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AGENDA

Committee	ECONOMY & CULTURE SCRUTINY COMMITTEE
Date and Time of Meeting	THURSDAY, 14 JUNE 2018, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Howells (Chair) Councillors Derbyshire, Gordon, Gavin Hill-John, Parkhill, Robson, Sattar, Simmons and Stubbs

Time approx.

1 Appointment of Chairperson & Committee Membership

The Council at its meeting held on 24 May 2018 appointed Councillor Nigel Howells as Chair and the following Members to this Committee:

Councillor Derbyshire, Gordon, Hill- John, Parkhill, Robson, Abdul Sattar, Simmons, and Stubbs

2 Terms of Reference

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration.

- Cardiff City Region City Deal
- Inward Investment and the marketing of Cardiff
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprise Support
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings

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- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance or service delivery in this area.

3 Apologies for Absence

To receive apologies for absence.

4 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

5 Minutes (Pages 5 - 10)

To approve as a correct record the minutes of the meeting held on 10 May 2018.

6 Quarter 4 Performance Report (Pages 11 - 34)

4.35 pm

(a) Councillor Huw Thomas, Leader, Councillor Peter Bradbury, Cabinet Member – Culture & Leisure, Councillor Russell Goodway, Cabinet Member – Investment & Development, Councillor Sarah Merry, Deputy Leader, Education, Employment & Skills, and Councillor Lynda Thorne, Cabinet Member – Housing and Communities will be invited to make a statement. They, along with Neil Hanratty, Director of Economic Development, and Sarah McGill, Corporate Director People and Communities, will be available to answer Members' questions;

(b) Questions by members of the Committee;

(c) The way forward for this item will be considered at the end of the meeting.

7 Economic Development Directorate Delivery Plan (Pages 35 - 36)

5.10 pm

(a) Councillor Peter Bradbury, Cabinet Member – Culture & Leisure, and Councillor Russell Goodway, Cabinet Member – Investment & Development, will be invited to make a statement. They, along with Neil Hanratty, Director of Economic Development, will be

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available to give a presentation and to answer Members' questions;

- (b) Questions by members of the Committee;
- (c) The way forward for this item will be considered at the end of the meeting.

8 Cardiff Capital Region City Deal: Joint Overview and Scrutiny Committee Proposals (Pages 37 - 152) 5.40 pm

- (a) Councillor Huw Thomas, Leader, will be invited to make a statement and will be available to answer Members' questions;
- (b) Questions by members of the Committee;
- (c) The way forward for this item will be considered at the end of the meeting.

9 Committee Business (Pages 153 - 188) 5.55 pm

10 Way Forward 6.10 pm

11 Date of next meeting

Davina Fiore

Director Governance & Legal Services

Date: Friday, 8 June 2018

Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

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ECONOMY & CULTURE SCRUTINY COMMITTEE

10 MAY 2018

Present: Councillor Howells(Chairperson)
Councillors Gordon, Gavin Hill-John, Parkhill, Robson and Sattar

75 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ebrahim.

76 : DECLARATIONS OF INTEREST

A declaration of interest was received from Councillor Gordon in respect of item 4. Councillor Gordon declared a prejudicial interest as she is a Trustee of Grassroots, City Centre Youth Centre.

77 : MINUTES

The minutes of the meeting held on 12 April 2018 were agreed as a correct record and signed by the Chairperson.

78 : PEOPLE & COMMUNITIES DIRECTORATE DELIVERY PLAN

The Chairperson welcomed Councillor Lynda Thorne, Cabinet Member – Housing and Communities, Councillor Sarah Merry, Cabinet Member – Deputy Leader, Education, Employment & Skills, Sarah McGill, Corporate Director People and Communities, Jane Thomas, Assistant Director – Housing and Communities, and Nick Blake, Business Support Manager to the meeting.

The Chairperson invited Councillor Thorne to make a statement in which she said that it was her pleasure to introduce the Plan, part of the new People & Communities Directorate for the new year 2018-2019. Councillor Thorne was especially excited to see the planned development of the Community Hub and Wellbeing Programme, including the completion of St Mellon's Community Hub this Summer. Councillor Thorne was pleased to note the successful completion of the Llanedeyrn and Llanishen new community hubs during 2017/18.

The Chairperson invited Councillor Merry to make a statement in which she said that she was pleased to see that there were over 300 people on the Adult Community Learning for Work Scheme. Councillor Merry stated that whilst it was important to work with education with young people to meet the needs of the growing economy, it was also important to work with older residents to improve their work skills so that all people can benefit from this programme.

Members were provided with a presentation on the People & Communities Directorate Delivery Plan after which the Chairperson invited questions and comments from Members.

- Members considered this was a straightforward Directorate Delivery Plan, however Members had some issues with the layout/format at the start of the document.
- Members referred to targets and asked if they are reviewed when targets are met and whether target setting is robust enough. Officers explained that targets are reviewed, new targets are more difficult to assess initially. With high targets such as 95% satisfaction rate, just maintaining that level is challenging enough especially with a changing range of services being introduced.
- Members discussed hubs and the advice services provided particularly in central wards. Members considered that services should be tailored to, for example, financial and into work services as there are many people on low wages and who have multiple low paid jobs or are on zero hour contracts. Members also stated that the low-wage sector should be reflected in targets. The Cabinet Member considered that the changes that had been put in place do address this, previously people's postcode determined what services they could access, now everyone can access into work services. The Cabinet Member accepted that there were not hubs in all areas but that the Council are always looking for opportunities for partners to provide services. Officers added that there are now over 30 locations across the City that provide services, not just via Hubs.
- Members asked how the Council promotes Employment Support Services to businesses and how the volunteer portal is promoted. Officers explained that in relation to Employment Support Services, there are now dedicated staff for this service; the service area also has links with Economic Development who liaise with new businesses and help with recruitment etc. with reference to the Volunteer Portal, officers advised that there had been a soft launch a few months ago to ensure it was fit for purpose, a few tweaks were needed such as some work on specific activities and there were a few developmental matters that needed to be addressed but overall it had been very well received. People are now able to volunteer in their own wards. Next there would be a major marketing campaign and the Cabinet Member suggested that Members try out the portal and make suggestions.
- Members noted that Gateway to Employment had launched on 1 April 2018 and asked what the initial reaction had been to it. Members also asked about the timescale for review and reporting back to Committee. Officers explained that it had taken time due to Staff needing to be TUPE'd across which had taken a lot of work but most posts were now filled. It had been a slow start but now advice on benefits, support and into work services could be offered. Officers added that it should come back to Committee at the end of the calendar year to allow the service to embed and provide meaningful data.
- Members asked to what level are staff in the Directorate trained in debt advice. Officers explained that in the Money Advice section they are trained for low level debt advice, in the Cardiff Advice Service there are specialist debt advisors who provide in-depth advice such as bankruptcy advice.

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Members in due course.

79 : BUILDING RESILIENT COMMUNITIES THROUGH THE FURTHER DEVELOPMENT OF COMMUNITY HUBS

The Chairperson welcomed Councillor Lynda Thorne, Cabinet Member – Housing and Communities, Sarah McGill, Corporate Director People and Communities, Jane Thomas, Assistant Director, Housing and Communities, and Nicola Pitman, Central Library Manager to the meeting.

The Chairperson invited the Cabinet Member to make a statement in which she said that she was very pleased to introduce the Community Wellbeing hub proposal and was excited by the proposal to develop Community Wellbeing Hubs in the North and West of the City, aiming to focus on wellbeing, community engagement and independent living. The Community Wellbeing Hubs will offer a wide range of independent living advice, play a role in social prescribing by GPs and involve partner organisations, community groups and volunteers to engage the community, particularly older people.

Members were provided with a presentation on Building Resilient Communities through the further development of Community Hubs, including proposed changes to branch libraries and Central Library, after which the Chairperson invited questions and comments from Members:

- Members considered these to be interesting proposal with the Council choosing a developmental route instead of closing branch libraries. Members added that people were more aware of hubs now but there were still communities who would wonder what the hubs would mean in terms of library provision.
- Members noted that in the North and West of the City there were already community groups that provide a range of services and considered it was important that these groups are brought on board with any hub developments to avoid duplication and to ensure community buy-in. The Cabinet Member advised that she had met with Friends Groups in Whitchurch and Rhiwbina and the meetings had helped to shape her thoughts to go forward. The Cabinet Member added that she hoped to protect and develop services through working with partners. Officers added that they would always consult with the local communities about their view on provision of services as there was no 'one size fits all'. It was hoped that consultation would help to get the community on board.
- Members noted the four new hub areas and the new Inclusion Officer roles and asked where the funding came from for these. Officers advised that the posts would be funded from the Communities First legacy grant.
- Members were pleased to see that the need for groups such as Pilates/craft etc. was recognised and noted that facilitators of such groups would need to be paid. Members asked about the costs of such groups/classes. Officers

advised that not all groups /classes would be free, for paying groups/classes there would be small fee. There was also a fund for room hire.

- Members referred to area reviews and asked what the timescales for these were. Officers explained that the review would be undertaken by an officer and the review would be inclusive but there was no timescale in place.
- Members noted that in outlying areas issues such as bus links etc. need to be considered and the example of Pentyrch and Creigiau was given stating that buses from there go to Whitchurch not Radyr. Officers agreed and considered that wider links and knowledge was needed and in some cases outreach should be provided.
- Members noted that not all areas have a suitable venue for a hub but all areas do have schools and asked if schools were being considered. Officers explained that they would take a broad view of community facilities in schools; there was a move towards Community Focussed Schools whereby the facilities would be available for the wider community out of school hours. Therefore schools would be considered but it was important to look at each area and see what services would be needed.
- Members asked if there was likely to be any Capital Funding available in the future and were advised that there was very limited access to Capital Funding but there were lots of potential grant opportunities to explore.
- Members made reference to the potential housing and development services and sought more information on this. Officers advised that the Council could only release housing revenue account funding if there was a definable service for Council tenants, this would be for instance, a housing solution built on top of a community facility. It was added that some buildings are listed and need investment, some need improvement so this option was worth exploring.
- Members asked if there had been an assessment undertaken on the impact on Library Standards and were advised that there was no full assessment but with the changes there could only be an improvement in performance of standards due to the full integration of the teams. Also in relation to the events programme, this would be targeted and there would be more of them so anticipated improved performance there too.
- Members asked about the size of the new library teams and were advised that officers have not finally developed what the new teams will look like as yet. Members then asked about the size of reduction in staff numbers and were advised that all staff have been briefed and consultation with the unions had been undertaken. There had been positive responses, great suggestions and some uncertainty. Officers did not have exact staff numbers to hand but they anticipated to deliver around £200k in savings.
- Members asked about the size of the Legacy Grant and officers advised that they would have to obtain the figures and relay the information to Members after the meeting.

- Members noted the reference to social activities and asked if this would cover older people and enable day centres to bid for funding. Officers explained that Inclusion Officers would work with the community, there would be no barriers to who could apply.
- Members referred to transport links to hubs and considered that staff should be aware and provide advice on how to get to hubs, noting that events needed to be accessible. Officers agreed and stated that there had been issues regarding this and they had been flagged up. Officers added that if services were provided in more local areas people should be able to access them. The contribution to the Active Travel approach was important and services within walkable distances was important.

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

80 : COMMITTEE BUSINESS

Members were provided with a correspondence update report.

Members were advised that Transport for Wales would come to address Committee and updates such as floorplans etc. would form part of the planning application that would be submitted in the summer.

Members were advised that during this Committee cycle there had been a pilot to trial no cover reports in the agenda pack. This pilot had been discussed at Chairs Liaison Forum as part of a savings exercise. The Chairperson sought comments on the pilot.

Members were conscious of Corporate Memory and considered that the cover reports provided a useful reference back to any previous scrutiny of issues. However, Members considered that for the topics considered during this committee cycle, the pilot had worked well. Members requested that, in future, cover reports advised Committee of previous scrutiny and key points.

RESOLVED: To note the report.

81 : DATE OF NEXT MEETING

14th June 2018 at 4.30pm

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EFFECTIVE SCRUTINY OF Q4 PERFORMANCE

Quarter 4 Performance Reports

This Committee reviews the performance of the following Directorates:

- Economic Development - *all areas except for Commercial Services¹ and Corporate Landlord/ Asset Management².*
- People & Communities - *Hubs, Libraries, Into Work and Adult Community Learning elements.*

The following sets out which sections of the appendices to focus on:

Cllr Merry/ Cllr Thorne/ Sarah McGill

- **Appendix A** - please focus on **Section 1.3** re supporting people into work and education – *Cllr Merry, Cllr Thorne & Sarah McGill*
- **Appendix B** – please focus on **Section 4.1** re Hubs and Libraries – *Cllr Thorne & Sarah McGill*
- **Appendix C** – Communities Directorate Q4 performance report – please focus on the information for **Strategic Directorate Priorities 1 and 7**– *Cllr Merry/ Cllr Thorne/ Sarah McGill*

Cllr Bradbury/ Cllr Goodway/ Neil Hanratty

- **Appendix D** – please focus on **Section 3.1** and those marked **ED** – *Cllr Goodway & Neil Hanratty*
- **Appendix D** – please focus on **Section 3.4** and those marked **ED** – *Cllr Bradbury & Neil Hanratty*
- **Appendix E** – Economic Development Directorate Q4 performance report – please focus on the information for **Strategic Directorate Priorities 1, 2, 3, 7** (harbour authority & parks) **and 8** (sport & leisure) – *Cllr Bradbury/ Cllr Goodway/ Neil Hanratty*

¹ Scrutinised by Environmental Scrutiny Committee

² Scrutinised by Policy Review & Performance

Key Questions to Ask Re Quarter 4

1. Has the service met its targets/ objectives?

- a. If not, why not and does the Council need to change what it is doing?
- b. What are the implications of not meeting a target?
- c. Were the targets/ objectives stretching?

2. If performance has changed in a specific area, why is this?

- a. Improved performance – are there any lessons to learn/ share?
- b. Reduced performance – what do we need to change? How will managers address poor performance? How will we ensure that particular issues do not re-occur?

3. What areas of improvement do we need to focus on in 2018/19?

4. Are there any challenges/ risks facing service delivery in 2018/19?

- a. If so, how are managers addressing and managing these?

5. Do we have the right information?

- a. Do the performance measures show whether the Council will meet its priorities/ outcomes?
- b. Does the information include customer feedback/ comparator information?
- c. Would a different way of presenting the information help?

Role of Scrutiny re Performance Management

Scrutiny Committees are responsible for scrutinising performance, thereby facilitating challenge and public discussion, to help drive improvement in service provision. They do this in a number of ways, including scrutinising quarterly performance reports in order to:

- Assess the council's overall progress - in meeting its corporate priorities and the effectiveness of individual services.
- Highlight areas of good performance - to see if there are lessons that can be applied to other areas of the Council.
- Highlight areas of poor performance – and ask managers what actions they are taking to improve performance.
- Check risks are being managed appropriately.

Benefits of Scrutiny re Performance Reports

- Ensures senior managers and Cabinet Members remain accountable for, and therefore focused on, performance management.
- Fosters an ongoing dialogue on delivery of services/ customer experience.
- Members are able to identify where performance measures are inadequate and to suggest alternative measures that are more 'fit for purpose'.
- Members can highlight the importance of effectively using customer feedback.
- Members can question equality and equity issues re performance, seeking assurance that there is an aim to equalise outcomes to overcome inequalities.
- Overall – drives improvement, supports value for money, and results in improved outcomes for Cardiff.

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CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17	16/17 Actual
		Q1	Q2	Q3	Q4						
1.1 - Every Cardiff school is a great school Page 15	Improve educational outcomes for all children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning and curriculum development (ELLL)	R/A	R/A	R/A	R/A	% of Cardiff Schools categorised as 'Green' in the annual Welsh Government School Categorisation Process: i) Primary, ii) Secondary, iii) Special (ELLL)	Jan 2018 i) 53.06% ii) 38.89% iii) 28.57%	Annual	i) 40% ii) 30% iii) 63%		i) 36% ii) 26% iii) 57%
	Close the attainment gap for pupils from low income families, looked after pupils, pupils educated other than at school and pupils entering Cardiff schools with English as an additional language (ELLL)	R/A	R/A	R/A	R/A	% of pupils achieving the Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils not eligible for free school meals (ELLL)	i) 89.4% ii) 79.1% iii) 92.1%	Annual	i) 90% ii) 80.6% iii) 93%	Annual	15/16 89.5% 78.8% 92.5%
	Improve provision for children and young people with additional learning needs, through the implementation of the new Statutory Framework for Additional Learning Needs (ELLL)	R/A	R/A	R/A	R/A	% of pupils in Year 11 achieving the Level 2 + threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of KS4: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils not eligible for free school meals (ELLL)	i) 58.5% ii) 33.9% iii) 66.6%	Annual	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	Not Comparable	Not Comparable
	Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme (ELLL)	R/A	R/A	R/A	R/A	% of pupils in Yr 11 achieving Level 2 threshold (5 GCSEs at grades A* - C) at end of KS4 (ELLL)	69.6%	Annual			
		R/A	R/A	R/A	R/A	% of pupils in Yr 11 achieving Level 1 threshold (5 GCSEs at grades A* - G) at end of KS4 (ELLL)	93.2%	Annual			
						% Attendance at secondary school (ELLL) This figure relates to the year-end result for Academic Year 2016-17. Quarter 4 report shows "Real Time" figures for attendance	94.2%	2017-18 March 93.62% (P)	95%	94.2%	94.5%
						% Attendance at primary school (ELLL) This figure relates to the year-end result for Academic Year 2016-17. Quarter 4 report shows "Real Time" figures for attendance	95%	2017-18 March 95% (P)	95.5%	95%	95.0%
						The number of pupils enrolled in Welsh medium education aged 4 – 18 years (ELLL)	Jan 2018 7777	Annual	7,222	Jan 2017 7222	Jan 16 7,010
						% of children securing their first choice of school placement: i) Primary, ii) Secondary (ELLL)	Sept 17 i) 89.75% ii) 76.21%	Annual	For Sept 2017 i) 80% ii) 70%	Annual	Sept 16 i) 86% ii) 76%
					% of children securing one of their three choices of school placement: i) Primary, ii) Secondary (ELLL)	Sept 2017 93.86% 81.82%	Annual	For Sept 2017 i) 90% ii) 90%	Annual	Sept 16 i) 93% ii) 85%	

CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
1.2 - Looked after children achieve their potential	Deliver the Corporate Parenting Strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children (SS)	A/G	G	G	G	% of looked after children returned home from care during the year (SS)	8.7%	8.3%	12%	11.6%	11.6%
						% attendance of looked after pupils whilst in care in primary schools (SS)	June 2018	Annual	98%	Annual	96.9%
						% attendance of looked after pupils whilst in care in secondary schools (SS)	June 2018	Annual	93%	Annual	94.5%
						% of children looked after on 31 March who had 3 or more placements in the year (SS)	9.04 %	Annual	9%	Annual	10.90%
						% of children looked after at 31 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 to 31 March (SS)	10.0%	Annual	9%	Annual	13.3%
						% of children looked after by the Council, as at the annual pupil census date, achieving: i) Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2, ii) Level 1 threshold (5 GCSEs at grades A* - G) at the end of KS4, iii) Level 2 threshold (5 GCSEs at grades A* - C) at the end of KS4 (ELL)	i) 77% ii) 36% iii) 11%	Annual	i) 78% KS4 changes to Assessment Framework	Annual	15/16 i) 70.4% %
						% of children looked after by the Council, as at the annual pupil census date, achieving the Level 2 + threshold (5 GCSEs at grade A* - C including English or Welsh first language and Mathematics) at the end of KS4 (ELL)	0%	Annual	Changes to Assessment Framework	Annual	
1.3 Supporting people into work and education	Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities (CHCS)	G	G	G	G	The number of people receiving Into Work Advice (CHCS2)	42,371	11,014	41,000	11,721	42,579
						The number of people successfully engaging with the Into Work Advice Service and completing accredited training (CHCS)	1,392	269	1,200	472	1,393
						The number of people who have been affected by the Benefit Cap and are engaging with the Into Work Advice Service (CHCS)	294	23	150	New	New
						Number of Into Work Advice Service customers supported with Universal Credit claims (CHCS)	679	241	800	103	472
						Maintain success rate at or above the Adult Community Learning National Comparator (CHCS)	92%	Annual	90%	Annual	94%
						Adult Community Learning enrolment rate for learners within deprivation deciles 1 and 2 (CHCS)	53.61%	Annual	45%	Annual	45%

CORPORATE PLAN PRIORITY 4 – WORKING TOGETHER TO TRANSFORM SERVICES											
Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
4.1 – Communities and partners are involved in the redesign, Development and delivery of local public services	Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 (CO)	A/G	A/G	G	G	Number of visitors to Libraries and Hubs across the City (CHCS)	3,331,807	Annual	3.2m		3.241m
	Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities (CHCS)	G	G	G	G	% of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed” (CHCS)	98%	98%	95%	99%	99%
	Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018 (CHCS)	A/G	A/G	G	A/G	% of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow (CHCS)	81.44%	Annual	70%	New	New
	Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources (SS)	G	G								
	Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff’s ambition to be a Child Friendly City (ELLL)	A/G	A/G	A/G	A/G						
4.2 - The Council has effective governance arrangements and improved performance in key areas	Implement the new Performance Management Strategy across the organisation to support the Council’s continued improvement (R)	A/G	A/G	A/G	A/G	% of Personal Performance and Development Reviews completed for permanent staff (R)	95% (Prov)		95%	92.43%	90%
	Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers (R)	R	R	R	R	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (R)	11.27		9	10.77	10.77
	Implement refreshed Personal Performance and Development Review (PPDR) scheme by March 2018 to improve staff performance (R)	G	G	G	G	The number of ‘Live’ webcast hits: (GL) i) Full Council Meetings ii) Planning Committees iii) Scrutiny Committees	i) 1,113 ii) 982 iii) 205		1200 600 400		1849 1001 119
	Ensure the Council’s decision making process is timely, inclusive, open, honest and Accountable (GL)	G	G	G	G	The number of external contributors to Scrutiny meetings (GL)	188		140	New	New
						% of draft committee minutes published on the website within 10 working days of the meeting being held (GL)	75%		80%		75%
4.3 - Our services are transformed to make them more accessible, more flexible and more efficient	Deliver the Council’s property strategy for fewer but better buildings (ED)	G	G	G	A/G	Reduce the gross internal area of buildings in operational use Sq / ft (% change reduction) (ED)	62,345 (0.8%)		1%		7.9%
	Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices (CHCS)	G	G	G	G	Customer contacts to the Council using digital channels (CHCS)	784,567	236,873	699,802	New	636,184
	The Council fleet to include 5% alternative fuelled, fuel-efficient vehicles by April 2018, continuing to increase alternative and efficient fuel usage by 10% per annum thereafter (ED)	G	A/G	A/G	A/G	Reduce the total running cost of occupied operational buildings (ED)	1%		2.8%	%	9.2%
	Commercialise key Council services to increase net gross income (ED)	A/G	G	G	G	Reduce the maintenance backlog (ED)	£1,215,817 (1.2%)		£1.3m		£8.8m
	Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer Term (R)	G	G	R/A	G	Capital Income generated (ED)	£3,864,321		£7.3m		£6m
	Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority (R)	G	G	G	G	Commercial and Collaboration net gross income target (ED)	£325,880 (prov.)		£459k	New	New
	Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and wellbeing of employees (R)	G	G	G	G	Increase customer satisfaction with Commercial and Collaboration Services (ED)	90%		Establish baseline	New	New
						Maintain customer/citizen satisfaction with Council services (R)	57.4%	Annual	70%	Annual	68.20%

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QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Communities, Housing & Customer Services **Director:** Sarah McGill **Number of Employees (FTE):** 1,190 **Cabinet Member:** Cllrs Thorne, Elsmore, Weaver & Merry

Strategic Directorate Priority 1 – Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities.

Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (8)	Red - 0	Red/Amber - 1	Amber/Green - 0	Green - 7
Wellbeing objective 1.3 Page 19	(CP) The number of people receiving into work advice	QTR 4 17-18: 11,014	42,000	11,721	9,755	42,579	<ul style="list-style-type: none"> R/A: Work continues to increase the number of priority learners in the age ranges of 16-18 and 19-25 with twelve 16-19 year olds taking part in the 'Get that Job/Keep That Job' short course. A meeting is planned to work with local High Schools to look at programmes for school leavers with no destination. Overall enrolment totals to date for the Learning for Work (LFW) Programme show a 27% increase against the previous year. Two additional courses have been run in partnership with Cardiff Bus and Job Centre Plus with 8 successful candidates now employed as drivers. Indications are that the success rate of learners from the Learning for Work Programmes will finish on 92% which is above the target of 90%. Universal Credit training has been set up to run in 7 Hubs across the city. These courses will equip clients with the digital skills they need to make their Universal Credit claim. Both Adult Community Learning (ACL) tutors and Into Work Trainers are working together to improve employability skills. ACL has attended a number of events including Blue Monday, a selection of activities and taster sessions to combat the January blues, and events held by Job Centre Plus. ACL is continuing to deliver bespoke courses for adults with experience of mental health issues, learning disabilities or physical disabilities in Ty Tresillian, Huggard hostels, Taff Housing and Four Winds Day Centre. Individuals who have overcome significant difficulties have been nominated for Inspire Awards. The Benefit Cap Back to Work Scheme has engaged with 297 clients throughout the year with 115 clients managing to secure employment through the scheme. The team continue to secure external funding to provide more intensive support to those seeking work. Cardiff Council Advice Services has been set up in readiness to apply for funding from Wales Council for Voluntary Action. The Into Work Advice Service have continued to work with a number of employers during quarter 4, including Stradivarius, a new retail store in St. Davids 2. They offered guaranteed interviews to individuals that attended Into Work Advice Service training. 				
	(CP) The number successfully engaging with the Into Work Advice Service & completing accredited training	QTR 4 17-18: 269	1,200	472	398	1,393					
	(CP) The number of people who have been affected by The Benefit Cap and are engaging with The Into Work Advice Service	QTR 4 17-18: 23	150	NEW	28	NEW					
	(CP) Number of Into Work Advice Service customers supported with their claims for Universal Credit	QTR 4 17-18: 241	600	103	156	472					

Strategic Directorate Priority 2 – Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service.

Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 1
Wellbeing objective 2.1	(CP) Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a % of all staff	Cumulative Result Headcount – 13,093 Staff completed module YTD 1294	50%	NEW	6.81%	NEW	<ul style="list-style-type: none"> A/G: A draft has been finalised in the development of a Violence Against Women, Domestic Abuse and Sexual Violence Strategy and circulated widely for consultation . A shortened version has been produced for staff within partner organisations and for the public. The contract has been awarded and the transition of clients and staff is ongoing in the implementation of a fully re-commissioned domestic violence support service to meet requirements of new legislation which ensures a more integrated provision. Although the completions of the National Training framework on violence against women, domestic abuse and sexual violence are low, progress has been made through the year, work is ongoing with Economic Development and Education, including schools, to roll out the module with the appropriate information and support. The sensitive nature of the training has made the roll out slower so far but progress is being made. 				

Strategic Directorate Priority 3 – Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services: • 1,500 new homes (of which 40% affordable) through the ‘Cardiff Living’ programme, • Deliver 100 additional Council properties through a range of capital funding by 2022. • Deliver Independent Living Solutions for Older and Disabled People. • A new Homelessness Strategy based on a full needs assessment and review of services. • A range of support to address rough sleeping in the City. • Continue to develop joint working to mitigate the issues caused by Welfare Reform.

	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green – 2	Green – 5
Wellbeing objective 2.2	(CP) The number of homes commenced on site through Cardiff Living in year: - Total units - Affordable Housing units	Cumulative result	337 131	353 136	NEW NEW	329 129	NEW NEW	<ul style="list-style-type: none"> • A/G: Consultation is still underway for the development of an Older Persons Accommodation Strategy for Cardiff. The strategy itself is still currently in draft form and awaiting the results from the consultation in order to ensure a more informed and comprehensive approach. • A/G: A full service review is being undertaken to inform the new Homeless Strategy for Cardiff. The deadline for completion was moved by the Welsh Government and the strategy is on target for completion by the new date. • An Action Plan for Rent Smart Wales has been developed to review the progress of the service and the performance throughout the year. • A number of new sites have been identified for Council new build projects exceeding the target set at the beginning of the year. The procurement of a contractor for the Caldicot Road Site is due to commence through Sell to Wales and an updated contract is being finalised by Legal Services. • The final Social Housing Grant/Housing Finance Grant 2 programme for 2017/18 was submitted along with priorities for any other Welsh Government funding that may be available. Final Registered Social Landlord completion figures are awaited, however we have exceeded our target of 50 Registered Social Landlord affordable housing units. • The marketing of the Assisted Home Ownership units is well underway and interest in these properties has been encouraging. Four 2 bedroom properties to sell through the Assisted Home Ownership scheme at Braunton Crescent have been identified and the handover of the first rented units due to take place in October/November 2018. • Quarter 4 saw the implementation of the Universal Credit full service with over 600 people briefed on Universal Credit, including an event attended by 200 people. Monitoring has commenced as it will be in the new financial year that any gaps can now be identified, once the first payments are made at the end of March. • Although the number of homes commenced on site falls slightly below target, the project as a whole is progressing well, with the first 12 homes from the Cardiff Living programme released off plan at the end of March and all were reserved within 24 hours, with notable interest from first time buyers. 				
	The % of people who experienced successful outcomes through the Homelessness Reconnection Service	QTR 4 17-18: 54.84%	68.84%	50%	NEW	72.29%	NEW					
	(CP) The number of rough sleepers assisted into accommodation	QTR 4 17-18: 53	204	144	NEW	48	NEW					
	The % of cases where a duty to prevent homelessness was accepted and where homelessness was prevented	QTR 4 17-18: 74%	71%	50%	NEW	62%	NEW					
	The number of registered landlords	Cumulative Result 1,629 registered in Q4	89,243	80,000	74,168	87,614	74,168					
Page 20	The number of licensed landlords and agents	Cumulative Result 5,747 licensed in Q4	27,990	20,000	NEW	22,243	1,429					

Strategic Directorate Priority 4 – Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and act as a Gateway to accessing advice and assistance.

	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (5)	Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 5
Wellbeing objective 2.3	The % of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	QTR 4 17-18: 72.17%	73.08%	60%		71%	62%	<ul style="list-style-type: none"> • The trial continues to assess Assistive living technology (Archie) to supplement Telecare in supporting adults to live independently. The trial has now been concluded and customer satisfaction is now being evaluated. Current feedback is very positive with the plan to market Archie as both an assistive living and lone working device during the next financial year. • Meals on Wheels continues to focus on promoting the service and increasing the number of referrals and customers. Future strategy for the service is being developed in consultation with stakeholders including Social Services, Independent Living Services, Community Resource Team and Health. • The Preventative Service is on target with 72% of new assessments resolved at First Point of Contact. The service has seen an 8% increase in incoming calls whilst the number of outgoing calls has decreased by 10% demonstrating improvements in supporting clients at initial contact. 430 clients received an Independent Living Services (ILS) holistic visit this year, of these only 17 were then referred to Social Services. 97% of clients felt ILS had improved their quality of life with 98% feeling able to remain living in their home more independently. • The Joint Equipment Service and Care and Repair have joined services on the provision of rails and small aids, with Care and Repair now doing the installation. This has been particularly successful with hearing and visual impairment enabling a one service approach whilst providing holistic services to enable independence. • Performance for the low cost adaptations is a result of more work complex work being taken through this quicker process, to ensure adaptations are delivered in a timely manner. 				
	The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	QTR 4 17-18: 188	182	200	200.32	177	200					
	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	QTR 4 17-18: 39.10	40.50	35	38.75	39	45					
	The number of Telecare customers	Cumulative Result	4,489	4,613	NEW	4,509	4,394					
	The Meals on Wheels customer base	Cumulative Result	283	300	NEW	249	141					

Strategic Directorate Priority 5 – Further develop the Alarm Receiving Centre (ARC) including partnership work with stakeholders as well as the use of new technology to assist people to live independently.

