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To: All Members of the Council

13 October 2016

Dear Councillor

You are invited to attend a meeting of the Flintshire County Council which will be held at 2.00 pm on Wednesday, 19th October, 2016 in the Council Chamber, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 PRESENTATIONS

Countryside Services

Awarded Best Heritage Project by the Aggregate Levy Fund for Wales for Halkyn Mountain Limekilns.

Environmental Health Team

Awarded Organisation of the Year (public sector) by the Chartered Institute of Environmental Health for Operation Base (Hyperion House).

2 APOLOGIES FOR ABSENCE

Purpose: To receive any apologies.

3 COUNCIL MINUTES (Pages 5 - 14)

Purpose: To confirm as a correct record the minutes of the meeting held on 26th September 2016.

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

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 ANNUAL PERFORMANCE REPORT 2015/16 (Pages 15 - 108)

Report of Chief Executive enclosed.

11 CONTRACT PROCEDURE RULES (Pages 109 - 170)

Report of Chief Officer (Governance) enclosed.

12 INDEPENDENT REMUNERATION PANEL FOR WALES (IRPW) DRAFT ANNUAL REPORT FOR 2017 (Pages 171 - 258)

Report of Chief Officer (Governance) enclosed.

13 OVERVIEW & SCRUTINY ANNUAL REPORT FOR 2015/16 (Pages 259 - 294)

Report of Chief Officer (Governance) enclosed.

Yours faithfully



Peter Evans
Democracy & Governance 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, and the footage will be on the website for 6 months.

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.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345

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FLINTSHIRE COUNTY COUNCIL
26th SEPTEMBER 2016

Minutes of the meeting of Flintshire County Council held in the Council Chamber, County Hall, Mold on Monday 26th September 2016

PRESENT: Councillor Peter Curtis (Chairman)

Councillors: Bernie Attridge, Glyn Banks, Haydn Bateman, Marion Bateman, Chris Bithell, Helen Brown, Derek Butler, Clive Carver, David Cox, Paul Cunningham, Alan Diskin, Glenys Diskin, Rosetta Dolphin, Ian Dunbar, Andy Dunbobbin, Brian Dunn, Carol Ellis, David Evans, Jim Falshaw, Alison Halford, George Hardcastle, David Healey, Cindy Hinds, Hilary Isherwood, Joe Johnson, Rita Johnson, Kevin Jones, Colin Legg, Brian Lloyd, Mike Lowe, Dave Mackie, Nancy Matthews, Hilary McGuill, Ann Minshull, Billy Mullin, Tim Newhouse, Sara Parker, Mike Peers, Vicky Perfect, Mike Reece, Gareth Roberts, Ian Roberts, David Roney, Tony Sharps, Aaron Shotton, Paul Shotton, Ian Smith, Owen Thomas, David Williams, Sharon Williams and Arnold Woolley

APOLOGIES:

Councillors: Alex Aldridge, Ron Davies, Adele Davies-Cooke, Chris Dolphin, Veronica Gay, Robin Guest, Ron Hampson, Ray Hughes, Dennis Hutchinson, Joe Johnson, Christine Jones, Richard Jones, Phil Lightfoot, Neville Phillips, Nigel Steele-Mortimer, Carolyn Thomas and Matt Wright

IN ATTENDANCE:

Chief Executive, Chief Officer (Community & Enterprise), Chief Officer (Governance), Chief Officer (Organisational Change), Chief Officer (Planning & Environment), Chief Officer (Social Services), Chief Officer (Streetscene & Transportation), Corporate Finance Manager, Finance Manager - Strategy and Technical and Team Manager – Committee Services

Mr John Herniman and Mrs Amanda Hughes from Wales Audit Office.

31. COMMEMORATION AND TRIBUTES TO THE LATE CHIEF OFFICER (PEOPLE AND RESOURCES), HELEN STAPPLETON

The Chairman invited tributes to the late Chief Officer (People and Resources), Helen Stappleton, who had sadly lost her battle with an illness. Councillors Shotton, Peers, Sharps, Mullin, Carver and Mathews spoke of Helen who was both a friend and a colleague. Helen had been a loyal and committed employee for whom public service was an integral part of her family, with her late father being a past Councillor. Colleagues commended the way in which she tackled her illness, which was with energy, optimism and positivity. Her smile lit up any room and she would be dearly missed by all at Flintshire County Council. Thoughts and prayers were with her family. Councillor Marion Bateman spoke on behalf of Helen's family who had passed on their appreciation to Helen's colleagues for the support given to Helen and her family.

32. PRESENTATIONS

The Chairman welcomed the following to the meeting to receive presentations:

Connah's Quay Nomads FC

In recognition of their fantastic achievement in reaching the second qualifying round of the UEFA Europa League. Councillor Kevin Jones congratulated the team who had made huge progress over recent years. He also praised the work of the Manager Andy Morrison, Vice Chairman John Gray and Hospitality Manager Roma Gray, all of whom were in attendance. Councillor Paul Shotton congratulated the team and the forward looking club which had a long history of football in the town of Connah's Quay.

Flintshire County Council's Academi

Shortlisted in the Best Employment & Equality Initiative APSE 2016 Service Awards. The Academi was innovative and provided learning opportunities that encouraged learning and development in a dynamic workforce. Councillor Mullin congratulated the team and wished them good luck for the Awards.

Rhian Evans

Overall winner of the Leadership in the Public Sector Category of the Leading Wales Awards 2016. Councillor Bithell spoke on behalf of the Cabinet Member for Social Services, Councillor Christine Jones, who said Rhian was highly respected in the Mental Health Service at Flintshire and the award was well deserved.

33. COUNCIL MINUTES

The minutes of the meeting held on 14th June 2016 had been circulated with the agenda.

Accuracy

Apologies – to read “Billy Mullin”, not Brian.

Apologies to be recorded for Cindy Hinds.

Declaration of Interest to be recorded for Councillor Bithell as a Member of the Theatr Board.

Councillor Roney asked for an update following his Notice of Motion on the Abolition of free Theatr Cymru tickets. The Chief Executive explained that a report would be considered at the Cabinet meeting on 18th October 2016.

RESOLVED:

That subject to the above amendments, the minutes be approved as a correct record.

34. DECLARATIONS OF INTEREST

Councillors Aaron Shotton and Paul Shotton declared personal and prejudicial interests in agenda item number 16, Establishment Structure in Democratic Services.

Councillors Newhouse and Ian Roberts declared personal and prejudicial interests in agenda item number 11 – Notice of Motion.

35. CHAIRMAN'S COMMUNICATIONS

A copy of the Chairman's communications had been circulated to all Members prior to the meeting. The Chairman thanked the Vice-Chairman, Councillor Brian Lloyd, who had attended a number of functions on his behalf. He commented on the moving visit from children from Chernobyl and the Ukraine and thanked the staff at Clwyd Theatr Cymru for their hospitality during the visit.

He paid tribute to the successes of Jade Jones in the recent Olympic Games and to Beverley Jones and Sabrina Fortune in the recent Paralympic Games respectively. Beverley Jones who finished 4th in the discus category would be invited to a future meeting of the Council. Councillor Ian Roberts, on behalf of Flint Town Council, thanked the Chief Executive, Delwyn Evans and Gillian Watkins from Corporate Communications, and officers from Streetscene for their hard work in organising the homecoming event for Flint's double gold-medal Olympian Jade Jones.

36. PETITIONS

The Chief Officer (Governance) advised that none had been received.

37. PUBLIC QUESTION TIME

The Chief Officer (Governance) advised that none had been received.

38. QUESTIONS

The Chief Officer (Governance) advised that a question had been received from Councillor Carver.

Councillor Carver asked "Can the Cabinet Member for Environment please advise when the Queensferry Roundabout alterations will be completed".

The Cabinet Member for Environment, Councillor Attridge explained that a response had been circulated to all Members. That response read "The contracted works on Queensferry roundabout commenced on 15th February 2016 with a planned contract period of just over 12 weeks and a proposed completion date of 11th May 2016. Inevitably on a scheme of such complexity undertaken on one of the busiest inter-changes in Flintshire, the contractor encountered a number of circumstances and site conditions, which would not have been identified at the design stage. These included: Underground utility equipment which was not recorded and which needed protecting; and additional road surfacing works which only became apparent once work had commenced on site. The traffic signals were finally commissioned on 24th May which represented a total delay of 13 days from the original programme and the cost of the additional works required a further £45k from Capital funds. It was important that all the work needed on the site was completed in the one visit, given the disruption any work on this junction caused to motorists and local businesses.

Councillor Carver asked a supplementary question of “As recent as today, the Council’s website and previous press releases have stated that besides other improvements, such as the widening of the roundabout to create extra running lanes, there will be signalisation of all of the approaches to the Queensferry roundabout. Northbound traffic from Hawarden on Gladstone Way A550, has to take its chance since as soon as roundabout traffic stops, traffic from the B5129 takes precedence over traffic from the A550 and this remains so until B5129 traffic is halted due to the roundabout traffic flow. I have already seen the aftermath of one accident at this junction. What happened to the planned signalisation of the B5129 Chester Road East which connects what I believe is the largest factory in the UK (if not Europe) to that roundabout and similarly the signalisation of Gladstone Way A550 Birkenhead – Dolgellau trunk road? The two trunk roads seem to have missed their planned signalisation”.

Councillor Attridge said he would provide a written response to Councillor Carver.

39. QUESTIONS FROM MEMBERS ON COMMITTEE MINUTES

The Chief Officer (Governance) advised that none had been received.

40. NOTICE OF MOTION

(i) The following Notice of Motion was received from Councillor Tim Newhouse

“In 2012 the General Teaching Council for England was abolished by the UK Government, saving teachers and the government tens of millions of pounds. The equivalent quango in Wales, the Education Workforce Council (EWC) costs teachers approximately £1.7 million per year and costs the Welsh Assembly about £6.9 million. This Council calls on the Welsh Assembly to abolish the EWC and spend much of the £6.9 million annual saving on far more important priorities in education”. Abolishing the EWC will also mean that teachers will no longer have to pay an annual registration fee, which is important in times of wage restraint”.

Councillor Bithell moved an amendment which read “We recognise the importance of having systems to safeguard learners and to maintain and improve standards of conduct across the education workforce. We recognise the importance of the workforce having access to high quality training and development opportunities to improve teaching and learning. Noting the current Welsh Government consultation on fee models for funding the Education Workforce Council (EWC), we call upon the WLGA and WG to work to ensure that the EWCs work is undertaken as efficiently as possible and to consider alternative funding models to the current and proposed individual subscription approach”. Councillor Aaron Shotton seconded the amendment.

Councillor Bithell spoke to the amendment saying when he was a teacher a professional body had been fought for to provide teachers with the same level of support afforded to other professional bodies such as lawyers and medical staff. In addition, since the abolition of the General Teaching Council for England, two similar

bodies had since been set up in its place. He commented on the importance of such a body which he did not support the abolition of.

Councillor Newhouse sought clarification that Councillor Aaron Shotton would ask Welsh Government if a EWC was required at all. He agreed to the majority of the amendment with the removal and inclusion of some words as shown below so that it read:

“We recognise the importance of having systems to safeguard learners and to maintain and improve standards of conduct across the education workforce. We recognise the importance of the workforce having access to high quality training and development opportunities to improve teaching and learning. Noting the current Welsh Government consultation on ~~fee models for funding~~ the Education Workforce Council (EWC), we call upon the WLGA and WG to work to ensure that **these are the EWCs** ~~work is~~ undertaken as efficiently as possible and to consider alternative ~~funding~~ models to the current ~~and proposed individual subscription~~ approach”.

Councillor Bithell agreed with the revised amendment as suggested by Councillor Newhouse as did Councillor Aaron Shotton as the seconder to the amendment.

Councillor Peers said that if staff did not register they could lose the right to practice which he did not agree with. The aims of the EWC as set out in the 2014 Bill was to improve the standards of teaching which he said there was no proof of but it did cause hardship for teachers. It was unfair to make staff pay for something that was compulsory. He explained that the registration fee was £45 and to assist towards that WG paid £33 to each teacher. He supported the amendment.

Councillor Matthews said the registration was the same as required for other professions such as accountants and nursing staff, enabling teachers to be a member of a professional body. She felt there was not enough information on the work of the EWC in order to take a decision.

Councillor Isherwood said if the Notice of Motion was successful in WG then the savings should be ring-fenced to Education.

Councillor David Williams, as a teacher in England, said he personally had not felt the benefit of the General Teaching Council for England which he said acted in a similar way to Unions.

Councillor Newhouse thanked Councillor Bithell for the amendment and Councillor Shotton who would take the Notice of Motion to WG.

On being put to the vote, the amendment, including the removal and inclusion of some words by Councillor Newhouse, was carried.

(i) The following Notice of Motion was received from Councillor Andy Dunbobbin

“The EU referendum and language used around the refugee crisis is surrounded by myths. There has been a move to dehumanise the positive contributions by migrants. We have seen verbal and physical abuse in public places and graffiti on buildings. We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country. We, Flintshire County Council condemn racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable. Flintshire County Council will work to ensure local bodies and programmes have support and resources needed to fight and prevent racism and xenophobia. We reassure all people living in Flintshire that they are valued members of our community.”

Councillor Kevin Jones said that as active members of the Community Safety Partnership, Flintshire worked closely with the Police, Health Board, Probation, Fire Service and voluntary sector organisations, in an attempt to raise awareness around such crimes, and also to promote the greater reporting of incidents. Flintshire also followed the Welsh Government’s ‘Tackling Hate Crimes and Incidents - A Framework for Action’ which outlined their strategy for addressing Hate Crime in Wales. It included three objectives on prevention, supporting victims and improving the multi-agency response and was supported by a Delivery Plan. The levels of hate crime were low in Flintshire. According to information from North Wales Police, over the past 12 month period 30 incidents were reported; during the previous 12 months the figure stood at 26.

The Chief Executive asked if the purpose of Councillor Dunbobbin’s Notice of Motion was for the Council to reinforce its current policy, to which Councillor Dunbobbin clarified it was.

Councillor Healey thanked Councillor Dunbobbin for the important Notice of Motion which provided a clear statement that racism, xenophobia and hate crimes would not be tolerated.

Councillor Bithell said a similar Notice of Motion had been considered at Mold Town Council, adding that the Police and Crime Commissioner had stated that North Wales Police would not tolerate any crimes of this sort.

Councillor Dolphin felt by discussing such a topic gave credence to the issue, citing that the increase in such crimes since the referendum was low and the relevant policies were already in place.

Councillor Peers welcomed the reinforcement of the current policy, including working with the Community Safety Partnership.

On being put to the vote, the Notice of Motion was carried.

RESOLVED:

- (a) That the amended Notice of Motion on the Education Workforce Council be supported; and
- (b) That the Notice of Motion in support of condemning racism, xenophobia and hate crimes be supported.

41. STATEMENT OF ACCOUNTS 2015/16

The Chief Executive invited the Chairman of Audit Committee, Councillor Newhouse, to provide any feedback from the Audit Committee that had met that morning.

Councillor Newhouse said he formally recommended the Statement of Accounts to County Council. A draft of the Accounts had been considered at Audit Committee two months previous and the final version came with a very positive report from the Wales Audit Office (WAO).

The Corporate Finance Manager explained that none of the issues raised the previous year had re-occurred which was testament to staff across the Council. He also thanked WAO for the way in which the audit had been conducted.

The WAO report highlighted 3 new issues, each of which had been addressed with full details being provided in the report:-

- Valuation method used to revalue Council Houses;
- Investigations into the Council's potential liabilities at former waste disposal sites; and
- Accuracy of pension records within the Clwyd Pension Fund.

John Herniman from WAO was welcomed to the meeting. He reiterated the comments of the Corporate Finance Manager and commended the Finance team for the Accounts that had been presented. If approved, he was able to offer an unqualified opinion.

In response to a comment from John Herniman, the Chief Executive provided assurance that the Accounts Governance Group would continue to meet. He reiterated the comments by the Corporate Finance Manager on the three reported issues adding that the Clwyd Pension Fund Committee would be receiving the report on its accounts the next day.

Councillor Peers asked if any financial contribution was expected on the cost of the abandoned premises in Sandycroft. He also asked for details of the Flintshire County Council Group as referred to in appendix 2 to the accounts. On exit packages, he sought assurance that if an employee left the Authority with a redundancy payment they would not be re-employed within a given time frame. The Chief Executive explained that the expenditure on the site in Sandycroft was in year; the total spend would be greater as work was still ongoing with a project closure date of the end of the calendar year to be followed by site disposal. The Council would meet the slight

majority of the cost supported by a grant of £700,000 from Welsh Government. The voluntary redundancy package included a clause that if an employee was made redundant they could not return to the Authority for a specified time period.

On Group Accounts, the Corporate Finance Manager explained that they related to the NEW Homes accounts which the Council was required to report on.

RESOLVED:

- (a) That the final version of the Statement of Accounts 2015/16 be approved; and
- (b) That the Letter of Representation – Flintshire County Council, and the Letter of Representation – Clwyd Pension Fund, be approved.

42. SUPPLEMENTARY FINANCIAL INFORMATION TO STATEMENT OF ACCOUNTS 2015/16

The Finance Manager – Technical Accountancy introduced the supplementary financial information which accompanied the Statement of Accounts 2015/16.

Councillor Carver thanked the Finance Manager for the way in which the information was presented which was in an easier to read format.

Councillor Peers asked if table 2 in future reports could include theoretical hourly costs. The Chief Executive said it should be possible to provide the daily rate.

RESOLVED:

That the report be noted.

43. ANNUAL GOVERNANCE STATEMENT

The Chief Officer (Governance) introduced the Annual Governance Statement which the Council was required to produce as part of its final accounts.

RESOLVED:

That the Annual Governance Statement, as part of the Statement of Accounts, be approved.

41. TREASURY MANAGEMENT OUTTURN REPORT 2015/16

The Corporate Finance introduced the Treasury Management Annual Report 2015/16 following the recommendation of Cabinet and consideration by Audit Committee.

RESOLVED:

That the Annual Treasury Management Report for 2015/16 be approved.

The Chief Executive explained that it was David Webster’s last meeting as he was leaving to commence employment with Rotherham Metropolitan Borough Council. He thanked him and wished him well for the future.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the remainder of the meeting.

42. ESTABLISHMENT STRUCTURE IN DEMOCRATIC SERVICES

The Chief Officer (Governance) introduced the report which detailed a proposed structure in Democratic Services. The structure would affect the democratic service and under the Local Government Measure 2011 those changes must be approved by both the Democratic Services Committee and County Council.

RESOLVED:

- (a) That the changes to Democratic Services be approved; and
- (b) That it be noted that the Democratic Services Committee designated the Democratic Services Manager post as the Statutory Head of Democratic Services, and that it be approved that the delegated authority of the Democracy and Governance Manager be transfer to the post of Democratic Services Manager.

43. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press and no members of the public present.

(The meeting started at 2.00pm and ended at 4.15pm)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Wednesday, 19th October 2016
Report Subject	Annual Performance Report 2015/16
Report Author	Chief Executive

EXECUTIVE SUMMARY

The Annual Performance Report for 2015/16 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2015/16.

The report reflects the overall good progress that has been made against our priorities and the high level of confidence we have in achieving the desired outcomes. It also shows that we managed our risks well, with only 1 remaining at a high level at year end.

Performance against the Improvement Plan measures was also positive with 75% achieving or exceeding target and 79% showing improved performance on that achieved in 2014/15.

Comparison nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) revealed 54% of indicators achieved or exceeded target and 41% showed improved or sustained performance. Of the 22 Authorities across Wales Flintshire was in the top 10 to show improvement between 2014/15 and 2015/16.

RECOMMENDATION

1	To adopt the 2015/16 Annual Performance Report as recommended by Cabinet.
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REPORT DETAILS

1.00	EXPLAINING THE ANNUAL REPORT
1.01	The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities.
1.02	The requirements of the Measure are met through the "forward looking" document; the Improvement Plan 2015/16. This sets out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	The Annual Performance Report for 2015/16 reviews our progress against the Improvement Priorities as detailed in the Improvement Plan 2015/16. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through: <ul style="list-style-type: none"> • Progress against key actions and projects • Progress against identified risks and challenges • Performance indicator outturns (target and trend analysis) • Regulatory, audit and inspection activity
1.05	<p><u>Progress against Key Activities</u></p> <p>Overall good progress has been made against the 2015/16 Improvement Plan priorities and there is a high level of confidence in the achievement of desired outcomes. The report summaries progress against the key activities supporting the priorities as follows:</p> <p>Progress:</p> <ul style="list-style-type: none"> • We are making good progress in 75% (44). • We are making satisfactory progress in 25% (15). • None of our activities have made limited (red) progress. <p>Outcome:</p> <ul style="list-style-type: none"> • We have a high level of confidence in the achievement of 79% (46). • We have a medium level of confidence in the achievement of 17% (10). • We had a low level of confidence in the achievement of 3% (2)

	<ul style="list-style-type: none"> We have one (1%) outcome level of confidence which was not set.
1.06	<p><u>Progress against Risks and Challenges</u></p> <p>Good progress was made in managing our risks. Analysis of the year end risk levels for the 45 strategic risks identified in the Improvement Plan is as follows:</p> <ul style="list-style-type: none"> 69% (31) risks remained the same. 29% (13) risks reduced 2% (1) risk increased
1.07	<p><u>Performance Indicator Outturns</u></p> <p>The report summaries our performance against the Improvement Plan measures and also nationally using the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs).</p> <p>Improvement Plan Measures</p> <p>Assessment of actual performance against target:</p> <ul style="list-style-type: none"> 64% (62) of performance measures showed improved performance. 32% (31) showed performance which had downturned. 4% (4) had maintained the same level of performance. <p>NSIs and PAMs</p> <p>We were in the top 10 to show improvement between 2014/15 and 2015/16</p>
1.08	<p>The Local Government Performance Bulletin for 2015/16 was published 2nd September 2016 by the Local Government Data Unit (link to bulletin). Analysis of the bulletin has been undertaken and Chief Officers have prepared responses to the findings.</p>
1.09	<p><u>Regulation, Audit and Inspection Activity</u></p> <p>The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in June 2016 for Flintshire included the findings and recommendations from the Corporate Assessment.</p> <p>Overall the Auditor General concluded that:</p> <p><i>“Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements.”</i></p>
1.10	<p>The statutory requirements of the Measure are met through a concentration on the Council’s Improvement Priorities.</p>
1.11	<p>The report will be available via the Council’s website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as ‘hyperlinked’ documents. A summary of the report will be included within the emagazine ‘Your Council’.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications within this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Annual Performance Report 2015/16 to be endorsed by Cabinet 18th October 2016.
3.02	Consultation is undertaken throughout the year by Cabinet and Overview and Scrutiny Committees reviewing the quarterly performance reports.
3.03	A report on the full year's progress against the Improvement Plan 2015/16 was presented to Cabinet in July 2016.

4.00	RISK MANAGEMENT
4.01	An assessment of the risks identified in the Improvement Plan for 2015/16 has been made within the Annual Performance Report.

5.00	APPENDICES
5.01	Appendix 1 – Annual Performance Report 2015/16 Appendices to the Annual Performance Report: Appendix A – Improvement Plan Risk Summary Appendix B – Improvement Plan Measures Data Table Appendix C – NSI and PAM Data Table Appendix D – Glossary

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Improvement Plan 2015/16 Contact Officer: Chris Phillips Strategic Performance Lead Telephone: 01352 701457 E-mail: christopher.x.phillips@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Annual Performance Report: accounts for the organisation's previous year's performance against its Improvement Priorities. It must be published by 31st October each year. Improvement Plan: the document which sets out the annual priorities of

the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

Local Government (Wales) Measure (2009): A measure of the National Assembly for Wales to make provision about arrangements by local authorities and other authorities in Wales to secure continuous improvement in the exercise of their functions; to make provision for community strategies; and for connected purposes.

National Strategic Indicators (NSIs): set by Welsh Government, these performance indicators are used to measure the performance of local authorities at a national level, focusing on key strategic priorities.

Public Accountability Measures (PAMs): a set of “outcome focussed” performance indicators that reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability, e.g. recycling, educational attainment, etc.

Performance Indicator (PI): a type of performance measurement used to evaluate the success of an organisation or of a particular activity in which it engages.

PI Outturn: the actual performance achieved for a performance indicator.

PI Target Analysis: comparison of actual performance compared with the target.

PI Trend Analysis: comparison of actual performance for the year with the previous year(s) performance.

Improvement Plan Measures: the performance indicators or milestones used to evaluate the success of activities in the Improvement Plan.

Wales Audit Office (WAO): works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.

Audit General for Wales: Appointed by the Queen and independent of government the [Auditor General for Wales](#) is the statutory external auditor of most of the Welsh public sector.

Annual Improvement Report (AIR): is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the co-ordination of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a picture of the Council’s delivery and evaluation of services and it’s planning of improvement for the coming year.

Corporate Assessment: WAO’s assessment of the Council’s arrangements that enable progress and transformation, and that support continuous improvement and good performance.

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Introduction

The Annual Performance Report (APR) gives an overview of the performance of the Council during 2015/16 against the priorities we set.

The report covers: -

- Progress against key actions and projects.
- Actual and comparative performance information against local and nationally set performance indicators.
- An assessment of how well the Council is managing the strategic risks and challenges it faces.
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result.
- An assessment of achievement of the Council's Outcome Agreement with the Welsh Government (WG).

The publication of this Annual Performance Report meets the statutory requirement to publish an annual 'backward looking' report on our Improvement Plan as part of the Local Government (Wales) Measure (2009). The Improvement Plan, our 'forward looking' publication, meets the other statutory requirement. In meeting these requirements the Council demonstrated a sound system of internal control which supports the effective discharge of its functions.

Setting Priorities

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government social policy objectives such as housing and education. Others are set more locally.

The priorities have been shaped by councillors across our Cabinet and the Overview and Scrutiny functions to ensure continuity of analysis for past, present and future performance against which the Council can be judged. There is widespread ownership of the priorities within the Council and with our key partners in the public, private and voluntary sectors.

This set of eight priorities supported by a series of sub-priorities (seen overleaf in Table 1) has helped the Council to concentrate on the things where attention was most needed during 2015/16. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

The Council acts as a representative democratic body and sets its priorities based on the evidence it has gathered from many sources. Our elected members are in touch with local views through:-

- Democratic representation.
- Partnership Forums.
- Statutory consultation.
- Direct community/user consultation.

Table 1: Improvement Priorities 2015/16

Priority	Sub - Priority	Planned Impact
Housing	Appropriate and Affordable Homes	Improve the choice and quality of local housing
	Modern and Efficient and Adapted Homes	
Living Well	Independent Living	Enabling more people to live independently and well at home
	Integrated Community Social and Health Services	
	Safeguarding	Ensuring adults, young people, and children are safeguarded
Economy and Enterprise	Business Sector Growth	Creating jobs and growing the local economy
	Town and Rural Regeneration	
Skills and Learning	Modern and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes
	Apprenticeship and Training	
Safe Communities	Community Safety	Keeping people and communities safe
Poverty	Maximising Income	Protecting people from poverty
	Fuel Poverty	
Environment	Transport Infrastructure and services	Helping people to access employment, local services and facilities
	Sustainable Development and Environmental Management	Developing and protecting the environment
Modern and Efficient Council	Developing Communities	Supporting communities to be resilient
	Improving Resource Management	Supporting front-line services to perform well while being efficient

Note: The colour scheme used in this table is used throughout the document for ease of recognition.

Consultation

Consultation and engagement with our customers and communities takes place on a number of different levels: representative democracy through our elected members, structured engagement through, for example, our County Forum (with Town and Community Councils), formal needs assessments through our strategic partnerships, surveys and feedback, and workshops and roadshows. Different methods are used according to circumstances, the type of audience, and the reach of coverage sought.

Between April 2015 and March 2016 we undertook a range of consultations with impacted stakeholders. Examples of these are:

- Public Consultation on Library Proposals (April 2015)
- In-House Supported Living Move On Consultation (May - June 2015)
- Extra Care Housing Consultation (May - June 2015)
- School Modernisation Consultations (October - December 2015)
- Active Travel Existing Routemap (December 2015)
- Recycle More Survey (March-April 2016)

Prompted by unprecedented forecast cuts to the Council budget, we held a series of public consultations in November and December 2015 to find out local views on council services and how they should be protected. This consultation was called [This is our Moment](#). In this exercise we set out the severity of the situation and people were asked whether they would support some of the choices the Council would need to make in the future.

Section 1

Assessment of our Performance against Improvement Priorities for 2015/16

For 2015/16 the Council had 8 Improvement Priorities as detailed in its Improvement Plan. The first 7 priorities are around public services and the final priority is about the corporate organisation as a ‘social business’.

Table 2 below shows a summary of the year end “progress” and confidence in meeting “outcome” assessment for each priority based on the following red, amber, green (RAG) status key.

PROGRESS RAG Status Key		OUTCOME RAG Status Key	
R	Limited Progress - delay in scheduled activity; not on track	R	Low - lower level of confidence in the achievement of outcome(s)
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track	A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	Good Progress - activities completed on schedule, on track	G	High - full confidence in the achievement of the outcome(s)

Table 2: Summary of 2015/16 Priority Performance

Priority / Sub-priority	Progress	Outcome
Housing	A	A
• Appropriate and Affordable Homes	A	G
• Modern, Efficient and Adapted Homes	G	A
Living Well	G	G
• Independent Living	G	G
• Integrated Community Social and Health Services	G	G
• Safeguarding	G	G
Economy and Enterprise	G	G
• Business Sector Growth and Regeneration	G	G
• Town and Rural Regeneration	G	G
Skills and Learning	G	G
• Modernised and High Performing Education	G	G
• Apprenticeships and Training	G	G

Safe Communities	G	G
• Community Safety	G	G
Poverty	G	G
• Maximising Income	G	G
• Fuel Poverty	G	G
Environment	G	G
• Transport Infrastructure and Services	G	G
• Sustainable Development and Environmental Management	G	G
Modern and Efficient Council	A	A
• Developing Communities	G	A
• Improving Resource Management	A	A

Section 2 of this report (page 11) gives a more detailed assessment for the “progress” and confidence in “outcome” against each of the 16 sub-priorities which support the 8 Improvement Priorities. Each assessment contains a link to the full report for the sub-priority as presented to the relevant scrutiny committee at year end.

Summary Progress Assessment

Within each of the sub-priorities were a number of high level activities. A summary of our overall progress is provided as follows: -

PROGRESS

- Good (green) progress in 44 (75%) of activities.
- Satisfactory (amber) progress in 15 (25%) of our activities.

OUTCOME

- We have a high (green) level of confidence in the achievement of 46 (79%) of our planned outcomes.
- We have a medium (amber) level of confidence in the achievement of 10 (17%) of our outcomes.
- We have a low (red) level of confidence in the achievement of 2 (3%) of our outcomes.
- 1 (1%) had no target set.

Risk Management

The Council adopted the Improvement Plan for 2015/16 in June 2015. This provided the Council with the opportunity of realigning its strategic risks to the priorities and sub-priorities within the Plan.

Analysis of the year end risk levels for the 45 strategic risks identified in the Improvement Plan is as follows: -

- 4 (9%) are low (green)
- 30 (67%) are medium (amber)
- 3 (7%) are high (red)
- 8 (18%) are minor (yellow)

Trend analysis was also undertaken, comparing risk levels at the end of the year with those at the start of the year. The analysis showed that: -

- 13 (29%) risks had reduced
- 31 (69%) risks remained the same
- 1 (2%) risk had increased

A summary table of the risks at year end 2015/16 is shown at Appendix A1.

Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and the Local Government Data Unit released 2015/16 performance data for all local authorities in Wales (National Strategic Indicators and Public Accountability Measures) in September 2016. This was accompanied by an overview of national trends as in previous years. The [Local Government Performance Bulletin](#) is a supporting document to this report.

Improving Our Performance

Performance for 2015/16 against our Improvement Plan Measures is summarised in an outturn performance indicator table (Chart 1). Flintshire is able to demonstrate an improvement on 2014/15 with 81 indicators having achieved target or better against the previous year of 75. Missed targets within an acceptable margin reduced from 33 in 2014/15 to 18 last year.

Analysis of year end levels of performance identified: -

Chart 1: Performance against target for our Improvement Plan measures

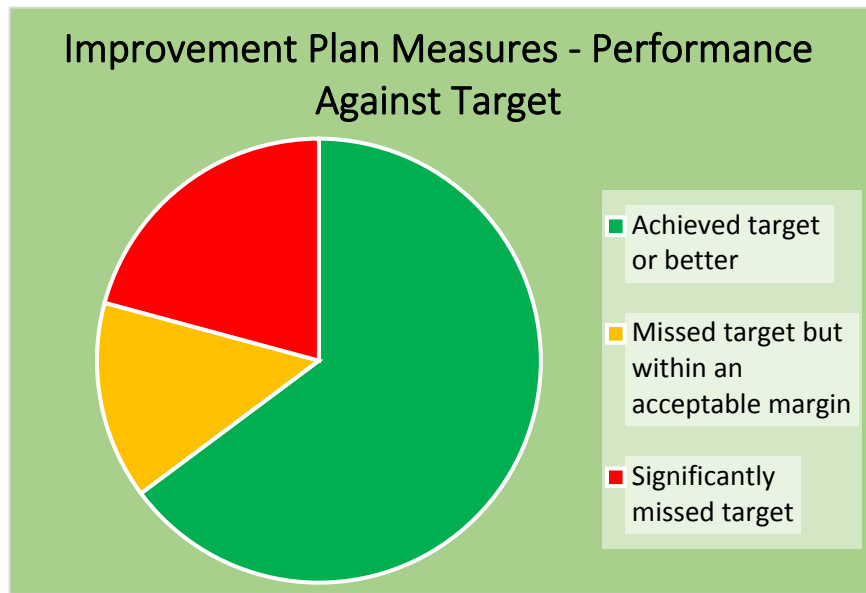


Chart 2: Performance trend for our Improvement Plan measures

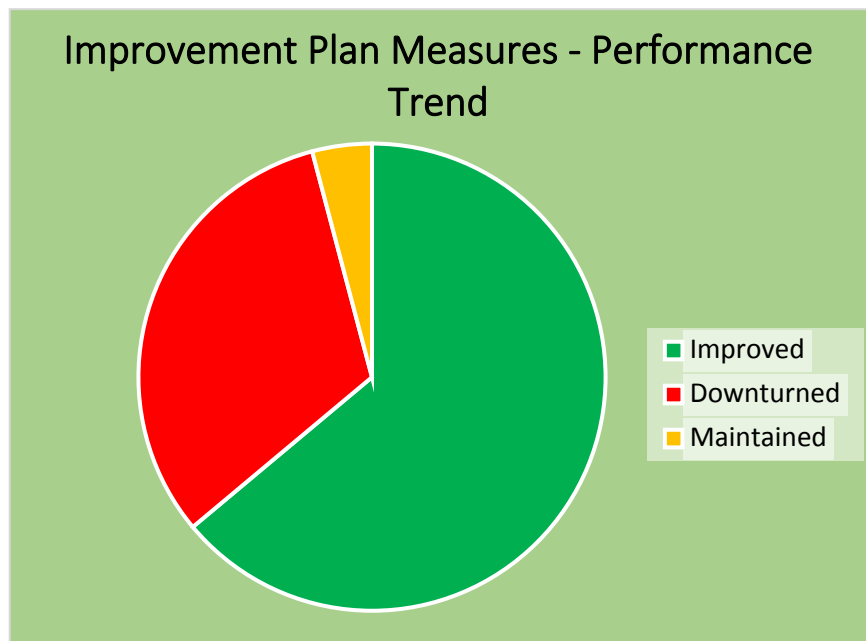


Chart 3: Performance against target for the national statutory measures

This is a single outturn performance indicator which shows Flintshire's performance in the national statutory measures; National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs).

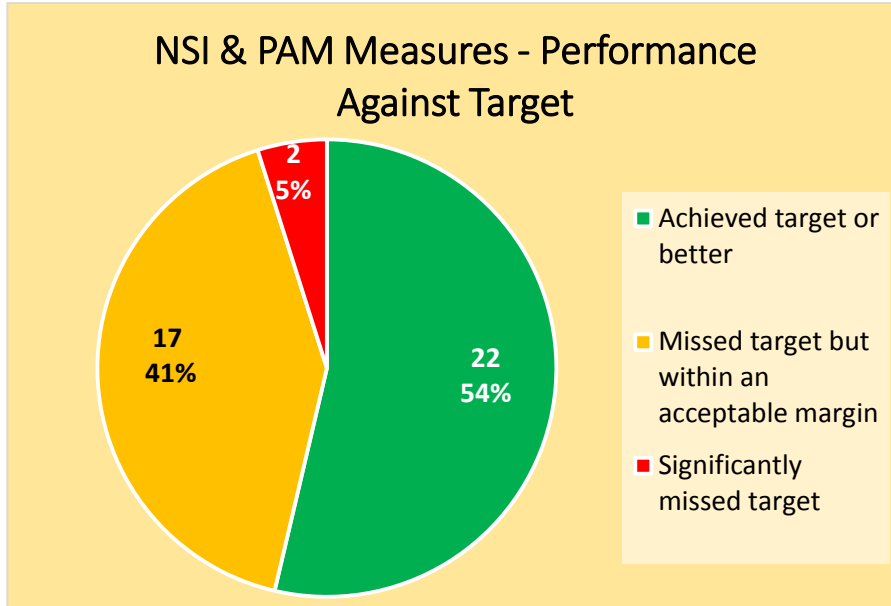


Chart 4: Performance trend for the national statutory measures

Analysis of the number of indicators for which performance had improved, been maintained or downturned. 3 performance indicators maintained the same level of performance all at the optimum level of 100%.

