plans for establishing sustainable capability and capacity in this area for the longer term.

Working together

- 6.55 We have outlined areas where there are existing structures, advice and support which could support local authorities in taking forward the proposals set out in this consultation.

¹⁶ <http://gov.wales/topics/improvingservices/assets-cymru/regional-approach-to-collaboration/?lang=en>

- 6.56 We are committed to working with local authorities and the WLGA and recognise they are the experts on how local government operates, the challenges these proposals would pose and how they might be overcome.
- 6.57 The Welsh Government believes that expert advice may be needed to help build the stronger and empowered local authorities set out in this consultation so issues can be taken forward consistently, fairly and transparently. This may include advice and support on workforce matters, capacity and capability assessments, service transformation and reconfiguration and financial accounting and budgeting.

Consultation Question 10

- a) In ensuring we deliver a consistent approach across Wales, where consistency is important, how do you think the advice and support on each of these matters could be best provided?
- b) Are there any other challenges or opportunities from structural change or providing additional powers and flexibilities that have not been identified above? If these areas require support, what form should this support take?
- c) Which of the issues identified above or in your response should be prioritised for early resolution?

Welsh Language

- 6.58 We have given careful consideration to the impact of our proposals on the Welsh language. The Welsh Government established a Working Group on the Welsh Language and local government to consider the role of the Welsh language in local government administration and as the language of the workplace, and local government's role in supporting the Welsh language through its economic development functions. The *Language, Work and Bilingual Services*¹⁷ report was published in June 2016 and the Welsh Government accepted the majority of the recommendations¹⁸.
- 6.59 We believe that the creation of new authorities, if we proceed, will present an opportunity to strengthen the use of the Welsh language in the delivery of services and as the language of internal administration in local authorities. The creation of larger authorities will provide the opportunity to pool capability and capacity and build on strengths in the new authorities.
- 6.60 Table 11 in Annex B shows the proportion of Welsh speakers in each current local authority and for the proposed new authorities. It will be important to

¹⁷ <http://gov.wales/docs/dsjlg/publications/160614-language-work-bilingual-services-en.pdf>

¹⁸ <http://gov.wales/docs/dsjlg/publications/161021-welsh-government-response-en.pdf>

ensure that, where there are skills and competencies in delivering Welsh language services, these are protected and further developed for the benefit of all citizens within the new local authority areas. Where existing local authority business is conducted in Welsh, both within local authorities themselves and with their communities and stakeholders, this has informed our proposals.

Consultation Question 11

We would like to know your views on the effects that the proposals within this consultation would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English.

- a) What effects do you think there would be?
- b) How could positive effects be increased, or negative effects be mitigated?

Consultation Question 12

Please also explain how you believe the proposals within this consultation could be formulated or changed (if required) so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

Equalities and Children

6.61 As we have stated throughout this document, it is our intention to create strong, sustainable and ambitious local authorities, which bring expertise and skills together to deliver the public services that our communities want, need, and deserve. This will need to have a particular focus on those with protected characteristics to ensure they can both represent, or be represented, effectively in their communities and to ensure that they get the services which they need to participate in society.

Consultation Question 13

The Children's Rights Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on children and young people. The Welsh Government seeks views on that assessment.

- a) Are there any positive or adverse effects not identified in the assessment?
- b) Could the proposals be reformulated so as to increase the positive effects or reduce any possible adverse effects?

Consultation Question 14

The Equalities Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on protected groups under the Equality Act 2010. The Welsh Government seeks views on that assessment.

- a) Are there any other positive or adverse effects not identified in the assessment?
- b) Could the proposals be reformulated so as to increase the positive or reduce any possible adverse effects?

Consultation Question 15

Please provide any other comments you wish to make on the content of this consultation.

7. Community and Town Councils

- 7.1 Community councils are an integral part of local government. They are often closest to people and local communities, and therefore uniquely placed to see, and provide, services which can have a significant impact on people's lives. Where community councils exist in an area, local authorities and other public services, will look to them to be a voice of communities. Like elected members within local authorities, community councillors must represent, and be representative of, their communities. They should actively engage to help identify the ambitions and needs of local communities and to understand the strengths and assets that their communities have.
- 7.2 There is enormous variation in current arrangements, not only in terms of coverage but in responsibilities, budgets, and ambition. An independent, cross-party review is underway to identify how community councils can be strengthened so they are best able to support their communities and care for their areas, shaping everyday lives.
- 7.3 The review is exploring the potential role community councils can play, drawing on best practice; advising on the most appropriate model(s) or structure(s) to deliver this role; and considering how these models and structures should be applied across Wales. It is important that the review takes time to gather a range of views, and receive evidence, to inform their recommendations. The review panel will be providing their emerging findings in July 2018, and submitting their final report by October 2018.

8. Conclusion

- 8.1 In this consultation we outline the arguments that Wales needs larger, stronger, more capable local authorities with the powers, skills and capacity to protect, preserve and deliver the high quality public services that our citizens need. We are also clear that local authorities must be more than just service delivery factories – that their broader role of representing a place and providing leadership for our communities is vital and has been undervalued for too long.
- 8.2 We recognise that we have been in an ongoing dialogue with our stakeholders over a number of years to address these issues. In fact it is the outcomes of these conversations, starting from the Williams Report, which underpin the proposals we are putting forward here.
- 8.3 We want and need more resilient and sustainable local authorities, empowered to support communities through efficient and effective use of public money. The changes in the demography in Wales combined with ongoing fiscal uncertainty are placing significant pressures on our local authorities and the services that they provide. These pressures are not new, but they have become more acute and will continue for the foreseeable future. There is an urgent need for radical change which can help bring about the transformation of our services and deliver the strong and capable local government we need to drive prosperity for all.
- 8.4 We recognise that structural change alone would not deliver the sustainable public services which are required for a modern and prosperous Wales. Our proposals for structural change would be delivered in combination with offering further powers and freedoms to local government, proposals to reinvigorate local democracy, increase transparency, provide more effective scrutiny and a new approach to performance management. This would form part of a broader approach which includes strengthened regional working in key areas. Ongoing regional working is crucial in its own right and a smaller number of authorities would help overcome some of the challenges currently faced in working together across a number of local authorities.
- 8.5 Our proposals would provide the catalyst to create a new kind of local government in Wales, delivering alongside stronger town and community councils, providing a sustainable model for local public services and democracy.
- 8.6 The rationale for change is simple and pressing. However, the Welsh Government cannot make change happen alone. Delivering structural change

effectively will require the leadership of local government, its elected members and its workforce to deliver strong and sustainable local authorities.

Annex A

Previous publications / consultations which have informed and underpin the options presented in this consultation.

The Report of the Commission on Public Service Governance and Delivery (January 2014)

In April 2013, the First Minister established the Commission as an opportunity for those who are involved in delivering services, those who are politically accountable for them, and users of them to examine how public services were governed: that is, held accountable for their performance and delivered most effectively to the public. The Commission reported on its findings on 20 January 2014.

The report examined all aspects of public service provision in Wales under five themes; complexity; scale and capability; governance, scrutiny and delivery; leadership and culture; and performance and performance management. The report presented a number of wide-ranging recommendations including on the future structure of local government in Wales.

Devolution, Democracy and Delivery. White Paper – Reforming Local Government (July 2014)

The White Paper set out the Welsh Government's intent about the future of local government and invited a wide engagement on the challenges faced by public services. The White Paper also responded to the local government aspects of the report on the Commission on Public Service Governance and Delivery.

Invitation to Principal Local Authorities in Wales to submit proposals for voluntary merger (September 2014)

The invitation for voluntary mergers delivered on a commitment within *Reforming Local Government* to issue a prospectus for voluntary mergers. The paper invited local authorities to submit expressions of interest for voluntary, early merger ahead of any potential statutory programme. The invitation also set out the Welsh Government's proposals to support voluntary mergers.

National Assembly scrutiny of the Local Government (Wales) Bill (the "Paving Bill") into the National Assembly for Wales (from January 2015)

As part of the proposed package of reforms, the first Local Government (Wales) Bill (now the 2015 Act) made provision for voluntary mergers and put in place preparatory legislation for further mergers and reform. The legislation includes provisions relating to transition committees, electoral arrangements, remuneration arrangements, and restrictions of transactions and recruitment.

Devolution, Democracy and Delivery. White Paper – Reforming Local Government: Power to Local People (February 2015)

This White Paper set out the Welsh Government's more detailed proposals for the reform of local government in Wales. The White Paper set out proposals for reform in the following fields: local democracy; the roles and remuneration of elected members and senior officers; community governance and community councils; corporate improvement; service improvement; scrutiny; audit, inspection and regulation; and finance.

Over 700 responses were received to the White Paper and over 3,000 responses to the short online opinion poll. A summary of the consultation responses was published on 17 July 2015.

The Welsh Government's preference for the future configuration of local government in Wales (June 2015)

On 17 June 2015, the Welsh Government's revised proposals for the future configuration of local government in Wales was announced based on eight or nine new authorities.

The announcement set out the Welsh Government's preference for the future structure in South, Mid and West Wales while facilitating further discussion around North Wales.

Devolution, Democracy and Delivery. Draft Local Government (Wales) Bill and Explanatory Memorandum (November 2015)

A Draft Bill based on the proposals in the *Reforming Local Government: Power to Local People* White Paper and the Welsh Government's revised proposals for structural reform was published for consultation on 24 November 2015. It welcomed views on all proposals for local authority mergers. The overarching objective of the Draft Local Government (Wales) Bill was to:

- establish new counties and their councils by the merger of two or more existing county or county borough councils;
- establish a new and reformed legislative framework for local government democracy, community governance, accountability, performance and finance; and
- establish a statutory Public Services Staff Commission.

An accompanying consultation paper explained where proposals in *Power to Local People* had been modified (or were not proceeding) and contained additional proposals including matters not included in the Draft Bill which were intended to be included in the Bill for introduction.

White Paper – Reforming Local Government: Resilient and Renewed (January 2017)

This White Paper published on 31 January 2017 set out a new relationship between national and local government. It set out a new approach to reform based on greater regional working, allowing local authorities to undertake service planning, commissioning and delivery at an appropriate scale. Through mandated and systematic approaches to regional working, the White Paper described a strengthened role for councils and councillors, provided a framework for future voluntary mergers and set out a role of community councils. The White Paper also outlined initial proposals for 'electoral' reform within local government.

Annex B - Tables

Table 1 – Alignment of indicative new local authority areas with regionalised public service delivery

Principal Local Authority	Health Boards	Police	Fire and Rescue	Education Consortia	City and Growth Deals	Indicative LA Areas
Isle of Anglesey	Betsi Cadwalader University Health Board	North Wales Police	North Wales Fire and Rescue Service	North Wales - GwE Gogledd	North Wales Growth Deal Region	1
Gwynedd						2
Conwy						3
Denbighshire						4
Flintshire						5
Wrexham						6
Powys	Powys	Dyfed Powys Police	Mid and West Wales Fire and Rescue Service	ERW - South West and Mid Wales	Growing Mid Wales	7
Ceredigion	Hywel Dda					8
Pembrokeshire					Swansea Bay City Region	9
Carmarthenshire						10
Swansea	Abertawe Bro Morgannwg*	South Wales Police	South Wales Fire and Rescue	Central South Consortium - Joint Education Service	Cardiff Capital Region City Deal	11
Neath Port Talbot						12
Bridgend	13					
Rhondda Cynon Taf	Cwm Taf					14
Merthyr Tydfil		15				
Vale of Glamorgan	Cardiff & Vale	Gwent Police	Education Achievement Service for South East Wales			16
Cardiff						17
Newport	Aneurin Bevan					18
Caerphilly						19
Torfaen		20				
Blaenau Gwent		21				
Monmouthshire		22				

*Consultation on boundary changes for Bridgend closed on 7th March 2018

Table 2 – Population analysis of indicative new authority areas

Principal Local Authority	Population*	Indicative LA Areas	Population*	Projected population 2024**	Projected population 2039**
Isle of Anglesey	69,723	1	193,350	196,300	186,500
Gwynedd	123,627				
Conwy	116,538	2	211,343	214,600	215,500
Denbighshire	94,805				
Flintshire	154,419	3	291,129	299,100	305,900
Wrexham	136,710				
Powys	132,160	4	132,160	130,600	122,400
Ceredigion	74,146	5	383,710	390,400	393,200
Pembrokeshire	123,954				
Carmarthenshire	185,610				
Swansea	244,513	6	386,101	393,200	405,600
Neath Port Talbot	141,588				
Bridgend	143,177	7	441,293	446,100	452,900
Rhondda Cynon Taf	238,306				
Merthyr Tydfil	59,810				
Vale of Glamorgan	128,463	8	489,931	517,300	572,800
Cardiff	361,468				
Newport	149,148	9	329,610	334,500	340,400
Caerphilly	180,462				
Torfaen	92,052	10	254,523	255,200	250,000
Blaenau Gwent	69,628				
Monmouthshire	92,843				

* Mid year population estimates Stats Wales, June 2017

** Projected total population by local authority (Wales), 2014-2039. Source: Welsh Government

Table 3 – Population density

Principal Local Authority	Land Area sq. km	Population density (2016)*	Indicative LA Areas	Land Area sq. km	Estimated population density**
Isle of Anglesey	711	98.02	1	3,246	59.57
Gwynedd	2,535	48.77			
Conwy	1,126	103.51	2	1,963	107.66
Denbighshire	837	113.30			
Flintshire	437	352.97	3	941	309.38
Wrexham	504	271.37			
Powys	5,181	25.51	4	5,181	25.51
Ceredigion	1,786	41.52	5	5,775	66.44
Pembrokeshire	1,619	76.58			
Carmarthenshire	2,370	78.31			
Swansea	380	643.95	6	821	470.28
Neath Port Talbot	441	320.84			
Bridgend	251	571.04	7	786	561.44
Rhondda Cynon Taf	424	561.84			
Merthyr Tydfil	111	536.67			
Vale of Glamorgan	331	388.01	8	472	1037.99
Cardiff	141	2565.46			
Newport	191	782.83	9	468	704.29
Caerphilly	277	650.58			
Torfaen	126	732.32	10	1,084	234.80
Blaenau Gwent	109	640.39			
Monmouthshire	849	109.34			

* Source: Stats Wales

**Combined population data from Table 2 divided by combined land area

Table 4 – Population statistics by local authority and age

Principal Local Authority	Indicative LA Areas	Aged 0-15	Aged 16 to 64	Aged 65 and over	aged 0-15 as % of overall pop	aged 16-64 as % of overall pop	aged 65 and over as % of overall pop
Isle of Anglesey	1	32,895	115,216	45,239	17%	60%	23%
Gwynedd							
Conwy	2	36,051	121,474	53,818	17%	57%	25%
Denbighshire							
Flintshire	3	54,673	178,590	57,866	19%	61%	20%
Wrexham							
Powys	4	21,264	76,165	34,731	16%	58%	26%
Ceredigion	5	65,093	227,387	91,230	17%	59%	24%
Pembrokeshire							
Carmarthenshire							
Swansea	6	66,711	243,378	76,012	17%	63%	20%
Neath Port Talbot							
Bridgend							
Rhondda Cynon Taf	7	81,473	275,542	84,278	18%	62%	19%
Merthyr Tydfil							
Vale of Glamorgan	8	90,282	322,873	76,776	18%	66%	16%
Cardiff							
Newport	9	64,282	205,357	59,971	20%	62%	18%
Caerphilly							
Torfaen	10	44,355	155,452	54,716	17%	61%	21%
Blaenau Gwent							
Monmouthshire							

Source: Mid -2016 population estimates Stats Wales

Table 5 – Number of households by local authority

Principal Local Authority	Number of households	Indicative LA Areas	Number of households	Average household size	No of Single person households as proportion of total households
Isle of Anglesey	30,930	1	84,767	2.22	35.40%
Gwynedd	53,837				
Conwy	52,296	2	93,586	2.21	33.10%
Denbighshire	41,290				
Flintshire	65,489	3	124,096	2.33	29.10%
Wrexham	58,607				
Powys	59,153	4	60,616	2.20	32.40%
Ceredigion	31,389	5	166,537	2.25	31.70%
Pembrokeshire	54,754				
Carmarthenshire	80,394				
Swansea	107,469	6	168,941	2.25	33.00%
Neath Port Talbot	61,473				
Bridgend	60,894	7	188,891	2.31	29.90%
Rhondda Cynon Taf	103,277				
Merthyr Tydfil	24,720				
Vale of Glamorgan	55,334	8	206,577	2.31	33.40%
Cardiff	151,243				
Newport	63,265	9	139,351	2.35	29.70%
Caerphilly	76,086				
Torfaen	39,431	10	109,724	2.29	30.10%
Blaenau Gwent	30,865				
Monmouthshire	39,428				

Stats Wales (2016 household data)

Table 6 – Relative size of revenue and capital budgets of indicative new local authority areas

Principal Local Authority	Revenue budgets 2017-18 (£,000)	Capital budgets 2017-18 (£,000)	Indicative LA Areas	Revenue budgets 2017-18 (£,000)	Capital budgets 2017-18 (£,000)
Isle of Anglesey	£154,393	£44,344	1	£438,091	£70,400
Gwynedd	£283,698	£26,056			
Conwy	£264,385	£32,248	2	£501,910	£74,998
Denbighshire	£237,525	£42,750			
Flintshire	£314,881	£47,179	3	£600,107	£120,666
Wrexham	£285,227	£73,487			
Powys	£303,257	£86,358	4	£303,257	£86,358
Ceredigion	£169,580	£13,372	5	£853,054	£190,064
Pembrokeshire	£259,050	£85,762			
Carmarthenshire	£424,425	£90,930			
Swansea	£549,194	£106,984	6	£895,880	£166,257
Neath Port Talbot	£346,686	£59,273			
Bridgend	£328,028	£63,854	7	£1,071,654	£182,930
Rhondda Cynon Taf	£595,430	£107,245			
Merthyr Tydfil	£148,197	£11,831			
Vale of Glamorgan	£289,922	£64,546	8	£1,098,752	£207,595
Cardiff	£808,830	£143,049			
Newport	£358,275	£36,724	9	£773,008	£103,380
Caerphilly	£414,733	£66,656			
Torfaen	£219,104	£17,262	10	£573,350	£68,910
Blaenau Gwent	£175,461	£16,965			
Monmouthshire	£178,785	£34,683			

Table 7 - Relative council tax raising ability of indicative new local authority areas

