

Public Accounts Committee

Meeting Venue:

Committee Room 4 – Ty Hywel

Meeting date:

Thursday, 6 March 2014

Meeting time:

09.30

Cynulliad
Cenedlaethol
Cymru

National
Assembly for
Wales



For further information please contact:

Fay Buckle

Committee Clerk

029 2089 8041

Publicaccounts.comm@Wales.gov.uk

Agenda

1 Introductions, apologies and substitutions (09:30)

2 Papers to note (09:30–09:35) (Pages 1 – 6)

Senior Management Pay: Additional information from the Welsh Local Government Association (Pages 7 – 37)

Senior Management Pay: Letter from the Permanent Secretary, Welsh Government (21 February 2014) (Pages 38 – 39)

Senior Management Pay: Letter from David Sissling (26 February 2014) (Pages 40 – 41)

Unscheduled Care: Letter from the Wales Ambulance Services NHS Trust (12 February

2014) (Page 42)

Hospital Catering and Patient Nutrition: Letter from Professor Jean White (19 February 2014) (Pages 43 – 44)

3 National Framework for Continuing NHS Healthcare: Consideration of response from the Welsh Government (09:35–09:50) (Pages 45 – 54)

PAC(4)-07-14 (paper 1)

PAC(4)-07-14 (paper 2)

4 Governance Arrangements at Betsi Cadwaladr University Health Board: Consideration of response from the Welsh Government (09:50–10:10)

(Pages 55 – 69)

PAC(4)-07-14 (paper 3)

PAC(4)-07-14 (paper 4)

5 Senior Management Pay: Evidence session 4 (10:10–11:30) (Pages 70 – 75)

PAC(4)-05-14 (paper 5)

Robert Oxley - Campaign Director, TaxPayers' Alliance

6 Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business: (11:30)

Items 7, 8 & 9

7 Senior Management Pay: Consideration of evidence (11:30–11:45)

8 Consideration of the Wales Audit Office's programme of value for money studies (11:45–12:15)

9 Unscheduled Care: Consideration of draft report (12:15–13:00)

PAC(4)-07-14 (paper 6)

Public Accounts Committee

Meeting Venue: **Committee Room 4 – Ty Hywel**

Meeting date: **Thursday, 13 February 2014**

Meeting time: **09:00 – 14:20**

This meeting can be viewed on Senedd TV at:

http://www.senedd.tv/archiveplayer.jsf?v=en_500000_13_02_2014&t=4815&l=en

Cynulliad
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Wales



Concise Minutes:

Assembly Members:

Darren Millar (Chair)
Mohammad Asghar (Oscar)
Mike Hedges
Alun Ffred Jones
Sandy Mewies
Julie Morgan
Lynne Neagle
Jenny Rathbone
Aled Roberts

Witnesses:

John Dwight, Wales Audit Office
Anna Freeman, Welsh Local Government Association
Sir Derek Jones, Permanent Secretary, Welsh Government
Peter Kennedy, Welsh Government
Jon Rae, WLGA
Peter Smith, Hay Group
David Sissling, Director General for Health and Social Services, Welsh Government
Huw Vaughan Thomas, Auditor General for Wales, Wales Audit Office
Richard Tompkins, Welsh NHS Employers' Unit

TRANSCRIPT

View the [meeting transcript](#).

1 Introductions, apologies and substitutions

1.1 The Chair welcomed the Members to Committee.

1.2 Lynne Neagle AM substituted for Sandy Mewies AM for the morning session.

2 Papers to note

2.1 The papers were noted.

2.1 Health Finances 2012–13 and Beyond: Letter from the Auditor General for Wales (27 January 2014)

2.2 Unscheduled Care: Letter from Wales Ambulance Service Trust Staff Side (31 January 2014)

2.3 Unscheduled Care: Letter from Andrew Goodall (31 January 2014)

2.4 Senior Management Pay: Evidence from Association of Local Authority Chief Executives

2.5 Senior Management Pay: Evidence from Rhodri Glyn Thomas AM

3 Senior Management Pay: Briefing Papers

3.1 The briefing papers were noted.

4 Senior Management Pay: Evidence Session 1

4.1 The Committee questioned Peter Smith from the Hay Group on Senior Management Pay.

4.2 Peter Smith agreed to send data on tracking of local government pay in England and the timetable and terms of reference of the review the Hay Group are undertaking for Finance Wales.