Wellbeing objective 2.3	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 1	Amber/Green - 0	Green - 1
	Monitor and report progress against income target for ARC services	QTR 4 17-18:	£224,570	£550,000	NEW	£245,677	£63,000	<ul style="list-style-type: none"> R/A: Disaster Recovery is now in place which will enable the ARC to carry out alarm monitoring. Discussions are also taking place with Housing Associations to provide a CCTV monitoring service at identified locations which will assist with future income generation. A locality warden service is now fully resourced and continues to attend community events and GP surgeries. A patrol strategy is in place and a survey will be issued to tenants at the end of quarter 4 to measure satisfaction with the service. 				
(CP) The % of Telecare calls resulting in an ambulance being called out	QTR 4 17-18: 4%	5%	< 10%	5%	6%	6%						

Strategic Directorate Priority 6 – Develop Locality Based Working building on the learning of the older person’s pilot project to effectively integrate services for older people within a geographical location, taking a person centred approach, reducing duplication and improving citizen engagement.

Wellbeing objective 2.3	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 1
	(CP) The % of people who feel reconnected into their community, through intervention from day opportunities.	QTR 4 17-18: 87% 55 people were surveyed during Q4	77%	60%	NEW	75%	NEW	<ul style="list-style-type: none"> Following the success of intergenerational events held the community co-ordinator is working with the Cardiff City Foundation to develop training sessions for volunteers to continue carrying out intergenerational events in the community. Evaluation of the Day Opportunities role has resulted in staff being trained in manual handling and becoming trusted assessors. This allows a broader range of support and accessibility options for clients to connect with communities. Referrals into Day Opportunities are now received from a wider range of departments and organisations, meaning more people are helped into a broader range of activities. 				

Strategic Directorate Priority 7 – Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities.

Wellbeing objective 4.1	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 6
	(CP) The number of visitors to Libraries and Hubs across the City	Cumulative Result	3,331,807	3,200,000	3,241,038	1,937,416	3,241,038	<ul style="list-style-type: none"> A/G: Llanedeyrn and Llanishen Hubs have received positive customer feedback on services and facilities. The construction contract for St Mellons Hub is now due for completion in May 2018 and reopening to the public in the summer. Community Hub needs are continually assessed to enhance service provision and customer suggestions are often implemented where feasible. The library service is currently liaising with the communications department to produce promotional materials to share with partners and groups to increase awareness of the services available. The current Neighbourhood Development Librarian model is working well and proposals from a recent review are now being taken forward to include bringing community activities into the Hubs. Consultation to ensure library resources and materials reflect community needs is close to completion and initial feedback has been positive. Improvement action plans will be drafted following conclusion of the consultation. Work continues to monitor outcomes related to the 6th framework of the Welsh Public Library Standards. The assessment report has been reviewed and improvement actions to positively impact performance have been implemented. Construction works at the Chapel have started with work on the exterior of the Cardiff Royal Infirmary building underway. A planning application has been drafted and is due to be submitted next month. 				
(CP) The % of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed”	QTR 4 17-18: 98%	98%	95%	99%	98%	99%						

Strategic Directorate Priority 8 – Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018.

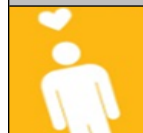
Wellbeing objective 4.1	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 0
	The % of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow.	YTD: 194 people were surveyed	81.44%	70%	NEW	NEW	NEW	<ul style="list-style-type: none"> A/G: Building on the success of the Community hubs programme, the new approach to Neighbourhood and Locality Working will continue to be developed in the coming year. 				

Strategic Directorate Priority 9 – Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices.

Wellbeing objective 4.3	Measures	Supporting Information	Year End 2017-18 Result	Year End 2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	Year End 2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 3
	(CP) Customer contacts to the Council using digital channels	QTR 4 17-18: 236,873	784,567	699,802	189,369	211,596	636,184	<ul style="list-style-type: none"> This financial year has seen a significant increase in customer contact through digital channels. The launch of the council's new website design has shown an increase in better form submission and routing with customers directed to the relevant content. Results from the 'Customer Contact Survey 2018' have been provided and demonstrate a good take up of responses with 974 submissions. Nearly 94% of the respondents had visited the website in the last 6 months and 90% of these were able to complete the task they had come to the website to do. The project to increase online services offered by C2C continues to be developed with the next phases planned in some detail. There have been positive results on the take up of existing services in 2017/18. The further rollout of digital access to services and the increase of citizens using these channels is a key focus of work over the next 12 months. Work has commenced on drafting a Digital Strategy for the Council that will drive the necessary change in the way all departments work and underpin our delivery of Capital Ambition 				
% Mobile access to the website (phone and tablet)	QTR 4 17-18: 62% 2,097,439 mobile access sessions, 3,532,557 in total	59%	60%	56.49%	59%	55.41%						
Increase usage of Council Tax self-service (Number of user log-ins)	QTR 4 17-18: 10,808	35,755	39,593	9,640	7,436	35,994						
% Parking Permit Applications made online vs Post.	QTR 4 17-18: 77% Q4 – 17,712 online applications. 24,800 applications in total.	71%	+5%	75.55%	75%	69.4%						

Good news

Challenges / Next steps



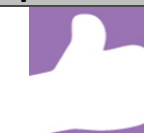
CUSTOMERS



FINANCIAL



INTERNAL PROCESSES



EMPLOYEE & WORKFORCE

Meals on Wheels:

The customer base of Meals on wheels has more than doubled since April 2017, increasing from 132 to 283, a significant increase although the challenging target of 300 has not quite been met. The service has successfully bid for additional revenue and will be extending the service to cover both weekends and bank holidays from May 2018, providing hot meals to customers 7 days a week.

Roath Library Building:

Following a thorough bidding process, Rubicon Dance were successful and have been awarded the Community Asset Transfer for the Roath Library building. Heads of Terms have been drafted and are with the Rubicon Dance group to agree an appropriate timeline for the project. Work has commenced on the exterior of the Chapel at Cardiff Royal Infirmary. With regards to the full refurbishment works, a planning application has been drafted and is due to be submitted next month.

Domiciliary Care:

The number of the people currently receiving Domiciliary care is at its lowest since December 2015, this is in part a result of:

- The work carried out by Independent Living Services (ILS) providing advice and support at the First Point of Contact (FPoC) and holistic visits and support to help people remain independent for longer.
- Effective working relationships between the Adult Services Social Worker team and ILS within FPoC.
- A reduction in domiciliary packages being put through to brokerage by the hospital teams and Community Resource Team.

Housing:

Housing Development have been working with Wates residential, a National developer on the Cardiff Living programme, a 10 year partnership designed to tackle growing demand for housing in the city. At the end of March the first homes to be released as part of the partnership, there were twelve homes located on the Braunton Crescent and Clevedon Road site in Llanrumney, which were released off-plan and all of them were reserved within 24 hours, with particular interest from first-time buyers. This marks a major milestone in the Cardiff Living partnership, which will see the development of 1,500 homes, 600 council homes and 900 for the open market, across 40 sites in the city, following Wates Residential's appointment as Cardiff the Council's trusted development partner in January 2016. Prior to release the 'Captain's View' plots, which include two and three bedroom homes, were advertised at an information event, held to attract local buyers, at the Eastern Leisure Centre in Llanrumney on Friday, March 23rd. The event was attended by more than 50 people with the opportunity to make an appointment with the appointed estate agent for the following day. Successful reservations were made by eight (67%) first-time buyers, while seven homes (58%) will be bought through the Government's Help to Buy scheme. The Braunton and Clevedon site, due for completion next year, will comprise of 106 mixed tenure homes, including 40 affordable homes and 66 for market sale. A further four development sites have been approved as part of the first phase of the programme.

Adult Community Learning:

The verified result for the academic year 16/17 has been confirmed as a 92% success rate of academic learners completing courses through Adult Community Learning. This is positive against the 90% target and has ensured that Cardiff's Adult Community Learning section has contributed to the Cardiff and Vale Community Learning Partnership result which was also 92%. Indications are that the success rate for 17/18, currently unverified, will match the success of the previous year at 92%.

Welfare Reform:

With Universal Credit full service rolled out on 28th February, advice staff have worked to prepare and alleviate some of the negative impacts. Issues emerging from other local authorities have included significantly increased demand for digital support as well as a higher demand for specialist debt advice, alongside very high numbers of queries at the front line due to confusion over the new system. National pilot areas have shown arrears are a major concern with Croydon Local Authority reporting that rent collection has reduced from 98% to 72% for Universal Credit claimants, who account for 8.92% of tenants but contribute 38% of the arrears.

Advice staff have taken many steps to ensure we are doing all we can to support those affected by the change, this includes advice outreach across the city, in food banks, hostels, community hubs and job centre plus offices to reach as many of those who may be affected as possible. In addition to this employment services have expanded, with the launch of the new Employment Gateway to take place in April. A robust training package was rolled out during quarter 4 with over 800 staff trained, and the role of hub staff now includes homelessness prevention. Work has also taken place with stakeholders and private landlords, with engagement events and the development of the Landlord Liaison Service.

High Rise Cladding:

We have carried out additional checks carried out on our high-rise blocks of flats, which have revealed that cladding systems on six of our buildings do not meet current fire-safety standards, despite the fact all six were given a clean-bill of health in the aftermath of the Grenfell fire. Following the tragic fire at Grenfell Tower in London last year, the Council reviewed fire safety in all of its high-rise blocks across the city, including inspections by external consultants on cladding to see if Aluminium Composite Materials (ACM) were present in any of the blocks. The results came back negative. The ACM checks were all the Council was required by Government to carry out post-Grenfell. However, consultants recommended further testing on the cladding to give complete assurance on its safety and so we decided to carry out additional tests to establish if the cladding, which was installed in the 1990s, would meet today's more stringent fire safety standards. Due to the demands on cladding testing centres working on the combustibility of ACM panels, we commissioned our own tests using private specialist firms on all 6 of our high rise blocks with cladding. These tests results have recently been received and show that the cladding systems consist of veneered, fibrous-hardwood, rainscreen panels that fail today's combustibility standards. Our checks have also revealed that there are no firebreaks built into the cladding system on the exterior of the buildings in question. While this was not required by regulations at the time of installation, today's standards are much higher and we are also taking this into account. The flats affected are Lydstep Flats, Llandaff North (3 blocks), Loudoun and Nelson House, Butetown and Channel View, Grangetown.

Additional safety measures have already been put in place in the blocks including round-the-clock fire warden patrols and increased CCTV monitoring. All flats have smoke detectors fitted and these are checked annually as are gas appliances. The Council had already taken the decision to upgrade fire doors to above set standards in all of its high-rise blocks, replacing the 30-minute integrity doors with higher specification 60-minute fire doors. This will be completed by May. All of the Council's high-rise blocks are also set to be fitted with sprinklers. It is likely that the cladding on all blocks affected will need to be removed and the Council is currently looking at the best way to achieve this. In the meantime we are working in partnership with the South Wales Fire and Rescue Service to ensure that we follow the latest fire-safety guidance.

New Directorate:

The new **People and Communities Directorate** has been established and we are considering opportunities for synergy and integration, and how we can work together to further support demand management and prevention.

Rough Sleeping: Rough sleeping continues to be a challenge, with 60 people being recorded as sleeping rough in Cardiff during the week ending 30th March. Cold weather provision ran from the beginning of November until the end of March and approximately 8,000 nights of accommodation were provided in total. During the worst weather 84 additional spaces were available, in addition to the 45 emergency spaces provided year round. These spaces were accessed by 81 people, no night without vacancies shows that the service had sufficient capacity to meet demand, with staff going above and beyond to support the service.

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CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS

Well-being Objectives	Commitments <small>(Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)</small>	Commitment RAG				Measures <small>(Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)</small>	17/18 Actual	Q4 17/18 Actual	Annual 17/18 Target	Q4 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.1 - Cardiff has more and better paid jobs Page 25	Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square by March 2019 (ED)	G	G	G	G	New and safeguarded jobs in businesses supported by the Council, financially or otherwise (ED)	4,904		500		1,290
	Work with partners to deliver the Cardiff Capital Region City Deal (ED)	G	G	A/G	G	Amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	366,000		150,000		317,732
	Progress delivery of Indoor Arena to attract visitors, overnight stays and increase visitor spend (ED)	G	G	G	G	Gross Value Added per capita (compared to UK average) (ED)	93.4 (2016)	Annual	> Wales Average	Annual	91.4 (2015)
	Commence delivery of International Sports Village phase 2 by 2018 (ED)	G	G	G	G						
	Support growth in the creative industries sector through the development of creative hubs (ED)	G	G	G	G	Unemployment (compared to Wales average) (ED)	6.5%	Annual	< Wales Average (5.0)	Annual	4.8%
	Develop an integrated approach to the management of the city centre with the business community with the Business Improvement District (ED)	G	G	G	G						
	Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018 (ED)	G	G	G	G	Increase number of staying visitors (ED)	1.8% 2,062,000	Annual	2% + pa	Annual	2,025k (+1.1%)
	Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall (ED)	G	G	G	G	Increase total visitor numbers (ED)	7.9% 21,980,000	Annual	3% + pa	Annual	20,380k (-0.7%)
	Develop a revised International Strategy for Cardiff in 2017-18 reflecting implications of and opportunities from last year's referendum decision for the UK to leave the EU (ED)	G	G	G	G						
	Work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long term economic inactivity (R)	G	G	A/G	A/G						
Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to secure accreditation through the Living Wage Foundation over and above the National Living Wage (R)	G	G	G	G							
3.2 - Cardiff has a high quality city environment where population growth and transport needs are managed sustainably	Develop a resilience strategy including harmonising other policies in relation to clean air, zero carbon renewal fuels, energy retrofitting and solar projects in line with UK and European best practice by March 2018 (CO)	G	A/G	A/G	R/A	People travelling to work by sustainable transport (CO)	45.8%	Annual	45.1%	Annual	44.9%
	Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square on agreed programme (CO)	A/G	A/G	A/G	G	People travelling to work by cycling (CO)	11.4%	Annual	11.2%	Annual	10%
	Develop a programme of phased improvements to city wide bus routes (CO)	G	G	G	G	% of major applications determined within agreed time period (CO)	66.22%		25%	New	New
	Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal (CO)	R/A	R/A	A/G	G	% of householder planning applications determined within agreed time periods (CO)	95.43%		80%	New	New
	Adopt the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and deliver a prioritised programme of walking and cycling infrastructure schemes (CO)	A/G	A/G	A/G	G	Capacity (in MW) of renewable energy equipment installed on the Council's land and assets (CO)	1.138	Annual	6MW		0.698
	Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city (CO)	A/G	A/G	A/G	G						

Corporate Plan Scorecard – Q4 2017-18

	Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and the City Centre (CO)	G	G	G	G	Maximum permissible tonnage of biodegradable municipal waste sent to landfill (ED)	TBC	Validated by NRW	37,627t		1,356t
	Ensure the delivery of design-led, sustainable, master-planned developments through the Local Development Plan (CO)	G	G	G	G	% of municipal waste collected and prepared for re-use and / or recycled (ED)	TBC	Validated by NRW	61%		58.12%
	Achieve the statutory recycling / landfill diversion targets (ED)	A/G	A/G	G							
3.3 - All young people in Cardiff make a successful transition into employment, education or training	Deliver the 'Cardiff Commitment' to youth engagement and progression by (ELLL) : - Ensuring early identification of young people most at risk of disengagement - Deliver stronger tracking systems pre and post 16 to keep in touch with and support young people - Strengthening curriculum and skills pathways - Improving the range of employment, education and training opportunities available to young people across the city - Enabling better brokerage of support and opportunities for young people	A/G	A/G	A/G	A/G	% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (ELLL)	2016-17 Prov. 98.3% (1.7% NEET)	Annual	97.5% (2.5% NEET)	N/A	YE 15/16 97% (3% NEET)
		A/G	A/G	A/G	A/G	% of Year 13 leavers making a successful transition from schooling to education, employment or training (ELLL)	2016-17 Prov. 97.6% (2.4% NEET)	Annual	98% (2% NEET)	N/A	YE 15/16 96.9% (3.1% NEET)
	Increase provision of apprenticeships, traineeships and work placements for young people and work-based training enabling them to develop appropriate skills, knowledge and experience (R)	G	A/G	G	G	Number of young people in Cardiff, aged 16 -18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3) (ELLL)	Feb 2018 297		300	N/A	426
Page 26 3.4 – The Council has high-quality and sustainable provision of culture, leisure and public spaces in the city	Work in partnership with Cardiff University to deliver the Creative Cardiff initiative (ED)	G	G	G	G	% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11 (ELL)	98.7%	Annual	99.5%	N/A	99%
	Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions (CO)	G	G	A/G	G	Number of apprenticeships, traineeships and work placements opportunities created by the Council in 2017-18 (R)	123		100	New	New
	Deliver phased programme of well-maintained highway asset and public realm (CO)	R/A	R	A/G	G	Number of Green Flag Parks and Open Spaces (CO)	11	Annual	11	Annual	10
	Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme (CO)	G	G	A/G	G	% of highways inspected of a high or acceptable standard of cleanliness (CO)	94.27%	Annual	90%	Annual	90.46%
	Deliver benchmarked improved engagement with citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services (CO)	R/A	A/G	A/G	G	% of reported fly tipping incidents cleared within 5 working days (CO)	99.04%	100%	90%	98.78%	98.35%
	Deliver high-quality and well-maintained Bay and water ways at Harbour Authority (ED)	G	G	G	G	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 (CO)	7517	Annual	8266	Annual	7263
	Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing the Green Flag status of parks (ED)	G	G	G	A/G	% of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition (CO)	A – 3.3% B – 5.6% C – 6.0%	Annual	A – 5% B – 8% C – 8%	Annual	A – 4.1% B – 7.1% C – 6.9%
	Ensure Leisure Centres deliver high-quality service according to contract (ED)	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh first language at the end of Key Stage 4 (Year 11) (ELL)	80.7%	Annual	82%	Annual	79.8%
	Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018 (CO)	G	G	G	G	% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh second language at the end of Key Stage 4 (Year 11) (ELL)	81.8%	Annual	83.5%	Annual	83.2%
Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government's vision. Key to this will be (GL) : - Accommodating the growth projections for children entering Welsh medium education each year and ensuring a good qualification in Welsh for Welsh first language and Welsh second language pupils - Supporting Council employees in undertaking Welsh language training	G	G	G	G	The number of Council employees undertaking Welsh language training (GL)	171	Annual			184	

QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Economic Development **Director:** Neil Hanratty **Number of Employees (FTE):** 940 **Cabinet Member:** Cllr Goodway, Michael, Weaver and Bradbury

Strategic Directorate Priority 1 – Attract more and better jobs

Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (7)			
							Red - 0	Red/ Amber - 0	Amber/ Green - 0	Green - 7
New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative)	'SENTA' CRM database	4,904	500	1,290	4,518	1,290	Jobs Growth / Inward Investment (CP): (Green) <ul style="list-style-type: none"> The Council helped to create / safeguard 4,904 jobs by the end of Q4, this can be broken down into 1,261 jobs created and 3,643 safeguarded. Commitment for Metro Central will unlock further investment opportunities. 			
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (cumulative)	Counted from start of construction	366,000	150,000	317,732	366,000	317,732	City Deal (CP): (Green) <ul style="list-style-type: none"> The City Deal Business Plan was approved by Joint Committee and agreed by all 10 participating Councils in March. 			
Gross Value Added per capita (compared to UK average)	Cardiff & Vale of Glamorgan compared to UK	93.4 (2016)	Above Welsh Average (73)	91.4 (2015)	Annual	91.4 (2015)	Creative Industries Sector (CP): (Green) <ul style="list-style-type: none"> Channel 4 announced they are looking to locate a digital facility in 3 new regional creative hubs outside London. Cardiff presented a bid to secure one of the new creative hubs. 			
Unemployment (compared to Welsh average)	Cardiff compared to Wales	6.5	Below Welsh Average (5.0)	4.8 (result for Jan-Dec 2016)	Annual	4.8% (result for Jan-Dec 2016)	Business Improvement District (CP): (Green) <ul style="list-style-type: none"> The Business Improvement District has taken on board Taxi Marshalls for the city centre and extended other contracts with Cardiff Council. A new campaign to assist Homelessness will be promoted shortly. 			
Percentage of Council workshops let		92.10%	90%	94.20%	91.40%	92.6%	International Strategy (CP): (Green) <ul style="list-style-type: none"> Positive response from local businesses on the Green Paper. Consultation period ends March 2018. 			
							Creative Cardiff Initiative (CP): (Green) <ul style="list-style-type: none"> Proposals for a Creative Cluster in the city have successfully passed the Arts and Humanities Research Council's (AHRC) stage 1 assessments and will go through to the next round. The Bid second stage application has re-focused on the 'Screen' based Audio- Visual Creative Industries sector in Cardiff/Region. Sound Diplomacy are three months into a comprehensive assessment of the music ecology in Cardiff. The aim is to announce the music vision for Cardiff in April and work is underway to set up a Cardiff Music Board. 			
							Work with partners to deliver the Cardiff Commitment: (Green) <ul style="list-style-type: none"> The Council has helped form partnerships between schools and employers, work experience opportunities, mock interviews, employer engagement at careers fayres and business site visits. Examples of partnerships are, Santander & Ysgol Plasmawr, Bad Wolf Productions & Willows High School, and IQE & Whitchurch High School We have successfully extended the Open Your Eyes Careers Week to the Cardiff West Community High School and it's cluster, engaging employers from a range of sectors with primary schools in Ely and Caerau. Focusing employer engagement on schools within the Southern Arc of Cardiff is a strategic priority for the initiative. The Council is working with Digital Profile to roll out an employer engagement online platform with all schools in Cardiff and to all employers engaged with the Cardiff Commitment. 			

Wellbeing objective 3.1
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Strategic Directorate Priority 2 – Attract more visitors that stay longer

Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (6)			
							Red - 0	Red/ Amber - 0	Amber/ Green - 0	Green - 6
Increase number of staying visitors	Results published by STEAM for the calendar year	1.8% 2,062,000	+2%	+1.1% 2,025,000	Annual	+1.1% 2,025,000	Tourism Strategy (CP): (Green) <ul style="list-style-type: none"> Cardiff Council and the Cardiff Hoteliers Association have agreed to share funding for a combined exhibition at the largest international business and travel trade events during 2018/19 including, IBTM (Barcelona), IMEX (Frankfurt) and M&I (Dubrovnik). These are the largest business events exhibitions in the world to meet new contacts, network, 			

Wellbeing objective 3.1

Increase total visitor numbers	Results published by STEAM for the calendar year	7.9% 21,980,000	+3%	-0.7% 20,380,000	Annual	-0.7% 20,380,000	<p>attract investment and market the city.</p> <p>Deliver the Capital's key event commitments: (Green)</p> <ul style="list-style-type: none"> Volvo Ocean Race – Detailed plans are in place for all aspects of event delivery and to meet the requirements of the Host Venue Agreement / achieve targets as set out in the agreement with Welsh Government. Eisteddfod 2018 – meetings are progressing with Planning. Homeless World Cup – Cardiff is in negotiations to host the event production which will raise homelessness awareness. <p>Champions League Event: (Green)</p> <ul style="list-style-type: none"> Event successfully delivered in Q1. <p>New tourism attraction at Cardiff Castle: (Green)</p> <ul style="list-style-type: none"> Black Tower Tales and a new Dr Who attraction – A business plan is being developed outlining delivery of a new family attraction as a joint venture. Meetings are progressing and it is anticipated that the attractions will go live shortly. <p>Modernise the Arts Venues: (Green)</p> <ul style="list-style-type: none"> St David's Hall – proposals to modernise the venue are being developed. Funding applications being examined. New Theatre – Discussions underway with Facilities Management regarding current capital investment requirements. <p>The Cardiff Collection: (Green)</p> <ul style="list-style-type: none"> Reviewing the commercial catering offer at the Norwegian Church. Progressing a restructure of the Marketing and Tourism Team.
City Centre Footfall (cumulative)		43 million	42 million	43.5 million	33.8 million	43.5 million	
Cardiff Castle Total Income (cumulative)		£4,048,651	£3,800,000	£3,436,401	£3,421,648	£3,436,401	
Paid Attendances at Cardiff Castle (cumulative)		315,618	310,000	300,439	264,469	300,439	
Total Income for City Hall (cumulative)		£954,914	£865,000	£890,430	£744,597	£890,430	
Retained Income for St David's Hall and New Theatre (cumulative)		£1,870,176	£1,771,392	£1,684,914	£1,178,820	£1,684,914	
Number of Paid Attendances at St David's Hall and New Theatre (cumulative)	1.3% variance from target	423,414	429,099	418,626	274,934	418,626	

Strategic Directorate Priority 3 – Continue the regeneration of the city centre and Cardiff Bay

Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (4)			
							Red - 0	Red/ Amber - 0	Amber/ Green - 0	Green - 4
N/A	N/A	N/A	N/A	N/A	N/A	N/A				
Wellbeing objective 3.1							Facilitate delivery of the Central Square regeneration scheme: (Green)			
							<ul style="list-style-type: none"> Bus Station site sold to WG at the end of March. Final negotiations are ongoing for the creation of an SPV to deliver the new bus station and the wider Metro Central project with WG, the developer and Network Rail. The Council is now close to agreement on accessibility provision which will allow contracts for the delivery of a public realm to be signed. Work has commenced and is being delivered to the development programme. 			
							Indoor Arena (CP): (Green)			
							<ul style="list-style-type: none"> A report on the preferred location has been presented to Cabinet. Discussion on-going regarding the acquisition of the preferred site. 			
							International Sports Village (ISV) – Phase 2 (CP): (Green)			
							<ul style="list-style-type: none"> Discussions and correspondence on-going regarding Phase 2 of the scheme. 			
							City Hall (CP): (Green)			
							<ul style="list-style-type: none"> Proposals for commercial use of the building to off-set the maintenance backlog are being developed and will be presented to Cabinet in Q2, 2018/19. 			

Strategic Directorate Priority 4 – Commercialise key Council services to increase gross income

Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (6)			
							Red - 0	Red/ Amber - 0	Amber/ Green - 3	Green - 2
Commercial and Collaboration gross income	New income achieved	325,880 (provisional)	£459,000	n/a	Annual	n/a				
							Achieve Commercial Growth (CP): (Amber /Green)			

target achieved (£) (CP)	(gross)							
% Customers Satisfied with the Service (CP)	Survey responses Commercial Waste: 90% Building Services: 86% Cleaning & Support: 83.8% (overall average score of 4.27 out of 5 /83.8% satisfied or above)	90% baseline established	Establish a baseline	n/a	Annual	n/a		<ul style="list-style-type: none"> The implementation of commercial improvement plans in Building Services and Cleaning are ongoing. Commercial improvement plans are also being developed for the Security and Pest Control Services. At the end of the year we anticipate savings targets to be exceeded in Pest Control and School Caretaking. The shortfall in Security Services is being mitigated by an over performance in Cleaning net income.) <p>Increase Customer Satisfaction (Green)</p> <ul style="list-style-type: none"> An online customer satisfaction questionnaire has been launched for CTS and Total FM Services and results are expected during quarter 1. Customer surveys undertaken during the year show Building Services achieved 86% customer satisfaction and Cleaning and Support 83.8%. Customers using the Commercial Waste Service returned a 90% satisfaction response. <p>Operational Performance: (Amber / Green)</p> <ul style="list-style-type: none"> The procurement strategy for the new Non-Domestic Building Maintenance Framework has been agreed. Procurement is scheduled to commence early in 2018. A new structure for Building Services has been prepared. Staff consultation was completed in January 2018 with implementation commencing in March 2018. The procurement of new technology to digitise property asset data and mobile scheduling services within the Corporate Landlord model has commenced. Phase 1 of the TRANMAN FMIT system has been implemented. 'Teething' issues have limited the functionality of the system. These issues are being bottomed out at the end of quarter 4. Phase 2, customer portals and vehicle hire portal, will be implemented in quarter 1 of 2018/19. <p>Corporate Landlord Model: (Green)</p> <ul style="list-style-type: none"> Cabinet is scheduled to consider a report on the proposed Corporate Landlord operating model shortly. <p>Customer Account Manager Model: (Green)</p> <ul style="list-style-type: none"> 3 Customer Liaison Officers have been appointed this year. Their role will be to drive income through better relationships with the customer and service areas, providing a Customer Liaison Service to schools, third sector and commercial enterprises in respect of building maintenance, building management, cleansing, security, pest control, central transport services and waste management services. <p>Corporate Fleet (CP): (Amber/Green)</p> <ul style="list-style-type: none"> An interim Transport Manager has been appointed. The role is now being re-evaluated to account for its need to have 'continuous and effective responsibility for vehicle management across the Council. Recruitment to the revised role will commence in quarter 1 of 2018/19. A new structure for CTS which will deliver a revenue generating approach to service delivery has been agreed. The implementation is nearly complete. Central Transport Services has effectively contributed to the Council's Low Emission Strategy document. New vehicle procurement will continue to focus on low emission / alternative fuel vehicles subject to market availability. The percentage of alternative fuel/ fuel efficient vehicles achieved in the fleet in 17/18 is 11%.