Principal Local Authority	Council tax-base 2017-18	Amount to be raised in 2017-18 (£,000)	Indicative LA Areas	Council tax-base 2017-18	Amount to be raised in 2017-18 (£,000)
Isle of Anglesey	31,137	£34,735	1	81,873	£99,066
Gwynedd	50,736	£64,331			
Conwy	50,662	£57,496	2	90,535	£106,117
Denbighshire	39,873	£48,621			
Flintshire	64,185	£72,833	3	118,162	£131,093
Wrexham	53,977	£58,260			
Powys	62,483	£73,049	4	62,483	£73,049
Ceredigion	32,379	£38,236	5	162,697	£176,771
Pembrokeshire	56,884	£51,113			
Carmarthenshire	73,434	£87,422			
Swansea	91,759	£109,060	6	140,344	£178,320
Neath Port Talbot	48,585	£69,259			
Bridgend	53,836	£72,509	7	149,559	£202,449
Rhondda Cynon Taf	76,901	£103,888			
Merthyr Tydfil	18,822	£26,053			
Vale of Glamorgan	59,120	£68,679	8	204,281	£226,256
Cardiff	145,161	£157,576			
Newport	58,646	£58,387	9	120,182	£119,483
Caerphilly	61,536	£61,096			
Torfaen	33,467	£40,659	10	100,769	£127,726
Blaenau Gwent	21,304	£30,707			
Monmouthshire	45,998	£56,360			

Table 8 - Average council tax charge for a band D property in 2017-18

(County Council element only, excluding precepts for police and community councils)

Principal Local Authority	Band D council tax charge
Isle of Anglesey	£1,088
Gwynedd	£1,241
Conwy	£1,113
Denbighshire	£1,191
Flintshire	£1,104
Wrexham	£1,052
Powys	£1,133
Ceredigion	£1,169
Pembrokeshire	£883
Carmarthenshire	£1,146
Swansea	£1,208
Neath Port Talbot	£1,443
Bridgend	£1,335
Rhondda Cynon Taf	£1,361
Merthyr Tydfil	£1,441
Vale of Glamorgan	£1,142
Cardiff	£1,100
Blaenau Gwent	£1,507
Caerphilly	£1,012
Torfaen	£1,183
Newport	£1,009
Monmouthshire	£1,183

Table 9 – Average number of full time equivalent staff by local authority

Principal Local Authority	Full Time Equivalent (FTE) Staff - March 2017	Indicative LA Areas	Potential FTE Staff
Isle of Anglesey*	2,339	1	7,279
Gwynedd	4,940		
Conwy	3,785	2	7,346
Denbighshire	3,561		
Flintshire	5,092	3	9,314
Wrexham	4,222		
Powys	4,406	4	4,406
Ceredigion	2,431	5	12,856
Pembrokeshire	4,178		
Carmarthenshire	6,247		
Swansea	8,765	6	13,598
Neath Port Talbot	4,833		
Bridgend	4,379	7	14,052
Rhondda Cynon Taf	7,837		
Merthyr Tydfil	1,836		
Vale of Glamorgan	3,513	8	14,102
Cardiff	10,589		
Newport	4,695	9	10,866
Caerphilly	6,171		
Torfaen	3,205	10	8,142
Blaenau Gwent	2,264		
Monmouthshire	2,673		

SOURCE : Local Government Association, * is estimated

Table 10 – Staff of local authority social services departments by local authority (2014-15 onwards)

Principal Local Authority	Total staff	as a % of all FTE*	Indicative LA Areas
Isle of Anglesey	556	24%	1
Gwynedd	1235	25%	
Conwy	843	22%	2
Denbighshire	549	15%	
Flintshire	1153	23%	3
Wrexham	759	18%	
Powys	829	19%	4
Ceredigion	622	26%	5
Pembrokeshire	582	14%	
Carmarthenshire	1461	23%	
Swansea	1725	20%	6
Neath Port Talbot	1100	23%	
Bridgend	1160	26%	7
Rhondda Cynon Taf	1892	24%	
Merthyr Tydfil	329	18%	
Vale of Glamorgan	708	20%	8
Cardiff	1110	10%	
Newport	873	19%	9
Caerphilly	1425	23%	
Torfaen	415	13%	10
Blaenau Gwent	757	33%	
Monmouthshire	595	22%	

Source: Stats Wales

Table 11 - Proportion of Welsh speakers in the principal local authorities and for the indicative new authority areas

Principal Local Authority	Proportion of Welsh Speakers	Indicative LA Areas	Estimate of Proportion of Welsh Speakers**
Isle of Anglesey	57.2%	1	62%
Gwynedd	65.4%		
Conwy	27.4%	2	26%
Denbighshire	24.6%		
Flintshire	13.2%	3	13%
Wrexham	12.9%		
Powys	18.6%	4	18.6%
Ceredigion	47.3%	5	37%
Pembrokeshire	19.2%		
Carmarthenshire	43.9%		
Swansea	11.4%	6	13%
Neath Port Talbot	15.3%		
Bridgend	9.7%	7	11%
Rhondda Cynon Taf	12.3%		
Merthyr Tydfil	8.9%		
Vale of Glamorgan	10.8%	8	11%
Cardiff	11.1%		
Newport	9.3%	9	10%
Caerphilly	11.2%		
Torfaen	9.8%	10	9%
Blaenau Gwent	7.8%		
Monmouthshire	9.9%		

* Proportion of Welsh Speakers by Local Authority, 2011 Census

** Estimated as proportion of new population based on current LA data

Table 12 - Average Councillor to Elector Ratio

Principal Local Authority	Number of electors	No of Councillors	Councillor to Elector Ratio (1:#)
Isle of Anglesey	52,576	30	1,753
Gwynedd	86,506	75	1,153
Conwy	92,354	59	1,565
Denbighshire	76,292	47	1,623
Flintshire	120,669	70	1,724
Wrexham	102,311	52	1,968
Powys	106,765	73	1,463
Ceredigion	55,166	42	1,313
Pembrokeshire	94,431	60	1,574
Carmarthenshire	144,246	74	1,949
Swansea	180,241	72	2,503
Neath Port Talbot	106,227	64	1,660
Bridgend	107,717	54	1,995
Rhondda Cynon Taf	176,360	75	2,351
Merthyr Tydfil	43,914	33	1,331
Vale of Glamorgan	98,323	47	2,092
Cardiff	252,069	75	3,361
Blaenau Gwent	51,941	42	1,237
Caerphilly	133,842	73	1,833
Torfaen	70,777	44	1,609
Newport	108,249	50	2,165
Monmouthshire	71,936	43	1,673

Source: LDBCW

Note: Within these headline figures there are large differences. For example, Gwynedd has a ward where one councillor represents 531 electors, while in Cardiff there is a ward where one councillor represents 7,591 electors.

Annex C

Consultation Questions

Your Name	
Organisation (if applicable)	
E-mail / Telephone	
Your Address	

Chapter 3
Consultation Question 1
In Chapter 2, we restated our commitment to regional working in key areas but recognised the need for this to be supported by further change. In chapter 3, we set out the broad options for moving toward fewer, larger local authorities and summarise features of the process which would be common to each option.
a) What practical steps could the Welsh Government take to make current regional working easier and more effective, for example in relation to education consortia, social services and the City Regions and City and Growth Deals?
b) What are your views on the common elements to the process of mergers we outline in this section?
c) What are your views on the options for creating fewer, larger authorities which we have set out?
d) Are there other options for creating fewer, larger authorities we should consider?
e) Do you have evidence on costs, benefits and savings of each option which can inform decision-making? If so, please provide details.

Chapter 4

Consultation Question 2

Chapter 4 has explained the need for clarity on the future footprint for local government and the range of factors which should be taken into account to determine a new configuration. It sets out a suggested future footprint for local government, which could be reached via each of the options set out in the previous chapter.

a) Do you agree that providing clarity on the future footprint of local government is important?

b) Do you agree with the factors we have identified to inform our thinking? Would you change or add any?

c) What are your views on the new areas suggested in this section?

d) Do you have alternative suggestions and, if so, what is the evidence to support these as an alternative?

e) In the context of these proposals, are there other ways we should simplify and streamline joint working arrangements at regional level and among public bodies within the new authority areas? If so, what are they?

Chapter 5

Consultation Question 3

Chapter 5 sets out the proposed approach to transition and implications for establishing Transition Committees and elections to Shadow Authorities under each option.

- a) Do you agree with the proposed process of transition: namely establishing Transition Committees and ensuring elections to Shadow Authorities can be held ahead of vesting day for the new authorities?

- b) Do you agree that, if option 1 were pursued, we should set a date by which voluntary merger proposals should come forward in each electoral cycle?

- c) Do you have any other thoughts on the proposed process?

Consultation Question 4

The consultation suggests holding any local government elections in June 2021.

Are there any reasons why June 2021 would not be a suitable date? If so, please suggest an alternative date with the reasons why that would be more suitable.

Consultation Question 5

The Welsh Government recognises that there are some plans or assessments, for example the preparation of assessments of wellbeing by Public Service Boards, which are linked to electoral cycles. We will make provision to make sure these tie into any new electoral cycles going forward. Are there any other plans or matters which might be tied into the electoral cycle which we need to consider?

Consultation Question 6

What are your views on the approach which should be taken to determining the parameters of electoral reviews?

Chapter 6

Consultation Question 7

a) How can councils make more effective use of their elected members knowledge of, and connections in, their communities?

b) How could we better recognise the level of responsibility involved in being a local councillor? What changes to the remuneration and support councillors receive would enable a wider range of people to become involved in local democratic representation?

Consultation Question 8

a) Are there other powers which local government should have? If so, what are they?

b) Are there other freedoms or flexibilities which local government should have? If so, what are they?

Consultation Question 9

a) Which areas offer the greatest scope for shared transactional services?

b) How might such arrangements be best developed?

<u>Consultation Question 10</u>
a) In ensuring we deliver a consistent approach across Wales, where consistency is important, how do you think the advice and support on each of these matters could be best provided?
b) Are there any other challenges or opportunities from structural change or providing additional powers and flexibilities that have not been identified above? If these areas require support, what form should this support take?
c) Which of the issues identified above or in your response should be prioritised for early resolution?
<u>Consultation Question 11.</u> We would like to know your views on the effects that the proposals within this consultation would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English.
a) What effects do you think there would be?
b) How could positive effects be increased, or negative effects be mitigated?
<u>Consultation Question 12</u> Please also explain how you believe the proposed policy within this consultation could be formulated or changed (if required) so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

Consultation Question 13

The Children's Rights Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on children and young people. The Welsh Government seeks views on that assessment.

a) Are there any positive or adverse effects not identified in the assessment?

b) Could the proposals be reformulated so as to increase the positive effects or reduce any possible adverse effects?

Consultation Question 14

The Equalities Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals contained in the consultation on protected groups under the Equality Act 2010. The Welsh Government seeks views on that assessment.

a) Are there any other positive or adverse effects not identified in the assessment?

b) Could the proposals be reformulated so as to increase the positive or reduce any possible adverse effects?

Consultation Question 15

Please provide any other comments you wish to make on the content of this consultation.

Responses to consultations are likely to be made public, on the internet or in a report. If you would prefer your response to remain anonymous, please tick here:

Consultation response form

Consultation on Electoral Reform

Please return this form to reach the Welsh Government no later than 10 October 2017

If you have any questions, please email:

RLGProgramme@wales.gsi.gov.uk

Consultation on Electoral Reform	
Date	9 October 2017
Name	Councillor Aaron Shotton, Leader Colin Everett, Chief Executive
Organisation	Flintshire County Council
Address	County Hall Mold CH7 6NB
Email address	Aaron.shotton@flintshire.gov.uk Chief.executive@flintshire.gov.uk
Telephone	01352 702101

Consultation questions

Q1 – Do you agree that the qualifying age for voting in Welsh local government elections should be lowered to 16?

Yes. We support the principles of recognising and respecting the rights of young people, of promoting active citizenship amongst young people, and of widening access to participation in democracy. The proposal would fit well with developments within the school curriculum and with our strategies for inclusion and youth engagement.

Q2 – Should EU citizens who move to Wales once the UK has left the EU continue to acquire the right to vote?

This is a fundamental constitutional question which should be resolved at a United Kingdom governmental level as part of the negotiations for future relations with the European Union and member states.

Q3 – Should voting rights be extended to all legal residents in Wales, irrespective of their nationality or citizenry?

As Q2 above.

Q4 – EU and Commonwealth citizens can stand for election to local government in Wales, should this continue and be extended to all nationalities made eligible to vote?

As Q2 above.

Q5 – Should Electoral Registration Officers have a greater range of sources available to them to assist citizens to be added to the register?

Yes. Please refer to the responses of Solace Wales and the Association of Electoral Administrators (AEA) as the specialist professional bodies for electoral administration and management. We concur with their responses.

Q6 – Which data sources do you think should be used by Electoral Registration Officers?

Yes. Please refer to the responses of Solace Wales and the Association of Electoral Administrators (AEA) as the specialist professional bodies for electoral administration and management. We concur with their responses.

Q7 – Should a wider range of local authority staff be empowered to assist citizens to obtain registration through access to the local government register and have the ability to amend it?

No. Please refer to the responses of Solace Wales and the Association of Electoral Administrators (AEA) as the specialist professional bodies for electoral administration and management. We concur with their responses.

Q8 – What controls should be put in place to ensure the Electoral Registration Officer maintains overall control of the register?

As Q7 above.

Q9 – Should the individual registration rules be relaxed to allow for block registrations in certain circumstances, protecting the right to vote for populations otherwise at risk of exclusion?

Yes. Please refer to the responses of Solace Wales and the Association of Electoral Administrators (AEA) as the specialist professional bodies for electoral administration and management. We concur with their responses.

Block registration would have advantages for residential educational establishments, residential and other types of care homes, and houses in multiple occupation.

Q10 – Should we place a duty on Electoral Registration Officers to consider whether any individual groups within their electoral area should be specifically targeted in registration campaigns?

Electoral Registration Officers (EROs) already have a duty to maintain a complete and accurate electoral register. There is no necessity to extend or redefine this duty.

We should also recognise that it is the responsibility of citizens to register themselves, both legally and morally. Some citizens choose to evade registration. Attention should be given to promoting citizen responsibility alongside the enforcement of expectation around the performance standards for EROs.

Q11 – Should we introduce arrangements so that agencies who are aware of people moving have a duty to inform the Electoral Registration Officers?

Yes. Refer to Q5.

Q12 – What are your views on the development of a single electronic register for Wales?

We support the concept of developing and maintaining a single electronic register for Wales.

A single register would enable more convenient re-registration for electors moving from one part of Wales to another, would be the basis for experimentation with more flexible forms of voting, and could be more cost effective administratively.

Welsh Government investment in software development, transition and training, and cyber security would be essential. UK Government agreement would be required for integration with the national portal for Individual Elector Registration (IER). Alternatively, a separate portal for IER in Wales could be created as part of the software development.

Q13 – Do you agree that individual principal councils should be able to choose their voting system?

No. Please refer to the response of the Welsh Local Government Association (WLGA). We support the WLGA response as our representative body.

Q14 – Do you agree that a constitutional change such as this should be subject to a two-thirds majority?

See Q13 above.

Q15 – Do you agree that the term of local government in Wales should be set at five years?

Yes. This would consolidate current practice in law and meet the expectations of both principal councils and town and community councils.

Q16 – Do you agree in principle with the desirability of reforming the voting system to encourage greater participation?

Yes.

Q17 – Are there other initiatives not covered below which might be taken to enable greater participation in elections in Wales?

We have no particular suggestions to make. The list of options from within the consultation paper is comprehensive.

Q18 – Should councils be able to choose to use all-postal voting at council elections?

Solace and the AEA make reasoned observations on this option.

Prior to any experimentation with alternative or singular voting systems we first need to decide what type of elections system we wish to migrate to over time. For example, do we foresee a time when all voting will be digital? If so, will we combine remote and polling station based digital voting or migrate to remote only?

If we do not set a vision for voting in the future then there is a risk that we experiment without purpose.

Any voting system should meet the principles of accessibility to all voters, convenience, simplicity, reliability, security and cost-effectiveness. All postal voting might not meet at least several of these principles and might not have sufficient public confidence. More specific consultation with electors would be advisable.

Q19 – Should it be subject to pilot exercises first?

The elections system should be understood, convenient, reliable, and safe and secure to meet our duties to the electorate and candidates. Any experimentation should only be introduced following thorough risk assessment and with sufficient pre-trialling and resourcing.

Q20 – Should councils be able to operate all-postal voting in an individual ward or a number of wards within a council area?

No. The system within any one council should be uniform.

Q21 – Should electronic voting be enabled at local elections?

Yes, in principle, as part of developing digitisation.

Prior to any experimentation with alternative or singular voting systems we first need to decide what type of elections system we wish to migrate to over time. For example, do we foresee a time when all voting will be digital? If so, will we combine remote and polling station based digital voting or migrate to remote only?

If we do not set a vision for voting in the future then there is a risk that we experiment without purpose.

Any voting system should meet the principles of accessibility to all voters, convenience, simplicity, reliability, security and cost-effectiveness. All postal voting might not meet at least several of these principles and might not have sufficient public confidence. More specific consultation with electors would be advisable.

Investment in systems development and cyber security would be a prerequisite alongside investment in transition planning and training for administrators.

The electorate is at risk of becoming confused and agitated by a decision to introduce a modernistic form of voting for one election (local elections) which would not apply to other types of elections which are not within the jurisdiction of Welsh Government.

Q22 – Should remote voting be enabled at local elections?

As Q21 above.

Q23 – Should electronic counting be introduced for local elections in Wales?

Only if part of the modernisation of elections as explored in Q21 above.

The manual system for counting votes is both safe and reliable if managed competently. It is also visible to those who scrutinise the process on behalf of candidates and parties. Similarly, it is visible to the media. If we are to continue with paper based ballot papers then we would advocate retaining the system of manual counting.

Q24 – Should mobile polling stations be enabled at local elections?

Options for more flexible voting should be explored in the interests of voter convenience and to promote participation. A single electronic register for Wales would be an essential facility (see Q12 above).

Q25 – Should we enable returning officers to make use of polling places in addition to fixed polling stations?

Yes. As Q24 above.

Q26 – Should we enable local elections to be held on more than one day and on days other than a Thursday?

Yes. The extent of a polling period will depend on the voting system used. For example, if voting is entirely digital then it would be feasible to operate digitised polling stations over a longer period e.g. Thursday – Sunday if in an accessible and available place such as a library. However, if paper ballot papers were involved then there would be major questions over ballot paper security. Requiring schools, community centres and other operational public buildings to be given over to elections already causes disruption to public and community services; any move towards extending the polling period would have to take into account the availability of accessible and available polling stations.