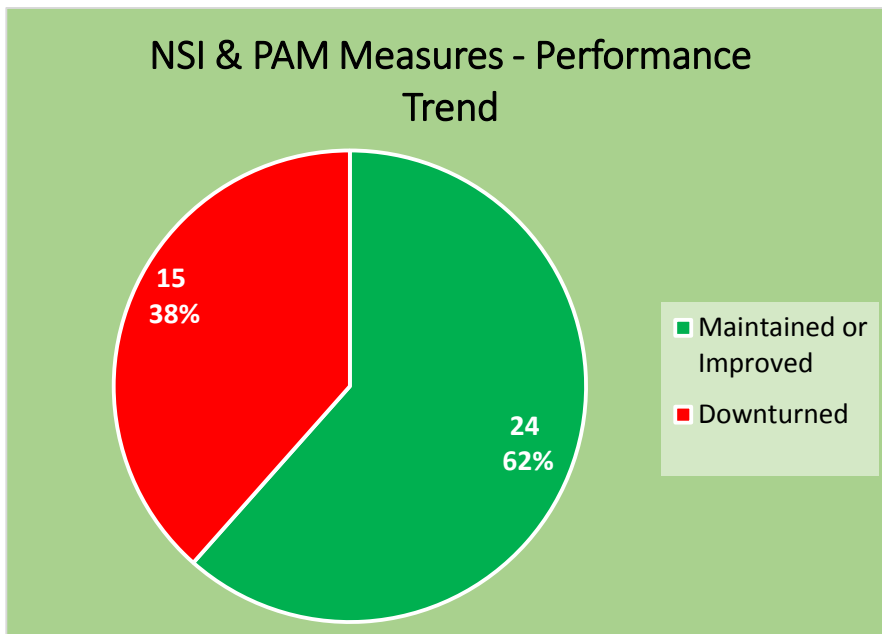
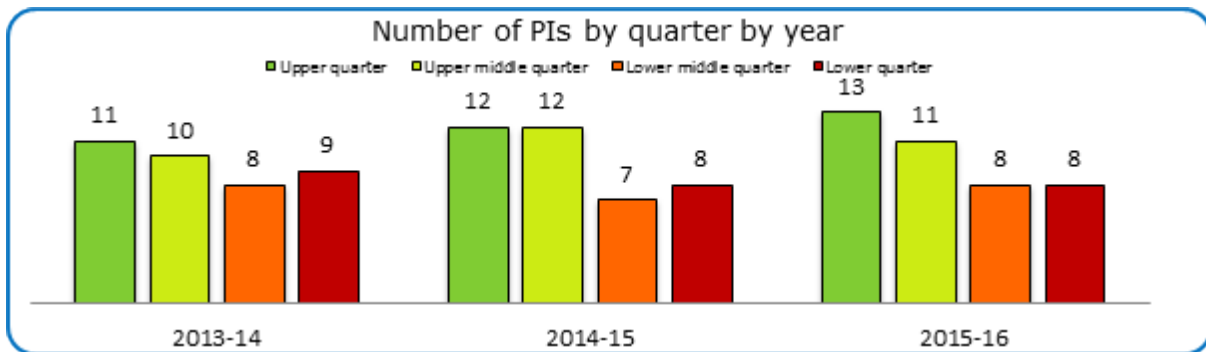


Chart 5: Number of national measures by quartile position

Of the 22 local authorities across Wales Flintshire is in the top 10 to show improvement between 2014/15 and 2015/16.



Flintshire’s quartile performance shows continued improvement over previous years.

Outcome Agreement

All Councils have been required to enter into a Successor Outcome Agreement with the Welsh Government for the last three years 2013/14 to 2015/16. These agreements incentivised the delivery of local priorities.

2015/16 was the last year of the Outcome Agreement programme.

The Outcome Agreement Grant attracted a special grant of approximately £1.4 million per year over a three year period. In the final year of the Outcome Agreement the Council again received its full grant for achievement. Full grant payments have been received by the Council in each of the 3 years based on its level of performance.

Section 2

Detailed Improvement Priority Reporting

HOUSING	Progress	Satisfactory	Outcome	Satisfactory
Appropriate and Affordable Homes	Progress	Satisfactory	Outcome	Satisfactory

- During 2015/16 we said we would aim to meet the new homeless prevention duties of the Wales Housing Act 2014 by:
 - Working more closely with the private rented sector.
 - The number of households where homelessness is prevented by use of the private rented sector.
 - The number of households where the Council has discharged its full statutory duty into private rented accommodation.
 - Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.

What we did:

✔ Throughout 2015-16 92% of potentially homeless households were prevented from homelessness for at least 6 months. A number of leased properties were commissioned to provide temporary accommodation for homeless people, 148 households were assisted to secure accommodation in the private rented sector. Cashless deposit bonds were provided to all customers accessing private rented properties and some customers received rent in advance through spend to save to enable them to access available housing.



⚠ Despite good progress some cases could not be prevented through use of the private rented sector due to the availability of suitable and affordable properties. Demand on

homeless prevention services remains high and developing suitable and affordable accommodation options in the county remains a priority to meet need.

2. Stimulate the growth of affordable housing by:

- Increasing the numbers of new Council and affordable homes through the Strategic Housing Regeneration Programme (SHARP).
- Increasing the numbers of gifted new homes using the Section 106 Agreement.
- Adopting a Flintshire House Standard Design Specification for new build Council led housing.

What we did:

✔ Planning permission was granted for 12 new Council houses in Connah's Quay, and permission granted for the Walks development in Flint, with work scheduled to start in July 2016. The SHARP Programme will also aim to deliver 500 new affordable homes between 2015 – 2019. 2 properties were transferred to NEW homes bringing the total to 6 under the Section 106 agreement for 2015/16.

3. Meet the duties of the Wales Housing Act 2014 for the Traveller Community by:

- Completing a Gypsy/Traveller accommodation assessment.


What we did:


✔ The Gypsy/Traveller accommodation assessment was completed by the target date of 31/03/2016.

4. Develop extra care provision to provide units in Flint and Holywell by:

- Securing full planning approval for both sites.
- Agree the design and delivery model for both schemes
- Commencing the building of both schemes.

What we did:

 The Flint Scheme has all planning approvals and building regulations completed, with works now having started. The 18 month build programme is scheduled for completion by April 2017.


 Outline planning permission was initially refused for the Holywell Extra Care scheme in April 2015 as a result of concerns over the favoured site and the impact of the loss of parking to the town. Alternative sites and designs are being reconsidered with the scheme partner Wales and West for the Holywell area.


Modern, Efficient and Adapted Homes	Progress	High	Outcome	Satisfactory
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1. During 2015/16 we said we would deliver financial support to repair, improve, and adapt private sector homes by:

- Repairing and improving 40 private sector dwellings through the Council's capital programme and Welsh Government's National Home Improvement Loan.
- Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants.

What we did:

 There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Government (WG) Home Improvement Loan Scheme. 20 loans have been approved and a further 16 in progress, however building work has not started as yet. In addition 10 of the new WG Home Improvement Loans are progressing through the assessment process. Recruitment is in progress to address the capacity gap resulting from the increased WG resources of Home Improvement Loans, Houses into Homes Loans, and Vibrant and Viable Places Energy Works.

 Although the target of timeliness to deliver a Disabled Facilities Grant for Children was not met, there has been a significant reduction compared with the previous year from 619 days down to 455. The position for Disabled Facilities Grants for Adults is also similar in that the actual time has also reduced compared to 2014-15.

2. Reduce the number of long term vacant homes by:

- Bringing empty homes back into use for residential living through the Welsh Government's Houses (WG) into Homes Scheme.

What we did:

✔ Performance has been strong with 32 long term vacant properties returned to use against a target of 30. This is as a result of additional funds through the WG Vibrant and Viable Places scheme being made available for the Living Over the Shops initiative and, the high demand for Houses into Homes loan funding.

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) across all Flintshire Council Homes by:

- Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy.



What we did:

✔ The six year strategy has been developed and approved. Capital work teams have completed all main tendering exercises and are now delivering projects onsite. Additional Contractors have been procured to assist on major work streams to ensure full delivery and customer satisfaction onsite. Excellent progress has been made throughout the year with only one element of the external workstream overlapping into the first quarter of the new financial year. The majority of the major workstreams have all been procured on two, three, and four year rolling contracts and therefore delivery will continue seamlessly into 2016-17. Capital work timeliness targets have improved for kitchen replacements, installation of smoke detectors, and bathroom replacements.

⚠ It was anticipated that the installation of new heating systems in the Treuddyn area would have commenced during the 3rd quarter, however delays to the installation of the Off Gas infrastructure meant that planned heating installations could not be undertaken and will be rescheduled for the new financial year.


LIVING WELL	Progress	Good	Outcome	High
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Independent Living	Progress	Good	Outcome	High
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1. During 2015/16 we said we would ensure care home provision within Flintshire enables people to live well and have a good quality of life by:

- Delivering the key Local Authority actions from the plan developed in response to the Older People’s Commissioner’s report on care home provision including:
- Monitoring care home inspection reports
- Evaluating the impact of the pilot project being undertaken with Age Concern ‘Listening Voices’
- Improving the quality of care through implementing pre-placement agreements for all care homes

What we did:

 5 initiatives have been delivered through the Dementia Awareness Programme. All training and follow up sessions have been completed in Dance Circles and Dementia Gardening, and 16 memory cafes established across Mold, Holywell, Mostyn, Flint, and Buckley. Evaluating the impact (including satisfaction levels) of the pilot project is being undertaken with Age Connects 'Listening Friends' using a pool of existing volunteers. Training is ongoing and volunteers are setting up regular visits to homes.


All care homes in Wales that have a Flintshire funded placement have been sent pre-placement agreements.

 There has been a challenge in ensuring that Care Homes have signed and returned their pre placement agreement. Approximately 80% of contracts have been returned signed.

2. Support greater independence for individuals with a frailty and, or disability by:

- Continuing the success rate of reablement
- Piloting a night support service and evaluate
- Establishing a baseline for the people offered advice and support through the single point of access


What we did:

 The percentage of referrals for a reablement service where support was maintained or reduced, or where no further support was required at the end of the service, improved from 77.8% to 85.4%. Establishing a baseline for existing access routes to obtain information and advice about community services is now complete and benefits of developing a single point of access for professionals and citizens has been recognised. The night support pilot is in progress, and a review initiated as part of Phase 2 will seek to establish business benefits, efficiency and sustainability.

3. Strengthen and enhance prevention and early intervention services for vulnerable children and families by:

- Changing the operating arrangements to better support a new delivery model for prevention and early intervention services
- Ensuring service users are provided with advice and assistance from the Family Information Service (FIS) that enables them to make an informed decision about childcare and family support.

What we did:

 A new operating structure for Children's Services has been formed with key management posts filled and recruitment processes in place for all additional vacancies. The structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services

The Family Information Service is now co-located with our Children’s fieldwork teams to develop and strengthen the opportunities to provide timely advice and information to children and families.

Integrated Community Social and Health Services	Progress	Good	Outcome	High
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1. During 2015/16 we said we would continue integrating community based health and social care teams to provide consistent service across localities by:
 - Continuing to support people effectively through the use of step up and step down beds where Health and Social Services can work together to avoid hospital admission and delayed discharge.
 - Increasing the number of care homes in Flintshire who sign up to the ‘Six Steps to Success’ programme which supports the provision of high quality care for people at the end of their life.
 - Reviewing and agreeing funding arrangements for people in residential care through the Continuing Health Care (CHC) programme.

What we did:

✔ Projects continued to run well with additional funding from Welsh Government for January - March being utilised to ensure that demand could be met, for example, in relation to additional use of Step Up Step Down Beds. The target was set at 90, and the actual achieved was 147. 22 care homes including 2 extra care facilities have completed the “Six Steps to Success Programme” for Palliative Care Nursing across Flintshire. The programme aims to improve end of life care for all residents in Care Homes in Flintshire and to increase workforce confidence and understanding of end of life care, and ensure residents have choice and control over their end of life care plans. The programme also aims to reduce inappropriate hospital admissions and delayed transfers of care for those residents who are at end stage of palliative care.

The programme will be run jointly with Betsi Cadwaladr University Health Board (BCUHB) Macmillan End of Life Care Facilitation Team with the Lead Macmillan End of Life Care Facilitator overseeing the Six Steps to Success Programme.

! We are waiting for a response from BCUHB over the re-organisation of community services. BCUHB is considering a site at Connah’s Quay, however, co-location has not yet been achieved. Negotiations are continuing and the identified site is still an option.


2. During 2015/16 we aimed to ensure that effective services to support carers are in place as part of the integrated social and health services by:

- Reviewing the Carer’s Strategy to redefine the priorities for the next 5 years




- Agreeing and implementing plans to support carers
- Establishing a Dementia Respect Empathy and Dignity (RED) project within GP surgeries offering advice and information to carers.

What we did:

 The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year and provided with a service improved from 86% during 2014/15 to 97% in 2015/16.



Consultation events with voluntary organisations were held between March and July 2015. Wider consultation with all Flintshire carers was arranged for September 2015 and notification given to providers to end and develop new contracts from April 2016. A draft tender specification is out for stakeholder comment. New contracts will be in place by September 2016.

 Dementia Respect, Empathy, and Dignity (RED) is a new project in GP surgeries. An average of 20 people accessed the RED project over a 12 month period and three GP surgeries signed up in Flintshire via the Alzheimer’s Society. Our ambition had been for a greater level of take up of this scheme.

3. During 2015/16 we aimed to influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services by:

- Reducing the rate of delayed transfers of care for social care reasons
- Gaining commitment from BCUHB to the continued funding of current provision

What we did:

  The budget for Intermediate Care Funds was balanced at the end of the financial year. Arrangements are in place to determine funding allocation for 2016/17 to continue to support effective intermediate care services including high quality care home provision.

The target for delayed transfers was set as a rate of 2.00 per 1,000 population over 75; however performance declined from 2.05 in 2014/15 to 3.39 in 2015/16. Whilst the target was missed, significant work was undertaken to minimise delays. Our Locality Services have been very proactive in working with hospitals to ensure a timely discharge and to minimise delays. A significant number of delays this year were due to the increased number of adults with complex mental health needs.

Safeguarding	Progress	Good	Outcome	High
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1. During 2015/16 we said we would:

- Create a single safeguarding unit to manage protection processes for adults, young people, and children.
- Prepare for the new and additional safeguarding requirements of the Social Services and Well-being Act.
- Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding by:

- Managing the risks identified through adult protection referrals.
- Establish a Flintshire Sexual Exploitation Framework (SERAF) panel to manage the risks of sexual exploitation of children in the County.
- Meeting child protection conference timescales.
- Completing child protection reviews on time.

What we did:



There is now a single Safeguarding Unit operational that covers both adults and childrens safeguarding processes and functions. The unit is located in Flint and consideration is currently being given to the appointment of a dedicated Safeguarding Unit Manager. Of those risks identified through adult protection referrals 100% were managed compared to 98.9% from the previous year, and 99.2% of child protection reviews were completed against a target of 98%. The Flintshire Sexual Exploitation Framework has been established and a panel meet on a monthly basis to discuss progress of referrals.



The percentage of initial child protection conferences held within timescale decreased from 97.8% in 2014/15 to 86.3% in 2015/16. The reason for the decline was that the increase in the rate of child protection referrals to Social Services, and the subsequent increase in requests for conference, impacted on the capacity of conference chairs to deliver all conferences within statutory timescales. All conferences were convened as quickly as possible and prioritised in the interests of the children concerned.

Economy and Enterprise	Progress	Good	Outcome	High
Business sector growth and regeneration	Progress	Good	Outcome	High

1. During 2015/16 we said we would promote Flintshire as a recognised centre for energy and advanced manufacturing by:
 - Converting enquiries to investment with Flintshire.

What we did:

✓ Overall 2015/16 has seen 2,139 jobs created of which 863 have been within the Deeside Enterprise Zone (DEZ). The total number of jobs created within the DEZ is 6,569 against a target of 5,000 for the period 2012 – 2017. In addition, the proportion of business enquiries converting into investment has remained high throughout the year at 74.1 against a target of 63.



2. During 2015/16 we said we would support the growth of existing businesses in Flintshire, to maximise opportunities and investment by:
 - Creating and safeguarding jobs within Flintshire.
 - Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

What we did:

✓ We supported local business expansion. This year has seen successful delivery of events in conjunction with public and private partner involvement. During 2015-16 we delivered 37 events to support economic growth with attendance from 5,782 delegates from schools, colleges, and private industry. 917 new jobs were created and reported in Flintshire, of which 395 were in the Deeside Enterprise Zone. 1,500 jobs have been safeguarded at Airbus.

A total of 43 job opportunities were also created within the large scale capital work programmes against a target of 36.

3. During 2015/16 we said we would improve the local broadband infrastructure in economic growth by:
 - Rolling out superfast broadband across Flintshire in line with Welsh Government programme of works for 2015/16.

What we did:

✓ WG has reported 31,897 premises fall in the Superfast Cymru intervention area across Flintshire.


! Premises completed (tested and verified) within Superfast Cymru intervention area was 22,632 or 71% complete.


Town and Rural Regeneration	Progress	Good	Outcome	High
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1. During 2015/16 we said we would deliver an integrated programme of regeneration for Deeside by:

- Implementing the key actions of the vibrant and viable places programme, includingby:
 - Redeveloping vacant sites and properties.
 - Providing grant assistance to high street businesses.
 - Providing skills and training opportunities; and Developing an over-arching regeneration strategy for Deeside.

What we did:

 The WG Vibrant and Viable Places programme is now in its second year of delivery. All projects are in progress and the programme is forecast to draw down all funding for this financial year. Projects include: Shop front grants and grants to convert space over shops into accommodation; Environmental improvements; Energy efficiency improvements to housing; and Group repair scheme to improve private housing stock. The Council has secured £6.024m of WG funding for Deeside through the Vibrant and Viable Places programme for 2014 – 2017.

 The former Dairy site in Connah’s Quay and former Council offices have been demolished ready for future development. The process of acquiring two derelict sites for redevelopment has also commenced. Three businesses benefitted from the Deeside Living Above the Shop Scheme. 17 businesses are in the application process for the Deeside Shop Front grant scheme but have not reached approval as yet. 5 businesses have received planning consent and works procurement is underway, scheduled for completion by the end of June. A further 5 businesses have submitted planning applications, and 7 were in preparation.


2. During 2015/16 we said we would develop and implement long term regeneration plans for Town Centres by:

- Completing key actions as set out in the Town Centre plans through the completion of the streetscape improvement projects
- Progressing the Flint regeneration programme through:
 - The completion of the maisonette demolition.
 - The successful appointment of a lead contractor for their replacement and the completion of the St. Mary’s Church square improvements.
- Monitoring trends in ground floor commercial vacancy rates

What we did:

 The programme of environmental improvement projects across the towns is largely complete with European Regional Development Fund (ERDF) and WG funding ending in


June 2015. In Flint the programme of regeneration centred around the replacement of the maisonettes is being delivered according to plan.

 Trends in ground floor commercial vacancies have varied over the year. Four areas have shown a reduction in vacancy rates; Connah’s Quay, Flint, Holywell, and Shotton. Buckley, Mold and Queensferry have all increased.

3. Increase the economic benefits to Flintshire for visitors coming into the County by:

- Developing new electronic promotion and communication tools e.g. website.
- Using alternative methods of distribution for promotional materials.
- Monitoring the value and volume of tourism expenditure in Flintshire.

What we did:

 The Explore Flintshire website was launched and promoted throughout North Wales and bordering counties. Tourism Information Points have been implemented and a new information point installed at Dangerpoint in Talacre. Digital self service options for local people and visitors are now available via social media websites. The number of visitors increased by 6.8% against the 2013 data to 3.38M visitors. The economic impact of tourism in Flintshire has increased by 2.5% from 2013 to £220.92M.

Skills and Learning	Progress	Good	Outcome	High
Modernised and High Performing Education	Progress	Good	Outcome	High

During 2015/16 we said we would make a difference through our Education and Youth Improvement Modernisation Strategy by raising standards through: working effectively with the regional school improvement service; reducing the impact of poverty and disadvantage; improving outcomes for looked after children and young people exiting the Youth Justice Service (YJS); and developing and implementing a plan for the next phase of schools modernisation, including continuing to implement the 21st Century School (Band A) programme by:

- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicators at Foundation Phase and Key Stages 2 and 3.
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold.
- Raising standards achieved by learners who are entitled to free school meals.
- Improving the number of hours in education, training or employment that young people in the youth justice system have access to.
- Completing key milestones for the 21st Century School and School Modernisation programmes.

What we did:

- Increasing the number of learners achieving the Level 1 Threshold.
- Securing high levels of 16 year olds in education, employment and training.
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance.
- Rolling Out Release on Temporary Licence (ROTL) to new institutions/partners.

What we did:

✓ 10 apprenticeship placements were created throughout 2015/16 against a target of 4. This is a positive contribution towards the authorities commitment to create as many apprenticeship placements as possible. The number of 18 – 24 year olds claiming Jobseekers Allowance has reduced from 5.7% to 5%. In November 2014 there were 360 claimants compared with 130 in November 2015. A new programme, TRAC was signed off by Welsh European Funding Office (WEFO) in February 2016. TRAC officers have been appointed and multi agency meetings being held with schools to identify and allocate support to young people at risk of disengagement.

! The number of learners achieving the level 1 threshold has improved from 94.1% to 96.2%, but lower than the set target of 91%. FCC maintained the levels of engagement for 16 year olds from 2014-15 which was the highest level in Wales for two consecutive years at 98.7% narrowly missing the target of 98.8%.



Safe Communities	Progress	Good	Outcome	High
Community Safety	Progress	Good	Outcome	High

1. During 2015/16 we said we would develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan by:
 - Agreeing a delivery framework by the NWSCB.

- Flintshire Local Service Board (LSB) adopting the key priorities of the regional Community Safety Plan.

What we did:

✓ The local Community Safety Plan was adopted by the Local Service Board at its meeting in January 2016. The plan reflects the aims and objectives of the Regional Safer Communities Board's regional work programme. During 2015/16 all actions were completed on a regional and local level.



2. Contribute to the delivery of the North Wales Community Safety Plan Priorities to reduce the impact of domestic abuse, anti-social behaviour, and substance misuse by:

- Addressing high risk repeat instances of domestic abuse
 - Formally agreeing a procedure to allow Public Space Protection Orders (PSPOs) to be granted
 - Monitoring the number of formal consultations for PSPOs
- Continuing to meet Welsh Government targets for 'Completed treatments' and waiting times for substance misuse services

What we did:

✓ The percentage of high risk instances of repeat victims of domestic abuse has fallen from 23% to 20%. Work is currently in progress for a PSPO which will replace the former 'dog control' areas, however, this work will not be completed until October 2017. There is no reported increase in anti-social behaviour.

! Completed treatment and waiting times for substance misuse services has been consistent throughout the year. The previous year was 80% compared to 78.9% for 2015/16.

2. Reduce the fear of crime by making best use of the latest technology including closed circuit television (CCTV) by:

- Developing a new sustainable model of CCTV provision within Flintshire.

What we did:

! The feasibility study is complete and the draft report received. It has been agreed to identify a new CCTV control room prior to progressing to phase 2. It is planned that service level agreements will be negotiated during 2016/17.

Poverty	Progress	Good	Outcome	High
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Maximising Income	Progress	Good	Outcome	High
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1. During 2015/16 we said we would help children, young people and families, in or at risk of poverty, achieve their potential by:

- Increasing the numbers of free and quality, part-time childcare sessions provided for 2-3 year olds through the Flying Start Programme.
- Increasing the numbers of children receiving an enhanced Health service through the Flying Start Programme.
- Increasing the numbers of parents accessing Parenting programmes.
- Increasing the number of speech, language and communication structured and unstructured sessions for parents and children (Flying Start).

What we did:

✓ The number of childcare sessions taken up increased from 40,000 to over 46,000 during 2015-16 due to increased parenting support and greater awareness of the importance of good child care provision, and the benefits of long term outcomes. All Flying Start families with children in the programme range received enhanced health services. Mandatory Health Visitor services have been enhanced by offering speech and language therapy, and Midwifery and counselling intervention. Although the number of children in receipt of the service has gone down from 1,515 to 1,479, the target of 1,407 was exceeded.

! All parents are offered the opportunity to attend a Parenting Programme. During 2015-16 a review was undertaken of programmes, and how these should be offered using the intelligence on the needs of family, and ensuring appropriate assessments are made to offer the right programme at the right time. A further focus has been put on engagement, using and developing informal parenting support that can promote the parenting programme principles and messages through an informal, structured approach. The number of places filled on both structured and unstructured speech, language and communication sessions has dropped from 314 to 302, and was below the target of 350.





2. Provide advice and support services to help people protect their income by:

- Assisting Flintshire residents to maximise their income.
- Supporting Flintshire residents to claim additional benefits.
- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled.
- Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy.

- Supporting Flintshire residents to better manage their financial commitments.
- Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances.

What we did:


 The Council continues to provide advice and support services to help residents maximise their household income through accessing the correct entitlement of social security benefits and manage their debts as effectively as possible. The amount of Social Security and Tax Credits paid totalled £2,120,315 against a target of £2M. The number of residents claiming additional social security benefits has reduced from 1,600 to 1,287, and the amount paid to assist people with welfare reform changes has also reduced from £259,000 to £145,347.

 Supporting residents to better manage their financial commitments is a new indicator, however throughout the year our Money Advice Officer helped 168 residents who were at risk of becoming homeless. The speed of processing Housing Benefit claims has increased from 19.1 days to 20.34. As a result, working practices have been realigned and dedicated officers allocated to new claims processing.

3. Support the implementation of Universal Credit (UC) within Flintshire by:

- Assisting Universal Credit claimants referred for Personal Budgeting support.
- Assisting Universal Credit claimants with on-line access.
- Processing enquiries received from the Universal Service Centre by the Housing Benefit Service on housing costs.

What we did:

 The number of claimants referred for personal budgeting support has reduced from 55 to 20. This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions. Work is continuing via communication with colleagues and partner organisations to ensure that claimants who may benefit from this service are referred through for support.

Fuel Poverty	Progress	Good	Outcome	High
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1. During 2015/16 we said we would help residents to access funding support to improve the thermal efficiency of their homes by

- The number of private homes receiving energy efficiency measures.
- Reducing the overall annual fuel bill for residents.
- Reducing annual carbon emissions.

What we did:

- ✓ The number of private homes receiving energy efficiency measures has improved from 422 to 593. Overall annual fuel bills have improved, showing a £91,340 reduction for non-Council properties and a £30,370 reduction for Council owned properties. The number of residents engaged in the process has increased from 244,360 to 296,030, and number of Council homes receiving these measures has increased from 417 to 649. The annual reduction for carbon emissions has also improved from 29,429 to 33,623 (measured in lifetime tonnes of carbon emissions).



2. Deliver energy efficient efficiency measures to Council homes by:

- The number of Council homes receiving energy efficiency measures.
- Reducing the overall annual fuel bill for tenants in Council homes.

What we did:

- ✓ The overall annual fuel bill for Council homes also shows an improvement. The target was set at £50,000. The actual amount achieved totalled £107,240.

3. Development of a best practice procurement solution for energy efficiency and renewable energy across Wales by:

- Creating and launching a national energy efficiency materials and supplier framework

What we did:


- ⚠ Agreement was reached with National Procurement Service (NPS) and Valueworks, for a series of roadshows. These were not arranged on time. There is still a market need for this framework

Environment	Progress	Good	Outcome	High
Transport Infrastructure and Services	Progress	Good	Outcome	High

1. During 2015/16 we said we would use available funding to support Council priorities for accessing employment, health, leisure and education by:

- Successfully delivering WG funded schemes/feasibility studies funded through the Local Transport Fund (LTF) 2015/16.
- Consulting on the draft Active Travel Network Maps.
- Publicising the Active Travel Network Maps for designated settlements.
- Promoting and developing “Active Travel Routes” through partnership working.


What we did:

 LTF grant funding was allocated and used prior to the end of March 2016. The full works scheme was scheduled for completion in May 2016. Design of the proposed junction improvement on the A548 Sealand Road and Seahill Road was completed in February 2016 with work starting the same day for a period of two weeks. The introduction of a speed camera on the A541 at Pontblyddyn has also been completed.

2. Prioritise the Council’s road infrastructure for repairs and maintenance, and implement network improvement programmes by:


- Monitoring the condition of the highway’s infrastructure
- Monitoring the percentage of permits issued for road works for the purposes of coordinating and minimising disruption to Flintshire's highway network


What we did:

 Scanner surveys of poor road conditions took place between October 2015 and February 2016. The findings showed a marginal improvement of 4.02% compared with the previous year of 4.48%; (still top performer in Wales).

3. Use available funding to support the Council’s priorities to improve road safety on the County’s highway network by:


- Delivering Welsh Government funded:
 - Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the Welsh Government’s Grant Aid Programme.
 - Schemes identified as part of Safe Routes in Communities.
 - Road safety initiatives to reduce the risk of collisions of high risk groups.

 63 Initiatives were introduced to reduce the risk of collisions involving motorcyclists compared to 51 in 2014/15. The number of persons trained through the Bikesafe Scheme is dependent on instructor availability which also reduces during the winter months.

 Incidents of collisions from high risk groups has reduced from 35 to 24 as a result of introducing road safety initiatives. Reduction of collisions from newly qualified drivers has also reduced from 75 to 43. The target of 108 initiatives represented a maximum in relation to allocated funding rather than an achievable target.

- Develop and support community transport arrangements by:
- Reviewing the Council’s subsidised bus services.
- Working with local communities to develop Community Transport.


What we did:

 Between April and July 2016 Town and Community Councils have been consulted on a range of options to introduce community based transport services to replace existing subsidised routes and reduce the impact of bus service changes. To date 15 Community Councils have expressed an interest in the pilot scheme. The next phase is to meet with these communities during June and July 2016 to establish partnership arrangements and set up the pilot schemes.

Sustainable Development & Environmental Management	Progress	Good	Outcome	High
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1. During 2015/16 we said we would agree the Local Development Plan vision, objectives and options to accommodate growth by:
 - Agreeing a revised timetable and delivery agreement with Welsh Government.
 - Publicising the pre-deposit plan.

What we did:

 The Plan’s vision and objectives were consulted on in the Spring of 2016 as part of the Key Messages Public Consultation, where the feedback resulted in only minor amendments to the wording of certain objectives for clarification. The vision and objectives now form part of the emerging Plan Strategy.

Growth and spatial options have been developed and discussed with Members at the Planning Strategy Group. These will be published for public consultation in the autumn of 2016, in line with a revised Delivery Agreement and Timetable.

The Plan is on target to prepare the Core Strategy by the end of 2016 which will be made available for consultation by March 2017.

2. Identify and develop large scale renewable energy schemes by:
 - Securing planning approval for 4 solar farms on Flintshire County Council land.
 - Creating two solar farms on Flintshire County Council land.
 - Reducing our carbon emissions.

What we did:

✓ A number of potentially suitable sites have been identified, of which two have been given full planning consent and contractors appointed. Central Government have announced consultation on the level of future subsidies which means business cases cannot be concluded and, all projects are now under review. The Government has also issued its review of Feed in Tariffs and Renewable Obligation certificates. Following a detailed business case Cabinet gave approval to proceed on the two landfill site schemes in Buckley. Contractors have been appointed to develop the solar farms at Brookhill and both sites have been pre-accredited with Ofgem.

3. Minimise waste to landfill and maximise opportunities for energy generation from waste by:

- Improving recycling performance.
- Undertaking a feasibility study into the development of local waste streams e.g. wood waste into usable biomass energy generation resources.
- Securing planning approval for the introduction of a waste transfer station in Greenfield.

What we did:

✓ Cessation of trade waste will result in a reduction sent to landfill sites. Recruitment of HRC site specific operatives and the introduction of bag splitting at all recycling centres has resulted in waste diverted from landfill. A waste disposal contract was awarded to Treatment Outlet. Since October 2015 residual waste is sent for treatment which is used for energy recovery. Of the waste collected throughout 2015/16 58% was either recycled, reused or composted, compared to 55% in 2014/15.

Modern and Efficient Council	Progress	Satisfactory	Outcome	Medium
Developing Communities	Progress	Good	Outcome	Medium

1. During 2015/16 we said we would develop the community and social sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business by:

- Monitoring the number of new social enterprises developed.
- Monitoring the number of social enterprises supported to thrive and prosper.

What we did:

✓ 5 new Social Enterprises were developed across Flintshire through the Community Asset Transfer Programme. Those established include:

- Cambrian Aquatics
- Café Isa
- Mancot Community Library
- Connah's Quay Nomads
- New Beginnings



During 2015/16 a total of 12 social enterprises were supported including 7 in the Community First areas.

2. Encourage volunteers and active citizens by:

- Monitoring the impact of the local volunteering policy.

What we did:

✓ Flintshire Local Voluntary Council directly placed 541 individuals into new placements against a target of 480.

3. Ensure community benefit through our commissioning of goods and services by:

- Monitoring the percentage of community benefit clauses included in new procurement contracts.

What we did:

! A new commissioning form has been developed and is out for consultation as part of updating the current contract procedure rules. This will ensure community benefits are considered for all contracts greater than £25k.

4. Design and implement Alternative Delivery Models (ADMs) to sustain important services to meet future need by:

- Monitoring the level of efficiencies ADMs have supported.
- Monitoring the number of services sustained through delivery via alternative models.

What we did:




A target was not set for either of these two measures, however, business plans completed during 2015/16 identified £2m savings by 2017/18. These are now moving into the transitional phase in preparation for an April 2017 implementation.

5. Empower communities to run and manage facilities in their locality through the Community Asset Transfers (CAT) by:

- Increasing the number of public assets transferred to the community.

What we did:


 8 Community Asset Transfers (CAT) were completed or in final stages of legal completion as shown below. Other applications are at various stages of maturity.

- Connah’s Quay allotment site
- Gwernymynydd Village Hall
- Connah’s Quay Swimming Pool
- Mancot Library
- Trelogan Village Hall
- Gwespyr Play Area
- Bagillt War Memorial
- Mynydd Isa Community Centre and Library

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services by:

- Monitoring the achievements of the Armed Forces Covenant Action Plan.

What we did:

 A working group has been established to review the Community Covenant Action Plan. The work programme focusses on 6 key workstreams as outlined in the Council’s Covenant. The majority of planned tasks within the work streams have been completed e.g. the establishment of an on-line service library of organisations with a remit to provide assistance and support to members of the Armed Forces Community and training of frontline employees. One of the key areas within the action plan is to define the Armed Forces Community within Flintshire, which continues to be work in progress. The working group has a number of processes in place to deliver the plan, including face to face contact where service users will be asked if they or any member of their family are in, or a veteran of the Armed Forces. It is considered this programme of work will take two years to complete.

Improving Resource Management	Progress	Satisfactory	Outcome	Medium
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1. During 2015/16 we said we would develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making by:

- Adopting an achievable plan to meet the £50m funding gap for 2015-2018.
- Matching our priorities with revenue and capital investment.

- Achieving our efficiency targets.
- Achieving our big plans for change which modernise services and generate efficiencies.

What we did:

✓ The Council has been able to set a balanced budget for 2016/17 by applying part two of the Medium Term Financial Strategy and taking a balanced risk approach to managing cost pressures and fluctuations during the year.

! Based on the risk assessment reported to Council, the non-achievement of the 2016/17 budget is described as an amber risk due to the scale of efficiencies required to meet national funding reductions beyond our control.

2. Implement the People Strategy to ensure the Council has sufficient capacity and capability to operate effectively as a smaller organisation by:

- Monitoring the impact of the renewed appraisal system on performance.
- Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability.
- Monitoring the impact of the People Strategy in service portfolios.

What we did:

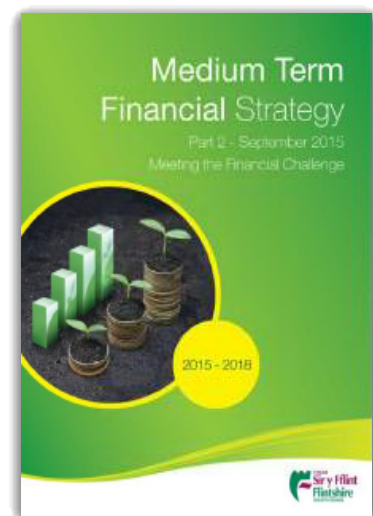
! A new People Strategy has been developed and agreed in principle. Many of the activities have been actioned and are embedded. An outline action plan in support of the strategy has been drafted with further work required for completion. Some of the parts of the strategy have been agreed and piloted e.g. the new appraisal process including talent management assessment.

3. Rationalise the Council's use of corporate accommodation by:

- Reducing the floor space and costs of occupied office accommodation.
- Increasing the number/percentage of employees who work in an agile way.

What we did:

✓ The asset rationalisation programme in terms of County Hall involves the relocation of Phases 3 and 4 to Phases 1 and 2. The first stage of this is the relocation of Phase 4 - to accommodate this employees have had to reduce to an 87% desk provision. This is currently in progress and the final teams from Phase 4 are scheduled to move by the end of September 2016 Thereafter occupants of Phase 3 should be moved. By April 2017 - this will then mean a further reduction to desk provision of 74%.



The Council has been working through this on a number of levels, particular in the demolition of accommodation no longer fit for purpose, the most recent being the Connah's Quay Offices. Rationalisation of space has focussed on County Hall, however, there have been some delays in meeting fire regulations. As a result the move across from Phase 4 to Phase 1 will be delayed until early 2016/17.

4. Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions by:
 - Creating efficiencies through the use of the regional and national procurement collaborations.
 - Reducing the cost of procurement through the use of end to end electronic purchasing.

What we did:



We are currently waiting for Welsh Government (WG) to provide access to the Benefits Realisation tool which will allow the Council to track efficiencies from electronic purchasing.

5. Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres by:
 - Increasing the number of services available through the Connects Centres and the numbers of customers using them.
 - Increasing usage of and positive customer feedback on our website.

What we did:



The Connects Centres continue to promote digital access to services and offer help and support to customers to do this in self service facilities. The total achieved during 2015/16 was 5,056 against a target of 1,250. A review of the Bond Scheme has also been undertaken to identify efficiencies that could be achieved through joint working with Connects. It has been agreed that Housing Benefit support and affordability checks





will be done by Connects to increase availability of access to the service and generate efficiencies within the service area.


Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. During 2015/16 the Council reviewed its equality objectives and is now updating its Strategic Equality Plan (SEP). The SEP Annual Monitoring Report for 2015/16 will be published before 31st March 2017. This will set out details of our achievements and progress; it will also highlight those areas where we need to improve.