5 Senior Management Pay: Evidence Session 2

5.1 The Committee questioned Anna Freeman and Jon Rae from the Welsh Local Government Association and Richard Tompkins, Director of NHS Wales Employers, at the Welsh NHS Confederation on Senior Management Pay.

5.2 The WLGA agreed to send a list of salaries paid to chief executives in English local authorities, data summarising how Welsh local authorities are comparable to local authorities in England, variance between senior jobs in local authorities (eg Director of a department) and information on which local authorities use a performance related pay system.

5.3 Richard Tompkins agreed to send a note on the amount of protection paid to former senior officers following the health board reorganisation in 2009.

6 Senior Management Pay: Evidence Session 3

6.1 Due to adverse weather conditions, the witness from the Taxpayers Alliance was unable to attend. The session will be re-arranged.

7 Senior Management Pay: Evidence Session 4

7.1 The Committee questioned Sir Derek Jones, Permanent Secretary, David Sissling, Chief Executive, NHS Wales and Peter Kennedy, Director of Human Resources at the Welsh Government on Senior Management Pay.

7.2 The Permanent Secretary agreed to send a note on the salary of the highest paid Director at Finance Wales, arrangements for accountability of performance and remuneration for senior officials involved in regional organisations and guidance issued to governing bodies on setting salaries for headteachers.

7.3 David Sissling agreed to send a note on the make-up of the NHS in Wales.

8 Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:

8.1 The motion was agreed.

9 Senior Management Pay: Consideration of evidence

9.1 The Committee considered the evidence received and agreed to re-arrange the session with the Taxpayers Alliance.

Public Accounts Committee

Meeting Venue: **Committee Room 4 – Ty Hywel**

Meeting date: **Tuesday, 18 February 2014**

Meeting time: **09:00 – 10:37**

This meeting can be viewed on Senedd TV at:

http://www.senedd.tv/archiveplayer.jsf?v=en_500000_18_02_2014&t=0&l=en

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Concise Minutes:

Assembly Members:

Darren Millar (Chair)
Mike Hedges
Alun Ffred Jones
Julie Morgan
Jenny Rathbone
Aled Roberts
Sandy Mewies

Witnesses:

**Huw Vaughan Thomas, Auditor General for Wales, Wales
Audit Office**

Committee Staff:

Meriel Singleton (Second Clerk)
Claire Griffiths (Deputy Clerk)
Joanest Jackson (Legal Advisor)

TRANSCRIPT

View the [meeting transcript](#).

1 Introductions, apologies and substitutions

1.1 The Chair welcomed the Members to Committee.

2 Papers to note

2.1 The papers were noted.

2.1 Caldicot and Wentlooge Levels Internal Drainage Board: Letter from the Minister for Natural Resources and Food (5 February 2014)

3 Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:

3.1 The motion was agreed.

4 Grants Management in Wales: 2013 Welsh Government Annual Report

4.1 Members discussed the report and noted that this item will be scheduled for a fuller discussion after Easter when two related WAO reports will be available. It was agreed that the Chair will write to the Welsh Government seeking additional information in advance of that meeting.

5 Covering Teachers' Absence: Consideration of further evidence

5.1 Members noted the additional evidence. It was agreed that the Chair will write to the Welsh Government seeking clarity on a number of issues and the Clerks will prepare a draft report.

6 Health Finances 2012–13 and Beyond: Consideration of further evidence

6.1 Members noted the additional evidence. Members raised some concerns and it was agreed these would be covered in an impending oral session with the Chief Executive, NHS Wales.

6.2 The Clerks will finalise the report and circulate to Members for agreement.

7 Unscheduled Care: Consideration of further evidence

7.1 Members noted the additional evidence which will be reflected in the Committee's report.

8 Meeting the Financial Challenges Facing Local Government in Wales: Briefing from the Wales Audit Office

8.1 Members received a briefing from the Wales Audit Office on *Meeting the Financial Challenges Facing Local Government in Wales*.

8.2 It was agreed that the Chair will write to the Welsh Government and the WLGA seeking a response to the WAO report. The Chair will also write to the Chair of the Communities, Equality and Local Government Committee advising them of this report and requesting that that Committee considers undertaking an inquiry into this issue.

8.3 On receipt of the responses, the Committee will consider whether it will undertake an inquiry into this issue.

Public Accounts Committee

Inquiry into Senior Management Pay

Additional information from the Welsh Local Government Association following their evidence session at Committee on 13 February 2014

With regard to the salaries paid to English Local authority Chief Executives see below for a link to a daily telegraph table showing salaries for 128 English Chief Executives for 2010/11:

<http://www.telegraph.co.uk/news/politics/council-spending/8714687/Council-chief-executive-salaries-201011-interactive-table-and-draft-accounts.html>

The full data can be found in Annex 1.