Q27 – Should consideration be given to simplifying postal voting procedures and literature?

Yes. This is subject to ongoing review at UK and Welsh Government levels. The current legislation can inhibit progress with simplification.

Q28 - How do you think the process could be simplified?

A full review is suggested.

Q29 – Should electors attending a polling station be required to produce ID before they are allowed to vote? If so, what types of identification should be accepted?

This is a question of civil liberties over and above safe and secure elections management. This is no evidence of widespread or organised fraud in elections conduct.

There are to be pilots in England where the production of ID will be required. We should await their evaluation.

Q30 – Do the advantages of requiring ID outweigh the risk of deterring voters?

As Q29 above.

Q31 – Do you agree that it should no longer be necessary to publish a candidate’s home address in election literature, including anything published electronically?

Yes. In the interests of candidate personal safety. This should be extended to the inclusion of the promoter details in the candidate publicity imprint where the candidate is self-promoting.

Q32 – Do you agree that each candidate should be required to provide a personal statement for inclusion on a website provided by the authority to whom they are seeking election?

Yes, in principle, to assist candidates in communicating their campaigning stance and to improve voter knowledge. However, this could cause a significant administrative burden for elections administrators in a condensed period during the elections process. An alternative would be that candidates are required to create their own web page and publicise the website address as part of the imprint on their published materials. Candidates could be supported and guided in doing this.

Q33 – Do you agree that it should not be permissible to serve both as an Assembly Member and councillor?

The Welsh Local Government Association (WLGA) has made a response on this question on behalf of the member councils. We offer no other view.

Q34 – Do you agree that candidates should be required to disclose a party affiliation if they have one?

The Welsh Local Government Association (WLGA) has made a response on this question on behalf of the member councils. We offer no other view.

Q35 – What sort of evidence should be required to suggest there is an undisclosed party affiliation?

As Q34 above.

Q36 – Should any council staff below senior level be able to stand for election to their own authority?

No. We strongly reject this option. Whilst we understand the desire to broaden participation in democracy and to achieve more representative elected memberships, this is not a solution. Encouraging overt political activity and

loyalties within council workforces would be counter to the principles of professional conduct and good governance, and could cause relationship tensions and conflicts between council employees and with serving and prospective candidates.

The Welsh Local Government Association (WLGA) has made a response on this question on behalf of the member councils. We fully support the collective position.

Q37– Is there still justification for councils to keep a list of those other than senior officers who should be politically restricted?

Yes. Senior officer impartiality is fundamental to professional conduct and governance.

Q38 – Do you agree that the statutory chief executive role should include that of returning officer?

If the role of chief executive were to be made statutory then the separately contracted roles of Electoral Registration Officer (ERO) and Returning Officer (RO) could be incorporated within the role. The ERO and RO roles are independent, for good reason, and safeguards would need to be in place to ensure against risk that the employing body of the council, made up of elected councillors, did not interfere with the statutory roles and lead to a loss of confidence in impartiality in the conduct of elections.

This option will need careful and sensitive consideration.

The Welsh Local Government Association (WLGA) has made a response on this question on behalf of the member councils. We fully support the collective position.

Q39 – Do you agree that any addition to salary in recognition of returning officer duties should be a matter for the local authority to determine?

Following on from Q38 above, if the role of Returning Officer (RO) were to be incorporated within the new statutory role of Chief Executive, then one option is for any remuneration for the oversight of local elections to be included within a single consolidated salary for the position. A form of this arrangement is already operated by several employing councils in Wales, where the Chief Executive is also contracted to be the RO but for no additional fee beyond their evaluated salary. The decision should remain a matter of local discretion. The additional responsibilities, demands and risks of being a RO Officer should be appropriately reflected in any local review of remuneration and should not be dismissed.

The Returning Officer acts as the employer of staff for each election and does this in an independent capacity. If the RO role were subsumed in the Chief

Executive role then the council would become the employer of the elections staff. This would extend the right of auto-enrolment in the Local Government Pension Scheme to elections staff and could significantly increase the employer exposure to employment costs through employer pension contributions. This would be an additional cost burden which would not represent value for money for such ad hoc contracted employment.

The above should not apply to all other elections where the RO is engaged by Governments to act for their own elections and referenda. ROs should be appropriately reimbursed for the full costs of conducting such elections including their own role.

The Welsh Local Government Association (WLGA) has made a response on this question on behalf of the member councils. We fully support the collective position.

Q40 – Should Welsh Government move to a system of calculating Assembly election costs on an agreed formula, based on the size of electorate?

The system for calculating the full costs of elections, and for accounting for expenditure, should be subject to review. It is both inconsistent across types of elections, and unnecessarily bureaucratic e.g. the election accounts claims submission and review procedures.

Q41 – Should Welsh prisoners be allowed to register to vote and participate in Welsh local government elections? If so, should it be limited to those sentenced to less than twelve months, four years, or any sentence length?

The Welsh Local Government Association (WLGA) has made a response on this question on behalf of the member councils. We offer no other view.

Q42 – By what method should prisoners cast a vote?

As Q41 above.

Q43 – At what address should prisoners be registered to vote?

As Q41 above.

Q44 - We would like to know your views on the effects that electoral reform would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favorably than English.

Any reforms should have a neutral effect given current law and practice which gives parity to both languages.

What effects do you think there would be? How could positive effects be increased, or negative effects be mitigated?

-

Q45 - Please also explain how you believe the proposed options could be formulated or changed so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

-

Q46 - We have asked a number of specific questions. If you have any related issues which we have not specifically addressed, please use this space to report them:

As an over-riding point we are concerned over the risks to elector participation and the safety of electoral registration and elections management should Wales diversify from the United Kingdom. There is already evidence of voter confusion and error rates with differing voting systems, and voter entitlements, for different elections. Combined elections with differing elector entitlement and voting systems should be avoided to lower the risks of voter confusion and error rates.

Responses to consultations may be made public. To keep your response anonymous (including email addresses) tick the box.

Keep my response anonymous



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Tuesday, 24 April 2018
Report Subject	Independent Remuneration Panel for Wales (IRPW) Annual Report for 2018
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

Each year, the Independent Remuneration Panel for Wales (IRPW) determines the rates of payment which are to be made to elected and co-opted Members of Welsh local authorities for the following financial year. The IRPW draft proposals for 2018/19 were considered by Council on 24th October. The final report was published on 27th February 2018 and sets the levels of payment for Members for 2018/19.

Most payment levels are determined by IRPW but Flintshire, as with other Welsh local authorities, must decide which payment levels it wishes to apply for the Chair and Vice-chair of Council.

The Council must publish a schedule showing who receives what level of payment. A further report on the Members' Schedule of Remuneration will therefore be made to the meeting of Council on 19th June, once all appointments to senior salary posts have been made following the Annual Meeting on 1st May.

RECOMMENDATIONS

1	That the County Council notes the decisions which the Independent Remuneration Panel for Wales has made on Member salaries for 2018/19.
2	That County Council decides whether the Chair of Council should be paid at Level 1 (£24,300) Level 2 (£21,800) or Level 3 (£19,300), all of which are inclusive of the basic salary.
3	That County Council decides whether the Vice-chair of Council should be paid at Level 1 (£19,300) Level 2 (£16,300) or Level 3 (£14,300), all of which are inclusive of the basic salary.

REPORT DETAILS

1.00	APPLYING THE IRPW ANNUAL REPORT TO FLINTSHIRE												
1.01	The Independent Remuneration Panel for Wales (IRPW) issued its Annual report for 2018/19 in February. The IRPW Annual Report determines what payments can be made to both elected and co-opted Members for 2018/19. Within the report, a number of determinations apply to County Councils, whilst others apply to the Fire & Rescue Authorities, National Park Authorities and Community/Town Councils. This report deals solely with determinations which relate to the County Council.												
1.02	All elected Members will receive the basic salary of £13, 600 from 1 st April 2018. This is as required in IRPW Determination 1, and is an increase of £200 (which equates to 1.49%) on the 2017/18 basic salary.												
1.03	Positions of responsibility attract a higher rate of remuneration called a “senior salary”. The IRPW has set the number of senior salaries which Flintshire can award at 18, which is based on its population (Group B, populations of between 100,000 and 200,000).												
1.04	Determination 2 relates to the level of senior salaries. These are paid to the Cabinet Members (including the Leader and Deputy Leader), those Committee chairs who are remunerated and the Leader of the largest opposition group (The Independent Alliance). There has been no increase in senior salaries, but each senior salary also includes the basic salary element. Each senior salary holder will receive the increase of £200. The IRPW has recognised the overwhelming support for its determinations to be prescriptive and has therefore removed the two tier arrangement for cabinet members and committee chairs. (Flintshire has opposed this at its introduction for 2016)												
1.05	<p>Determination 3 relates to the remuneration of civic heads and deputies (in Flintshire’s case, this means the Chair and Vice-chair of Council). These two posts are not included in the 18 payments cap. The IRPW has set three possible levels of salary. It is for each Local Authority to decide at which level it makes payment. As an example, it could be decided that the role of the Chair is such that it warrants payment at level 1, but that the Vice-chair be paid level 3. It would also be possible to pay the chair at level 3 and the Vice-chair at level 1, reflecting the nature of their duties.</p> <table border="1" data-bbox="320 1621 1075 1771"> <thead> <tr> <th data-bbox="320 1621 730 1659">Responsibility Level</th> <th data-bbox="730 1621 916 1659">Chair</th> <th data-bbox="916 1621 1075 1659">Vice-chair</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1659 730 1697">Level 1</td> <td data-bbox="730 1659 916 1697">£24,300</td> <td data-bbox="916 1659 1075 1697">£18,300</td> </tr> <tr> <td data-bbox="320 1697 730 1736">Level 2</td> <td data-bbox="730 1697 916 1736">£21,800</td> <td data-bbox="916 1697 1075 1736">£16,300</td> </tr> <tr> <td data-bbox="320 1736 730 1771">Level 3</td> <td data-bbox="730 1736 916 1771">£19,300</td> <td data-bbox="916 1736 1075 1771">£14,100</td> </tr> </tbody> </table> <p>Since this discretion was introduced, Flintshire have always paid Level 2 to both the Chair and Vice-chair. The County Council must make a decision on this.</p>	Responsibility Level	Chair	Vice-chair	Level 1	£24,300	£18,300	Level 2	£21,800	£16,300	Level 3	£19,300	£14,100
Responsibility Level	Chair	Vice-chair											
Level 1	£24,300	£18,300											
Level 2	£21,800	£16,300											
Level 3	£19,300	£14,100											
1.06	Determinations 6 and 7 relate to the provision of support to Members; Determination 17 reiterates the entitlement of all eligible elected Members to join the Local Government Pension Scheme; Determinations 18-23 relate to payment of salaries during family absence and now incorporate												

	arrangements for sickness absence of senior salary holders. They remain the same as in previous years.
1.07	<p>Determinations 38-42 relate to payments made to co-opted Members, which are as follows:</p> <p>Chair of Standards Committee - £256 for 4 hours and over, £128 up to four hours.</p> <p>Ordinary co-opted members of Audit, Standards and Education & Youth Overview & Scrutiny Committee £198 for 4 hours and over, £99 for up to 4 hours.</p> <p>Determinations 39 and 40 deal specifically with 'reasonable time for pre-meeting preparation' and travelling time.</p>
1.08	Determination 43 relates to the 'Reimbursement of the Costs of Care'. Members of the Council who have caring responsibilities are eligible to have the costs of care reimbursed, subject to conditions, on application to the Democratic Services Manager.
1.09	The Council must publish a schedule showing who receives what level of payment. A further report on the Members' Schedule of Remuneration will therefore be made to the meeting of Council on 19 th June, once all appointments to senior salary posts have been made following the Annual Meeting on 1 st May.

2.00	RESOURCE IMPLICATIONS
2.01	The amounts paid to Members in salaries has been budgeted for on the basis of the draft IRPW report which was considered by Council on 24 th October 2017.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Council was consulted on the draft IRPW report

4.00	RISK MANAGEMENT
4.01	No risk management issues have been identified during the preparation of this report.

5.00	APPENDICES
5.01	<p>Appendix 1 - Letter from Independent Remuneration Panel for Wales dated 27 February 2018</p> <p>Appendix 2 - Independent Remuneration Panel for Wales Annual Report dated February 2018</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Report of the Chief Officer (Governance) to Council, 24th October 2017 and resultant minute.</p> <p>Contact Officer: Robert Robins, Democratic Services Manager Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Determinations: the decisions which the IRPW makes.</p> <p>Independent Remuneration Panel for Wales (IRPW) is the body which determines the levels of payment to Members of Local Authorities in Wales.</p>



To:

Leaders and Chief Executives of County and County Borough Councils
Chairs and Chief Executives of National Park Authorities
Chairs and Clerks of Fire and Rescue Authorities
Chair and Chief Executive of One Voice Wales
Leader and Chief Executive of Welsh Local Government Association
Head of Democratic/Members Services of County and County
Borough Councils, National Park Authorities and Fire and Rescue Authorities
Community & Town Councils

27 February 2018

Dear Colleague

Independent Remuneration for Wales – Annual Report 2018/19

The Panel is appreciative of those individuals and organisations that responded to the draft Report issued in September last year. We have considered the views and comments that were expressed and have made some amendments which are reflected in the Report.

The Panel has decided to make a modest increase in the basic salary for elected members of principal councils, with consequential increases for members of National Park and Fire and Rescue Authorities. Other changes to the remuneration framework particularly in respect of community and town councils are set out in the body of the Report.

The Panel believes that it is vital to continue to have a constructive dialogue with those affected by its decisions. So during the Summer/Autumn we visited each of the newly elected county/county borough councils which provided an

opportunity for members and officers of these newly elected councils to discuss matters relating to remuneration within the Panel's responsibility. We met with over 400 members in total which has provided us with comprehensive information on the current role and workload of an elected member.

In the coming year it is our intention to improve communications with community & town councils commencing with arranging meetings with council clerks.

Yours sincerely

A handwritten signature in cursive script that reads "John Bader".

John Bader

Chair



Independent Remuneration Panel for Wales

Annual Report

February 2018

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

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ANNUAL REPORT 2018

FOREWORD

Elections to Principal Councils and Community & Town Councils took place in 2017 and as with our previous approach when new councils are formed the Panel visited all 22 of the unitary authorities. This provides us with an opportunity to discuss issues with a cross section of members and senior officers. In total we met with 142 executive members, 280 other elected members, 59 co-optees and 90 chief officers. The visits have helped us form the direction for future consideration. On behalf of my colleagues I wish to express our thanks to all councils for their engagement with the visits and the welcome and hospitality we received.

The visits and the resulting discussions assisted in continuing to ensure that we have a comprehensive understanding of the development of the role of a councillor and the workload pressures that appear to be increasing across the board.

The conclusions from our discussions have wherever possible been incorporated in our determinations and in particular our decision to provide a modest increase in the basic salary.

As a Panel we believe the overwhelming majority of the 1,254 elected members of the 22 councils are committed to serving their communities and put in many hours that the basic remuneration could not cover. Affordability is an issue for both the councils and tax payers and this restricts other than modest additional costs to the total payments to members. What we wish to prevent is further erosion of the link with the average Welsh earnings.

In our draft report we proposed several changes in respect of the remuneration of community & town councillors. We received a large number of responses in relation to these changes, most of which suggested that our draft proposals were a step too far. We have taken account of many of the points that were raised and modified the arrangements contained in the draft report. Our decisions can be found in Section 13 of this report. The Panel received several enquiries during the recent consultation on the draft report regarding tax queries for community and town councils. The question was raised as to whether the Panel could contact HMRC to see if they could receive a blanket dispensation for community councils. This issue is outside of the

Panel's remit and it is therefore a matter for each individual councillor or community council to resolve their own taxation issues.

My personal thanks to my fellow Panel members who constantly demonstrate the knowledge and enthusiasm to ensure we produce reports that are based on key information.

Also my appreciation of the work of our secretariat without which we could not function effectively.

John Bader
Chair

Panel Membership

John Bader – Chair
Gregory Owens - Vice Chair
Stephen Mulholland

Julie May
Saz Willey
Roger Symonds

Detailed information about the members can be found on the website:
<http://gov.wales/irpwsb/home/?lang=en>

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Introduction



This is the tenth Annual Report of the Independent Remuneration Panel for Wales (the Panel), and the seventh published under the requirements of the Local Government (Wales) Measure 2011(as amended).

1. As with all the Panel's Annual Reports the determinations on member remuneration are underpinned by the principles set out in Section 1.
2. The Panel has consistently expressed its view that maintaining the democratic values of local governance cannot be cost-free. Members of local authorities (including co-opted and appointed members) are there to represent the interests of local people, undertake the governance of local communities, and secure appropriate value-for-money public services for local tax-payers through effective scrutiny. These are significant and considerable tasks for members of the relevant authorities within the Panel's remit. Payments to members are made available to encourage a diversity of willing and able people to undertake local governance through their elected, appointed or co-opted roles.
3. In determining the level of payments to members of local councils, the Panel seeks to meet the principle of '*acceptability*' by ensuring that these are not '*so great as to require a significant diversion of resources from key council priorities*'. But Section 142(8) of the Measure is more explicit on '*affordability*' when it states that "*when setting an amount¹ ...the Panel must take into account what it considers will be the likely financial impact of doing so on relevant authorities*". Meeting the requirement of the Measure in regard to affordability has been a challenge for the Panel, not least because of public interest in the payments made to members. The Panel acknowledges that the issue of affordability – in relation both to relevant authorities' service budgets and to the electorate's disposable incomes – is likely to impact on the public perception of any increases to members' payments.
4. As a charge on the public purse, payments to members for their time, worth and responsibility must be, and must be seen to be, fair to those undertaking the role but at the same time be affordable. The Panel's determinations in its 2009 Report aligned payments to the median gross earnings of all full-time employees resident in Wales as reported in the Annual Survey of Hourly Earnings (ASHE). The basic salary was set at three-fifths of the All Wales Median Salary and senior salaries were set at multiples of this annual median salary. In setting these salaries the Panel recognised that there was an unpaid public service contribution.

¹ <http://www.legislation.gov.uk/mwa/2011/4/contents/enacted>.