Strategic Directorate Priority 5 – Achieve the statutory recycling/landfill diversion targets													
Wellbeing objective 3.2	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/ Amber - 0	Amber/ Green – 1	Green – 3	
		The percentage of municipal waste collected and prepared for re-use and / or recycled (CP)	Waste Dataflow	tbc	61%	58.12%	tbc	58.12%	Improve Recycling Models: (Green) <ul style="list-style-type: none"> Recycling Targets – achieving the statutory recycling target continues to be a significant challenge. Lamby Way HWRC has been operational for almost a year, and is positively received by members of the public. There has been a noticeable increase on the number of users since the closure of Wedal Road. Waste Recycling and Processing – Global market prices and availability remain a high financial and performance risk. The recent national pressure for a deposit return scheme (return plastic bottles, glass bottles and receive cash deposit back) needs to be closely monitored, with possible further threats to finance and performance. Since the transition from Kelda contract to Dwr Cymru Welsh Water was secured in December 2017, both Food and Green Waste contracts for Vale of Glamorgan Council and Cardiff Council are running to plan with a successful transfer. Improve the provision of HWRC facilities: (Amber/Green) <ul style="list-style-type: none"> Wedal Road HWRC closes on 2nd March 2018, a public information and social media campaign supported the closure. There continues to be a key focus on improving the education of members of the public regarding recycling material at HWRCs. The redeployment of staff from Wedal Road allows more focus on segregating recycling and supporting customers. Deliver Re-Use Centre facilities: (Green) <ul style="list-style-type: none"> The new reuse partner was announced and launched in December. British Heart Foundation provide a network of shops, free home collection and reuse facilities and outlets across Cardiff. An initial review of the partnership has been completed, and an improvement plan is currently being developed. Environment Bill / Strategy Requirements (Green) <ul style="list-style-type: none"> The next Recycling Strategy proposal has been developed, and is due to go to Cabinet during quarter 1. It seeks recommendations to progress with a trial of the separate collection of glass, expand wheeled bins across the city and improve recycling at HWRCs. All of which will provide savings and increase recycling performance in 2018/19. There are further recommendations to consult on including garden waste options, long term infrastructure arrangements and alternative working patterns. The changes will be subject to consultation and Welsh Government discussions, regarding the Blueprint and Environment Bill. 				
		Maximum permissible tonnage of biodegradable municipal waste sent to Landfill (CP)	Waste Dataflow	tbc	37,627	1,356	tbc	1,356					
		Amount of waste sent for energy recovery	Waste Dataflow	tbc	No more than 42%	45.39%	tbc	45.39%					




Wellbeing objective 3.2

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Strategic Directorate Priority 6 – Continue to modernise the Council's estate													
Wellbeing objective 4.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/ Amber - 0	Amber/ Green – 1	Green – 2	
		Reduce the gross internal area (GIA) of buildings in operational use (cumulative)	GIA data extracted from Property Management System	0.8% / 62,345	CP: 1% / 78,157	7.9% / 617,593	0.7% / 55,230	7.9% / 617,593	Property Strategy (CP): (Amber/Green) <ul style="list-style-type: none"> The Council remains on track to meet the targets defined in the 5 year Corporate Property Strategy (2015-2020). The Corporate Land and Property Management Plan (CLPMP) for 2018/19 was published in Q4. The CLPM results for 2017/18 show that the targets for GIA, Revenue, maintenance backlog reduction and capital receipts were not achieved in year. Delays in completing a number of key transactions has resulted in slippage. All of these transaction are being processed and will complete early in 18/19 rather than 17/18. Asset Management Software: (Green) <ul style="list-style-type: none"> Following instruction from Investment Review Board (IRB), a detailed business case relating to the acquisition and implementation of a new property Asset System has been compiled as part of the Corporate Landlord Programme. The business case will be presented back to IRB in May for final approval, after which implementation will commence immediately. 				
		Reduce the total running cost of occupied operational buildings (cumulative)	Operational Master Schedule	1% / £345,221	CP: 2.8% / £1,008,000	9.2% / £3,322,009	0.8% / £297,220	9.2% / £3,322,009					
		Reduce the maintenance backlog (cumulative)	Operational Master Schedule	£1,215,817 / 1.2%	CP: £1.3m / 1.3%	£8,892,951 / 8.6%	£1,070,817 / 1.1%	£8,892,951 / 8.6%					
		Capital Income generated	Operational	£3,864,321	£7.3m	£6,019,500	£1,680,000	£6,019,500					

Total Number of Children Engaged Aged 7 - 16 in Sport Cardiff Led Participatory Opportunities	Sport Cardiff data	27,338 (Cumulative) (8.9% variance from target)	30,000	27,169 (Cumulative)	8,233	27,169	<p>across the city with full implementation by March 2018 (CP): (Green)</p> <ul style="list-style-type: none"> Llanrumney Play Centre is being considered for redevelopment. Adamsdown handover date delayed due to developers planning delays. All other areas are successfully operating to the new peripatetic delivery model delivering play opportunities at a variety of venues. <p>Deliver and develop the Local Sport Plan in partnership with Sport Wales and through the Joint Venture with Cardiff Met University : (Green)</p> <ul style="list-style-type: none"> Review and first payment from Sport Wales The final payment has been received from Sport Wales and CMET have been paid via the JV Agreement. The 2018/19 Local Sport Plan has been approved. The end of year review will be carried out in April between Cardiff Met, Sport Wales and Cardiff Council. A report with officer comments and recommendations will follow. <p>Develop the Facilities Planning model for Sport and Leisure: (Green)</p> <ul style="list-style-type: none"> Awaiting outcome on Sport Wales' Sport Strategy consultation before producing a Cardiff Sport and Physical Activity strategy to ensure alignment to National objectives and priorities. <p>Deliver a range of alternative delivery models for Outdoor Sport facilities: (Green)</p> <ul style="list-style-type: none"> We are exploring the model of transfer to include sports pitches without the need to dispose of Public Open Space. This model has been used successfully in other Welsh authorities with the outcome of achieving external funding from National Governing Bodies for sport. The draft Heads of Terms for this approach will be reviewed by the Asset Management Board.
The number of individuals participating in Parks Outdoor Sport (PS003a)	Booking data	183,646 (Cumulative)	165,000	174,326 (Cumulative)	42,289	174,326	

Area	Good news	Challenges / next steps
<p>Page 32</p> <p>CUSTOMERS</p>	<p>Economic Development</p> <ul style="list-style-type: none"> All 10 Authorities have agreed the JWA Business Plan to discharge the Reserve Matter. Progressing agreement of JV for delivery of new family attraction at Cardiff Castle <p>Major Projects</p> <ul style="list-style-type: none"> A new approach for the delivery of the bus station has been approved by Cabinet that will deliver an early start on site and will recover the Council's investment to date. <p>CTS and TFM</p> <ul style="list-style-type: none"> Delivered campaign to promote the MOT and servicing facility to staff and internal audiences. 77 compliments were received this year. CTS received compliments in relation to the Driver Training, MOT Service and Fabrication Services. Building Services received compliments in relation to their professional approach and standard of work. Cleaning & Support received superb compliments about the County Hall car park attendants and cleaning staff where improvements to the service were made. Pest Control received more compliments from internal customers about the services they provide Building Support received compliments about the assistance given to office moves and office refurbishments. Customer Account Manager Model - 3 Customer Liaison Officers who will be a dedicated schools advocate and communication channel to improve customer satisfaction have been appointed. <p>Waste Management:</p> <ul style="list-style-type: none"> Incub technologies have been procured and installation began to improve customer focus and operational efficiencies. Introduction of new skip service for commercial and domestic customers. 	<p>Economic Development</p> <ul style="list-style-type: none"> Joint Cabinet agreement of the JWA Business Plan to discharge the Reserve Matter. Conclude agreement of JV for delivery of family attraction at Cardiff Castle. <p>Strategic Estates</p> <ul style="list-style-type: none"> Securing planning permission in regard to a number of key disposals to enable receipts to be realised in this financial year. <p>CTS and TFM</p> <ul style="list-style-type: none"> Continued commercial growth of Central Transport Services. Continued improvement of customer liaison/management with schools with assistance of the new Customer Account Manager model and the resourcing and delivering all commitments against the new Buildings SLA. <p>Waste Management</p> <ul style="list-style-type: none"> Procurement of new fleet for waste collections. Installation of the Autosorter in the Materials Recycling Facility. Implementation of the next three year Recycling & Waste Strategy.

 <p>FINANCIAL</p>	<p>Savings:</p>	<p>In Year Spend:</p> <p>TFM</p> <ul style="list-style-type: none"> Continuing the momentum of the implementation of commercial improvement plans in Building Services, Cleaning and the commencement of commercial improvement plans in the Security and Pest Control services.
 <p>INTERNAL PROCESSES</p>	<p>Digitisation:</p> <ul style="list-style-type: none"> RAMIS – Implementation is continuing and the system is being rolled out across the Council and with external contractors TRANMAN - 'Teething issues' encountered during the implementation of the new software are resolved. The customer Portal will be available from quarter 1 of 2018/19. Asset Management Software – procurement of Integrated Workplace Management System (IWMS) for Corporate Landlord is nearing conclusion for quarter 1 of 2018/19. 	<p>Digitisation:</p> <ul style="list-style-type: none"> RAMIS – Ongoing training and implementation across the Council and implementation of training into schools TRANMAN – Provision of an internal hire model to optimise fleet usage and customer portal. Asset Management Software – Completion of procurement of IWMS, and commencement of implementation in quarter 1 of 2018/19. <p>TFM</p> <ul style="list-style-type: none"> Finalisation of tender documents for the new non domestic building maintenance framework in conjunction with other Council Service Area Stakeholders.
 <p>EMPLOYEE & WORKFORCE</p> <p>Page 33</p>	<p>Tourism</p> <ul style="list-style-type: none"> The Tourism, Venues and Events team restructure to create a destination marketing team is underway with posts about to be advertised with a view to complete the structure by end of financial year (March 2018). <p>Commercial Services Structures</p> <ul style="list-style-type: none"> CTS restructure – implementation nearing completion. Building Services restructure – consultation completed and implementation commenced. Customer Account Manager Model – recruitment completed for 3 Customer Liaison Officers. <p>Occupational Road Risk Working Group</p> <ul style="list-style-type: none"> Occupational Road Risk Policy drafted. <p>Employee Survey</p> <ul style="list-style-type: none"> Following consultation with staff Employee Survey Next Steps action plans have now been agreed and are being progressed. <p>Learning and Development</p> <ul style="list-style-type: none"> Waste Management – Frontline operatives encouraged to attend Essential Skills training. Over 20 employees are now signed up to undertake an NVQ. 8 HGV training placements have also been completed. 	<p>Tourism</p> <ul style="list-style-type: none"> Complete the implementation of new structure. <p>Commercial Services Structures</p> <ul style="list-style-type: none"> CTS restructure – recruitment of Transport Manager. Building Services restructure – progress implementation. Corporate Landlord Model – Finalise the TOM and the financial and resource structures. <p>Occupational Road Risk Working Group</p> <ul style="list-style-type: none"> Undertake consultation on draft policy document. <p>Employee Survey</p> <ul style="list-style-type: none"> Progress the implementation of agreed Employee Survey Next Steps action plans. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Proposals for two new apprenticeship schemes underway.

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EFFECTIVE SCRUTINY OF DELIVERY PLANS

Key Questions to Ask Re Delivery Plans

- 1. Does the Plan assist in delivery of Corporate Plan/ Wellbeing Plan?**
 - a. Do the 'Key Actions' support delivery of priorities?
 - b. (*Other than those that are in the Corporate Plan*), how were the Directorate's priorities identified and what criteria were used?

- 2. Does the Delivery Plan meet the needs of local communities?** (*citizens/ city deal area/ large and SME businesses/ industries/ higher education/ visitors etc.*)

- 3. Is the Plan robust and fit for purpose?**
 - a. Are the milestones and timescales for 'Key Actions' appropriate and achievable?
 - b. Are the performance measures suitable?
 - c. Will it lead to improved/ more effective service provision?

- 4. Does the Directorate have sufficient resource levels to deliver the Plan?**

- 5. What are the main challenges/ risks to being able to deliver the actions in the Delivery Plan?**

- 6. Out of all the areas covered in the Delivery Plan, which are the most important for this committee to scrutinise (and why)?**

- 7. What are the main aspirations for the Directorate for the coming year?**

- 8. What are the arrangements for monitoring the implementation of the Delivery Plan?**

Role of Scrutiny re Delivery Plans

- Members assess whether Delivery Plans:
 - Assist in delivery of Corporate Plan/ Wellbeing Plan
 - Are focusing on the right issues for local communities
 - Are robust and fit for purpose.

- Members identify whether there are sufficient resources to deliver the Plan.

- Members identify whether performance measures are sufficient to monitor service delivery.

- Members check the process for monitoring implementation of the Delivery Plan.

Benefits of Scrutiny re Delivery Plans

- Assists the Council to have a robust performance management framework, with appropriate challenge to ensure Delivery Plans are fit for purpose.

- Enables Members to:
 - gain an overview of Directorate, its contribution to delivering the Council's Corporate Plan and its key priorities
 - understand the future challenges facing the Directorate
 - understand the key achievements of Directorate in previous year
 - discuss possible areas requiring further scrutiny.

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

14 JUNE 2018

**JOINT OVERVIEW AND SCRUTINY COMMITTEE: CARDIFF CAPITAL REGION
(CCR) CITY DEAL**

Purpose of report

1. To provide Members with an opportunity to consider and comment on proposals for the establishment of a Joint Overview and Scrutiny Committee (JOSC) for the Cardiff Capital Region (CCR) City Deal, prior to consideration at Full Council on 21 June 2018.

Background

2. The Cardiff Capital Region (CCR) Joint Working Agreement (JWA) states, in paragraph 10.19.2, that *“The Councils shall work together to create and agree terms of reference for, to the extent permissible by law, a Joint Audit Committee and a Joint Overview and Scrutiny Committee (JOSC) and how the same will be resourced and funded”*.
3. The statutory power to establish a Joint Overview and Scrutiny Committee is set out in Section 58 of the Local Government (Wales) Measure 2011 and Regulations made thereunder.
4. At their meeting on 20 November 2017, the CCR Joint Cabinet considered a report, attached at **Appendix A**, which proposed the establishment of, and governance arrangements for, a JOSC for the CCR City Deal. Joint Cabinet agreed all the recommendations of the report.

Establishing a Joint Overview and Scrutiny Committee (JOSC)

5. It is a decision for each of the ten authorities that are parties to the Joint Working Agreement if they wish to establish a JOSC for the CCR City Deal. Statutory guidance, issued under Section 58 of the Local Government (Wales) Measure 2011, attached at **Appendix B**, states, at paragraph 3.1, *“that in establishing a JOSC which is additional to a Council’s existing scrutiny committee(s) a report setting out its role, responsibilities, terms of reference and intended outcomes to be generated by the joint exercise should be considered by each of the participating authorities’ appropriate scrutiny committees (or sub-committees) before being endorsed by full Council”*.
6. The report to the CCR Joint Cabinet, attached at **Appendix A**, proposes the establishment of a JOSC, consisting of one non-executive Member from each of the ten local authorities, known as *‘appointing authorities’*. Local authorities are also able to appoint a deputy for its Member representative, who shall only be entitled to speak and vote at meetings of the JOSC in the absence of their principal representative. The length of appointment is a matter for each appointing authority.
7. The report to the CCR Joint Cabinet includes draft Terms of Reference (attached as **Appendix 1 of Appendix A**), which state that one of the JOSC’s main functions would be *‘To perform the Overview and Scrutiny function for CCR City Deal .. on behalf of the ten local Authorities’*. The draft Terms of Reference also make clear that the *‘establishment of the CCRCDD Joint Scrutiny Committee shall not serve to exclude a local authority’s right to carry out its own individual Scrutiny of any decision of the Regional Cabinet or City Deal matter.’*
8. Each of the ten local authorities and the JOSC will review the draft Terms of Reference and may propose amendments. Any changes to the agreed Terms of Reference would need to go back to each Local Authority for approval.

9. Subsequent to their meeting on 20 November 2017, the CCR Joint Cabinet agreed that Bridgend County Borough Council would host the Joint Overview and Scrutiny Committee providing, as the Joint Cabinet report states at point 3.4, **Appendix A**, *'such dedicated support and advisers, within a pre-determined sum to be funded out of the annual budget of the Regional Cabinet.'*
10. As the Joint Cabinet report states, at point 4.3, **Appendix A**, the 2017/18 Joint Cabinet Budget contains a contingency budget of £69,500, an element of which has been set aside to meet the costs of developing the JOSC arrangements. Based on initial estimations provided by Bridgend County Borough Council for the first year costs of establishing the JOSC, it was agreed to allocate £25,000 to Bridgend County Borough Council for 2018/19, as the host authority for the JOSC.

First Year of the JOSC

11. During the first year of the JOSC, there will be a need for Members and Scrutiny Officers to attend training and briefing sessions prior to them undertaking scrutiny of the CCR City Deal. This will help ensure that all Members have the same knowledge base and understanding from which to start. However, it may mean that there is a limited amount of scrutiny work undertaken in the first year. The training and briefing sessions will be organised by the JOSC host authority, Bridgend County Borough Council.
12. Following training and briefing sessions, it is proposed that two meetings be held within the first year, as follows:
- a. Meeting One:
 - To amend and finalise the JOSC Terms Of Reference and officially adopt and take ownership of them (subject to any proposed changes)
 - To have initial discussions regarding the Forward Work Programme.

b. Meeting Two:

- To develop in detail their Forward Work Programme and future focus.
- To undertake annual monitoring of the CCR City Deal Business Plan and/ or Programme Plan.

13. The JOSC will use the first year to develop a detailed and informed Forward Work Programme, which will not only focus their work but also assist greatly in determining the workload and needs for the future, including the number of meetings and future budget required.

14. The draft Terms of Reference also enable any member of the JOSC to refer to the committee any matter which is relevant to its functions provided it is not a local crime and disorder matter, as defined in section 19 of the Police and Justice Act 2006, and subject to a number of conditions and provisos. Therefore, as stated above, the Forward Work Programme, determined by the JOSC Members, will indicate the needs and growth of the Committee.

15. In all instances, the JOSC has the power to make any reports and recommendations to the Regional Cabinet and/or to any of the Appointing Authorities and to any of their executives in respect of any function that has been delegated to the Regional Cabinet pursuant to the Joint Working Agreement.

Way Forward

16. In line with the statutory guidance, attached at **Appendix B**, Cardiff Council's Economy and Culture Scrutiny Committee is asked to consider the proposals detailed in the report attached at **Appendix A** and the draft Terms of Reference attached at **Appendix 1 of Appendix A**. Members' views are requested on the proposals set out and the draft terms of reference and, in particular, on the following points:

- a. The length of appointment for the nominated representative and deputy to the JOSC

- b. The potential skill set required for nominated representatives and deputy, such as prior knowledge and experience of joint working, knowledge that relates to the City Deal itself and professional skills that will be of value and assistance to their role on the JOSCS.
- c. The 2018 Annual Report of the Independent Remuneration Panel for Wales makes provision for the remuneration for Joint Overview and Scrutiny Committees in Section 4 of the report – attached as **Appendix C**. Their report states that *‘the remuneration of chairs of JOSCSs (or a sub-committee of JOSCSs) 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 the IRP report.’* Members will note that a payment made to a Chair of a JOSCS or a Chair of a JOSCS Sub Committee is additional to the maximum number of Members eligible to be paid a Senior Salary (i.e. 25% of membership), provided the statutory limit of 50% of a council’s membership is not exceeded. Each Council will therefore need to decide on whether they would agree to pay the salary required under this legislation, should their nominated Member be put forward as Chair of the JOSCS.

17. Councillor Huw Thomas, Leader, will attend to present the report to the Committee, in his capacity as a member of the CRC City Deal Joint Cabinet and portfolio lead member for City Deal.

Legal Implications

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council

must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

19. The legal provisions relating to the establishment of Joint Overview and Scrutiny Committees are set out in the body of the report and in the legal implications section of **Appendix A**.

Financial Implications

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/ Council will set out any financial implications arising from those recommendations.

Recommendations

The Committee is recommended to consider the information attached to this report and received at this meeting and to submit any recommendations, observations or comments to Council for consideration at Full Council on 21 June 2018.

Davina Fiore
Director – Governance and Legal Services
7 June 2018

CARDIFF CAPITAL REGION JOINT CABINET

JOINT CABINET MEETING 20 NOVEMBER 2017

GOVERNANCE ARRANGEMENTS FOR CARDIFF CAPITAL REGION JOINT SCRUTINY COMMITTEE

REPORT OF CARDIFF CAPITAL REGION PROGRAMME DIRECTOR

AGENDA ITEM: 8

1. PURPOSE OF REPORT

- 1.1 To make recommendations to Regional Cabinet to consider the establishment of, and governance arrangements for, the Joint Scrutiny Committee which, if acceptable, be referred to each of the ten Councils for formal approval.

2. SUMMARY

- 2.1 The Joint Working Agreement (JWA) in paragraph 10.19.2 states that “The Councils shall work together to create and agree terms of reference for, to the extent permissible by law, a Joint Audit Committee and a Joint Scrutiny Committee and how the same will be resourced and funded”.

3. ROLE & PURPOSE

- 3.1 In accordance with the terms agreed in the JWA (as above), Regional Cabinet recognise and value the need for a Joint Scrutiny Committee being established with clear terms of reference which will assist in defining its role and limitations. Draft Terms of Reference have been developed by Officers for Members’ consideration and this is attached at Appendix 1.
- 3.2 It is important that Members of the Joint Scrutiny Committee are kept up to date with Cardiff Capital Region (CCR) City Deal developments. The key discussions and decisions are recorded in the minutes of the Joint Cabinet which are publically available and could be offered for inclusion on the Joint Scrutiny Committee agenda for information.
- 3.3 Whilst the minutes of the Regional Cabinet will be helpful in ensuring the Scrutiny Committee are informed, it is suggested that the Chair of the Regional Cabinet, or another representative, offer to attend meetings of the Scrutiny Committee to give a verbal update on the current position of the City Deal and a view forward to some of the issues anticipated in the coming months ahead.

3.4 The Governance Lead Officer for CCR City Deal (Gareth Chapman, Chief Executive Merthyr Tydfil County Borough Council) has advised that dedicated support and advisers to the Joint Scrutiny Committee would be beneficial. This involvement would enable Members to have continuity of advice during meetings and ensure that Scrutiny Officers have a single point of contact to seek advice when preparing reports. It is proposed that one of the ten authorities hosts the CCRCJ Joint Scrutiny Committee and provide such dedicated support and advisers, within a pre-determined sum to be funded out of the annual budget of the Regional Cabinet. Regional Cabinet are invited to consider and recommend to the Councils for approval which authority should act as the host for the CCRCJ Joint Scrutiny Committee. Whilst one Authority may act as host authority to support the CCRCJ Joint Scrutiny Committee, the venue for the scrutiny committee meetings could rotate amongst the ten authorities.

4. FINANCIAL IMPLICATIONS

4.1 The attached report sets out proposals in respect of arrangements for a Joint Scrutiny Committee. It is proposed that one of the ten City Deal partnering authorities undertake the role of 'host authority', and in doing so, provide the Joint Scrutiny Committee with dedicated support and continuity of advice.

4.2 It is understood that a pre-determined sum will be agreed, which will form the basis of the budget from which the host authority will deliver this service in full, including all associated and ancillary costs. Depending on the timescales for implementing these arrangements, it is envisaged that a part-year sum may be required in 2017/18.

4.3 The PMO element of the 2017/18 Joint Cabinet Budget contains a contingency budget in the sum of £69,500, an element of which has been set aside to meet the cost developing the Joint Scrutiny Committee arrangements. The pre-determined sum will need to be met from within this budget allocation in 2017/18. From 2018/19 the budget headings will be re-aligned to separately identify the pre-determined sum from the remaining contingency budget to provide transparency and to assist with budget accountability.

5. LEGAL IMPLICATIONS (INCLUDING EQUALITY IMPACT ASSESSMENT WHERE APPROPRIATE)

5.1 The statutory power to establish a joint overview and scrutiny committee is set out in Section 58 of the Local Government (Wales) Measure 2011("the Measure") and Regulations made thereunder.

5.2 Section 58 of the Measure providing that Welsh Ministers may by regulations make provision under which any two or more local authorities may appoint a Joint Overview and Scrutiny Committee ('JOSC'). Regulations have been

made, namely the Local Authorities (Joint Overview and Scrutiny Committees) (Wales) Regulations 2013 ('2013 Regulations').

- 5.3 It will be a decision for each authority if it wishes to establish the Joint Scrutiny Committee proposed. Statutory guidance has been issued under Section 58 of the 2011 Measure, to which regard must be had. Paragraph 3.1 of the guidance providing *“that in establishing a JOSOC which is additional to a Council’s existing scrutiny committee(s) a report setting out its role, responsibilities, terms of reference and intended outcomes to be generated by the joint exercise should be considered by each of the participating authorities’ appropriate scrutiny committees (or sub-committees) before being endorsed by full Council”*.
- 5.4 Where two or more authorities appoint a JOSOC the 2013 Regulations prescribe that they must enter into an agreement, which addresses a number of prescribed matters. The draft terms of reference, set out in Appendix 1 to the report, have been prepared having regard to these requirements and more generally the provisions of the 2013 Regulations and Statutory Guidance issued. The terms of reference are important because a JOSOC is only able to exercise functions in relation to matters which are identified by the appointing authorities. It is therefore important that the local authorities participating in the joint scrutiny committee (referred to as the appointing authorities) are clear from the outset about the role, responsibilities and terms of reference of the joint scrutiny committee.
- 5.5 The proposed membership of the Joint scrutiny committee is set out in the attached terms of reference and the proposal (1 non executive member each authority) reflects the following paragraph of the Statutory Guidance of the Measure:-
- 3.5 In order to ensure JOSOCs represent fairly the interests of each appointing local authority, it is recommended that an equal number of Committee seats be allocated to each of the participating Councils. Although that would mean larger authorities agreeing to have the same membership as smaller ones, this would appear to be in the best interests of effective partnership.*
- 3.6 The 2013 Regulations provide that a JOSOC is not to be regarded as a body to which section 15 of the Local Government and Housing Act 1989 (duty to allocate seats to political groups) applies.
- 3.7 The terms of reference, at paragraph 15, set out the provisions as regards referring matters to the JOSOC. The JOSOC may make a report or recommendation in relation to any matter referred to it, to any of the appointing authorities, their executives or the Regional Cabinet.

3.8 The joint scrutiny committee will require appropriate resource and the body of the report sets out the proposals in this regard, including the financial implications.

General advice

In considering this matter regard should be had, amongst other matters, to:

(i) The Councils' duties under the Well-being of Future Generations (Wales) Act 2015 and;

(ii) Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. Age; b. Gender reassignment; c. Sex; d. Race – including ethnic or national origin, colour or nationality; e. Disability; f. Pregnancy and maternity; g. Marriage and civil partnership; h. Sexual orientation; i. Religion or belief – including lack of belief

6. RECOMMENDATIONS

6.1 That the Joint Committee (Regional Cabinet) consider the draft Terms of Reference attached at Appendix 1 and if content, submit to each constituent Council for approval.

6.2 That it be suggested to the Joint Scrutiny Committee that the Regional Cabinet minutes are included on the future Joint Scrutiny Committee agendas for information.

6.3 That the Chair of the Regional Cabinet, or another Member representative, offers to attend future meetings of Joint Scrutiny to give a verbal update on the progress of the CCR City Deal.

6.4 That Regional Cabinet:

(i) considers and recommends to the Councils for approval, which constituent Council should host the Joint Scrutiny Committee and provide the requisite support services and advice (subject also to that Council's formal agreement) and

(ii) subject to each of the ten Councils determining to establish the Joint Scrutiny Committee proposed and agreeing which Council shall host the Joint Scrutiny Committee, delegate authority to the Regional Programme Director to agree with the Host Council the level of funding required in 2017/18 to fund such Joint Scrutiny Committee hosting arrangements

(provided such level of funding is within Regional Cabinet's 2017/18 approved budget), with future funding arrangements being considered as part of Regional Cabinet's annual budget setting process.

Sheila Davies
Cardiff Capital Region City Deal Programme Director
14th November 2017

The following Appendix is attached:

Appendix 1 – Draft Terms of Reference

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TERMS OF REFERENCE: CARDIFF CAPITAL REGION CITY DEAL JOINT SCRUTINY COMMITTEE

Introduction

1. Cardiff Capital Region (CCR) City Deal is a Joint Committee of all ten local Authorities of South East Wales. Paragraph 10.1 of the Joint Working Agreement states that 'The Councils shall form the joint committee ("Joint Committee") for the purpose of overseeing and co-ordinating the discharge of the Councils' obligations in relation to the City Deal and to carry out the functions set out in Schedule 2 (Joint Committee Terms of Reference) and the Joint Committee shall be known as the "Cardiff Capital Region Joint Cabinet", "Joint Cabinet" or "Regional Cabinet" (as the context requires)'.

For the purposes of these terms of reference;

The Joint Working Agreement means the agreement (as may be amended from time to time) concluded on 1.3.17 between; Blaenau Gwent CBC, Bridgend CBC, Cardiff Council, Caerphilly CBC, Merthyr Tydfil CBC, Monmouthshire CC, Newport CC, Rhondda Cynon Taff CBC, Torfaen CBC and the Vale of Glamorgan Council.

The 'Appointing Authorities' are the parties to the Joint Working Agreement

the 'Host Authority' means *** or such other authority as the Appointing Authorities may agree from time to time.

2. CCR City Deal is resourced by the ten Appointing Authorities and is supported by a Programme Management Office (PMO), full time officers, a Programme Board made up of senior Officers representing each of the partner Councils and a Joint Cabinet of the Leader (or Deputy) from each Authority. In addition. Legal, technical and financial external advisers have been appointed to provide expert technical advice.
3. Each Council agreed to work together to create a Joint Scrutiny Committee as stated in Paragraph 10.19.2 of the Joint Working Agreement; 'The Councils shall work together to create and agree terms of reference for, to the extent permissible by law, a Joint Audit Committee and a Joint Scrutiny Committee and how the same will be resourced and funded'.

Membership of the Joint Scrutiny Committee

4. The Joint Scrutiny Committee shall consist of one non-executive Member from each Appointing Authority.

5. It is a matter for each Appointing Authority, from time to time, to nominate, or terminate the appointment of its nominated Member serving on the Joint Scrutiny Committee. Each Appointing Authority shall be entitled, from time to time, to appoint a deputy for its Member representative to the Joint Scrutiny Committee but such deputy shall only be entitled to speak and vote at meetings of the Joint Scrutiny Committee in the absence of his or her corresponding principal
6. The length of appointment is a matter for each Appointing Authority.

Quorum

7. The quorum necessary for a meeting of the joint scrutiny committee is at least 7 out of the 10 Joint Scrutiny Committee Members, present at the relevant time.

Election of a Chair

8. The Joint Scrutiny Committee shall elect a Chair and Vice Chair, which appointments will rotate annually between the Appointing Authorities, in alphabetical order

Rules of Procedure

9. The procedure rules will be those of the Host Authority for its Scrutiny Committees,

Members' Conduct

10. Members of the Joint Scrutiny Committee will be bound by their Council's Code of Conduct.

Declarations of Interest

11. Members of the Joint Scrutiny Committee must declare any interest either before or during the meetings of the Joint Scrutiny Committee (and withdraw from that meeting if necessary) in accordance with their Council's Code of Conduct or as required by law.

Confidential and Exempt Information / Access to Information

12. The Host Authority's Access to Information Procedure rules shall apply subject to the provisions of the Local Government Act 1972 :

Openness and Transparency

13. All meetings of the Joint Scrutiny Committee will be open to the public unless it is necessary to exclude the public in accordance with Section 100A (4) of the Local Government Act 1972.

14. All agendas, reports and minutes of the Joint Scrutiny Committee will be made publically available, unless deemed exempt or confidential in accordance with the above Act.