 We are developing an electronic system for equality and Welsh language impact assessments. This will be in place later this year and will contribute to more effective monitoring and recording of impact assessments; ensuring that they are undertaken systematically and are robust.

 We have exceeded our targets to collate data on the diversity of our employees. This data is important not only to fulfil our legal obligations but to support the authority to monitor its employment practices making sure that they are fair and identifying areas for improvement.

 Progress remains inconsistent across service portfolios and we appreciate that further work is needed to fully integrate the Strategic Equality Plan within the Council's new business planning process. A key area of improvement is to continue to collate baseline data to identify those areas of significant inequality where we need to target our resources to improve outcomes for our customers.

Welsh Language Standards (WLS)

The Council believes that respecting and meeting the language needs and preferences of our customers is central to good and effective customer care. We provide services to the most vulnerable people in our communities, where accessing services in an individual's first language is very important. We have published our first annual report to show how we are meeting the new Welsh Language Standards; this report also includes data that we are required to publish.

We introduced a variety of initiatives to raise the visibility of Welsh language and promote awareness of the new Welsh language Standards:

✓ We celebrated St David's Day and Shwmae/Sumae Day, encouraging employees to use their Welsh at work, whatever their level of Welsh.

✓ We have established a Welsh Language Network comprising officers from a range of services to raise the profile of Welsh language.

! We can only deliver excellent services in Welsh if there are sufficient numbers of employees with the appropriate Welsh language skills at each service delivery point and in each workplace where there is contact with the public. A key area for improvement is to increase the response rate to the employee Welsh language skills audit; approximately 40% of employees have completed the audit.

Link to detailed year end [Welsh Language Annual Report](#).

Sustainable Development

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. The Act recognises that Wales faces a number of challenges now and in the future, such as climate change, poverty, health inequalities, jobs and growth. It also recognises the need to work together and think about the long term impacts of decisions in order to tackle these issues.

✓ Within the Council a considerable amount of work has been undertaken during 2015/16 which has focused on securing vital services for the future. This has been evidenced earlier in the report through, for example:

- Our own change in operational model and integration of business units.
- Increased collaborative and partnership working.
- Greater levels of consultation with local people e.g. Big Budget Conversation.
- Re-launching our Community Asset Transfer approach.
- Consideration of and working toward alternative service delivery models.

✓ Our work to sustain services continues into 2016/17 and is evident throughout our Improvement Plan for 2016/17 particularly in sections such as 'Developing Communities' where we support communities to become more resilient and self-sufficient.

Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect the statutory and third sector partners to work together, to work to shared priorities and, through collective effort, to get things done. The Flintshire Public Services Board (FPSB), is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on some of the big social issues of today.

The Flintshire Public services Board was established on 1st April 2016 as a result of the “Well-being of Future Generations (Wales) Act” coming into effect/force. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, BCUHB, Natural Resources Wales, North Wales Fire & Rescue Services (Statutory PSB members), North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales, Police & Crime Commissioner and Welsh Government (Invited PSB members). Together these organisations are responsible for developing and driving the Well-being Plan for Flintshire forward.

Whilst the PSB realise there is much that could be done to add value to public service and to the communities of Flintshire they have identified a number of priorities for 2016/17 that support the seven goals of the “Well-being of Future Generations (Wales) Act”. These being;

- Supporting Independent Living
- Vulnerability, Intervention and Prevention
- Inspiring Community Resilience
- Physical Activity and Sedentary Behaviour (Possibly combined with Inspiring community resilience in going forward)
- Supporting Families with Complex Needs (Troubled Families Initiative)

Regulation, Audit and Inspection

The Council is regulated by a number of organisations throughout the year. These include, amongst others the Wales Audit Office (WAO), Estyn for Education and the Care and Social Services Inspectorate (CSSIW).

The WAO published a significant report on behalf of the Auditor General for Wales in 2015/16 called the [Annual Improvement Report](#), which drew on findings of their Corporate Assessment (undertaken once every four years). The Auditor General has not made any statutory recommendations with which the Council must comply. Instead seven advisory proposals for improvement have been made. In response an action plan was drawn up against which progress is regularly monitored.

Overall the Auditor General concluded that:



“Despite increasing financial pressures, the Council has continued to improve performance within its priority areas and to strengthen its corporate arrangements.”

The judgement reflects the conclusions of the corporate assessment, that:



“The Council has made significant progress in a number of difficult areas during the last year; although it needs to strengthen aspects of its arrangements, The Council has made good progress in addressing the governance-related proposals for improvement arising from our 2015 corporate assessment report.”



“Despite some strengths and areas of progress, aspects of the Council’s arrangements are not fully supporting decision-making and the delivery of the Council’s agreed priorities”

✓ *“The Council has taken significant strides forward in its use of resources and now needs to co-ordinate the elements more systematically in the face of future financial challenges”*

✓ *“The Council made good progress against the improvement priorities we looked at but its performance against the national indicators declined slightly.”*

In addition, the Care and Social Services Inspectorate Wales (CSSIW), and the Welsh Language Commissioner (WLC) included areas for improvement/action in their inspection reports and letters issued to the Council during the year. These are available at www.cssiw.org.uk and www.comisiynyddygybraeg.org.

(Hyperlinks to each of the reports and any relevant responses)

Project name	Brief description
Wales Audit Office Financial Resilience Review	Review of the Council's financial position and how it is budgeting and delivering on required savings.
Wales Audit Office Annual 'Improvement Plan' Audit	Review of the Council's published plans for delivering on improvement objectives.
Wales Audit Office Annual 'Assessment of Performance' Audit	Review of the Council's published performance assessment, including testing and validation of performance information.
CSSIW: Review of the Social Services Department's performance 2014-15	Annual Review and Evaluation of Performance of the Council's Social Services functions for 2014-15.
Estyn desk top analysis	An overview of key issues at the Council, prepared by Estyn.
Wales Audit Office Benchmarking social services costs against performance	A review across the six North Wales councils, exploring the value of current social services performance indicators and their links if any to service delivery costs.
Wales Audit Office Performance Assessment	Assessment of progress against the proposals for improvement included within the Council's Annual Improvement Report 2014 (incorporating the Corporate Assessment Report 2014), published in March 2015.
Follow-up work	To seek assurance that the Council has appropriate corporate processes for responding to Wales Audit Office reports, tracking implementation of recommendations and reporting this to the appropriate committee.
National Reports	<ul style="list-style-type: none"> • The financial resilience of councils in Wales • Community safety partnerships • Income generation and charging • Council funding of third-sector services

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. We fully meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation, as far as is reasonably practicable, to safeguard the health and safety of our employees and others.

✓ The Council continues to provide a robust system for accident/incident reporting and all accidents that are reported under RIDDOR to the Health and Safety Executive (HSE) continue to be investigated and statistical data gathered by the Corporate Health and Safety team and provided to portfolios/services for detailed trend analysis.

✓ The Corporate Health and Safety Steering Group continue to meet on a quarterly basis playing a major part in identifying risk management priorities and demonstrating health and safety leadership. Each Portfolio have presented the group with annual health and safety reports, reviewed and updated health and safety action plans, detailed accident/investigation statistics and claims data for 2015/16.

✓ Initiatives for 2015/16 have included:

- Development of new accident/incident reporting system which will provide an electronic form and compatibility with new ICT systems – to be rolled out end of 2016.
- Development and implementation of e-learning programmes (risk assessing display screen equipment, fire evacuation training, H&S Induction)
- Radon Monitoring in Schools
- Noise/Hand Arm Vibration monitoring

✓ A comprehensive programme of health and safety training continues to be made available. Relevant health and safety training needs are identified through learning and development appraisals and delivered both internally and externally.

⚠ It is important that employees and managers ensure health and safety management arrangements are reviewed and/or maintained and monitored through periods of change. The Corporate Health and Safety Steering Group will continue to seek assurances from each of the Portfolios of these arrangements and the Corporate Health and Safety Team will continue to monitor effectiveness of health and safety arrangements through a rolling programme of inspection/accident investigations and audits.

Appendices

Appendix A – [Improvement Plan 2015/16 Risk Register](#)

Appendix B – [Improvement Plan Measures Data Table](#)

Appendix C – [National Indicators Data Table](#)

Appendix D – [Glossary of Terms](#)

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained through the following links:

- Flintshire County Council Improvement Plan 2015/16
- National Performance Bulletin 2015/16
- Flintshire Social Services Annual Performance Report 2015/16
- Annual Strategic Equality Plan Report 2015/16
- Welsh Language Monitoring Report 2015/16

Thank you for reading our Annual Performance Report for 2015/16.

A public summary of this report will be published before December and will be available on the Council's website and via our e-magazine.

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

In addition, should you wish to know more about our priorities for 2016/17 onwards please read our Improvement Plan 2016/17. Again, your views regarding future priorities, plan content and layout are welcome.

Please contact us on:

Tel: 01352 701457

Email: policy.and.performance.team@flintshire.gov.uk



Integrated Risk Manager

A CAMMS SOLUTION

Strategic Risk Report 2015/16

Flintshire County Council

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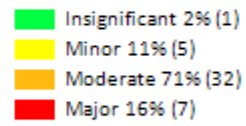
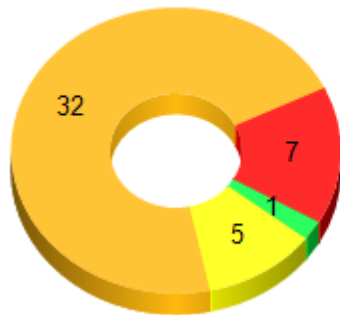


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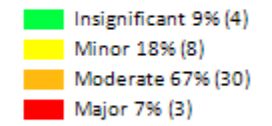
Risk Summary

Strategic Risks

Initial Risk Assessment









Current Risk Assessment






Strategic Risks

1 Housing




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R1	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Pam Davies - Housing Options Team Leader				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R2	Demand and aspirations for independent living will not be met	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Michael Jones - Planning and Development Officer				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R3	The supply of affordable housing will continue to be insufficient to meet community need	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R1	The increased work programme to deliver the WHQS will not be met	Strategic Risk	Clare Budden - Chief Officer -	Nikki Evans - Senior Manager				Open




	due to the scale of the programme		Community and Enterprise	Council Housing Services				
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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R2	Council funding for adaptations and home loans will not be sufficient to meet demand	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R3	Financial assistance available to repair residents' homes is not taken up by residents	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R4	Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager				Open

2 Living Well

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.1R2	The quality of care home services will not meet required standards.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager				Open


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.1R3	Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Gail Bennett - Early Intervention Services Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.2R1	Funding between Health and Council does not transfer smoothly; eg. CHC, ICF, Primary Care funds	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.2R2	Service provision is not coordinated / integrated.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.2.1R1	Safeguarding arrangements do not meet the requirements of the	Strategic Risk	Neil Ayling - Chief Officer - Social	Jane M Davies - Senior Manager,				Open









	SSWB Act.		Services	Safeguarding & Commissioning	Yellow	Yellow		
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3 Economy and Enterprise

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.1R1	Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.1R2	Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R1	Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R2	Opportunities to access funding to invest in the promotion of tourism are not maximised	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Richard Jones - Regeneration Project Officer				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R3	External funding sources are often weighted towards urban	Strategic Risk	Clare Budden - Chief Officer -	Niall Waller - Enterprise and				Open






	regeneration with funding for rural regeneration being limited.		Community and Enterprise	Regeneration Manager	Amber	Amber	↓	
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4 Skills and Learning




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.1R1	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.1R2	Training places will not match current and future employer aspirations and needs.	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion				Open

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R1	Schools do not receive and/or make best use of the support they need from the Council and GWE	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Claire Homard - Principal Education Officer Primary				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R2	Numbers of school places will not be sufficient to meet the future demands of changing demographics	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R3	Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision				Open






	reduced to meet new pressures on the Education and Youth Budgets							
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5 Safe Communities




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP5.1.1R1	Grant funded services that are administered through the Community Safety Partnership are not delivered effectively.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Sian Jones - Public Protection Manager - Community				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP5.1.1R2	Funding for the provision of CCTV with local partners will not be sustainable in the long term.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Sherryl Burrows - CCTV Manager				Open




6 Poverty




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R1	Demand for advice and support services will not be met.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R2	Debt levels will rise if tenants are unable to afford to pay their rent	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R3	The local economy will suffer if residents have less income to spend	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R4	Resources to meet the requirements of the Universal Credit roll-out will not be sufficient	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.2R1	Residents do not take up the energy efficiency measures as we hope	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.2R2	Available funding falls short of public demand	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer				Open




7 Environment




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R1	Sufficient funding is not found to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R2	Sustainable transport options do not remain attractive to users.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R3	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R1	Agreement and funding for the renewable energy schemes is not secured.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Will Pierce - Energy Manager				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R2	Funding for the waste transfer station is not secured.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Closed




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R3	Planning approval for the waste transfer station is not secured.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	 Amber	 Green		Closed



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R4	Recycling programmes are not supported by the public and employees.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	 Amber	 Yellow		Open




8 Modern and Efficient Council




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R1	The capacity and appetite of the community and social sectors	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R2	The willingness of the workforce and trade unions to embrace change	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R3	Market conditions which the new alternative delivery models face	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R4	Limitations on public funding to subsidise alternative models	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R1	The scale of the financial challenge.	Strategic Risk	Helen Stapleton - Chief Officer - People and Resources	Gary Ferguson - Corporate Finance Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R2	The capacity and capability of the organisation to implement necessary changes	Strategic Risk	Helen Stapleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R3	The pace of procurement collaborations and our limited control over their development.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager				Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R4	Public attitude to accessing services on-line.	Strategic Risk	Clare Budden - Chief Officer - Community and	Katie Clubb - Community Support Services				Open



			Enterprise	Manager, Rebecca Jones - Customer Services Team Leader				
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Sub-Priority: Appropriate and Affordable Homes					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
The number of households where homelessness is prevented by the use of the private rented sector	N/A - new measure	N/A - baseline to be established	148	Not Applicable	Not Applicable
The number of households where the Council has discharged its full statutory duty into private rented accommodation	N/A - new measure	N/A - baseline to be established	2	Not Applicable	Not Applicable
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	85.2%	90%	98.30%	G	Improved
The number of gifted new homes, realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers	N/A - new measure	9	6	A	Not Applicable
Sub-Priority: Modern, Efficient and Adapted Homes					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	N/A - new measure	40	23	R	Not Applicable
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	619 days	316 days	455 days	R	Downturned
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	322 days	247 days	245 days	A	Downturned
IPH2M1 - Number of empty homes brought back into use	30 homes	30 homes	34	G	Improved

Capital Works Target – Heating Upgrades	966	335	192	R	Downturned
Capital Works Target – Kitchen Replacements	1023	1149	1393	G	Improved
Capital Works Target – Smoke Detectors	439	500	508	G	Improved
Capital Works Target – Bathroom Replacements	127	1507	1688	G	Improved

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
IPH3M1 - Capital Programme expenditure on improvement work streams (<i>Managing expenditure within or below budget to maximise available financial resources - Capital works budget</i>)	£9.93m	£21m	£20.38m	G	Downturned
Sub-Priority: Independent Living					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Percentage of Flintshire care homes using the One Page Profile as the foundation to person-centred practice	N/A - new measure	50	100	G	Not Applicable
Number of care homes which are a 'Service of Concern'	3	3	3	G	Maintained
Number of care homes in 'Escalating Concerns'	2	2	0	G	Improved
SCAL/023 - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	77.81%	75%	84.70%	G	Improved
The percentage of service users who say that the advice and assistance received from the Family Information Service enabled them to make an informed decision about childcare and family support	97%	87%	100%	G	Improved
Sub-Priority: Integrated Community Social and Health Services					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend

Support people effectively through the use of 'step up and step down' beds	90	90	147	G	Improved
The number of care homes in Flintshire signed up to the Six Steps to Success	N/A - new measure	N/A	69	N/A	Not Applicable
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
SCA/018c - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	82.4%	82%	97%	G	Improved
SCA/018d - Dementia Respect Empathy and Dignity (RED) project within GP surgeries	N/A - new measure	50	19	R	Not Applicable
SCA/001 - The rate of delayed transfers of care for social care reasons (SCA/001)	1	2	3	A	Downturned
Sub-Priority: Safeguarding					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
SCA/019 The percentage of adult protection referrals where the risk was managed	99%	98%	100%	G	Improved
SCA/014 The percentage of initial child protection conferences held within 15 days of the strategy discussion	91.2%	95%	80%	R	Downturned

SCC/034 The percentage of child protection reviews completed within timescales	100.0%	98%	98.6%	G	Downturned
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Sub-Priority: Business Sector Growth						
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend	
Percentage of enquiries converted to investment in Flintshire	Annual average 60%	63%	74.2%	G	Improved	
Number of jobs created and sustained in Flintshire	Annual total 1,130 new jobs	1,200	2,139	G	Improved	
Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	52	36	43	G	Downturned	
Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	N/A - new measure	5	0	R	Not Applicable	
Sub-Priority: Town and Rural Regeneration						
Page 84	Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
	Number of vacant sites and properties redeveloped	N/A - new measure	3	2	A	Not Applicable
	Number of business grants offered to high street businesses	N/A - new measure	8	6	A	Not Applicable
	Number of trainees recruited	N/A - new measure	40	74	G	Not Applicable
	Monitoring trends in ground floor commercial vacancy rates: Buckley	6.3%	0.0%	11.3%	R	Downturned

Monitoring trends in ground floor commercial vacancy rates: Connahs Quay	10.5%	0.0%	8.8%	R	Improved
Monitoring trends in ground floor commercial vacancy rates: Flint	10.7%	0.0%	5.6%	R	Improved
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Monitoring trends in ground floor commercial vacancy rates: Holywell	11.6%	0.0%	8.0%	R	Improved
Monitoring trends in ground floor commercial vacancy rates: Mold	6.9%	0.0%	7.3%	R	Downturned
Monitoring trends in ground floor commercial vacancy rates: Queensferry	8.7%	0.0%	9.2%	R	Downturned
Monitoring trends in ground floor commercial vacancy rates: Saltney	0.0%	0.0%	9.2%	R	Downturned
Monitoring trends in ground floor commercial vacancy rates: Shotton	11.7%	0.0%	10.8%	R	Improved
Monitoring the value and volume of tourism expenditure in Flintshire: number of visitors	3.24 million	N/A management information	3.38 million	G	Not Applicable

Monitoring the value and volume of tourism expenditure in Flintshire: estimated economic impact	£215.53 million	N/A management information	£220.92 million	G	Not Applicable
Monitoring the value and volume of tourism expenditure in Flintshire: estimated direct jobs supported	2468	N/A management information	3175	G	Not Applicable

Sub-Priority: Apprenticeships and Training

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Increased numbers of learners achieving the Level 1 threshold	94.1%	97.1%	96.2%	A	Improved
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Securing high levels of 16 years olds in education, employment and training	99.6%	97.90%	98.70%	A	Maintained
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	3.30%	5.10%	5.0%	G	Improved
Number of training and apprenticeship opportunities started as a result of the Welsh Housing Quality Standards contracts	3.4	3.6	10.0	G	Improved
Number of training and apprenticeship opportunities started as a result of the Strategic Housing and Regeneration Programme contracts	N/A - new measure	2.0	2.0	G	Improved
Number of people leaving the Construction Academy with a qualification	N/A - new measure	N/A	29.0	G	N/A

Number of people leaving the Construction Academy with a job	N/A - new measure	N/A	7.0	G	N/A
Number of people leaving the Retail Academy with a qualification	N/A - new measure	N/A	16.0	G	N/A
Number of people leaving the retail Academy with a job	N/A - new measure	N/A	6.0	G	N/A
Sub-Priority: Modernised and High Performing Education					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
The percentage of learners achieving the Foundation Phase Indicator	84.5%	84.4%	87.0%	G	Improved
IPSL1M1 - The percentage of learners achieving GCSE grade C or above in Mathematics	68.40%	75.50%	69.40%	R	Improved
IPSL1M2 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in Mathematics	88.70%	90.90%	92.0%	G	Improved
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
IPSL1M3 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in Mathematics	88.40%	92%	90.90%	A	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Mathematics	88.3%	89.0%	90.2%	G	Improved
IPSL1M4 - The percentage of learners achieving GCSE grade C or above in English	73.30%	77.4%	72.20%	R	Downturned

IPSL1M5 - The percentage of learners assessed as achieving Level 5 or above at the end of Key Stage 3, in English	89.40%	90.50%	91.40%	G	Improved
IPSL1M6 - The percentage of learners assessed as achieving Level 4 or above at the end of Key Stage 2, in English	89.00%	90%	90.10%	G	Improved
Percentage of Foundation Phase learners achieving improved outcomes in English	87.4%	87.3%	89.0%	G	Improved
Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	59.7%	74.7%	54.6%	R	Downturned
Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	90.0%	85.0%	86.4%	G	Downturned
Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	56.0%	87.0%	80.0%	A	Improved
Percentage of Foundation Phase learners achieving improved outcomes in Welsh	87.3%	84.4%	91.2%	G	Improved
EDU/003 – The percentage of learners achieving the Core Subject Indicator at Key Stage 2	86.10%	89.1%	87.9%	G	Improved
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3	84.30%	89.3%	87.10%	G	Improved
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	341.5	358.9	342.1	A	Improved

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1 st Language	61.8%	69.9%	60.6%	R	Downturned
IPSL1M7 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to G or vocational equivalent)	93.20%	95.8%	92.1%	A	Downturned
IPSK1M8 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1 st Language)	37.30%	61.3%	35.2%	R	Downturned
IPSK1M9 - Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)	307.6	330.9	308.1	R	Improved
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	65.1%	73.8%	71.3%	A	Improved
The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	27.0%	40.0%	80.0%	G	Improved
The percentage of young people of school age in the youth justice system that are offered 16+ ETE	43.0%	55.0%	75.0%	G	Improved

Sub-Priority: Community Safety					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	23	28	20	G	Improved
Monitoring the number of formal consultations for public space protection orders (PSPOs)	N/A	N/A	0	G	Not Applicable
IPSC1M4 - Achieve a waiting time of less than 20 days from referral to treatment (KPI 2)	89%	80%	90.9%	G	Improved
IPSC1M5 - Substance Misuse Treatment Completes (KPI 6)	80%	80%	78.90%	A	Downturned

Sub-Priority: Maximising Income					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Number of free quality, part time childcare sessions provided for 2-3 year olds through the flying start programme	39,455	40,000	46,190	G	Improved
Number of children receiving an enhanced Health service through the Flying Start Programme	1,515	1,407	1,479	G	Downturned
Number of places filled on structured and unstructured speech, language and communication sessions for parents and children within Flying Start	314	350	302	R	Downturned
Number of parents accessing Parenting programmes	212	200	191	A	Downturned
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	£2.3 million	£2 million	£2.1 million	G	Improved

Speed of processing Housing Benefit claims - new claims	19	17.5	20	A	Downturned
Speed of processing Housing Benefit claims - change of circumstances	6	9.0	8	G	Downturned

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
The following indicators are provided for information and monitoring only and are not suitable for setting targets against					
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	1,622	Not Applicable	1287	Not Applicable	Downturned
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	£259,000	Not Applicable	£145,347	Not Applicable	Not Applicable
Number of residents supported to better manage their financial commitments	N/A - new measure	N/A	168	Not Applicable	Not Applicable
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	55	Not Applicable	20	Not Applicable	Downturned
Number of Universal Credit claimants assisted with on-line access	2	Not Applicable	3	Not Applicable	Improved
Number of enquiries received from the Universal Service Centre by Flintshire County Council's Housing Benefit Service relating to housing costs	88	N/A	34	Not Applicable	Downturned
Sub-Priority: Fuel Poverty					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Number of private homes receiving energy efficiency measures	422	350.0	593	G	Improved
Overall annual fuel bill reduction for residents	£244,360	£175,000	£296,030	G	Improved
Annual reduction in carbon emissions	24,949 tonnes	22,500 tonnes	33,623 tonnes	G	Downturned

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
IPP2M4 - Number of Council homes receiving energy efficiency measures	417 council homes	400 council homes	649	G	Improved
Overall annual fuel bill reduction for tenants in Council homes	121,451	100,000.0	107,240	G	Downturned
Sub-Priority: Transport Infrastructure and Services					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Successful delivery of WG funded schemes / feasibility studies funding through the Local Transport Fund	100	100	100	G	Maintained
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition*	4.50%	7%	4%	G	Improved
The percentage of notices issued for all roadworks for the purposes of coordinating and minimising to disruption to Flintshire's highway network	N/A - new measure	N/A	82.6%	G	Improved
Road safety initiatives to reduce the risk of collisions of high risk groups: older drivers	35	80	24	R	Downturned
Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	75	108	43	R	Downturned
Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	51	108	63	R	Improved

Sub-Priority: Sustainable Development & Environmental Management					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	5%	1.1%	A	Improved
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way.	58%	59%	58.49%	A	Improved
WMT/011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way.	62%	63%	69.3%	G	Improved
Sub-Priority: Developing Communities					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
The number of new social enterprises developed	1	2	5	G	Improved
The number of social enterprises supported to thrive and prosper	7	7	12	G	Improved

Number of volunteers in volunteering placements	480	N/A	541	Not Applicable	Improved
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	N/A - new measure	N/A	220	Not Applicable	Improved
The level of efficiencies alternative delivery models (ADM)s have supported	N/A - new measure	N/A	0	G	Not Applicable
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
The number of services sustained through delivery via alternative models	N/A - new measure	N/A	0	G	Maintained
Number of assets transferred to the community through Community Asset Transfer or other mechanism	4	5	8	G	Improved
Sub-Priority: Improving Resource Management					
Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Amount of efficiency targets achieved	£7.7 million	£12.9 million	£10.6 million	R	Improved
Percentage of appraisals completed using the renewed appraisal system	N/A - new measure	N/A	No Data	Not Applicable	Not Applicable
Number of interventions being undertaken: capability process (from the point of intervention from HR)	No Data	N/A	0	Not Applicable	Not Applicable

CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	10.66 days/shifts	9.6 days/shifts	10.4	A	Improved
Reduction in square meters of occupied office accommodation	22%	26%	19.9%	R	Not Applicable
Reduction in the running costs of corporate accommodation	No Data	20	19.9	G	Not Applicable
Agile working - desk provision as a percentage of staff (County Hall)	98%	87%	No Data	Not Applicable	Not Applicable
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	£530,263	£550,000	£796,470	G	Improved
Efficiencies achieved through the use of end to end electronic purchasing	N/A - new measure	£200,000	£200,000	G	Improved

Achievement Measures	2014/15 Baseline Data	2015/16 Target	2015/16 Outturn	Performance RAG	Performance Trend
Digital take up of services via Connects	N/A - new measure	1250	5056	G	Not Applicable
Review of existing services (36) available at Connects Centres to ensure they are fully transactional	N/A - new measure	3	4	G	Not Applicable
The percentage of customers who successfully found what they were looking for on our website: Desktop version	54.00%	55%	45%	A	Downturned
The percentage of customers who successfully found what they were looking for on our website: Mobile version	52.00%	55%	57%	G	Improved

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Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Organisational Change						
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population - Annual PI	NSI	4,991 Visits per 1,000	5,000 Visits per 1,000	4,535 Visits per 1,000	A	Downturned
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	NSI	9,739 Visits per 1,000	9739 Visits per 1,000	9501 Visits per 1,000	A	Downturned
Social Services						
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	328 days	247	307.74 days	A	Downturned
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	2.30 per 1,000	2 rate per 1,000	3.4 rate per 1,000	A	Downturned
SCA/002(a): The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	51.36 per 1,000	Not Set Mgt Info	51.44 per 1,000	G	Improved
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	16.02 per 1,000	17 Rate per 1,001	13.2 per 1,000	G	Improved
SCA/007: The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	PAM	98.2%	98%	97.5%	A	Downturned
SCA/018(a): The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	92.3%	94%	88.2%	A	Downturned
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	NSI / PAM	99.33%	98%	100%	G	Improved
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	86.03%	90%	No data	N/A	N/A
SCC/004: The percentage of children looked after on 31st March who have had three or more placements during the year.	NSI / PAM	8.6%	6.5%	7.04%	A	Improved
SCC/011(a): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	77.0%	80%	83.4%	G	Improved

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
SCC/011(b): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	57.0%	59%	56.1%	A	Downturned
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	PAM	90.7%	93%	84.2%	A	Downturned
SCC/033(d): The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	88.9%	90%	100%	G	Improved
SCC/033(e): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non emergency accommodation at the age of 19	NSI	87.5%	90%	100%	G	Improved
SCC/033(f): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	87.5%	75%	100%	G	Improved
SCC/041(a): The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	100%	100%	100%	G	Maintained
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	89.3%	90%	97.2%	G	Improved
Planning & Environment						
PLA/006b: The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	NSI	39 homes	Not Set Mgt Info	20.65 homes	N/A	Downturned
PPN/009: The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	PAM	95.61%	93%	96.5%	G	Improved
Community & Enterprise						
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months - Annual PI	NSI / PAM	85.2%	90%	98.3%	G	Improved

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority - Annual PI	NSI	3.88%	6%	8.8%	G	Improved
Streetscene & Transportation						
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	NSI / PAM	42.28%	20%	7.4%	G	Improved
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including sources segregated biowastes that are composted or treated biologically in another way	NSI / PAM	55%	59%	58.5%	A	Improved
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	NSI	97.70%	95%	97.8%	G	Improved
STS/005(b): The percentage of highways inspected of a high or acceptable standard of cleanliness - Annual PI	PAM	95%	95%	93.2%	A	Downturned
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	79.5%	79%	78.8%	A	Downturned
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition - Annual PI	PAM	4.5%	7%	4.02%	G	Improved
THS/012a: The percentage of principal (A) roads that are in overall poor condition - Annual PI						
THS/012b: The percentage of non-principal (B) roads that are in overall poor condition - Annual PI		4.5%	7%	4%	G	Improved
THS/012c: The percentage of non-principal (C) roads that are in overall poor condition - Annual PI						
People & Resources						
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	10.6 days / shifts	9.6 days / shifts	10.5 days / shifts	A	Downturned

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Education & Youth						
EDU/002(i): The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	NSI / PAM	0.1%	0.30%	0.0%	G	Improved
EDU/002(ii): The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification - Annual PI	NSI	0.0%	3%	0.0%	G	Maintained
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment - Annual PI	NSI / PAM	86.1%	87%	87.91%	G	Improved
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher - sssessment - Annual PI	PAM	84.3%	86.5%	87.11%	G	Improved
EDU/006(ii): The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 - Annual PI	NSI	4.6%	Not Set	5.5%	G	Improved
EDU/011: The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority - Annual PI	NSI / PAM	547.5 points	558.6 Points	541.8 Points	A	Downturned
EDU/015(a): The percentage of final statements of special education need issued within 26 weeks including exceptions - Annual PI	NSI	87.7%	90%	89.7%	A	Downturned

Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
Indicator	NSI / PAM	Annual Outturn 2014/15	Annual Target 2015/16	Year End Outturn 2015/16	RAG	Performance Trend
EDU/015(b): The percentage of final statements of special education need issued within 26 weeks excluding exceptions - Annual PI	NSI	100%	100%	98.6%	A	Downturned
EDU/016(a): The percentage of pupil attendance in primary schools - Annual PI	PAM	94.80%	94.9%	94.7%	A	Downturned
EDU/016(b): The percentage of pupil attendance in secondary schools - Annual PI	PAM	93.9%	94.3%	94.2%	A	Improved
EDU/017: The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics - Annual PI	NSI / PAM	61.9%	69.90%	60.61%	R	Downturned
SCC/002: The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months - Annual PI	NSI	18.2%	10%	13.4%	A	Downturned
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting - Annual PI	NSI	358 points	270 Points	248 points	A	Downturned

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Appendix D: Glossary

Term	Definition
Extra Care	Providing self-contained homes for people with varying levels of care and support needs on site.
Affordable and Flexible Housing	Covers a range of tenure options for renting and purpose.
Local Development Plan	The Council's land use planning document that will guide development until 2030.
Wales Housing Quality Standard	Welsh Government's physical quality standard for modern social housing.
Telecare / Telehealth	Providing support through telecommunication devices in the home.
Commissioning plans	Ensure purchased and commissioned care meets demand and service user need.
Transition Service	Dedicated service for children and young people with Disabilities who are supported to become young adults.
Integrated Family Support Service	Specific time limited and well researched support for families with parents who abuse substances.
Reablement	an intense, short term approach to social care for individuals to gain or regain the skills and confidence to live as independently as possible
Adaptations	Changes to a person's home to enable her/him to live as independently as possible.
Disabled Facility Grant	A grant available for larger adaptations to a person's home.
Enhanced Care Service	Short term intensive community based care as an alternative to hospital
Crisis Intervention Team	Team to provide short term intensive care to prevent people's health deteriorating or enable swift discharge from hospital into the community.
Enterprise Zones	A Welsh Government initiative to stimulate growth and support business in designated areas.
Masterplan	The plan that sets out the intentions and actions for the Northern Gateway site.
Learning providers	Schools and further and higher education establishments.
Business Grant Scheme	Grant available to Town Centre property owners and tenants to refurbish properties and improve their frontages.
Social Enterprises	Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
Flintshire Social Enterprise Fund	Financial assistance for start-up or development of social enterprises.
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.
Core Subject Indicator	Learners achieve the expected level in

	Mathematics, English or Welsh 1st language and Science.
21st Century Schools	A national programme of funding to improve school buildings and environments.
Surplus places -	The difference between the number of learners a school can accommodate and the number on roll.
Employers' Promise	Employers committed to working together to create additional training, apprenticeships and work opportunities.
Communities First Job Club Programmes	Work to support adults into employment.
Young Entrepreneur Programme -	An opportunity for young people to work with mentors on their business ideas.
Flintshire Business Entrepreneurship Network -	Employers working together to support Entrepreneurship Programmes.
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community.
Human Trafficking	'Trade' in people, most commonly for the purpose of sexual slavery, forced labour or for the extraction of organs or tissues.
Sexual Exploitation	The use of another person in non-consensual sex for profit
Anti-social Behaviour	Behaviour that lacks consideration for others and that may cause damage to society, whether intentionally or through negligence.
CCTV	To prevent and respond to crime and disorder.
Environmental Visual Audits	Detailed "community intelligence" to support both crime reduction and deliver other improvements to quality of life issues via partnership working.
Collision Cluster Site	A site where there have been 5 or more collisions, resulting in personal injury, recorded in the past 3 years within a 50 metre radius.
Welfare reform	A range of measures being introduced by Central Government to reform the Welfare Benefits system.
Universal Credit	New benefit which replaces the current means tested benefit for working age claimants.
Homeless Prevention	Take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days.
Vibrant and Viable Places	Welsh Government's regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.
Deeside Infrastructure Business Plan	A plan that has been developed to improve the highways, transport and utility services capacity around the Deeside Enterprise Zone.
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow.

Infrastructure	Facilities, systems, sites and networks that are necessary for the County to function.
Sustainable transport	Changing behaviour in the promotion of more resource efficient and healthier ways to travel including car sharing, public transport, cycling and walking.
Carbon 'footprint'	The amount of Carbon Dioxide that enters the atmosphere through electricity and fuel used.
Renewable energy schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight.
Carbon reduction commitment	A mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations.
Operating Model -	How an organisation is structured, functions and performs, according to its objectives and values.
Working practices	The Council's internal processes and procedures.
Social business model	The way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes.
Revenue funding	Spending on day to day running costs for the Council e.g. salaries and wages, supplies and services, energy.
Capital funding	Spending on assets (e.g. buildings, equipment and land).
Fees and Charges	The amount service users pay for services which are not provided for free
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions.
Values for Money	Being efficient and effective in using our resources to achieve our service objectives and standards.
Equal pay	Equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought.
Medium-term Financial Plan	The Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources.
Asset Strategy	Long term plan to make best use of our buildings.
Council Property Assets	Buildings owned and maintained by the Council.
Agile Working	Working across locations in a flexible way with the use of technology.
Capital	Money spent on assets (e.g. buildings, equipment and land).
Community Asset Transfers	Transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body.
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community

	facilities. This incorporates social value by taking wider issues in to account other than price.
Procurement collaborations	Ways of procuring goods and services within agreed terms and conditions.
Flintshire Connects Centres	Simpler and more “joined up” access to Council and other public sector services in County towns in a modern and welcoming environment.
Customer Service Standards	What customers can expect when they make contact with the council e.g. how quickly we answer the phone, respond to email etc.



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Wednesday, 19 October 2016
Report Subject	Contract Procedure Rules
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

In 2015/16 the Council spent £150m procuring goods and services. Contract Procedure Rules (CPRs) set out how officers must advertise and award contracts, to ensure that they are let in a lawful, fair and open manner. The Council last revised its CPRs in September 2013. It is appropriate to review them again in light of changes in European procurement law, the introduction of the Well Being of Future Generations Act, the move to electronic procurement and the introduction of the new welsh language standards.

The Council shares its procurement service with Denbighshire County Council. The service has drafted revised CPRs which Denbighshire have already adopted. Ideally our rules would be the same or similar as those in Denbighshire to create consistency for suppliers and the service itself.