5. 2017 was an election year for councils in Wales and we visited all 22 principal councils as soon as practicable following the elections to provide an opportunity for members and officers to comment on the Remuneration Framework and to put forward ideas for future consideration. We appreciate the welcome that we received from every council and the useful discussions that arose during our visits.
6. One of the observations that many members expressed was that when the basic salary is compared with a traditional paid employment – ‘a job’ - the salary is too low to attract younger people and to encourage diversity. They also pointed out the significant differences between remuneration and support available to elected members in other levels of government in Wales. They proposed that the level of the basic salary should therefore be raised significantly in recognition of the importance of the role of an elected member of a principal council. However, it is recognised that elected members of principal councils are not employees and are not remunerated as such.
7. The financial constraints on the public sector and particularly local authorities has meant that the link with average Welsh earnings has not been maintained. The Panel considers that this has undervalued the worth of elected members. To avoid further erosion in relation to average earnings the Panel has decided to increase the basic annual salary to £13,600 (an increase of 1.49%). No increase is proposed for senior salaries but these post holders will receive the increase in the basic salary element.
8. The Annual Report 2016 introduced two levels of salary for members of councils’ executives and committee chairs of principal authorities, Fire and Rescue Authorities (FRAs) and National Park Authorities (NPAs). This was to provide flexibility to enable authorities to reflect, in their schedules of remuneration, variations in the level of responsibility of portfolios and chairs. However as far as the payments to members of executives is concerned this flexibility has not been used other than in one case. Similarly it has not been taken on board in respect of chairs of committees. It was clear from the discussions that arose during the Panel’s visits that almost all councils took the view that this arrangement was contrary to the desire for the Panel to be prescriptive in its determinations. The Panel accepts this and has therefore removed the two tier arrangement for executive members and for committee chairs.
9. From the discussions during our visits to the principal councils it is clear that very few members are utilising the provision in the framework to reimburse the costs of care. It appears that some members are still reluctant to claim all that they are entitled to support them in their role, because of concerns about the adverse publicity this can attract (see Annex 4 for the publication options). We urge Democratic Services Committees to take steps to encourage and facilitate greater use of this element of our framework so that members concerned are not financially disadvantaged.

10. The Panel has continued to contribute wherever possible to enhancing diversity in local government in Wales through its determinations. To take this a step further the Panel has produced a leaflet for prospective candidates on the remuneration of members of councils. We are pleased that several councils have added this leaflet to their website.
11. We believe there are still major issues to be addressed with community and town councils which we will be raising with individual councils and their representative organisations. However as a start to this process we are proposing to introduce grouping councils according to the level of income or expenditure. However, we received many responses to the draft report expressing concern about the form of the groups and other proposals. As a result we have made amendments to take account of some of the responses but retained mandatory payments to senior members in those councils in the highest group and the reimbursement of costs of care for all councils. The determinations for community and town councils are in Section 13.
12. The Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting Section 143A. This requires that any principal council or fire and rescue authority that intends to change the salary of its Head of Paid Service must consult the Panel unless the change is in keeping with changes applied to other officers. Section 143A also enables the Panel to take a view on anything in the Pay Policy Statement of an authority that relates to the salary of the Head of Paid Service (normally the Chief Executive or Chief Fire Officer). The Local Government (Wales) Act 2015 extended this responsibility, on a temporary basis to Chief Officers of principal authorities. The Panel's approach to its use of these powers is set out in Section 15 of this Report and accords with the guidance issued to the Panel by the Welsh Government.
13. Since assuming the additional responsibility in respect of changes to the salaries of chief officers of principal councils the Panel has dealt with several submissions. The Panel's decisions are attached at Section 15.

1. The Panel's Framework: Principles of Members' Remuneration

Upholding trust and confidence

- 1.1 Citizens rightly expect that all those who choose to serve in local authorities uphold the public trust by embracing the values and ethics implicit in such public service. These principles underpin the contribution that the work of the Panel and its Framework make towards upholding public trust and confidence.

Simplicity

- 1.2 The Framework is clear and understandable. This is essential for the Panel to be able to communicate its determinations effectively to all those who are affected by, or who have an interest in its work.

Remuneration

- 1.3 The Framework provides for payment to members of local authorities who carry a responsibility for serving their communities. The level of remuneration should not act as a barrier to taking up or continuing in post. There should be no requirement that resources necessary to enable the discharge of duties are funded from the salary. The Framework provides additional recompense for those who are given greater levels of responsibility.

Diversity

- 1.4 Democracy is strengthened when the membership of local authorities adequately reflects the demographic and cultural make-up of the communities such authorities serve. The Panel will always take in to account the contribution its framework can make in encouraging the participation of those who are significantly under-represented at local authority level.

Accountability

- 1.5 Taxpayers and citizens have the right to receive value for money from public funds committed to the remuneration of those who are elected, appointed or co-opted to serve in the public interest. The Panel expects all principal councils to make information readily and appropriately available about the activities and remuneration of their members.

Fairness

- 1.6 The framework will be capable of being applied consistently to members of all local authorities within the Panel's remit as a means of ensuring that levels of remuneration are fair, affordable and generally acceptable.

Quality

- 1.7 The Panel recognises that the complex mix of governance, scrutiny and regulatory duties incumbent upon members requires them to engage with a process of continuous quality improvement. The Panel expects members to undertake such training and personal development opportunities as are required to properly discharge the duties for which they are remunerated.

Transparency

- 1.8 Transparency of members' remuneration is in the public interest. Some members receive additional levels of remuneration by virtue of being elected or appointed to more than one public body. The framework serves to ensure that knowledge of all members' remuneration is made easily available to the public.

Remuneration of Officers

- 1.9 The Panel applies these principles of fairness, accountability and transparency in all its determinations in relation to remuneration of members of all the authorities that fall within its remit. The same principles also apply when the Panel is required to make recommendations in relation to the remuneration of the paid officers of these authorities.

2. Annual Report Summary Page

Type of Payment	Type of Authority			
	Principal Councils	National Park Authorities	Fire and Rescue Authorities	Community and Town Councils
Basic Salary	page 11	page 26	page 30	N/A ²
Senior Roles	page 14	page 26	page 30	page 41
Committee Chairs	page 14	page 26	page 30	N/A
Opposition Groups	page 14	N/A	N/A	N/A
Civic Heads and Deputies	page 15	N/A	N/A	page 44
Presiding Members	page 17	N/A	N/A	N/A
Mileage	page 38	page 38	page 38	page 43
Other Travel Costs	page 38	page 38	page 38	page 43
Subsistence Costs	page 39	page 39	page 39	page 43
Costs of Care	page 35	page 35	page 35	page 44
Family Absence	page 24	N/A	N/A	N/A
Sickness Absence	page 36	page 36	page 36	N/A
Joint Overview and Scrutiny Committees	page 21	N/A	N/A	N/A
Pension	page 23	N/A	N/A	N/A
Co-optees	page 33	page 33	page 33	N/A
Specific or Additional Allowances	page 19	page 27	page 31	N/A
Payments to Community and Town Councillors	N/A	N/A	N/A	page 40
Financial Loss Allowance	N/A	N/A	N/A	page 43
Statement of Payments	page 80	page 80	page 80	Page 80
Schedule of Remuneration	Page 78	Page 78	Page 78	N/A
Salaries of Chief Executives and Chief Officers	Page 47	N/A	Page 47	N/A

² Not Applicable

3. Payments to Elected Members of Principal Councils: Basic, Senior and Civic Salaries

Basic salary for elected members of principal councils

- 3.1 The Panel originally determined in its Annual Report 2009 that payment of the basic salary would be aligned to the median gross earnings of all full-time employees resident in Wales as reported in the Annual Survey of Hourly Earnings (ASHE). Given the pressures on public expenditure it has not been possible for this alignment to be maintained. If this alignment had continued the basic salary would currently be significantly higher than the current prescribed amount, (close to £15,000 pa). This is calculated on an assumption that the basic activity required of an elected member (i.e. without the additional work required for a senior salary) is equivalent to three days' work.
- 3.2 The Panel remains aware that the core activities required of an elected member of a principal council vary. Duties undertaken should enable all members to discharge their core non-executive responsibilities in the governance of their council and in representing those living in their ward. As an elected role, such posts are not readily treated in the same manner as employment with precisely quantified hours. The work that arises in representing ward residents is particularly varied because it is influenced by the very diverse socio-economic conditions, demographics, levels of urbanisation and different ratios of residents to councillors. These circumstances can vary significantly within individual authorities as well as in comparisons of local authorities throughout Wales. Elected positions carry an expectation of a level of personal commitment to community that goes beyond defined remunerated hours. Elected members commonly report time spent that is well in excess of the notional three days (extra time worked and previously defined by the Panel as a 'public service discount').
- 3.3 In 2017 Panel members continued the practice of visiting all Welsh principal councils to meet with elected members to inform and update understanding of their activities. The WLGA Exit Survey of members who stood down in 2017 has also been considered. The general view from members and officers is that the workload has increased and most claimed that it was far in excess of 3 days. In ongoing dialogue with members, the Panel has particularly wished to learn of any impact on basic councillor duties arising from public 'austerity' programmes of recent years and also any changes in expectations from elected members arising from increased electronic communications and social media.
- 3.4 When making financial determinations for this Annual Report, the Panel has considered the progression of a variety of benchmark figures for the period from 2010 to 2017. As well as the ASHE median gross earnings figures for

Wales, the Panel also considered the Retail Price Index, the Consumer Price Index, NJC Pay Scales and Living Wage figures. It is noted that these figures show clear increases in the cost of living and earnings during this period. It is obvious that the gap between the level of basic remuneration for elected members of principal councils and relevant indicators of rises in income and costs of living indicators has continued to grow. The Panel believes this merits action to narrow the gap and limit the rate of erosion. Any adjustments must be in keeping with the Panel's principle that its determinations should be publicly affordable and acceptable.

- 3.5 Although public sector funding continues to be constrained, the Panel therefore considers that an increase in the basic salary is justified. It has determined there shall be an increase of £200 p.a. (which equates to 1.49%) effective from April 2018 to the basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the basic duties expected of all elected members.

Senior salaries for elected members of principal councils

- 3.6 The limit on the number of senior salaries payable ('the cap') will remain in place. In 2018/19 the maximum number of senior salaries payable within each council will not be altered (other than for the Isle of Anglesey Council. See note ii) and will be as set out in Table 1. The rate payable for senior salaries shall not be altered in 2018/19 except to reflect the increase in the basic salary.

Determination 1: Basic salary in 2018/19 for elected members of principal councils shall be £13,600.

Notes to Determination 1:

- i. The responsibility element of senior salaries is not being increased but senior salary holders will receive the uplift to the basic salary.
- ii. The Cabinet Secretary for Finance and Local Government agreed in respect of the Isle of Anglesey Council to increase the number of posts that could be paid a senior salary beyond the fifty percent maximum contained in the Measure subject to a determination by the Panel. The Panel issued a Supplementary Report to give effect to this increase.

Table 1: Maximum numbers of council membership eligible for payment of a senior salary

Council	Number of councillors	Number of senior salaries
Group A (populations over 200,000)		
Cardiff	75	19
Rhondda Cynon Taf	75	19
Swansea	72	19
Group B (populations of 100,000 to 200,000)		
Bridgend	54	18
Caerphilly	73	18
Carmarthenshire	74	18
Conwy	59	18
Flintshire	70	18
Gwynedd	75	18
Neath Port Talbot	64	18
Newport	50	18
Pembrokeshire	60	18
Powys	73	18
Vale of Glamorgan	47	18
Wrexham	52	18
Group C (populations of up to 100,000)		
Blaenau Gwent	42	17
Ceredigion	42	17
Denbighshire	47	17
Isle of Anglesey	30	16
Merthyr Tydfil	33	16
Monmouthshire	43	17
Torfaen	44	17

Payments to members of the Executive, Chairs of committees and the Leader of the Opposition

3.7 The Panel has not changed the previous decisions in respect of the senior salaries paid to these post holders.

(i) The Executive:

The visits to all principal councils by the Panel in 2009 produced the general conclusion that Executive members should be considered as working the equivalent of full time (up to 40 hours per week) but not necessarily nine to five. The recent visits and discussions with members and officers did not change this conclusion. In fact many executive members indicated that their workload has increased. There is still a variety of arrangements in both the structure and operation of cabinets dependent on the specific organisational requirements of each authority.

Many councils operate with a cabinet of 10, the statutory maximum, others choose to have smaller cabinets and therefore the range of individual portfolios is much greater. We have previously concluded that this should be able to be reflected in the remuneration framework. However, it is not the role of the Panel to determine the structure of cabinets of local authorities. The Panel's previous determinations contained flexibility for each council to decide the appropriate range of portfolios to meet local needs and adjust payments within the Executive to reflect responsibility. As a result of the strong views expressed during the visits that the Panel should be prescriptive in respect of the salaries of executive members this provision has been amended. Consequently there will be one salary level within each population group as set out in Table 2 (overleaf):

(ii) Chairs of Committees

The Panel has recognised the overwhelming support for its determinations to be prescriptive and therefore has removed the two tier arrangement for chairs of committees although we continue to take the view that the responsibility and function of chairing a committee is not generally influenced by population of the authority.

Where chairs of committees are paid, the remuneration is: £22,300.

The Senior Salary Bands

Determination 2: The Panel has determined that senior salary levels in 2018/19 for members of principal councils shall be as set out in table 2.

Table 2: Basic salary and senior salaries payable to members of principal councils

Basic salary (payable to all elected members) £13,600			
	Group A (Cardiff, Rhondda Cynon Taf, Swansea)	Group B (Bridgend, Caerphilly, Carmarthenshire, Conwy, Flintshire, Gwynedd, Newport, Neath Port Talbot, Pembrokeshire, Powys, Vale of Glamorgan, Wrexham)	Group C (Blaenau Gwent, Ceredigion, Denbighshire, Merthyr Tydfil, Monmouthshire, Torfaen, Isle of Anglesey)
Senior salaries (inclusive of basic salary)			
Band 1 Leader Deputy leader	£53,300 £37,300	£48,300 £33,800	£43,300 £30,300
Band 2 Executive members	£32,300	£29,300	£26,300
Band 3 Committee chairs (if remunerated):	Level 1	£22,300	
Band 4 Leader of largest opposition group ³		£22,300	
Band 5 Leader of other political groups		£ 17,300	

Table 2 notes:

- a. The Panel considers that the leadership and executive roles (Band 1 and 2 salaries respectively) carry the greatest individual accountability and that 'size of population' remains a major factor in influencing levels of responsibility and

³ Leader of largest opposition group. See IRPW Regulations, Annex 2, Part 1(2) for a definition of "largest opposition group" and "other political group".

the use of the three population groups (A, B and C) has therefore been retained. For information: Group A Population 200,000 and above; Group B Population 100,001 to 199,999; Group C Population up to 100,000.

- b. No increase is proposed for senior salaries but post holders will receive the uplift in the basic salary paid to all councillors.
- c. Committee chairs will be paid at Band 3, although an individual authority may determine not to pay particular chairs.
- d. The stipulation that an opposition group leader or any other group leader must represent at least 10% of the council membership before qualifying for a senior salary remains unchanged.
- e. The Panel has determined that a council must make a senior salary available to the leader of the largest opposition group.
- f. The Panel has determined that, if remunerated, a Band 5 senior salary must be paid to leaders of other political groups.

See IRPW Regulations, Annex 2, Part 1(2) for a definition of “*largest opposition group*” and “*other political group*”.

Payments to Civic Heads and Deputies (Civic Salaries)

- 3.8 The Panel maintains the view that it is appropriate for authorities to set remuneration levels which reflect activity and responsibility of civic heads and deputies rather than the local population. The Panel is aware but surprised that many councils have set the salaries for their civic heads and deputies to accord with the population groups rather than necessarily reflecting the specific responsibilities attached to the roles. For the removal of doubt, it should be noted that the three established groups of principal councils calculated by population are not required to be applied in relation to payments to civic heads and deputies.
- 3.9 The Panel has set three possible levels of civic salary - higher, mid and lower. Each authority must decide which level (if any) is to be paid for each of these roles according to local factors. For example, the civic head of a small council may be paid at the highest rate, whilst the civic head of a large council may be paid at the lowest rate, rates of payment to deputy civic heads may be similarly varied. This also allows for civic heads and their deputies in the same authority to be paid at different levels.
- 3.10 A council may decide not to apply any civic salary to the posts of civic head and/or deputy civic head.

Determination 3: The Panel has determined that (where paid) civic salaries at the following levels are payable (Table 3) and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.

Table 3: Civic salaries (where paid) shall be payable as follows to members of principal councils

Remuneration of civic heads and deputy civic heads <i>(inclusive of basic salaries)</i>		
Responsibility Level	Civic heads	Deputy civic heads
Level 1	£24,300	£18,300
Level 2	£21,800	£16,300
Level 3	£19,300	£14,300

Table 3 notes:

- a. The posts of civic head and deputy civic head are not included in the cap (with the exception of Isle of Anglesey and Merthyr Tydfil Councils).
 - b. The Panel's requirement that members should not have to pay for the cost of the support (see determination 7) that is needed to carry out their duties applies also in respect of civic heads. The Panel recognises the range of provision made for civic heads in respect of transport, secretarial support, charitable giving and clothing.
- 3.11 Civic heads are senior posts within councils which are distinct from political or executive leadership. In addition to chairing major meetings the civic head is the authority's 'first citizen' and 'ambassador' representing the council to a wide variety of institutions and organisations. This requires the post holder to exemplify and promote good citizenship.
 - 3.12 In many instances civic heads receive secretarial support and are provided with transport for official duties and can access a separate hospitality budget which is managed and controlled by council officers.
 - 3.13 The level of support given, the personal financial outlay and the level of activity during the year of office varies considerably between authorities and the size of authority does not necessarily relate to the commitment required, or given by, civic heads.
 - 3.14 All principal councils have a number of community councils within their areas and many also include town councils. Where a community council has a particularly active civic head this may have some impact on the workload of the principal council's civic head.

- 3.15 The Local Government (Democracy) (Wales) Act 2013 allows councils to appoint a presiding member whose role is to chair meetings of the whole council. Where appointed, there would be a consequential reduction in the responsibilities of the respective civic head.

Payments to Presiding Members

Determination 4: The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 Level 1 senior salary. This post will count towards the cap.

Determination 5: The Panel has determined that the post of deputy presiding member will not be remunerated.

Key factors underpinning the Panel's determinations:

- 3.16 The basic salary, paid to all elected members, is remuneration for the responsibility of community representation and participation in the scrutiny, regulatory and related functions of local governance for the time equivalent of three days a week. Any time commitment beyond three days is an unpaid public service contribution.
- 3.17 The prescribed salary and expenses must be paid in full to each member unless an individual has independently and voluntarily opted in writing to the authority's proper officer to forego all or any element of the payment. It is fundamental that there is transparency in this process so any possible suggestion that members are put under pressure to forego some of the salaries is avoided.