Functions to be exercised by the Joint Scrutiny Committee

15. The Joint Scrutiny Committee shall be responsible for exercising the following functions:
 - a. To perform the Overview and Scrutiny function for CCR City Deal (which City Deal is more particularly specified in the Joint Working Agreement) on behalf of the ten local Authorities.
 - b. To develop a forward work programme reflecting its functions under paragraph (a) above.
 - c. To seek reassurance and consider if the CCR City Deal is operating in accordance with the Joint Working Agreement, its Annual Business Plan, timetable and / or is being managed effectively.
 - d. To monitor any CCRC project's progress against its Programme plan.
 - e. To make any reports and recommendations to the Regional Cabinet and or to any of the Appointing Authorities and to any of their executives in respect of any function that has been delegated to the Regional Cabinet pursuant to the Joint Working Agreement.

Any member of a Joint Overview and Scrutiny Committee may refer to the committee any matter which is relevant to its functions provided it is not a local crime and disorder matter as defined in section 19 of the Police and Justice Act 2006

Any member of any of the Appointing Authorities may refer to the Joint Overview and Scrutiny Committee any local Government matter which is relevant to the functions of the Joint Scrutiny Committee, subject to the following conditions and provisos.

The conditions for a reference by a member of an Appointing Authority to the Joint Scrutiny Committee are that:

- (i) The matter relates to one of the functions of the authority and is relevant to the functions of the Joint scrutiny committee,
- (ii) It effects the electoral area of the member or it effects any person who lives or works there; and
- (iii) It is not a local crime and disorder matter as defined in section 19 of the Police and Justice Act 2006.

Provisos

When considering whether to refer a matter to the Joint Scrutiny Committee a member should first consider if it falls within the remit of a single overview and scrutiny committee within the member's local authority, and if that is the case the member should raise the matter there. Members should only refer a matter to a Joint scrutiny committee if it falls clearly within the responsibilities and terms of reference of the Joint Scrutiny Committee and if there is no scrutiny of the issue in the local authority to which the member belongs.

It is acknowledged that the establishment of the CCRCDC Joint Scrutiny Committee shall not serve to exclude a local authority's right to carry out its own individual Scrutiny of any decision of the Regional Cabinet or City Deal matter

Duration of Joint Scrutiny

16. To be co-terminus with the duration of Joint Cabinet or if earlier the decision of the ten authorities to end the Joint Scrutiny arrangements.

Withdrawal

17. Any of the ten local Authorities may withdraw from participating in the Joint Scrutiny arrangements upon three months' notice to each of the other Authorities.
18. The Joint Scrutiny Committee in carrying out its functions must have regard to guidance relating to section 62 of the Measure, which places a requirement on local authorities to engage with the public

Foot notes

1. No provision has been made for sub committees given the scrutiny committee comprises only 10 members and that Regulations (SI 2013/1051) require a Sub- Committee to comprise an equal number of members of the Appointing Authorities.



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Statutory Guidance from the Local Government Measure 2011

Section 58
Joint Overview and Scrutiny
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May 2013

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Joint Overview & Scrutiny Committees

Statutory Guidance issued under Section 58 Local Government (Wales) Measure 2011

Introduction

Background to the Local Government (Wales) Measure 2011

1.1 The Local Government (Wales) Measure 2011 (the Measure) makes changes intended to strengthen the structures and workings of local government in Wales at all levels and will help to ensure local councils reach out to, and engage with, all sectors of the communities they serve.

This draft guidance document supports Part 6 of the Measure which is concerned with overview & scrutiny committees, and in particular the provision to enable two or more local authorities to form joint overview & scrutiny committees (JOSC).

Policy Intent

1.2 While there have been some innovative examples of joint scrutiny having taken place in Wales until now this has not been supported by existing legislation.

This means that it has not been possible to subject services or issues which cross county or sectoral boundaries to robust scrutiny, at a time when local authorities and public bodies are increasingly working together.

The aim of section 58 is to strengthen scrutiny arrangements through the promotion of collaborative scrutiny, and the sharing of scrutiny expertise.

1.3 Enabling local authorities to establish JOSCs is intended to make it easier to scrutinise the delivery of services by providers who cover more than one county, or to examine issues which cut across geographical boundaries. The provision for joint scrutiny expands the options currently available to councils in undertaking wider public service scrutiny, and provides for a more flexible way of working to secure improved outcomes.

1.4 In addition, where joint scrutiny exercises have been undertaken (as detailed in the case studies featured in appendix A) they have facilitated opportunities to share learning and scrutiny capacity across local authorities. The harnessing of 'collective intelligence' through JOSCs is intended to lead to more effective forms of governance, and higher standards of democratic accountability.

1.5 This document is designed to provide advice and guidance in relation to the establishment and operation of JOSCs. This is statutory guidance under section 58(4) of the Measure, and a local authority and a joint overview & scrutiny committee must have regard to this guidance in exercising or deciding any function conferred upon it.

Why establish a Joint Overview & Scrutiny Committee?

Circumstances in which Joint Overview & Scrutiny may be effective

What are the benefits of Joint Scrutiny?

For Scrutineers

1.6 Where joint scrutiny exercises have taken place in Wales participants have reported a number of benefits in having gained insight into, and knowledge from, other councils' scrutiny arrangements.

For example, it was found that councillors have been able to view issues from a wider perspective, leading to a more thorough exploration of the topics under consideration.

1.7 Furthermore, the presence of different scrutiny chairs and support from alternative scrutiny officers has provided opportunities for cross-transference of learning and exchanges of good practice. Experiences of joint scrutiny have been found to stimulate members and officers to critically review and enhance their 'home' council's internal methods and ways of working, ultimately leading to a higher standard of scrutiny.

A series of case studies are provided in Appendix A which provides additional detail on the positive outcomes arising from joint scrutiny activity.

Benefits for Partners

1.8 From a partnership perspective, the benefits of a joint scrutiny approach are in bringing a fresh eye to developments at all stages of the decision-making process. JOSCs have the ability to bring forward new sources of information that decision-makers may not have considered in the development of plans, policies and strategies.

Non-executive members have a wealth of local intelligence and are well-placed to evaluate whether partnership priorities and methods of delivery are meaningful to local communities. Many councillors are linked in to a range of social networks and community groups and are able to feed views into decision-making processes.

Furthermore, JOSCs can help reduce duplication of accountability and reporting mechanisms by adopting a co-ordinated approach to the issue under enquiry.

Selecting the right issue for Joint Overview & Scrutiny

1.9 The effectiveness of a JOSC will be dependent on the reasons underpinning its establishment and the issue it intends to address. To secure the commitment and sustained interest of the principal councils involved, it follows that the topic chosen as the focus of a JOSC should be of relevance to all participants.

1.10 As was the case in the joint scrutiny of partnerships in waste management (detailed in case study 1, Appendix A), each of the four authorities had previously engaged in a review of local waste management arrangements. This led to the recognition that a collective approach would be stronger than individual inquiries.

1.11 The identification of a suitable topic for joint scrutiny will be dependent on effective forward work programme planning that seeks to consider issues of wider public interest, as well as those topics specific to a particular geographical area. Members and officers will need to actively explore opportunities for joint scrutiny, checking to see whether there is compatibility in the forward work programmes of neighbouring or relevant authorities. Networking via regional and national scrutiny events, and the publication of forward work programmes, will allow scrutiny practitioners to be more informed in this respect.

1.12 Some instances where a joint committee might be appropriate include:

- *On-going monitoring of a joint service delivery mechanism;*
- *Investigating a topic that may require a regional response (for example, waste management or sustainable development);*
- *Sharing scrutiny resources to investigate a similar topic of high interest or high importance to more than one authority (although not necessarily requiring a joint / multi-authority response).*

Criteria for establishing a JOSOC

1.13 In deciding whether or not to establish a JOSOC, overview and scrutiny committees may wish to give thought to the following questions:

- 1. Does the topic involve the work of a strategic partner or partnership body whose services cover more than one local authority area?** For example, a JOSOC may wish to focus upon the work of a transport provider, Third Sector organisation or a relevant Social Enterprise whose services cross authority boundaries.
- 2. Does the issue or service affect residents across more than one county area or concern a particular population's needs?** A JOSOC may wish to consider thematic topics such as climate change, fuel poverty, grass-fires or road safety; or it may wish to consider services connected to particular groups of interest such as young adults with physical disabilities, teenage mothers or vulnerable older people.
- 3. What form of JOSOC could reasonably be resourced?** Undertaking effective joint scrutiny is dependent on participating councils engaging in the building of relationships, and putting in place systems of working and administration. In order that JOSOCs can provide significant added value, care must be taken to ensure that its objectives are proportionate to its resources.

The importance of scoping and project management

1.14 Outline scoping should be undertaken to help determine whether or not to establish a JOSOC. In identifying which partnership projects to progress, and in determining an appropriate methodology, practitioners should think carefully about whether examining a topic will result in added value or enhancement for each participant.

In order to determine the likely success of joint work, it is strongly recommended that a project management approach be adopted to help ensure the objectives of joint scrutiny activity are delivered.

1.15 An informal feasibility study should be undertaken by likely participants in order that members and officers are able to define more specifically areas of mutual interest, the type of scrutiny role intended to be undertaken, and the level of resource that could reasonably be dedicated to support a JOSOC's effective functioning. Preliminary work should also identify the likely risks associated with the scrutiny topic, and how it is intended that these be managed effectively.

Case study 2, detailing joint scrutiny of a Local Health Board by Newport and Caerphilly Councils, provides additional detail regarding the significance of ensuring shared aims characterise collaborative scrutiny activity.

Roles for Joint Overview & Scrutiny Committees

1.16 Local authorities can use JOSOCs in a flexible way to suit their needs. For example, councils have the option to establish JOSOCs on an ad hoc basis which may be more appropriate for forms of pre-decision scrutiny or consultation exercises; or councils may decide to establish 'standing' JOSOCs which may be more useful in monitoring services or outcomes over the medium to long term.

Section 2: What can Joint Overview & Scrutiny Committees do?

Powers of Joint Overview & Scrutiny Committees

2.1 The Measure enables Welsh Ministers to make regulations which will provide for JOSOCs to have equivalent powers to other overview and scrutiny committees, as set out in existing legislation, and this would include reviewing and scrutinising decisions of the Council's executive which have yet to be implemented ('call-in').

2.2 JOSOCs may make reports and recommendations about any matter, other than crime and disorder matters which are covered by separate legislation and guidance under sections 19 and 20 of the Police and Justice Act 2006.

2.3 This does not preclude councils from working together on crime and disorder issues. As encouraged by the Guidance for the Scrutiny of Crime and Disorder Matters (Wales), councils should make efforts to co-ordinate their forward work

programmes to avoid duplication and help ensure scrutiny activities are complementary where appropriate.

2.4 A JOSC is only able to exercise functions in relation to matters which are identified by the appointing authorities. It is therefore important that the local authorities participating in the joint committee are clear from the outset about its role, responsibilities and terms of reference.

2.5 Under section 58(3)(b) JOSCs also have the option of establishing sub-committees in the same way as single authority overview & scrutiny committees. It is important to note that any sub-committee would discharge only those functions conferred on them by the JOSC.

This provision will enable JOSCs to operate in a more streamlined and flexible manner to achieve the aims and objectives of the 'parent' JOSC.

Wider Public Scrutiny – Who can be scrutinised?

2.6 Sections 59, 60 and 61 of the Measure amend the Local Government Act 2000 ("the 2000 Act") to place a requirement on councils to ensure their overview and scrutiny arrangements scrutinise the services of public service providers in their area. This requirement extends to JOSCs.

2.7 In carrying out wider public scrutiny, JOSCs can require designated persons, or their representatives, to provide them with information relevant to issues under consideration, and to attend committee meetings on request.

2.8 In addition, should a JOSC or sub-committee make a report or recommendation to any of the designated persons, the committee may send a copy of the report or recommendations to a designated person and request the designated person to have regard to the report or recommendations.

2.9 It is important to emphasise that any reports or recommendations will be made on behalf of the JOSC, not the local authority, and therefore there is no requirement for an executive or full council to endorse the report. However, the Welsh Government considers it would be appropriate to share copies of reports with executives and councils in the interests of effective communication and good governance.

2.10 In practice, the reporting arrangements for JOSCs will be informed by the reasons underpinning the committee's establishment and the outcomes intended to be achieved. For example, in the joint scrutiny waste management project referred to in case study 1, Appendix A, a report detailing the findings and recommendations of the joint scrutiny panel was sent to all four executives of the participating councils.

2.11 With regard to joint scrutiny activity relating to the performance of strategic partnerships, such as Local Service Boards, it may be appropriate for the JOSC to decide to send just one report to the decision-making body of the partnership in question.

2.12 An important factor for JOSCs to consider when determining reporting arrangements is the need to develop constructive working relationships with the executive groups of service providers who are subject to scrutiny. Consequently, it is suggested that the chairs of JOSCs should meet regularly with an appropriate executive representative to discuss priorities, approaches and planned areas of work.

Defining “designated persons”

2.13 A forthcoming Order will designate those organisations and individuals which will be subject to scrutiny. Section 61 of the Measure (inserting new section 21G into the 2000 Act) details the conditions that define which individuals and organisations may be regarded as a “designated person” or “designated category of persons” by scrutiny committees in exercising their powers under section 21 (2ZA) of the 2000 Act inserted by section 59.

2.14 Section 61 stipulates that those persons that by Order may be designated for the purpose of section 21 of the 2000 Act as a “designated person” or “designated category of persons” must provide the public, or a section of the public, with services, goods or facilities of any description (whether on payment or not). In doing so, the individual or organisation must be exercising functions of a public nature, or be wholly or partly funded by public money, and not be a local authority.

Joint Overview & Scrutiny Committees and Call-In

2.15 The Measure enables the Welsh Ministers to make regulations which will provide for JOSCs to exercise any of the functions of making reports and recommendations of other overview and scrutiny committees, which have powers of ‘call-in’. The participating authorities should from the outset, in its terms of reference, agree the procedure for call-in. This can be different from the procedure used in individual authorities.

2.16 With regard to call-in, it is intended that JOSCs should be able to recommend that an executive decision of one of the participating councils made but not yet implemented be reconsidered by the person(s) that made it, or arrange for that decision to be exercised by the Council.

2.17 However, in order to safeguard against potential abuse, councils should consider developing procedures where an executive decision of one of the participating councils of a JOSC may only be called-in by the JOSC if it is supported by an equal proportion of the participating Councils.

2.18 Whilst the above approach has been suggested to help ensure the integrity of the call-in function as it relates to JOSCs, this is ultimately a matter for local authorities to determine as part of their constitutional arrangements. In support of the development of such arrangements it is suggested that the number of Members required to initiate a Call-In should, as a minimum, be set at half the total membership of the JOSC.

To illustrate, a worked example is set out in the following fictional scenario.

Councils A, B and C wish to work together to jointly commission services. A Joint Committee is subsequently established which is comprised of the executive members of each Council. A JOSC is also established to provide governance arrangements. The membership of the JOSC is comprised of non-executive Members from the three Councils.

A decision is subsequently made but not implemented by the executives of councils A, B and C. However, non-executive members from Council A consider that the decision made by the three executives may disadvantage Council A's local communities. Council A therefore wishes to call-in the decisions made by the three respective Councils.

In this instance, the JOSC could not call-in a decision made by the executive of Councils B or C unless the call-in procedure was supported by an equal number of members from Councils A, B and C.

The number of members able to call-in an executive decision of one of the participating Councils should be at least half of the JOSC's entire membership. That half must include equal numbers from each participating council. In the above example, should the total membership of the JOSC be twelve (four members from each Authority) then a call-in could only be made by two members from each Authority which would give six.

In the event that a JOSC would wish to call-in an executive decision made by Councils B and C, then it is advisable that each participating council undertake each call-in separately. That is not to say that two call-in processes could not run in parallel, only to recognise that any re-examination of an executive decision would have to take place on an individual basis within each participating council.

Section 3 – How will it work? Realising the benefit of joint scrutiny

Appointing a Joint Committee

3.1 In establishing a JOSC which is additional to a council's existing scrutiny committee(s), a report setting out its role, responsibilities, terms of reference and intended outcomes to be generated by the joint exercise should be considered by each of the participating authorities' appropriate scrutiny committees (or sub-committees) before being endorsed by full council.

3.2 The appropriate scrutiny committees (or sub-committees) would be those whose terms of reference are most closely aligned to the issue intended to be considered by means of a JOSC. This would help to ensure that the non-executive members of each local authority are able to participate in the decision to establish a

joint committee, and to ensure it would add value and would not duplicate existing work programmes.

3.3 With regard to the remit of JOSCs it should be remembered that existing legislation excludes any matter which could be considered by a Crime and Disorder Committee (sections 19 and 20 of the Police and Justice Act 2006) from the work programmes of all other scrutiny committees, sub-committees and JOSCs.

Who should sit on a Joint Overview & Scrutiny Committee?

3.4 Local authorities will need to give careful consideration to who they appoint to sit on JOSCs. It might be helpful in some instances to appoint members who already sit on the authority's scrutiny committee whose terms of reference most closely match the issue to be scrutinised, or the terms of reference for the proposed JOSC. However, in wishing to draw on the expertise and knowledge base of a wider pool of non-executive members this might not be the most appropriate course of action, and it will be for local authorities to decide which members should be appointed to which committee.

3.5 In order to ensure JOSCs represent fairly the interests of each appointing local authority, it is recommended that an equal number of committee seats be allocated to each of the participating councils. Although that would mean larger authorities agreeing to have the same membership as smaller ones, this would appear to be in the best interests of effective partnership.

3.6 Councils will need to make attempts to ensure that member representation on JOSCs reflects the political balance represented in the relevant scrutiny committee so far as practicable. The representation from an authority may include co-opted members from that authority who are appointed to overview and scrutiny committees of the appointing authority in accordance with paragraphs 8 or 9 of Schedule 1 to the 2000 Act.

3.7 The JOSCs itself may also decide to co-opt members who would be in addition to the allocations from each council.

3.8 With regard to the size of JOSCs, good practice suggests that the maximum number of seats should be set at no more than 16 for effective functioning. However, this is ultimately a matter for local authorities to decide as it is dependent on the issue intended to be considered.

Chairing a Joint Overview & Scrutiny Committee

3.9 The chair of a JOSC must be elected from within its membership, and this should take place at the first meeting of the Committee. JOSCs established on a long-term basis may decide to rotate chairs annually, or at some other interval, in order for each participating authority to have equal status, and to ensure that opportunities for member development are provided.

3.10 Where joint scrutiny exercises have taken place in Wales, it was found helpful to alternate the chairs amongst the participating local authorities. As such, councils may wish to give thought to allocating vice-chairs (if thought appropriate) to the members of those authorities who are next scheduled to hold the position of chair. This would allow for a measure of continuity within joint arrangements and broaden the experience of participating members.

Reference of Matters to JOSCs

3.11 In a similar way that any member of a local authority can refer a matter to an overview and scrutiny committee of that authority (known as the “councillor call for action”), designed to enable local issues to be resolved, any member of the appointing authorities is able to refer a matter to the JOSC for consideration. The conditions for a reference by a member of an appointing authority to a JOSC are that:

- The matter relates to one of the functions of the authority;
- It effects the electoral area of the member or it effects any person who lives or works there; and
- It is not a local crime and disorder matter as defined in section 19 of the Police and Justice Act 2006.

In addition, the matter has to be one which is relevant to the functions of the JOSC.

3.12 When considering whether to refer a matter to the JOSC, a member should first consider if it falls within the remit of a single overview and scrutiny committee within the member’s local authority, and if that is the case the member should raise the matter there.

3.13 Members should only refer a matter to a JOSC if it falls clearly within the responsibilities and terms of reference of the JOSC and if there is no scrutiny of the issue in the local authority to which the member belongs.

3.14 When deciding to refer a matter to a JOSC, we recommend that members of the participating local authorities and the JOSC itself should consider the issues discussed in the Statutory Guidance to local authorities and members issued under section 63 of the Local Government Measure.

[Statutory Guidance from the Local Government Measure 2011 – June 2012](#)

Officer Support for JOSCs

3.15 Where a JOSC is established, it is suggested participating authorities should share the costs associated with the undertaking of joint scrutiny exercises. This should cover arrangements for officer support and research, as well as administrative support and provision of meeting venues.

3.16 Each principal council may wish to offer different types of scrutiny officer support in respect of resourcing JOSCs. For example, some councils may wish to offer administrative support, and others research and advisory expertise. Consideration should be given to how the JOSC could most effectively achieve its

scrutiny objectives and how the standard of scrutiny could be raised, including through the collective learning of each authority.

3.17 In recognition that officer support for scrutiny varies across local authorities, it is likely that the scrutiny support officers of participating councils will need to liaise regularly to co-ordinate and project manage the work of JOSCs, and consider how to make best use of available resources. When deciding joint support arrangements, factors to consider include the scrutiny capacity available and how well the expertise and skill sets of officers' link to the topic(s) identified for joint scrutiny.

3.18 Regular meetings may help to overcome any difficulties in aligning different cultures, methodologies and supporting mechanisms for scrutiny, and will help facilitate transfer of skills and learning. Participating scrutiny officers and chairs should nominate a JOSC Officer Co-ordinator from amongst themselves to ensure a clear point of contact available for those engaged in joint activity.

3.19 It is recommended that those supporting JOSCs put in place opportunities for reflection at key stages (for example, at mid-term points) within the life cycle of scrutiny reviews. This would help ensure that participating authorities are satisfied with the support arrangements and are finding them of benefit in meeting the objectives of the JOSC.

3.20 Scrutiny support arrangements may include rotating meeting venues of JOSCs among the local authorities represented on the joint committee. However, it may also be the case that the committee chooses to meet at the authority which is geographically most central to minimise travel times for those involved.

Forward Planning

3.21 In order to function effectively, JOSCs should formulate a forward plan to identify what issues the JOSC intends to focus upon during the course of the year or duration for which it is established.

3.22 The forward plan should provide a clear rationale as to the purpose of considering a particular topic, and to the methods by which it will be investigated. Attempts should be made to develop an outcome-focused forward plan rather than one which is process-orientated.

3.23 As a JOSC may be either ad hoc or standing, care will need to be taken to ensure that its forward plan corresponds with the committee's original purpose. For example, in the instance where several authorities may wish to form a JOSC to investigate a cross-cutting issue such as substance misuse, its forward plan should serve to act as the investigation's project plan since the investigation should have a clearly-defined start and finish.

3.24 Where a JOSC may have been formed to consider the work of a strategic partnership, its forward plan should be driven by evidence of community need and a sound understanding of the partnership's priorities, risks and financial pressures. In addition, the forward plans of JOSCs should be agreed in consultation with partners where possible.

3.25 JOSCs must have regard to guidance relating to section 62 of the Measure which places a requirement on local authorities to engage with the public. The guidance provides practical advice on how JOSCs can comply with their obligations under section 62 by taking into account the National Principles for Public Engagement in Wales endorsed by Welsh Government, and making sure that its forward plan is published as soon as is reasonably practicable to allow interested groups and individuals to provide comment and offer their views.

Appointing a sub-committee of a JOSC

3.26 Upon commencement of the Regulations made under Section 58(3) (b), JOSCs will be able to appoint sub-committees. This provision extends the range of options available to a JOSC to effectively investigate and make recommendations for improvement as they relate to issues of public interest or concern.

3.27 As is the case with sub-committees appointed by single authority scrutiny committees, sub-committees of a JOSC can only exercise the functions conferred upon it by the 'parent' JOSC. In the interests of fairness and effective working, a sub-committee of a JOSC should, where possible, consist of equal numbers of representatives from each participating authority.

Ways of Working

Please note that the following section is not statutory guidance but has been included as a way of working which JOSCs may wish to consider

Task and Finish Groups

Where elected members have been involved in task and finish groups of single authority scrutiny committees, they have reported a number of benefits from working in smaller, more structured teams. For example, members with differing levels of scrutiny experience and subject knowledge are able to gain confidence and motivation by working collaboratively with more experienced councillors and co-opted members. Similarly, task and finish group working can develop positive peer relations as a result of a members working collectively towards a common goal.

In the event that a JOSC may wish to establish a task and finish group to consider a particular issue in more depth, it is suggested that JOSCs consider limiting the number of members of a task and finish group to enable the appointment of any co-opted members the JOSC may wish to appoint.

Depending on the nature of issue under consideration, JOSC task and finish group investigations can either be 'light-touch', where recommendations can be identified at a relatively early stage and strictly time-limited, or a very intensive investigation involving a range of 'Expert Witnesses', site visits and the commissioning of supporting research, as is currently the practice for the majority of overview and scrutiny committees.

It is often the case that task and finish groups have significant resource implications, and for this reason it is suggested that a JOSC think carefully about the number of task and finish groups that can effectively be run and supported at any one time.

As a means of ensuring that a task and finish group of a JOSC fulfils its objectives, it is recommended that a project management approach be adopted. This should include developing a project brief for the task and finish group's work, a project plan and the production of highlight reports to the parent JOSC to ensure it is kept informed of the investigation's progress.

Maximising benefits, minimising waste

Case Study 1: Joint Scrutiny of Partnerships in Waste Management

In being awarded the Centre for Public Scrutiny's 2008 award for its joint scrutiny of partnerships in waste management, the participating four authorities (Cardiff, Monmouthshire, Newport and the Vale of Glamorgan) were successful in supporting elected members work together to address a complex and common issue.

The purpose of the inquiry was to consider the benefits and challenges of joint service delivery of residual waste activities within a regional setting.

Whilst being sensitive to each participant's varying experiences of scrutiny and different organisational and political cultures, Members and Officers maximised the collective benefit of individual strengths through carefully thought out methods and ways of working. In this instance, site visits to explore best practice helped engage Members throughout the process, assisted the bonding process and helped to establish a 'team culture'.

A key outcome precipitated by the inquiry was securing the political will necessary for each council to enter into a formal waste partnership. The extensive evidence base generated by the project provided a clear steer to participating councils; that the benefits of partnership working in dealing with waste management were compelling in that collaboration had the potential to provide the public with a better service at lower cost.

Consequently each scrutiny committee recommended to its Executive that the four councils continue to work together to secure a regional waste management solution. In practical terms, this involved fifty scrutiny members from four authorities agreeing upon the same set of recommendations to be sent to their respective Executives. This represents a real first in Wales and demonstrates the willingness of elected members to set aside individual cultural differences to develop productive working relationships characterised by understanding, goodwill and a pragmatic project management approach.

These recommendations have subsequently led to the formulation of the regional Prosiect Gwyrdd partnership which is committed to looking for the best environmental, cost effective and practical solution for waste after recycling and composting has been maximised in each area. Further information about Prosiect Gwyrdd may be found from the following link <http://www.caerphilly.gov.uk/prosiectgwyrdd/>.

Joint Scrutiny - Improving the health of partner relations

Case study 2: The Economic Impact of NHS Procurement: A Study of the Aneurin Bevan Health Board.

"It did not feel like 'scrutiny', but more like partnership" -

Procurement Manager, Aneurin Bevan Health Board, commenting on experience of joint scrutiny.

In 2009 Newport City Council and Caerphilly County Borough Council were successful in securing funding under the Welsh Government's Scrutiny Development Fund to undertake a joint project to review local procurement by the Aneurin Bevan Health Board (ABHB).

The aim of the project was to use ABHB as a case study to examine the potential impact of local procurement on the local economy and to learn from good practice, sharing the project's findings with other public sector organisations within the wider Gwent area.

Following a competitive tendering exercise, the School of City and Regional Planning and the Welsh Economy Research Unit of Cardiff Business School at Cardiff University were commissioned to carry out research on behalf of the two Councils.

The Task and Finish Group made up from Councillors from both Newport and Caerphilly acted as the Project Board and recognised the co-operation of the ABHB who agreed to take part in the project despite the then recent reorganisation of the former Gwent Local Health Boards and Trust. Senior representatives from the NHS were involved at all stages of the project to ensure that the final recommendations were relevant and realistic. This was important to ensure partners had opportunity to influence the project and determine what benefits were likely to be accrued as a result of their involvement.

In presenting their report to the final meeting of the Task and Finish Group, the research team underlined the significance of the project and its relevance not only to the NHS but also the public and private sectors in general. The Task and Finish Group were keen to ensure that the report should receive a wide a circulation as possible to share the reports findings and conclusions. ABHB have indicated that they would like to share the report with procurement practitioners from other Health Boards and Trusts in Wales and Welsh Health Supplies.

In reflecting upon their experience in the scrutiny project, ABHB reported that the process was something they were pleased to be part of in the interests of openness and transparency. It was reported to be useful that ABHB were dealing with just one Task and Finish Group made up of both councils instead of two separate groups.

Key learning points emerging from the joint project include the need to market the benefits of joint scrutiny exercises to those partners being subject to research and evaluation. Also of importance in this instance was having a worthwhile and relevant topic to explore with partners which resulted in a 'win-win' situation for those involved.

Learning Points from Joint scrutiny

Case Study 3: Prosiect Gwyrdd

Building upon the benefits accrued from the joint scrutiny of waste management partnerships, Cardiff, Newport, Monmouthshire, Caerphilly and the Vale of Glamorgan formed a joint Scrutiny Panel to monitor the decisions made by the Prosiect Gwyrdd Joint Committee. More information about Prosiect Gwyrdd may be found from the following link <http://www.caerphilly.gov.uk/prosiectgwyrdd/>

Prosiect Gwyrdd is a joint project committed to looking for the best environmental, cost effective and practical solution for waste, after recycling and composting has been

maximised in each area. The decision making body governing the procurement process of the Project is the Joint Committee which is made up of two Executive Members from each Authority.

Public scrutiny is considered to be an essential part of ensuring that Prosiect Gwyrdd remains effective and accountable. Arrangements have therefore been introduced to provide an opportunity for non-Executive Councillors to influence and challenge key decisions taken by the joint committee and project board.

These arrangements commenced in December 2009, when Councillors from the five authorities met with representatives of Prosiect Gwyrdd to share views on the evaluation criteria which would be used in the procurement process. Following this early involvement, more formal arrangements were put in place and a Joint Scrutiny Panel established.

Positive benefits reported to date include the strengthening of relations between the elected members of the participating councils and an improved engagement with Prosiect Gwyrdd Waste Management Officers. This has resulted in Members being kept properly informed of the work of the Joint Committee so improving their effectiveness as a 'check and balance' for decision making.

Learning points arising from the project include ensuring a clear understanding of the role of scrutiny and the benefits of clear reporting lines. As the project has progressed, improved work programming and support arrangements have been put in place, further adding to the potential for successful scrutiny.

Case Study 4: Officer Support for collaborative scrutiny

The Joint Scrutiny of Partnerships in Waste Management previously referred to in case study 1 brought together four scrutiny committees from different Councils to examine the benefits and challenges of joint service delivery of residual waste activities within a regional setting.

In order to manage the project effectively, Cardiff County Council identified a lead Scrutiny Officer from within its Scrutiny Team. Having one point of contact for the four participating authorities was identified as being an important factor in ensuring work streams and activities were well co-ordinated and progress was regularly reported to stakeholders.

Whilst it was valuable to have a single person provide consistent advice, guidance and support at joint scrutiny meetings, the individual roles of Scrutiny Officers from the participating authorities was also integral to the inquiry's success.

At the beginning of the project, Officers quickly realised that time and care would need to be spent on ensuring that organisational and cultural differences did not become inhibitive. Consequently Scrutiny Officers from the four Councils met regularly to discuss strategies that would encourage the participation and support of their respective Elected Members. It was reported that this element of joint scrutiny should not be underestimated in terms of its significance to achieving the added value characteristic of effective collaboration. Securing Member 'buy-in' at every stage of the project was reported to being essential to its smooth progression.