The proposed CPRs:

- update the rules to reflect the changes above
- present the rules more clearly to aid understanding and compliance
- increase member oversight of the procurement process; and
- encourage clear planning and upfront approval of the contracting process

RECOMMENDATIONS

1	<p>That Council:</p> <ul style="list-style-type: none"> • adopts the proposed CPRs • harmonises delegated authority levels for spending decisions within the Constitution with effect from 1 November 2016
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REPORT DETAILS

1.00	EXPLAINING THE PROPOSED NEW CONTRACT PROCEDURE RULES
1.01	<p>The Council spent in the region of £150 million in 2015/16 on the goods and services needed to deliver public services. With this level of spend it needs to:</p> <ul style="list-style-type: none"> • Achieve value for money for residents and businesses through properly planned and executed procurements, and • Understand and improve the impact which procurement spend has on the local economy
1.02	<p>CPRs set out the processes that officers must follow when advertising and awarding contracts. They ensure that contracts are procured in an open and consistent manner with controls on key decisions during the process, and proper records. The level of oversight rises with the contract value so that the level of formality is appropriate and not overly burdensome.</p>
1.03	<p>The current CPRs were adopted by the Council in September 2013. Since that time a number of key changes which need to be reflected in our processes have taken place:</p> <ul style="list-style-type: none"> • The EU procurement rules have changed • The Wellbeing of Future Generations (Wales) Act 2015 • New Welsh Language Standards have been introduced • The Council has software that can manage the procurement process from finding and selecting a supplier through to placing orders and pay invoices
1.04	<p>The proposed new CPRs are quite different in style and layout. As can be seen from the section headings below they are written in a logical order that flows a step by step from the considerations necessary before placing a contract, through sourcing of suppliers to award of contract and contract management. They put greater focus on planning the procurement route and early approval/authorisation which is an area of weakness at present.</p> <ul style="list-style-type: none"> • General Arrangements • Procurement Planning • Document preparation • Offer to Market • Evaluation & Contract Award • Contract Management
1.05	<p>The proposed CPRs use consistent thresholds based on the contract value to determine who will make key decisions such as:</p> <ul style="list-style-type: none"> • The method of procurement used • Authority to enter into the contract • Exemptions to some of the requirements of CPRs • Approval of any contract variation or early termination
1.06	<p>The values are listed below and the level at which the relevant decision must be taken is also shown. These levels increase the degree of oversight for</p>

	<p>members because under current CPRs member involvement is only required above £2m. Whilst in practice member approval is sought at lower values based on the perceived importance or significance of the contract the proposed CPRs formalise that requirement.</p>										
	<table border="1"> <thead> <tr> <th>Contract Value</th> <th>Authorisation Required from</th> </tr> </thead> <tbody> <tr> <td>Up to £250,000</td> <td>Manager of the service</td> </tr> <tr> <td>£250,001 to £1,000,000</td> <td>Chief Officer</td> </tr> <tr> <td>£1,000,001 to £2,000,000</td> <td>Delegated decision by chief officer in consultation with the cabinet member</td> </tr> <tr> <td>£2,000,001 and over</td> <td>Cabinet</td> </tr> </tbody> </table>	Contract Value	Authorisation Required from	Up to £250,000	Manager of the service	£250,001 to £1,000,000	Chief Officer	£1,000,001 to £2,000,000	Delegated decision by chief officer in consultation with the cabinet member	£2,000,001 and over	Cabinet
Contract Value	Authorisation Required from										
Up to £250,000	Manager of the service										
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£1,000,001 to £2,000,000	Delegated decision by chief officer in consultation with the cabinet member										
£2,000,001 and over	Cabinet										
1.07	<p>Another of the key changes in the proposed CPRs is an up-front authorisation process, where the procurement strategy is approved prior to going to the market, rather than retrospectively based on the quotations/tenders received. The intention of this change is to:</p> <ul style="list-style-type: none"> • Encourage more thorough and rigorous planning of the procurement • Enable better resource planning to ensure that sufficient capacity is allocated to the procurement exercise • Place more emphasis on services to think through the requirement • Speed up the process at the critical quotation/tender receipt stage <p>The proposed CPRs introduce a “commissioning form” – basically a business case and forward plan which outlines matters such as the options considered, budget, proposed route to market, and award criteria.</p>										
1.08	<p>Community benefits are additional services or investment made by contractors in addition to the goods and services they are contracted to provide. Examples of community benefits already delivered in Flintshire include:</p> <ul style="list-style-type: none"> • An apprenticeship scheme as part of SHARP • The community benefit investment fund as part of the residual waste treatment project • Support for community groups through WHQS contracts <p>The threshold for mandatory inclusion of community benefits has dropped from £2 million to £1 million. This is not only in line with Welsh Government’s Procurement Policy Guidance, but also reflects the Council’s Improvement Plan where the aspiration is to include community benefit clauses in every contract.</p> <p>Work is being undertaken to:</p> <ul style="list-style-type: none"> • Develop a clearer strategy for the council’s requirements from community benefits; • Develop and implement a robust process for ensuring that community benefits are built-in from the outset, and the system for collecting evidence of delivery is robust; • Provide training and guidance for officers managing contracts delivering community benefits; 										

	<ul style="list-style-type: none"> • Creating a centralised “depository” of community benefits delivered
1.09	<p>The CPRs form part of the Constitution and it is important that the document as a whole is consistent. Delegated authority levels for spending decisions feature in the scheme of delegation for officers and the financial procedure rules. It is proposed that these are also brought into line with the above table in so far as is possible and practical (for example, the power to authorise payment of invoices over £1m will remain delegated to officers).</p> <p>There are other financial delegations within the Constitution (such as virements), and these will remain unchanged.</p>
1.10	<p>Cabinet, and Constitution Committee have endorsed the proposed CPRs, and have recommended them for adoption. The Audit Committee resolved that the proposed CPRs gave assurance on the procedures for letting contracts. However, in light of the experience of individual members of the committee it wanted to see improvements in how some contracts were managed in practice. Officers noted the comments and will address the issue in the proposed training sessions. An early review of how the new rules are working in practice will also be undertaken. Its findings will be reported to the Audit Committee in January 2017.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no financial implication arising directly out of this report.
2.02	Following approval of the proposed CPRs there will be a programme of training for officers. This will commence with awareness sessions at portfolio DMTs with longer sessions for those actually undertaking day to day procurement.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The proposed CPRs have been considered by a cross portfolio working group of officers from Audit, Finance, Housing, Legal, Properties & Valuations, and Streetscene
3.02	The CPRs were considered by Cabinet (20 September 2016), Audit Committee (26 September 2016) and Constitution Committee (5 October 2016).

4.00	RISK MANAGEMENT
4.01	The proposed CPRs include a requirement as part of the procurement planning process to consider the Council’s obligations under the Well Being of Future Generations (wales) Act 2015 as well as the public sector equality duty under the Equality Act 2010.

5.00	APPENDICES
5.01	Appendix 1 – proposed Contract Procedure Rules

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Current Contract Procedure Rules http://infonet.flintshire.gov.uk/en/Document-Repository/Governance/Democratic-Services/Constitution.pdf</p> <p>Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.legal@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Delegated authority – the financial levels below which decisions can be made by officers without needing further formal approval from councillors.

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Contract Procedure Rules

July 2016



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INTRODUCTION

Procurement is the process by which the council manages the acquisition of all its goods, services (including but not limited to consultants/consultancy services of any type) and works of all sorts. It includes the identification of need, consideration of options, the actual procurement process and the subsequent management and review of the contracts. These contract procedure rules (CPRs) apply to all areas of council activity and any type of sub-contracting, apart from contracts for the acquisition and sale of interests in land and the exempt contracts described in CPR [2.8 “Exempt contracts”](#).

These CPRs have the following key objectives:

1. To ensure that the council obtains value for money and achieves its duty of achieving best value as defined in section 3 of the Local Government Act 1999;
2. To ensure that the council complies with UK and European law that governs the procurement of goods, services and works;
3. To establish procurement procedures which, when followed, should protect members and officers of the council from any allegation of acting unfairly or unlawfully which may be made in connection with any procurement by the council relating to goods, services or works;
4. To ensure that any risks associated with commencing procurement processes and subsequently entering into contracts are assessed as part of the procurement process; and
5. To ensure that fairness and transparency remains at the forefront of all procurement activity undertaken by officers and approved by members on behalf of the council.

Procurement by the council is governed by detailed European and United Kingdom legislation, as are other areas of council contracting. The law requires all council procurement and contracting to be conducted transparently, fairly and in a non-discriminatory manner. In the event of statutory or other legal requirements exceeding the requirements contained within these CPRs, then statute shall take precedence over any provision within these CPRs.

Table 1

Procurement Thresholds

Contract Value	Minimum Competition Requirements	Other Requirements	CPR Section
Up to £10,000	1 verbal or written quote able to demonstrate value for money	<ul style="list-style-type: none"> Use of Quick Quotes function encouraged 	4.1
£10,001 to £25,000	4 quotations via the Council's electronic procurement system	<ul style="list-style-type: none"> Prepare a formal "request for quotation" (RFQ) Sell2Wales advertisement can be used in place of RFQ Quotations must be received via electronic procurement system 	4.2
£25,001 to OJEU threshold (Goods & Services)	Advertisement on Sell2Wales via the Council's electronic procurement system	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for contracts below £1m 	4.3
£25,001 to OJEU threshold (Works)	<ul style="list-style-type: none"> Advertisement on Sell2Wales via the Council's electronic procurement system 4 quotations via the Council's electronic procurement system – for certain contracts below £25k (see CPR 4.4.3) 	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for contracts below £1m 	4.4
Above the relevant OJEU threshold	Advertisement on both OJEU and Sell2Wales via the Council's electronic procurement system	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Minimum OJEU time limits for tender submissions must be followed Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for 	4.5

		<p>contracts below £1m</p> <ul style="list-style-type: none"> OJEU requirements for notifying bidders must be followed (CPR 5.6) 	
Light-Touch Regime (below OJEU)	As above depending on the value of the contract	<ul style="list-style-type: none"> As above depending on the value of the contract A commissioning form must be completed if the contract is above £25k 	4.6 , 4.1 4.2 , 4.3
Light-Touch Regime (above OJEU)	Advertisement on both OJEU and Sell2Wales via the Council's electronic procurement system	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for contracts below £1m 	4.6

Table 2

Authorisation thresholds for approving procurement strategy and inviting competitive bids

Value	Authorisation Required from	Documents Required
Up to £250,000	The Manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend, then by the Chief Officer where the procurement activity is taking place.	<ul style="list-style-type: none"> No formal report required
£250,001 to £1,000,000	Chief Officer where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. (Any of these individuals can refer the decision to Cabinet for consideration under the Cabinet Members Scheme of Delegation)	<ul style="list-style-type: none"> Commissioning Form
£1,000,001 to £2,000,000	The relevant Cabinet Member (with agreement from Chief Officer where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer). The Cabinet Member can refer the decision to Cabinet for consideration under the Cabinet Members Scheme of Delegation.	<ul style="list-style-type: none"> Commissioning Form Delegated decision report
£2,000,001 and above	Cabinet	<ul style="list-style-type: none"> Commissioning Form Cabinet report

SECTION 1

GENERAL ARRANGEMENTS

1.1 Over-riding principles

- 1.1.1 These CPRs are not intended to conflict with European Union and domestic law. Statutory legal obligations shall always take precedence over these CPRs.
- 1.1.2 These CPRs govern organisational behaviour in the conduct of procurement. It is a given that such behaviour is undertaken in support and delivery of the wider policies and objectives of the council.
- 1.1.3 Nothing in these CPRs shall relieve the council from its duty to spend public money wisely. Officers must always seek value for money.
- 1.1.4 The nature and extent of procurement activity must be appropriate and proportionate to the nature and value of the goods and services being procured. Procurement management must be optimised to make the most of council resources.
- 1.1.5 Utmost probity must be demonstrated at all times.
- 1.1.6 Transparency is key to demonstrating probity and so all stages of the procurement process must be open to scrutiny by councillors, especially the relevant cabinet member(s) who can ask to see or have demonstrated any documentation or electronic records associated with procurement activity for which they are responsible.
- 1.1.7 Arrangements for contracts made by schools shall not be subject to these CPRs but shall be subject to their own contract procedure rules.
- 1.1.8 Where there is any doubt about the interpretation or implementation of any of the CPRs, clarification and guidance should always be sought from the Corporate Procurement Team.
- 1.1.9 Whilst officers will be operationally responsible for conducting procurement they derive their authority from councillors who are jointly accountable for the council's actions. These CPRs and the authorisation levels specified within them do not override normal arrangements for briefing, discussion and agreement of proposed actions with councillors especially those within the Cabinet/Executive.

1.2 Compliance

- 1.2.1 Every contract entered into by the council shall be entered into pursuant to or in connection with the council's functions and shall comply with:
- i. All relevant statutory provisions
 - ii. Insofar as they apply, the relevant European procurement rules;
 - iii. The council's constitution, including these contract procedure rules, the council's financial regulations, schemes of delegation, the Officer Code of Conduct, the council's strategic objectives, procurement strategy and relevant council policies;

- 1.2.2 Any failure by officers to comply with any of the provisions of these CPRs may result in disciplinary action.

1.3 Welsh Language Standards

1.3.1 **All** advertisements in Sell2Wales and, where relevant, in the Office Journal of the European Union (OJEU), **must** be published bilingually in Welsh and English. The advertisement must state that quotations or tenders may be submitted in Welsh, and that a quotation or tender submitted in Welsh will be treated no less favourably than a quotation or tender submitted in English.

1.3.2 When requesting quotations or inviting tenders, **all** accompanying documentation (including criteria and evaluation methodology, draft contract/terms and conditions and specification) **must** be available in Welsh as well as English, and at the same time as the English Language versions are available, where:

- i. The subject matter of the contract suggests that it should be produced in Welsh; or
- ii. Where the anticipated audience, and their expectations, suggests that the documents should be produced in Welsh.

In all other circumstances it is acceptable to produce English only documents, notwithstanding the requirement for all advertisements to be bilingual as per CPR 1.3.1 above.

1.3.3 Where a quotation or tender has been submitted in Welsh, this must be treated no less favourably than a submission in English (including, amongst other matters, in relation to the closing date for receiving submissions, and in relation to time-scale for informing bidders of decisions).

1.3.4 If a quotation or tender has been submitted in Welsh, and it is necessary to interview the bidder as part of the assessment process, you must:

- i. Offer to provide a translation service from Welsh to English to enable the bidder to use the Welsh language at the interview; and
- ii. If the bidder wishes to use the Welsh language at interview, provide a simultaneous translation service for that purpose (unless you conduct the interview in Welsh without a translation service).

1.3.5 When informing a bidder of the decision in relation to a quotation or tender, you must do so in Welsh if the quotation or tender was submitted in Welsh.

1.4 Procurement by council staff

1.4.1 Any council officer can undertake procurement activity under the direction of their line manager, having had due consideration of:

- i. The capability of that officer in question i.e. do they have sufficient experience and/or have they had appropriate training to competently carry out the procurement activity, particularly when undertaking procurement at intermediate value or above (see CPRs [4.3](#) to [4.5](#)); and
- ii. The capacity of that officer i.e. do they have enough time to undertake the required tasks associated with the procurement activity, and can these requirements be balanced effectively with their other duties.

1.5 Procurement by consultants, agency staff or other non-council staff

- 1.5.1 Where the council uses consultants, agency staff and/or any other non-council officer to act on its behalf in relation to any procurement, then the head of service where the procurement activity is taking place shall ensure that they carry out any procurement in accordance with these CPRs and all statutory procurement obligations.
- 1.5.2 No consultant shall make any decision on whether to award a contract or who the contract should be awarded to. Determination of these decisions is detailed in [CPR 5.5](#).
- 1.5.3 Where the council uses consultants, agency staff and/or any other non-council officer to act on its behalf in relation to any procurement, they must declare any potential conflict of interest that may arise to the head of service prior to the commencement of the procurement process or at such time as the contractor becomes aware of such potential conflict of interest. Where the head of service considers that such a conflict of interest is significant the individual or company shall not be allowed to participate in the procurement process.
- 1.5.4 Note that it is the council, as the contracting authority, which is responsible for all actions and decisions of non-council staff in relation to the conduct of procurements, therefore there need to be proper governance procedures in place to manage and monitor non-council staff appropriately.

1.6 Declaration of interests

- 1.6.1 No member, officer or agent of the council shall knowingly use their position to improperly obtain any personal or private benefit from any contract entered into by the council.
- 1.6.2 Members and employees of the council shall comply with the requirements of section 117 of the Local Government Act 1972 and the officers and members code of conduct set out in the Constitution in respect of the declaration of interests in contracts with the council.
- 1.6.3 Such interests must be declared to the monitoring officer for inclusion in the appropriate registers, and a record of any conflict of interest pertaining to a contract should be placed on the contract file on the council's electronic procurement system, detailing how the conflict has been addressed.

1.7 Procurement of ICT requirements

- 1.7.1 All ICT procurement - including hardware, software and licences – shall be undertaken centrally by the **Council's ICT team** (or its successor). Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for ICT**, and a record of this justification and approval attached to the contract

file on the council's electronic procurement system.

1.8 Procurement of transport requirements

1.8.1 All transport procurement requirements – including vehicle hire, taxi and bus hire, rail tickets, school transport, etc – shall be undertaken centrally by the Council's Integrated Transport Unit (ITU) (or its successor). Any exception to this will need to be justified by the Chief Officer where the procurement activity is taking place and approved by the Chief Officer with responsibility for ITU, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.

1.9 Procurement of consultants

1.9.1 Any procurement of consultants, as defined in the "Consultancy Appointment Procedure", for contracts up to £25,000 requires completion of a business case and prior authorisation from the appointing Chief Officer. Procurement of consultants above the £25,000 threshold require completion of the business case, approval by appointing Chief Officer and the additional prior authorisation of the Chief Executive Officer.

1.10 Procurement of property and works related requirements

1.10.1 All property and works related procurement projects shall be undertaken either by:

- i. **Property Design & Maintenance Team** (or its successor) for building construction, building maintenance and landscaping related works for council owned properties. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Property design & Maintenance Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.
- ii. **Housing Area Renewal Team** (or its successor) for building construction and/or building maintenance works relating to private sector properties. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Housing Area Renewal Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.
- iii. **Streetscene & Transportation Team** (or its successor) for highways construction and civil engineering projects. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Streetscene & Transportation Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.
- iv. **Housing & Asset Management** (or its successor) for building construction and/or building maintenance works relating to the council's housing portfolio. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Housing Area Renewal Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.

1.10.2 Where Services have existing frameworks that can be called upon without the need for the involvement of the teams listed in CPRs 1.10.1 then this should be allowed where it offers value

for money.

1.11 Approved lists

1.11.1 The council will seek to replace all of these approved lists with more formal procurement arrangements by 31st March 2017.

1.12 Land contracts and appointment of developers

1.12.1 All land transactions must comply with section 120 – 123 of the Local Government Act 1972.

1.12.2 Any land contracts are deemed to be Development Agreements where:

- i. The council requires or specifies works to be undertaken by the developer; and/or
- ii. The developer enters into an enforceable written obligation to carry out work; and/or
- iii. The developer may have some pecuniary interest – which need not necessarily be a cash payment – in carrying out the works.

Any land contracts which involve development agreements shall be notified to the Monitoring Officer and advice sought.

1.13 Electronic procurement

1.13.1 From 1st November 2016, requests for quotations above the value of £10,001 and **all** tenders must be conducted using the council's approved electronic system. It is the responsibility of the head of service to ensure that their staff comply with this regulation.

1.11.2 Any officer required to use the council's electronic procurement system in the course of their duties must obtain written line management approval and notify the corporate procurement team so that they can be registered on the system. Similarly, it is the responsibility of the relevant line manager to notify the Corporate Procurement Team of changes to any officer's eligibility for using the system (e.g. staff leaving or disciplinary measures) at earliest opportunity so that the user access can be deactivated.

1.14 Amendment and review of the CPRs

1.14.1 A full review of these CPRs will be undertaken following any substantive changes to EU or UK law, or within five years of adoption, whichever is the sooner. Any changes to these CPRs will require the approval of Council.

1.12.2 Amendments to the appendices associated with these CPRs can be updated and/or amended as necessary by the Corporate Procurement Team in agreement with the Monitoring Officer.

SECTION 2

PROCUREMENT PLANNING

GUIDANCE NOTE 1

Preparation and planning

This preparation and planning stage of the process is critical and will influence all future activity on the contract. If this part of the process is done correctly then the rest should flow without difficulty, but the reverse is also true. The key tasks at the planning stage include:

- **engagement with key stakeholders** in order to identify and assess needs – what is being procured and why? What is the key driver for the procurement? What are the critical success factors? What outcomes are being sought?
- **options appraisal** to look at different ways of meeting the identified needs (e.g. buy, lease or rent?)
- **budget and funding**, to define a realistic budget for the contract to achieve the desired results and then securing the funds to finance the contract
- **selection of the appropriate procedure** – open, restricted, negotiated/competitive dialogue or innovative (*see Guidance Note 4*)
- where a tender is to be awarded on both price and quality, the **criteria and evaluation methodology** need to be developed and finalised

The results of this planning stage should be properly documented in the commissioning form and attached to the contract document of the council's electronic procurement system. It is quite common to underestimate the planning stage or not carry it out at all. Depending on the size and complexity of the contract, this stage of the process might take months before a tender notice is published. The biggest (and potentially most costly) and most common errors on contracts result from inadequate planning.

2.1 Framework agreements and other corporate purchasing arrangements

2.1.1 In some instances the council has entered into corporate purchasing agreements for certain goods, services and works. The use of these corporate purchasing agreements is **mandatory** and correct use, as advised by the Corporate Procurement Team, is sufficient to ensure officers meet their responsibilities for compliance. Such arrangements include:

- i. Corporate purchasing agreements resulting from the National Procurement Service (NPS) or any other approved official purchasing consortiums;
- ii. Any other framework agreements and any subsequent call-off arrangements;
- iii. Any joint procurement arrangements with another council or public sector organisation;
- iv. Electronic catalogues endorsed for use by the council

GUIDANCE NOTE 2

What is a framework agreement?

Framework Agreements are agreements between the council and one, or three or more suppliers for the provision of goods, services or works on agreed terms for a specific period, for estimated quantities against which orders may be placed if and when required during the contract period. The Public Contract Regulations stipulate that framework agreements can be concluded with a single provider or with several providers, for the same goods, works or services. In the latter case, there must be at least three providers, as long as there are sufficient candidates satisfying the selection criteria and which have submitted compliant bids meeting the award criteria. The term of a Framework Agreement must not exceed four years and, while an agreement may be entered into with one provider, where an agreement is concluded with several organisations there must be at least three in number.

Where frameworks are awarded to several organisations, contracts based on framework agreements may be awarded in one of two ways:

1. Where the terms of the agreement are sufficiently precise to cover the particular call-off, by applying the terms laid down in the framework agreement without re-opening competition; or
2. Where the terms laid down in the framework agreement are not precise or complete enough for the particular call-off, by holding a further competition in accordance with the following procedure:
 - i. Inviting the organisations within the framework agreement, that are capable of executing the subject of the contract, to submit bids electronically via the “further competition” step on the council’s approved electronic procurement system, with an appropriate time limit for responses; or
 - ii. Awarding each contract to the bidding organisation who has submitted the best bid on the basis of the relevant award criteria set out in the framework agreement.

-
- 2.1.2 It is the responsibility of the manager of the team where the procurement activity is taking place to ascertain whether there is a framework or other corporate purchasing agreement in place by checking the contracts register. If in any doubt the advice of the Corporate Procurement Team should be sort. The use of frameworks not on the contracts register is only permissible once they have been checked for compliance with procurement regulations by the Corporate Procurement Team.
 - 2.1.3 Any joint procurement arrangements with other local authorities and/or public sector bodies, including membership or use of any consortia, must be approved in writing by the Corporate Procurement Team.
 - 2.1.4 When using frameworks the assessment criteria, weightings and any special conditions detailed in that framework agreement must be fully complied with.

2.1.5 In exceptional circumstances alternatives to using corporate purchasing agreements may be considered appropriate. In such cases the **Chief Officer** where the procurement activity is taking place shall consult with the Corporate Procurement Team. Where an alternative approach is proposed, a report must be provided by the **Chief Officer** setting out the detail and the justification for the alternative arrangements and attached to the relevant contract file on the council's electronic procurement system.

2.2 Estimating the contract value

2.2.1 The value of the contract means the estimated total monetary value over its full duration (not the annual value), including any extensions or other options, but **not** including VAT. Where the duration of the contract is indeterminate or is longer than four years, this should be taken to be the estimated value of the contract over a period of four years. No procurement may be artificially split to avoid compliance with these CPRs and European Union procurement directives.

2.2.2 Where the same goods, services or works are purchased regularly by the Council it is the aggregated value of these purchases that determines the total contract value. It is the responsibility of the Corporate Procurement Team to monitor such aggregations to ensure the correct procedures are followed.

2.2.3 Where the value is, or may be, equal to or greater than the relevant OJEU threshold, there must be regard to the valuation rules in the [Public Contracts Regulations 2015](#) which are similar to the above, but more detailed.

2.3 Pre-quotation/tender market testing and consultation

2.3.1 It is permissible to consult in general terms with potential suppliers, prior to a request for quotation or invitation to tender, about the nature, level and standard of supply, price range and other relevant matters, and/or whether particular suppliers wish to be invited to quote or tender.

2.3.2 Officers may review the market for a proposed procurement through discussions with suppliers and other research but may not:

- i. Base any specification on one contractor's offering such as to distort competition. Bidders may be excluded from the procurement in circumstances where their prior involvement would distort competition (and there are no other means of ensuring equal treatment which can be applied);
- ii. Make any indication or commitment to contractors that their offer may be preferred by the council;
- iii. Suggest any procurement route which is not consistent with these rules;
- iv. Enter into negotiations about price where a competitive procurement process has yet to take place.

2.3.3 A written record, including notes of any meetings held, the responses and the names of all individuals present shall be attached to the contract file on the council's electronic procurement system. It is the responsibility of the manager of the team where the procurement activity is taking place to ensure this is actioned.

2.4 Community benefits

- 2.4.1 It is a requirement that all contracts exceeding £1,000,000 in value should include the delivery of community benefits as a contractual obligation on the successful bidder. Any contract funded or part-funded by European or Welsh Government grant is also likely to require the inclusion of community benefits as a contractual obligation, regardless of the value of the contract.

GUIDANCE NOTE 3

What are community benefits?

Community Benefit clauses are contractual clauses which can be used to build a range of economic, social, or environmental conditions into the delivery of public contracts. They allow organisations to contribute to the achievement of outcomes which benefit their local communities by specifying contractual requirements which seek to deliver such wider social benefit. Examples of community benefits which can potentially be included as contractual clauses include:

- training and recruitment opportunities for the economically inactive;
- retention and training for the existing workforce;
- contributions to education
- promotion of social enterprises and supported businesses;
- promoting environmental benefits; and
- supply chain initiatives

There are two approaches to community benefits:

1. The “**Core**” approach – where the community benefits being sought **must** relate to the subject matter of the contract and **must** be included and scored as part of the evaluation procedure and subsequently included in the contract; and
2. The “**Non-Core**” approach – where bidders are asked to provide details of the community benefits they would deliver through the contract (which the council may have specified or may be suggested by the contractor), but these benefits **are not** included and scored as part of the evaluation procedure. These non-core benefits should still be included as contractual requirements and their delivery monitored as part of the normal contract management process.

Many contracts will offer the opportunity to apply both core and non-core community benefits.

-
- 2.4.2 For all contracts below £1,000,000 in value the inclusion of community benefits as a contractual obligation is optional (unless required as a condition of grant funding – see [CPR 2.4.1](#)), but encouraged wherever practical.
- 2.4.3 Core community benefits (see Guidance Note 3) must relate to the subject matter of the contract, and must be included as part of the evaluation criteria at quotation/tender stage (see [CPR 3.7.6](#)) and fully evaluated as part of the award selection process. Officers are encouraged to seek the advice of the Corporate Procurement Team when considering how to accommodate community benefits criteria in evaluation criteria and contracts.
- 2.4.4 Non-core community benefits (see Guidance Note 3) **do not** have to relate to the subject matter

of the contract, and are **not** included as part of the evaluation criteria at quotation/tender stage (see [CPR 3.7](#)). However, where they have been offered they should subsequently be included as contractual requirements.

- 2.4.5 In **all** cases where community benefits are being delivered, completion of the Welsh Government's Community Benefit Toolkit (or any successor tool provided by or on behalf of the Welsh Government) must be a contractual requirement for the successful contractor, which places an obligation on contractors to provide monitoring information on the community benefits they are delivering. More generally, the delivery of community benefits should be monitored by the named contract manager (see [CPR 6.1](#)) as part of the normal contract management process (see [CPR 6.3.3](#)).

GUIDANCE NOTE 4

Selecting the appropriate procedure

At intermediate value procurement (see [CPR 4.3](#)) we move from requesting quotations to the more formal approach of inviting tenders of which there are a number of options. The decision on which procedure to use is a critical one affecting the whole procurement process. The decision should be made and fully justified at the planning stage. The options are:

- **Open:** is a process where all providers interested in the contract and who have responded to an advertisement can submit tenders. All such tenders must be considered without any prior selection process. The selection and evaluation is carried out after the submission of the tenders.
- **Restricted:** is a two-stage process where only those providers who have been invited may submit tenders. The selection and shortlisting are usually carried out on the basis of a Pre-Qualification Questionnaire (PQQ).
- **Negotiated/Competitive Dialogue:** used only in exceptional circumstances (and under guidance of a named officer from the Corporate Procurement Team), this procedure is where the council may, in certain circumstances, negotiate the terms of the contract with one or more suppliers of its choice. Ordinarily negotiation/dialogue should be with not less than 3 candidates provided that there are a sufficient number of candidates available. The candidates with which to hold a competitive dialogue may be selected through a restricted procedure.
- **Innovation Partnerships:** used only in very exceptional circumstances (and under guidance of a named officer from the Corporate Procurement Team), this procedure is where the council can select partners on a competitive basis and have them develop an innovative solution tailored to the requirements.

2.5 Planning the procurement process

- 2.5.1 Whilst the following regulations outline key considerations for the planning stage of any procurement activity, the planning process must end with an approval to procure and commence any required document preparation and subsequently invite offers from the market. The authorisation thresholds and process are detailed later in [CPR's 2.7](#), but note that for any procurement activity where the value of the contract is estimated to be greater than £25,000 a commissioning form must be completed by the service area undertaking the procurement activity in order that the proposed route to market can be assessed and duly agreed/signed off.

2.5.2 The purpose of the commissioning form is to ensure that the procurement activity proposed has been properly considered and thought through by the relevant service area, and subsequently for the Corporate Procurement Team to assess whether the proposed route to market is compliant with the law and these CPRs. To enable this assessment the form includes:

- i. Justification of the need to buy;
- ii. Options appraisal outlining what options were considered and why the preferred option has been selected;
- iii. Detail of the estimated contract cost and confirmation of which budget the cost will be met from;
- iv. Details of any exemptions or exceptions are being sought (refer to CPRs [2.8](#) to [2.10](#));
- v. Confirmation of the procurement route to market proposed (e.g. Framework or competitive route); and
- vi. Confirmation of what form of contract is to be used.

2.5.3 The commissioning form will be completed by the service area undertaking the procurement activity and then forwarded to the Corporate Procurement Team. The relevant **Chief Officer** will receive feedback from the Corporate Procurement Team on the commissioning form within five working days of its submission, providing all necessary details have been provided in the form.

2.5.4 Once the commissioning form has been returned to the relevant **Chief Officer** by the Corporate Procurement Team, the **Chief Officer** may make adjustment to the proposal based on any comments and/or recommendations made by the Corporate Procurement Team and record these on the relevant section of the Commissioning Form. The **Chief Officer** must then secure the authorisation to progress – i.e. preparing the tender documentation and inviting bids – in line with the authorisation process detailed in CPR 2.7.

2.6 Sustainability Assessment

2.6.1 In addition to the commissioning form, for any procurement activity where the value of the contract is estimated to be greater than £25,000, the corporate sustainability assessment tool (or any equivalent corporate assessment that may be required) needs to be applied, and a record of this assessment appended to the commissioning form.

2.7 Authority to decide procurement strategy and invite competitive bids

2.7.1 For procurement activity where the value of the contract is estimated to be less than **£250,000**, the authority to decide the appropriate procurement strategy and invite competitive bids is as follows:

- i. By the manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend, then:
- ii. By the **Chief Officer** where the procurement activity is taking place

DELETE - No formal report is required to record the agreed approach.

2.7.2 For procurement activity where the value of the contract is estimated to be greater than **£250,000**, the authority to decide the appropriate procurement strategy and invite competitive bids is as follows:

- i. **£250,001 to £1,000,000:** By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on the Procurement Commissioning Form detailed in CPR 2.5. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- ii. **£1,000,001 to £2,000,000:** by the relevant Cabinet Member through the scheme of delegation detailed in the Council’s constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on a delegated decision report with an accompanying completed Procurement Commissioning Form detailed in CPR 2.5. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- iii. **£2,000.001 and over:** by Cabinet – recorded on a Cabinet Report with an accompanying Procurement Commissioning Form detailed in CPR 2.5.

Once the decision has been made, it is the responsibility of the manager of the team where the procurement activity is taking place to ensure that all duly signed decision reports, and the Procurement Commissioning Form, are uploaded onto the electronic procurement system.

2.7.3 Where authority is given to invite competitive bids under CPR 2.7.2 iii the decision is subject to the five day Cabinet call-in period. The offer should not go to the market until either this call-in period has elapsed or, in the event that the decision is called-in, the result of any review is known.

2.8 Exempt contracts

2.8.1 Exemptions are where the CPRs are suspended entirely. The following contracts are exempt from the requirements of these CPRs:

- i. Internal purchases or service provision
- ii. Contracts relating solely to the disposal or acquisition of an interest in land (with the exception of development agreements – see [CPR 1.10](#))
- iii. Individual agency contracts for the provision of temporary staff;
- iv. Employment contracts;
- v. Grant aid by the council to voluntary sector bodies **for contribution to core funding only**
- vi. Contracts for the engagement of expert witnesses.

2.9 Exceptions

- 2.9.1 Exceptions are where the CPRs are partly suspended to enable a particular course of action. This can include the requirement to seek market competition by obtaining a quotation or tendering. This does not remove the need to ensure that adequate and robust process is undertaken in accordance with these CPRs. The council's rules and guidance will still apply.
- 2.9.2 Where an exception is sought under CPR 2.9.3 there is a requirement to complete an exception form (see [CPR 2.11.4](#)).
- 2.9.3 An exception can be sought, including consent to seek only a single quotation or tender, where one or more of the following criteria are met:
- i. where an offer has been made to the market by the Council using the open, restricted, negotiated, competitive dialogue or innovation procedure, but where no quotations or tenders have been submitted, or where those that have been submitted are disqualified through the evaluation procedure (see section 5). In this circumstance an exception can only be granted where the original terms of the proposed contract are not substantially altered;
 - ii. the goods, services or works can only be provided by a particular contractor for reasons that are technical, artistic, or connected with the protection of exclusive rights. This should normally be evidenced through publishing a Prior Information Notice (PIN) on Sell2Wales, or through some other means agreed with the Corporate Procurement Team;
 - iii. extreme urgency brought about by events unforeseeable by the council and in accordance with the strict conditions stated in the Public Contract Regulations 2015 (see also CPRs [2.11.2](#) and [5.12.5](#));
 - iv. Where the products involved are manufactured purely for the purpose of research, experimentation, study or development;
 - v. For supplies quoted and purchased on a commodity market;
 - vi. Where a design competition is run where the rules of that competition require the contract to be awarded to one or more of the successful candidates, provided that all successful candidates are invited to negotiate;
 - vii. with an organisation which has won a contract for an earlier phase of work via a competitive process, where such work forms part of a serial programme previously identified as such in the original offer to market (which should also include the cumulative value of all potential phases) and providing that subsequent phases commence within three years of the original contract;
 - viii. with an organisation already engaged by the Council, where the additional requirement was not included in the original contract but has arisen through unforeseen circumstances, and the requirement cannot be carried out separately for technical or economic reasons;
 - ix. that goods are required as a partial replacement or addition to existing goods or installations and obtaining them from another contractor would result in incompatibility or disproportionate technical difficulties in operation or maintenance. Any contract based on this exception shall not exceed the duration of three years save in exceptional circumstances;

- x. for supplies purchased which are second hand and/or sold in a public market or auction;
- xi. for the engagement of actors or performers;
- xii. in relation to time limited grant funding from an external body, where the time limitations will not allow a competitive procurement process to be completed and where the grant conditions allow this;
- xiii. for the purchase of supplies on particularly advantageous terms from a supplier that is definitely winding up its business activities, or from the receivers or liquidators of a bankruptcy, an arrangement with creditors or similar procedure;
- xiv. where delay attributable to the quotation or tendering process would, in the estimation of the **Chief Officer** concerned, result in the Council incurring net expenditure or forfeiting net income in excess of the savings on the contract sum that might reasonably be expected to accrue from competitive tendering;
- xv. where delay attributable to the quotation or tendering process would, in the estimation of the **Chief Officer** concerned, create or increase danger to life or limb;
- xvi. where delay attributable to the quotation or tendering process would, in the estimation of the **Chief Officer** concerned, result in or continue an unacceptable level or standard of service; or
- xvii. where relevant UK or EU legislation not otherwise referred to in these CPRs permits.

2.10 Additional exceptions for the Light-Touch Regime

- 2.10.1 Where an exception is sought under CPR 2.10.2 there is a requirement to complete an exception form (see [CPR 2.11.4](#)), **retrospectively where the exception has been sought under urgent circumstances.**
- 2.10.2 For contracts that are covered by the Light-Touch Regime under the Public Contracts Regulations 2015 (see [CPR 4.6](#)) there are additional circumstances under which an exception can be sought. These can be considered where there is a clear continuation of specific services under an existing contract, and where a decision to award a new contract to an existing contractor without seeking quotations or tendering can be justified as reasonable in terms of the extent to which the new requirement meets one or more of the following criteria;
 - i. Evidence demonstrates that obtaining quotations or tendering for the required services is unlikely to secure significant improvements in value for money, or else is unlikely to secure sufficient improvement in value for money to justify the cost of obtaining quotations or tendering, or else any likely improvement in value for money will be outweighed by the potential cost of changing contractor;
 - ii. The specification for the new requirement does not differ substantially from that of the existing contract;
 - iii. The contract terms and conditions of the new requirement do not differ from those of the existing contract except where required by changes to the council's Financial Regulations and/or these Contract Procedure Rules or relevant standard contracting practices;

- iv. The equivalent annual value of the contract for the new requirement does not differ from that of the existing contract by more than 10%, unless required by law;
- v. The services required have previously been subject to competitive quotations or tendered no more than five years prior to the end of the original contract, having regard to the term of the contract to be offered and the volatility of prices and quality in the relevant sector;
- vi. No more than two previous contracts for the required services have been exempted from obtaining quotations or tendering;
- vii. The performance of the existing contractor in delivering the required services under the existing contract has been monitored and assessed as satisfactory or better;
- viii. The quality of the required services as required by the existing contractor under the existing contract has been assessed as satisfactory or better;
- ix. Improvements in value for money in respect of contract specification, contract price or service quality have already been secured or else will be secured under the terms of the new contract for the required services;
- x. The required services, where applicable, are necessarily delivered in specific accommodation and there is a significant risk that a change in contractor would result in the loss of that accommodation to the require service or service user(s), and that there is also a significant risk that alternative accommodation will not be secured within a reasonable and practical timescale;
- xi. There is a reasonable probability that obtaining quotations or tendering the required services would result in significant distress or other detriment to the welfare of the service user(s) or would reverse or undermine the attainment of successful outcomes for the service user(s); and
- xii. Any other valid and relevant considerations which may be identified by the manager of the team requiring the services, subject to the approval procedure detailed in CPR 2.12 below.