The following must be applied:

- a) An elected member must not be remunerated for more than one senior post within his or her authority (but see section 4 on JOSCs).
- b) An elected member must not be paid a senior salary and a civic salary.
- c) All senior and civic salaries are paid inclusive of basic salary.
- d) If a council chooses to have more than one remunerated deputy leader, the difference between the senior salary for the deputy leader and other executive members should be divided by the number of deputy leaders and added to the senior salary for other executive members in order to calculate the senior salary payable to each deputy leader.
- e) Members in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA or FRA to which they have been appointed.

- f) Members in receipt of a Band 1 or Band 2 salary cannot receive any payment from a Community or Town Council of which they are a member other than travel and subsistence expenses and reimbursement of costs of care.

Supporting the work of local authority elected members

- 3.18 Following the local elections in 2017 Panel members undertook visits to all principal authorities in Wales. These visits provided valuable opportunities for members and officers to discuss the variations that occur and to share and understand the benefits gained by properly supporting the ability of members to discharge their basic duties effectively.
- 3.19 The Panel expects the support provided should take account of the specific needs of individual members. The functions of Democratic Services Committees include a requirement to review the level of support provided to members to carry out their duties and the Panel would expect these committees to carry this out and bring forward proposals to the full council as to what is considered to be reasonable. Any proposals should be made with due regard to Determinations 6 and 7 below. For example, the Panel does not consider it appropriate that elected members should be required to pay for any telephone usage to enable them to discharge their council duties as a ward member, committee member or cabinet member.
- 3.20 The Panel considers it is necessary for each elected member to have ready use of e-mail services, and electronic access to appropriate information via an internet connection. The Panel does not consider it appropriate that elected members should be required to pay for internet related services to enable them to discharge their council duties as a ward member, committee member or cabinet member. This comprises the necessary provision for a member to be in proper contact with council services and to maintain contact with those they represent. Many councils in Wales are committed to 'paperless working' and without electronic access a member would be significantly limited in his or her ability to discharge their duties. It is not appropriate for facilities required by members to be available only within council offices within office hours.
- 3.21 The responsibility of each council through its Democratic Services Committee to provide support should be based on an assessment of the needs of its members. When members' additional needs or matters of disability apply, or there are specific training requirements indicated, each authority will need to assess any particular requirements of individual members.

For co-opted members the support should be appropriate and proportionate.

Determination 6: The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone, email and internet facilities giving electronic access to

appropriate information.

Determination 7: The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and or efficiency of members.

Specific or additional senior salaries

3.22 The Panel has allowed for greater flexibility through the provision for authorities to apply for specific or additional senior salaries that do not fall within the current remuneration framework, or which could not be accommodated within the maximum number of senior salaries relating to the authority. If the proposed addition is approved and results in the council exceeding its cap, this will be included in the approval (with exception of Merthyr Tydfil and the Isle of Anglesey Councils – see footnote 4). Some councils have raised the possibility of operating some senior salary posts on a “job share” arrangement. The Panel is supportive of this principle and the process is set out in Paragraph 3.24.

Determination 8: The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.

- 3.23 Guidance to local authorities on the application process was issued in April 2014 and incorporated the following principles:
- a. The total number of senior salaries cannot exceed fifty percent⁴ of the membership.
 - b. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
 - c. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
 - d. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

⁴ Local Government (Wales) Measure 2011 Section 142 (5) The proportion fixed by the Panel in accordance with subsection (4) may not exceed fifty percent unless the consent of the Welsh Ministers has been obtained.

3.24 Job Sharing Arrangements

For members of an executive: Each “sharer” will be paid 50% of the appropriate salary of the Population Group.

The statutory maximum for cabinets cannot be exceeded so both job sharers will count toward the maximum.

Under the Measure, it is the number of persons in receipt of a senior salary, not the number of senior salary posts that count towards the cap. Therefore, for all job share arrangements the senior salary cap will be increased subject to the statutory maximum of 50% of the council’s membership.

The Panel must be informed of the details of any job share arrangements.

The Panel’s determinations on Travel and Subsistence, Reimbursement of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

4. Joint Overview and Scrutiny Committees (JOSC)

4.1 Although to date no council has made use of these arrangements the Regulations are still in force. The Panel retains the arrangements for the remuneration of chairs of Joint Overview and Scrutiny Committees and Sub-committees⁵. The payments align with those of chairs of committees of principal councils set out in Section 3. In future they may be the basis for governance in respect of regional working.

The following determinations apply:

Determination 9: The chair of a Joint Overview and Scrutiny Committee is eligible for an additional payment of £6,700.

Determination 10: In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £3,350.

Determination 11: The chair of a sub committee of a JOSC is eligible for an additional payment of £1,675.

Determination 12: In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £837.

Determination 13: Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.

Determination 14: Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).

Determination 15: A deputy chair of a JOSC or sub committee is not eligible for payment.

Determination 16: Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.

⁵ [http://www.assembly.wales/Laid%20Documents/SUB-LD9311%20-%20The%20Local%20Authorities%20\(Joint%20Overview%20and%20Scrutiny%20Committees\)%20\(Wales\)%20Regulations%202013-02052013-245903/sub-ld9311-e-English.pdf](http://www.assembly.wales/Laid%20Documents/SUB-LD9311%20-%20The%20Local%20Authorities%20(Joint%20Overview%20and%20Scrutiny%20Committees)%20(Wales)%20Regulations%202013-02052013-245903/sub-ld9311-e-English.pdf)

- 4.2 The remuneration of chairs of JOSCs (or a sub-committee of JOSCs) is not prescribed and is a matter for the constituent councils to decide whether such a post will be paid. However, if a senior salary is paid, it must be at the level set out in section 4 of this report.

5. Pension Provision for Elected Members of Principal Councils

- 5.1 The Local Government (Wales) Measure 2011 provides a power to the Panel to make determinations on pension entitlement for elected members of principal councils.

Determination 17: The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.

6. Entitlement to Family Absence

This section applies to elected members of principal authorities.

- 6.1 The Regulations relating to Family Absence for elected members of principal councils were approved by the National Assembly for Wales in November 2013⁶ and cover maternity, new born, adoption and parental absences from official business.
- 6.2 The Panel considered the implications for the remuneration of such members who are given absence under the terms of the Welsh Government Regulations and the Panel's determinations are set out below.

Determination 18: An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.

Determination 19: When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.

Determination 20: It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.

Determination 21: If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.

Determination 22: When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.

Determination 23: The Council's schedule of remuneration must be amended to reflect the implication of the family absence.

⁶ http://www.legislation.gov.uk/wsi/2013/2901/pdfs/wsi_20132901_mi.pdf

7. Payments to Members of National Park Authorities

Structure of National Park Authorities

- 7.1 The 3 National Parks in Wales - Brecon Beacons, Pembrokeshire Coast and Snowdonia were formed to protect spectacular landscapes and provide recreation opportunities for the public. The Environment Act 1995 led to the creation of the 3 corresponding National Park Authorities (NPAs). In managing the National Park, the Authority has 3 main purposes:
- to protect the natural beauty of the Park;
 - to help visitors enjoy and understand it; and
 - to foster the wellbeing of local people.
- 7.2 National Park Authorities have a committee of Members who are either elected members nominated by the Principal Councils within the National Park area or are members appointed by the Welsh Government through the Public Appointments Process. Welsh Government appointed and council nominated members are treated equally in relation to remuneration.
- 7.3 The structure of the Members' Committee at each of the 3 national parks is set out in Table 4.

Table 4: Membership of Welsh National Park Authorities

National Park Authority	Total Membership	Principal Council Members	Welsh Government appointed Members
Brecon Beacons	24	16: Blaenau Gwent County Borough Council – 1 Carmarthenshire County Council – 2 Merthyr Tydfil County Borough Council – 1 Monmouthshire County Council – 2 Powys County Council – 8 Rhondda Cynon Taf County Borough Council - 1 Torfaen County Borough Council - 1	8
Pembrokeshire Coast	18	12: Pembrokeshire County Council - 12	6
Snowdonia	18	12: Conwy County Borough Council – 3 Gwynedd Council – 9	6

- 7.4 In addition, Standards Committees of NPAs have Independent Co-opted members whose remuneration is included in the framework as set out in Section 9.

- 7.5 In considering remuneration of members of NPAs, the Panel has based its determinations on the following key points:
- NPAs manage their work via formal authority meetings, committees and task and finish groups. Each has a Development/Management/Planning Committee, and other committees include Performance and Resources and Audit and Scrutiny. Ordinary NPA members are members of at least one committee as well as being involved in site visits and inspection panels.
 - There is an expectation that members will participate in training and development.
 - The chair of an NPA has a leadership and influencing role in the authority, a representational role similar in some respects to that of a civic head and a high level of accountability. The chair is not only the leader of the authority but is also the public face of the particular national park and is the link with the Minister and AMs with whom they have regular meetings. The role requires a high level of commitment and time.

Basic and senior salaries

- 7.6 The Panel has previously determined that the role of ordinary members of an NPA should be aligned to the basic salary of a member of a principal council, and that the time commitment required is a notional 42 days per year. This remains the basis of the Panel's determinations.
- 7.7 Although public sector funding continues to be constrained the Panel considers that a modest increase in the basic salary is justified and has determined there shall be an increase of £200 (which equates to 1.49%) from 1 April 2018 in the level of basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the duties expected of members.
- 7.8 Therefore, there is a corresponding increase of £50 (rounded) on the basic salary for members of NPAs from 1 April 2018.
- 7.9 The Panel has also previously determined that the remuneration of an NPA chair should be aligned to that part of a Band 3 Level 1 senior salary received by a committee chair of a principal council.
- 7.10 The Panel has provided local flexibility so that an NPA can decide at which of two levels the roles of deputy chair and up to 2 other committee chairs can be remunerated. An NPA may choose to pay its deputy chair and/or committee chairs a salary of either £7,375 or £6,075, commensurate with the significant and sustained duties to be discharged in a particular role.
- 7.11 During 2016, the Panel met with members and officers of the 3 NPAs. Feedback was received during the Panel's visits about the importance of members' attendance at meetings and the impact non-attendance can have.

Additional Senior Salaries

- 7.12 Feedback was also received during the Panel's visits to NPAs that its determination that up to two NPA Committee Chairs could receive a senior salary could be restrictive in the NPAs discharging their governance requirements.
- 7.13 The Panel allows principal councils greater flexibility to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework. The Panel is extending this provision to NPAs as reflected in the following principles:
- a. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
 - b. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
 - c. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.
- 7.14 The Panel has made the following determinations:

Determination 24: The basic salary for NPA ordinary members shall be £3,675.

Determination 25: The senior salary of the chair of an NPA shall be £12,375.

Determination 26: An NPA senior salary can be paid to a Deputy Chair and up to two committee chairs where there is significant and sustained responsibility. This can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility: £6,075 or £7,375.

Determination 27: The Panel has determined to include a provision for NPAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.

Determination 28: Members must not receive more than one NPA senior salary.

Determination 29: An NPA senior salary is paid inclusive of the NPA basic salary and must reflect significant and sustained responsibility.

Determination 30: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.

The Panel's determinations on Travel and Subsistence, Reimbursements of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

8. Payments to Members of Welsh Fire and Rescue Authorities

Structure of Fire and Rescue Authorities

- 8.1 The 3 Fire and Rescue Services in Wales: Mid and West Wales, North Wales and South Wales and Fire and Rescue Authorities (FRAs) were formed as part of Local Government re-organisation in 1996.
- 8.2 FRAs comprise of elected members who are nominated by the Principal Councils within the Fire and Rescue Service area.
- 8.3 The structure of the each of the 3 FRAs is set out in Table 5.

Table 5: Membership of Fire and Rescue Authorities

Name of Fire and Rescue Authority	Number of Local Authority Members
Mid and West Wales	25: Carmarthenshire County Council – 5 Ceredigion County Council – 2 Neath Port Talbot County Borough Council – 4 Pembrokeshire County Council – 3 Powys County Council – 4 Swansea City and County Council – 7
North Wales	28: Conwy County Borough Council – 5 Denbighshire County Council – 4 Flintshire County Council – 6 Gwynedd Council – 5 Isle of Anglesey County Council – 3 Wrexham County Borough Council – 5
South Wales	24: Bridgend County Borough Council – 2 Blaenau Gwent County Borough Council – 1 Caerphilly County Borough Council – 3 Cardiff City Council – 5 Merthyr Tydfil County Borough Council – 1 Monmouthshire County Council – 2 Newport City Council - 2 Rhondda Cynon Taf County Borough Council - 4 Torfaen County Borough Council – 2 Vale of Glamorgan Council -2

- 8.4 In addition, Standards Committees of FRAs have independent co-opted members whose remuneration is included in the framework as set out in Section 9.

8.5 In considering remuneration of members of FRAs, the Panel has based its determinations on the following key points:

- The chair has a leadership and influencing role in the authority, and a high level of accountability especially when controversial issues relating to the emergency service arise. In addition to fire authority meetings, all FRAs have committees that include in different combinations: audit, performance management, scrutiny, human resources, resource management as well as task and finish groups and disciplinary panels. As well as attending formal meetings of the authority and committees, members are encouraged to take on a community engagement role, including visiting fire stations.
- There is a strong training ethos in FRAs. Members are expected to participate in training and development. Induction programmes are available as well as specialist training for appeals and disciplinary hearings.
- Training sessions often follow on from authority meetings to make the training accessible.

Basic and Senior Salaries

8.6 The Panel has previously determined the remuneration of ordinary members of an FRA should be aligned to the basic salary of a member of a principal council and the time commitment required is a notional 20 days per year. This remains the basis of the Panel's determinations.

8.7 Although public sector funding continues to be constrained the Panel considers that a modest increase in the basic annual salary of elected members is justified and has determined there shall be an increase of £200 (which equates to 1.49%) from the date of the authority's Annual General Meeting in the level of basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the duties expected of members.

8.8 Therefore, there is a corresponding increase of £30 (rounded) on the basic salary for members of FRAs from the date of the authority's Annual General Meeting.

8.9 The Panel determined that the remuneration of an FRA chair should be aligned to that part of a Band 3 Level 1 senior salary received by a committee chair of a principal council.

8.10 The Panel determined that the remuneration of an FRA deputy chair where there is significant and sustained senior responsibility will be aligned with the Band 5 senior salary.

8.11 The Panel has determined that up to two FRA committee chairs where there is significant and sustained responsibility can be remunerated.

8.12 During 2016, the Panel met with members and officers of the 3 FRAs. Feedback was received about the importance of members' attendance at meetings and the impact non-attendance can have.

Additional Senior Salaries

8.13 The Panel allows principal councils greater flexibility to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework. The Panel is extending this provision to FRAs as reflected in the following principles.

- a. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
- b. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
- c. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

Local Pension Boards

8.14 The Panel has considered requests from FRAs to allow them to pay salaries to chairs of local pension boards established under the Firefighters' Pension Scheme (Wales) Regulations 2015. Those Regulations already give FRAs the power to decide how local pension boards are to work and to pay the chair and members if they wish. Therefore it is not appropriate for the Panel to make a determination empowering FRAs to pay salaries to local pension board chairs. The senior salaries in Determination 33 or 34 cannot be used exclusively for this role.

8.15 The Panel has made the following determinations:

Determination 31: The basic salary for FRA ordinary members shall be £1,745.

Determination 32: The senior salary of the chair of an FRA shall be £10,445.

Determination 33: An FRA senior salary can be paid to the deputy chair and up to two chairs of committees where there is significant and sustained responsibility. This shall be paid at £5,445.

Determination 34: The Panel has determined to include a provision for FRAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.

Determination 35: Members must not receive more than one FRA senior salary.

Determination 36: An FRA senior salary is paid inclusive of the FRA basic salary and must reflect significant and sustained responsibility

Determination 37: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.

The Panel's determinations on Travel and Subsistence, Reimbursement of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

9. Payments to co-opted Members of Principal Councils, National Park Authorities and Fire & Rescue Authorities ⁷

- 9.1 The Panel has determined that a daily/half daily fee is appropriate remuneration for the important role undertaken by co-opted members of authorities with voting rights (this includes the co-opted member from a Town or Community council). The level of payments is equivalent to the current daily rates for chairs and members of the Welsh Government's Band 2 sponsored bodies. The Panel notes there has been no uplift in these payment levels across such bodies since 2010.
- 9.2 Principal councils, NPAs and FRAs can decide on the maximum number of days in any one year for which co-opted members may be paid.
- 9.3 The determinations are set out below:

Determination 38: Principal councils, NPAs and FRAs must pay the following fees to co-opted members (Table 6) (who have voting rights).

Table 6: Fees for co-opted members (with voting rights)

Chairs of standards, and audit committees	£256 (4 hours and over) £128 (up to 4 hours)
Ordinary members of standards committees who also chair standards committees for community and town councils	£226 daily fee (4 hours and over) £113 (up to 4 hours)
Ordinary members of standards committees; education scrutiny committee; crime and disorder scrutiny committee and audit committee	£198 (4 hours and over) £99 (up to 4 hours)
Community and town councillors sitting on principal council standards committees	£198 (4 hours and over) £99 (up to 4 hours)

Determination 39: Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.

Determination 40: Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).

⁷ This section does not apply to co-opted members to community and town councils.

Determination 41: The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.

Determination 42: Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.

The Panel's determinations on Travel and Subsistence, Reimbursement of costs of care and Family Absence are now set out in separate sections of this Annual Report.

10. Reimbursement of Costs of Care

- 10.1 This section applies to members of principal councils, National Park Authorities, Fire and Rescue Authorities and to co-opted members of these authorities. The same provision for Community and Town Councils is given in section 13.
- 10.2 The purpose of this section is to enable people who have personal support needs and or caring responsibilities to carry out their duties effectively as a member of an authority. The Panel believes that additional costs of care required to carry out approved duties should not deter people from becoming and remaining a member of an authority or limit their ability to carry out the role.
- 10.3 The Panel recognises the issues relating to the publication of this legitimate expense. This is reflected in the options for publication as set out in Annex 4. To support current members and to encourage diversity the Panel urges authorities to promote and encourage greater take-up of the reimbursement of costs of care.

Determination 43: All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.