I will enquire with the Local Government Association in England if they have anything more up to date than this and let you know if they do, however, I suspect they no longer collect this information due to lack of resources and the fact that it is publically available anyway.

Senior Officers remuneration is available on local authority websites within their accounts detailing the jobs and the salaries. I attach the screen shots with all the relevant information (Annex 2). I also attach summary data (Annex 3) showing comparisons of local government CEO / CO pay in England and Wales for those authorities that are participating and have loaded their data onto the Epaycheck National pay benchmarking service (N.B. this is relatively few in Wales).

I don't intend to review the figures in my paper. The actual amounts of the Welsh Chief Executives salaries and the population sizes of the areas they service are a matter of public record. Notwithstanding any differences between mine and the WAO calculations in terms of exact distribution the fact remains that the CEO salaries in Welsh councils are generally below those of many Chief Executives in local government in England and other parts of the public sector generally.

Anna Freeman

Director of Employment, Welsh Local Government Association
Cyfarwyddwr Cyflogaeth, Cymdeithas Llywodraeth Leol Cymru

Annex 1

Council	Chief executive	Salary	Bonus	Benefits	Expenses	Pension contributions	Redundancy	Total 10/11 (excl redundancy)	Total 09/10 (excl redundancy)	Change (£)	Change (%)	Notes
Essex County Council	Joanna Killian	233000	6900		815	48458		289173	285152	4021	1.39	
Hammersmith and Fulham Borough Council	Geoff Alltimes	215591	10194			55881		281666	270474	11192	3.97	
Buckinghamshire County Council	Chris Williams	207000		4770		47334		259104	258868	236	0.09	
Norfolk County Council	D White	205400	12300			39200		256900	263700	-6800	-2.65	
Surrey County Council	kelly	210000	12053			31080		253133		253133	100.00	
Gateshead Metropolitan Borough Council	Roger Kelly	194015		11750	13756	33317		252838	252957	-119	-0.05	27704 payment for "other responsibilities"
Barnet Council	N Walkley	200976				49842		250818	249210	1608	0.64	
Kensington and Chelsea Council	Derek Myers	209810	10490	637	40	29383		250360	250311	49	0.02	
Hertfordshire County Council	C Tapster	203427			4785	41906		250118	251190	-1072	-0.43	
Lambeth London Borough Council	Derrick Anderson	213629			2334	30976		246939	269836	-22897	-9.27	Phyllis Dunipace resigned as Executive Director of the Children and Young People's Service on 8 August 2010 and was replaced by Deborah Jones who received an annualised salary of £154,000. The year before that Chris Lee resigned from an Executive Director's position on 19th July 2009.
Cornwall Council	Kevin Lavery	197500			9527	38315		245342	238800	6542	2.67	
Durham County Council	George Garlick	200000			828	42900		243728	242485	1243	0.51	
Cheshire West and Chester Council	Steve Robinson	193000		2000		40000		235000	not available	#VALUE!	#VALUE!	
Newham London Borough Council	Kim Bromley-Derry	188022				46761		234783	281085	-46302	-19.72	Started in July