With regard to arriving at the project's recommendations, a report detailing the findings was presented to a joint meeting of the Panel. Members subsequently formulated mutually agreed recommendations that were informed by the evidence base generated as a result of the inquiry.

The mechanisms by which the team of Scrutiny Officers had co-ordinated the project ensured high levels of communication and team working which resulted in the recommendations and final report being properly 'owned' by every one of the participating councils.

Case Study 5: Denbighshire's Framework for Partnerships

Denbighshire County Council, in conjunction with Wrexham and Conwy County Borough Councils, successfully secured funding from the Welsh Government's (WG) Scrutiny Development Fund (SDF) in 2008/09 which enabled them to jointly commission training packages specifically tailored for scrutiny members.

Part of the funding received was used to commission a bespoke training course on how to effectively scrutinise partnerships and collaborative working arrangements. As a result of the training events, the 'Guidelines for Scrutinising Cross-Organisational Bodies, Partnerships and Collaborative Working Arrangements' were drawn up.

The framework builds upon the 'seven success factors for scrutiny' as set out in the Welsh Government's Advice Note 'Wider Scrutiny and Partnership Working' and provides some useful criteria that may be used to help identify which partnerships to scrutinise. Additional details of the Guidelines and Framework for Partnership Scrutiny may be found in the vault section of the Scrutiny Timebank website www.scrutinytimebank.co.uk.

The framework also provides a helpful template which may be used to form the basis of a protocol between a JOSC and a partnership as it details many of the practical issues that will be faced by members, officers and partners.

Denbighshire acknowledges that scrutiny of partnerships is an area which requires improvement and with the establishment of a dedicated Partnerships Scrutiny Committee in May 2011 greater emphasis is intended to be placed on scrutinising the effectiveness of partnerships in delivering desired outcomes for local citizens.

In addition, Denbighshire's scrutiny function is keen to explore the associated benefits to the Council, both financially and otherwise, of delivering services via a range of partnership arrangements.



Independent Remuneration Panel for Wales

Annual Report

February 2018

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

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ANNUAL REPORT 2018

FOREWORD

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

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

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

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

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

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

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

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

John Bader
Chair

Panel Membership

John Bader – Chair
Gregory Owens - Vice Chair
Stephen Mulholland

Julie May
Saz Willey
Roger Symonds

Detailed information about the members can be found on the website:

<http://gov.wales/irpwsb/home/?lang=en>

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Introduction



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

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

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

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

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

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

Upholding trust and confidence

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

Simplicity

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

Remuneration

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

Diversity

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

Accountability

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

Fairness

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

Quality

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

Transparency

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

Remuneration of Officers

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

2. Annual Report Summary Page

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

² Not Applicable

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

Basic salary for elected members of principal councils

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

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

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

Senior salaries for elected members of principal councils

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

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

Notes to Determination 1:

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

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

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

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

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

(i) The Executive:

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

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

(ii) Chairs of Committees

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

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

The Senior Salary Bands

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

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

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

Table 2 notes:

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

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

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

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

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

Payments to Civic Heads and Deputies (Civic Salaries)

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

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

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

Remuneration of civic heads and deputy civic heads <i>(inclusive of basic salaries)</i>		
Responsibility Level	Civic heads	Deputy civic heads
Level 1	£24,300	£18,300
Level 2	£21,800	£16,300
Level 3	£19,300	£14,300

Table 3 notes:

- a. The posts of civic head and deputy civic head are not included in the cap (with the exception of Isle of Anglesey and Merthyr Tydfil Councils).
 - b. The Panel’s requirement that members should not have to pay for the cost of the support (see determination 7) that is needed to carry out their duties applies also in respect of civic heads. The Panel recognises the range of provision made for civic heads in respect of transport, secretarial support, charitable giving and clothing.
- 3.11 Civic heads are senior posts within councils which are distinct from political or executive leadership. In addition to chairing major meetings the civic head is the authority’s ‘first citizen’ and ‘ambassador’ representing the council to a wide variety of institutions and organisations. This requires the post holder to exemplify and promote good citizenship.
- 3.12 In many instances civic heads receive secretarial support and are provided with transport for official duties and can access a separate hospitality budget which is managed and controlled by council officers.
- 3.13 The level of support given, the personal financial outlay and the level of activity during the year of office varies considerably between authorities and the size of authority does not necessarily relate to the commitment required, or given by, civic heads.
- 3.14 All principal councils have a number of community councils within their areas and many also include town councils. Where a community council has a particularly active civic head this may have some impact on the workload of the principal council’s civic head.

- 3.15 The Local Government (Democracy) (Wales) Act 2013 allows councils to appoint a presiding member whose role is to chair meetings of the whole council. Where appointed, there would be a consequential reduction in the responsibilities of the respective civic head.

Payments to Presiding Members

Determination 4: The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 Level 1 senior salary. This post will count towards the cap.

Determination 5: The Panel has determined that the post of deputy presiding member will not be remunerated.

Key factors underpinning the Panel's determinations:

- 3.16 The basic salary, paid to all elected members, is remuneration for the responsibility of community representation and participation in the scrutiny, regulatory and related functions of local governance for the time equivalent of three days a week. Any time commitment beyond three days is an unpaid public service contribution.
- 3.17 The prescribed salary and expenses must be paid in full to each member unless an individual has independently and voluntarily opted in writing to the authority's proper officer to forego all or any element of the payment. It is fundamental that there is transparency in this process so any possible suggestion that members are put under pressure to forego some of the salaries is avoided.

The following must be applied:

- a) An elected member must not be remunerated for more than one senior post within his or her authority (but see section 4 on JOSCs).
- b) An elected member must not be paid a senior salary and a civic salary.
- c) All senior and civic salaries are paid inclusive of basic salary.
- d) If a council chooses to have more than one remunerated deputy leader, the difference between the senior salary for the deputy leader and other executive members should be divided by the number of deputy leaders and added to the senior salary for other executive members in order to calculate the senior salary payable to each deputy leader.
- e) Members in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA or FRA to which they have been appointed.

- f) Members in receipt of a Band 1 or Band 2 salary cannot receive any payment from a Community or Town Council of which they are a member other than travel and subsistence expenses and reimbursement of costs of care.

Supporting the work of local authority elected members

- 3.18 Following the local elections in 2017 Panel members undertook visits to all principal authorities in Wales. These visits provided valuable opportunities for members and officers to discuss the variations that occur and to share and understand the benefits gained by properly supporting the ability of members to discharge their basic duties effectively.
- 3.19 The Panel expects the support provided should take account of the specific needs of individual members. The functions of Democratic Services Committees include a requirement to review the level of support provided to members to carry out their duties and the Panel would expect these committees to carry this out and bring forward proposals to the full council as to what is considered to be reasonable. Any proposals should be made with due regard to Determinations 6 and 7 below. For example, the Panel does not consider it appropriate that elected members should be required to pay for any telephone usage to enable them to discharge their council duties as a ward member, committee member or cabinet member.
- 3.20 The Panel considers it is necessary for each elected member to have ready use of e-mail services, and electronic access to appropriate information via an internet connection. The Panel does not consider it appropriate that elected members should be required to pay for internet related services to enable them to discharge their council duties as a ward member, committee member or cabinet member. This comprises the necessary provision for a member to be in proper contact with council services and to maintain contact with those they represent. Many councils in Wales are committed to 'paperless working' and without electronic access a member would be significantly limited in his or her ability to discharge their duties. It is not appropriate for facilities required by members to be available only within council offices within office hours.
- 3.21 The responsibility of each council through its Democratic Services Committee to provide support should be based on an assessment of the needs of its members. When members' additional needs or matters of disability apply, or there are specific training requirements indicated, each authority will need to assess any particular requirements of individual members.

For co-opted members the support should be appropriate and proportionate.

Determination 6: The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone, email and internet facilities giving electronic access to

appropriate information.

Determination 7: The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and or efficiency of members.

Specific or additional senior salaries

3.22 The Panel has allowed for greater flexibility through the provision for authorities to apply for specific or additional senior salaries that do not fall within the current remuneration framework, or which could not be accommodated within the maximum number of senior salaries relating to the authority. If the proposed addition is approved and results in the council exceeding its cap, this will be included in the approval (with exception of Merthyr Tydfil and the Isle of Anglesey Councils – see footnote 4). Some councils have raised the possibility of operating some senior salary posts on a “job share” arrangement. The Panel is supportive of this principle and the process is set out in Paragraph 3.24.

Determination 8: The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.

3.23 Guidance to local authorities on the application process was issued in April 2014 and incorporated the following principles:

- a. The total number of senior salaries cannot exceed fifty percent⁴ of the membership.
- b. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
- c. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
- d. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

⁴ Local Government (Wales) Measure 2011 Section 142 (5) The proportion fixed by the Panel in accordance with subsection (4) may not exceed fifty percent unless the consent of the Welsh Ministers has been obtained.

3.24 Job Sharing Arrangements

For members of an executive: Each “sharer” will be paid 50% of the appropriate salary of the Population Group.

The statutory maximum for cabinets cannot be exceeded so both job sharers will count toward the maximum.

Under the Measure, it is the number of persons in receipt of a senior salary, not the number of senior salary posts that count towards the cap. Therefore, for all job share arrangements the senior salary cap will be increased subject to the statutory maximum of 50% of the council’s membership.

The Panel must be informed of the details of any job share arrangements.

The Panel’s determinations on Travel and Subsistence, Reimbursement of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

4. Joint Overview and Scrutiny Committees (JOSC)

4.1 Although to date no council has made use of these arrangements the Regulations are still in force. The Panel retains the arrangements for the remuneration of chairs of Joint Overview and Scrutiny Committees and Sub-committees⁵. The payments align with those of chairs of committees of principal councils set out in Section 3. In future they may be the basis for governance in respect of regional working.

The following determinations apply:

Determination 9: The chair of a Joint Overview and Scrutiny Committee is eligible for an additional payment of £6,700.

Determination 10: In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £3,350.

Determination 11: The chair of a sub committee of a JOSC is eligible for an additional payment of £1,675.

Determination 12: In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £837.

Determination 13: Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.

Determination 14: Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).

Determination 15: A deputy chair of a JOSC or sub committee is not eligible for payment.

Determination 16: Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.

⁵ [http://www.assembly.wales/Laid%20Documents/SUB-LD9311%20-%20The%20Local%20Authorities%20\(Joint%20Overview%20and%20Scrutiny%20Committees\)%20\(Wales\)%20Regulations%202013-02052013-245903/sub-ld9311-e-English.pdf](http://www.assembly.wales/Laid%20Documents/SUB-LD9311%20-%20The%20Local%20Authorities%20(Joint%20Overview%20and%20Scrutiny%20Committees)%20(Wales)%20Regulations%202013-02052013-245903/sub-ld9311-e-English.pdf)

- 4.2 The remuneration of chairs of JOSCs (or a sub-committee of JOSCs) is not prescribed and is a matter for the constituent councils to decide whether such a post will be paid. However, if a senior salary is paid, it must be at the level set out in section 4 of this report.

5. Pension Provision for Elected Members of Principal Councils

- 5.1 The Local Government (Wales) Measure 2011 provides a power to the Panel to make determinations on pension entitlement for elected members of principal councils.

Determination 17: The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.

6. Entitlement to Family Absence

This section applies to elected members of principal authorities.

- 6.1 The Regulations relating to Family Absence for elected members of principal councils were approved by the National Assembly for Wales in November 2013⁶ and cover maternity, new born, adoption and parental absences from official business.
- 6.2 The Panel considered the implications for the remuneration of such members who are given absence under the terms of the Welsh Government Regulations and the Panel's determinations are set out below.

Determination 18: An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.

Determination 19: When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.

Determination 20: It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.

Determination 21: If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.

Determination 22: When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.

Determination 23: The Council's schedule of remuneration must be amended to reflect the implication of the family absence.

⁶ http://www.legislation.gov.uk/wsi/2013/2901/pdfs/wsi_20132901_mi.pdf

7. Payments to Members of National Park Authorities

Structure of National Park Authorities

- 7.1 The 3 National Parks in Wales - Brecon Beacons, Pembrokeshire Coast and Snowdonia were formed to protect spectacular landscapes and provide recreation opportunities for the public. The Environment Act 1995 led to the creation of the 3 corresponding National Park Authorities (NPAs). In managing the National Park, the Authority has 3 main purposes:
- to protect the natural beauty of the Park;
 - to help visitors enjoy and understand it; and
 - to foster the wellbeing of local people.
- 7.2 National Park Authorities have a committee of Members who are either elected members nominated by the Principal Councils within the National Park area or are members appointed by the Welsh Government through the Public Appointments Process. Welsh Government appointed and council nominated members are treated equally in relation to remuneration.
- 7.3 The structure of the Members' Committee at each of the 3 national parks is set out in Table 4.

Table 4: Membership of Welsh National Park Authorities

National Park Authority	Total Membership	Principal Council Members	Welsh Government appointed Members
Brecon Beacons	24	16: Blaenau Gwent County Borough Council – 1 Carmarthenshire County Council – 2 Merthyr Tydfil County Borough Council – 1 Monmouthshire County Council – 2 Powys County Council – 8 Rhondda Cynon Taf County Borough Council - 1 Torfaen County Borough Council - 1	8
Pembrokeshire Coast	18	12: Pembrokeshire County Council - 12	6
Snowdonia	18	12: Conwy County Borough Council – 3 Gwynedd Council – 9	6

- 7.4 In addition, Standards Committees of NPAs have Independent Co-opted members whose remuneration is included in the framework as set out in Section 9.

- 7.5 In considering remuneration of members of NPAs, the Panel has based its determinations on the following key points:
- NPAs manage their work via formal authority meetings, committees and task and finish groups. Each has a Development/Management/Planning Committee, and other committees include Performance and Resources and Audit and Scrutiny. Ordinary NPA members are members of at least one committee as well as being involved in site visits and inspection panels.
 - There is an expectation that members will participate in training and development.
 - The chair of an NPA has a leadership and influencing role in the authority, a representational role similar in some respects to that of a civic head and a high level of accountability. The chair is not only the leader of the authority but is also the public face of the particular national park and is the link with the Minister and AMs with whom they have regular meetings. The role requires a high level of commitment and time.

Basic and senior salaries

- 7.6 The Panel has previously determined that the role of ordinary members of an NPA should be aligned to the basic salary of a member of a principal council, and that the time commitment required is a notional 42 days per year. This remains the basis of the Panel's determinations.
- 7.7 Although public sector funding continues to be constrained the Panel considers that a modest increase in the basic salary is justified and has determined there shall be an increase of £200 (which equates to 1.49%) from 1 April 2018 in the level of basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the duties expected of members.
- 7.8 Therefore, there is a corresponding increase of £50 (rounded) on the basic salary for members of NPAs from 1 April 2018.
- 7.9 The Panel has also previously determined that the remuneration of an NPA chair should be aligned to that part of a Band 3 Level 1 senior salary received by a committee chair of a principal council.
- 7.10 The Panel has provided local flexibility so that an NPA can decide at which of two levels the roles of deputy chair and up to 2 other committee chairs can be remunerated. An NPA may choose to pay its deputy chair and/or committee chairs a salary of either £7,375 or £6,075, commensurate with the significant and sustained duties to be discharged in a particular role.
- 7.11 During 2016, the Panel met with members and officers of the 3 NPAs. Feedback was received during the Panel's visits about the importance of members' attendance at meetings and the impact non-attendance can have.

Additional Senior Salaries

- 7.12 Feedback was also received during the Panel's visits to NPAs that its determination that up to two NPA Committee Chairs could receive a senior salary could be restrictive in the NPAs discharging their governance requirements.
- 7.13 The Panel allows principal councils greater flexibility to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework. The Panel is extending this provision to NPAs as reflected in the following principles:
- a. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
 - b. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
 - c. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.
- 7.14 The Panel has made the following determinations:

Determination 24: The basic salary for NPA ordinary members shall be £3,675.

Determination 25: The senior salary of the chair of an NPA shall be £12,375.

Determination 26: An NPA senior salary can be paid to a Deputy Chair and up to two committee chairs where there is significant and sustained responsibility. This can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility: £6,075 or £7,375.

Determination 27: The Panel has determined to include a provision for NPAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.

Determination 28: Members must not receive more than one NPA senior salary.

Determination 29: An NPA senior salary is paid inclusive of the NPA basic salary and must reflect significant and sustained responsibility.

Determination 30: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.

The Panel's determinations on Travel and Subsistence, Reimbursements of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

8. Payments to Members of Welsh Fire and Rescue Authorities

Structure of Fire and Rescue Authorities

- 8.1 The 3 Fire and Rescue Services in Wales: Mid and West Wales, North Wales and South Wales and Fire and Rescue Authorities (FRAs) were formed as part of Local Government re-organisation in 1996.
- 8.2 FRAs comprise of elected members who are nominated by the Principal Councils within the Fire and Rescue Service area.
- 8.3 The structure of the each of the 3 FRAs is set out in Table 5.

Table 5: Membership of Fire and Rescue Authorities

Name of Fire and Rescue Authority	Number of Local Authority Members
Mid and West Wales	25: Carmarthenshire County Council – 5 Ceredigion County Council – 2 Neath Port Talbot County Borough Council – 4 Pembrokeshire County Council – 3 Powys County Council – 4 Swansea City and County Council – 7
North Wales	28: Conwy County Borough Council – 5 Denbighshire County Council – 4 Flintshire County Council – 6 Gwynedd Council – 5 Isle of Anglesey County Council – 3 Wrexham County Borough Council – 5
South Wales	24: Bridgend County Borough Council – 2 Blaenau Gwent County Borough Council – 1 Caerphilly County Borough Council – 3 Cardiff City Council – 5 Merthyr Tydfil County Borough Council – 1 Monmouthshire County Council – 2 Newport City Council - 2 Rhondda Cynon Taf County Borough Council - 4 Torfaen County Borough Council – 2 Vale of Glamorgan Council -2

- 8.4 In addition, Standards Committees of FRAs have independent co-opted members whose remuneration is included in the framework as set out in Section 9.

8.5 In considering remuneration of members of FRAs, the Panel has based its determinations on the following key points:

- The chair has a leadership and influencing role in the authority, and a high level of accountability especially when controversial issues relating to the emergency service arise. In addition to fire authority meetings, all FRAs have committees that include in different combinations: audit, performance management, scrutiny, human resources, resource management as well as task and finish groups and disciplinary panels. As well as attending formal meetings of the authority and committees, members are encouraged to take on a community engagement role, including visiting fire stations.
- There is a strong training ethos in FRAs. Members are expected to participate in training and development. Induction programmes are available as well as specialist training for appeals and disciplinary hearings.
- Training sessions often follow on from authority meetings to make the training accessible.

Basic and Senior Salaries

8.6 The Panel has previously determined the remuneration of ordinary members of an FRA should be aligned to the basic salary of a member of a principal council and the time commitment required is a notional 20 days per year. This remains the basis of the Panel's determinations.

8.7 Although public sector funding continues to be constrained the Panel considers that a modest increase in the basic annual salary of elected members is justified and has determined there shall be an increase of £200 (which equates to 1.49%) from the date of the authority's Annual General Meeting in the level of basic salary for members of principal councils. This will help to limit further erosion of relative levels of remuneration in the basic salary paid in recognition of the duties expected of members.

8.8 Therefore, there is a corresponding increase of £30 (rounded) on the basic salary for members of FRAs from the date of the authority's Annual General Meeting.

8.9 The Panel determined that the remuneration of an FRA chair should be aligned to that part of a Band 3 Level 1 senior salary received by a committee chair of a principal council.

8.10 The Panel determined that the remuneration of an FRA deputy chair where there is significant and sustained senior responsibility will be aligned with the Band 5 senior salary.

8.11 The Panel has determined that up to two FRA committee chairs where there is significant and sustained responsibility can be remunerated.

8.12 During 2016, the Panel met with members and officers of the 3 FRAs. Feedback was received about the importance of members' attendance at meetings and the impact non-attendance can have.

Additional Senior Salaries

8.13 The Panel allows principal councils greater flexibility to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework. The Panel is extending this provision to FRAs as reflected in the following principles.

- a. Applications will have to be approved by the authority as a whole (this cannot be delegated) prior to submission to the Panel.
- b. There must be clear evidence that the post/posts have additional responsibility demonstrated by a description of the role, function and duration.
- c. Each application will have to indicate the timing for a formal review of the role to be considered by the authority as a whole.

Local Pension Boards

8.14 The Panel has considered requests from FRAs to allow them to pay salaries to chairs of local pension boards established under the Firefighters' Pension Scheme (Wales) Regulations 2015. Those Regulations already give FRAs the power to decide how local pension boards are to work and to pay the chair and members if they wish. Therefore it is not appropriate for the Panel to make a determination empowering FRAs to pay salaries to local pension board chairs. The senior salaries in Determination 33 or 34 cannot be used exclusively for this role.

8.15 The Panel has made the following determinations:

Determination 31: The basic salary for FRA ordinary members shall be £1,745.

Determination 32: The senior salary of the chair of an FRA shall be £10,445.

Determination 33: An FRA senior salary can be paid to the deputy chair and up to two chairs of committees where there is significant and sustained responsibility. This shall be paid at £5,445.

Determination 34: The Panel has determined to include a provision for FRAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.

Determination 35: Members must not receive more than one FRA senior salary.

Determination 36: An FRA senior salary is paid inclusive of the FRA basic salary and must reflect significant and sustained responsibility

Determination 37: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.

The Panel's determinations on Travel and Subsistence, Reimbursement of Costs of Care and Family Absence are now set out in separate sections of this Annual Report.

9. Payments to co-opted Members of Principal Councils, National Park Authorities and Fire & Rescue Authorities ⁷

- 9.1 The Panel has determined that a daily/half daily fee is appropriate remuneration for the important role undertaken by co-opted members of authorities with voting rights (this includes the co-opted member from a Town or Community council). The level of payments is equivalent to the current daily rates for chairs and members of the Welsh Government's Band 2 sponsored bodies. The Panel notes there has been no uplift in these payment levels across such bodies since 2010.
- 9.2 Principal councils, NPAs and FRAs can decide on the maximum number of days in any one year for which co-opted members may be paid.
- 9.3 The determinations are set out below:

Determination 38: Principal councils, NPAs and FRAs must pay the following fees to co-opted members (Table 6) (who have voting rights).

Table 6: Fees for co-opted members (with voting rights)

Chairs of standards, and audit committees	£256 (4 hours and over) £128 (up to 4 hours)
Ordinary members of standards committees who also chair standards committees for community and town councils	£226 daily fee (4 hours and over) £113 (up to 4 hours)
Ordinary members of standards committees; education scrutiny committee; crime and disorder scrutiny committee and audit committee	£198 (4 hours and over) £99 (up to 4 hours)
Community and town councillors sitting on principal council standards committees	£198 (4 hours and over) £99 (up to 4 hours)

Determination 39: Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.

Determination 40: Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).

⁷ This section does not apply to co-opted members to community and town councils.

Determination 41: The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.

Determination 42: Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.

The Panel's determinations on Travel and Subsistence, Reimbursement of costs of care and Family Absence are now set out in separate sections of this Annual Report.

10. Reimbursement of Costs of Care

- 10.1 This section applies to members of principal councils, National Park Authorities, Fire and Rescue Authorities and to co-opted members of these authorities. The same provision for Community and Town Councils is given in section 13.
- 10.2 The purpose of this section is to enable people who have personal support needs and or caring responsibilities to carry out their duties effectively as a member of an authority. The Panel believes that additional costs of care required to carry out approved duties should not deter people from becoming and remaining a member of an authority or limit their ability to carry out the role.
- 10.3 The Panel recognises the issues relating to the publication of this legitimate expense. This is reflected in the options for publication as set out in Annex 4. To support current members and to encourage diversity the Panel urges authorities to promote and encourage greater take-up of the reimbursement of costs of care.

Determination 43: All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.

11. Sickness Absence for Senior Salary Holders

- 11.1 The Family Absence Regulations (approved by the National Assembly in 2014) are very specific relating to entitlement and only available for elected members of principal councils. Absence for reasons of ill-health is not included.
- 11.2 Instances have been raised with the Panel of senior salary holders on long term sickness and the perceived unfairness in comparison with the arrangements for family absence. In consequence, councils are faced with the dilemma of:
- Operating without the individual member but still paying him/her the senior salary.
 - Replacing the member who therefore loses the senior salary (but retains the basic salary).
- 11.3 The Panel has considered this and is amending the Framework to provide specific arrangements for long term sickness as set out below:
- a) Long term sickness is defined as certified absences in excess of 4 weeks.
 - b) The maximum length of sickness absence within these proposals is 26 weeks or until the individual's term of office ends, whichever is sooner (but if reappointed any remaining balance of the 26 weeks will be included).
 - c) Within these parameters a senior salary holder on long term sickness can, if the authority decides continue to receive remuneration for the post held.
 - d) It is a decision of the authority whether to make a substitute appointment but the substitute will be eligible to be paid the senior salary appropriate to the post.
 - e) If the paid substitution results in the authority exceeding the maximum number of senior salaries payable for that authority as set out in the Annual Report, an addition will be allowed for the duration of the substitution. (However this would not apply to Merthyr Tydfil or the Isle of Anglesey councils if it would result in more than 50% of the membership receiving a senior salary. It would also not apply in respect of a council executive member if it would result in the cabinet exceeding 10 posts - the statutory maximum).
 - f) When an authority agrees a paid substitution the Panel must be informed within 14 days of the decision of the details including the specific post and the estimated length of the substitution. The authority's Schedule of Remuneration must be amended accordingly.
 - g) It does not apply to elected members of principal councils who are not senior post holders as they continue to receive basic salary for at least

six months irrespective of attendance and any extension beyond this timescale is a matter for the authority.

- 11.4 This arrangement applies to members of principal councils, National Park Authorities and Fire and Rescue Authorities who are senior salary holders, including Welsh Government appointed members, but does not apply to co-opted members.

Note:

The Family Absence Regulations apply to elected members in cases of maternity, new born, adoption and parental absences from official business. They do not apply to Welsh Government appointed members.

12. Reimbursement of Travel and Subsistence Costs when on Official Business

- 12.1 This section applies to members of principal authorities, National Park Authorities, Fire and Rescue Authorities and to co-opted members of these authorities. (Similar provision for Community and Town Councils is contained in section 13 as there is a different approach to such members, principally that the provision is permissive.)
- 12.2 Members may claim reimbursement for travel and subsistence (meals and accommodation) costs where these have arisen as a result of undertaking official duties. Expenses reimbursed to members by their local authority are exempt from Income Tax and employee NICs.
- 12.3 The Panel is aware that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. As an alternative, travel arrangements could be made directly by the authority in such circumstances.
- 12.4 The Panel has determined there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at the current HM Revenue and Customs (HMRC) rates which are:

Reimbursement of mileage costs

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per mile	Per passenger carried on authority business
24p per mile	Motor cycles
20p per mile	Bicycles

- 12.5 Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

Reimbursement of other travel costs

- 12.6 All other claims for travel must only be reimbursed on production of receipts showing the actual cost and will be subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.

Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 12.7 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 12.8 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 12.9 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.
- 12.10 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

13. Payments to Members of Community and Town Councils

- 13.1 The Panel has had responsibility for the remuneration of community and town councils since the Measure of 2011 and its first determinations for such members came into effect in the financial year 2013/2014. Subsequent Annual Reports have developed ideas for remuneration of community and town councillors, allowing flexibility to meet appropriate responsibilities.
- 13.2 The Panel recognises a wide variation in geography, scope and scale across the 735 community and town councils in Wales, from small community councils with relatively minimal expenditure and few meetings to large town councils with significant assets and responsibilities.
- 13.3 Since producing its last report, the Panel met with 104 Councillors and Clerks representing 68 Community and Town Councils in 4 meetings it held across Wales. The discussions confirmed the widely held view that the roles individual councils undertake varied significantly. Subsequent research the Panel undertook into councils' income and expenditure and councillor to population ratios further supported the wide variation.
- 13.4 The Panel is of the view that in accordance with this wide variation, the responsibilities and accountabilities of councillors must also vary. Councillors managing income or expenditure of £1m and those delivering significant services, including some that might have been delegated from principal councils, are operating in a much more complex environment than a council with an annual budget of less than £30,000.
- 13.5 Therefore the Panel is proposing to form groups of Community and Town Councils to reflect these differences. The Panel examined a range of measures they could use as the basis for any groupings and it considers that 3 groups based on the level of income *or* expenditure, whichever is the highest, in the previous financial year, is most appropriate. Using income *or* expenditure figures better reflects the activity levels of a council than population ratios which the Panel found did not correlate to income or expenditure. It is also easy for councils to understand which group they belong to.
- 13.6 In the draft report the Panel proposed a range of mandatory payments for councils. As part of the consultation on the draft report, the Panel received some helpful feedback from councils with income or expenditure of less than £30,000 which outlined the disproportionate impact this would have on their precept and administrative costs. The Panel has considered this and adjusted its groupings as set out in table 7 below.

In creating these three groups it has reflected that councils with income or expenditure in excess of £200,000 are subject to section 40 of the Wellbeing of Future Generations Act; approximately 50% have income or expenditure

below £30,000; and those councils with income or expenditure of between £30,000 and £200,000 are likely to have a greater range of responsibilities.

The Panel has reflected different payment requirements for councils in each of these three groups as set out in the remainder of this report. The Panel will be considering further differentiations based on the groups in the future.

Table 7: Community and Town Council Groupings

Community and Town Council Group	Income or Expenditure in 2017-18 of:
A	£200,000 and above
B	£30,000 - £199,999
C	Below £30,000

- 13.7 The Panel is of the view that Community and Town Councillors are not volunteers because further to the democratic process they have accepted formal responsibilities and all face some degree of liability, in respect of the Council functions they are running. Also, the Panel wants any member who has personal support needs and / or caring responsibilities to be able to fulfil their role. To reflect this, the Panel is mandating payment of a contribution to costs and expenses for members of councils in Groups A and B; and authorising payment of a contribution to costs and expenses to be made available for members of councils in Group C as set out in determinations 44 and 45. The Panel is also mandating reimbursement of cost of care for all members of Community and Town Councils as set out in determination 51.
- 13.8 The Panel is also of the view that Councils in Group A are likely to have a greater number of committees reflecting its level of activity; and therefore is additionally mandating the payment for senior roles as set out in Determination 46.
- 13.9 Where not mandated, each determination requires a formal decision by each of these community or town councils annually. A Council can adopt any or all of the non-mandated determinations but if it does make such a decision, it must apply to all its members.
- 13.10 In all cases, any individual member may make a personal decision to elect to forgo part or all of the entitlement to any of these payments by giving notice in writing to the proper officer of the council.
- 13.11 In the event of a member of the council standing down during the year, it is a matter for the council to decide whether or not to reclaim any payments made.
- 13.12 Members in receipt of a Band 1 or Band 2 senior salary from a principal council cannot receive any payment from any Community or Town Council, other than travel and subsistence expenses and reimbursement of costs of care. However, this does not preclude them from holding a senior role.