11. Sickness Absence for Senior Salary Holders

- 11.1 The Family Absence Regulations (approved by the National Assembly in 2014) are very specific relating to entitlement and only available for elected members of principal councils. Absence for reasons of ill-health is not included.
- 11.2 Instances have been raised with the Panel of senior salary holders on long term sickness and the perceived unfairness in comparison with the arrangements for family absence. In consequence, councils are faced with the dilemma of:
- Operating without the individual member but still paying him/her the senior salary.
 - Replacing the member who therefore loses the senior salary (but retains the basic salary).
- 11.3 The Panel has considered this and is amending the Framework to provide specific arrangements for long term sickness as set out below:
- a) Long term sickness is defined as certified absences in excess of 4 weeks.
 - b) The maximum length of sickness absence within these proposals is 26 weeks or until the individual's term of office ends, whichever is sooner (but if reappointed any remaining balance of the 26 weeks will be included).
 - c) Within these parameters a senior salary holder on long term sickness can, if the authority decides continue to receive remuneration for the post held.
 - d) It is a decision of the authority whether to make a substitute appointment but the substitute will be eligible to be paid the senior salary appropriate to the post.
 - e) If the paid substitution results in the authority exceeding the maximum number of senior salaries payable for that authority as set out in the Annual Report, an addition will be allowed for the duration of the substitution. (However this would not apply to Merthyr Tydfil or the Isle of Anglesey councils if it would result in more than 50% of the membership receiving a senior salary. It would also not apply in respect of a council executive member if it would result in the cabinet exceeding 10 posts - the statutory maximum).
 - f) When an authority agrees a paid substitution the Panel must be informed within 14 days of the decision of the details including the specific post and the estimated length of the substitution. The authority's Schedule of Remuneration must be amended accordingly.
 - g) It does not apply to elected members of principal councils who are not senior post holders as they continue to receive basic salary for at least

six months irrespective of attendance and any extension beyond this timescale is a matter for the authority.

- 11.4 This arrangement applies to members of principal councils, National Park Authorities and Fire and Rescue Authorities who are senior salary holders, including Welsh Government appointed members, but does not apply to co-opted members.

Note:

The Family Absence Regulations apply to elected members in cases of maternity, new born, adoption and parental absences from official business. They do not apply to Welsh Government appointed members.

12. Reimbursement of Travel and Subsistence Costs when on Official Business

- 12.1 This section applies to members of principal authorities, National Park Authorities, Fire and Rescue Authorities and to co-opted members of these authorities. (Similar provision for Community and Town Councils is contained in section 13 as there is a different approach to such members, principally that the provision is permissive.)
- 12.2 Members may claim reimbursement for travel and subsistence (meals and accommodation) costs where these have arisen as a result of undertaking official duties. Expenses reimbursed to members by their local authority are exempt from Income Tax and employee NICs.
- 12.3 The Panel is aware that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. As an alternative, travel arrangements could be made directly by the authority in such circumstances.
- 12.4 The Panel has determined there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at the current HM Revenue and Customs (HMRC) rates which are:

Reimbursement of mileage costs

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per mile	Per passenger carried on authority business
24p per mile	Motor cycles
20p per mile	Bicycles

- 12.5 Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

Reimbursement of other travel costs

- 12.6 All other claims for travel must only be reimbursed on production of receipts showing the actual cost and will be subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.

Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 12.7 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 12.8 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 12.9 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.
- 12.10 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

13. Payments to Members of Community and Town Councils

- 13.1 The Panel has had responsibility for the remuneration of community and town councils since the Measure of 2011 and its first determinations for such members came into effect in the financial year 2013/2014. Subsequent Annual Reports have developed ideas for remuneration of community and town councillors, allowing flexibility to meet appropriate responsibilities.
- 13.2 The Panel recognises a wide variation in geography, scope and scale across the 735 community and town councils in Wales, from small community councils with relatively minimal expenditure and few meetings to large town councils with significant assets and responsibilities.
- 13.3 Since producing its last report, the Panel met with 104 Councillors and Clerks representing 68 Community and Town Councils in 4 meetings it held across Wales. The discussions confirmed the widely held view that the roles individual councils undertake varied significantly. Subsequent research the Panel undertook into councils' income and expenditure and councillor to population ratios further supported the wide variation.
- 13.4 The Panel is of the view that in accordance with this wide variation, the responsibilities and accountabilities of councillors must also vary. Councillors managing income or expenditure of £1m and those delivering significant services, including some that might have been delegated from principal councils, are operating in a much more complex environment than a council with an annual budget of less than £30,000.
- 13.5 Therefore the Panel is proposing to form groups of Community and Town Councils to reflect these differences. The Panel examined a range of measures they could use as the basis for any groupings and it considers that 3 groups based on the level of income *or* expenditure, whichever is the highest, in the previous financial year, is most appropriate. Using income *or* expenditure figures better reflects the activity levels of a council than population ratios which the Panel found did not correlate to income or expenditure. It is also easy for councils to understand which group they belong to.
- 13.6 In the draft report the Panel proposed a range of mandatory payments for councils. As part of the consultation on the draft report, the Panel received some helpful feedback from councils with income or expenditure of less than £30,000 which outlined the disproportionate impact this would have on their precept and administrative costs. The Panel has considered this and adjusted its groupings as set out in table 7 below.

In creating these three groups it has reflected that councils with income or expenditure in excess of £200,000 are subject to section 40 of the Wellbeing of Future Generations Act; approximately 50% have income or expenditure

below £30,000; and those councils with income or expenditure of between £30,000 and £200,000 are likely to have a greater range of responsibilities.

The Panel has reflected different payment requirements for councils in each of these three groups as set out in the remainder of this report. The Panel will be considering further differentiations based on the groups in the future.

Table 7: Community and Town Council Groupings

Community and Town Council Group	Income or Expenditure in 2017-18 of:
A	£200,000 and above
B	£30,000 - £199,999
C	Below £30,000

- 13.7 The Panel is of the view that Community and Town Councillors are not volunteers because further to the democratic process they have accepted formal responsibilities and all face some degree of liability, in respect of the Council functions they are running. Also, the Panel wants any member who has personal support needs and / or caring responsibilities to be able to fulfil their role. To reflect this, the Panel is mandating payment of a contribution to costs and expenses for members of councils in Groups A and B; and authorising payment of a contribution to costs and expenses to be made available for members of councils in Group C as set out in determinations 44 and 45. The Panel is also mandating reimbursement of cost of care for all members of Community and Town Councils as set out in determination 51.
- 13.8 The Panel is also of the view that Councils in Group A are likely to have a greater number of committees reflecting its level of activity; and therefore is additionally mandating the payment for senior roles as set out in Determination 46.
- 13.9 Where not mandated, each determination requires a formal decision by each of these community or town councils annually. A Council can adopt any or all of the non-mandated determinations but if it does make such a decision, it must apply to all its members.
- 13.10 In all cases, any individual member may make a personal decision to elect to forgo part or all of the entitlement to any of these payments by giving notice in writing to the proper officer of the council.
- 13.11 In the event of a member of the council standing down during the year, it is a matter for the council to decide whether or not to reclaim any payments made.
- 13.12 Members in receipt of a Band 1 or Band 2 senior salary from a principal council cannot receive any payment from any Community or Town Council, other than travel and subsistence expenses and reimbursement of costs of care. However, this does not preclude them from holding a senior role.

Payments towards costs and expenses

13.13 The Panel is mandating payment of a contribution to costs and expenses for members of councils in Groups A and B; and authorising payment of a contribution to costs and expenses to be made available for members of councils in Group C. Receipts are not required for these payments.

Determination 44: Community and town councils in Groups A and B must make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Determination 45: Community and town councils in Group C are authorised to make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Senior roles

13.14 The Panel recognises that specific member roles especially within the larger community and town councils, for example a committee chair, will involve greater responsibility. It is also likely that larger councils will have a greater number of committees, reflecting its level of activity. The Panel has therefore determined that councils in Group A must make available a payment for a minimum of one senior role and a maximum of five senior roles. Councils in Groups B and C are authorised to pay up to five responsibility payments for specified roles.

Determination 46: Community and town councils in Group A must make available an annual payment of £500 each to a minimum of 1 and a maximum of 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses.

Determination 47: Community and town councils in Groups B or C are authorised to make an annual payment of £500 each to up to 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is claimed.

Reimbursement of travel costs and subsistence costs

13.15 The Panel recognises there can be significant travel and subsistence costs associated with the work of community and town council members, especially

where the council area is geographically large and/or when engaging in duties outside this area.

Determination 48: Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties.⁸ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:

- 45p per mile up to 10,000 miles in the year.
- 25p per mile over 10,000 miles.
- 5p per mile per passenger carried on authority business.
- 24p per mile for private motor cycles.
- 20p per mile for bicycles.

Determination 49: If a community or town council resolves that a particular duty requires an overnight stay, it may authorise reimbursement of subsistence expenses to its members at the maximum rates set out below on the basis of receipted claims:

- £28 per 24-hour period allowance for meals, including breakfast where not provided.
- £200 – London overnight.
- £95 – elsewhere overnight.
- £30 – staying with friends and/or family overnight.

Compensation for financial loss

13.16 The Panel has retained the facility which councils may pay as compensation to their members where they suffer financial loss when attending approved duties.

Determination 50: Community and town councils are authorised to pay financial loss compensation to each of their members, where such loss has actually occurred, for attending approved duties as follows:

- Up to £34.00 for each period not exceeding 4 hours:
- Up to £68.00 for each period exceeding 4 hours but not exceeding 24

⁸ Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

hours.

Reimbursement of the costs of care

- 13.17 The purpose of this is to enable people who have personal support needs and or caring responsibilities to carry out their duties effectively as a member of an authority. The Panel believes that the additional costs of care required to carry out approved duties should not deter people from becoming and remaining a member of an authority or limit their ability to carry out the role.
- 13.18 The Panel recognises the issues relating to the publication of this legitimate expense. This is reflected in the options for publication as set out in Annex 4. To support current members and to encourage diversity the Panel urges authorities to promote and encourage greater take-up of the reimbursement of costs of care.

Determination 51: All community and town councils must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.

Civic Head / Deputy Civic Head Honoraria

- 13.19 Recognising that some mayors and chairs of community and town councils and their deputies are very active during their year of office, the Panel has determined that community and town councils should be authorised to pay an honorarium for these roles. In previous annual reports the Panel did not determine a maximum level of payment to mayors/chairs and their deputies.
- 13.20 The Panel's consultation meetings this year, confirmed that the majority of community and town councils make no or very modest payments to their civic leaders and that some of them are reporting the budget allocated for civic functions and civic expenditure rather than the amount paid as personal senior salary to the individual.
- 13.21 The Panel is concerned only with the amount paid to the mayors/chairs as an honorarium to be used or retained at their discretion. This is separate from a budget for mayoral/chair activities. The Panel has determined that the maximum amount to be paid to a chair/mayor of a community or town council in this way shall be £1,500. The maximum amount to be paid to a deputy mayor/chair in this way shall be £500.

Determination 52: Community and town councils are authorised to provide a Civic Head payment to the mayor/chair of the council up to a maximum of £1,500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.

Determination 53: Community and town councils are authorised to provide a Deputy Civic Head payment to the deputy mayor/deputy chair of the council up to a maximum amount of £500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.

Publicity requirements

13.22 There is a requirement on community and town councils to publish details of all payments made to individual members in an annual Statement of Payments. This information must be published on council noticeboards and/or websites (with easy access) and provided to the Panel by email or by post no later than 30 September following the end of the year to which the payments relate. The Panel draws attention to the requirements stipulated at Annex 4. The Panel is concerned that a significant number of councils are in breach of this requirement.

14. Compliance with Panel Requirements

The Panel's remit under the Measure

- 14.1 Section 153 of the Measure empowers the Panel to require a relevant authority⁹ to comply with the requirements imposed on it by an Annual Report of the Panel and further enables the Panel to monitor the compliance of relevant authorities with the Panel's determinations.
- 14.2 A relevant authority must implement the Panel's determinations in this report from the date of its annual meeting or a date specified within the Annual Report.

Monitoring compliance

- 14.3 The Panel will monitor the compliance with the determinations in this Annual Report by relevant authorities against the following requirements:
- (i) A relevant authority must maintain an annual **Schedule of Member Remuneration** (IRPW Regulations 4 and 5). Guidance at Annex 3 sets out the content which must be included in the Schedule.
 - (ii) A relevant authority must make arrangements for the Schedule's publication within the authority area (IRPW Regulation 46) and send the Schedule to the Panel as soon as practicable and not later than 31 July in the year to which it applies. Annex 4 provides further details of the publicity requirements.
 - (iii) Any amendments to the Schedule made during the year must be conveyed to the Panel as soon as possible after the amendment is made.

Note: The above requirements do not apply to community and town councils at this time. The following applies to all authorities including community and town councils.

- (iv) A relevant authority must make arrangements for publication within the authority area of the total sum paid by it to each member and co-opted member in respect of salary (basic, senior and civic), allowances, fees and reimbursements in a Statement of Payments (in accordance with Annex 4 that sets out the content that must be included in the Publicity Requirements) as soon as practicable and no later than 30 September following the close of the year to which it relates. It must be submitted to the Panel no later than that date.

⁹ Interpretation of "Relevant Authority" provided in the Independent Remuneration Panel for Wales (IRPW) Regulations, Part 1, 'Interpretation'.

15. Salaries of Heads of Paid Service of Principal Councils and Fire and Rescue Authorities and Chief Officers of Principal Councils

- 15.1 Section 63 of the Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting section 143A. This enables the Panel to take a view on anything in the Pay Policy Statements of these authorities that relates to the salary of the head of paid service (normally the chief executive or chief fire officer). Section 39 of the Local Government (Wales) Act 2015 further amended the Measure extending this function to include Chief Officers of Principal Councils.
- 15.2 The Welsh Government issued amended guidance to the Panel which can be found at <http://gov.wales/docs/dsijg/publications/localgov/160212-irp-guide-salaries-en-v2.pdf>. This sets the basis on which the Panel will carry out the function contained in the legislation.
- 15.3 In essence the functions of the Panel and the requirements on authorities established by the legislation and the subsequent guidance are:
- a) If a principal council intends to change the salary of the head of paid service or chief officer, or if a fire and rescue authority intends to change the salary of its head of paid service it must consult the Panel unless the change is in keeping with changes applied to other officers of that authority (whether the change is an increase or decrease). 'Salary' includes payments under a contract for services as well as payments of salary under an employment contract.
 - b) The authority must have regard to the recommendation(s) of the Panel when reaching its decision.
 - c) The Panel may seek any information that it considers necessary to reach a conclusion and produce a recommendation. The authority is obliged to provide the information sought by the Panel.
 - d) The Panel may publish any recommendation that it makes. It is the intention that, in the interests of transparency, it will normally do so.
 - e) The Panel's recommendation(s) could indicate:
 - approval of the authority's proposal
 - express concerns about the proposal
 - recommend variations to the proposal
- as long as these comply with any guidance issued by the Welsh Government.
- 15.4 The Panel also has a general power to review the Pay Policy Statements of authorities so far as they relate to the heads of paid service (and chief officers

until 2020).

- 15.5 It is important to note the Panel will not decide the amount an individual head of paid service will receive.
- 15.6 The Panel is very aware that this additional function is significantly different from its statutory responsibilities in relation to members' remuneration. However, it will ensure that it undertakes this role with clarity and openness, taking into account all the relevant factors in respect of specific individual cases. Authorities are encouraged to consult the Panel at an early stage in their decision making on such matters. This will enable the Panel to respond in a timely manner.

Pay Policy Statements

- 15.7 Paragraph 3.7 of the guidance to the Panel from the Welsh Government states that "The legislation does not restrict the Panel to a reactive role". It allows the Panel to use its power to make recommendations relating to provisions within local authorities Pay Policy Statements. The Panel has considered this in the context of its resources and has decided that these limit the time that could be applied to this open power. So it will examine changes from year to year of the salaries of Chief Executives and Chief Officers to ensure that these comply with the requirements of the legislation.



Reuben Bergman
Head of Human Resources
Vale of Glamorgan Council

rbergman@valeofglamorgan.gov.uk

30 January 2017

Dear Mr Bergman

Reduction in Salary for a Chief Officer Post

Your email dated 25th January has been considered by the Independent Remuneration Panel for Wales. All members of the Panel expressed their views on the proposal, and as you requested to receive the Panel's comments on this proposal prior to 9th February, this was done by email.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal for a reduction to the salary of your Director of Social Services as submitted.

Yours sincerely

John Bader
Chair



Nick Jarman
Director of Social Services, Health and Housing
Neath Port Talbot County Borough Council

n.jarman@npt.gov.uk

27 February 2017

Dear Mr Jarman,

Honorarium Payment to the Head of Children and Young People's Services

Your letter dated 15 February 2017, accompanying documentation and explanatory email was considered by the Independent Remuneration Panel for Wales at their meeting on 22 February. All members of the Panel were present and therefore the meeting was quorate. One member of the Panel declared a conflict of interest and took no part in the discussion.

The Panel considered whether an honorarium paid to a chief officer fell within the Panel's remit. It consulted the *Amended Guidance to the Independent Remuneration Panel for Wales under Section 43A of the Local Government (Wales) Measure 2011 and Section 39 of the Local Government (Wales) Act 2015*, issued by the Welsh Government. The guidance does not define salary, so the Panel applied the ordinary meaning of the word, namely remuneration in return for services under a contract of employment. The Panel is satisfied that its remit covers all such payments, including those termed honoraria, temporary promotion allowances, bonuses or any other term which distinguishes them from the basic salary. The Panel also considered the Honorarium Policy of Neath Port Talbot council and note that it excludes chief officers. The Panel concluded that making an additional payment to a chief officer in recognition of his or her additional duties is an alteration to the salary that does fall within the Panel's remit.

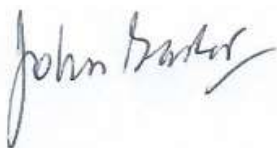
Given that the initial addition to the salary was effective from March 2016 it is clear therefore that Neath Port Talbot council were in breach of their duty under the legislation to consult the Panel.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposal
- b) Express concerns about the proposal
- c) Recommend a variation to the proposal

Having examined the submission from your authority in respect of the continuation of the additional payment, it is the decision of the Panel to approve the proposal as submitted. The Panel however is concerned that the council's failure to consult the Panel is an indication that the council has not been as transparent as it might have been in deciding to alter the salary of this particular chief officer. Your letter is clear that this honorarium payment will cease on the 31st August 2017, either because of the appointment of a Head of Adult Services or because of the introduction of a new management structure. If a new management structure is introduced and results in changes to the salaries (including additions/honoraria) of chief officers of the council the Panel expects that it will be consulted in a timely manner and full disclosure of the justification for the changes will be provided.

Yours sincerely

A handwritten signature in black ink that reads "John Bader". The signature is written in a cursive style with a long, sweeping underline.