2.11 Authority to approve exceptions

2.11.1 An exception based on one or more of the reasons listed in CPR [2.9](#) or [2.10](#) may be granted in the following manner:

- i. **Up to £250,000:** By the manager of the team where the procurement activity is taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend then by the **Chief Officer** where the procurement activity is taking place;
- ii. **£250,001 to £1,000,000:** By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on the Procurement Exceptions Report detailed in CPR 2.11.4. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;

- iii. **£1,000,001 to £2,000,000:** by the relevant Cabinet Member through the scheme of delegation detailed in the Council's constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on a delegated decision report with an accompanying completed Procurement Exceptions Report detailed in CPR 2.11.4. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
 - iv. **£2,000.001 and over:** by Cabinet – recorded on a Cabinet Report with an accompanying Procurement Exceptions Report detailed in CPR 2.11.4.
- 2.11.2 Such authority to approve shall not apply in cases of extreme urgency (CPR [2.9.3 \(iii\)](#) and [2.9.3 \(xv\)](#)). In this circumstance the relevant **Chief Officer** can approve the exception.
- 2.11.3 Exceptions based on any reason not listed in CPR [2.9](#) or [2.10](#) can only be obtained from cabinet.
- 2.11.4 In **all** cases where an exception is being sought, a report must be attached on the contract file in the council's electronic procurement system setting out the reason for requiring the exception and the specific contract procedure rule (from this document) from which the exception is required. The report shall highlight any future commitments (whether or not of a financial character) which the proposed contract might entail.
- 2.11.5 In cases where an exception to proceed with a single tender procurement exercise has been authorised, the exercise is still required to be undertaken on the Council's electronic procurement system.

SECTION 3

PROCUREMENT DOCUMENT PREPARATION

3.1 Preparing documentation

3.1.1 It is a requirement to produce all required documentation associated with the procurement activity prior to making any offer to the market. This should include:

- i. The **specification**, which should contain precise details of the requirements, be easily understood by the bidders, have clearly defined, achievable and measurable inputs, outputs or outcomes;

And where appropriate for contracts under £25,000, and for all contracts over £25,000:

- ii. A draft of the **contract**, including any bespoke terms and conditions that may be required over and above the standard terms and conditions of the form of contract used;
- iii. The **criteria and evaluation methodology** (including any weightings) for selection and award of the contract;
- iv. Details of any requirements for **community benefits**;
- v. Where tendering under the Restricted (and Competitive or Negotiated) Procedures, a **Pre-Qualification Questionnaire (PQQ)** to enable a fair and transparent means of creating a shortlist of bidders; and
- vi. The **tender invitation** clearly stating the requirement to submit bids electronically, the time and date it needs to be submitted by, along with any other relevant instructions and a clear statement that no bids will be considered that have been delivered other than as instructed;

Standard forms and templates are available from the Corporate Procurement Team, and where appropriate embedded in the Council's electronic procurement system. Any deviation from the standard forms and templates must be agreed in writing with the Corporate Procurement Team.

3.2 Tender specifications – Standards

3.2.1 Relevant EU, British, and International standards which apply to the subject matter of the contract and which are necessary to properly describe the required quality must be included in the tender specification.

3.3 Tender specifications - Nominated products

3.3.1 All goods and services should be specified by reference to objective, non-product specific descriptions. Equivalent goods or services are nearly always capable of being specified. If this is not possible for genuine technical reasons, and a particular type of product or service or method of production or delivery has to be stated, then the words "or equivalent" should always be added.

3.4 Tender specifications - Nominated suppliers and sub-contractors

3.4.1 Nomination of suppliers, contractors or sub-contractors amounts to the same as single-tender action and so must not be used (except where permitted by the [Public Contracts Regulations 2015](#) for contracts equal to or greater than the relevant OJEU threshold, or the CPRs below the relevant OJEU threshold).

3.4.2 It is permissible to provide potential main or principal contractors with lists of council-approved suppliers or sub-contractors provided that it is made clear to the main/principal contractors that they are completely free to sub-contract to whoever they wish (subject to meeting the council's reasonable requirements, such as technical standards, financial standing or insurance levels).

3.5 Contract terms and conditions (see also [CPR 5.12](#))

3.5.1 Wherever possible, the council's standard terms and conditions, or industry standard national terms and conditions, shall be used with additional information added to specify:

- i. The work, materials, services or things to be furnished, had, done or disposed of (i.e. the specification);
- ii. The price to be paid (or, as appropriate, the sums to be received), with a statement of discounts or other deductions, and where not known, committed estimated price, or the basis upon which the final contract sum is to be calculated;
- iii. The time or times within which the contract is to be performed, together with a termination date of the contract; and
- iv. Any additional bespoke terms and conditions that relate specifically to the contract in question (Which will need to be agreed with Legal Services).

3.5.2 Note that at contract award stage the following information may also need to be included in the contract documentation;

- i. Any other relevant documents received as part of the successful bid which need to be appended as a schedule to the contract (e.g. pricing schedule, Freedom of Information declarations, etc.)
- ii. Where community benefits have been requested or offered by the contractor, these should be specifically included in the contract (see CPRs [2.4](#) and [6.3.3](#)).

3.6 Sub-contracting (see also CPRs [5.15](#) and [6.4](#))

3.6.1 In the procurement documents the Council may ask the bidder to indicate in its quotation or tender any share of the contract that it intends to sub-contract to third parties and any proposed sub-contractors.

3.6.2 Where sub-contractors will be used, the contract should include a clause expressly requiring the main contractor to abide by the fair payment requirements and ensure sub-contractors receive payment within 30 days of presenting a valid invoice.

3.7 Evaluation criteria

- 3.7.1 At the procurement planning stage a decision **must** have been made about which evaluation method will be followed – lowest price or most economically advantageous tender (MEAT) (see [CPR 2.7](#) for authorisation procedures).
- 3.7.2 The lowest price method of evaluation may only be used on contracts of a value less than £25,000, unless an exception is made as detailed in CPR 3.7.3 below. Even for contracts at this level, it is still recommended that the most economically advantageous tender method is applied where appropriate.
- 3.7.3 The most economically advantageous tender (MEAT) should be applied to all contracts of a value greater than £25,000. **Exceptions to this can only be approved in line with the authorisation thresholds and process set out in CPR 2.11.**
- 3.7.4 For MEAT, the criteria used must be linked to the subject matter of the contract to determine that an offer is the most economically advantageous, for example: price, quality, technical merit, aesthetic and functional characteristics, environmental characteristics, running costs, cost effectiveness, after-sales service, technical assistance, delivery date, delivery period and period of completion. Whichever criteria are used, they must be objectively quantifiable and non-discriminatory, and they must be listed **in order of importance** in the tender documentation.
- 3.7.5 Where a procurement procedure has both selection and award stages, the criteria used at the selection stage should not be used again at the award stage. Selection criteria will typically be those that cover suppliers' capability and experience, whilst award criteria will assess which tender is the most economically advantageous.
- 3.7.6 Where core community benefits are being requested (see CPR [2.4](#) and [6.3.3](#)), they must relate to the subject matter of the contract and must be included as part of the evaluation criteria and scored accordingly.
- 3.7.7 Issues that are of importance to the council in terms of meeting its corporate priorities and objectives can also be used to as criteria evaluate bids. The bidding organisations approaches to continuous improvement and setting targets for service improvement or future savings could also be included. If such criteria are used there is still a requirement that they must relate to the subject matter of the contract and must be objectively quantifiable and non-discriminatory.
- 3.7.8 The procurement documentation should clearly explain the basis of the decision to bidding organisations, making clear how the evaluation criteria specified in the process will be applied, the overall weightings to be attached to each of the high-level criteria, how the high-level criteria are divided into any sub-criteria and the weightings attached to each of those sub-criteria.

3.8 Variant bids

- 3.8.1 A variant bid is an option within the offer to market for suppliers to come forward with an alternative approach to delivering the required output of the procurement exercise, where they consider this will offer better value for money. Requesting variant bids is encouraged whenever practical as they have the potential to deliver significant cost savings, but these can only be submitted **in addition** to a standard bid that is compliant with the published specification. Whenever variant bids are submitted they **must** be evaluated using the same evaluation criteria as all other submissions (see CPR [3.7](#) and [5.2](#)).

SECTION 4

OFFER TO MARKET

GUIDANCE NOTE 5

What is the difference between a quotation and a tender?

There are broadly two competitive approaches used by the council to achieve best value in procurement:

1. A **request for quotation** (RFQ) is a less formal approach than a tender, and used for lower value, lower risk procurement. The council will provide a basic technical specification for the goods, services or works it requires, and bidders will quote their price, and in some cases outline how they intend to undertake the supply of good, services or works.
2. An **invitation to tender** (ITT) is a more formal approach where the council provides up-front documents laying down the terms and conditions of the offer; the work required to be undertaken and the quality that is expected. The invitation to tender is issued to all suppliers on the same day. They are not allowed to canvass or collude with us, other than to seek clarity. All tenders must be returned before a specified time and date.

4.1 Buying

Up to £10,000 (Goods, Services & Works)

- 4.1.1 The minimum requirement is **one** verbal or written quotation, although where practical competition is required. Where only one quote is requested, the **manager** still has a responsibility to ensure and be able to demonstrate that value for money has been obtained.
- 4.1.2 The council's electronic procurement system has a Quick Quotes facility which is ideally suited to obtaining price only quotations at this threshold level, and will bring greater transparency, fairness and could achieve better value for money. Therefore the use of the Quick Quotes facility is encouraged for this level of spend.
- 4.1.3 It is acceptable to use petty cash or corporate credit cards when buying goods, services or works at this threshold limit.
- 4.1.4 There is no requirement to openly advertise.
- 4.1.5 There is no prescribed timescale for receiving a request for quotation.
- 4.1.6 Following acceptance of the quotation (verbal, written or electronic) a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.
- 4.1.7 Quotes, regardless of whether one or more has been invited, can be accepted – verbally, in writing (including email) or via the council's approved electronic procurement system – at the time of submission.

4.2 Lower Value Procurement

£10,001 to £25,000 (Goods, Services & Works)

- 4.2.1 At least **four** quotations to be requested using the council's electronic procurement system. The system will enable two suppliers of the requested goods, services or works to be selected manually, and then will automatically select at random a further two suppliers. **DEL: If more than two suppliers are manually selected, the system will automatically select at random the same number again (i.e. if three suppliers are selected, the system will randomly select a further three, and so on).**
- 4.2.2 In the circumstance where not all suppliers respond to the request for quotation with a submission, it is acceptable to evaluate and award the contract based on whatever submissions have been made, even where there is only one submission.
- 4.2.3 Where there are less than four suppliers (but more than one) of the requested goods, services or works on the council's electronic procurement system, it is acceptable to request quotations from the number (less than four) of the suppliers registered.
- 4.2.4 Where there is only one supplier of the requested goods, services or works on the council's electronic procurement system, it is a requirement to follow the exception authorisation procedures set out in [CPR 2.11](#).
- 4.2.5 Any request for quotation (RFQ) shall include as a minimum a technical specification, pricing schedule and terms and conditions.
- 4.2.6 As an alternative to selection of suppliers, the requirement may also be openly advertised on Sell2Wales and on the council's approved electronic system, but this is not a mandatory requirement at this level. Note that when the requirement is openly advertised in this way there is no restriction on the number of suppliers that may respond.
- 4.2.7 There is no prescribed timescale for receiving a request for quotation, but consideration should be made of the complexity of the requirement being requested and sufficient time allowed for suppliers to provide suitable bids.
- 4.2.8 The quotation must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the request for quotation has elapsed.
- 4.2.9 All quotations received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the request for quotation.
- 4.2.10 Following evaluation of the submissions and acceptance of the quotation on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.3 Intermediate Value Procurement

£25,001 to the OJEU threshold (Goods and Services)

- 4.3.1 Where a competitive procedure with negotiation, competitive dialogue or innovation partnership procedure has been approved under [CPR 2.7](#), then the offer to market should only be undertaken under the supervision and guidance of a named officer from the Corporate Procurement Team.
- 4.3.2 Prior to inviting tenders, it is a **mandatory** requirement to undertake the corporate Sustainability

Assessment, or any equivalent corporate assessment that may be required. It is the responsibility of the manager where the procurement activity is taking place to ensure that this is undertaken, and that the results of this exercise is uploaded to the council's electronic procurement system.

- 4.3.3 All requirements **must** be openly advertised on Sell2Wales and on the council's electronic procurement system.
- 4.3.4 Whilst it is not a mandatory requirement at this procurement threshold, the inclusion of community benefits as a contractual requirement is still encouraged (see CPR [2.4](#) and [6.3.3](#)).
- 4.3.5 At the time of inviting tenders the documents detailed in [CPR 3.1](#) should have been prepared and be accessible to view on the council's electronic procurement system.
- 4.3.6 There is no prescribed timescale for receiving an invitation to tender, but consideration should be made of the complexity of the requirement being requested and sufficient time allowed for suppliers to provide suitable bids.
- 4.3.7 The tenders must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the invitation to tender has elapsed.
- 4.3.8 All tenders received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the invitation to tender.
- 4.3.9 Following evaluation of the submissions and acceptance of the tender on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.4 Intermediate Value Procurement £25,001 to the OJEU threshold (Works)

- 4.4.1 Where a negotiated, competitive dialogue or innovation partnership procedure has been approved under [CPR 2.7](#), then the offer to market should only be undertaken under the supervision and guidance of a named officer from the Corporate Procurement Team.
- 4.4.2 Prior to inviting tenders, it is a **mandatory** requirement to undertake the corporate Sustainability Assessment, or any equivalent corporate assessment that may be required. It is the responsibility of the manager where the procurement activity is taking place to ensure that this is undertaken, and that the results of this exercise is uploaded to the council's electronic procurement system.
- 4.4.3 In cases where the works are of a general nature and thus it is reasonably considered that the interest from the market may result in a high number of submissions, in the interests of efficiency it is permissible not to openly advertise contracts with an estimated value below £250,000 (for works **only**). In this circumstance at least **four** tenders must be requested using the council's electronic procurement system. The system will enable two suppliers of the requested works to be selected manually, and then will automatically select at random a further two suppliers. **DEL: If more than two suppliers are manually selected, the system will automatically select at random the same number again (i.e. if three suppliers are selected, the system will randomly select a further three, and so on).**
- 4.4.4 If the works being procured are grant funded and the conditions of grant require contracts to be advertised then CPR 4.4.3 cannot be used.

- 4.4.5 In the circumstance where not all suppliers respond to the invitation to tender with a submission, it is acceptable to evaluate and award the contract based on whatever submissions have been made, even where there is only one submission.
- 4.4.6 In all other circumstances, and for **all** contracts with an estimated value of between £250,001 and to the OJEU threshold (see appendix C), all requirements **must** be openly advertised on Sell2Wales and on the council's electronic procurement system.
- 4.4.7 Where the contract value is greater than £1,000,000 the inclusion of community benefits as a contractual requirement is a **mandatory** requirement. Below this value, whilst it is not a mandatory requirement, the inclusion of community benefits as a contractual requirement is still encouraged (see CPRs [2.4](#) and [6.3.3](#)).
- 4.4.8 At the time of inviting tenders the documents detailed in [CPR 3.1](#) should have been prepared and be accessible to view on the council's electronic procurement system.
- 4.4.9 There is no prescribed timescale for receiving an invitation to tender, but consideration should be made of the complexity of the requirement being requested and sufficient time allowed for suppliers to provide suitable bids.
- 4.4.10 The tenders must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the invitation to tender has elapsed.
- 4.4.11 All tenders received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the invitation to tender.
- 4.4.12 Following evaluation of the submissions and acceptance of the tender on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.5 High Value Procurement ([OJEU threshold](#)) Above the relevant OJEU threshold (Goods, Services & Works)

- 4.5.1 At this threshold level it is critical that the offer to market is conducted in full compliance with the requirements of the [Public Contracts Regulations 2015](#). For this reason, adequate time must be allowed for the proper planning of the procurement activity, and this planning and the subsequent offer to market must be undertaken under the supervision and guidance of a named officer from the Corporate Procurement Team.
- 4.5.2 Prior to inviting tenders, it is a **mandatory** requirement to undertake the corporate Sustainability Assessment, or any equivalent corporate assessment that may be required. It is the responsibility of the manager where the procurement activity is taking place to ensure that this is undertaken, and that the results of this exercise is uploaded to the council's electronic procurement system.
- 4.5.3 Above these EU contract thresholds all requirements **must** be openly advertised on Sell2Wales, the council's electronic procurement system **and in the official journal of the European Union (OJEU)**, with no exceptions (see [CPR 4.9](#) for details).
- 4.5.4 Where the contract value is greater than £1,000,000 the inclusion of community benefits as a contractual requirement is a **mandatory** requirement. Below this value, whilst it is not a mandatory requirement, the inclusion of community benefits as a contractual requirement is still

encouraged (see CPRs [2.4](#) and [6.3.3](#)).

- 4.5.5 At the time of inviting tenders the documents detailed in [CPR 3.1](#) should have been prepared and be accessible to view on the council's electronic procurement system.
- 4.5.6 The [Public Contracts Regulations 2015](#) prescribe minimum time limits for submissions following advert. These vary depending on the procurement procedure being followed and whether a Prior Information Notice (PIN) has been issued (see [CPR 4.9](#)), but are significant and **non-negotiable**. Officers conducting any procurement activity at this threshold **must** inform the Corporate Procurement Team at the earliest opportunity to ensure the prescribed time limits can be met.
- 4.5.7 The tenders must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the invitation to tender has elapsed.
- 4.5.8 All tenders received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the invitation to tender.
- 4.5.9 Following evaluation of the submissions and acceptance of the tender on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.6 Light-Touch Regime (see Regulations 74 – 77 of the [Public Contracts Regulations 2015](#))

- 4.6.1 The new light-touch regime (LTR) is a specific set of rules for certain contracts that tend to be of lower interest to cross-border competition. Those service contracts include certain social, health and education services, defined by Common Procurement Vocabulary (CPV) codes. The list of services to which the Light-Touch Regime applies is set out in Schedule 3 of the Public Contracts Regulations 2015 (Annex A): this can be found in [Appendix D](#) of these CPRs. The procurement process for the LTR is described briefly below, but any officer undertaking procurement activity under this regime should do so in association with the Corporate Procurement Team and should always refer directly to the relevant sections of the Public Contracts Regulations 2015 and any associated government guidance.
- 4.6.2 Below the threshold given in [Appendix C](#) CPRs [4.3.1](#) to [4.3.9](#) should be followed.
- 4.6.3 The OJEU threshold values for the Light Touch Regime are detailed in [Appendix C](#). At and above the threshold level the mandatory requirements, in addition to CPR 4.6.2, are:
- i. OJEU Advertising – the publication of a contract notice (CN) or prior information notice (PIN), except where the grounds for using the negotiated procedure without a call for competition could have been used;
 - ii. The publication of a contract award notice (CAN) following each individual procurement, or if preferred, group such notices on a quarterly basis;
 - iii. Compliance with Treaty principles of transparency and equal treatment;
 - iv. Conduct the procurement in conformance with the information provided in the OJEU advert (CN or PIN) regarding any conditions for participation, time limits for contacting/responding to the authority, and the award procedure to be applied; and

- v. Time limits imposed by authorities on suppliers, such as responding to adverts or tenders, must be reasonable and proportionate.

The council has the flexibility to use any process or procedure when procuring under the LTR, as long as it respects these obligations above. There is no requirement to use the standard EU procurement procedures (open, restricted and so on) that are available for other (non-LTR) contracts. The council can use those procedures if helpful, or alternatively tailor those procedures or design new procedures.

- 4.6.4 The Public Contracts Regulations 2015, [Regulation 77](#), permit certain contracts to be “reserved” for organisations meeting certain criteria e.g. public service mutual and social enterprises.
- 4.6.5 For contracts that are covered by the Light-Touch Regime there are additional circumstances under which an exception can be sought. These are detailed in [CPR 2.10](#).

4.7 Electronic arrangements

- 4.7.1 Above the £10,000 threshold detailed in [CPR 4.1](#) all requests for quotations and invitations to tender, along with all associated procurement documentation, must be issued via the council’s approved electronic procurement system.
- 4.7.2 Above the £10,000 threshold detailed in [CPR 4.1](#) all submissions from bidding organisations, including all supporting documentation, must be received via the council’s approved electronic procurement system.
- 4.7.3 In some exceptional circumstances, and only by agreement between the head of service where the procurement activity is taking place and the Corporate Procurement Team, hard copy quotations or tenders may be accepted. In this event the procedures detailed in CPR 4.8 below must be followed.

4.8 Hard copy arrangements

- 4.8.1 In the event that hard copy quotations or tenders are to be accepted (see CPR 4.7.3 above), these must be submitted, sealed, in the envelope provided with the procurement documents and addressed to a named officer within the service where the procurement activity is taking place. The submitted envelope should not have any mark that would reveal the bidding organisation’s identity and should clearly marked “Quotation for....” followed by a description of the goods, services or works being procured.
- 4.8.2 The named officer (see CPR 4.8.1 above) is responsible for recording the time and date of receipt, and for the safe custody of the submissions until the specified bid opening time.
- 4.8.3 All hard copy quotations or tenders for the same contract will be opened at the same time within 24 hours of the official return time/date having passed. This opening should be undertaken in the presence of at least two officers of the council, one of whom **must** be an officer who has had no previous involvement in pre-tender enquiries, the invitation to tender or preparation of associated documentation. It is the responsibility of the manager of the team where the procurement activity is taking place to ensure this is the case.
- 4.8.4 The designated officers present at the opening shall record the following details of each submission:

- i. The time and date for the receipt of the bids;
- ii. The name of each bidder and the amount of each bid; and
- iii. The date the bids were opened.

This record shall be signed by all officers present at the opening.

- 4.8.5 If a hard copy submission is opened in error prior to the specified bid opening time, no attempt shall be made to ascertain any contents of the bid or its origin, and the matter must be immediately reported to the **Chief Officer** where the procurement activity is taking place. The envelope shall be re-sealed and signed by the officer who opened the envelope and the **Chief Officer**. If the **Chief Officer** has reason to suspect a breach of confidentiality or irregularity has occurred, they shall report the matter immediately to the Corporate Procurement Team and internal audit.

4.9 Advertising

- 4.9.1 Where the opportunity is going to be advertised on Sell2Wales, there are two options:

- i. The **Prior Information Notice (PIN)** alerts the market to future contracts, and should be placed on Sell2Wales and – for tenders over the OJEU thresholds – in the Office Journal of European Union (OJEU). The publication of a PIN is not mandatory but by publishing it is possible to take advantage of reduced time limits for submission of bids later in the process.
- ii. The **Contract Notice (CN)** which launches a specific procurement, and should be placed on Sell2Wales, the council's electronic procurement system and – for tenders over the OJEU thresholds – in the Office Journal of European Union (OJEU).

- 4.9.2 As per [CPR 1.3.1](#), **all** advertisement in Sell2Wales and, where relevant, in the Office Journal of the European Union (OJEU), **must** be published bilingually in Welsh and English. The advertisement must state that quotations or tenders may be submitted in Welsh, and that a quotation or tender submitted in Welsh will be treated no less favourably than a quotation or tender submitted in English.

- 4.9.3 Adverts can also be placed in relevant trade journals or other suitable publications.

SECTION 5

EVALUATION & CONTRACT AWARD

5.1 Late submissions

- 5.1.1 There is a one hour “grace” period built into the electronic procurement system after the prescribed closing time/date to allow for any problems that may arise with suppliers uploading their submissions. Submissions received within this one hour grace period can be accepted. The electronic procurement system will not accept any submissions after this “grace” period.

5.2 The evaluation process

- 5.2.1 Submitted quotations or tenders must be evaluated in accordance with the predetermined evaluation criteria ([see CPR 3.7](#)) and awarded on the basis of the submission that best meets these criteria. The criteria **must** be strictly observed and not altered or adjusted in any way.

5.3 Errors and omissions in submitted bids

- 5.3.1 As a general rule, no adjustment or qualification to any submitted bid is permitted. Errors or omissions found during the evaluation process shall be dealt with in one of the following ways:
- i. Where there is an error of clerical or arithmetical transcription or computation which would affect the quotation or tender figure in an otherwise successful submission, the bidding organisation will be given details of such errors via the council’s electronic procurement system and shall be allowed the opportunity of correcting those errors and confirming the correct details.
 - ii. Where there are errors or omissions other than those detailed above which would affect the quotation or tender figure or other elements of the submission, the bidding organisation will be given details of such errors via the council’s electronic procurement system and shall be allowed the opportunity of correcting those errors or withdrawing its submission.
- 5.3.2 Any corrections must be submitted within a defined timescale of the notification to the bidder of the error or omission. Corrections received after this timescale will not be accepted and the submission considered withdrawn and not further evaluated. This must be clearly stated to the bidder at the time of notification of the error or omission.

5.4 Post-quotation/tender negotiations and clarification

- 5.4.1 Generally:
- i. no post-tender negotiations are permitted under an open or restricted procedure;
 - ii. In some instances it may be acceptable to seek clarification from bidding organisations, but this should only happen in exceptional circumstances and following consultation with the Corporate Procurement Team; and

- iii. Negotiations on price are never permissible except where the negotiated procedure is used. The negotiated procedure should only be used in those exceptional cases where it is lawful to do so under the 2015 Regulations, and should **always** be undertaken under the supervision of a named officer from the Corporate Procurement Team.

5.4.2 Where procurements are at intermediate value or below (i.e. sub-OJEU level) the **Chief Officer** where the procurement activity is taking place may authorise negotiations, having first consulted with the Corporate Procurement Team, if he/she considers that it is in the council's interest to do so. Such actions must not distort competition and that the core principles of transparency, non-discrimination and equal treatment apply, therefore negotiations should be kept to a minimum. It is the head of service's responsibility to ensure a written record of all negotiations are kept as part on the contract file on the council's electronic procurement system.

5.5 Awarding the contract

5.5.1 No contract can be awarded without an approved, associated budget which is sufficient to meet the financial obligations of the contract over its lifetime.

5.5.2 Where the contract award is within the cost and quality parameters established at the earlier procurement strategy approval stage (see [CPR 2.7](#)), the award can be made by:

- i. By the manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the contract value. If they do not have authority to spend, then:
- ii. By the **Chief Officer** where the procurement activity is taking place, providing they have authority to approve spend to the contract value or that the procurement activity has prior authorisation under [CPR 2.7](#).

5.5.3 For contracts of less than **£250,000**, where the contract award will be of greater cost than that which was approved at the procurement strategy stage (see [CPR 2.7](#)), the award can be made by the **Chief Officer** where the procurement activity is taking place, regardless of the percentage of increase but notwithstanding the responsibility to ensure and be able to demonstrate that value for money has been obtained.

5.5.4 For contracts of more than **£250,000**, where the contract award will be of greater cost than that which was approved under [CPR 2.7](#) (regardless of the percentage of increase), award approvals must be undertaken in the following manner:

- i. **£250,001 to £1,000,000**: By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract award such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- ii. **£1,000,001 to £2,000,000**: by the relevant Cabinet Member through the scheme of delegation detailed in the Council's constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract award such that it should be considered as a key decision under the Cabinet Members scheme of delegation;

iii. **£2,000.001 and over:** by Cabinet.

5.5.5 When awarding contracts on lowest price, award approvals must be made to the bidding organisation submitting the lowest price, unless the quote or tender is deemed to be an abnormally low bid which cannot be justified by the bidder to be sufficient to deliver the contract. In this circumstance it should be treated as an error and the procedure detailed in [CPR 5.3](#) followed.

5.5.6 For all contracts over the £10,000 threshold an award approval report must be completed (available on request from the Corporate Procurement Team) and uploaded to the electronic procurement system. It is the responsibility of the **Chief Officer** where the procurement activity is taking place to ensure this happens.

5.6 Notifying candidates

5.6.1 When a contract is awarded in line with [CPR 5.5.4 ii](#) and iii that decision is subject to the five day Cabinet call-in period. Bidders should not be notified until either this call-in period has elapsed or, in the event that the decision is called-in, the result of any review is known.

5.6.2 Where the contract value is less than the high value, OJEU threshold, the manager of the team where the procurement activity is taking place shall ensure that within 15 days of the date on which the council receives a request from any supplier who was unsuccessful (at either quotation, pre-qualification or tender stage) he/she informs that supplier of the reasons for being unsuccessful and, if the supplier was unsuccessful at quotation/tender stage they must also be informed of the characteristics and relative advantages of the successful quotation/tender as well as the name of the bidder winning the contract.

5.6.3 Where the contract value is at high level (OJEU threshold), the manager of the team where the procurement activity is taking place must ensure that the council complies with the requirements of the [Public Contracts Regulations 2015](#) regarding giving standstill letters and reasons. Additionally, contract award notices need to be published in the OJEU not later than 30 days after contract award and the form of notice is prescribed in the relevant regulations.

5.6.4 Where the procurement activity is at high level (OJEU threshold), there must be a standstill period between communicating the award decision to all tenders and conclusion of the contract. This standstill period shall be 10 calendar days when sent electronically (or 15 days for notices sent by other methods). Where the last day of the standstill period is not a working day, the standstill period is extended to midnight at the end of the next working day.

5.7 Contract award notice

5.7.1 Where the contract has been advertised on Sell2Wales, the council must subsequently publish a bilingual contract award notice on Sell2Wales.

5.7.2 Where the value of the contract is equal to or greater than the relevant OJEU threshold (high-value procurement), the council must publish a bilingual contract award notice on Sell2Wales for inclusion in the OJEU as well.

5.7.3 In either case, the contract award notice should be actioned as soon as possible after the decision to award the contract has been taken, and in any event no later than 30 days after the date of award of contract. It is the responsibility of the manager of the team where the procurement activity is taking place to ensure this happens.

5.8 Letters of intent

- 5.8.1 A letter of intent is not an appropriate substitute for a formal contract but in exceptional circumstances can be issued as an interim measure until a formal contract has been signed. Letters of intent can only be issued by an officer of the council with the prior approval in writing of the Monitoring Officer.
- 5.8.2 In the case of works contracts, a letter of intent in a form approved by the Monitoring Officer is acceptable in order to allow work to commence, although the issue of a formal contract must follow without delay.

5.9 Bonds, Securities, Liquidated and other damages

- 5.9.1 The manager where the procurement activity is taking place is responsible for ensuring that a risk assessment is undertaken to determine whether some form of performance bond or performance guarantee is required.
- 5.9.2 All contracts should include a provision for liquidated damages to be paid by the contractor in case the terms of the contract are not duly performed, save where the Monitoring Officer approves another type of remedy.

5.10 Parent Company Guarantee

- 5.10.1 The manager where the procurement activity is taking place is responsible for seeking a Parent Company Guarantee where:
- i. A contractor is a subsidiary of a parent company; and/or
 - ii. The award is based on evaluation of the parent company; and/or
 - iii. There is some concern over the stability of the contractor.

5.11 Non-concluded terms and conditions

- 5.11.1 Before any award of contract it is the responsibility of the manager of the team where the procurement activity is taking place to ensure that the terms and conditions of the contract are fully agreed between the council and the successful bidder.
- 5.11.2 Where terms and conditions of contract are not fully agreed, no contractor shall be allowed to commence delivery of goods, services or works.
- 5.11.3 The council should under normal circumstances **never**:
- i. enter into a contract on the contractors own standard terms and conditions; or
 - ii. negotiate terms and conditions which are significantly different to those included or referred to at quotation or tender stage.

Any deviation from these principles can only be undertaken with the prior approval of the Monitoring Officer.

5.12 Contract documents (see also [CPR 3.5](#))

- 5.12.1 Where the procurement is up to a total value of £25,000 the use of a Purchase Order is an acceptable form of contract, which must make reference to the successful quotation and the council's terms and conditions of purchase. In some circumstances, particularly where there is a risk of contractual disputes, it may still be appropriate to have a signed contract in place.
- 5.12.2 Where the procurement is greater than £25,000, all contracts for goods, services and works must be concluded in writing using the appropriate standard contract, or other bespoke contract as approved by the Monitoring Officer, before the contract commences. In this circumstance there is still a requirement to also raise a purchase order.
- 5.12.3 Two copies of the contract will be sent to the successful tenderer to duly sign. After signing and returning both copies to the council, they will both be signed on behalf of the council. One copy will be scanned and placed on the contract file in the council's electronic procurement system, and the original retained by the relevant service area. The second copy will be returned to the successful tenderer for its retention. It is the responsibility of the manager where the procurement activity is taking place to ensure that the contracts are sent out, duly signed, returned and recorded on the electronic procurement system.
- 5.12.4 Contract documents, along with all associated related documents, must be retained for a minimum of six years from the contract end date and, if under seal, for a period of twelve years from the contract end date. Where the contract was funded, or partly funded, through some form of external grant further conditions with regard to retention of documents may apply and **must** be adhered to.
- 5.12.5 Emergency contracts awarded under CPRs [2.9.3 iii](#) and [2.9.3 xv](#) need not be in writing before commencement but must be confirmed in writing within four weeks. It is the responsibility of the manager where the procurement activity is taking place to ensure this is the case.

5.13 Contract signatures

- 5.13.1 Contracts not under seal can be signed on behalf of the Council by:
- i. By the manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend, then:
 - ii. By the **Chief Officer** where the procurement activity is taking place

However, regardless of who signs there should be consideration in terms of separation of duties and the person who signs the contract on behalf of the council should not be the same officer who led the offer to market.

5.14 Sealing of contracts

- 5.14.1 A contract must be sealed where:
- i. The council wishes to enforce the contract for more than six years after its end (e.g. for land or construction works); or

- ii. The price paid or received under the contract is a nominal price or there is no consideration and does not reflect the value of the goods or services; or
- iii. Where there is any doubt about the authority of the person signing for the other contracting party; or
- iv. Where it is required by law; or
- v. The total value of the goods, services or works exceeds £250,000.

5.14.2 Where contracts are completed by each side adding their common seal, the affixing must be attested by or on behalf of Legal Services. Legal Services are responsible for the process of sealing contracts on behalf of the Monitoring Officer.

5.15 Sub-contracting notification (see also CPR [3.6](#) and [6.4](#))

5.15.1 Main contractors must notify the council of the name, contact details and legal representatives of its sub-contractors in so far as known at the time. This should take place after the award of the contract or, at the very latest, when the performance of the contract commences.

5.15.2 The Council may verify whether there are grounds for exclusion of sub-contractors, and must require the main contractor to replace a sub-contractor if there are mandatory grounds for exclusion and may require replacement where there are discretionary grounds (Regulation 57 of the Public Contract Regulations 2015 refer for contracts at the OJEU threshold).

5.15.3 Where sub-contractors will be used, the contract should include a clause expressly requiring the main contractor to abide by the fair payment requirements and ensure sub-contractors receive payment within 30 days of presenting a valid invoice.

5.16 Contracts Register

5.16.1 From 1st April 2016, the following contracts shall be recorded on a central contracts register hosted on the council's approved electronic system:

- i. all new contracts over the value of £25,000 (intermediate value procurement and above);
- ii. all contracts above the £25,000 threshold that were entered into prior to 1st April 2016 but are still current;
- iii. all contracts **of any value** that need to be renewed; and
- iv. frameworks or other corporate purchasing arrangements currently being used by the council.

5.16.2 It is the responsibility of the **Chief Officer** to ensure that their staff comply with CPR 5.16.1 above, and that the information provided in relation to the contracts register includes as a minimum:

- i. **DEL - The nominated council Contract Manager**
- ii. The contractor;

- iii. The value of the contract;
- iv. The start and expiry date of the contract;
- v. Details of whether the contract is a one-off or expected to be renewed

SECTION 6

CONTRACT MANAGEMENT

6.1 Managing contracts

- 6.1.1 All contracts **must** have a named contract manager for the entirety of the contract, and that this individual has sufficient capability and capacity (see [CPR 1.4](#) for guidance) to undertake this role effectively. It is the responsibility of the head of service where the procurement activity is taking place to ensure that this is the case.
- 6.1.2 All contract management activities should seek to ensure that the contract is delivered in compliance with the terms and conditions of the contract, and shall be undertaken via the council's electronic procurement system.

6.2 Risk assessment and contingency planning

- 6.2.1 It is the responsibility of the contract manager (see CPR 6.1.1) to ensure that a risk assessment is undertaken to determine whether a contract should be categorised as high, medium or low risk (different contract management arrangements will apply depending on the risk category of the contract). Related documentation and assistance with undertaking the risk assessment is available from the Corporate Procurement Team.
- 6.2.2 It is the responsibility of the contract manager to ensure that for all contracts categorised as medium or high risk:
- i. A risk register is maintained throughout the contract period;
 - ii. Risk assessments are undertaken regularly; and
 - iii. For identified risks, appropriate and adequate contingency measures are in place

6.3 Contract performance

- 6.3.1 It is the responsibility of the contract manager (see CPR 6.1.1) to ensure that regular performance reviews are undertaken for categorised as medium or high risk. Such reviews should be undertaken at regular intervals depending on the complexity and length of the contract – at the discretion of the Contract Manager, but **must** be undertaken at the end of each contract. The review should cover good and bad performance, complaints, issues and defects arising under the contract, and a record of all reviews must be kept on the contract file on the council's electronic procurement system.
- 6.3.2 For all contracts it is the responsibility of the contract manager to raise any incidents of poor performance immediately with the contractor and seek rectification. In instances of particularly poor performance, or persistent poor performance, the Contract Manager can consider whether to recommend:
- i. early termination of the contract (see [CPR 6.6](#)); or
 - ii. where the contract has been awarded under a Framework Agreement, suspension of the contractor from that framework.