Payments towards costs and expenses

13.13 The Panel is mandating payment of a contribution to costs and expenses for members of councils in Groups A and B; and authorising payment of a contribution to costs and expenses to be made available for members of councils in Group C. Receipts are not required for these payments.

Determination 44: Community and town councils in Groups A and B must make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Determination 45: Community and town councils in Group C are authorised to make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Senior roles

13.14 The Panel recognises that specific member roles especially within the larger community and town councils, for example a committee chair, will involve greater responsibility. It is also likely that larger councils will have a greater number of committees, reflecting its level of activity. The Panel has therefore determined that councils in Group A must make available a payment for a minimum of one senior role and a maximum of five senior roles. Councils in Groups B and C are authorised to pay up to five responsibility payments for specified roles.

Determination 46: Community and town councils in Group A must make available an annual payment of £500 each to a minimum of 1 and a maximum of 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses.

Determination 47: Community and town councils in Groups B or C are authorised to make an annual payment of £500 each to up to 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is claimed.

Reimbursement of travel costs and subsistence costs

13.15 The Panel recognises there can be significant travel and subsistence costs associated with the work of community and town council members, especially

where the council area is geographically large and/or when engaging in duties outside this area.

Determination 48: Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties.⁸ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:

- 45p per mile up to 10,000 miles in the year.
- 25p per mile over 10,000 miles.
- 5p per mile per passenger carried on authority business.
- 24p per mile for private motor cycles.
- 20p per mile for bicycles.

Determination 49: If a community or town council resolves that a particular duty requires an overnight stay, it may authorise reimbursement of subsistence expenses to its members at the maximum rates set out below on the basis of receipted claims:

- £28 per 24-hour period allowance for meals, including breakfast where not provided.
- £200 – London overnight.
- £95 – elsewhere overnight.
- £30 – staying with friends and/or family overnight.

Compensation for financial loss

13.16 The Panel has retained the facility which councils may pay as compensation to their members where they suffer financial loss when attending approved duties.

Determination 50: Community and town councils are authorised to pay financial loss compensation to each of their members, where such loss has actually occurred, for attending approved duties as follows:

- Up to £34.00 for each period not exceeding 4 hours:
- Up to £68.00 for each period exceeding 4 hours but not exceeding 24

⁸ Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

hours.

Reimbursement of the costs of care

- 13.17 The purpose of this is to enable people who have personal support needs and or caring responsibilities to carry out their duties effectively as a member of an authority. The Panel believes that the additional costs of care required to carry out approved duties should not deter people from becoming and remaining a member of an authority or limit their ability to carry out the role.
- 13.18 The Panel recognises the issues relating to the publication of this legitimate expense. This is reflected in the options for publication as set out in Annex 4. To support current members and to encourage diversity the Panel urges authorities to promote and encourage greater take-up of the reimbursement of costs of care.

Determination 51: All community and town councils must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.

Civic Head / Deputy Civic Head Honoraria

- 13.19 Recognising that some mayors and chairs of community and town councils and their deputies are very active during their year of office, the Panel has determined that community and town councils should be authorised to pay an honorarium for these roles. In previous annual reports the Panel did not determine a maximum level of payment to mayors/chairs and their deputies.
- 13.20 The Panel's consultation meetings this year, confirmed that the majority of community and town councils make no or very modest payments to their civic leaders and that some of them are reporting the budget allocated for civic functions and civic expenditure rather than the amount paid as personal senior salary to the individual.
- 13.21 The Panel is concerned only with the amount paid to the mayors/chairs as an honorarium to be used or retained at their discretion. This is separate from a budget for mayoral/chair activities. The Panel has determined that the maximum amount to be paid to a chair/mayor of a community or town council in this way shall be £1,500. The maximum amount to be paid to a deputy mayor/chair in this way shall be £500.

Determination 52: Community and town councils are authorised to provide a Civic Head payment to the mayor/chair of the council up to a maximum of £1,500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.

Determination 53: Community and town councils are authorised to provide a Deputy Civic Head payment to the deputy mayor/deputy chair of the council up to a maximum amount of £500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.

Publicity requirements

13.22 There is a requirement on community and town councils to publish details of all payments made to individual members in an annual Statement of Payments. This information must be published on council noticeboards and/or websites (with easy access) and provided to the Panel by email or by post no later than 30 September following the end of the year to which the payments relate. The Panel draws attention to the requirements stipulated at Annex 4. The Panel is concerned that a significant number of councils are in breach of this requirement.

14. Compliance with Panel Requirements

The Panel's remit under the Measure

- 14.1 Section 153 of the Measure empowers the Panel to require a relevant authority⁹ to comply with the requirements imposed on it by an Annual Report of the Panel and further enables the Panel to monitor the compliance of relevant authorities with the Panel's determinations.
- 14.2 A relevant authority must implement the Panel's determinations in this report from the date of its annual meeting or a date specified within the Annual Report.

Monitoring compliance

- 14.3 The Panel will monitor the compliance with the determinations in this Annual Report by relevant authorities against the following requirements:
- (i) A relevant authority must maintain an annual **Schedule of Member Remuneration** (IRPW Regulations 4 and 5). Guidance at Annex 3 sets out the content which must be included in the Schedule.
 - (ii) A relevant authority must make arrangements for the Schedule's publication within the authority area (IRPW Regulation 46) and send the Schedule to the Panel as soon as practicable and not later than 31 July in the year to which it applies. Annex 4 provides further details of the publicity requirements.
 - (iii) Any amendments to the Schedule made during the year must be conveyed to the Panel as soon as possible after the amendment is made.

Note: The above requirements do not apply to community and town councils at this time. The following applies to all authorities including community and town councils.

- (iv) A relevant authority must make arrangements for publication within the authority area of the total sum paid by it to each member and co-opted member in respect of salary (basic, senior and civic), allowances, fees and reimbursements in a Statement of Payments (in accordance with Annex 4 that sets out the content that must be included in the Publicity Requirements) as soon as practicable and no later than 30 September following the close of the year to which it relates. It must be submitted to the Panel no later than that date.

⁹ Interpretation of "Relevant Authority" provided in the Independent Remuneration Panel for Wales (IRPW) Regulations, Part 1, 'Interpretation'.

15. Salaries of Heads of Paid Service of Principal Councils and Fire and Rescue Authorities and Chief Officers of Principal Councils

- 15.1 Section 63 of the Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting section 143A. This enables the Panel to take a view on anything in the Pay Policy Statements of these authorities that relates to the salary of the head of paid service (normally the chief executive or chief fire officer). Section 39 of the Local Government (Wales) Act 2015 further amended the Measure extending this function to include Chief Officers of Principal Councils.
- 15.2 The Welsh Government issued amended guidance to the Panel which can be found at <http://gov.wales/docs/dsijg/publications/localgov/160212-irp-guide-salaries-en-v2.pdf>. This sets the basis on which the Panel will carry out the function contained in the legislation.
- 15.3 In essence the functions of the Panel and the requirements on authorities established by the legislation and the subsequent guidance are:
- a) If a principal council intends to change the salary of the head of paid service or chief officer, or if a fire and rescue authority intends to change the salary of its head of paid service it must consult the Panel unless the change is in keeping with changes applied to other officers of that authority (whether the change is an increase or decrease). 'Salary' includes payments under a contract for services as well as payments of salary under an employment contract.
 - b) The authority must have regard to the recommendation(s) of the Panel when reaching its decision.
 - c) The Panel may seek any information that it considers necessary to reach a conclusion and produce a recommendation. The authority is obliged to provide the information sought by the Panel.
 - d) The Panel may publish any recommendation that it makes. It is the intention that, in the interests of transparency, it will normally do so.
 - e) The Panel's recommendation(s) could indicate:
 - approval of the authority's proposal
 - express concerns about the proposal
 - recommend variations to the proposal
- as long as these comply with any guidance issued by the Welsh Government.
- 15.4 The Panel also has a general power to review the Pay Policy Statements of authorities so far as they relate to the heads of paid service (and chief officers

until 2020).

- 15.5 It is important to note the Panel will not decide the amount an individual head of paid service will receive.
- 15.6 The Panel is very aware that this additional function is significantly different from its statutory responsibilities in relation to members' remuneration. However, it will ensure that it undertakes this role with clarity and openness, taking into account all the relevant factors in respect of specific individual cases. Authorities are encouraged to consult the Panel at an early stage in their decision making on such matters. This will enable the Panel to respond in a timely manner.

Pay Policy Statements

- 15.7 Paragraph 3.7 of the guidance to the Panel from the Welsh Government states that "The legislation does not restrict the Panel to a reactive role". It allows the Panel to use its power to make recommendations relating to provisions within local authorities Pay Policy Statements. The Panel has considered this in the context of its resources and has decided that these limit the time that could be applied to this open power. So it will examine changes from year to year of the salaries of Chief Executives and Chief Officers to ensure that these comply with the requirements of the legislation.



Reuben Bergman
Head of Human Resources
Vale of Glamorgan Council

rbergman@valeofglamorgan.gov.uk

30 January 2017

Dear Mr Bergman

Reduction in Salary for a Chief Officer Post

Your email dated 25th January has been considered by the Independent Remuneration Panel for Wales. All members of the Panel expressed their views on the proposal, and as you requested to receive the Panel's comments on this proposal prior to 9th February, this was done by email.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal for a reduction to the salary of your Director of Social Services as submitted.

Yours sincerely

John Bader
Chair



Nick Jarman
Director of Social Services, Health and Housing
Neath Port Talbot County Borough Council

n.jarman@npt.gov.uk

27 February 2017

Dear Mr Jarman,

Honorarium Payment to the Head of Children and Young People's Services

Your letter dated 15 February 2017, accompanying documentation and explanatory email was considered by the Independent Remuneration Panel for Wales at their meeting on 22 February. All members of the Panel were present and therefore the meeting was quorate. One member of the Panel declared a conflict of interest and took no part in the discussion.

The Panel considered whether an honorarium paid to a chief officer fell within the Panel's remit. It consulted the *Amended Guidance to the Independent Remuneration Panel for Wales under Section 43A of the Local Government (Wales) Measure 2011 and Section 39 of the Local Government (Wales) Act 2015*, issued by the Welsh Government. The guidance does not define salary, so the Panel applied the ordinary meaning of the word, namely remuneration in return for services under a contract of employment. The Panel is satisfied that its remit covers all such payments, including those termed honoraria, temporary promotion allowances, bonuses or any other term which distinguishes them from the basic salary. The Panel also considered the Honorarium Policy of Neath Port Talbot council and note that it excludes chief officers. The Panel concluded that making an additional payment to a chief officer in recognition of his or her additional duties is an alteration to the salary that does fall within the Panel's remit.

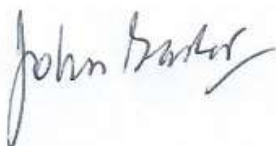
Given that the initial addition to the salary was effective from March 2016 it is clear therefore that Neath Port Talbot council were in breach of their duty under the legislation to consult the Panel.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposal
- b) Express concerns about the proposal
- c) Recommend a variation to the proposal

Having examined the submission from your authority in respect of the continuation of the additional payment, it is the decision of the Panel to approve the proposal as submitted. The Panel however is concerned that the council's failure to consult the Panel is an indication that the council has not been as transparent as it might have been in deciding to alter the salary of this particular chief officer. Your letter is clear that this honorarium payment will cease on the 31st August 2017, either because of the appointment of a Head of Adult Services or because of the introduction of a new management structure. If a new management structure is introduced and results in changes to the salaries (including additions/honoraria) of chief officers of the council the Panel expects that it will be consulted in a timely manner and full disclosure of the justification for the changes will be provided.

Yours sincerely

A handwritten signature in black ink that reads "John Bader". The signature is written in a cursive style with a long, sweeping underline.

John Bader

Chair



Carys Edwards MA FCIPD
Penaeth Proffesiwn AD – Head of Profession HR
Cyngor Sir Ynys Mon County Council
Council Officer
Llangefni
Ynys Mon
LL77 7TW

26 July 2017

Dear Ms Edwards,

Head of Children’s Service – Increase in Salary Level

Your emails dated 29 June, 5th July and 13 July and the enclosed report from your Chief Executive have been considered by the Independent Remuneration Panel for Wales at its meeting on 19th July. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to increase the current salary level of the vacant Head of Children’s Service of £59,757 – £65,933 to a maximum of £74,000.

Yours sincerely

John Bader

Chair



Nick Jarman
Director of Social Services, Health and Housing
Neath Port Talbot County Borough Council

n.jarman@npt.gov.uk

26 July 2017

Dear Mr Jarman

Your letter dated 5 July with its proposal to extend the honorarium payment to the Head of Children and Young People's Services until 31st December 2017 was considered by the Panel at its meeting on the 19 July. All members of the Panel were present and therefore the meeting was quorate. One member of the Panel declared a conflict of interest and took no part in the discussion.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to extend the honorarium payment until 31st December 2017. The Panel expect this to be a final extension and to see any relevant proposals for the restructuring of the Senior Management Team in due course.

Yours sincerely

John Bader

Chair



Will Godfrey
Chief Executive
Newport City Council

20 September 2017

Dear Mr Godfrey

Decrease of Chief Education Officer Salary

The email sent on your behalf by Rachael Davies dated 6 September 2017 with the enclosed report *Review of the Chief Education Officer Salary at Newport City Council September 2017* has been considered by the Independent Remuneration Panel for Wales at its meeting on 13 September. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to decrease the current salary level of the Chief Education Officer from Band 1 (£82,261 - £90,923) to Band 2 (£73,841 - £79,514) following your revision of the job description for the Chief Education Officer with the accountability for the regional focus being removed.

Yours sincerely

John Bader
Chair

CLlr Thompson-Hill
Chair of Senior Remuneration Panel
Denbighshire County Council

C/o

sophie.vaughan@denbighshire.gov.uk



24 November 2017

Dear CLlr Thompson-Hill

Your submission sent on the 7 November with its proposed salary package for the replacement chief executive officer to be recruited by 1 April 2018 was considered by the Panel at its meeting on the 15 November. All members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority it is the decision of the Panel to approve the proposal to remove the Performance Related Pay element of up to 12% of the annual salary and for the top point of the proposed three point incremental grade to be £127,513, the same amount as the current chief executive's salary.

Yours sincerely

John Bader

Chair

Carys Edwards MA FCIPD
Penaeth Proffesiwn AD
Head of Profession HR
Cyngor Sir Ynys Mon – Isle of Anglesey
County Council
Council Offices
Llangefni
Ynys Mon
LL77 7TW



14 December 2017

Dear Ms Edwards

Head of Learning – increased salary range

Your email dated 24 November 2017 with the enclosed *Report to the Independent Remuneration Panel* has been considered by the Independent Remuneration Panel for Wales at its meeting on 13 December. Five out of the six members of the Panel were present and therefore the meeting was quorate.

In respect of the function of the Panel related to the salaries of chief officers the remit and guidance from the Welsh Government allows the Panel to:

- a) Approve the proposals
- b) Express concerns about the proposals
- c) Recommend a variation to the proposals

Having examined the submission from your authority, in the light of the particular issues in relation to Education, it is the decision of the Panel to approve the proposal to increase the salary of the Head of Learning from the current spot point salary of £72,114 to a range of £72,810 - £82,293

Yours sincerely

John Bader

Chair

Annex 1: The Panel's Determinations for 2018/19

Principal Councils	
1.	Basic salary in 2018/19 for elected members of principal councils shall be £13,600.
2.	The Panel has determined that senior salary levels in 2018/19 for members of principal councils shall be as set out in Table 2.
3.	The Panel has determined that (where paid) civic salaries at the levels as set out in Table 3 and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.
4.	The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 Level 1 senior salary. This post will count towards the cap.
5.	The Panel has determined that the post of deputy presiding member will not be remunerated.
6.	The Panel has determined that each authority, through its Democratic Services Committee, must ensure all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone, email and internet facilities giving electronic access to appropriate information.
7.	The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and or efficiency of members.
Specific or Additional Senior Salaries	
8.	The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.
Joint Overview and Scrutiny Committees	
9.	The chair of a Joint Overview and Scrutiny Committee is eligible for an additional payment of £6,700.
10.	In cases where the chair is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £3,350.
11.	The chair of a sub committee of a JOSOC is eligible for an additional payment of £1,675.

12.	In cases where the chair of the sub committee is already in receipt of a senior salary for a Band 3, 4 or 5 role the additional payment will be £837.
13.	Payments to chairs of task and finish sub committees are to be pro-rated to the duration of the task.
14.	Payments made to a chair of a JOSC, or a chair of a sub committee of a JOSC, are additional to the maximum proportion of the authority's membership eligible for a senior salary. It should be noted that the statutory limit of no more than 50% of a council's membership receiving a senior salary applies (Section 142 (5) of the Measure).
15.	A deputy chair of a JOSC or sub committee is not eligible for payment.
16.	Co-optees to a JOSC or to a sub committee are not eligible for a co-opted member fee unless they are appointed by an authority under Section 144(5) of the Measure.
Local Government Pension Scheme	
17.	The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.
Family Absence	
18.	An elected member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.
19.	When a senior salary holder is eligible for family absence, he/she will continue to receive the salary for the duration of the absence.
20.	It is a matter for the authority to decide whether or not to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.
21.	If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.
22.	When a Council agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.

23.	The Council's schedule of remuneration must be amended to reflect the implication of the family absence.
National Park Authorities	
24.	The basic salary for NPA ordinary members shall be £3,675.
25.	The senior salary of the chair of an NPA shall be £12,375.
26.	An NPA senior salary can be paid to a Deputy Chair and up to two committee chairs where there is significant and sustained responsibility. This can be paid at either of the following levels to be decided by the authority to reflect the appropriate responsibility: £6,075 or £7,375.
27.	The Panel has determined to include a provision for NPAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.
28.	Members must not receive more than one NPA senior salary.
29.	An NPA senior salary is paid inclusive of the NPA basic salary and must reflect significant and sustained responsibility.
30.	Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed.
Fire and Rescue Authorities	
31.	The basic salary for FRA ordinary members shall be £1,745.
32.	The senior salary of the chair of an FRA shall be £10,445.
33.	An FRA senior salary can be paid to the deputy chair and up to two chairs of committees where there is significant and sustained responsibility. This shall be paid at £5,445.
34.	The Panel has determined to include a provision for FRAs to apply for specific or additional senior salaries that do not fall within the current Remuneration Framework.
35.	Members must not receive more than one FRA senior salary.
36.	An FRA senior salary is paid inclusive of the FRA basic salary and must reflect significant and sustained responsibility.
37.	Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.
Co-opted Members	

38.	Principal councils, NPAs and FRAs must pay the fees to co-opted members (who have voting rights) as set out in Table 6.
39.	Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.
40.	Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).
41.	The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.
42.	Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.
Reimbursement of Costs of Care	
43.	All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.
Community and Town Councils	
44.	Community and town councils in Groups A and B must make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
45.	Community and town councils in Group C are authorised to make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.
46.	Community and town councils in Group A must make available an annual payment of £500 each to a minimum of 1 and a maximum of 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses.
47.	Community and town councils in Groups B or C are authorised to make an annual payment of £500 each to up to 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is claimed.

48.	<p>Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties.¹⁰ Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as below:</p> <ul style="list-style-type: none"> • 45p per mile up to 10,000 miles in the year. • 25p per mile over 10,000 miles. • 5p per mile per passenger carried on authority business. • 24p per mile for private motor cycles. • 20p per mile for bicycles.
49.	<p>If a community or town council resolves that a particular duty requires an overnight stay, it may authorise reimbursement of subsistence expenses to its members at the maximum rates set out below on the basis of receipted claims:</p> <ul style="list-style-type: none"> • £28 per 24-hour period allowance for meals, including breakfast where not provided. • £200 – London overnight. • £95 – elsewhere overnight. • £30 – staying with friends and/or family overnight.
50.	<p>Community and town councils are authorised to pay financial loss compensation to each of their members, where such loss has actually occurred, for attending approved duties as follows:</p> <ul style="list-style-type: none"> • Up to £34.00 for each period not exceeding 4 hours. • Up to £68.00 for each period exceeding 4 hours but not exceeding 24 hours.
51.	<p>Community and town councils must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month. Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.</p>
52.	<p>Community and town councils are authorised to provide a Civic Head payment to the mayor/chair of the council up to a maximum of £1,500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses if that is made.</p>

¹⁰ Where a member who is on official business is driven by a third party (not a member or officer of that authority), the member can claim mileage at the prescribed rates plus any parking or toll fees provided the authority is satisfied that the member has incurred these costs.

53.	Community and town councils are authorised to provide a Deputy Civic Head payment to the deputy mayor/deputy chair of the council up to a maximum amount of £500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.
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Annex 2: Independent Remuneration Panel for Wales (IRPW) Regulations:

- a) for the remuneration of members and co-opted members of relevant authorities**
- b) for functions relating to the salaries of Heads of Paid Service of Principal Councils and Fire and Rescue Authorities**
- c) Chief officers of Principal Councils**

Introduction

Part 8 (sections 141 to 160) and schedules 2 and 3 of the Local Government (Wales) Measure 2011 (*the Measure*) set out the arrangements for the payments and pensions for members of relevant authorities and the functions and responsibilities of the Independent Remuneration Panel for Wales (the Panel).

Sections 62 to 67 of the Local Government (Democracy) (Wales) Act 2013 amends sections 142, 143, 144, 147, 148 and 151 of the Measure and confers additional powers on the Panel.

The powers contained in part 8 and schedules 2 and 3 of the Measure (as amended) have replaced the following Statutory Instruments:

- The Local Authorities (Allowances for Members of County and County Borough Councils and National Park Authorities) (Wales) Regulations 2002 (No. 1895 (W.196)).
- The Local Authorities (Allowances for Members of Fire Authorities) (Wales) Regulations 2004 (No. 2555 (W.227)).
- The Local Authorities (Allowances for Members) (Wales) Regulations 2007 (No.1086 (W.115)).

The Measure also has replaced the sections of the Local Government Act 1972, the Local Government and Housing Act 1989 and the Local Government Act 2000 relating to payments to councillors in Wales.

Allowances for members of community and town councils are set out in Part 5 of these Regulations. The Local Authorities (Allowances for Members of Community Councils) (Wales) Regulations 2003 (No. 895(W.115)) were revoked from 1st April 2013.

Part 1

General

1. a. The short title of these Regulations is: “IRPW Regulations”.

- b. The IRPW Regulations came into force on 1 April 2012. The implementation date for each of the relevant authorities is set out in the Annual Report or Supplementary Report of the Panel.
- c. Authorities are required to produce a schedule of payments to members and co-opted members no later than the 31st July each year, for submission to the Panel and publication (see paragraph 46).

Interpretation

2. In the IRPW Regulations:

- “The 1972 Act” means the Local Government Act 1972.
- “The 2000 Act” means the Local Government Act 2000.
- “The 2013 Act” means the Local Government (Democracy) (Wales) Act 2013.
- “Allowance” means the actual or maximum amount which may be reimbursed to members and co-opted members of a relevant authority for expenses necessarily incurred when carrying out the official business of the relevant authority.
- “Annual report” means a report produced by the Panel in accordance with section 145 of the Measure.
- “Approved duty” in relation to community and town councils has the meaning as set out in Part 5 of these Regulations.
- “Attendance Allowance” in relation to community or town councils has the meaning set out in Part 5 of these Regulations.
- “Authority” means a relevant authority in Wales as defined in Section 144(2) of the Measure, and includes a local authority (county or county borough council), a national park authority and a Welsh fire and rescue authority, a community or town council.
- “Basic Salary” has the same meaning as set out in paragraph 6 of these Regulations, and may be qualified as “LA Basic Salary” to refer to the basic salary of a member of a principal council; “NPA Basic Salary” to refer to the basic salary of a member of a national park authority; and “FRA Basic Salary” to refer to the basic salary of a member of a Welsh fire and rescue authority.
- “Chief Officer” of a principal authority has the meaning as defined in the Localism Act 2011.
- “Civic Head” is the person elected by the council to carry out the functions of the chair of that council and is designated as mayor or chair.
- “Committee” includes a sub-committee.
- “Community or town council” means in relation to Part 8 of the Measure, a community council as defined in section 33 of the Local Government Act 1972 or a town council in accord with section 245B of the same Act.

- “Consultation draft” means the draft of an Annual or Supplementary report under Section 146 (7) or 147(8) of the Measure, representations on which must be taken into account by the Panel.
- “Constituent authority” – for national park authorities this is a local authority falling within the area of a national park authority; for Welsh fire and rescue authorities it is a local authority falling within the area of a fire and rescue authority.
- “Controlling group” means a political group in a local authority where any of its members form part of the executive.
- “Co-opted Member” has the meaning contained in section 144 (5) of the Measure, that is those with the right to vote on matters within the purview of the committee on which they serve.
- “Co-opted Member fee” has the same meaning as set out in paragraph 19 of these Regulations.
- “Costs of Care” has the same meaning as set out in paragraph 21 of these Regulations.
- “Democratic Services Committee” means the local authority committee established under section 11 of the Measure.
- “Deputy Civic Head” is a person elected by the council to deputise for the mayor or chair of that council.
- “Executive” means the executive of an authority in a form as specified in sections 11(2) to (5) of the 2000 Act, as amended by section 34 of the Measure.
- “Executive arrangements” has the meaning given by section 10(1) of the 2000 Act.
- “Family absence” as defined in Section 142 (2) (b) of the Measure has the meaning given to it by Part 2 of the Measure, and contained in the Regulations relating thereto.
- “Financial Loss Allowance in relation to community or town councils has the meaning as set out in Part 5 of the Regulations.
- “Fire and rescue authority” means an authority constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies.
- “Head of paid service” means as designated under section 4(1) of the Local Government and Housing Act 1989.
- Joint Overview and Scrutiny Committee means a committee or sub committee set up by two or more principal councils under the Local Authority (Joint Overview and Scrutiny Committees) (Wales) Regulations 2013.
- “Largest opposition group” means a political group other than a controlling group which has a greater number of members than any other political group in the authority.

- “Local authority” means a county or county borough council.
- “Member” means in respect of a local authority or a community or town council a person who has been elected to serve as a councillor for that authority; for a national park authority means a member appointed by a constituent authority and also a person appointed by Welsh Ministers; for Welsh fire and rescue authorities means a member appointed by a constituent authority.
- “National Park Authority” means a national park authority established under section 63 of the Environment Act 1995.
- “Official business” has the meaning contained in Section 142 (10) of the Measure in relation to the payment of allowances for care, travel and subsistence as reimbursement of expenses necessarily incurred by members and co-opted members of a relevant authority (excluding community and town councils) when:
 - a. Attending a meeting of the authority or any committee of the authority or any body to which the authority makes appointments or nominations or of any committee of such a body.
 - b. Attending a meeting of any association of authorities of which the authority is a member.
 - c. Attending a meeting the holding of which is authorised by the authority or by a committee of the authority or by a joint committee of the authority and one or more other authorities.
 - d. Attending any training or development event approved by the authority or its executive.
 - e. A duty undertaken for the purpose of or in connection with the discharge of the functions of an executive within the meaning of Part 2 of the 2000 Act, as amended.
 - f. A duty undertaken in pursuance of a standing order which requires a member or members to be present when tender documents are opened.
 - g. A duty undertaken in connection with the discharge of any function of the authority to inspect or authorise the inspection of premises.
 - h. A duty undertaken by members of principal councils in connection with constituency or ward responsibilities which arise from the discharge of local authority functions.
 - i. Any other duty approved by the authority, or any duty of class so approved, undertaken for the purpose of, or in connection with, the discharge of the functions of the authority or any of its committees.
- “Other political group” means a political group other than a controlling group or the largest opposition group (if any) which comprises not less than ten per cent of the members of that authority.

- “Overview and Scrutiny Committee” means a committee of the authority which has the powers set out in sections 21(2) and (3) of the 2000 Act, as amended by Part 6 of the Measure.
- “Panel” means the Independent Remuneration Panel for Wales as set out in section 141(1) and schedule 2 of the Measure.
- “Pay policy statement” means a statement produced by a relevant authority under section 38 of the Localism Act 2011.
- “Presiding Member” means a member of a principal council who has been designated by that council to carry out functions in relation to the chairing of its meetings and proceedings.
- “Principal council” means a county or county borough council.
- “Proper officer” has the same meaning as in section 270(3) of the 1972 Act.
- “Public body” means a body as defined in section 67(b) of the 2013 Act.
- “Qualifying provision” means a provision that makes a variation to a previous decision of the Panel. (Section 65 (c) of the 2013 Act).
- “Qualifying relevant authority” is an authority within the meaning of section 63 of the 2013 Act, required to produce a pay policy statement.
- “Relevant authority” is set out in Section 144(2) of the Measure (as amended) and in section 64 of the 2013 Act and, for the purposes of these Regulations, includes a local authority/principal council, a community or town council, a national park authority and a Welsh fire and rescue authority.
- “Relevant matters” are as defined in Section 142(2) of the Measure.
- “Schedule” means a list setting out the authority’s decisions in respect of payments to be made during the year (as relating to that authority) to all members and co-opted members of that authority.
- “Senior Salary” has the same meaning as set out in paragraph 11 of these Regulations and may be qualified as “Local Authority/Principal council Senior Salary” to refer to the senior salary of a member of a principal council; “National Park Senior Salary” to refer to the senior salary of a member of a national park authority; or “Fire and Rescue authority Senior Salary” to refer to the senior salary of a member of a Fire and Rescue authority.
- “Sickness absence” means the arrangements as set out in the Annual Report.
- “Supplementary report” has the meaning contained in section 146(4 to 8) of the Measure.
- “Travelling and subsistence allowance” has the same meaning as set out in paragraph 25 of these Regulations.
- “Year” has the following meanings:

“financial year” – the period of twelve months ending 31 March;

“calendar year” – the period of twelve months ending 31 December;

“municipal year” – the year commencing on the date of the annual meeting of the local authority and ending the day before the annual meeting of the following year; for national park authorities and Welsh fire and rescue authorities it is the period of up to twelve months following the annual meeting of the authority.

Part 2: Schedule of member/co-opted member remuneration

Commencement of term of office

3. The term of office of:

- A member of a local authority or community or town council begins 4 days following the election subject to making the declaration of acceptance of that office under section 83(1) of the 1972 Act.
- A councillor member of a national park authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of a Welsh Government appointed member begins on the date of that appointment. The term of office of the chair and deputy chair of the national park authority begins on the date of election by that authority to that office.
- A councillor member of a Welsh fire and rescue authority begins on the date on which that member is appointed as such by a constituent authority and the term of office of the chair and deputy chair of the fire and rescue authority begins on the date of election by that authority to that office.
- A co-opted member of a relevant authority begins on the date of appointment by the relevant authority.

Schedule of member remuneration (the Schedule) (does not apply to community or town councils – see Part 5)

4. An authority must produce annually, a schedule of payments it intends to make to its members and co-opted members. The amount of those payments must accord with the Panel’s determinations made for that year in its Annual or Supplementary Reports. The Schedule must be produced no later than four weeks following the annual meeting of the authority.

Amendment to the Schedule

5. An authority may amend the Schedule at any time during the year (as relating to the authority) provided that such amendments accord with the Panel’s determinations for that year.