John Bader

Chair



Carys Edwards MA FCIPD
Penaeth Proffesiwn AD – Head of Profession HR
Cyngor Sir Ynys Mon County Council
Council Officer
Llangefni
Ynys Mon
LL77 7TW

26 July 2017

Dear Ms Edwards,

Head of Children’s Service – Increase in Salary Level

Your emails dated 29 June, 5th July and 13 July and the enclosed report from your Chief Executive have been considered by the Independent Remuneration Panel for Wales at its meeting on 19th July. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to increase the current salary level of the vacant Head of Children’s Service of £59,757 – £65,933 to a maximum of £74,000.

Yours sincerely

John Bader

Chair



Nick Jarman
Director of Social Services, Health and Housing
Neath Port Talbot County Borough Council

n.jarman@npt.gov.uk

26 July 2017

Dear Mr Jarman

Your letter dated 5 July with its proposal to extend the honorarium payment to the Head of Children and Young People's Services until 31st December 2017 was considered by the Panel at its meeting on the 19 July. All members of the Panel were present and therefore the meeting was quorate. One member of the Panel declared a conflict of interest and took no part in the discussion.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to extend the honorarium payment until 31st December 2017. The Panel expect this to be a final extension and to see any relevant proposals for the restructuring of the Senior Management Team in due course.

Yours sincerely

John Bader

Chair



Will Godfrey
Chief Executive
Newport City Council

20 September 2017

Dear Mr Godfrey

Decrease of Chief Education Officer Salary

The email sent on your behalf by Rachael Davies dated 6 September 2017 with the enclosed report *Review of the Chief Education Officer Salary at Newport City Council September 2017* has been considered by the Independent Remuneration Panel for Wales at its meeting on 13 September. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to decrease the current salary level of the Chief Education Officer from Band 1 (£82,261 - £90,923) to Band 2 (£73,841 - £79,514) following your revision of the job description for the Chief Education Officer with the accountability for the regional focus being removed.

Yours sincerely

John Bader
Chair

Cllr Thompson-Hill
Chair of Senior Remuneration Panel
Denbighshire County Council

C/o

sophie.vaughan@denbighshire.gov.uk



24 November 2017

Dear Cllr Thompson-Hill

Your submission sent on the 7 November with its proposed salary package for the replacement chief executive officer to be recruited by 1 April 2018 was considered by the Panel at its meeting on the 15 November. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to remove the Performance Related Pay element of up to 12% of the annual salary and for the top point of the proposed three point incremental grade to be £127,513, the same amount as the current chief executive's salary.

Yours sincerely

John Bader

Chair

Carys Edwards MA FCIPD
Penaeth Proffesiwn AD
Head of Profession HR
Cyngor Sir Ynys Mon – Isle of Anglesey
County Council
Council Offices
Llangefni
Ynys Mon
LL77 7TW



14 December 2017

Dear Ms Edwards

Head of Learning – increased salary range

Your email dated 24 November 2017 with the enclosed *Report to the Independent Remuneration Panel* has been considered by the Independent Remuneration Panel for Wales at its meeting on 13 December. Five out of the six members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority, in the light of the particular issues in relation to Education, it is the decision of the Panel to approve the proposal to increase the salary of the Head of Learning from the current spot point salary of £72,114 to a range of £72,810 - £82,293

Yours sincerely

John Bader

Chair

Annex 1: The Panel's Determinations for 2018/19

Principal Councils	
1.	Basic salary in 2018/19 for elected members of principal councils shall be £13,600.
2.	The Panel has determined that senior salary levels in 2018/19 for members of principal councils shall be as set out in Table 2.
3.	The Panel has determined that (where paid) civic salaries at the levels as set out in Table 3 and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.
4.	The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 Level 1 senior salary. This post will count towards the cap.
5.	The Panel has determined that the post of deputy presiding member will not be remunerated.
6.	The Panel has determined that each authority, through its Democratic Services Committee, must ensure all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone, email and internet facilities giving electronic access to appropriate information.
7.	The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and or efficiency of members.
Specific or Additional Senior Salaries	
8.	The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.
Joint Overview and Scrutiny Committees	
9.	The chair of a Joint Overview and Scrutiny Committee is eligible for an additional payment of £6,700.
10.	In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £3,350.
11.	The chair of a sub committee of a JOSOC is eligible for an additional payment of £1,675.

12.	In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £837.
13.	Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.
14.	Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).
15.	A deputy chair of a JOSC or sub committee is not eligible for payment.
16.	Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.
Local Government Pension Scheme	
17.	The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.
Family Absence	
18.	An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.
19.	When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.
20.	It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.
21.	If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.
22.	When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.

23.	The Council's schedule of remuneration must be amended to reflect the implication of the family absence.
National Park Authorities	
24.	The basic salary for NPA ordinary members shall be £3,675.
25.	The senior salary of the chair of an NPA shall be £12,375.
26.	An NPA senior salary can be paid to a Deputy Chair and up to two committee chairs where there is significant and sustained responsibility. This can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility: £6,075 or £7,375.
27.	The Panel has determined to include a provision for NPAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.
28.	Members must not receive more than one NPA senior salary.
29.	An NPA senior salary is paid inclusive of the NPA basic salary and must reflect significant and sustained responsibility.
30.	Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.
Fire and Rescue Authorities	
31.	The basic salary for FRA ordinary members shall be £1,745.
32.	The senior salary of the chair of an FRA shall be £10,445.
33.	An FRA senior salary can be paid to the deputy chair and up to two chairs of committees where there is significant and sustained responsibility. This shall be paid at £5,445.
34.	The Panel has determined to include a provision for FRAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.
35.	Members must not receive more than one FRA senior salary.
36.	An FRA senior salary is paid inclusive of the FRA basic salary and must reflect significant and sustained responsibility.
37.	Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.
Co-opted Members	

38.	Principal councils, NPAs and FRAs must pay the fees to co-opted members (who have voting rights) as set out in Table 6.
39.	Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.
40.	Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).
41.	The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.
42.	Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.
Reimbursement of Costs of Care	
43.	All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.
Community and Town Councils	
44.	Community and town councils in Groups A and B must make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
45.	Community and town councils in Group C are authorised to make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
46.	Community and town councils in Group A must make available an annual payment of £500 each to a minimum of 1 and a maximum of 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses.
47.	Community and town councils in Groups B or C are authorised to make an annual payment of £500 each to up to 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is claimed.

48.	<p>Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties.¹⁰ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:</p> <ul style="list-style-type: none"> • 45p per mile up to 10,000 miles in the year. • 25p per mile over 10,000 miles. • 5p per mile per passenger carried on authority business. • 24p per mile for private motor cycles. • 20p per mile for bicycles.
49.	<p>If a community or town council resolves that a particular duty requires an overnight stay, it may authorise reimbursement of subsistence expenses to its members at the maximum rates set out below on the basis of receipted claims:</p> <ul style="list-style-type: none"> • £28 per 24-hour period allowance for meals, including breakfast where not provided. • £200 – London overnight. • £95 – elsewhere overnight. • £30 – staying with friends and/or family overnight.
50.	<p>Community and town councils are authorised to pay financial loss compensation to each of their members, where such loss has actually occurred, for attending approved duties as follows:</p> <ul style="list-style-type: none"> • Up to £34.00 for each period not exceeding 4 hours. • Up to £68.00 for each period exceeding 4 hours but not exceeding 24 hours.
51.	<p>Community and town councils must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.</p>
52.	<p>Community and town councils are authorised to provide a Civic Head payment to the mayor/chair of the council up to a maximum of £1,500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.</p>

¹⁰ Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

53.	Community and town councils are authorised to provide a Deputy Civic Head payment to the deputy mayor/deputy chair of the council up to a maximum amount of £500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.
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Annex 2: Independent Remuneration Panel for Wales (IRPW) Regulations:

- a) for the remuneration of members and co-opted members of relevant authorities**
- b) for functions relating to the salaries of Heads of Paid Service of Principal Councils and Fire and Rescue Authorities**
- c) Chief officers of Principal Councils**

Introduction

Part 8 (sections 141 to 160) and schedules 2 and 3 of the Local Government (Wales) Measure 2011 (*the Measure*) set out the arrangements for the payments and pensions for members of relevant authorities and the functions and responsibilities of the Independent Remuneration Panel for Wales (the Panel).

Sections 62 to 67 of the Local Government (Democracy) (Wales) Act 2013 amends sections 142, 143, 144, 147, 148 and 151 of the Measure and confers additional powers on the Panel.

The powers contained in part 8 and schedules 2 and 3 of the Measure (as amended) have replaced the following Statutory Instruments:

- The Local Authorities (Allowances for Members of County and County Borough Councils and National Park Authorities) (Wales) Regulations 2002 (No. 1895 (W.196)).
- The Local Authorities (Allowances for Members of Fire Authorities) (Wales) Regulations 2004 (No. 2555 (W.227)).
- The Local Authorities (Allowances for Members) (Wales) Regulations 2007 (No.1086 (W.115)).

The Measure also has replaced the sections of the Local Government Act 1972, the Local Government and Housing Act 1989 and the Local Government Act 2000 relating to payments to councillors in Wales.

Allowances for members of community and town councils are set out in Part 5 of these Regulations. The Local Authorities (Allowances for Members of Community Councils) (Wales) Regulations 2003 (No. 895(W.115)) were revoked from 1st April 2013.

Part 1

General

1. a. The short title of these Regulations is: "IRPW Regulations".

- b. The IRPW Regulations came into force on 1 April 2012. The implementation date for each of the relevant authorities is set out in the Annual Report or Supplementary Report of the Panel.
- c. Authorities are required to produce a schedule of payments to members and co-opted members no later than the 31st July each year, for submission to the Panel and publication (see paragraph 46).

Interpretation

2. In the IRPW Regulations:

- “The 1972 Act” means the Local Government Act 1972.
- “The 2000 Act” means the Local Government Act 2000.
- “The 2013 Act” means the Local Government (Democracy) (Wales) Act 2013.
- “Allowance” means the actual or maximum amount which may be reimbursed to members and co-opted members of a relevant authority for expenses necessarily incurred when carrying out the official business of the relevant authority.
- “Annual report” means a report produced by the Panel in accordance with section 145 of the Measure.
- “Approved duty” in relation to community and town councils has the meaning as set out in Part 5 of these Regulations.
- “Attendance Allowance” in relation to community or town councils has the meaning set out in Part 5 of these Regulations.
- “Authority” means a relevant authority in Wales as defined in Section 144(2) of the Measure, and includes a local authority (county or county borough council), a national park authority and a Welsh fire and rescue authority, a community or town council.
- “Basic Salary” has the same meaning as set out in paragraph 6 of these Regulations, and may be qualified as “LA Basic Salary” to refer to the basic salary of a member of a principal council; “NPA Basic Salary” to refer to the basic salary of a member of a national park authority; and “FRA Basic Salary” to refer to the basic salary of a member of a Welsh fire and rescue authority.
- “Chief Officer” of a principal authority has the meaning as defined in the Localism Act 2011.
- “Civic Head” is the person elected by the council to carry out the functions of the chair of that council and is designated as mayor or chair.
- “Committee” includes a sub-committee.
- “Community or town council” means in relation to Part 8 of the Measure, a community council as defined in section 33 of the Local Government Act 1972 or a town council in accord with section 245B of the same Act.

- “Consultation draft” means the draft of an Annual or Supplementary report under Section 146 (7) or 147(8) of the Measure, representations on which must be taken into account by the Panel.
- “Constituent authority” – for national park authorities this is a local authority falling within the area of a national park authority; for Welsh fire and rescue authorities it is a local authority falling within the area of a fire and rescue authority.
- “Controlling group” means a political group in a local authority where any of its members form part of the executive.
- “Co-opted Member” has the meaning contained in section 144 (5) of the Measure, that is those with the right to vote on matters within the purview of the committee on which they serve.
- “Co-opted Member fee” has the same meaning as set out in paragraph 19 of these Regulations.
- “Costs of Care” has the same meaning as set out in paragraph 21 of these Regulations.
- “Democratic Services Committee” means the local authority committee established under section 11 of the Measure.
- “Deputy Civic Head” is a person elected by the council to deputise for the mayor or chair of that council.
- “Executive” means the executive of an authority in a form as specified in sections 11(2) to (5) of the 2000 Act, as amended by section 34 of the Measure.
- “Executive arrangements” has the meaning given by section 10(1) of the 2000 Act.
- “Family absence” as defined in Section 142 (2) (b) of the Measure has the meaning given to it by Part 2 of the Measure, and contained in the Regulations relating thereto.
- “Financial Loss Allowance in relation to community or town councils has the meaning as set out in Part 5 of the Regulations.
- “Fire and rescue authority” means an authority constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies.
- “Head of paid service” means as designated under section 4(1) of the Local Government and Housing Act 1989.
- Joint Overview and Scrutiny Committee means a committee or sub committee set up by two or more principal councils under the Local Authority (Joint Overview and Scrutiny Committees) (Wales) Regulations 2013.
- “Largest opposition group” means a political group other than a controlling group which has a greater number of members than any other political group in the authority.

- “Local authority” means a county or county borough council.
- “Member” means in respect of a local authority or a community or town council a person who has been elected to serve as a councillor for that authority; for a national park authority means a member appointed by a constituent authority and also a person appointed by Welsh Ministers; for Welsh fire and rescue authorities means a member appointed by a constituent authority.
- “National Park Authority” means a national park authority established under section 63 of the Environment Act 1995.
- “Official business” has the meaning contained in Section 142 (10) of the Measure in relation to the payment of allowances for care, travel and subsistence as reimbursement of expenses necessarily incurred by members and co-opted members of a relevant authority (excluding community and town councils) when:
 - a. Attending a meeting of the authority or any committee of the authority or any body to which the authority makes appointments or nominations or of any committee of such a body.
 - b. Attending a meeting of any association of authorities of which the authority is a member.
 - c. Attending a meeting the holding of which is authorised by the authority or by a committee of the authority or by a joint committee of the authority and one or more other authorities.
 - d. Attending any training or development event approved by the authority or its executive.
 - e. A duty undertaken for the purpose of or in connection with the discharge of the functions of an executive within the meaning of Part 2 of the 2000 Act, as amended.
 - f. A duty undertaken in pursuance of a standing order which requires a member or members to be present when tender documents are opened.
 - g. A duty undertaken in connection with the discharge of any function of the authority to inspect or authorise the inspection of premises.
 - h. A duty undertaken by members of principal councils in connection with constituency or ward responsibilities which arise from the discharge of local authority functions.
 - i. Any other duty approved by the authority, or any duty of class so approved, undertaken for the purpose of, or in connection with, the discharge of the functions of the authority or any of its committees.
- “Other political group” means a political group other than a controlling group or the largest opposition group (if any) which comprises not less than ten per cent of the members of that authority.

- “Overview and Scrutiny Committee” means a committee of the authority which has the powers set out in sections 21(2) and (3) of the 2000 Act, as amended by Part 6 of the Measure.
- “Panel” means the Independent Remuneration Panel for Wales as set out in section 141(1) and schedule 2 of the Measure.
- “Pay policy statement” means a statement produced by a relevant authority under section 38 of the Localism Act 2011.
- “Presiding Member” means a member of a principal council who has been designated by that council to carry out functions in relation to the chairing of its meetings and proceedings.
- “Principal council” means a county or county borough council.
- “Proper officer” has the same meaning as in section 270(3) of the 1972 Act.
- “Public body” means a body as defined in section 67(b) of the 2013 Act.
- “Qualifying provision” means a provision that makes a variation to a previous decision of the Panel. (Section 65 (c) of the 2013 Act).
- “Qualifying relevant authority” is an authority within the meaning of section 63 of the 2013 Act, required to produce a pay policy statement.
- “Relevant authority” is set out in Section 144(2) of the Measure (as amended) and in section 64 of the 2013 Act and, for the purposes of these Regulations, includes a local authority/principal council, a community or town council, a national park authority and a Welsh fire and rescue authority.
- “Relevant matters” are as defined in Section 142(2) of the Measure.
- “Schedule” means a list setting out the authority’s decisions in respect of payments to be made during the year (as relating to that authority) to all members and co-opted members of that authority.
- “Senior Salary” has the same meaning as set out in paragraph 11 of these Regulations and may be qualified as “Local Authority/Principal council Senior Salary” to refer to the senior salary of a member of a principal council; “National Park Senior Salary” to refer to the senior salary of a member of a national park authority; or “Fire and Rescue authority Senior Salary” to refer to the senior salary of a member of a Fire and Rescue authority.
- “Sickness absence” means the arrangements as set out in the Annual Report.
- “Supplementary report” has the meaning contained in section 146(4 to 8) of the Measure.
- “Travelling and subsistence allowance” has the same meaning as set out in paragraph 25 of these Regulations.
- “Year” has the following meanings:

“financial year” – the period of twelve months ending 31 March;

“calendar year” – the period of twelve months ending 31 December;

“municipal year” – the year commencing on the date of the annual meeting of the local authority and ending the day before the annual meeting of the following year; for national park authorities and Welsh fire and rescue authorities it is the period of up to twelve months following the annual meeting of the authority.

Part 2: Schedule of member/co-opted member remuneration

Commencement of term of office

3. The term of office of:

- A member of a local authority or community or town council begins 4 days following the election subject to making the declaration of acceptance of that office under section 83(1) of the 1972 Act.
- A councillor member of a national park authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of a Welsh Government appointed member begins on the date of that appointment. The term of office of the chair and deputy chair of the national park authority begins on the date of election by that authority to that office.
- A councillor member of a Welsh fire and rescue authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of the chair and deputy chair of the fire and rescue authority begins on the date of election by that authority to that office.
- A co-opted member of a relevant authority begins on the date of appointment by the relevant authority.

Schedule of member remuneration (the Schedule) (does not apply to community or town councils – see Part 5)

4. An authority must produce annually, a schedule of payments it intends to make to its members and co-opted members. The amount of those payments must accord with the Panel’s determinations made for that year in its Annual or Supplementary Reports. The Schedule must be produced no later than four weeks following the annual meeting of the authority.

Amendment to the Schedule

5. An authority may amend the Schedule at any time during the year (as relating to the authority) provided that such amendments accord with the Panel’s determinations for that year.