6.3.3 Where community benefits have been included as contractual requirements (see [CPR 2.4](#)) they should be regularly monitored and actively managed as part of the overall contract management process. It is the responsibility of the contract manager to ensure that the Welsh Government's Community Benefit Toolkit (or any successor tool provided by or on behalf of the Welsh Government) is duly completed and submitted as required.

6.3.4 At the end of each contract the contract manager will issue the contractor with a feedback form (available from the Corporate Procurement Team) in order for them to express their views and opinions on the management and delivery of the contract, and a record of this feedback must be kept on the contract file on the council's electronic procurement system.

6.4 Change in sub-contractors (see also CPRs [3.6](#) and [5.15](#))

6.4.1 Where sub-contractors are involved in the delivery of the contract in the course of the normal contract management arrangements the contract manager is required to check whether there has been any change in sub-contractors, and record any changes in the electronic procurement system.

6.5 Assignments and novation

6.5.1 Any contracts subject to potential assignment and novation must be referred to the Monitoring Officer at the earliest possible instance.

6.6 Termination of contract

6.6.1 Contracts may be terminated in line with the terms and conditions of the contract. Authorisation levels for contract termination are set out in [CPR 6.8](#). In all cases a report must be provided and attached to the contract file on the council's electronic procurement system detailing the reasons for the termination.

6.6.2 Where a contract has been terminated early, it is the responsibility of the contract manager to ensure that the corporate contracts register (see [CPR 5.16](#)) is updated accordingly.

6.7 Contract variations and extensions

6.7.1 Contract and framework agreements may be varied without a new procurement procedure where:

- i. The variations have been provided for in the relevant contract documents in clear unequivocal terms (i.e. price variation, fluctuation clauses or options) and these do not alter the overall nature of the contract; and/or
- ii. Additional goods, services or works which were not included in the original quotation or tender have become necessary, where a change of contractor cannot be made for economic or technical reasons or where it would cause serious inconvenience or duplication and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%; and/or

- iii. The circumstances causing the need for variation were unforeseen, the variation does not alter the overall nature of the contract and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%; and/or
- iv. There is a change in contractor that was provided for in the quotation or tender, or as a result of a merger, acquisition, insolvency or similar of the original contractor, that fulfils the original criteria for qualitative selection, provided this does not lead to other substantial variations; and/or
- v. The variations, irrespective of their value, are not substantial (as defined in CPR 6.7.2 below).

6.7.2 In the circumstances detailed in CPR 6.7.1 above, the contract variation shall be authorised by the Contract Manager, provided that the variation cost can be met within budget. Such variation shall be entered on the electronic procurement system and the Contracts Register, and an amendment made to the original Purchase Order. Note that substantial contract variations, as detailed in CPR 6.7.3 below, shall be subject to the authorisation requirements detailed in CPR 6.8.1.

6.7.3 A variation shall be deemed substantial if:

- i. The cost of the variation would exceed 20% of the original contract value or would extend the contract period by more than 50%; and/or
- ii. It makes the contract or framework materially different in character; and/or
- iii. The variation introduces new conditions which, had they been part of the initial procurement, would have allowed for the admission of other candidates than those initially accepted; allowed for the acceptance of a tender other than that originally accepted; and/or attracted additional participants in the procurement procedure; and/or
- iv. It changes the economic balance in favour of the contractor; and/or
- v. It extends the scope of the contract or framework considerably.
- vi. The revised total contract value requires a different level of authorisation, as specified in CPR 6.8.1, than that used for the original contract award.

6.7.4 Any decision to extend the contract period (term) may only be made before the original expiry date, where it is in accordance with the terms and conditions of the original contract.

6.7.5 In all cases of contract variation, careful consideration must be made of the impact of the increased value of the contract on the procurement threshold levels, particularly whether the increase in value will move a contract from intermediate, sub-OJEU value into high value, OJEU level. In this circumstance the variation or extension should not normally be granted.

6.8 Authority to decide contract terminations and substantial variations

6.8.1 Every contract termination or substantial variation (as detailed in CPR 6.7.3) must be authorised in writing and issued before the termination or variation is actioned. Authorisation levels are as follows:

- i. **Up to £250,000:** By the manager of the team where the procurement activity is taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend then by the **Chief Officer** where the procurement activity is taking place;
- ii. **£250,001 to £1,000,000:** By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract variation such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- iii. **£1,000,001 to £2,000,000:** by the relevant Cabinet Member through the scheme of delegation detailed in the Council's constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract variation such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- iv. **£2,000,001 and over:** by Cabinet.

Contract values should be based on the cumulative total (i.e. including any previous variations or extensions) and in all cases, a report must be provided and attached to the contract file on the council's electronic procurement system detailing the reasons for the variation or extension.

6.9 Contract end

6.9.1 At an appropriate point, but generally at least three months prior to the contract end date, the contract manager should review whether or not the contract needs to be renewed, either in its current or an amended form. This should involve consideration of the contract management information collected throughout the life of the contract, which should help inform whether, or how, the requirement may be delivered in future.

6.9.2 If there is no further requirement for the contract, the existing contract may be allowed to lapse. However, some contracts may require more active decommissioning, for example where it involves disposal or reallocation of resources or where consultation is required. It is the responsibility of the contract manager to ensure that contracts are appropriately decommissioned and that sufficient time is allowed to do this.

6.9.3 If there is an ongoing requirement beyond the end of the existing contract, the contract manager is required to:

- i. consider whether there is an alternative approach to delivering the outcome without the need for the council to spend at all, or at least to reduce the spend;
- ii. have due consideration of our duties under the Well-Being of Future Generations (Wales) Act 2015 to take into account the impact of any decisions we make;

- iii. have due regard to the impact a renewed contract or approach may have on local economic prosperity; and
 - iv. Determine whether some form of corporate purchasing arrangement has been established since awarding the original contract.
- 6.9.4 If the contract is to be renewed, in its existing or amended form, then the contract manager (or other officer as directed by management) shall commence the planning process as set out in [Section 2](#) of these CPR's.
- 6.9.5 The contract manager must also ensure that a contract review questionnaire is completed, recording the overall performance of the supplier over the duration of the contract. Once completed, this should be uploaded to the contract file on electronic procurement system.
- 6.9.6 The contract manager shall also send a questionnaire to the supplier for them to complete (available on request from the Corporate Procurement Team), which will record the supplier's perspective on the council's management of the contract. Again, once completed, this should be uploaded to the contract file on electronic procurement system.

APPENDIX A

Glossary of Terms

Term	Definition
Chief Officer	Chief Officer of the relevant Council Service Area
Code of conduct	The Code regulating the conduct of officers and members as set out in the Constitution
Community Benefits	Clauses which can be used to build a range of economic, social, or environmental conditions into the delivery of public contracts. Mandatory on all contracts with a value greater than £1m and optional, but encouraged, on contracts below £1m
Contract	An agreement for the supply of goods, or services, or concessions or the execution of works
Contract award notice	Formal notice placed on Sell2Wales and, if appropriate, OJEU giving particulars on the date the contract was awarded, the award criteria, the number of offers received, the name and address of the successful tenderer(s), and the price or price ranges paid. Contract award notices must be sent not later than 48 days after the contract in question has been awarded
Contract file	A record of all matters relating to the contract
Contract notice	Formal advert placed on Sell2Wales and, if appropriate, OJEU notifying potential suppliers about a contract opportunity
Contracting Authority	A defined term in the Public Contracts Regulations 2015, meaning a public body that is subject to the procurement Regulations
Contractor	A supplier of goods or services or concessions or Works to the Council
Contracts register	From 1st April 2016, all contracts over the value of £25,000 shall be recorded on a central contracts register hosted on the council's approved electronic system
Corporate purchasing agreement	A contract or framework agreement which has been endorsed and approved for corporate use by the Strategic Procurement Manager and its use shall be mandatory
CPRs	These Contract Procedure Rules
Day	A calendar day unless otherwise specified

Electronic procurement	The procurement of all goods, services and works conducted using the council's approved electronic system
EU	European Union
Framework agreement	An agreement which allows an officer to call off or undertake a mini competition to provide goods, services or works in accordance with the terms of the agreement. The Framework Agreement usually constitutes a non-binding offer with no obligations to call off from the contractor. If the Council calls off from the contractor a binding contract comes into being.
Goods	Items that are tangible in nature i.e. they are of physical property
High value procurement	Procurement of goods, services and works where the value is at or above the OJEU thresholds as detailed in Appendix C of these CPRs
Intermediate value procurement	Procurement of goods, services and works where the value is between £25,001 and the OJEU thresholds as detailed in Appendix C of these CPRs
Invitation to tender	Invitation to tender documents in the form required by these CPRs
Light-Touch Regime	A specific set of rules for certain contracts that tend to be of lower interest to cross-border competition. These rules can only be used in conjunction with services listed in Schedule 3 of the Public Contract Regulations, 2015
Lower value procurement	Procurement of goods, services and works where the value is between £10,001 and £25,000
Monitoring Officer	The officer designated by the Council as its Statutory Monitoring Officer as required under Section 5 of the Local Government and Housing Act 1989
Most economically advantageous tender (MEAT)	A tender evaluated on the basis of qualitative, technical and sustainable aspects of the tender submission as well as price when reaching an award decision
OJEU	The Official Journal of the European Union
OJEU threshold	The values that are determined by the European Union every two years, which are shown in Appendix C of these CPRs
Prior Information Notice (PIN)	A notice place on Sell2Wales and/or OJEU alerting the market of upcoming requirements and allowing suppliers to respond, expressing an interest in bidding for the contract. This supplier feedback can be used to inform the development of the specification as well as the selection process prior to the invitation to tender stage

Procurement	The process by which the council manages the acquisition of all its goods, services and works of all sorts
Purchase order	An electronic order raised and authorised via the Council Proactis P2P system
Quotation	A quotation of price and any other relevant matter made without the formal issue of an invitation to tender
Section 151 Officer	The officer designated by the Council as its Statutory Section 151 Officer as required under Section 151 of the Local Government Act 1972
Services	Intangible commodities i.e. they are non-physical in nature
Statutory Procurement Obligations	The EU Regulations and UK legislation governing the procurement of contracts by Contracting Authorities
Sub-procurement (buying)	Purchasing of goods, services and works up to a value of £10,000
Tender	A Contractor's formal proposal submitted in response to an invitation to tender
Value for money	The optimum combination of whole life costs, quality and benefits to meet the Council's requirement. Such term equates to the EU procurement requirement of "most economically advantageous offer"
Working day	Any day other than a Saturday or a Sunday or a day which is a bank or a public holiday throughout Wales
Works	Activities listed in Schedule 2 of the Public Contract Regulations, 2015

APPENDIX B

Roles and Responsibilities of Officers

Officer	Duty	C.P.R.
Built Environment Team / Manager	Property and works related procurement	1.8.1 (ii)
Cabinet / Cabinet Portfolio Holder	Authority to decide procurement strategy and invite competitive bids	2.7.2
	Authority to approve exceptions from part or all of the CPRs	2.11.1
		2.11.3
	Contract award approvals	5.5.4
	Authority to decide contract terminations, variations and extensions	6.8.1
Contract Managers	Monitoring the delivery of community benefits	2.4.5
	All contracts must have a named Contract Manager	6.1.1
	Ensure that all risks are recorded, monitored and have appropriate measures in place	6.2
	Ensure that regular performance reviews are undertaken	6.3.1
	Raise any incidents of poor performance immediately with the contractor and seek rectification	6.3.2
	Ensure that the Welsh Government's Community Benefit Toolkit is duly completed and submitted as required	6.3.3
	Issue the contractor with a feedback form at the end of each contract	6.3.4
	Check for and record any changes to sub-contractors involved with the delivery of a contract	6.4.1
	Ensure that the corporate contracts register (see CPR 4.1) is updated where a contract has been terminated early	6.6.2
	Actions required around contract end	6.9
Corporate Procurement Team	Guidance and clarification of over-riding principles	1.1.7
	Receive notifications of officers' requirements to use the ePortal and register officers on the system	1.11.2
	Amendments to the Appendices of the CPRs	1.12.2
	Framework agreements and other corporate purchasing arrangements	2.1.1
		2.1.2
		2.1.3
		2.1.5
	Estimating the contract value	2.2.2
	Advice on community benefits	2.4.3
	Commissioning forms	2.5.2
		2.5.3
		2.5.4
Deciding the appropriate procurement procedure	GN4	
Advice on exceptions	2.9.3 (ii)	

	Use of standard forms and templates	3.1.1
	Exceptions to "Most economically advantageous" selection criteria	3.7.3
	Guidance on the use of negotiated, competitive dialogue or innovation partnership procedures in intermediate value procurement	4.3.1 4.4.1
	Provision of a named officer to provide supervision and guidance on high value (i.e. above OJEU threshold) procurement	4.5.1
	Ensuring prescribed advertising time limits are met	4.5.6
	Guidance on Light-touch Regime procurement	4.6.1
	Agreement to the acceptance of hard copy submissions	4.7.3
	Breaches of confidentiality or irregularities around hard copy submissions	4.8.5
	Post-quotation/tender negotiations and clarification	5.4.1 5.4.2
	Provision of award approval report template	5.5.4 5.5.6
	Assistance with undertaking risk assessments and provision of related documentation	6.2.1
	Provision of contractor feedback form	6.3.4
	Provision of contract end questionnaire	6.9.6
Chief Officers	Procurement carried out by consultants, agency staff, or other non-DCC staff	1.5.1 1.5.3
	Exceptions to ICT procurement	1.7.1
	Property and works related procurement	1.8.1 (i) (ii)
	Electronic procurement	1.11.1
	Alternatives to using frameworks and corporate purchasing agreements	2.1.5
	Commissioning forms	2.5.3 2.5.4
	Authority to decide procurement strategy and invite competitive bids	2.7.1 (ii) 2.7.2
	Authority to seek an exception from part or all of the CPRs	2.9.3 (xiv-xvi)
	Authority to approve exceptions from part or all of the CPRs	2.11.1 2.11.2
	Exceptions to "Most economically advantageous" selection criteria	3.7.3
	Demonstration of value for money on buying below £10,000 threshold	4.1.1
	Exceptions to electronic tendering to allow hard copy submissions	4.7.3
	Opening of hard copy submissions	4.8.5
	Post quotation/tender negotiations	5.4.2

	Awarding contracts	5.5.2 (ii)
		5.5.3
		5.5.4 (i) (ii)
		5.5.6
	Signing of contracts not under seal	5.13.1 (ii)
	Recording of contracts on the Contracts Register	5.16.2
	Establishing a named contract manager	6.1.1
	Authority to decide contract terminations, variations and extensions	6.8.1
Legal Services	Bespoke contract terms and conditions	3.5.1 (iv)
	Affixation of Council seal to contracts where appropriate	5.14.2
Monitoring Officer	Declaration and recording of conflicts of interests by Members and employees	1.6.3
	Land contracts and appointment of developers	1.10.2
	Amendments to the Appendices of the CPRs	1.12.2
	Authority to decide procurement strategy and invite competitive bids	2.7.2 (ii)
	Authority to approve exceptions from part or all of the CPRs	2.11.1 (iii)
	Awarding contracts greater than £25,000 where the value of the award is greater than at approval stage	5.5.4 (ii)
	Letters of intent	5.8.1
		5.8.2
	Approval of alternative remedies to liquidated damages when contract terms are not duly performed by the contractor	5.9.2
	Non-concluded terms and conditions	5.11.3
	Approval of bespoke contract documents	5.12.2
	Sealing of contracts	5.14.2
	Assignments and novation of contracts	6.5.1
	Authority to decide contract terminations, variations and extensions	6.8.1 (iii)
	Section 151 Officer	Authority to decide procurement strategy and invite competitive bids
Authority to approve exceptions from part or all of the CPRs		2.11.1 (iii)
Exceptions to "Most economically advantageous" selection criteria		3.7.3
Contract award approvals		5.5.4 (ii)
Authority to decide contract terminations, variations and extensions		6.8.1 (iii)
Team Managers	Provide direction to all team members engaged in procurement activity	1.4
	Approval and notification to Corporate Procurement Team of Officers requirements to have access to the eProcurement system	1.11.2
	Requirement to check whether a relevant framework or corporate purchasing agreement is in place	2.1.2
	Pre-quotation/tender market testing and consultation	2.3.3

Approval of appropriate procurement strategy and invitation of competitive bids	2.7.1 (i)
Ensure that the completed and signed documents are uploaded to the electronic system	2.7.2
Consideration of exceptions from CPRs in connection with the Light-touch Regime	2.10.1 (xii)
Ensure Corporate Sustainability Assessment, or its equivalent, has been carried out for Intermediate and High Value (i.e. above OJEU threshold) procurement	4.3.2
	4.4.2
	4.5.2
Ensure appropriate Officers are present for the opening of hard copy quotations/tenders	4.8.3
Awarding contracts	5.5.2 (i)
	5.5.4
Notifying candidates	5.6.2
	5.6.3
Ensure contract award notice is actioned	5.7.3
Ensure that a risk assessment is undertaken to determine whether some form of performance bond or performance guarantee is required	5.9.1
Parent company guarantee	5.10.1
Ensure contract terms and conditions are agreed between the Council and the successful bidder before any contract is awarded	5.11.1
Ensure that contracts are sent out, duly signed, returned and recorded on the electronic procurement system	5.12.3
Ensure confirmation of emergency contracts is given in writing within four weeks of the commencement of the contract	5.12.5
Signing of contracts not under seal	5.13.1 (i)

APPENDIX C

OJEU and LTR thresholds

Details of the Sterling thresholds applicable from 1st January 2016 are given below. Thresholds are net of VAT.

Sterling values are re-calculated every two years.

	GOODS	SERVICES	WORKS	NOTE
General Contracts	164,176	164,176	4,104,394	1
Contracts subject to the Light Touch Regime	N/A	589,148	N/A	2

Notes

- 1 Thresholds relevant to "Other public sector" (i.e. non-Central Government) contracting authorities
- 2 For services listed in Schedule 3 of the Public Contract Regulations 2015 ([See Appendix D](#))

APPENDIX D

List of services covered by the Light Touch Regime

Schedule 3 of the Public Contract Regulations 2015
Regulations 5(1) (d) and 74
Social and other specific services

CPV Code	Description
75200000-8; 75231200-6; 75231240-8; 79611000-0; 79622000-0 (Supply services of domestic help personnel); 79624000-4 (Supply services of nursing personnel) and 79625000-1 (Supply services of medical personnel) from 85000000-9 to 85323000-9; 98133100-5, 98133000-4; 98200000-5; 98500000-8 (Private households with employed persons) and 98513000-2 to 98514000-9 (Manpower services for households, Agency staff services for households, Clerical staff services for households, Temporary staff for households, Home-help services and Domestic services)	Health, social and related services
85321000-5 and 85322000-2, 75000000-6 (Administration, defence and social security services), 75121000-0, 75122000-7, 75124000-1; from 79995000-5 to 79995200-7; from 80000000-4 Education and training services to 80660000-8; from 92000000-1 to 92700000-8; 79950000-8 (Exhibition, fair and congress organisation services), 79951000-5 (Seminar organisation services), 79952000-2 (Event services), 79952100-3 (Cultural event organisation services), 79953000-9 (Festival organisation services), 79954000-6 (Party organisation services), 79955000-3 (Fashion shows organisation services), 79956000-0 (Fair and exhibition organisation services)	Administrative social, educational, healthcare and cultural services
75300000-9	Compulsory social security services
75310000-2, 75311000-9, 75312000-6, 75313000-3, 75313100-4, 75314000-0, 75320000-5, 75330000-8, 75340000-1	Benefit services
98000000-3; 98120000-0; 98132000-7; 98133110-8 and 98130000-3	Other community, social and personal services including services furnished by trade unions, political organisations, youth associations and other membership organisation services
98131000-0	Religious services
55100000-1 to 55410000-7; 55521000-8 to 55521200-0 (55521000-8 Catering services for private households, 55521100-9 Meals-on wheels services, 55521200-0 Meal delivery service) 55520000-1 Catering services, 55522000-5 Catering	Hotel and restaurant services

services for transport enterprises, 55523000-2 Catering services for other enterprises or other institutions, 55524000-9 School catering services 55510000-8 Canteen services, 55511000-5 Canteen and other restricted-clientele cafeteria services, 55512000-2 Canteen management services, 55523100-3 School-meal services	
79100000-5 to 79140000-7; 75231100-5	Legal services, to the extent not excluded by regulation 10(1)(d)
75100000-7 to 75120000-3; 75123000-4; 75125000-8 to 75131000-3	Other administrative services and government services
75200000-8 to 75231000-4	Provision of services to the community
75231210-9 to 75231230-5; 75240000-0 to 75252000-7; 79430000-7; 98113100-9	Prison related services, public security and rescue services to the extent not excluded by regulation 10(1)(h)
79700000-1 to 79721000-4 (Investigation and security services, Security services, Alarm-monitoring services, Guard services, Surveillance services, Tracing system services, Absconder-tracing services, Patrol services, Identification badge release services, Investigation services and Detective agency services) 79722000-1(Graphology services), 79723000-8 (Waste analysis services)	Investigation and security services
98900000-2 (Services provided by extraterritorial organisations and bodies) and 98910000-5 (Services specific to international organisations and bodies)	International services
64000000-6 (Postal and telecommunications services), 64100000-7 (Post and courier services), 64110000-0 (Postal services), 64111000-7 (Postal services related to newspapers and periodicals), 64112000-4 (Postal services related to letters), 64113000-1 (Postal services related to parcels), 64114000-8 (Post office counter services), 64115000-5 (Mailbox rental), 64116000-2 (Post-restante services), 64122000-7 (Internal office mail and messenger services)	Postal services
50116510-9 (Tyre-remoulding services), 71550000-8 (Blacksmith services)	Miscellaneous services

Regulation 77

Reserved contracts for certain services

77.—(1) Contracting authorities may reserve to qualifying organisations the right to participate in procedures for the award of reservable public contracts.

(2) For that purpose, a contract is a reservable public contract only if it is exclusively for one or more of the services which are covered by CPV codes 75121000-0, 75122000-7, 75123000-4, 79622000-0, 79624000-4, 79625000-1, 80110000-8, 80300000-7, 80420000-4, 80430000-7, 80511000-9, 80520000-5, 80590000-6, from 85000000-9 to 85323000-9, 92500000-6, 92600000-7, 98133000-4, and 98133110-8.

(3) In this regulation, “qualifying organisation” means an organisation which fulfils **all** of the following conditions:—

(a) its objective is the pursuit of a public service mission linked to the delivery of services referred to in paragraph (2);

(b) profits are reinvested with a view to achieving the organisation’s objective, and any distribution of profits is based on participatory considerations;

(c) the structures of management or ownership of the organisation are (or will be, if and when it performs the contract) —

(i) based on employee ownership or participatory principles, or

(ii) require the active participation of employees, users or stakeholders; and

(d) the organisation has not been awarded, pursuant to this regulation, a contract for the services concerned by the contracting authority concerned within the past 3 years.

(4) The maximum duration of a contract awarded under this regulation shall not be longer than 3 years.

(5) Where a contracting authority exercises the power of reservation conferred by paragraph (1), the call for competition shall make reference to Article 77 of the Public Contracts Directive.

(6) This regulation does not apply in relation to the procurement of health care services for the purposes of the NHS within the meaning and scope of the National Health Service (Procurement, Patient Choice and Competition) (No. 2) Regulations 2013.

APPENDIX E

Useful Websites

National Procurement Service:

<http://nps.gov.wales>

Sell2Wales:

<http://www.sell2wales.gov.uk>

Value Wales:

<http://gov.wales/topics/improvingservices/bettervm/>

Public Contract Regulations 2015:

<http://www.legislation.gov.uk/uksi/2015/102/contents/made>

EU Procurement Directive:

http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2014.094.01.0065.01.ENG

European Commission Guidance:

<http://gov.wales/funding/eu-funds/2014-2020/looking/procurement/?lang=en>

Community Benefits:

<http://prp.gov.wales/planners/general/strategy/procstrat/communitybenefits/>



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Wednesday, 19 October 2016
Report Subject	Independent Remuneration Panel for Wales (IRPW) Draft Annual Report for 2017/18
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

Each year, the Independent Remuneration Panel for Wales (IRPW) determines the rates of payment which are made to elected and co-opted members of Welsh Local Authorities for the following municipal year. The IRPW is required to send the draft Annual Report to County Councils, which this year it did on the 3rd of October, requesting comments to be made by no later than 28th of November 2016.

The IRPW is required to take into account the representations which it receives on the draft before issuing its final version of the Report in February. In 2017/18 the following changes are proposed:

- Basic salaries a “very modest increase of 0.75% to the basic salary” for Councillors. This is the first increase for 3 years and “follows the slight easing of restraint in the pay of public sector employees”. It means a £100 increase in the basic salary for Councillors to £13,400.
- Senior salaries – no increase is proposed for senior salaries but postholders will receive the increase in the basic salary being paid to all Councillors.
- Sickness absence for senior salary holders – this is a proposal in response to feedback from Members and Local Authorities. The approach will operate in a similar way to the current “family absence” provisions.
- Care allowances. Following concern at the low take up, the IRPW is proposing to re-name “care allowances” as “reimbursement of costs of care” to seek to separate it from being perceived as part of an individual councillor’s salary or allowances. The IRPW also proposes changing the way such payments are published by allowing Councils to either :
 1. Publish the details of the amounts reimbursed to named Members or
 2. To the total amount reimbursed by the Authority during the year but not attributed to any named Member

RECOMMENDATIONS

1.	To consider and comment on the determinations made by the Independent Remuneration Panel for Wales in their draft Annual Report for the 2017/18 municipal year.
	To indicate whether or not the following are supported: (a) Increase in the basic salary or allowance payable to all elected Members from £13,300 to £13,400. (b) The proposal to allow for payments during the sickness absence of senior salary holders (on the same basis as the current Family Absence Regulations) (c) The proposal to rename 'care allowances' to 'reimbursements of costs of care' together with the revised approach to publishing details thereof.
2.	To authorise the Chief Officer (Governance) to make a response on behalf of the Council, reflecting the decision made at the meeting, to the Independent Remuneration Panel for Wales.

REPORT DETAILS

1.00	DETAILING THE DRAFT ANNUAL REPORT OF THE INDEPENDENT REMUNERATION PANEL FOR WALES 2017/18
1.01	Members will be aware that the IRPW produces a report on an annual basis, which sets out what it has decided (these are called Determinations) should be rates of payment to Members and Co-optees of the Local Authorities.
1.02	For 2017/18, the IRPW has made 51 Determinations, 13 of which are directly relevant to Flintshire County Council and 8 which relate to Town and Community Councils. (The other Determinations relate to Fire & Rescue and National Park Authorities) The Panel's Determinations for 2017/18 are located at Annex 1 on page 56 of the report.
1.03	There is a slight change proposed for the basic salary of 0.75% which equates to £100 on each basic salary, which increases from £13,300 to £13,400. (Determination 1)
1.04	No increase is proposed for senior salary holders but the postholders will receive the £100 increase being paid to all Councillors. (Determination 2)
1.05	The rates for civic salaries (which are paid to the Chair and Vice Chair of the Council) are increased by £100 (being the increase payable to all Councillors). (Determination 3)

	Flintshire has previously decided to pay Band B (which was changed to Level 2 for 2016/17 and subsequent years) which is £21,600 for the Chair and £16,100 for the Vice Chair respectively. At the next annual Meeting, on 23 rd may 2017, the Council will be requested to make a decision on the level of payment made to the Chair and Vice-chair for the ensuing municipal year.
1.06	The payment rate for co-opted members remains unchanged at the level to which they were set in 2010. (Determination 38)
1.07	The entitlement for all eligible elected members of principal councils to join the Local Government Pension Scheme (LGPS) is reaffirmed. (Determination 17)
1.08	A new provision sickness absence for senior salary holders has been introduced. This is proposed in response to feedback from Members and Authorities. It will operate in a similar way to the current “family absence” provisions. (Determinations 18 - 23)
1.09	Following concern at the low level of take up, the IRPW is proposing to re-name “care allowances” as “reimbursement of costs of care” to seek to separate it from being perceived as part of an individual councillor’s salary or allowances. The IRPW also proposes changing the way such payments are published by allowing Councils to either : Publish the details of the amounts reimbursed to named Members <i>or</i> the total amount reimbursed by the Authority during the year but not attributed to any named Member.(Determination 43)

2.00	RESOURCE IMPLICATIONS
2.01	The Budget provision required for payment of Members’ Allowances in 2017/18 will need to be increased by £100 per Councillor, resulting in an increase in £7,000 in the Members’ Allowances Budget. This has already been flagged for inclusion within the draft Budget for next year.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	This report is in response to external consultation. Group Leaders and their Deputies have been made aware of the IRPW report in advance.

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

5.00	APPENDICES
5.01	The IRPW draft report for 2017/18 is attached as Appendix 1 The letter from the IRPW is attached as Appendix 2

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	The background document to this report is the draft IRPW report which is attached as an Appendix. Contact Officer: Robert Robins, Member Engagement Manager Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	IRPW – Independent Remuneration Panel for Wales is the independent body established by the Welsh Government to determine the level of local authority payments to Members. Determinations – The decisions which the IRPW makes Municipal Year - The “Council Year” which runs from one Annual Meeting (which is held in May to the next) Basic Salary – The salary or allowance which the IRPW determines is paid to each member of the Council, which for 2016/17 is £13,300. For 2017/18 £13,400 is proposed. Senior Salary - A senior salary is payable to a Councillor with special responsibility, such as the Leader, Deputy Leader, Cabinet Members, Committee Chairs and the Leader of the largest opposition Group.



Independent Remuneration Panel for Wales

Annual Report

DRAFT

February 2017

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

Page 175

Foreword

There have been some changes to the membership of the Panel this year. The 2016 Report was the last produced under the leadership of Richard Penn as Chair. I and other members are most grateful for the guidance he gave to the Panel during his tenure of office. We have 3 new members – Julie May who was appointed from 1 January, Sarah (Saz) Willey and Roger Symonds, both appointed from 1 June. The full membership is set out below.

We have made some adjustments to the format of the Report which we hope will make the content clearer and more concise.

Specific changes to our determinations include a very modest increase to the basic salary for elected members with consequential increases for National Park Authorities and Fire and Rescue Authorities. This increase of 0.75% is the first for 3 years and follows the slight easing of restraint in the pay of public sector employees.

We are proposing to introduce arrangements to recognise the implications of long term sickness of senior salary holders. We have also made changes to provide more flexibility for authorities without undermining the principle of prescribing payments which still has continuing support.

The Local Government (Wales) Act 2015 widened the remit of the Panel to give consideration to proposed changes to the salaries of chief officers of principal councils, effectively an extension of our role in respect of the heads of paid service of councils and Fire and Rescue Authorities. We have made recommendations on several submissions during the year; these can be found in Section 11 of the Report.

The Panel welcomes responses to this Draft Report by the end of November, all of which will be considered prior to producing the final Report for implementation in the spring 2017.

I would thank my colleague Panel members and also our diligent and committed secretariat for the significant input into our work during the year.

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 ninth Annual Report of the Independent Remuneration Panel for Wales (the Panel), and the sixth published under the requirements of the Local Government (Wales) Measure 2011.

1. As with the Panel's previous Annual Reports its determinations on member remuneration are underpinned by a set of principles set out in Section 1 of this Annual Report.
2. The Panel remains firmly of the 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 value-for-money public services for local tax-payers through effective scrutiny. These are significant and considerable tasks for members of relevant authorities within the Panel's remit. Publicly funded remuneration is made available to encourage a diversity of willing and able people to undertake local governance through their elected, appointed or co-opted roles.
3. 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.
4. In addition the Act provides that the Panel be given powers to determine remuneration for members of shadow authorities and newly forming principal councils. At the time of drafting the Welsh Government has yet to publish proposals for the future structure of local government in Wales.
5. In determining the level of payments to members of local councils, the Panel has sought to meet its 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*

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

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 exert a powerful impact on the public perception of any increases to members' payments.

6. 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 and 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.
7. Because of the financial constraints on the public sector and local authorities specifically it has not been possible to maintain the link with average Welsh earnings. On the original basis of 3/5ths of the average the basic annual salary would be in excess of £14,700. The Panel has been mindful of the financial constraint which is the reason that the basic salary of elected members of principal councils has not been increased since 2013. In reaching this decision account was taken of the freeze in salaries to the staff of councils. There has been a modest relaxation more recently and small increases have been allowed.
8. In view of these factors, the Panel has decided that it is appropriate to provide for a very modest uplift to the basic annual salary of £100. equivalent to approximately 0.75%. No increase is proposed for senior salaries but these post holders will receive the uplift in the basic salary element.
9. 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. The Panel has examined the schedules for 2016/17 and has established that no principal council has introduced differential payments within cabinets or to chairs of committees.

For members of executives:

- 20 councils have paid at level 1
- 2 councils have paid at level 2

For committee chairs:

- 20 councils have paid at level 1
- 2 councils have paid at level 2

As this has only been in place for one year the Panel is retaining this facility for flexibility to reflect variations in the levels of responsibility in the remuneration applied to specific senior posts.

10. Since the Welsh Government introduced regulations relating to Family Absence of elected members of principal councils, the Panel has incorporated remuneration issues related to such absences in its framework. We have received comments that the same arrangements do not apply to absences caused by long term sickness. We have recognised this and have included in this Report proposals to allow principal councils, NPAs and FRAs to make arrangements to cover cases of long term sickness absence of senior salary holders.
11. The Panel is still concerned about the variation and inconsistency of support provided to members to enable them to discharge their functions effectively. We have repeatedly determined that such support should be provided without cost to the individual elected member, and that the cost of support must be appropriate, reasonable and publicly declared. Deductions must not be made from members' salaries by the authority as a contribution towards those support costs which the authority considers necessary for the effectiveness and/or efficiency of members. However, we are aware that this has not been fully implemented by some authorities. It is intended to undertake a detailed analysis of the Schedules for 2016/17 and the publication information from the previous year and take up any matters of non-compliance individually.
12. The Panel expects that the support provided should include taking 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. Members of Democratic Service Committees and Heads of Democratic Services indicated at our meetings with them that it would be beneficial for authorities to be proactive in sharing information and establishing benchmarks for levels of provision and good practice in how authorities support the work of elected members. We are unaware whether there has been progress in implementing this proposal.
13. The Panel notes that members have not always utilised the support that has been provided through the Panel's remuneration framework, particularly in respect of the care allowance. Some members are reluctant to claim all that they are entitled to claim in support of their work, particularly the care allowance, because of concerns about the adverse publicity this can attract. Democratic Services Committees should take steps to encourage and facilitate eligible members in claiming these allowances.
14. Care Allowances were available to elected members of principal councils several years prior to the Panel's formation. We have extended the provision to all relevant authorities. There has been very limited take up across all of the organisations within the remit of the Panel. We believe that the major factor for this poor take up is concerns about adverse publicity on individual

members. So we have decided to allow optional approaches to the publication of costs of care. We have also decided to use the term “reimbursement of costs of care” to replace care allowance, as a result of discussion with the WLGA leadership.

15. The Panel reiterates the need for all involved to encourage individual members to access all the available support, including for care, which now includes its provision for members who themselves require personal support and assistance.
16. 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 aware and pleased that several principal councils have added this leaflet to their websites.
17. Section 153 of the Measure empowers the Panel to monitor relevant authorities’ compliance with its requirements. Although there has been significant reduction in non-compliance within most authorities, Panel members will continue to engage with representatives of Democratic Services Committees and officers to discuss ways to improve the consistency and ease of access to this information in the future.
18. However, there are still major issues to be addressed with community and town councils which the Panel will be raising with individual councils and their representative organisations.
19. 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 11.

Implementation of Determinations

Elections for principal councils and community and town councils will take place on 4 May 2017. The effective dates for the implementation of the determinations contained in this Report are:

- For principal councils:
 - Basic salary holders - 5 May 2017, (subject to the member having signed the declaration of acceptance)
 - Senior salary holders - following the first annual meeting of the new council.
- For National Park Authorities –With effect from 1 April 2017
- For Fire and Rescue Authorities – With effect from the Annual Meeting of the Authority
- For community and town councils - 5 May 2017 (subject to the member having signed the declaration of acceptance)

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 12	page 26	page 30	N/A ²
Senior Roles	page 12	page 26	page 30	page 40
Committee Chairs	page 14	page 26	page 30	N/A
Opposition Groups	page 15	N/A	N/A	N/A
Civic Heads and Deputies	page 16	N/A	N/A	page 41
Presiding Members	page 18	N/A	N/A	N/A
Mileage	page 38	page 38	page 38	page 41
Other Travel Costs	page 38	page 38	page 38	page 41
Subsistence Costs	page 39	page 39	page 39	page 42
Costs of Care	page 35	page 35	page 35	page 43
Family Absence	page 24	page 24	page 24	N/A
Sickness Absence	page 36	N/A	N/A	N/A
Joint Overview and Scrutiny Committees	page 22	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 20	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 42
Statement of Payments	page 78	page 78	page 78	Page 78
Schedule of Remuneration	Page 76	Page 76	Page 76	Page 76
Salaries of Chief Executives and Chief Officers	Page 45	N/A	N/A	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 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 £100 (which equates to 0.75%) from spring 2017 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 duties expected of all elected members.

Determination 1: Basic salary in 2017/18 for elected members of principal councils shall be £13,400.

Note to Determination 1:

The Panel originally determined (IRP Annual Report December, 2009) that the payment of 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 was not possible for this alignment to be maintained. If this alignment had continued the basic salary would currently be in the region of £14,700.