Basic salary

6. An authority must provide for the payment of a basic salary, as determined by the Panel in its Annual or Supplementary Reports, to each of its members. The amount of the salary must be the same for each member. For principal councils only, this salary remains payable during a period of family absence.
7. A member may not receive more than one basic salary from a relevant authority, but a member of one relevant authority may receive a further basic salary by being appointed as a member of another relevant authority (except in the case as indicated in paragraph 16).
8. The amount of the basic salary will be set in accordance with Section 142(3) of the Measure and will be one of the following:
 - The amount the authority must pay to a member of the authority.
 - The maximum amount that the authority may pay to a member of the authority.
9. Where the term of office of a member begins or ends other than at the beginning or end of the year (as relating to the authority), the entitlement of that member is to such proportion of the basic salary as the number of days during which the member's term of office subsists during that year bears to the number of days in that year.
10. Where a member is suspended or partially suspended from being a member of an authority (Part 3 of the 2000 Act refers) the part of the basic salary payable to that member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Senior salary

11. Subject to paragraphs 12 to 18 an authority can make payments of a senior salary to members that it has given specific responsibilities. Such payments must accord with the Panel's determination for the year (as relating to the authority) that the payments are made and must be set out in the Schedule of that authority. For principal councils only, a senior salary will remain payable during the family absence of the office holder.
12. The Panel will prescribe in its Annual or Supplementary Reports the following:
 - The categories of members eligible for the payment of a senior salary which may not be the same for all authorities or categories of authorities.
 - The discretion available to authorities in relation to the payment of senior salaries which may not be the same for all authorities or categories of authorities.
13. The amount of the senior salaries payable will be in accordance with section 142(3) of the Measure and specify:

- The amount that a relevant authority must pay to a member of the authority.
 - The maximum amount that a relevant authority may pay to a member of the authority.
14. The Senior Salary will comprise an amalgam of the basic salary and an additional amount for the relevant specific responsibility determined by the Panel in its Annual or Supplementary Reports. This may not be the same for all authorities or categories of authorities.
 15. The Panel in its Annual or Supplementary Reports will determine either the maximum proportion of its membership or the total number of members that an authority can pay as senior salaries. The percentage may not exceed fifty percent without the express approval of Welsh Ministers (Section 142(5) of the Measure). For principal councils only, the maximum proportion or number may be exceeded to include payment of a senior salary to an additional member who is appointed to provide temporary cover for the family absence of a senior salary office holder (subject to the 50% limit).
 - 15(a). For principal councils, Fire and Rescue Authorities and National Park Authorities the maximum proportion or number may be exceeded to include the payment of a senior salary to an additional member who is appointed to provide temporary cover for the sickness absence of a senior salary holder as determined in the Annual Report or a Supplementary Report.
 - 15(b). Payments to chairs of Joint Overview and Scrutiny Committees or Sub Committees are additional to the maximum proportion of its membership that an authority can pay as senior salaries subject to the overall maximum of fifty percent as contained in Section 142(5) of the Measure. The Panel will determine the amounts of such payments in an Annual or Supplementary Report.
 16. An authority must not pay more than one senior salary to any member. A principal council member in receipt of a senior salary as leader or executive member of a local authority (determined as full-time by the Panel) may not receive a second salary as a member appointed to serve on a national park authority or a Welsh fire and rescue authority.
 - 16(a). Paragraph 16 does not apply to payments made to a chair of a Joint Overview and Scrutiny Committee or Sub Committee who is in receipt of a senior salary for a role that is not classified as full time equivalent. It continues to apply to leaders or members of the executive.
 17. Where a member does not have, throughout the year specific responsibilities that allow entitlement to a senior salary, that member's payment is to be such proportion of the salary as the number of days during which that member has such special responsibility bears to the number of days in that year.
 18. Where a member is suspended or partially suspended from being a member of the authority (Part 3 of the 2000 Act refers) the authority must not make

payments of the member's senior salary for the duration of the suspension (Section 155(1) of the Measure). If the partial suspension relates only to the specific responsibility element of the payment, the member may retain the basic salary.

Co-opted member payment

19. A relevant authority must provide for the payment of a fee to a co-opted member as determined by the Panel in its Annual or Supplementary Reports. In relation to this regulation 'co-opted member' means a member as determined in Section 144(5) of the Measure and set out in paragraph 2 of these Regulations.
20. Where a co-opted member is suspended or partially suspended from an authority (Part 3 of the 2000 Act refers) the authority must not make payment of a co-opted member fee for the duration of the suspension (Section 155(1) of the Measure).

Allowances

Costs of Care

21. Authorities must provide for the payment to members and co-opted members of an authority the reimbursement in respect of such expenses of arranging the care of children or dependants or for the individual member as are necessarily incurred in carrying out official business as a member or co-opted member of that authority. Payments under this paragraph must not be made:
 - In respect of any child over the age of fifteen years or dependant unless the member/co-opted member satisfies the authority that the child or dependant required supervision which has caused the member to incur expenses that were necessary in respect of the care of that child or dependant in the carrying out of the duties of a member or co-opted member.
 - To more than one member/co-opted member of the authority in relation to the care of the same child or dependant.
 - Of more than one reimbursement for care to a member or co-opted member of the authority who is unable to demonstrate to the satisfaction of the authority that the member/co-opted member has to make separate arrangements for the care of different children or dependants.
22. The maximum amount of the cost of care payable by an authority is to be determined by the Panel in its Annual or Supplementary Reports.
23. Where a member/co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act refers) the part of the reimbursement of the cost of care payable to that member/co-opted member in receipt of the responsibilities or duties from

which that member/co-opted member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

24. An authority's Schedule must stipulate the maximum amount of the reimbursement of costs of care payable each month and its arrangements for making claims, taking full account of the Panel's determinations in this respect.

Travel and subsistence allowances

25. Subject to paragraphs 26 and 27 below a member or co-opted member is entitled to receive payments from the authority by way of travelling and subsistence allowances at rates determined by the Panel in its Annual or Supplementary Reports. Such allowances are in respect of expenditure incurred by a member or co-opted member in the performance of the official business of the authority.

(Paragraphs 26 & 27 apply only to principal councils)

26. Payment of a subsistence allowance to a local authority member for the performance of official business within the boundaries of a county or county borough where s/he is a member should only be made when the authority is satisfied that it can be justified on economic grounds. This does not apply in respect of co-opted members of a local authority who live outside that authority.
27. A local authority may make provision, subject to any limitations it thinks fit, for members to claim mileage expenses for official business in connection with constituency or ward responsibilities where they arise out of the discharge of the functions of the county or county borough.
28. Where a member or co-opted member is suspended or partially suspended from being a member or co-opted member of the authority (Part 3 of the 2000 Act refers), travelling and subsistence allowances payable to that member/co-opted member in respect of the responsibilities or duties from which that member is suspended or partially suspended must be withheld by the authority (Section 155(1) of the Measure).

Part 3: Further provisions

Pensions

29. Under Section 143 of the Measure, the Panel may make determinations in respect of pension arrangements for local authority members in its Annual or Supplementary Reports. Such determinations may:
 - Describe the description of members for whom a local authority will be required to pay a pension.

- Describe the relevant matters in respect of which a local authority will be required to pay a pension.
- Make different decisions for different principal councils.

Allowances to support the function of a local authority member

30. A local authority must provide for the requirements of a member to undertake their role and responsibilities more effectively. The way in which this support should be provided is determined by the Panel in its Annual or Supplementary Reports.

Payment of expenses for official and courtesy visits

31. The arrangements contained in Section 176 of the Local Government Act 1972 will continue to apply but no payment may be made to a person under that arrangement when a payment has been made to that person pursuant to any payment made under these Regulations.

Arrangements in relation to family absence

32. Part 2 of the Measure sets out the rights of local authority members in relation to family absence. The Panel will set out its determinations and the administrative arrangements in relation to the payment of salaries and allowances by principal councils in this respect in its Annual or Supplementary Reports.

Sickness Absence

- 32(a) Arrangements in respect of the long term sickness absence of senior salary holders of principal authorities, Fire and Rescue Authorities and National Park Authorities will be as set out in the Panel's Annual Report or Supplementary Report.

Part 4: Salaries, allowances or fees

Repayment of salaries, allowances or fees

33. An authority must require that such part of a salary, allowance or fee be repaid where payment has already been made in respect of any period during which the member or co-opted member concerned:
- is suspended or partially suspended from that member's/co-opted member's duties or responsibilities in accordance with Part 3 of the 2000 Act or Regulations made under that Act.
 - ceases to be a member or co-opted member of the authority.

- or in any way is not entitled to receive a salary, allowance or fee in respect of that period.

Forgoing salaries, allowances or fees

34. Under Section 154 of the Measure, any member or co-opted member may by notice in writing to the proper officer of the authority elect to forgo any part of their entitlement to a salary, allowance or fee under the determination of the Panel for that particular year (as relating to the authority).

Part 5: Specific provisions relating to community and town councils (“the council”)

Interpretation

35. For the purposes of this Part the term member means both an elected member and a co-opted member.

Allowances

36. Allowances:
- a) The Annual Report or a Supplementary Report determines the arrangements and amount of an annual payment to members in respect of costs incurred in carrying out the role of a member and if appropriate take account of the variation in size or financial circumstances of different councils.
 - b) The council can if it so decides make payments to members in respect of costs of travel for attending approved duties inside or outside the area of the council. The amounts claimable will be set out in the Annual or Supplementary Report of the Panel.
 - c) The council can if it so decides reimburse subsistence expenses to its members when attending approved duties inside or outside the area of the council. The arrangements for reimbursement will be set out in the Annual or Supplementary Report of the Panel.
 - d) The council can if it so decides pay compensation for Financial Loss to its members where such loss has occurred for attending approved duties outside the area of the council. The Allowances will be set out in the Annual or Supplementary Report of the Panel.
 - e) The council can if it so decides pay an allowance to the chair or mayor of the council for the purposes of undertaking the role of that office. The allowance will be set out in the Annual or Supplementary Report of the Panel.
 - f) The Annual Report or a Supplementary Report determines the arrangements to pay a responsibility allowance to members of a council and if appropriate take account of the variation in size or financial circumstances of different councils.

- g) The council must reimburse the costs of care to a member if claimed, as determined in the Annual Report of the Panel.
37. A member may elect to forgo any part of an entitlement to an allowance under these Regulations by giving notice in writing to the proper officer of the council.
38. A member making a claim for compensation for Financial Loss must sign a statement that the member has not made and will not make any other claim in respect of the matter to which the claim relates.
39. “Approved Duty” under this Part means
- i. Attendance at a meeting of the council or of any committee or sub-committee of the council or of any other body to which the council makes appointments or nominations or of any committee or sub-committee of such a body.
 - ii. Attendance at any other meeting the holding of which is authorised by the council or a committee or sub-committee of the council, or a joint committee of the council and one or more councils, or a sub-committee of such a joint committee provided that at least two members of the council have been invited and where the council is divided into political groupings at least two such groups have been invited.
 - iii. Attendance at a meeting of any association of councils of which the council is a member.
 - iv. Attendance at any training or development event approved by the council.
 - v. Any other duty approved by the council or duty of a class approved by the council for the discharge of its functions or any of its committees or sub-committees.

Part 6: Miscellaneous

Arrangements for payments

40. The Schedule of an authority must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of that authority. Such payments may be made at such times and at such intervals as determined by the authority.

Claims

41. An authority must specify a time limit from the date on which an entitlement to travelling or subsistence allowance arises during which a claim for those allowances must be made by the person to whom they are payable. However, this does not prevent an authority from making a payment where the allowance is not claimed within the period specified.

42. Any claim for payment of travelling or subsistence allowance in accordance with these Regulations (excluding claims for travel by private motor vehicle) shall be accompanied by appropriate receipts proving actual expenses.

Avoidance of duplication

43. A claim for a payment of travelling allowance or subsistence allowance must include, or be accompanied by, a statement signed by the member or co-opted member that the member/co-opted member has not made and will not make any other claim in respect of the matter to which the claim relates.

Records of salaries, allowances and fees

44. An authority must keep a record of the payments made in accordance with these Regulations. Such record must:
- Specify the name of the recipient and the amount and nature of each payment.
 - Be available, at all reasonable times, for inspection (without charge) by any local government elector (within the meaning of section 270(1) of the 1972 Act) for the area of the authority.
 - Allow a person who is entitled to inspect the record to make a copy of any part of it upon payment of such reasonable fee as the authority may require.

Publicity requirements

(The required content of publicity requirements is contained in an annex to the Annual Report)

45. An authority must, as soon as practicable after determining its Schedule of Remuneration for the year under these Regulations and any Report of the Panel and not later than 31 July of the year to which the Schedule refers, make arrangements for the Schedule's publication within the authority's area. **(This section does not apply to community and town councils).**
46. As soon as practicable and no later than 30 September following the end of a year an authority must make arrangements for the publication within the authority's area, the total sum paid by it to each member/co-opted member in respect of basic salary, senior salary, co-opted member fee, reimbursement of costs of care, travel and subsistence allowances. **(This section applies to all relevant authorities).**
47. In the same timescale and in the same manner, a local authority must make arrangements for the publication of any further remuneration received by a member nominated or appointed to another relevant authority. **(This section applies only to principal councils).**

Publicising the reports of the Panel

48. Under Section 146(7) (a) and (b) of the Measure, the Panel will send a consultation draft of its Annual Report or Supplementary Report to all relevant authorities for circulation to authority members and co-opted members, so that representations can be made by members/co-opted members to the Panel, normally in a period of eight weeks.
49. The Panel will determine in its Annual or Supplementary Reports the arrangements publicising its Reports in accordance with Section 151 and 152 of the Measure.

Monitoring compliance with the Panel's determinations

50. Section 153 of the Measure determines that relevant authorities must comply with the requirements imposed by the Panel in its Annual Reports. It also empowers the Panel to monitor the payments made by relevant authorities and for it to require the provision of information that it specifies. The requirements under this section will be set out in the Annual Report of the Panel.

Annex 3: Schedule of member remuneration

1. Principal councils, national park authorities (NPAs) and Welsh fire and rescue authorities (FRAs) (but not community and town councils) must maintain an annual Schedule of Member Remuneration (the 'Schedule') which is in accord with the Panel's determinations on member salary and co-opted member payments and which must contain the following information:

In respect of a principal council:

- a. Named members who are to receive only the basic salary and the amount to be paid.
- b. Named members who are to receive a Band 1 and Band 2 senior salary, the office and portfolio held and the amount to be paid.
- c. Named members who are to receive a Band 3, Band 4 and Band 5 senior salary, the office and portfolio held and the amount to be paid.
- d. Named members who are to receive a civic salary and the amount to be paid.
- e. Named members who are to receive the co-opted member fee and whether chair or ordinary member and the amount to be paid.
- f. Named members who are to receive a senior salary as a chair of a Joint Overview and Scrutiny Committee or Sub Committee and the amount to be paid.
- g. Named members in receipt of a specific or additional senior salary approved by the Panel and the amount to be paid.

In respect of National Park and Fire and Rescue Authorities:

- a. Named members who are to receive a basic salary and the amount to be paid.
 - b. Named member who is to receive a senior salary as a chair of the authority and the amount to be paid.
 - c. Named members who are to receive a senior salary as deputy chair of a committee and the amount to be paid.
 - d. Named members who are to receive the co-opted member fee and whether a chair or ordinary member and the amounts to be paid.
2. Amendments made to the Schedule during the municipal year must be communicated to the Panel as soon as it is practicable.
 3. Principal councils must confirm in their annual Schedule that the maximum limit of senior salaries set for the council has not been exceeded.

4. Principal councils, NPAs and FRAs must include a statement of allowable expenses and the duties for which they may be claimed for care, travel and subsistence in their annual Schedule which is in accord with the Panel's determinations.
5. The Schedule must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of the relevant authority (IRPW Regulation 35); arrangements for making claims for care, travel and subsistence expenses (IRPW Regulations 24 and 36-37); arrangements for the avoidance of duplication (IRPW Regulation 38) and arrangements for re-payment of salaries, allowances and fees (IRPW Regulation 33). This schedule must also include the duties for which members and co-opted members are able to claim travel, subsistence and reimbursement of care costs.
6. Principal councils must declare in the Schedule whether:
 - A statement of the basic responsibility of a councillor is in place.
 - Role descriptors of senior salary office holders are in place.
 - Records are kept of councillor attendance.
7. Principal councils, NPAs and FRAs must make arrangements for the publication of the Schedule of Member Remuneration as soon as practicable after its determination and no later than 31 July of the year to which it applies. The Schedule should be published in a manner that provides ready access for members of the public.
8. The **Schedule** must also be sent to the Panel Secretariat to be received by 31 July.

Annex 4: Publication of Remuneration – the Panel’s Requirements

In accordance with Section 151 of the Measure the Panel requires that:

1. Relevant authorities must publish a Statement of Payments made to its members (including chairs of JOSCs or sub-committees of JOSCs). This information must be published in a form and location that is easily accessible to members of the public no later than 30 September following the end of the year to which the payments relate and in the same timescale also provided to the Panel. The following information must be provided:
 - a. The amount of basic salary, senior salary, civic salary and co-opted member fee paid to each named member/co-opted member of the relevant authority, including where the member had chosen to forego all or part of the salary, or fee for the municipal year in question. Where a senior salary has been paid, the title of the senior office held is to be provided.
 - b. The payments made by community and town councils to named members as:
 - Payments in respect of telephone usage, information technology, consumables etc.
 - Responsibility payments
 - Allowances made to a mayor/chair and deputy mayor/deputy chair
 - Compensation for Financial Loss
 - Costs incurred in respect of travel and subsistence
 - Reimbursement of the costs of care (see paragraph f below)
 - c. All travel and subsistence expenses, reimbursement of the costs of care (see paragraph f below) and other payments received by each named member and co-opted member of the relevant authority, with each category identified separately.
 - d. The amount of any further payments received by any named member nominated to, or appointed by, another relevant authority or other public body as defined by Section 67 of the Local Government (Democracy) (Wales) Act 2013, namely:
 - a local health board
 - a police and crime panel
 - a relevant authority
 - a body designated as a public body in an order made by the Welsh Ministers.
 - e. Names of members who did not receive basic or senior salary because they were suspended for all or part of the annual period to which the Schedule applies.

- f. In respect of the publication of the reimbursement of the costs of care, the Panel has decided to provide relevant authorities with two options.
- 1) The details of the amounts reimbursed to named members; or
 - 2) The total amount reimbursed by the authority during the year but not attributed to any named member.

It is a matter for each authority to decide which of these options for publication it considers appropriate.

It is also the responsibility of each authority to establish its own position on how to respond to any Freedom of Information requests it receives with regards to reimbursement of costs of care.

2. Nil returns are required to be published and provided to the Panel by 30 September.

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**The Report and other information about the Panel and its work are available on our website at:
www.remunerationpanelwales.org.uk**

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

14 JUNE 2018

COMMITTEE BUSINESS REPORT

Background

1. This report provides a correspondence schedule, at **Appendix A**, seeks Committee's approval for the Committee's draft Annual Report 2017/18, at **Appendix B**, prior to its presentation at Council, and seeks the views of Members with regard to the approach they wish to take to discuss and agree priorities for Committee's 2018/19 Work Programme.

Correspondence update

2. Following most Committee meetings the Chair writes a letter to the relevant Cabinet Member or officer, summing up the Committee's comments and recommendations regarding the issues considered. At the Committee meeting on 10 May 2018 Members received a report detailing the correspondence sent and received this year.
3. The correspondence schedule attached as **Appendix A** provides an update since 10 May 2018, with the following information:
 - i. Date the letters were sent;
 - ii. To whom the letter was addressed;
 - iii. The key recommendations set out in the Chair's letters;
 - iv. Date the response was received; and
 - v. The response of the Cabinet Member(s) to those recommendations.

4. The schedule attached at **Appendix A** shows:
 - i. *Response Received*– from Councillor Thomas to the Chair’s letter following scrutiny of Cardiff Central Bus Station, considered at a special Committee meeting on 27 March 2018.
 - ii. *Response Received* – from Councillor Thorne to the Chair’s letter following pre-decision scrutiny of the report to Cabinet on Community & Wellbeing Hubs and proposed changes to library services, considered at Committee on 10 May 2018
 - iii. *Response Received* – from Councillor Merry and Councillor Thorne to the Chair’s letter following scrutiny of the People & Communities: Communities & Housing Directorate Delivery Plan, considered at Committee on 10 May 2018.

5. Copies of the Chair’s letters and any responses received can be found on the Council’s website page for the relevant Committee meeting, with a hyperlink provided at the top of the page, entitled ‘*correspondence following the committee meeting*’.

Annual Report

6. The Cardiff Council Constitution requires all Scrutiny Committees to ‘*report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate*’.

7. A copy of the Economy and Culture Scrutiny Committee’s draft Annual Report 2017/18 is attached at **Appendix B**. This report lists all items considered from July 2017 – May 2018, and provides examples of the various types of scrutiny undertaken.

8. The report concludes by setting out topics that the Committee has indicated a future scrutiny committee may like to include in its 2018-19 work programme.

Work Programming

9. The Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). This Committee's terms of reference give the Committee responsibility for scrutinising, measuring and actively promoting improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the following areas:

- Cardiff City Region City Deal
- Inward Investment & the Marketing of Cardiff
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprises
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

10. This Committee's terms of reference also include the ability to '*assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery*'.

11. It is up to Committee Members how they wish to approach developing a work programme. Regardless of which approach is used, the proposed work programme will be brought to Committee for discussion, amendment and formal approval. In previous years, Members have used the following approaches:

- i. Work programming forum before or after July committee meeting
- ii. Work programming forum held on a different day from July committee meeting
- iii. Item at July committee meeting.

12. In order to inform the work programming process, Committee Members need to identify potential items for consideration and prioritisation. This is usually done by tasking the scrutiny officer to:
- i. seek suggestions from Members;
 - ii. review the items recommended by the previous Committee;
 - iii. review corporate documents, forthcoming legislation, the work programmes of relevant auditors, inspectors and regulators, partnership, consortia and regional documents; and
 - iv. check other relevant documentation to identify areas within the terms of reference for the Committee.
13. Given the range of areas covered by the Committee, and the amount of time and resource available to Committee, Committee Members prioritise items. Normally, Members prioritise items by using the PICK mechanism¹ to choose items that: can have most impact; are of importance to the public; will help to deliver improved performance; and are not being investigated by other routes.
14. Members can choose to hear items at Committee, either as a one-off item or as a series of items over time. Where resources allow, Members can also choose to consider items outside Committee, via task group inquiries and panels.
15. In setting their work programme, Members are advised to be mindful of Wales Audit Office advice for scrutiny committees to aim to achieve committee meetings that last no longer than three hours, whilst maintaining robust and appropriate levels of scrutiny across the terms of reference, by ensuring agendas are of a manageable size and that work occurs outside committee meetings. On average, this equates to agendas consisting of no more than two substantial items.

¹ PICK stands for Public Interest, Impact, Council Performance and Keeping in Context.

16. At Council on 24 May 2018, Members agreed the schedule of committee meetings for the year ahead. There are eleven scheduled meetings for this Committee, for the municipal year, June 2018 - May 2019; the February 2019 Committee meeting is dedicated to scrutiny of budgetary proposals. This means there is scope to scrutinise approximately 20 substantial items at Committee during the remainder of this year. The dates of these meetings are:
- i. 5 July 2018
 - ii. 13 September 2018
 - iii. 4 October 2018
 - iv. 8 November 2018
 - v. 6 December 2018
 - vi. 17 January 2019
 - vii. 19 February 2019
 - viii. 14 March 2019
 - ix. 4 April 2019
 - x. 9 May 2019.

Way Forward

17. During their meeting, Members may wish to:
- i. reflect on the correspondence schedule, attached at **Appendix A**;
 - ii. consider the draft Annual Report, attached at **Appendix B** and suggest any amendments required;
 - iii. explore the best approach to developing the 2018/19 work programme, including agreeing the approach to take to generate the initial list of items and to prioritise items; and
 - iv. raise particular issues of interest for inclusion in the Committee's work programming forum discussions.

Legal Implications

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out

any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- I. Note the content of the consultation schedule attached at **Appendix A** and consider any further correspondence required;
- II. Consider, if necessary amend, and approve the Economy & Culture Scrutiny Committee draft Annual Report 2017/18, attached at **Appendix B**, for presentation to Council; and
- III. Discuss and agree the approach to developing the Committee's work programme for 2018-19, so that a final version of the programme can be brought back to the Committee for formal approval.

Davina Fiore
Director of Governance & Legal Services
8 June 2018

APPENDIX A – Economy & Culture Scrutiny Committee Correspondence Schedule, as at 8 June 2018

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
28 March 2018	Cllr Huw Thomas	Bus Station	<p>Public Facing Letter:</p> <ul style="list-style-type: none"> • Members are supportive of the recommendations to Cabinet and wish to commend all those who have worked to deliver the bus station and associated developments; Members are particularly pleased that office space is retained in the revised scheme. • Given the public interest in the delivery of a bus station, Members recommend that a communication plan be put in place to ensure the public are properly informed about the work taking place, the various phases of the work and the timescales involved. The delivery of the bus station is a significant project for Cardiff and the region, and it is important residents, 	8 May 2018	<p>Response Received</p> <ul style="list-style-type: none"> • <i>‘I am pleased that the Committee are supportive of the recommendations to Cabinet and that the hard work to deliver the bus station and associated developments has been acknowledged.’</i> • <i>‘I can confirm that the Council has signed up to the Metro Delivery Partnership (MDP)...delivering a coherent communication strategy will be a core part of MDPs work.’</i> • <i>‘In terms of the detailed information requested on the operation of the bus station, this will be determined in due course by Transport for Wales and I will make sure that at the appropriate time this is communicated, including</i>

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
			<p>commuters, businesses and visitors are kept informed.</p> <ul style="list-style-type: none"> • Members wish to receive: <ul style="list-style-type: none"> - Notification of the operator model to be used at Cardiff Central Bus Station, with the opportunity to carry out further scrutiny of the impact of this model. - Clarification of the possible sites included in the feasibility study for the location of the north-side cycle hub, the timeline for this study to be completed and the decision-taking route that will be used to determine which site is chosen. Members expect this matter to be subject to timely pre-decision scrutiny, to enable wider views to be ascertained to inform the scrutiny. - An updated floor plan for the bus station and updated plans for the traffic flows, 		<p><i>arranging for the operator to attend a Scrutiny Committee to explain their plans.'</i></p> <ul style="list-style-type: none"> • <i>'the developer is exploring a number of sites north of the railways lines for the provision of a cycle hub...to complement a larger facility south of the railway lines... the specific location of the site north of the railway lines will be determined as part of the consideration of the new planning application'.</i> • <i>'any updates to the floor plans, traffic flows, proposed routes for pedestrians, cyclists, buses, coaches, taxis and cars will be provided as part of the new planning application and will be the subject of public consultation in the normal way.'</i>

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
			illustrating proposed routes for pedestrians, cyclists, buses, coaches, taxis and cars.		
11 May 2018	Cllr Thorne	Libraries & Hubs	<ul style="list-style-type: none"> • Overall - Members note the report to Cabinet and, at this stage, have no major issues with it. We will be interested in carrying out further scrutiny as proposals develop and, in particular, it becomes clearer where capital funding will be sourced. • Performance - Members note that no formal assessment has been undertaken on the likely impact of proposed changes on Cardiff Council's ability to meet the Welsh Library Standards... I am sure that this is something a future Committee will wish to keep an eye on. • Savings - Members note that the proposed changes will realise savings in the region 	4 June 2018	Response Received <ul style="list-style-type: none"> • <i>I note and agree with the Committee's feedback and would be happy to bring information on this subject to a future Committee as our proposals develop.</i> • <i>Similarly, I would be very happy to bring information to a future Committee on how the proposed changes will impact on the Council's ability to meet the Welsh Library Standards. I share the Library Services Manager's confidence that these changes will have a positive impact on the Council's performance and I look forward to presenting this improvement at a future Committee.</i>

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
			<p>of £200,000 ..that consultation with staff and trades unions is on-going and that any savings will form part of the Directorate's savings proposals for 2019/20.</p> <ul style="list-style-type: none"> • Library Strategy & Development team - Members are pleased to hear that part of their role will be to take library services out into communities across Cardiff.. • Area reviews - Members recommend that these area reviews take into account public transport linkages, such as branch train lines and bus routes, to ensure that the area boundaries are appropriate. • Community engagement - Members discussed the need to work with local communities to ensure that they are clear that library services are not under threat, are being protected from cuts and will be enhanced. Members also discussed the need to ensure a flexible approach is 		<ul style="list-style-type: none"> • <i>I recognise the benefit of such an approach and can confirm that public transport linkages will be taken into account in the area review.</i> • <i>We have produced maps, which show the areas covered by the 4 inclusion officers. I have attached</i>

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
			<p>taken to community-based groups that already exist that may not wish to be included in the new approach.</p> <ul style="list-style-type: none"> Members would like to receive a map of the areas covered by the 4 inclusion officers. 		<p><i>them as Appendix 1 for your information. As you will see the maps and areas covered are very much draft at the moment and will need to be reviewed and revised once the team is operational.</i></p>
11 May 2018	Cllr Merry & Cllr Thorne	People & Communities: Communities & Housing Directorate Delivery Plan	<ul style="list-style-type: none"> Overall - Members are content with the Plan and the actions detailed Targets - Members recognise that quite a few of the performance indicators are new and it is therefore difficult to be certain that a target is set at the right level... we will keep an eye on performance via the quarterly performance reports. 95% target – for customers of Hubs - Members take on board your explanation that, with the increased number of Hubs and scope of work undertaken, 	7 June 2018	<p>Response Received</p> <ul style="list-style-type: none"> <i>‘I appreciate the Committee’s observations regarding performance indicators...What is important is that we use any dissatisfaction or suggestions that people make to continually review and improve what and how we deliver services in our hubs. I know that this is exactly what happens in our hubs and this is why we continue to have such fantastic satisfaction levels.’</i>

Date Sent	Sent to	Topic	Points Made	Date reply received	Response
			<p>maintaining satisfaction to this high level will be challenging.</p> <ul style="list-style-type: none"> • Employment Services - Members are pleased to accept the offer ..to bring a progress report to our December 2018 committee meeting. • Members would like to receive a list of the sites across Cardiff from which Into Work services operate. • Template - I would be grateful if you could pass on, to the relevant team, that some Members found the Plan difficult to read, particularly the front end that is very text-heavy. In addition, the graphics showing Golden Thread (Part 1.1) are very difficult to read. 		<ul style="list-style-type: none"> • <i>'I note the Committee's request for an Employment Services progress report and welcome the opportunity for this to be presented at the December 2018 meeting'</i> • <i>'I am pleased to provide a list of sites across Cardiff where Into Work services are offered' (at Appendix to letter)</i> • <i>'I have passed these comments to the relevant team for their consideration'.</i>



**A Report of the:
Economy & Culture Scrutiny Committee**

Annual Report

2017- 2018



Cardiff Council

Economy & Culture Scrutiny Committee Membership



Councillor Nigel Howells
(Chairperson)



Councillor Saeed Ebrahim



Councillor Iona Gordon



Councillor Gavin Hill-John



Councillor Thomas Parkhill



Councillor Adrian Robson



Councillor Abdul Sattar



Councillor Ed Stubbs

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TERMS OF REFERENCE OF THE ECONOMY & CULTURE SCRUTINY COMMITTEE

- To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration.
 - Cardiff City Region City Deal
 - Inward Investment and the marketing of Cardiff
 - South East Wales Economic Forum
 - Economic Strategy & Employment
 - European Funding & Investment
 - Small to Medium Enterprise Support
 - Cardiff Harbour Authority
 - Lifelong Learning
 - Leisure Centres
 - Sports Development
 - Parks & Green Spaces
 - Libraries, Arts & Culture
 - Civic Buildings
 - Events & Tourism
 - Strategic Projects
 - Innovation & Technology Centres
 - Local Training & Enterprise
- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

CHAIR'S FOREWORD

This year has been a busy time for the Committee. New councillors joined scrutiny for the first time, experienced councillors joined from other scrutiny committees and we had a new administration. For these reasons, we used this year to provide Committee Members with a good grounding in the main areas covered by our terms of reference and the key tools for successful scrutiny. I am pleased to note all but one of the Committee Members are remaining for 2018-19 and I look forward to working with them to focus our scrutiny on where we can best add value.