Croydon London Borough Council	Jon Rouse	189776				43842		233618	246810	-13192	-5.65	
Cambridgeshire County Council	Mark Lloyd	195966				37234		233200	230456	2744	1.18	
Westminster City Council	Mike More	200379			164	32061		232604	234500	-1896	-0.82	
Manchester City Council	Sir Howard Bernstein	203934			741	27735		232410	231786	624	0.27	
Enfield London Borough Council	Rob Leak	189528	4737		480	36910		231655	248500	-16845	-7.27	
Harrow Borough Council	Michael Lockwood	194617		1348		34857		230822	219504	11318	4.90	
Leicestershire County Council	John Sinnott	187000		5000		38000		230000	231000	-1000	-0.43	
Sunderland City Council	Dave Smith	193148		7905		28494		229547	238967	-9420	-4.10	
Birmingham City Council	Stephen Hughes	198925				29565		228490	233097	-4607	-2.02	Salary includes fees and allowances.
Central Bedfordshire Council	Richard Carr	186750			1213	40515		228478	98814	129664	56.75	
Bradford Metropolitan District Council	Tony Reeves	196908			1239	29087		227234		227234	100.00	
Walsall Metropolitan Borough Council	Paul Sheehan	189533	11201		1358	24490		226582	213893	12689	5.60	Received £8933 in election fees in 2010/11 and £11,945 in 2009/10
Cheshire East Council	Erika Wenzel	189260			1075	35980		226315	not available	#VALUE!	#VALUE!	
Greenwich London Borough Council	Chief Executive	189666.61				35150.04		224816.65	225150	-333.35	-0.15	
Knowsley Metropolitan Borough Council	Sheena Ramsey	181893	10135			32741		224769	224772	-3	0.00	
North Tyneside Metropol Council	John Marsden	196021				28690		224711	199418	25293	11.26	
Kingston upon Thames Council	Bruce McDonald	179000				45000		224000	222000	2000	0.89	
Redbridge London Borough Council	Roger Hampson	181542				41936		223478	223478	0	0.00	
Wigan Metropolitan Borough Council	Joyce Redfearn	193150				30131		223281	228876	-5595	-2.51	Received 14,977 in election fees. As of Jan 1 2011 is also chief executive of Ashton, Leigh & Wigan PCT, which pays 35% of her remuneration
Bristol City Council	J Ormondroyd	189533				32600		222133	220457	1676	0.75	
Leicestershire District Council	C Bull	183724				37479		221203	219734	1469	0.66	
Richmond upon Thames Council	Gillian Norton	178528			216	42115		220859	215657	5202	2.36	
Wakefield City Council	Joanne Roney	193343				27108		220451	222172	-1721	-0.78	
Brighton & Hove City Council	J Barradell	189700			1500	28900		220100	107900	112200	50.98	Annual salary more than doubled from last year to this one.
Oxfordshire County Council	Joana Simons	182431			27	35209		217667	225665	-7998	-3.67	(Includes a £6,727 Returning Officer fee)
Worcestershire County Council	Trish Haines	183010				33989		216999	216931	68	0.03	
Coventry City Council	Matin Reeves	186301				30553		216854	221949	-5095	-2.35	
Nottinghamshire County Council	M Burrows	184338			32087			216425	214643	1782	0.82	
Oldham Metropolitan Borough Council	C Parker	186000			2000	28000		216000	188458	27542	12.75	
Oldham Metropolitan Borough Council	C Parker	186000			2000	28000		216000	188458	27542	12.75	
Tower Hamlets London Borough Council	K A Collins	186336			192	29055		215583		215583	100.00	