Senior salaries for elected members of principal councils

- 3.2 The limit on the number of senior salaries payable ('the cap') will remain in place. In 2017/18 the maximum number of senior salaries payable within each council will not be altered and will be as set out in Table 1.

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	15
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

3.3 The Panel has revisited its 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. However, we have stressed that in reaching this decision there was recognition that with a potential of nearly 200 Executive members (excluding Leaders) there would be a variety of arrangements and that some portfolio holders would have

greater responsibility and workloads than others. But this was dependent on the specific organisational arrangements of the cabinets of each authority.

We have now given further consideration to this issue following more recent visits as well as views expressed to us as to the appropriateness of paying cabinet members the same salary irrespective of the responsibility of the portfolio held. Although 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 concluded that this should be reflected in the remuneration framework. It is not the role of the Panel to determine the structure of cabinets of local authorities so the new determinations provide flexibility for each council to decide the appropriate range of portfolios to meet local needs, recognising that there is an inevitable variation on the level of responsibility and workload.

Executive members may be paid at either of the two senior salary levels below:

Level 1 -

Group A - £32,100

Group B - £29,100

Group C - £26,100

Level 2 -

Group A - £28,900

Group B - £26,200

Group C - £23,500

It will be a matter for individual authorities to decide the implementation of the determinations within their specific cabinet structures.

(ii) Chairs of Committees

The Panel continues to take the view that the responsibility and function of chairing a committee is not generally influenced by population of the authority. However, there is recognition that the specific responsibility and workload of some chairs is greater than others, and this has been a topic of ongoing dialogue and debate. We consider that this should be reflected in the remuneration framework.

The Panel is therefore introducing two levels of remuneration for chairs of committees:

Level 1 chairs will be paid a salary of £22,100

Level 2 chairs will be paid a salary of £20,100

It is a matter for individual authorities to determine at which level a chair is paid to reflect the appropriate responsibility attached to the specific post

The Senior Salary Bands

Determination 2: The Panel has determined that senior salary levels in 2017/18 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) £13,400			
	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	£53,100 £37,100	£48,100 £33,600	£43,100 £30,100
Band 2 Executive members Level 1 Executive members Level 2	£32,100 £28,900	£29,100 £26,200	£26,100 £23,500
Band 3 Committee chairs (if remunerated):	Level 1 Level 2	£22,100 £20,100	
Band 4 Leader of largest opposition group ³		£22,100	
Band 5 Leader of other political groups		£17,100	

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

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”.

of population' remains a major factor in influencing levels of responsibility and 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, either Level 1 or 2 (for decision by the authority); although an individual authority may determine not to pay particular chairs.
- d. The Panel is aware of the importance placed by the Welsh Government on the value of the scrutiny function for local democracy and has noted that in total there are currently 89 chairs of scrutiny who receive senior salaries. The Panel believes that this is a clear recognition of the importance of this function.
- e. 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.
- f. The Panel has determined that a council must make a senior salary available to the leader of the largest opposition group.
- g. 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)

- 3.4 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, 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.
- 3.5 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.

- 3.6 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 (inclusive of basic salaries)		
Responsibility Level	Civic heads	Deputy civic heads
Level 1	£24,100	£18,100
Level 2	£21,600	£16,100
Level 3	£19,100	£14,100

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. The Panel does not consider it appropriate for councils to expect or require that contributions towards any such provision should be met from the net senior salaries paid to civic heads.
- 3.7. Civic roles 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, and this requires the post holder to exemplify and promote good citizenship.
- 3.8. Deputy civic heads are often 'civic heads in waiting' for the following year, 'learning the ropes' by participating in a separate schedule of events as well as deputising for the civic head.
- 3.9. The intention of the civic allowance as defined by sections 22(5) and 24(4) of the Local Government Act 1972 remains to allow a council to pay a chair and

vice-chair of a council a salary which it thinks fit for the purposes of meeting the expenses of those offices.

- 3.10. 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.
- 3.11 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.
- 3.12 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.
- 3.13 The Local Government (Democracy) (Wales) Act 2013 allows councils to appoint a presiding member whose role it will be 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:

- 3.14 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.
- 3.15 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.

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.

Supporting the work of local authority elected members

- 3.16 The Panel has continued its programme of meetings with Chairs and members of Democratic Service Committees and Heads of Democratic Services. These meetings have 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. Heads of Democratic Services have suggested that it would be beneficial for authorities to be pro-active in sharing information and establishing benchmarks for levels of provision and good practice in how authorities support the work of elected members. The Panel shares this view.
- 3.17 The Panel expects that 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.
- 3.18 The Panel considers it is necessary for each elected member to have ready use of telephone and e-mail services, and to have electronic access to appropriate information via an internet connection. 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. As stated above, it is the responsibility of each council through its Democratic Services Committee to provide support 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. It would not be appropriate for facilities required by members only to be available within council offices within office hours.

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 and email facilities and 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

3.19 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.

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.

3.20 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.

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.

- 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.

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. The Panel has set out the arrangements for the remuneration of chairs of Joint Overview and Scrutiny Committees and Sub-committees. The payments align with those of chairs of committees of principal councils set out in Section 3 (Level 2).

The following determinations apply:

Determination 9: The chair of a Joint Overview and Scrutiny Committee is eligible for a salary equivalent to that part of a Band 3 Level 2 senior salary that remunerates a committee chair of a principal authority (£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 payment will be £3,350.

Determination 11: The chair of a sub committee of a JOSC is eligible for a salary 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 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.

- 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 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 2013.
- 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.

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 County Borough 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 £100 (which equates to 0.75%) from 1 April 2017 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 £25 on the basic salary for members of NPAs from 1 April 2017.
- 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 In 2014, the Panel 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 £7,325 or £6,025, 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. The Panel is minded to consider this further during 2016/17.

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 should be £3,625

Determination 25: The senior salary of the chair of an NPA should be £12,325

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: £6,025 or £7,325

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 that the remuneration of ordinary members of an FRA should be aligned to the basic salary of a member of a principal council and that 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 £100 (which equates to 0.75%) 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 £15 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. The Panel is minded to consider this further during 2016/17.

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.

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 for this role.

8.15 The Panel has made the following determinations:

Determination 31: The basic salary for FRA ordinary members should be £1,715

Determination 32: The senior salary of the chair of an FRA should be £10,415.

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 should be paid at £5,415.

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 Authorities⁵

- 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. 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)

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).

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.

⁵ This section does not apply to co-opted members of community and town councils.

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. (Similar provision for Community and Town Councils is given in section 13 as there is a different approach to such members, principally that provision is permissive.)

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 shall only be made on production of receipts from the carer.

- 10.2. The reimbursement of the costs of care is intended to enable any person whose ability to participate as a member of an authority would be limited by their responsibilities as a carer, or for a member to receive care support to enable that individual to carry out their role. The Panel recognises that there is some sensitivity concerning the publication of this legitimate expense and has reflected this in the options for publication as set out in Annex 4. However, the Panel urges authorities to promote this reimbursement and encourage greater take-up of this support to facilitate increased engagement amongst authority members.
- 10.3. Such provision would be especially relevant to those individuals in sectors of the population that are currently under-represented in local government but who may become engaged when awareness of the support available for the costs of care becomes more widely known.

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 but not co-opted 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 that 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 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. Therefore determinations 44 to 51 are permissive powers, each of which requires a formal decision by each community or town council annually. A community or a town council can adopt any or all of the determinations but if it does make such a decision, it must apply to all its members.
- 13.4. An individual member may make a personal decision to elect to forgo part or all of the entitlement to any of these allowances by giving notice in writing to the proper officer of the council.
- 13.5. In arriving at its determinations, the Panel has made considerable efforts to consult with the 735 community and town councils in Wales over the past four years with limited responses. The Panel has conducted surveys and consulted widely, inviting comment on its determinations. Panel members have researched community and town council websites and have met representatives and attended conferences of One Voice Wales in order to engage with members.

Payments to Community and Town Councillors

- 13.6. In order to compensate members of community and town councils for expenses and costs involved in carrying out their duties, the Panel has determined that councils should be authorised to make a payment to each member.

Determination 44: Community and town councils are authorised to make a payment to each of their members of a maximum amount of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Senior roles

- 13.7. The Panel recognises that specific member roles especially within the larger community and town councils, for example a committee chair, can involve

greater responsibility. It has therefore determined that councils should be authorised to pay up to three responsibility payments for specified roles.

Determination 45: Community and town councils are authorised to make an annual payment not exceeding £500 each to up to 3 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is made.

Civic allowance

13.8. 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 allowance for these roles.

13.9. In its previous annual reports the Panel determined no maximum levels of payment to mayors/chairs and their deputies. The Panel's research indicates that the majority of community and town councils make no or very modest payments to their civic leaders. However, the maximum payment made by any town council in Wales is £8,000. This is a considerable payment relative to that made to principal council civic leaders, with several other town councils paying a significant 4 figure sum. The Panel will therefore conduct further research and consultation over the next 12 months with the intention to set an appropriate limit for such payments in its 2018 annual report.

Determination 46: Community and town councils are authorised to provide a civic allowance to the mayor/chair of the council at an amount that they deem appropriate to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made

Determination 47: Community and town councils are authorised to provide a civic allowance to the deputy mayor/deputy chair of the council at an amount that they deem appropriate to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made

Reimbursement of travel costs

13.10. The Panel recognises that there can be significant travel 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. It has therefore made provision for travel costs to be met.

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.⁶ 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.

Reimbursement of subsistence

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.

Other Allowances / Payments

13.11. Previously the Panel had determined that an Attendance Allowance could be paid to each of its members for attending approved duties outside the area of the council. Very few community or town councils made this payment and therefore this allowance has been removed. However, the Panel has retained the facility and increased the amount which councils may pay as compensation to their members where they suffer financial loss when attending approved duties.

⁶ 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.

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 £33.00 for each period not exceeding 4 hours:**
- **Up to £66.00 for each period exceeding 4 hours but not exceeding 24 hours.**

Reimbursement of the costs of care

13.12. In order to address issues of democratic participation and diversity, the Panel has decided to permit reimbursement of costs to members for the care of dependent children and others, or costs incurred relating to a personal assistance need, whilst attending meetings and other approved duties.

Determination 51: Community and town councils are authorised to 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 shall only be made on production of receipts from the carer.

Publicity requirements

13.13. 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 notes with concern that this requirement has not been complied with by many councils and draws attention to the requirements stipulated at Annex 4.

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 authority⁷ 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.

- (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.

⁷ 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 has issued amended guidance to the Panel which can be found at <http://gov.wales/docs/ds/jlg/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 that the Panel will not decide the amount that 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.
- 15.7 Appended to this section are the decisions of the Panel in respect of:
- The Chief Fire Officer of Mid and West Wales Fire and Rescue Authority
 - The Chief Officers restructuring in Denbighshire County Council
 - The Chief Officers restructuring in Monmouthshire County Council
 - A Chief Officer in Pembrokeshire County Council
 - Chief Officers in Newport City Council

Pay Policy Statements

- 15.8 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.

The Chief Fire Officer of Mid and West Wales Fire and Rescue Authority



Mr D Daycock
Clerk and Monitoring Officer
Mid & West Wales Fire & Rescue Authority

d.daycock@mawwfire.gov.uk

23 November 2015

Dear Mr Daycock,

Proposed Salary of Head of Paid Service (Chief Fire Officer)

The Independent Remuneration Panel for Wales (the Panel) has considered the salary proposed in the report to the Chief Officer Remuneration Committee which you submitted on the 2nd November, in accordance with Section 143A of the Local Government (Wales) Measure 2011. We note that the Committee is recommending approval to the Authority

The Panel met on the 18th November 2015; all members were present. We were grateful for the additional information provided to assist in our consideration. The guidance to the Panel from the Welsh Government in respect of its function under Section 143A states that the Panel could:

- a) Indicate approval of the proposal
- b) Express concerns about the proposal
- c) Recommend a variation to the proposal

We have examined the content of the report and additional documentation provided. While we fully understand the desire to review the present system of payments made to the Chief Fire Officer and to create a simplified framework, we have decided to “Express concerns about the proposal”.

We set out below the reasons for this decision.

You have advised that the existing remuneration of the Chief Fire Officer comprises four elements – Basic Salary; Earn Back (at 3% of basic salary, consolidated); Performance Related Pay (up to 3% of combined basic and Earn Back) and an

allowance for ICT. We have noted that “Earn Back” is rarely not paid which gives the impression that it is in effect part of the basic salary, particularly as it is consolidated. However, PRP is only paid for performance “genuinely beyond expectations”. The report is silent on the way such performance is assessed but given this definition it would be surprising if this was achieved on a regular basis.

The proposal to set the salary on the basis of a combination of population band 3 median and the median for jobs of a similar weight is not justified in the report but to the Panel seems to be a way of compensating for the discontinuance of the PRP element. Overall the result is a consolidated salary significantly higher than the current basic (even when Earn Back is included).

The Panel considers that such an increase in the basic salary is not justified and appears to be out of line with other public sector pay awards. Therefore we formally Express Concern and expect the authority to reconsider.

The legislation requires the authority to have regard to the views of the Panel but are not obliged to follow it. We would draw your attention specifically to paragraph 3.2 of the guidance.

The Panel has noted that the report also deals with the remuneration of other senior officers of the authority. At present our remit does not include officers below the Head of Paid Service and we make no comment on the proposals for these posts.

The Panel would normally publish its decision in exercising this function in the interests of transparency, however, in this instance this will be withheld until we are advised of the authority’s response.

Yours sincerely,



Richard Penn
Chair

The Chief Officers restructuring in Denbighshire County Council



Mohammed Mehmet
Chief Executive
Denbighshire County Council

CC
Cllr Hugh Evans
Catrin Roberts
Sophie Vaughan

04 April 2016

Dear Mr Mehmet

Review of salaries of the senior leadership team

The Independent Remuneration Panel for Wales (the Panel) has considered, in accordance with Section 143A of the Local Government (Wales) Measure 2011, the salary structure for the senior leadership team (SLT) in Denbighshire proposed as a result of the pay review conducted by its remuneration committee. The Panel notes that the committee is recommending approval to the full council.

The Panel was unable to consider the proposal at its meeting on 9th March as it required more specific and relevant information than had been provided. However, in order to consider this expeditiously, the Panel convened an extraordinary meeting on 30 March 2016 solely for this purpose. Four of its five members were present and therefore the meeting was quorate. We examined in advance the content of the "Senior Leadership Pay Review March 2016" report provided to the Panel for this meeting and the original documentation ordered chronologically, which had been provided earlier.

We understand the motivation for Denbighshire County Council to review its SLT pay structure given the length of time since it was last reviewed. We are aware that ad hoc changes have been made resulting in a significant reduction in the membership of the SLT and that has resulted in salaries being adjusted through market supplements and honoraria. We note Denbighshire's desire to produce a pay structure which reviews these and is fair, consistent and transparent and able to attract retain and motivate senior managers.

The guidance to the Panel from the Welsh Government in respect of its function under Section 143A states that the Panel could:

- a) Indicate approval of the proposal
- b) Express concerns about the proposal
- c) Recommend a variation to the proposal

Having examined the information provided, the Panel's decision is to recommend a variation to the Council's proposal. This, together with the reasons for the recommendation is set out below.

The report provided to the Panel states that one of the remuneration committee's principles was for the pay structure to be within the median pay range comparable to the remuneration in other organisations. The report then gives data provided by Hay of the market median figure for corporate directors and for the two levels of head of service. There is also a comparison with the pay ranges of three neighbouring authorities.

The Panel noted that the data from Hay as presented in the report did not identify the sources that were used. The data therefore does not specify which organisations were used for comparison. The Council's remuneration committee could have been making comparisons with all England and Wales councils or a subset of that grouping e.g. all Welsh councils or all UK unitary councils.

The Panel noted that the reason given for the comparison with the neighbouring authorities was the current Welsh Government's preferred policy options for local government re-organisation in which Denbighshire is merged with either Conwy or Flintshire and Wrexham. The Panel considers, in carrying out its functions under section 143A, that possible future configurations of local authority areas cannot be an overriding factor in considering proposals referred to it. The comparison with neighbouring authorities is therefore not persuasive evidence to justify the change on this basis

The Panel therefore additionally considered information relating to the demographics and finances of all Welsh principal councils.

- The population of Denbighshire is 16th out of the 22 principal councils in Wales.
- The revenue budget of the Council is approximately £186 million. This is the 16th largest of the 22 councils.
- The salary ranges of chief officers of other Welsh authorities of a similar size and revenue budget

The Panel's recommendation therefore is:

- That the highest salary currently paid at the three proposed grades (SLT3 corporate director, SLT2 head of service and SLT1 head of service) should be the maximum in that grade;

- The officers who have salaries currently below the highest can be raised to that level through a series of increments, over a three year period. The increments should be structured so that no officer receives an increment of less than £1,000;
- Subject to point 2, the council has the discretion to set the minimum for the grade and the incremental steps to reach the maximum as indicated below.

Independent Remuneration Panel of Wales Recommendation		
Senior Leadership Team – Denbighshire (excluding the Chief Executive)		
SLT3 (Directors)	96,630	maximum of scale
	XX	mid point of scale *
	XX	start of scale *
SLT2 (Head of Service)	77,687	maximum of scale
	XX	mid point of scale *
	XX	start of scale *
SLT1 (Head of Service)	62,687	maximum of scale
	XX	mid point of scale *
	XX	start of scale *

* For the Council to determine

The Panel consider that this structure fulfils the principles the remuneration committee worked within, particularly:

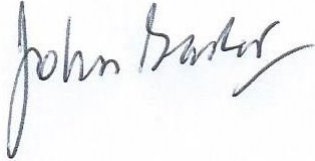
*There is sufficient opportunity for financial progression over 3 years
No officer is being financially disadvantaged.*

In accordance with sections 143A (3B) and (4A) of the Local Government Measure 2011, the authority is required to have regard to the views of the Panel and the Panel is required to inform the Welsh Minister of its recommendation.

In accordance with section 143A (5A), the authority must notify the Panel and the Welsh Ministers of its response to this recommendation.

The Panel would normally publish its decision in exercising this function in the interests of transparency, however, in this instance this will be withheld until we are advised of the authority's response.

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

The Chief Officers restructuring in Monmouthshire County Council



Paul Matthews
Chief Executive
Monmouthshire County Council
cc. Councillor Peter Fox, Leader Monmouthshire CC

26 May 2015

Dear Mr Matthews

Senior Officer Leadership changes at Monmouthshire County Council

Your letter and accompanying documentation dated 5th May was considered by the Independent Remuneration Panel for Wales at the meeting on 25th May. All members of the Panel were present and therefore the meeting was quorate.

Panel members were appreciative of the documents provided including the additional information requested by the secretariat. It was noted that the proposed structure would produce significant ongoing savings.

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 proposals as submitted.

Yours sincerely

John Bader

Chair

Change to a Chief Officer Salary in Pembrokeshire County Council



Ceri Davies
Head of Human Resources
Pembrokeshire County Council

cc. Mark Woolgar, Human Resources Manager

22 August 2016

Dear Ceri,

Proposal to change the remuneration of a chief officer

Your letter and accompanying documentation dated 8th August was considered by the Independent Remuneration Panel for Wales at the meeting on 17th August. 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 proposal
- b) Express concerns about the proposal
- c) Recommend a variation to the proposal

Having examined the submission from your authority it is the decision of the Panel to approve the proposal as submitted.

Yours sincerely

John Bader

Chair

Review of Chief Officer Pay in Newport City Council



Will Godfrey
Chief Executive
Newport City Council
Will.godfrey@newport.gov.uk

Eich cyf/ Your ref:

Ein cyf/Our ref: zA1263030

cc Rachael Davies
HR Manager
RachaelA.Davies@newport.gov.uk

23 September 2016

Dear Will

Review of senior pay at Newport City Council

Your review document and accompanying documentation was considered by the Independent Remuneration Panel for Wales at its meeting on 14th September. Five members of the Panel were present and therefore the meeting was quorate.

The Panel considered your proposal to amend the salary range of some of your heads of service. The Panel asked me to seek clarification on 2 issues:

1. The status of your second submission (headed Part 2) and whether this took precedence over the initial proposal.
2. To establish which salary range you were submitting as the range for HDSO2 in the submission was lower than in the additional information provided by your HR Manager following a request from me.

You confirmed that the original submission (Part 1) was the proposal that you were requesting the Panel to consider and that the correct salary range was that provided by your HR Manager.

Having examined the submission from your authority and received satisfactory clarification on the matters noted above it is the decision of the Panel to approve the proposal as submitted.

Regards

John Bader
Chair, Independent Remuneration Panel for Wales.

Annex 1: The Panel's Determinations for 2017/18

Principal Councils	
1.	Basic salary in 2017/18 for elected members of principal councils shall be £13,400.
2.	The Panel has determined that senior salary levels in 2017/18 for members of principal councils shall be as set out in table 2 (page 13).
3.	The Panel has determined that (where paid) civic salaries at the following levels are payable (Table 3, page 15) 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 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 and email facilities and 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 a salary equivalent to that part of a Band 3 Level 2 senior salary that remunerates a committee chair of a principal authority (£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 payment will be £3,350.

11.	The chair of a sub committee of a JOSOC is eligible for a salary 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 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 JOSOC, or a chair of a sub committee of a JOSOC, 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 JOSOC or sub committee is not eligible for payment.
16.	Co-optees to a JOSOC 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 should be £3,625
25.	The senior salary of the chair of an NPA should be £12,325
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: £6,025 or £7,325
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 should be £1,715
32.	The senior salary of the chair of an FRA should be £10,415.
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 should be paid at £5,415.
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 following fees to co-opted members (Table 6, page 31) (who have voting rights).
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 shall only be made on production of receipts from the carer.
Community and Town Councils	
44.	Community and town councils are authorised to make a payment to each of their members of a maximum amount of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
45.	Community and town councils are authorised to make an annual payment not exceeding £500 each to up to 3 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is made.
46.	Community and town councils are authorised to provide a civic allowance to the mayor/chair of the council at an amount that they deem appropriate to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.
47.	Community and town councils are authorised to provide a civic allowance to the deputy mayor/deputy chair of the council at an amount that they deem appropriate to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.
48.	Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties. Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:

	<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 £33.00 for each period not exceeding 4 hours: - Up to £66.00 for each period exceeding 4 hours but not exceeding 24 hours.
51.	<p>Community and town councils are authorised to 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 shall only be made on production of receipts from the carer.</p>

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 on the date which that member makes a 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 council can if it so determines make an annual payment to members in respect of costs incurred in carrying out the role of a member. The maximum amount payable will be set out in the Annual or Supplementary Report of the Panel.
 - b) The council can if it so determines 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 determines 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 determines 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 determines 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

- g) The council can if it so determines pay a responsibility allowance to a number of its members as stipulated in the Annual Report of the Panel.
 - h) The council if it so determines reimburse the costs of care to a member as stipulated 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 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.
 - Annual reports are prepared by councillors, and published on the council website.
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. This should be sent to the Panel no later than this date. 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.

2. Nil returns are required to be published and provided to the Panel by 30 September.

Annex 5: Ministerial Remit Letter to the Independent Remuneration Panel for Wales

John Bader
Chair
Independent Remuneration Panel for Wales
irpmailbox@wales.gsi.gov.uk



Llywodraeth Cymru
Welsh Government

17 March 2016

Dear John

Thank you for the copy of your latest Annual Report for 2016; I was pleased to note that you have not proposed any increases in remuneration for the basic or senior salary with the continual pressures that Local Authorities are facing. I was interested to see that the Panel have introduced two salary levels for Executive members to provide more flexibility at local level and to reflect the many differences in responsibilities attached to specific posts.

You are aware that the workload of the Panel is likely to increase in the foreseeable future. This will include the Panel's role in considering what remuneration is appropriate for Shadow Authorities or newly formed Councils post-merger, as set out in section 25 of the Local Government (Wales) Act 2015. I also note the Panel's temporary extension of functions in relation to salaries of chief officers in section 39 of that Act.

As a result of such changes the Panel will be enlarged to six members in June of this year. In light of such expansion I hope that the Panel will provide a comprehensive induction for new members.

I look forward to seeing how the Panel develops in the coming years, and contributes to new policy development around the remuneration of members

I also look forward to receiving your next annual report and noting the degree to which the changes to your functions have affected your work.

Yours Sincerely

Leighton Andrews AC/AM

Y Gweinidog Gwasanaethau Cyhoeddus
Minister for Public Services

**Independent Remuneration Panel for Wales
Room M.05
First Floor
Crown Buildings
Cathay's Park
Cardiff
CF10 3NQ**

Telephone: 029 2080 1047

E-mail: irpmailbox@wales.gsi.gov.uk

The Report and other information about the Panel and its work are available on our website at:

www.remunerationpanelwales.org.uk



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

3 October 2016

Dear Colleague

DRAFT ANNUAL REPORT FOR 2017/18

In accordance with the requirements of Section 147 of the Local Government (Wales) Measure 2011, I am writing to inform you that the Panel's draft Annual Report setting out the determinations which would have effect for the municipal year 2017/18, has now been published on its website. A copy has also been sent to the Minister for Finance and Local Government.

An electronic copy of the draft Annual Report will be available from 3 October 2016 for a period of consultation and any representations or comments that you may wish to make about this report should be received no later than 28 November 2016. Representations or comments received after this date may not be considered.

This year the Panel has made a very modest increase of 0.75% to the basic salary for elected members with consequential increases for National Park Authorities and Fire and Rescue Authorities. This increase is the first for 3 years and follows the slight easing of restraint in the pay of public sector employees.

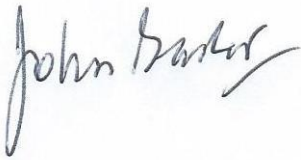
The Panel is also proposing to introduce arrangements to recognise the implications of long term sickness of senior salary holders and has made changes to provide more flexibility for authorities without undermining the principle of prescribing payments which still has continuing support.

Please send your representations and any comments no later than 28 November to:

Post: IRP Secretariat
Welsh Government
First Floor, North Wing, M05
Cathays Park
Cardiff. CF10 3NQ

Email: IRPMailbox@wales.gsi.gov.uk

Yours faithfully

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
Chairman
Independent Remuneration Panel for Wales



FLINTSHIRE COUNTY COUNCIL

Date of Meeting	Wednesday, 19 October 2016
Report Subject	Overview & Scrutiny Annual Report for 2015/16
Report Author	Chief Officer (Governance)

EXECUTIVE SUMMARY

The Overview & Scrutiny Annual Report is drafted on an annual basis by the Officer team in consultation with the relevant Committee Chairs. The draft is then submitted to the Constitution Committee for Member comment before being submitted to Council for formal approval.

The Annual Report provides the Council with assurance that the Overview & Scrutiny function is fulfilling its constitutional role.

At the October 2015 meeting, when the last Annual Report was considered and approved, it was suggested that an article on the use of call in be included. This has been done.

RECOMMENDATIONS

1	That the Council receives the Overview & Scrutiny Annual Report for 2015/16.
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REPORT DETAILS

1.00	THE OVERVIEW & SCRUTINY ANNUAL REPORT
1.01	Under section 7.4.5 of the Constitution, the Overview & Scrutiny Committees are required to report annually to the Full Council on their workings with recommendations for their future work programme and amending working methods if appropriate.
1.02	<p>Members will be aware that membership of the 6 Overview & Scrutiny Committees is open to all 62 non-executive Members of the Council. In addition, the Education & Youth Overview & Scrutiny Committee has 5 statutory Co-optees as voting members.</p> <p>These are (a) one representative of the Church in Wales (b) one representative of the Roman Catholic Church and (c) three representatives of parent governors</p>
1.03	The Work Programmes for Overview & Scrutiny Committees are considered and amended where necessary at each ordinary meeting of each of the Committees. Any updates are then included in the Corporate Forward Work Programme which is published with the Agenda for the monthly meeting of Cabinet.
1.04	When the previous Annual Report was considered by the Council on the 20 th October 2015, a request was made for details of the call in process to be included in the next report. An appropriate item has been included within the draft which was approved by the Constitution Committee at its meeting on 5 th October 2016.
1.05	In a departure from previous practice, rather than the foreword being produced by the Chairman of the Constitution Committee, there is now a Statement on behalf of the Chair and Members of the Committee indicating that they are satisfied that the Annual Report accurately reflects the work carried out by the Overview & Scrutiny function during the last municipal year.

2.00	RESOURCE IMPLICATIONS
2.01	There are no resource implications arising specifically from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Overview & Scrutiny Chairs for the 2015/16 municipal year are consulted on aspects of the report which relates to their respective committees. The Constitution Committee received and approved the

	Annual Report at its meeting on the 5 th of October.
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4.00	RISK MANAGEMENT
4.01	No risks were identified during the preparation of the Report. Production of the report fulfils a constitutional requirement. No specific anti-poverty environment and equalities issues were identified.

5.00	APPENDICES
5.01	Draft Overview & Scrutiny Annual Report 2015/16

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<ol style="list-style-type: none"> 1. Overview & Scrutiny Annual Report 2015/16 2. Minutes of the Constitution Committee 7th October 2015 3. Minutes of Council 20th October 2015 4. Minutes of the Constitution Committee 5th October 2016 <p> Contact Officer: Robert Robins, Member Engagement Manager Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk </p>

7.00	GLOSSARY OF TERMS
7.01	None of the terms used within this report are “technical” in nature so no acronyms have been used.

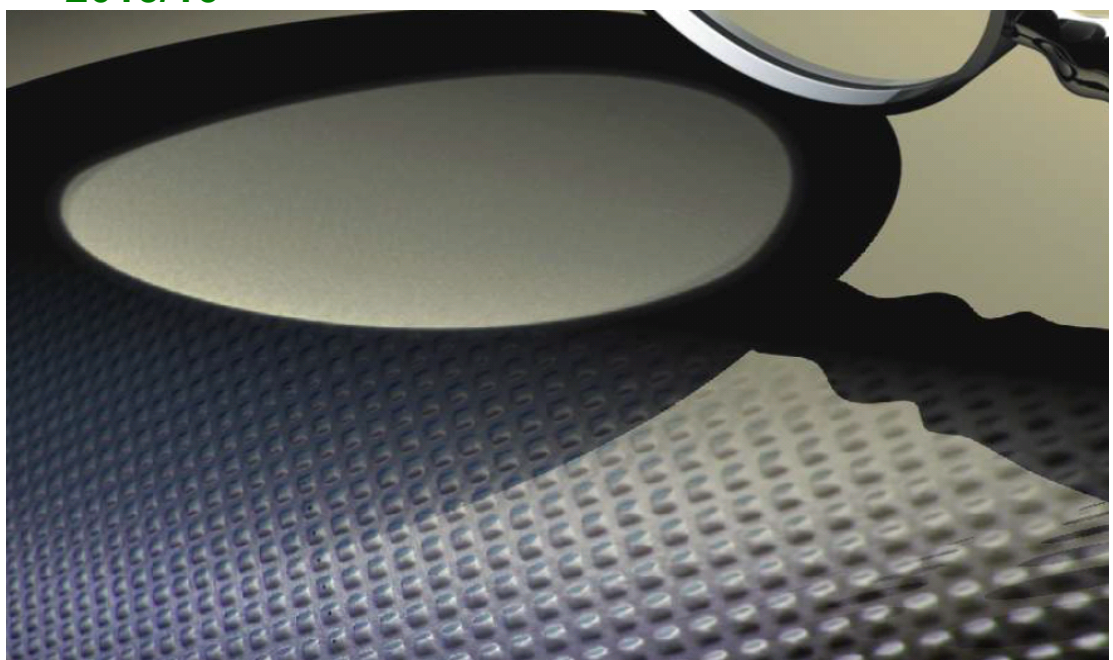
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Overview & Scrutiny

Annual Report

2015/16



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Foreword



Each year, the Constitution Committee receives and considers the Overview & Scrutiny Annual Report. Under Section 7.4.5 of the Constitution, the Scrutiny Committees are required to report to the Council on their workings, with recommendations for their future work programme and amended working methods if appropriate.

The attached report, which we approved at our meeting on the 5th October 2016 accurately reflects the work carried out by the six Overview & Scrutiny Committees and we are satisfied that these give assurance to us, as Members of the Constitution Committee that the Overview & Scrutiny function has fulfilled its constitutional aims during the last year.

We have noted that when the Annual Report was considered by Council last year, that it was suggested that an item on the use of the call in procedure be included. We are satisfied that this request has been acted upon and so pages 6 to 8 of the Annual Report give details of the call in procedure and how it has been exercised during 2015/16. We therefore commend the Overview & Scrutiny Annual Report for 2015/16 to the Council.

Councillor Robin Guest

Chair on behalf of the Members of the Constitution Committee



In Flintshire, we believe that effective and robust Overview & Scrutiny is an integral part of good governance. The Cabinet is both held to account and supported by the six overview & Scrutiny committees which we have. It would be reasonable for me to say that we all, as Members and Officers have a vested interest in our Overview & Scrutiny arrangements working as well as it can do. The role of Overview & Scrutiny in commenting on reports and emerging policies before they are considered formally by the Cabinet is invaluable to us.

During the last year, we have seen the reviewed and refreshed Overview & Scrutiny committees in operation. Whilst the terms of reference which were developed through the working group had given us an idea of how the dynamics might work, it wasn't until those new committees met, and the Members worked together, and with their officers, that we could see that the right decisions had been made.

As Leader, I probably attend all of the committees from time to time, but it is with the Corporate Resources Overview & Scrutiny Committee and the new Organisational Change Overview & Scrutiny Committee that I have my closest working involvement. Corporate Resources has continued to make use of verbal reports where appropriate – usually to ensure that the information which is provided is as up to date as possible. I am often able to share the results of discussions which have taken place in Cardiff, with Welsh Government representatives. Organisational Change has adapted to working in different ways from the other committees, often having an earlier involvement in proposed changes.

Last year, I concluded my 'Cabinet perspective' feature in the Overview & Scrutiny Annual Report by thanking everyone who is involved in Overview & Scrutiny here; whether they be the Committee Chairs and Members and the Cabinet Members and officers who attend as contributors at the meetings, as well as the support staff. This year, I reiterate those thanks; as an authority, we continue to place a lot of reliance on you all, in your respective roles to make Overview & Scrutiny and thus our entire governance structure work effectively.

Councillor Aaron Shotton,
Leader of the Council

OBSERVATIONS FROM THE CHIEF EXECUTIVE – COLIN EVERETT



'Last year the Council opened itself up to the most intense scrutiny exercise yet. All in the interests of finding ways to balance the annual budget in a year where we had to find savings close to £20M – our biggest ever annual target.

In doing so we explored the efficiency and cost effectiveness of every service, questioned what we should continue to do as core services, tested out ideas for service change and transformation, tested the public appetite to recover costs through fees and charges, and continued our ambitious organisational reform programme to cut overhead costs and work more smartly . It was both a creative and a painful experience. By working together we were able to set an annual budget without compromising our values and principles and with all of the core local services remaining intact.

The Overview and Scrutiny Committees played a major part in agreeing a programme of reform and efficiency through a twin approach of challenge and support. Local people also played their part in contributing ideas during the *Our Moment* engagement campaign, and through standing up to be counted in supporting us when we said 'enough is enough' to continued national budget cuts of this scale. At the heart of all discussion was the desire to protect services and local community facilities which are critical to community life. Local communities played their part in stepping forward to work with us in new venture such as Community Asset Transfers and Alternative Delivery Models.

The years ahead will be challenging. Through strength of purpose we can continue to modernise the Council and find better and more efficient ways of doing things whilst maintaining our position as a well governed, high performing and progressive council.'

Colin Everett
Chief Executive

How a call in works

1. Background

During consideration of the Overview & Scrutiny Annual Report for 2014/15 at County Council, it was suggested that the next Annual Report should include a section on the use of call in. Therefore, this section identifies how a call in works, together with details of the items called in during 2015/16 and the results of the call in meetings.

The arrangements for calling in a decision are to be found in paragraph 16 of the Overview & Scrutiny Procedure Rules contained within the Council's Constitution. The legal authority is derived from section 21 (3) of the Local Government Act 2000.

The ability to call in a Cabinet decision is a significant power for non-executive members. It is not something which should be considered unless there is no alternative: if the power is over-used, or used in such a way as to be thought of as frivolous, its significance or importance would be lost.

During the 2015/16 municipal year, we held six call in meetings, as follows:

Organisational Change - 8th June - Medium Term Plan for Libraries – proposal to develop a new hub library at Deeside Leisure Centre and re-locate Hawarden, Mancot and Queensferry Libraries.

(Decision - That having considered the decision, the Overview & Scrutiny Committee was satisfied with the explanation that it had received and therefore the decision could be implemented.)

Environment - 19th July – Hope Household Recycling Centre

(Decision - That having considered the decision, the Overview & Scrutiny Committee was satisfied with the explanation that it had received and therefore the decision could be implemented.)

Education & Youth - 24th - August - School Modernisation – School Standards and Organisation Act 2013 - John Summers High School.

(Decision - That having considered the decision, the Committee was still concerned about it and referred it back to Cabinet for reconsideration.)

Environment - 13th - January - Hope Household Recycling Centre (HRC) Site

(Decision - That having considered the decision, the Overview and Scrutiny Committee was satisfied with the explanation received and the decision could be implemented).

Education & Youth - 28th April 2016, School Modernisation- School Standards and Reorganisation Act 2013- Ysgol Maes Edwin, Flint Mountain

(Decision - That having considered the decision, the Overview & Scrutiny Committee is still concerned about it and therefore refers the matter to Full Council).

Education & Youth - 28th April 2016, School Modernisation- School Standards and Reorganisation Act 2013- Ysgol, Llanfynydd.

(**Decision** - That, having considered the decision, the Overview & Scrutiny Committee is satisfied with the explanation which it has received, and it is in order for the decision to be implemented.)

2. Decisions of the Cabinet

Following a meeting of the Cabinet meets, the record of the decisions which it made is published within two days. Copies are available at County Hall, and are sent to all Members of the County Council.

The decision record bears the date on which it was published and specifies that the decision will come into force, and may then be implemented on the expiry of five working days after the publication of the decision, unless it is called in within those five working days after the publication of the decision

3. Calling in a Decision

If the Chief Officer (Governance) receives a request from the Chair of an Overview & Scrutiny committee or at least four members of the Council, (for the avoidance of doubt such a request should be on a call in notice form, giving the reason for the call-in, and signed by all parties) a call in meeting is arranged.