Significant areas of the new administration's priorities fall within this Committee's terms of reference. Coupled with this, there are substantial changes to Welsh Government programmes focusing on regeneration. We have ensured these are scrutinised but have also made time to focus on key services that are immediately visible to residents and communities, where there have been considerable changes in recent years, such as libraries, hubs, sports and leisure services. A crucial project that cuts across both regeneration and service delivery is the planned Bus Station; we have kept a close eye on progress with this and we will continue to do so in 2018-19, with a particular focus on the interface with the Central Train Station and adjacent planned developments.

I would like to thank all those who have supported our scrutiny this year, including Cabinet Members and senior officers, partner organisations and, most importantly, service users and residents whose feedback gives us a detailed insight into the issues they face and so helps us to focus our scrutiny on the areas that matter.

A major piece of work undertaken this year has been our inquiry into how to ensure our Parks and Green Spaces services continue to flourish in a time of austerity. I am sincerely grateful to all those who contributed ideas, experiences and expertise and to my task group colleagues, Councillor Gavin Hill-John and Councillor Iona Gordon, for their time and assistance in undertaking and completing this important report, which should help the administration to identify a clear way forward for income generation and cost reduction.



The year ahead will be busy, with City Deal scrutiny, a new vision for Economic Development and more changes to services. I look forward to ensuring scrutiny focuses on citizens, holds Cabinet to account for its decisions, and works constructively to ensure better policies and services for Cardiff.

Councillor Nigel Howells
Chair, Economy & Culture Scrutiny Committee

2017-18 INTRODUCTION & OVERVIEW

The Economy and Culture Scrutiny Committee plays an important role in assessing service performance and informing policy development across a range of Council services. The Committee hears from a range of witnesses to inform this work, including relevant Cabinet Members, council officers, partner organisations, citizens and service users. During 2017–18, Committee Members scrutinised items across several Cabinet Portfolio areas, as follows:

- Cllr Huw Thomas – Leader
- Cllr Peter Bradbury – Culture & Leisure
- Cllr Russell Goodway – Investment & Development
- Cllr Sarah Merry – Education, Employment & Skills
- Cllr Lynda Thorne – Housing & Communities.

The Directorates predominantly covered by the Committee's terms of reference are Economic Development; City Operations¹; and People & Communities. This report presents the Committee's activities during 2017-18 and, where possible, identifies the impact of the Committee's work upon the areas within its remit. Between July 2017² and May 2018, the Committee scrutinised a wide range of topics, which are listed below, with a particular emphasis on the Cardiff Bus Station project.

Inquiries

Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet.

- 'Funding of Parks'.

Policy Development and/or Review

Where the Committee has contributed to the Council's policy development processes, for example by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required.

¹ This refers to the 'Parks, Sports, Leisure & Cardiff Harbour Authority' section, which were part of the City Operations Directorate at the start of 2017-18; they have now moved to the Economic Development Directorate.

² Scrutiny Committee meetings commenced in July, following the local elections in May 2018.

- Employment Services in Cardiff
- Adult Community Learning Proposed Funding Changes
- Multi-Purpose Indoor Arena
- Cardiff Bus Station
- Cardiff Central Train Station
- Economic Development Green Paper
- Targeted Regeneration Initiative Programme
- Sports Development Joint Venture
- Leisure Management Partnership with GLL
- Local Sports Plan 2018-19

Pre-Decision

Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

- Funding the new Bus Transport Interchange
- Employment Services in Cardiff
- Urgent Confidential Item (November)
- Multi-Purpose Indoor Arena Business Plan
- Cardiff Capital Region City Deal Joint Working Agreement Business Plan
- International Sports Village (ISV)
- Bus Station – New Approach to Delivery

Monitoring

Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed.

- Corporate Plan 2018-21 and Budget 2018/19
- Quarterly Performance Reports – Economic Development; City Operations; People & Communities: Housing and Communities.
- Welsh Public Library Standards 5th Framework
- Chief Librarians' Universal Offers
- Summer Reading Challenge 2017
- Adult Community Learning Success Rates.

Call- In

Where a non-Executive Member invokes the Call-In procedure under the Council's Constitution, to review an Executive Decision prior to implementation.

- Funding the new Bus Transport Interchange

Over the period July 2017 – May 2018 the Committee held fourteen committee meetings³ and wrote 23 letters to the Cabinet, officers and external partners, sharing their comments, recommendations and concerns following the scrutiny of items at committee meetings. On occasion, Members also requested additional information to help with future scrutiny. The Committee received timely responses from the Cabinet to nearly all letters that requested a response. Additional information has been provided where requested.

Scrutiny Member Induction and Training

Following the May 2017 local elections, new Councillors were offered training to assist them in their scrutiny role, as follows:

- Scrutiny stall at the Members Induction session – May 2017
- Introduction to Scrutiny – June 2017
- Chairing Skills – June 2017
- Questioning Skills – July 2017
- Budget Training – February 2018

The following pages highlight the Committee's key activities during 2017-18 and identify the comments and recommendations made.

³ Including 2 joint meetings with Environmental Scrutiny Committee to consider the Cabinet report and subsequent Call-In of the 'Funding the new Bus Transport Interchange' and 2 special meetings, on 13 February 2018 and 27 March 2018, to undertake pre-decision scrutiny of significant proposals for the Multi-Purpose Indoor Arena and Cardiff Bus Station, respectively.

Funding of Parks

This Inquiry provided a timely assessment of how, with Cardiff Council facing £91 million savings over the next three years, the Council can continue to provide excellent Parks and Green Spaces. Members explored a wide range of income generation and cost reduction approaches used by other local authorities across the U.K. and examined Parks funding models successfully used elsewhere in the World.

To inform the Inquiry, Members invited contributions from a range of stakeholders, including Friends Groups, sports pitch users and partner wildlife organisations. Members also heard from the Cardiff Civic Society, Urban Park Rangers and Community Park Rangers, senior officers and Councillor Peter Bradbury, Cabinet Member with responsibility for Parks and Green Spaces.

Our findings showed that there is little scope for further cost reductions without significantly affecting the Council's ability to maintain Cardiff's parks to their current standard; costs have been reduced by 24% over the last four years. In terms of generating income, we found that income is already generated by Parks and Green Spaces and there is scope to generate more income by using a number of approaches. Some of these approaches could be used without affecting existing park usage whereas others would require changes, such as additional concessions in Parks

Our Inquiry found a huge willingness, across the diverse groups that use our Parks and Green Spaces, to contribute and work in partnership to maintain and improve our Parks. This is evident in the existing excellent partnership working between our dedicated Parks staff, Friends Groups and wildlife organisations and in the responses received from sports pitch user representatives, who are keen to have conversations about how to work together effectively.

Our recommendations centre on clarifying the purpose and focus for Parks Services, in order to direct the scale, scope and acceptable routes for income generation. We also recommended that there are no further cuts to the Park Ranger service.

The report was presented to the Cabinet at its meeting on 17th May 2018. A response to the recommendations is expected in September 2018.

Cardiff Bus Station & Central Train Station

Members recognise the importance to residents, commuters, visitors, employers and businesses of having a high quality transport interchange in place as soon as possible. We therefore ensured Committee time was available to undertake regular scrutiny of proposals as these came forward throughout 2017-18. In all, we undertook four different scrutinies of proposals for delivering a new Cardiff Bus Station, the latter of which included the fit of these with Cardiff Central Train Station, and received separate updates on proposals to redevelop the Central Train Station. These focused on exploring the following with Councillor Russell Goodway – Cabinet Member Investment & Development, and senior officers: funding mechanisms, land transactions, the fit with neighbouring regeneration proposals for Central Square, Central Train Station and Central Quay; risk management; and deliverability.

Pre-Decision Scrutiny – July 2017

The Committee held a joint meeting with the Environmental Scrutiny Committee, to carry out pre-decision scrutiny of a report to Cabinet on the bus station. At the meeting, Members explored issues relating to the financing of the bus station, including: financial assumptions; how risks to the Council were addressed and mitigated; the timeline for delivering the bus station; and the recommendations to Cabinet.

Following the meeting, the Chair wrote to convey the joint Committee's support for the recommendations to Cabinet in terms of a market driven approach to determining the end use of the space above the bus station. Members asked to be kept informed of progress with a bid to Welsh Government for assistance in meeting technical fit out and highway improvements. Members also highlighted the need to ensure due diligence checks are applied to ensure robust financial modelling and consideration of legal advice.

Councillor Goodway responded to the Chair's letter, stating that the administration would *'seek to achieve the best possible return on the council's investment to ensure that we can deliver the best possible facility but also taking account of the timescales we need to work to if we are to deliver the facility in an acceptable timeframe'*. Councillor Goodway also stated that he would ensure that council officials adopt a robust approach to ensure due diligence.

Call – In – September 2017

Following Cabinet approval of the report; this was then Called–In by Councillor McEvoy and, in September 2017, the Committee held a joint meeting with the Environmental Scrutiny Committee, to consider the areas specified in the Call-In.

At the Call-In meeting, Members heard from Cllr McEvoy and a representative of Cardiff & Vale Bus Users Group, Dr. Max Wallis, as well as Councillor Russell Goodway and senior officers. Having considered the evidence and the Call-in procedure rules set out in the Council's constitution, Members voted not to refer the item to Full Council or the Cabinet for reconsideration.

Policy Development Scrutiny – December 2017

In December 2017, Members undertook further scrutiny of confidential information relating to work underway to deliver the new bus station for Cardiff. Members explored with witnesses key factors such as financing and risks to the Council and sought clarification on the next steps and timelines involved. Members also examined the proposals for Cardiff Central Train Station and explored the linkages between this and the Bus Station and Central Square.

Following the meeting, the Chair wrote to Councillor Goodway stating that Members recognise the developments will strengthen Cardiff's economy by improving public transport, Grade 'A' office accommodation offer and retail facilities. The letter also contained a recommendation that *'the publically available drawings/plans be updated to illustrate the [linkages between the various modes of transport - cycling hubs, taxi ranks, taxi drop off and pick up zones]'*, given that the public will be particularly interested in these. Members also recommended that the Council facilitate dialogue between the Access Focus Group and cycling groups to ensure that solutions are identified that are mutually acceptable.

At a later Committee meeting (8 March 2018), Members explored the above recommendations with Councillor Goodway and senior officers, who explained that updated drawings and plans would be prepared for public release once work has moved from the conceptual stage to detailed planning.

Pre-Decision Scrutiny – March 2018

Finally, on 27 March 2018, we held a special meeting to carry out pre-decision scrutiny of a report to Cabinet, containing confidential information relating to the proposed funding package for Cardiff Bus Station, between Cardiff Council, Welsh Government and Rightacres Property Ltd and exploring the interface with the Metro Delivery Partnership. Members were supportive of the recommendations to Cabinet and pleased that office space is to be provided above the bus station, as will private rented accommodation. Given the public interest in the delivery of a bus station, Members recommended that a communication plan be put in place to ensure the public are properly informed about the work taking place, the various phases of the work and the timescales involved.

Members asked to receive further information with regard to the Bus Station, including details of the operator model, north-side cycle hub and an updated floor plan for the bus station, including traffic routes for pedestrians, cyclists, buses, coaches, taxis and cars.

Members have been clear that they recognise the importance of undertaking further scrutiny of proposals for the Cardiff Bus Station and the Cardiff Metro Delivery Partnership and have asked to be kept informed of developments.

Leisure and Sports Scrutiny

Members recognise the role the local authority plays in enabling residents to access leisure and sports facilities, thus boosting residents' health and well-being. There have been significant changes in the provision of these services over recent years; Members therefore prioritised scrutiny of these.

Leisure Management Partnership with GLL

In 2016, GLL took over responsibility for managing most of the Council's leisure centres. Twelve months on, Members wanted to explore whether the delivery of the Leisure Centre Management Partnership between the Council and GLL (Greenwich Leisure Limited) was performing to the agreed level and meeting the needs of Cardiff citizens and communities. Members wanted to know if there were any changes to: the Council's commitments and risks; the proposed capital programme; and service delivery, such as improvements or reductions.

To inform the scrutiny, the Chair, Councillor Howells, issued a press release seeking the views of leisure centre service users, via email and social media, on their experiences. Over 70 service users provided feedback, which gave Members a detailed insight into the issues affecting service users. Members of the Committee received a report summarising the main themes described by respondents.

Members invited representatives from GLL and the Council's client management team, as well as senior officers and Councillor Peter Bradbury (Cabinet Member for Culture and Leisure) to the committee meeting. GLL representatives gave a presentation, providing data on key performance indicators contained in the contract. Members used the information gained from the feedback from service users to explore the issues they raised with GLL and internal witnesses.

At the meeting, GLL were able to clarify some of the issues raised by service users, for example, that service personnel can swim free of charge at any GLL leisure centre, in line with the Armed Forces Covenant. GLL were also able to provide their perspective with regard to some of the issues identified, for example, their aim of ensuring inclusivity and accessibility by developing concessionary charging based on household income.

Following the meeting, the Chair wrote to Councillor Bradbury, seeking support for GLL to provide a response to specific queries raised by those who had provided feedback. The feedback received was sent, in an anonymised form, to Councillor Bradbury, who shared this with GLL and requested a response be prepared that covered all aspects of issues raised by respondents; this has been received from GLL.

The letter from the Chair requested additional information on GLL's customer satisfaction survey, service user profile and number of visits; this was provided as part of Councillor Bradbury's response to the Chair's letter.

Members decided to share the reported success of GLL in reducing sickness absence with the Policy Review and Performance Scrutiny Committee, scheduled to scrutinise how Cardiff Council could reduce sickness levels; GLL agreed to participate in detailed analysis of their sickness absence data and the approach taken, in order to inform this scrutiny.

Finally, Members welcomed Councillor Bradbury's offer to return to Committee on a regular basis to discuss service delivery in this important area. As part of this, Members specified contract management information they would like to receive at future scrutinies, to enable them to understand usage of the Leisure Centres.

Sports Development Joint Venture

In 2014, the Council signed a Joint Venture agreement with Cardiff Metropolitan University to deliver sports services in the city. The Sport Cardiff team transferred to the University and new governance arrangements were in put in place, including restructuring the team to reflect the six neighbourhood management areas. The Joint Venture agreement identified priority objectives and key considerations, aimed at boosting involvement in sports by key demographic groups that historically had low participation rates. A Local Sports Plan was developed for 2014 -2017 to detail the actions to be taken to achieve this.

In order to inform this scrutiny, the Chair requested that sports participation trend data be provided, by gender and ethnicity, to show the progress achieved since 2014. Councillor Bradbury, the Council's Sports Development Manager and Sport Cardiff staff attended Committee to provide this information and answer Members questions. Sport Cardiff staff also provided videos, showcasing work undertaken and the impact this has had on

participants. Members heard that work was underway to develop a second Local Sports Plan to cover 2018 onwards.

Following this scrutiny, the Chair wrote to Councillor Bradbury noting contentment with governance arrangements and the day-to-day working of the partnership and requesting historical data prior to the start of the Joint Venture, in order to allow comparison with recent data. This information was provided in the response received from Councillor Bradbury.

Local Sports Plan 2018-19

Following their scrutiny of the Joint Venture agreement, Members made time to scrutinise the Local Sports Plan 2018-19, developed by Cardiff Council, Cardiff Metropolitan University and partners across Cardiff. Members invited Councillor Bradbury – Cabinet Member Culture & Leisure, senior officers and staff from Cardiff Metropolitan University to discuss the Plan and associated issues at a committee meeting.

Members were pleased with the Plan, noting its breadth and depth and how it focuses on addressing the priority objectives and key considerations set out in the Joint Venture agreement, using small amounts of funding to maximum effect. Members also welcomed the contribution outlined in the Plan re support at Major Events in Cardiff, such as volunteers helping at the forthcoming Volvo Ocean Race Cardiff Stopover.

Members discussed the need to support grassroots participation, highlighting that sports governing bodies and Sport Wales could assist with this by reaching out to communities. As part of this, Members noted that it is important to ensure that sports facilities based within schools remain accessible and affordable to their local communities. Members were pleased to hear that Sport Cardiff signpost to local clubs and assist those clubs to develop long term, sustainable futures.

Finally, Members noted that Sport Cardiff will provide quarterly reports, to Cardiff Council, illustrating the delivery of the Local Sports Plan, using both quantitative and qualitative measures to demonstrate its impact.

Libraries and Hubs Scrutiny

Members recognise the breadth and depth of the services provided by libraries and hubs, reaching into communities, engaging those in need and playing their part in improving people's lives. As such, Members prioritised scrutiny of these services, to monitor performance and assess proposed changes in policy and/or service delivery. Members heard from Councillor Lynda Thorne, Cabinet Member – Housing & Communities, with responsibility for Libraries and Hubs, as well as relevant senior officers.

Overall, Members were pleased to note that there will be no reduction in mobile library services or library services.

Welsh Public Library Standards 5th Framework

Every year, Cardiff Council submits an annual return to the Welsh Government, detailing how it has met the core entitlements set out in the Framework and providing information against quality indicators and impact measures. The Welsh Government undertakes an assessment of the return and provides a report on this, summarising performance.

Members were pleased to note improvements in performance, with the report for 2016/17 showing that Cardiff met all 18 of the core entitlements in full and, of the seven quality indicators that have targets, achieved four quality indicators in full and three in part.

Members discussed the main area of concern highlighted by the report, which is low levels of staffing. Members concluded that the current figures used by the Welsh Government do not include all the staff that are available to assist service users in libraries. In their view, all staff that work in the libraries should be counted towards the indicator; the Committee offered to lend its support in representations on this to Welsh Government.

Members felt ward councillors could take a more proactive role in promoting library services, for example by ensuring Community Councils receive details of services and events in nearby libraries. Members were pleased that officers responded positively to this suggestion.

Chief Librarian's Universal Offers

The Society of Chief Librarians has worked with key partners, including The Arts Council and The Reading Agency, to identify six key areas of service regarded by service users as integral to public libraries and to develop a 'universal offer' for each of these, providing a positive vision for the future of public libraries. These areas of service are: reading; information; digital; health; learning; and culture.

Members heard how Cardiff libraries are ensuring that the universal offers are provided in Cardiff libraries. As part of the discussion on the health universal offer, Members raised the importance of ensuring that all staff based in hubs and libraries complete dementia awareness training that included explanation of the different types of dementia and the behaviours that result; Members were pleased that officers acknowledged the importance of this.

Summer Reading Challenge

Members heard that libraries staff held 396 promotional events in libraries and hubs and visited 96% of Cardiff schools to boost participation in the Summer Reading Challenge 2017 and encourage children to join libraries. The 2017 Summer Reading Challenge was the most successful to date, with 7,511 children participating, 5,085 children completing the challenge and 626 children joining the library during the challenge.

Several Members felt that ward councillors could play a more proactive role in encouraging schools to participate in the Summer Reading Challenge. Members were pleased that officers responded positively to this suggestion.

Employment Services in Cardiff

Members explored proposals for employment services following the cessation of the Communities First programme, which funded a number of employment related training and support services, available to those who lived in Communities First areas. Members heard that the new proposals focused on improving accessibility to employment services across the city. To facilitate this, services will be accessed via a Gateway, which will include face-to-face, phone and internet access points; face-to-face help would be provided in hubs.

At their first scrutiny of this topic, Members highlighted the need to ensure the marketing of the proposed 'gateway' approach to employment services provided reassurance to potential service users about its independence and helpfulness. Members also raised the need to ensure systems are in place to engage potential service users who face difficulties accessing employment services.

At their second scrutiny of this topic, Members were pleased to see that, having raised concerns regarding encouraging access to employment services, the report to Cabinet contained a section on the pro-active approach to be taken to support hard to reach individuals.

Building Resilient Communities – Developing Community & Well-Being Hubs

The Welsh Government's new approach to tackling poverty includes building strong and resilient communities, with legacy funding available following the cessation of the Communities First programme.

As part of this, Members carried out scrutiny of proposals to create community and well-being hubs in the north and west of Cardiff, bringing community branch libraries into the Hubs management structure, with staff roles developed to offer a wider range of services based on local needs. Members also explored proposals to bring the Central Library Hub within the Advice Services management structure, with the aim of improving and joining up services. In addition, Members heard proposals to develop a new Library Strategy, in order to ensure that Cardiff continues to have strong core library provision that maintains good performance and to develop an enhanced library offer. As part of this, Members heard that it is proposed to provide services across the city, within hubs, schools and other community buildings.

Members highlighted that they wish to carry out further scrutiny as proposals develop, in particular re capital funding and significant changes to current buildings and that they recommend that a future Committee scrutinise performance against Welsh Library Standards. Members also recommended that proposed area reviews take into account public transport linkages to ensure that area boundaries reflect these, so that people can access appropriate services by public transport.

Regeneration Scrutiny

A key role of this Committee is to scrutinise regeneration initiatives, both large-scale, such as Central Square, and small-scale, such as local shopping centres. This year, the Committee has focused on a number of high-profile regeneration proposals, as set out below.

Cardiff Capital Region City Deal – Joint Working Agreement Business Plan

Members scrutinised the proposed Joint Working Agreement (JWA) Business Plan prior to its consideration at Full Council. The JWA Business Plan sets the context for decisions on the way £495m of City Deal funding (known as the Wider Investment Fund) is to be utilised. It provides details of how proposed investments will assist in meeting the aims of the Cardiff Capital Region City Deal, in terms of the numbers of jobs created, private sector investment secured, support for strategic objectives, delivery of regional economic benefits and value for money. It also sets out that, with regard to Metro Central, the modernisation of Cardiff Central Train Station, the *'current proposal would see a call on City Deal funding of £40m subject to final approval of the Full Business Case and commitment to match funding from partners'*⁴.

Members heard from the Leader, Councillor Huw Thomas, as well as Councillor Goodway, the Chief Executive and Director of Economic Development. Following the meeting, Committee Members confirmed their support for the City Deal approach and welcomed the approach set out in the draft Business Plan, believing it would bring significant benefits to the City Region. Members pledged to undertake further scrutiny of the Metro proposals and were pleased to hear Councillor Thomas comment that early input from scrutiny would be beneficial regarding Metro Central. Committee Members also highlighted that the roll out work on Skills & Employment, Innovation and Regeneration & Infrastructure will form part of the Committee's work programming for 2018/19.

Finally, Members were pleased to hear that relationships forged by the City Deal process are being capitalised on to discuss further collaborative working and shared services.

⁴ page 26, Joint Working Agreement Business Plan.

Multi-Purpose Indoor Arena

The Administration has committed to deliver a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events. In October, Members looked at outline proposals, following which Committee Members expressed their support, recognising the benefits to the city region from increased footfall and enhanced infrastructure. Members highlighted the need for officers to explore a range of funding options and to ensure that the business case for the multi-purpose indoor arena clearly detail the likely impact the arena will have on other venues in the city region.

In February, Members held a special meeting to receive confidential information, setting out the results of an options appraisal of potential sites, the rationale for a preferred location for the arena, the risks to the Council and the timeline for delivering the arena.

Following the meeting, the Chair, Councillor Howells, wrote to Councillor Goodway stating that, based on the evidence received, Members support the recommendation to Cabinet regarding the preferred location, subject to future consideration of additional information regarding financial implications and the business case. Members emphasised the need for high quality, reliable and affordable public transport to encourage the additional visitors to Cardiff to use sustainable transport and to avoid adding to the congestion in Cardiff.

Members have been clear that they wish to undertake further pre-decision scrutiny of the detailed delivery strategy for the indoor arena, including the detailed financial implications for the Council and any acquisition of land not currently in Council ownership.

International Sports Village (ISV)

The administration has a commitment to *'Set a refreshed vision for Cardiff Bay as a leisure destination, by securing a new visitor attraction, with the possible creation of a permanent "beach style" facility and revitalising the strategy for the International Sports Village.'* In March, Committee Members scrutinised confidential papers outlining proposals for the next steps regarding the ISV. Members explored the key factors shaping future plans, risks to the Council, the fit with wider Cardiff Bay regeneration plans and the timeline for delivery.

Having considered the information shared in the confidential session, Members were supportive of the recommendation to Cabinet and highlighted that they wished to undertake further scrutiny of the proposals for revitalising the ISV, as these come forward,

including details on proposed improvements to pedestrian and cycle routes in the Bay, thus enhancing the visitor and resident experience.

Targeted Regeneration Initiative Programme

The Targeted Regeneration Initiative is a £100 million Welsh Government programme aiming to *'create jobs, enhance skills and employability, and create the environment for businesses to grow and thrive.'*⁵ Local authorities are able to submit funding bids, which must demonstrate consultation with affected communities and support from their region.

Members scrutinised the proposals for Cardiff in terms of determining which bids to submit and proposals for establishing appropriate governance to enable regional endorsement of funding bids. Members explored the proposed approach to community consultation and the interface with other partnership working, including other economic development projects. Members also asked about the risks to the Council and how these were being addressed and mitigated.

After the meeting, the Chair, Councillor Howells, wrote to Councillor Lynda Thorne and Councillor Russell Goodway, the responsible Cabinet Members, detailing Committee Members' views. Given the Welsh Government's stated aim of increasing regional working, Members highlighted that they believed it would be prudent to explore the feasibility of establishing governance arrangements that reflect this; this would be preferable to more one-off governance mechanisms.

Members emphasised the need to manage expectations, as part of the community consultation process, to avoid disillusionment in communities if bids are not successful. Members raised the need to involve ward councillors at the outset, to help generate ideas, and were pleased to hear officers acknowledge this.

Members also discussed the need for inclusive growth, to avoid the pitfalls of previous regeneration schemes, which have not always ensured local communities benefit from the schemes.

⁵ Quote taken from <http://gov.wales/topics/housing-and-regeneration/regeneration/targeted-regeneration-investment/?lang=en> downloaded 4 April 2018

Corporate Plan & Budgetary Proposals 2018-19

At its February 2018 meeting the Committee considered the Council's draft Corporate Plan and draft budgetary proposals for 2018–19. Members:

- Raised a concern about the geographic and demographic breakdown of the consultation work undertaken in advance of the budget process, and suggested that the Council work closely with Cardiff University to improve the methodological approach and focus on sites that younger people visit;
- Sought clarification on the services, pressures and funding settlements that were causing the growing budget gap;
- Highlighted their concerns at the reduction from 10% (for 2017/18 proposals) to 5% (for 2018/19 proposals) in the savings proposals with detailed planning status;
- Sought clarification on how proper monitoring and review processes could be put in place for future economic development schemes and measuring the benefits for local residents;
- Queried the presentation scale for a graph re Visitor Numbers per Annum;
- Highlighted their wish to scrutinise the proposed historic assets business plan;
- Asked that consideration be given to providing additional revenue funding to support an additional post in Park Ranger service;
- Requested a detailed breakdown of the capital funding for Leisure Centres;
- Requested feedback on where the Council's accountability rests in terms of supporting local businesses and employment prospects of local residents affected by major developments;
- Asked that Cabinet explore a range of options to boost accessibility to adult learning courses which are no longer subsidised by the Council; and
- Requested assurance that the reduction in Libraries Book fund does not take Cardiff below the Welsh Public Library Standards.

Councillor Chris Weaver, Cabinet Member - Finance, Modernisation and Performance, responded to the above points, providing the additional information requested and clarifying the administration's position regarding issues highlighted. The request for additional funding for the Park Ranger service was not supported.

Monitoring Performance

Quarterly Performance Reports

Scrutiny Committees are responsible for scrutinising performance, thereby facilitating challenge and public discussion, to help drive improvement in service provision. This Committee has reviewed the performance of the following Directorates each quarter:

- Economic Development - *all areas except for Commercial Services, which fall within the terms of reference of Environmental Scrutiny Committee;*
- City Operations - *Parks, Sports, Leisure and Cardiff Harbour Authority service area⁶;*
- People & Communities⁷ - *Hubs, Libraries, Into Work and Adult Community Learning elements.*

In setting the Committee's 2017/18 work programme, Members decided to trial a new approach to scrutinising performance. The agreed approach was for Members to receive the relevant sections of the Quarter 1, Quarter 2 and Quarter 3 corporate performance reports for each Directorate by email, with a summary of key points provided by the Committee's Scrutiny Officer. Members then had the opportunity to review the reports and email their comments to their fellow Committee Members. Where Members had concerns about performance, they could request that the relevant Cabinet Member and officer be invited to the next Committee meeting to discuss performance issues and the mitigating actions being taken to address the challenges faced. The Quarter 4 report would be brought to a Committee Meeting, with relevant witnesses, to enable Members to review the whole year performance.

In setting the 2018/19 work programme, the Committee will review the approach taken to Quarterly Performance, its robustness and the quality of scrutiny it provided, and agree an approach to be taken for the future.

⁶ This service area moved into the Economic Development Directorate at the beginning of Quarter 4.

⁷ In Q1-Q3, these services were in the Communities, Housing and Customer Services Directorate

WORK PROGRAMME FOR 2018- 19

Members of the Committee will be invited to consider items for possible inclusion in the Committee's work programme during 2018-19. Work is currently in progress to draw together issues for the Committee to consider. A draft work programme will then be developed and brought to Committee for approval and implementation. The Committee would welcome suggestions for scrutiny items from other Members.

FUTURE SCRUTINY WORK

Over the course of its deliberations this year, the Committee has recommended that the following items be considered for inclusion in the Committee's 2018-19 work programme:

- ❖ Cardiff Capital Region City Deal - Metro Delivery Partnership, Skills & Employment, Innovation, Regeneration & Infrastructure.
- ❖ Cardiff Bus Station.
- ❖ Metro Central - Cardiff Central Station.
- ❖ Multi-Purpose Indoor Arena.
- ❖ International Sports Village.
- ❖ Cardiff Bay regeneration.
- ❖ Cardiff Harbour Authority.
- ❖ Historic Assets Business Plan.
- ❖ Changes to Libraries – Central, branch, hubs and new Strategy.
- ❖ Welsh Library Standards.
- ❖ Performance Reports.
- ❖ Savings Reports.
- ❖ Relevant Audit, Inspection and Regulatory Reports.
- ❖ Cabinet Responses to previous Inquiries, and implementation of agreed recommendations from previous Inquiries.

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