Basic salary

6. An authority must provide for the payment of a basic salary, as determined by the Panel in its Annual or Supplementary Reports, to each of its members. The amount of the salary must be the same for each member. For principal councils only, this salary remains payable during a period of family absence.
7. A member may not receive more than one basic salary from a relevant authority, but a member of one relevant authority may receive a further basic salary by being appointed as a member of another relevant authority (except in the case as indicated in paragraph 16).
8. The amount of the basic salary will be set in accordance with Section 142(3) of the Measure and will be one of the following:
 - The amount the authority must pay to a member of the authority.
 - The maximum amount that the authority may pay to a member of the authority.
9. Where the term of office of a member begins or ends other than at the beginning or end of the year (as relating to the authority), the entitlement of that member is to such proportion of the basic salary as the number of days during which the member's term of office subsists during that year bears to the number of days in that year.
10. Where a member is suspended or partially suspended from being a member of an authority (Part 3 of the 2000 Act refers) the part of the basic salary payable to that member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Senior salary

11. Subject to paragraphs 12 to 18 an authority can make payments of a senior salary to members that it has given specific responsibilities. Such payments must accord with the Panel's determination for the year (as relating to the authority) that the payments are made and must be set out in the Schedule of that authority. For principal councils only, a senior salary will remain payable during the family absence of the office holder.
12. The Panel will prescribe in its Annual or Supplementary Reports the following:
 - The categories of members eligible for the payment of a senior salary which may not be the same for all authorities or categories of authorities.
 - The discretion available to authorities in relation to the payment of senior salaries which may not be the same for all authorities or categories of authorities.
13. The amount of the senior salaries payable will be in accordance with section 142(3) of the Measure and specify:

- The amount that a relevant authority must pay to a member of the authority.
 - The maximum amount that a relevant authority may pay to a member of the authority.
14. The Senior Salary will comprise an amalgam of the basic salary and an additional amount for the relevant specific responsibility determined by the Panel in its Annual or Supplementary Reports. This may not be the same for all authorities or categories of authorities.
 15. The Panel in its Annual or Supplementary Reports will determine either the maximum proportion of its membership or the total number of members that an authority can pay as senior salaries. The percentage may not exceed fifty percent without the express approval of Welsh Ministers (Section 142(5) of the Measure). For principal councils only, the maximum proportion or number may be exceeded to include payment of a senior salary to an additional member who is appointed to provide temporary cover for the family absence of a senior salary office holder (subject to the 50% limit).
 - 15(a). For principal councils, Fire and Rescue Authorities and National Park Authorities the maximum proportion or number may be exceeded to include the payment of a senior salary to an additional member who is appointed to provide temporary cover for the sickness absence of a senior salary holder as determined in the Annual Report or a Supplementary Report.
 - 15(b). Payments to chairs of Joint Overview and Scrutiny Committees or Sub Committees are additional to the maximum proportion of its membership that an authority can pay as senior salaries subject to the overall maximum of fifty percent as contained in Section 142(5) of the Measure. The Panel will determine the amounts of such payments in an Annual or Supplementary Report.
 16. An authority must not pay more than one senior salary to any member. A principal council member in receipt of a senior salary as leader or executive member of a local authority (determined as full-time by the Panel) may not receive a second salary as a member appointed to serve on a national park authority or a Welsh fire and rescue authority.
 - 16(a). Paragraph 16 does not apply to payments made to a chair of a Joint Overview and Scrutiny Committee or Sub Committee who is in receipt of a senior salary for a role that is not classified as full time equivalent. It continues to apply to leaders or members of the executive.
 17. Where a member does not have, throughout the year specific responsibilities that allow entitlement to a senior salary, that member's payment is to be such proportion of the salary as the number of days during which that member has such special responsibility bears to the number of days in that year.
 18. Where a member is suspended or partially suspended from being a member of the authority (Part 3 of the 2000 Act refers) the authority must not make

payments of the member's senior salary for the duration of the suspension (Section 155(1) of the Measure). If the partial suspension relates only to the specific responsibility element of the payment, the member may retain the basic salary.

Co-opted member payment

19. A relevant authority must provide for the payment of a fee to a co-opted member as determined by the Panel in its Annual or Supplementary Reports. In relation to this regulation 'co-opted member' means a member as determined in Section 144(5) of the Measure and set out in paragraph 2 of these Regulations.
20. Where a co-opted member is suspended or partially suspended from an authority (Part 3 of the 2000 Act refers) the authority must not make payment of a co-opted member fee for the duration of the suspension (Section 155(1) of the Measure).

Allowances

Costs of Care

21. Authorities must provide for the payment to members and co-opted members of an authority the reimbursement in respect of such expenses of arranging the care of children or dependants or for the individual member as are necessarily incurred in carrying out official business as a member or co-opted member of that authority. Payments under this paragraph must not be made:
 - In respect of any child over the age of fifteen years or dependant unless the member/co-opted member satisfies the authority that the child or dependant required supervision which has caused the member to incur expenses that were necessary in respect of the care of that child or dependant in the carrying out of the duties of a member or co-opted member.
 - To more than one member/co-opted member of the authority in relation to the care of the same child or dependant.
 - Of more than one reimbursement for care to a member or co-opted member of the authority who is unable to demonstrate to the satisfaction of the authority that the member/co-opted member has to make separate arrangements for the care of different children or dependants.
22. The maximum amount of the cost of care payable by an authority is to be determined by the Panel in its Annual or Supplementary Reports.
23. Where a member/co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act refers) the part of the reimbursement of the cost of care payable to that member/co-opted member in receipt of the responsibilities or duties from

which that member/co-opted member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

24. An authority's Schedule must stipulate the maximum amount of the reimbursement of costs of care payable each month and its arrangements for making claims, taking full account of the Panel's determinations in this respect.

Travel and subsistence allowances

25. Subject to paragraphs 26 and 27 below a member or co-opted member is entitled to receive payments from the authority by way of travelling and subsistence allowances at rates determined by the Panel in its Annual or Supplementary Reports. Such allowances are in respect of expenditure incurred by a member or co-opted member in the performance of the official business of the authority.

(Paragraphs 26 & 27 apply only to principal councils)

26. Payment of a subsistence allowance to a local authority member for the performance of official business within the boundaries of a county or county borough where s/he is a member should only be made when the authority is satisfied that it can be justified on economic grounds. This does not apply in respect of co-opted members of a local authority who live outside that authority.
27. A local authority may make provision, subject to any limitations it thinks fit, for members to claim mileage expenses for official business in connection with constituency or ward responsibilities where they arise out of the discharge of the functions of the county or county borough.
28. Where a member or co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act refers), travelling and subsistence allowances payable to that member/co-opted member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Part 3: Further provisions

Pensions

29. Under Section 143 of the Measure, the Panel may make determinations in respect of pension arrangements for local authority members in its Annual or Supplementary Reports. Such determinations may:
 - Describe the description of members for whom a local authority will be required to pay a pension.

- Describe the relevant matters in respect of which a local authority will be required to pay a pension.
- Make different decisions for different principal councils.

Allowances to support the function of a local authority member

30. A local authority must provide for the requirements of a member to undertake their role and responsibilities more effectively. The way in which this support should be provided is determined by the Panel in its Annual or Supplementary Reports.

Payment of expenses for official and courtesy visits

31. The arrangements contained in Section 176 of the Local Government Act 1972 will continue to apply but no payment may be made to a person under that arrangement when a payment has been made to that person pursuant to any payment made under these Regulations.

Arrangements in relation to family absence

32. Part 2 of the Measure sets out the rights of local authority members in relation to family absence. The Panel will set out its determinations and the administrative arrangements in relation to the payment of salaries and allowances by principal councils in this respect in its Annual or Supplementary Reports.

Sickness Absence

- 32(a) Arrangements in respect of the long term sickness absence of senior salary holders of principal authorities, Fire and Rescue Authorities and National Park Authorities will be as set out in the Panel's Annual Report or Supplementary Report.

Part 4: Salaries, allowances or fees

Repayment of salaries, allowances or fees

33. An authority must require that such part of a salary, allowance or fee be repaid where payment has already been made in respect of any period during which the member or co-opted member concerned:
- is suspended or partially suspended from that member's/co-opted member's duties or responsibilities in accordance with Part 3 of the 2000 Act or Regulations made under that Act.
 - ceases to be a member or co-opted member of the authority.

- or in any way is not entitled to receive a salary, allowance or fee in respect of that period.

Forgoing salaries, allowances or fees

34. Under Section 154 of the Measure, any member or co-opted member may by notice in writing to the proper officer of the authority elect to forgo any part of their entitlement to a salary, allowance or fee under the determination of the Panel for that particular year (as relating to the authority).

Part 5: Specific provisions relating to community and town councils (“the council”)

Interpretation

35. For the purposes of this Part the term member means both an elected member and a co-opted member.

Allowances

36. Allowances:
- a) The Annual Report or a Supplementary Report determines the arrangements and amount of an annual payment to members in respect of costs incurred in carrying out the role of a member and if appropriate take account of the variation in size or financial circumstances of different councils.
 - b) The council can if it so decides make payments to members in respect of costs of travel for attending approved duties inside or outside the area of the council. The amounts claimable will be set out in the Annual or Supplementary Report of the Panel.
 - c) The council can if it so decides reimburse subsistence expenses to its members when attending approved duties inside or outside the area of the council. The arrangements for reimbursement will be set out in the Annual or Supplementary Report of the Panel.
 - d) The council can if it so decides pay compensation for Financial Loss to its members where such loss has occurred for attending approved duties outside the area of the council. The Allowances will be set out in the Annual or Supplementary Report of the Panel.
 - e) The council can if it so decides pay an allowance to the chair or mayor of the council for the purposes of undertaking the role of that office. The allowance will be set out in the Annual or Supplementary Report of the Panel.
 - f) The Annual Report or a Supplementary Report determines the arrangements to pay a responsibility allowance to members of a council and if appropriate take account of the variation in size or financial circumstances of different councils.

- g) The council must reimburse the costs of care to a member if claimed, as determined in the Annual Report of the Panel.
37. A member may elect to forgo any part of an entitlement to an allowance under these Regulations by giving notice in writing to the proper officer of the council.
38. A member making a claim for compensation for Financial Loss must sign a statement that the member has not made and will not make any other claim in respect of the matter to which the claim relates.
39. “Approved Duty” under this Part means
- i. Attendance at a meeting of the council or of any committee or sub-committee of the council or of any other body to which the council makes appointments or nominations or of any committee or sub-committee of such a body.
 - ii. Attendance at any other meeting the holding of which is authorised by the council or a committee or sub-committee of the council, or a joint committee of the council and one or more councils, or a sub-committee of such a joint committee provided that at least two members of the council have been invited and where the council is divided into political groupings at least two such groups have been invited.
 - iii. Attendance at a meeting of any association of councils of which the council is a member.
 - iv. Attendance at any training or development event approved by the council.
 - v. Any other duty approved by the council or duty of a class approved by the council for the discharge of its functions or any of its committees or sub-committees.

Part 6: Miscellaneous

Arrangements for payments

40. The Schedule of an authority must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of that authority. Such payments may be made at such times and at such intervals as determined by the authority.

Claims

41. An authority must specify a time limit from the date on which an entitlement to travelling or subsistence allowance arises during which a claim for those allowances must be made by the person to whom they are payable. However, this does not prevent an authority from making a payment where the allowance is not claimed within the period specified.

42. Any claim for payment of travelling or subsistence allowance in accordance with these Regulations (excluding claims for travel by private motor vehicle) shall be accompanied by appropriate receipts proving actual expenses.

Avoidance of duplication

43. A claim for a payment of travelling allowance or subsistence allowance must include, or be accompanied by, a statement signed by the member or co-opted member that the member/co-opted member has not made and will not make any other claim in respect of the matter to which the claim relates.

Records of salaries, allowances and fees

44. An authority must keep a record of the payments made in accordance with these Regulations. Such record must:
- Specify the name of the recipient and the amount and nature of each payment.
 - Be available, at all reasonable times, for inspection (without charge) by any local government elector (within the meaning of section 270(1) of the 1972 Act) for the area of the authority.
 - Allow a person who is entitled to inspect the record to make a copy of any part of it upon payment of such reasonable fee as the authority may require.

Publicity requirements

(The required content of publicity requirements is contained in an annex to the Annual Report)

45. An authority must, as soon as practicable after determining its Schedule of Remuneration for the year under these Regulations and any Report of the Panel and not later than 31 July of the year to which the Schedule refers, make arrangements for the Schedule's publication within the authority's area. **(This section does not apply to community and town councils).**
46. As soon as practicable and no later than 30 September following the end of a year an authority must make arrangements for the publication within the authority's area, the total sum paid by it to each member/co-opted member in respect of basic salary, senior salary, co-opted member fee, reimbursement of costs of care, travel and subsistence allowances. **(This section applies to all relevant authorities).**
47. In the same timescale and in the same manner, a local authority must make arrangements for the publication of any further remuneration received by a member nominated or appointed to another relevant authority. **(This section applies only to principal councils).**

Publicising the reports of the Panel

48. Under Section 146(7) (a) and (b) of the Measure, the Panel will send a consultation draft of its Annual Report or Supplementary Report to all relevant authorities for circulation to authority members and co-opted members, so that representations can be made by members/co-opted members to the Panel, normally in a period of eight weeks.
49. The Panel will determine in its Annual or Supplementary Reports the arrangements publicising its Reports in accordance with Section 151 and 152 of the Measure.

Monitoring compliance with the Panel's determinations

50. Section 153 of the Measure determines that relevant authorities must comply with the requirements imposed by the Panel in its Annual Reports. It also empowers the Panel to monitor the payments made by relevant authorities and for it to require the provision of information that it specifies. The requirements under this section will be set out in the Annual Report of the Panel.

Annex 3: Schedule of member remuneration

1. Principal councils, national park authorities (NPAs) and Welsh fire and rescue authorities (FRAs) (but not community and town councils) must maintain an annual Schedule of Member Remuneration (the 'Schedule') which is in accord with the Panel's determinations on member salary and co-opted member payments and which must contain the following information:

In respect of a principal council:

- a. Named members who are to receive only the basic salary and the amount to be paid.
- b. Named members who are to receive a Band 1 and Band 2 senior salary, the office and portfolio held and the amount to be paid.
- c. Named members who are to receive a Band 3, Band 4 and Band 5 senior salary, the office and portfolio held and the amount to be paid.
- d. Named members who are to receive a civic salary and the amount to be paid.
- e. Named members who are to receive the co-opted member fee and whether chair or ordinary member and the amount to be paid.
- f. Named members who are to receive a senior salary as a chair of a Joint Overview and Scrutiny Committee or Sub Committee and the amount to be paid.
- g. Named members in receipt of a specific or additional senior salary approved by the Panel and the amount to be paid.

In respect of National Park and Fire and Rescue Authorities:

- a. Named members who are to receive a basic salary and the amount to be paid.
 - b. Named member who is to receive a senior salary as a chair of the authority and the amount to be paid.
 - c. Named members who are to receive a senior salary as deputy chair of a committee and the amount to be paid.
 - d. Named members who are to receive the co-opted member fee and whether a chair or ordinary member and the amounts to be paid.
2. Amendments made to the Schedule during the municipal year must be communicated to the Panel as soon as it is practicable.
 3. Principal councils must confirm in their annual Schedule that the maximum limit of senior salaries set for the council has not been exceeded.

4. Principal councils, NPAs and FRAs must include a statement of allowable expenses and the duties for which they may be claimed for care, travel and subsistence in their annual Schedule which is in accord with the Panel's determinations.
5. The Schedule must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of the relevant authority (IRPW Regulation 35); arrangements for making claims for care, travel and subsistence expenses (IRPW Regulations 24 and 36-37); arrangements for the avoidance of duplication (IRPW Regulation 38) and arrangements for re-payment of salaries, allowances and fees (IRPW Regulation 33). This schedule must also include the duties for which members and co-opted members are able to claim travel, subsistence and reimbursement of care costs.
6. Principal councils must declare in the Schedule whether:
 - A statement of the basic responsibility of a councillor is in place.
 - Role descriptors of senior salary office holders are in place.
 - Records are kept of councillor attendance.
7. Principal councils, NPAs and FRAs must make arrangements for the publication of the Schedule of Member Remuneration as soon as practicable after its determination and no later than 31 July of the year to which it applies. The Schedule should be published in a manner that provides ready access for members of the public.
8. The **Schedule** must also be sent to the Panel Secretariat to be received by 31 July.

Annex 4: Publication of Remuneration – the Panel’s Requirements

In accordance with Section 151 of the Measure the Panel requires that:

1. Relevant authorities must publish a Statement of Payments made to its members (including chairs of JOSCs or sub-committees of JOSCs). This information must be published in a form and location that is easily accessible to members of the public no later than 30 September following the end of the year to which the payments relate and in the same timescale also provided to the Panel. The following information must be provided:
 - a. The amount of basic salary, senior salary, civic salary and co-opted member fee paid to each named member/co-opted member of the relevant authority, including where the member had chosen to forego all or part of the salary, or fee for the municipal year in question. Where a senior salary has been paid, the title of the senior office held is to be provided.
 - b. The payments made by community and town councils to named members as:
 - Payments in respect of telephone usage, information technology, consumables etc.
 - Responsibility payments
 - Allowances made to a mayor/chair and deputy mayor/deputy chair
 - Compensation for Financial Loss
 - Costs incurred in respect of travel and subsistence
 - Reimbursement of the costs of care (see paragraph f below)
 - c. All travel and subsistence expenses, reimbursement of the costs of care (see paragraph f below) and other payments received by each named member and co-opted member of the relevant authority, with each category identified separately.
 - d. The amount of any further payments received by any named member nominated to, or appointed by, another relevant authority or other public body as defined by Section 67 of the Local Government (Democracy) (Wales) Act 2013, namely:
 - a local health board
 - a police and crime panel
 - a relevant authority
 - a body designated as a public body in an order made by the Welsh Ministers.
 - e. Names of members who did not receive basic or senior salary because they were suspended for all or part of the annual period to which the Schedule applies.

- f. In respect of the publication of the reimbursement of the costs of care, the Panel has decided to provide relevant authorities with two options.
- 1) The details of the amounts reimbursed to named members; or
 - 2) The total amount reimbursed by the authority during the year but not attributed to any named member.

It is a matter for each authority to decide which of these options for publication it considers appropriate.

It is also the responsibility of each authority to establish its own position on how to respond to any Freedom of Information requests it receives with regards to reimbursement of costs of care.

2. Nil returns are required to be published and provided to the Panel by 30 September.

**Independent Remuneration Panel for Wales
Room N.03
First Floor
Crown Buildings
Cathays Park
Cardiff
CF10 3NQ**

**Telephone: 0300 0251047
E-mail irpmailbox@gov.wales**

**The Report and other information about the Panel and its work are available on our website at:
www.remunerationpanelwales.org.uk**