North East Lincolnshire	A Hunter	150000		33057	31610	214667	183194	31473	14.66	
Bath and North East Somerset Council	John Everitt	178338	963	1251	32109	212661	211859	802	0.38	
Merton London Borough Council	Ged Curran	186250			26075	212325	207689	4636	2.18	
Plymouth City Council	Barry Keel	182505	1442		27376	211323	204297	7026	3.32	
	Martin Esom (promoted from dep. CE in June 2010)	173796			37038	210834		210834	100.00	
Waltham Forest Council	John Foster	210000				210000	222868	-12868	-6.13	
West Sussex County Council	Kieran Stigant	174877			32816	207693	266470	-58777	-28.30	Different chief exec last year who was better paid.
Lincolnshire County Council	Tony McArdle	173226		1147	32740	207113	206059	1054	0.51	
Stoke-on-Trent City Council	J van de Laarschot	171032	1239	5664	28640	206575		206575	100.00	Chief exec left in 2009/10, earning 181,119. J van de Laarschot joined in 2009/10, earning 58,725
Swindon Borough Council	Gavin Jones	178476		370	27485	206331		206331	100.00	
Lancashire County Council	G Fitzgerald	165756	9374	413	29505	205048	266675	-61627	-30.05	G Fitzgerald left the post of chief executive on 6th february 2011. His annualised salary was £194,655. Phil Halsall was appointed to the post as his replacement and received the same annualised salary.
Trafford Metropolitan Borough Council	Janet Callender	170000	6000	3000	26000	205000		205000	100.00	£3,941 as Returning Officer for the 2010 local elections. Has been off sick for months http://menmedia.co.uk/manchestereveningnews/news/s/1421662_trafford-council-chief-off-for-2-months-from-170k-job
Warwickshire County Council	Jim Graham	172866	1239	5102	24893	204100	204242	-142	-0.07	
Hackney Borough Council	Tim Shields	177956			25420	203376	202805	571	0.28	
Bedford Borough Council	Philip Simpkins	170000			32470	202470	175145	27325	13.50	
Salford City Council	B Spicer	175097		914	26439	202450	201113	1337	0.66	Fraser left the council on 1st Sept 2010. The Interim chief executive was appointed 9th sept 2010 at a pro rata salary of £139000. The pro rata salary for a non-interim chief executive is £151282.
London Borough of Bromley	Doug Patterson	177135			25160	202295	202760	-465	-0.23	
Cumbria Council	Jill Stannard	170000	321		31620	201941	464113	-262172	-129.83	
Dorset County Council	David Jenkins	164000	5000	1000	31000	201000	not available	#VALUE!	#VALUE!	
Warrington Borough Council	Diana Terris	167105		1239	31414	199758	191000	8758	4.38	
Newcastle upon Tyne City Council	Barry Rowland	173784		963	24354	199101		199101	100.00	*The Chief Executive held the position of Acting Chief Executive up to August 2009. In 2009/10 the Director of Policy, Strategy and Communication was previously the Director Of Policy/Assistant Chief Executive, the Director of Finance & Resources was previously the City Treasurer and the Executive Director Of Adult & Culture Services was previously the Executive Director of Adult Services and the Director of Adult Services. Chief Executive's contract of employment was reviewed and finalised during 2010/11 and consequent rose from £158,000 on 1st April 2009 to £168,000. The salary received during 2010/11 therefore consists of 6 months pay at 3163,00 pa and 6 months pay at £168,000 pa.
Hartlepool Borough Council	Paul Walker	168795	963		27176	196934	183565	13369	6.79	
Bolton City Council	Sean Harriss	170000			25330	195330	190647	4683	2.40	
Stockport Metropolitan Borough Council	E Boylan	167000	3000		25000	195000		195000	100.00	J R Shultz left in 2009/10, replaced by E Boylan in 2010/11.
Nottingham City Council	Jane Todd	165000		486	27720	193206	193929	-723	-0.37	
Tameside Metropolitan Borough Council	Steven Pleasant	166929			25540	192469	190800	1669	0.87	
South Gloucestershire District Council	A Deeks	163920			27539	191459	186590	4869	2.54	
Ealing London Borough Council	Martin Smith	183853	5543		0	189396	58636	130760	69.04	Salary more than trebled.
Darlington Borough Council	Ada Burns	156720		1860	28993	187573	188060	-487	-0.26	
Bracknell Forest Council	Tim Wheadon	161500		1400	24200	187100	182000	5100	2.73	
Northamptonshire County Council	P Blatern	156000		1000	30000	187000	not available	#VALUE!	#VALUE!	
Northamptonshire County Council	P Blatern	156000		1000	30000	187000	not available	#VALUE!	#VALUE!	
St Helens Metropolitan Borough Council	Carole Hudson	152000	6000		28000	186000	186000	0	0.00	
Slough Borough Council	Ruth Bagley	160480			24550	185030	185890	-860	-0.46	
Milton Keynes Council	D Hill	155000		371	28830	184201	128725	55476	30.12	
Milton Keynes	D Hill	155000		371	28830	184201	184725	-524	-0.28	
Somerset County Council	Alan Jones	160000	26.2		24159.96	184186.16		184186.16	100.00	
Isle of Wight Council		149997		1120	32999	184116	183937	179	0.10	