Either the Member Engagement Manager or one of the Overview & Scrutiny Facilitators notifies the decision takers (the relevant Cabinet members and Chief Officers) of the call-in, and then arranges a meeting of the appropriate committee within seven working days of the decision to call-in

4. The Call-in Meeting

By their nature, call-in meetings tend to be held at short notice (i.e. within seven working days of the call-in decision) and generally the only item of business to be transacted would be to deal with the call-in. However, from time to time it is expedient to consider a call in at a meeting which has already been convened.

There is a suggested procedure for dealing with a call in. This is intended to make the meeting as simple and transparent as possible.

The Chair asks the advising officer (this will be the Member Engagement Manager or one of the Overview & Scrutiny Facilitators) to briefly outline the call-in procedure for Members of the Committee, explaining the time constraints within the Constitution.

The initiators of the call-in (those who have signed the call in form) are then invited to explain and clarify their reasons for calling in the decision. This can be by means of a spokesman, or by several Members contributing.

The decision makers (the relevant Cabinet Members and Chief /senior officers) then have the opportunity to respond to the issues raised by the initiators and provide further information if they believe that it will assist the committee's understanding of the decision. Once this had taken place, the Chair invites questions from Members, and the decision-makers and call-in initiators are invited to respond as appropriate. At the end of Members'

questions, the Chair will ask the initiators and the decision makers to sum up their respective cases.

The advising officer then explains the Committee's options for decision, as detailed in the Constitution. The decision should include one of the four options given below.

Option 1

The Overview & Scrutiny Committee is satisfied with the explanation which it has received and so the decision can be implemented immediately.

Option 2

The Overview & Scrutiny Committee is 'no longer concerned', having received the explanations, but is not minded to indicate that it is 'satisfied with the explanation'. The decision can be implemented immediately and the committee will resolve that 'the explanation be accepted but not endorsed by the Overview & Scrutiny Committee'.

Option 3

The Overview & Scrutiny Committee is still concerned about the issues and refers it back to the Cabinet for reconsideration, giving the reasons why. The Cabinet must reconsider the decision at the earliest scheduled meeting, amending the decision or not, before adopting a final decision.

Option 4

The Overview & Scrutiny Committee is still concerned about the issues and decides to refer the matter to full Council. If it is apparent that the Committee is minded to take this approach, the advising officer will remind the Committee that 'executive functions' are solely within the remit of the Cabinet. The Council are able to consider the issue, but not change the decision: it can only recommend to Cabinet that the decision be reconsidered. If referred to full Council, the meeting must be held within 10 working days unless there is a scheduled meeting of the full Council at which the matter may be considered within the expiry of a further 5 working days.

There has only been one occasion where a decision has been referred to Council. That was on 28th April 2016 when the decision related to a report *School Modernisation- School Standards and Reorganisation Act 2013- Ysgol Maes Edwin, Flint Mountain*. This decision was considered by the Council on 10th May, where it was referred back to the Cabinet. The Cabinet reaffirmed its original decision at its meeting on 17th May 2016.

5. Reporting Back

After a call in meeting, there is always a report back to the next Cabinet explaining the decision which the Overview & Scrutiny committee has made.

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE



Chair
Cllr Ron Hampson



Vice-Chair
Cllr George Hardcastle

A review of the Overview & Scrutiny Structure, resulted in the Terms of Reference of the Committee being expanded to include scrutiny responsibility for the regeneration functions of the Environment Overview & Scrutiny Committee and the Revenues and Benefits functions of the Corporate Resources Overview & Scrutiny Committee.

The Committee continued to undertake pre-decision scrutiny and have been consulted on a number of initiatives, including, the Development of a Community Benefit Training Academy, the Strategic Housing and Regeneration Programme, the Framework for the Implementation of Local Lettings Policies, the Regional Economy and Growing the Local Economy.

Below is a summary of some of the topics the committee have considered over the last 12 months.

Work of Housing Associations

Grwp Cynefin Housing Association

In June, 2015, following an invitation from the Committee, Mr. Walis George and Mr. Rhys Davies of Grwp Cynefin Housing Association attending the meeting and gave a detailed presentation on their work in Flintshire. Key features of the presentation included, social rental homes, affordable homes, rural development and services for older people. Following the presentation, the Committee were given the opportunity to ask questions, which focused on the development of affordable housing and extra care facilities. The Committee welcomed the joint working between the Council and Grwp Cynefin Housing Association.

Update on Tenant Involvement

In July, 2015 the Committee considered a report on the approach to customer involvement within the Council Housing Service. Mr. John Ennis, Chair of the Flintshire Tenants and Residents Federation and Mr. Eddy Jones, Vice-Chair of the Flintshire Tenants and Residents Federation attended the meeting to provide the Committee with feedback from the tenant's perspective. Both Mr. Ennis and Mr. Jones spoke in support of the report and the support given to tenants by the Council. They also thanked the Committee for the opportunity to speak to Members on the work of the Tenants and Residents Federation. The Committee welcomed the work of the Council around customer involvement especially the social events held locally to engage with customers to promote the services and support available to both tenants and residents of the County and other visitors to the area.

Delivery of Outcomes of Recent Regeneration Programmes

In line with the revised Terms of Reference for the Committee, in November, 2015, we considered a report which provided an overview of the strategy for regeneration in Flintshire and a summary of the main regeneration programmes and projects delivered in Flintshire since 2010. The report was welcomed by Members of the Committee as it assisted them in gaining a better understanding of the regeneration programmes and projects and future direction of regeneration activity. The report was extremely positive, and the Committee will continue to monitor the development of future regeneration programmes through its forward work programme.

The Committee also requested further reports on the key areas of work being undertaken by the Council to maintain the economic success of Flintshire. This area of scrutiny was new to many Members of the Committee and therefore reports on growing the Local Economy presented throughout the year have been of benefit to the Committee in ensuring greater understating of the regeneration functions.

Introduction of Council Tax Premium for long term empty and second homes

In February, 2016, the Committee was consulted on proposals to introduce a local scheme to charge council tax premiums for long term empty properties and second homes. The report outlined the need to bring long term empty properties and second homes back into use to assist in addressing local housing need by increasing the supply of housing in the County. The Committee have, for some time, raised concerns around the need to increase the supply of housing and therefore welcomed the report and recommended its support to Cabinet.

Welfare Reform

During 2015/16 the Committee continued to receive regular update reports on the impact of Welfare Reform and the actions taken locally to provide help and support to affected residents in Flintshire. The Committee have been concerned around the impact of Welfare Reform and have welcomed the early intervention steps being taken and will continue to receive update reports

Councillor Ron Hampson

Chair of the Housing Overview & Scrutiny Committee

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE



Chair
Cllr Clive Carver



Vice-Chair
Cllr Peter Curtis

Expanded Terms of Reference

Following on from the Overview & Scrutiny structural review, the committee's remit has been expanded to incorporate partnership working and has also become the statutory crime & disorder scrutiny committee. At the first meeting of the committee within the new terms of reference, it was suggested that a reference to 'achieving value for money' and the Medium Term Financial strategy and plan should be specifically included within the committee's terms of reference. This was subsequently agreed by the Constitution Committee and confirmed at Council on 23rd July

Budget Monitoring

This has always been one of the salient features of the committee's work: at our monthly meetings, we consider the budget monitoring reports before they go to Cabinet the following week. When we make observations or recommendations they are formally reported to the Cabinet as part of the presentation of the report. We also refer items to one of the other Overview & Scrutiny committee if we feel that an item within their remit, such as a service overspending, requires further investigation.

Medium Term Financial Strategy and Plan

Given the importance of this issue, it was reported on at each meeting during the autumn, with a written report in October and verbal updates at other meetings. The use of verbal reports on such topics means that the committee is provided with the most up to date information, which is invaluable.

Budget consultation

The approach to budget consultation has improved year on year, providing for greater member engagement and transparency in the process. In 2015/16, the Council held a series of informal all Member workshops starting in the summer, prior to more detailed presentations in November and December, specific briefings for political group leaders and overview & Scrutiny committee chairs and formal budget consultation meetings of Overview & Scrutiny committee in December and January.

Corporate Resources, as the lead Overview & Scrutiny committee for finance and resources issues held two all Member meetings, to ensure that those Members who are not currently on an overview & Scrutiny committee are able to have meaningful participation in the budget consultation process.

Crime & Disorder issues

Fulfilling our responsibilities as the Council's statutory crime & disorder committee under the Crime & Disorder Act 1998 and the Crime & Disorder (Overview & Scrutiny) Regulations 2009, we held two meetings to specifically consider crime & disorder issues.

On an annual basis, the committee considers the Corporate Community Safety Plan Annual Update Report. At our September meeting, which was attended by the relevant Cabinet Members and council officers, in addition to the Chief Inspector responsible for the eastern (Flintshire & Wrexham) division of North Wales Police Mr Winston Roddick, the Police & Crime Commissioner, Mr Julian Sandham, his deputy and Mr Stephen Hughes, the Acting Chief Executive of the Police & Crime Commissioner's Office attended the December meeting to consult on the contents of the Crime & Policing Plan for 2016/17. Discussions which took place during this meeting led to a presentation on the 101 non-emergency number being given to the March meeting by Superintendent Alex Goss.

External scrutiny

Following a suggestion earlier in the year, Ms Alwen Williams BT regional director attended the April meeting of the committee. She gave a full presentation and responded to a wide range of member questions and concerns. These included progress with Wales Superfast and fibre coverage: Flintshire has a higher percentage of 30Mbps coverage than most of Wales, currently at 85.7%.

The North Wales Fire & Rescue Service and Authority, represented by the Deputy Chair, Cllr Peter Lewis, the Chief Fire Officer, Simon Smith and the Assistant Chief Fire Officer, Ruth Simmons gave a presentation on the consultation document 'Your services, Your Choices.'

The newly appointed regional manager for the North Wales Emergency Planning Service, Neil Culff gave a progress report on his service to the April meeting.

Use of consultants

This item was considered at the express request of the Chair following earlier concerns at an audit of the use of consultants. It had transpired that the issue had been clouded by the imprecise use of the term 'consultant', which had led to a significant degree of the wrong financial codes being used to process payments.

Following extensive discussion, the committee was able to resolve that it was assured by the explanations given on the purpose of consultants, the control of the total cost and how value for money was obtained from current commissioning and management practice. In addition, it was agreed that analysis of the expenditure on consultants be provided to the committee at a subsequent meeting and then on an annual basis.

Councillor Clive Carver

Chair of the Corporate Resources Overview & Scrutiny Committee

DRAFT

EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE



Chair
Cllr Ian Roberts



Vice-Chair
Mr. David Hytch

A review of the Overview & Scrutiny Structure, resulted in the Terms of Reference of the Committee being amended. The Committee is now responsible solely for Education and Youth Service issues and issues such as Leisure and Library Services were now within the remit of the Organisational Change Overview & Scrutiny Committee. When considering the revised Terms of Reference, a number of concerns were raised around the removal of the Leisure and Library Services and the Committee recommended that it be fully informed of any future issues arising around dual use leisure centres where there would be an impact on schools.

The Committee continued to undertake pre-decision scrutiny and have been consulted on a number of initiatives, including, the Welsh in Education Strategic Plan, School Service Level Agreement (Property Repair and Maintenance) and Early Entitlement – Changes to Delivery of Teacher Support to Approved Settings.

Below is a summary of the work undertaken by the Committee over the last 12 months, focusing on the School Modernisation Strategy:-

School Modernisation Strategy

School Modernisation – School Standards and Reorganisation Act 2013 – John Summers High School

In July 2015 the Committee considered the responses from the statutory consultation period on the sustainability of John Summers High School, and options for future education provision, prior to Cabinet being requested to conclude on a formal proposal.

I invited the local Member, Councillor Wisinger, to address the Committee in order to outline the comments and concerns to the proposal which he had received from local residents around transport, transitional arrangements and pupil numbers. The Committee Members, during a detailed and lengthy debate, raised similar concerns on pupil transfer and transition arrangements, transport, redeployment of teaching staff and teaching and support expertise, and support for new uniform provision, which were all fed back to Cabinet.

Following consideration by Cabinet, their decision was subsequently called in and the Committee re-considered the proposals at a call-in meeting held in August, 2015. Many members of the public were in attendance to listen to the debate and Committee question the decision makers. Following a lengthy debate the Committee resolved that having

considered the decision, the Committee was still concerned about it and referred it back to Cabinet for reconsideration.

School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Maes Edwin

In January 2016, the Committee considered the responses from the statutory consultation period for the proposal to close Ysgol Maes Edwin, Flint Mountain prior to Cabinet being requested to conclude on a formal proposal. During a lengthy debate, the Committee raised many concerns to the proposals, which centred around the opportunities given to the school to establish a federation and the impact of the proposals on parents and vulnerable learner groups.

We recommended that the Committee recommend to Cabinet that the process be suspended for two months to allow the opportunity for federation to be reviewed; and that the comments made by the Committee be presented to Cabinet to inform their consideration of the proposal.

School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd

In January 2016, the Committee considered the responses from the statutory consultation period for the proposal to close Ysgol Llanfynydd. During a lengthy debate, the Committee raised many concerns to the proposals, which centred on available school places at neighbouring schools, the impact of the proposals on vulnerable learner groups and the community and future transport arrangements.

The report prompted a debate on the school funding formula, with the Committee seeking a review of the current formula. The Committee will be receiving a report on a review of what budget goes to schools compared to what is actually spent and the work of the School Budget Forum around school budgets.

We recommended that the comments made by the Committee be presented to Cabinet to inform their consideration of the proposal.

Following consideration of the above items, I have thanked the Committee Members for the way they have conducted themselves during these difficult meetings. The Committee also agreed that it would continue to monitor the transition arrangements following the closure of the schools and also continue to receive regular updates on School Modernisation.

Councillor Ian Roberts

Chair of the Lifelong Learning Overview & Scrutiny

ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE



Chair
Cllr Veronica Gay



Vice-Chair
Cllr David Evans

The Environment Overview and Scrutiny Committee has had another busy year and has scrutinised a wide range of topics as listed in Appendix 1 of the report.

One of the highlights was the meeting of the committee held at Wepre Park in Connah's Quay. Prior to the start of the meeting, the Committee were given an enlightening presentation from Sarah Jeffery, the Heritage Lottery Fund Project Manager, on the history of Wepre Park and various projects undertaken. Wepre park has benefitted significantly from a Heritage Lottery fund grant was received to recreate the estate's formal garden and lawns as well as a kitchen garden and woodland garden. Volunteers have worked alongside officer to bring the plans to fruition and Members were extremely pleased with the results. The meeting facilities were also impressive within the visitor centre and provided an ideal venue for the Committee to meet outside of County Hall.

We received a very informative presentation from representatives of Natural Resources Wales. During an overview of partnership work, Members were informed how the Halkyn Mountain Ranger works closely with Natural Resources Wales. Another good example given was the Countryside team working on improvements to the Wales coastal path.

As a Committee we had raised concerns regarding invasive species including Himalayan Balsam. Natural Resources Wales advised that more funding would be required to support the Dee Invasive project to tackle the various invasive species.

We were also given an update on the second cycle of the Water Framework Directive and a range of improvements which had been carried out on the River Alyn, together with the various work streams covered by Environmental Regulations.

The Committee have been reviewing the impact of service changes following the implementation of new operating models, reviews of team resources in line with the Councils organisational design principles and modernised service delivery. The committee were actively involved in the budget planning process with Member workshops and drop-in sessions being held prior to consideration at our budget meeting in January. Some of the

areas that have been considered include: - the introduction of a revised car parking policy, street lighting policy, grass cutting policy and rationalisation of household recycling centres.

Another area that the Committee have requested updates on has been the County wide Speed Limit Review for the classified A & B road network. The committee were informed that a revised programme was needed to ensure the project was completed. Following the changes the committee have received verbal updates and have been reassured that appropriate progress has been achieved.

The Committee also continue to receive quarterly performance reports enabling the committee to fulfil their scrutiny role in relation to performance monitoring.

Councillor Veronica Gay
Chair of the Environment O & S Committee



Chair
Cllr David Roney



Vice-Chair
Cllr Brian Dunn

Terms of reference and ways of working

Following on from the extensive review of the Overview & Scrutiny committee structure which was undertaken during the latter part of 2014/15, five of the Overview & Scrutiny committees can be seen as direct successors of committees in the previous structure. They have an emphasis on the services delivered within portfolios and concentrate on ensuring the effectiveness of service delivery, monitoring performance and contributing to the development of specific policies.

The Organisational Change Overview & Scrutiny committee is predicated on the need for fundamental changes to how the Authority carries out some of its functions. Within the Organisational Change portfolios there is a wide range of services: Engineering Services; Property & Design Consultancy; Valuation & Estates; Facilities services; Community Assets; Theatr Clwyd; Libraries, Culture and heritage including archives and museums and Leisure Services which includes leisure and sports centres, swimming pools and recreational facilities/activities

The commonality between them is an earlier recognition that their delivery in the 'traditional' form was not sustainable and that alternative delivery models would be necessary in order to safeguard those services for the future.

In many ways, the approach to scrutiny within Organisational Change, which is thematic rather than services specific is closer in ethos to that which was used in Flintshire during the initial period of Overview & Scrutiny in 2001- 2002. At that stage, there was a conscious decision to be different from the service committees which many of the Members and Officers had worked with for many years and were both familiar and comfortable with. However, the Local Government Act 2000 had taken decision making from the number of committees within each Council to concentrate those powers in the Executive or Cabinet. The emphasis for Overview & Scrutiny was intended to be far focussed on policy development.

From the onset, it was apparent that the Organisational Change Overview & Scrutiny would need to be involved in specific projects at a much earlier stage of their development, contributing to how changes would be made.

Libraries call in

Following the decision of the Cabinet on the creation of a hub library at Deeside Leisure Centre and the relocation of the libraries from Hawarden, Mancot and Queensferry, the inaugural meeting of the committee was a call in meeting. A separate article within this Annual Report deals with how call in operates.

Theatr Clwyd

The theatre was considered at two meetings, the first of which was held at the theatre and included a behind the scenes tour of the facilities. The committee was introduced to the recently appointed Artistic Director, Tamara Harvey. In March, a progress report on the Business Plan was given and the committee was satisfied with the progress which had been made and that the modernisation and operational changes provide a sustainable model for the future.

Alternative Delivery Models (ADM)

It was recognised that an understanding of alternative delivery models and how they were being considered for Flintshire was much wider than the Organisational Change Overview & Scrutiny committee. Therefore, an all member workshop was offered and well attended in June.

At a meeting in April, the Chief Officers provided the committee with details of the national context for alternative delivery models, where it transpired, Flintshire is generally ahead of other local authorities in tackling this issue.

Working towards Alternative delivery models for Council Services

The development of alternative delivery Models and the use of Community Asset transfer are the salient features of the authority's approach to Organisational change and hence for the committee. During the year, the committee considered initial reports on the establishment of a range of different alternative delivery models such as mutual/co-operatives for retained commercial facilities, TECKAL Company (which would be wholly owned by the Council but have the ability to trade to a limited degree with other agencies).

Examples of service areas where this approach is being considered include Leisure, Libraries and Facility Management Services and aspects of Social Care.

Establishing 'Intelligent client' approaches for Valuation, Property and Estates

This envisages an increased commissioning role, working through strategic framework contacts where appropriate, rather than direct in house delivery within the Property and Capital Delivery services. The approach was supported at the November meeting.

Community Asset Transfer

At the March meeting, which was held in the hall at the Gwernymynydd Village Centre, a review of Community Asset transfer progress was given. To provide practical examples of the journey for successful applicants, representatives of Cambrian Aquatics (Connah's Quay Swimming Pool,) Caffi Isa (Mynydd Isa community Centre and Library) and the Gwernymynydd Village Centre attended the meeting and gave Members the benefit of their experience.

Councillor David Roney

Chair of the Organisational Change Overview & Scrutiny Committee

DRAFT

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE



Chair
Cllr Carol Ellis



Vice-Chair
Cllr Andy Dunbobbin

The Committee continues to undertake effective scrutiny of health and social care and actively works to ensure the work programme is aligned to the corporate priorities and improvement objectives of the Council. Items scrutinised include: safeguarding (children and adults), the care sector and looked after children (jointly with Education and Youth Committee for educational attainment). The committee works well as a team and a fairly consistent membership over the last 4 years has helped ensure scrutiny is mature, meaningful and focused on outcomes. A full list of items considered at scrutiny is listed in appendix 1.

One of the Committees' key concerns during the last 12 months has been the sustainability of the Care Sector including residential/nursing homes and domiciliary care services. The Committee arranged a special meeting with relevant stakeholders including Betsi Cadwaladr University Health Board, representatives of independent care homes and domiciliary care providers who assist Flintshire residents with independent living.

With Independent Care homes offering 700 places and employing 1000 people in the care sector, the challenges faced by the sector due to the living wage which has not brought additional funding, include difficulties recruiting and retaining staff.

There was a commitment from all parties to work together to find local solutions to ensure a sustainable future for the care sector at a time when demands for services are expected to increase due to the ageing population.

Dementia Awareness

As a committee we had undertaken Dementia Friendly Training in April 2015 and became Dementia Friends. In order to continue our learning and further our understanding, we took part in the 'One Page Profiles' initiative in August 2015. This gave members of the committee the opportunity to understand the benefits of the 'One Page Profile' which can help family, friends or staff better understand of the person and how to support them. The process identifies what staff need to know about the person they are providing a service to and also if they were admitted into hospital.

We all found about a bit more about each other as the Social & Health Care Overview and Scrutiny Committee by answering three questions – What is important to me? What others like and admire about me? How to best support me?

The session demonstrated that to support someone well, you must first get to know them. The one page profile presents information in a simple way that can be quickly understood which the committee welcomed.

Members of the Committee also undertake Rota Visits which gives an opportunity to visit social care establishments and are focused on the wellbeing of service users.

Councillor Carol Ellis

Chair of the Social & Health Overview & Scrutiny Committee

DRAFT

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Chair: Councillor Ron Hampson

Councillors: Amanda Bragg, Paul Cunningham, Peter Curtis, Ron Davies, Rosetta Dolphin, Ian Dunbar, Jim Falshaw, George Hardcastle, Ray Hughes, Hilary Isherwood, Brian Lloyd, Vicky Perfect, Mike Reece and Gareth Roberts

Wednesday, 20th May, 2015

Terms of Reference of the Committee

Welfare Reform update

Welsh Government Consultation on Council Tax Premiums for Second Homes and Long Term Empty

Delivery of the Housing Regeneration & Strategy Service

Monday, 1st June, 2015

Work of Grwp Cynefin Housing Association (Presentation)

Update on North East Wales Homes & Property Management allocation of sheltered accommodation

Wednesday, 8th July, 2015

Update on Tenant Involvement

Year End Chief Officer Performance Report

Year End Improvement Plan Monitoring Reports

Community and Enterprise Service Re-Structure

Wednesday, 2nd September, 2015

Housing Revenue Account (HRA) and Self-Financing Arrears - Council Housing

The Development of a Community Benefit Training Academy

Quarter 1 – Improvement Plan Monitoring Report

Wednesday 7th October 2015

New Homes Business Plan 2015/20

Welfare Reform - Phase II

Council House Allocations Service

Wednesday 4th November 2015

Delivery And Outcomes Of Recent Regeneration Programmes

Growing The Local Economy

Framework for the Implementation of Local Lettings Policies

Alternative sites for the Extra Care Facility in Holywell

Wednesday 9th December 2015

Service Charges

Approval to Apply to Welsh Government for Suspension of The Right to Buy in Flintshire

Quarter 2 Improvement Plan Monitoring Reports

Thursday 17th December 2015

Council Fund Revenue Budget 2016/2017 Consultation

Tuesday 12th January 2016

Strategic Housing And Regeneration Project (SHARP)
Flintshire Business Week 2015 (FBW15)

Tuesday 15th January 2016

Housing Revenue Account Draft Budget And Rent Increase

Wednesday 10th February 2016

Introduction of Council Tax Premium for long term empty and second homes
Council Tax & Business Rate Statutory Policies
Flintshire Social and Affordable Housing Delivery
Flintshire Supporting People Commissioning Plan

Wednesday 16th March 2016

Regional Economy
Quarter 3 Improvement Plan Monitoring Reports
Council Housing Service - Housing Management Restructure
Housing Programmes Restructure

Wednesday 13th April 2016

New Homes Business Plan 2016/21
Housing (Wales) Act 2014
Communities First

Monday 9th May 2016

SHARP - The Walks, Flint Council Housing Development
Welsh Housing Quality Standard Compliance Policy - Verification and Maintaining the Standard
Improvement Plan 2016/17

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Chair: Councillor Clive Carver

Councillors: Marion Bateman, Peter Curtis, Andy Dunbobbin, Robin Guest, Ron Hampson, Richard Jones, Brian Lloyd, Richard Lloyd, Vicky Perfect, David Roney, Ian Smith, Nigel Steele-Mortimer, Carolyn Thomas and Arnold Woolley.

Thursday, 14th May, 2015

Terms of Reference of the Committee

Thursday, 11th June, 2015

Improvement Plan 2015/16
Year End Improvement Plan Monitoring

Year End Chief Officer Performance Reports
Customer Services and Call Handling Update
Revenue Budget Monitoring 2014/15 (Month 12)

Monday, 13th July, 2015

Medium Term Financial Strategy
Revenue Budget Monitoring 2015/16
Revenue and Capital Budget Monitoring 2014/15 (outturn)
Management of the Workforce Change Programme
Single Status Closure Report
Restructure of ICT Service

Thursday, 10th September, 2015

Corporate Community Safety Plan Annual Update Report
LSB & Strategic Partnerships Performance - End of Year Report 2014/15
Medium Term Financial Strategy
Revenue Budget Monitoring (Month 3)
Quarter 1 – Improvement Plan Monitoring Report
Functions of the Elections Team and Individual Electoral Registration

Thursday 8th October 2015

Medium Term Financial Strategy
Revenue Budget Monitoring 2015/16 (Month 4) and Capital Programme 2015/16 (Month 4)
Workforce Information Q1

Thursday 12th November 2015

North Wales Fire & Rescue Authority - Consultation: 'Your Services, Your Choices'
Medium Term Financial Strategy
Revenue Budget Monitoring 2015/16 (Month 5)
Workforce Information Quarter 2

Thursday 10th December 2015

Police & Crime Commissioner: Consultation On The Crime & Policing Plan For 2016/17
Medium Term Financial Strategy
Revenue Budget Monitoring 2015/16 (Month 6) and Capital Programme Monitoring (Month 6)
Period 5 - Overspend In The Streetscene and Transportation Portfolio
Quarter 2 Improvement Plan Monitoring Report

Friday 18th December (morning)

Council Fund Revenue Budget 2016/17 Consultation

Friday 18th December (afternoon – All Member meeting)

Council Fund Revenue Budget 2016/17
Draft Capital Strategy And Asset Management Plan 2015 - 2020
Capital Programme 2016/17 - 2019/20: Overview

Thursday 14th January 2016

Medium Term Financial Strategy
Provisional Local Government Settlement

Revenue Budget Monitoring 2015/16 (Month 7)

Friday, 29th January, 2016 – all Member meeting
Council Fund Revenue Budget 2016/17 consultation

Thursday 11th February 2016

LSB Flintshire Local Service Board and Strategic Partnership Performance – Mid Year Monitoring
Revenue Budget Monitoring 2015/16 (month 8)

Thursday 17th March 2016

101 Service Presentation By North Wales Police
Use of Consultants

Revenue Budget Monitoring (Month 9) And Capital Programme Monitoring (Month 9)
Quarter 3 Improvement Plan Monitoring Report
Workforce Information Report - Quarter 3 2015/16

Thursday 14th April 2016

Emergency Planning Service Update
Revenue Budget Monitoring 2015/16 (Month 10)
Presentation by Regional Director of BT

EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE

Chair: Councillor Ian Roberts

Councillors: Marion Bateman, Paul Cunningham, Peter Curtis, Adele Davies-Cooke, Andy Dunbobbin, David Healey, Ray Hughes, Colin Legg, Phil Lightfoot, Dave Mackie, Nancy Matthews, Vicky Perfect, Nigel Steele-Mortimer and Carolyn Thomas,

Co-opted Members

Janine Beggan, David Hytch, Rita Price, Rebecca Stark and Reverend John Thelwell

Monday, 15th June, 2015

Terms of Reference of the Committee
School Modernisation Reviews

Thursday, 9th July, 2015

School Improvement Strategy
Year End Chief Officer Performance Report
Year End Improvement Plan Monitoring Reports
Education for all Task & Finish Group

Thursday, 30th July, 2015

School Modernisation - School Standards and Organisation Act 2013 - John Summers High School, Post 16 Statutory proposals

School Modernisation - School Standards and Organisation Act 2013 - Saltney St David's, Post 16 Statutory Proposals
Education ICT Review
Education and Youth Senior Management Restructure

Monday, 24th August, 2015 - call in meeting

School Modernisation - School Standards and Organisation Act 2013 - John Summers High School

Thursday 17th September 2015

School Modernisation – verbal update
Update on the Flintshire Integrated Youth Provision (IYP) Delivery and Collaborative Service Model
Quarter 1 – Improvement Plan Monitoring Reports
School Transport Policy – Task & Finish Group
School Service Level Agreement (Property Repair and Maintenance)

Thursday 3rd December 2015

School Reserves as at the 31 March 2015
Update from School Standards Monitoring Group
Quarter 2 Improvement Plan Monitoring Report

Tuesday 15th December 2015

Council Fund Revenue Budget 2016/2017 consultation

Wednesday 6th January 2016 (morning)

School Modernisation - School Standards And Reorganisation Action 2013 - Ysgol Maes Edwin

Wednesday 6th January 2016 (afternoon)

School Modernisation - School Standards and Reorganisation Action 2013 - Ysgol Llanfynydd
School Governor Vacancies

Tuesday 19th January 2016

2016/17 Budget for the Education & Youth Portfolio

Tuesday 15th March 2016

Welsh in Education Strategic Plan
Self-Evaluation of Education Services
Early Entitlement - Changes to Delivery of Teacher Support to Approved Settings

Thursday 28th April 2016

Post 16 Education Centre
The Improvement Plan 2016/17
Quarter 3 Improvement Plan Monitoring Report
Recommendations from the School Transport Task & Finish Group

Chair: Councillor Veronica Gay

Councillors: Haydn Bateman, Ron Davies, Glenys Diskin, Chris Dolphin, David Evans, Cindy Hinds, Ray Hughes, Hilary Isherwood, Joe Johnson, Colin Legg, Brian Lloyd, Nancy Matthews, Ann Minshull and Paul Shotton.

Thursday, 4th June, 2015

Terms of Reference of the Committee
Highways Asset Management Planning (HAMP) and Local Subsidence Schemes
Speed Limit Review

Friday, 10th July, 2015 Call in meeting

Hope Household Recycling Centre

Wednesday, 15th July, 2015

Vehicle Management System Policy
Year End Chief Officer Performance Report
Year End Improvement Plan Monitoring Report

Wednesday, 16th September, 2015

Review of Winter Maintenance
Introduction of Zero Tolerance for Littering
Speed Limit Review
Quarter 1 – Improvement Plan Monitoring Reports

Wednesday 21st October 2015

Verbal update on North Wales Residual Waste Project
Review of the Consultation Process for introducing Traffic Calming and other Highway Traffic and Safety Features on the highway

Thursday 3rd December 2015

Natural Resources Wales
Countryside Access Management System (Cams)
Q2 - Mid Year Improvement Plan Monitoring Report

Monday 7th January 2016

Council Fund Revenue Budget 2016/2017

Wednesday 13th January 2016 (Call in)

Hope Household Recycling Centre (HRC) Site
Public Conveniences
Bus Subsidy Proposals

Thursday 17th March 2016

Policy for Display of 'A' Board Advertisements – Pilot Scheme for Mold Town Centre
Business Case for Solar Farms at Brookhill and Standard Landfill Sites
Quarter 3 Improvement Plan Monitoring Report

Wednesday 13th April 2016

Design of Drainage for New Development Sites
Regional Rail Issues

Update on Progress made to introduce an Integrated Transport Unit

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Chair: Councillor David Roney

Councillors: Clive Carver, Glenys Diskin, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Brian Dunn, Robin Guest, Ron Hampson, Dave Mackie, Mike Reece, Tony Sharps, Paul Shotton, Nigel Steele-Mortimer and Carolyn Thomas

Monday 8th June 2015 – Call in meeting.

Medium Term Plan for Libraries – proposal to develop a new hub library at Deeside Leisure centre and relocate Hawarden, Mancot and Queensferry Libraries.

Monday, 15th June, 2015

Year End Improvement Plan Monitoring reports
Year End Chief Officer Performance reports

Tuesday, 21st July, 2015

Community Asset Transfers

Monday 28th September 2015

Clwyd Theatr Cymru Progress Report
Alternative Delivery Models: Leisure, Libraries and Facility Management Services
Quarter 1 – Improvement Plan Monitoring Reports

Monday 2nd November 2015

The role of the Committee in supporting Organisational Change
Alternative Delivery Model Business Plans for Social Care
Establishing 'Intelligent Client' Approaches for Valuation, Property and Estates

Tuesday 8th December 2015

Council Fund Revenue Budget 2016/2017 Consultation

Monday 11th January 2016

Q2 - Mid Year Improvement Plan Monitoring Report
Medium Term Libraries Plan - An Assessment of the feasibility of the Community Asset Transfer of rural Libraries

Monday 15th February 2016

Alternative Delivery Models

Tuesday 29th March 2016

Community Asset Transfers
Play Sufficiency Assessment 2016 including future plans for Consulting on Summer Play

Schemes and Play Areas
2015/16 Q3 Improvement Plan Monitoring

26th April 2016

Theatr Clwyd Progress Report
Welsh Public Library Standards
Alternative Delivery Models - The National Context
Improvement Plan 2016/17

**JOINT MEETINGS OF THE EDUCATION AND YOUTH AND SOCIAL AND HEALTH
OVERVIEW AND SCRUTINY COMMITTEES**

Thursday, 4th June, 2015

Corporate Parenting and Safeguarding and Child Protection
Children & Young People's Partnership and Flying Start programme
Hearing Impairment for Adults and Children

Thursday, 24th March, 2016

Educational Attainment of Looked after Children in Flintshire
Safeguarding and Child Protection
Early Years and Family Support Service Annual Update
Corporate Parenting

SOCIAL & HEALTHCARE OVERVIEW & SCRUTINY COMMITTEE

Chair: Councillor Carol Ellis

Councillors: Adele Davies-Cooke, Andy Dunbobbin, Veronica Gay, David Healey,
Cindy Hinds, Hilary Isherwood, Brian Lloyd, Mike Lowe, Hilary McGuill, Dave Mackie,
Mike Reece, Ian Smith, Carolyn Thomas and David Wisinger

Thursday, 14th May, 2015

Terms of Reference of the Committee
Annual Council Reporting Framework
Older People Strategy and Associated Developments
Melrose Consultation

Thursday, 18th June, 2015

Annual Report on the Social Services Representations and Complaints Procedure 2014-15
Year End Chief Officer Performance Report.
Year End Improvement Plan Monitoring reports

Thursday, 23rd July, 2015

CSSIW Safeguarding and Care Planning Looked after Children Progress Report to include
update on the demands on Children's Services

Fostering Services Inspection Report

Thursday 22nd September 2015

Review of Adoption Services Following Implementation
Review of Residential Care Home Provision in Flintshire
Melrose Centre Update
Quarter 1 – Improvement Plan Monitoring Reports

Thursday 5th November 2015

Children Services Inspection Report
Learning Disability Work Streams - 1) Change Options for Supported Living Service and 2)
Alternative Delivery Models - Day Services Learning Disabilities

Friday, 11th December, 2015

Council Fund Revenue Budget 2016/2017 consultation

Thursday 17 December 2015

Social Service Wellbeing Act Update
Q2 - Mid Year Improvement Plan Monitoring Report

Thursday 21st January 2016

CSSIW Annual Performance Report 2014/15
Adult Safeguarding Report
Extra Care Housing

Thursday 3rd March 2016

Rota Visits
CSSIW Inspection of Children's Services in Flintshire Progress update

22nd April 2016

Residential Care Review
2015/16 Q3 Improvement Plan Monitoring

Key:

C & E = Community & Enterprise Overview & Scrutiny Committee

CR = Corporate Resources Overview & Scrutiny Committee

E & Y = Education & Youth Overview & Scrutiny Committee

E = Environment Overview & Scrutiny Committee

OC = Organisational Change Overview & Scrutiny Committee

S&HC = Social and Health Care Overview & Scrutiny Committee

OVERVIEW & SCRUTINY OFFICER SUPPORT

The support which Overview & Scrutiny enjoys from officers across the Council is essential to ensure its smooth and effective running.

OVERVIEW & SCRUTINY SUPPORT

The Scrutiny Team are:-

- ❖ Robert Robins – Member Engagement Manager
(principally supporting the Corporate Resources and Organisational Change Overview & Scrutiny Committees).
- ❖ Margaret Parry-Jones – Overview & Scrutiny Facilitator
(principally supporting the Environment and Social & Health Care Overview & Scrutiny Committees)
- ❖ Ceri Shotton – Overview & Scrutiny Facilitator
(principally supporting the Community & Enterprise and Education & Youth Overview & Scrutiny Committees).
- ❖ Janet Kelly – Overview & Scrutiny Support Officer
(supporting the Overview & Scrutiny Team and task & finish groups)

The team are an independent resource supporting the scrutiny function and its members:

Advising on the strategic direction and development of the scrutiny function;

- Co-ordinating the work programmes for the six Overview & Scrutiny Committees;
- Advising, supporting and assisting in the development of scrutiny members;
- Undertaking research and information analysis to help inform reviews;
- Producing reports and presentations on behalf of Members;
- Offering independent advice and guidance in relation to policy development and performance management;
- Acting as a key contact point to Members, officers, external organisations and the public in relation to scrutiny matters; and facilitating task & finish groups