Hillingdon Borough Council	H Dunnachie	183250			183250	215206	-31956	-17.44	
									Frm 1st August 2010, the post of Chief Executive assumed responsibility for both Blackburn with Darwen Borough Council and Blackburn with Darwen Teaching Care Trust Plus, and 30% of the salary costs have been charged to the Care Trust
Bedford Council (Unitary)	Graham Burgess	158000	1000	24000	183000	183000	0	0.00	Plus.
Blackburn with Darwen Borough Council	Graham Burgess	158000	1000	24000	183000	183000	0	0.00	
Wokingham District Council	Susan Law	157187		24094	181281	181101	180	0.10	
Derbyshire County Council	Nick Hodgson	151056	379	27492	178927	179644	-717	-0.40	
Peterborough City Council	G Beasley	170175		5000	175175		175175	100.00	
Sefton Metropolitan Borough Council	M Carney	148379		390	25373	174142	176465	-2323	-1.33
									He took early retirement this year on 28th February 2011 and had an annual salary of £160,
Bury Metropolitan Council	M Sanders	146927	883	25925	173735	192982	-19247	-11.08	
Devon County Council	Phil Norrey	149995	379	226	22499	173099	179855	-6756	-3.90
Northumberland County Council	Steve Stewart	172498			172498	188458	-15960	-9.25	
Solihull Metropolitan Borough Council	Mark Riogers	137478	8718	692	25070	171958	152980	18978	11.04
North Somerset District Council	Graham Turner	144817			26936	171753	170450	1303	0.76
Reading Borough Council	Michael Coughlin	148377			21811	170188	170188	100.00	
Calderdale Metropolitan Council		147000		1000	22000	170000	166000	4000	2.35
Blackpool Borough Council	Steve Weaver	143832	1254	963	23301	169350	168039	1311	0.77
									In 2009/10 Tinlin received £3525 in pay which was then consolidated into his future salary and a further £9425 unconsolidated pay which was both separate from his allowances and pension. No one is quite sure what these terms are. In 2010/11 he received a further £1473 pay consolidated into his future salary but no further
Southend-on-Sea Borough Council	Rob Tinlin	143883	1473	2909	20231	168496	184209	-15713	-9.33
City of London	C Duffield	135000	7000		26000	168000	158000	10000	5.95
Middlesbrough Borough Council		142650			24821	167471	155644	11827	7.06
									Note 2: The Chief Executive also received £12,304.37 as returning officer for the
Sutton London Borough Council	Ian Birnbaum	137909			29416	167325	158680	8645	5.17
									Parliamentary Elections in May 2010.
				3000	26000		161000		
Barnsley Metropolitan Borough Council		138000				167000		6000	3.59
									Although he didn't receive any benefits in the year 2010-11 he did receive £4,103 worth in 2009/10. His salary also includes allowances. His pension contribution also more than doubled from last year to this, in 2009/10 it was £15,575.
Windsor and Maidenhead Borough Council	Ian Trenholm	140000	2112		24350	166462	184727	-18265	-10.97
									No bonuses were paid this year, hence cut in pay
Torbay Borough Council	Elizabeth Raikes	151000			14818	165818	180000	-14182	-8.55
									The Chief Executive started his employment on 2nd August 2011. The annualised salary is £185,000.
									Received a futher 16710 from the West Midlands Pension fund, a fund administered by the council for public employees but separate from the council's pension fund, giving him a total remuneration 2010/11 of 180,615. CEO role was split between three different people in 2009/10 hence low number.
Wolverhampton Council	Simon Warren	134755		1989	27161	163905	102695	61210	37.34
West Berkshire District Council	Nick Carter	138418			20279	158697	158431	266	0.17
Doncaster Metropolitan Borough Council	R Vincent	132120			25896	158016		158016	100.00
York City Council	Kersten England	132399	185		23734	156318	63775	92543	59.20
North Lincolnshire Borough Council	Simon Driver	124839			28923	153762	165057	-11295	-7.35
									Kersten England joined council 5/10/2009.
Arun Council	Ian Sumnall	122327			27253	149580	146683	2897	1.94
									Salary included allowances. There was no redundancy apy. The Chief Executive for Arun Council also changed shortly after the end of this financial year from Ian Sumnall to Nigel Lynn.
Wyre Forest District Council	Ian Miller	114835	2403		30672	147910	45256	102654	69.40
Wirral Metropolitan Borough Council	Interim	123334		726	21706	145766	159188	-13422	-9.21
Redcar and Cleveland Borough Council	Chief Exec	145239				145239		145239	100.00
Angus Council	David Sawers	116523	5967		22209	144699	131162	13537	9.36
Luton Borough Council	T Holden	128923			15707	144630	0	144630	100.00
Southampton City Council	Brad Roynon	116471		2008	22246	140725	205920	-65195	-46.33
									Received a futher £3888 for acting as elections returning officer. Joined council 9/12/2009.

Thanet District Council	Richard Samuels	118353	5000	16684	173000	140037	142476	-2439	-1.74	Question: Was RS the chief exec whose remuneration is listed in the accounts? Did he receive £173,000 on top of his other pay? Was he bumped up two pay grades before being made redundant?
North Yorkshire County Council	Richard Flinton	116250		398	22320	138968	219456	-80488	-57.92	The post was only held by Flinton from 1 July 2010 onwards. Prior to that John Masrden held the position however he left on 31st March 2010 and the post was vacant between 1st April 2010 and 30th June 2010.
Argyll Bute Council	Sally Loudon	116317			21085	137402	115549	21853	15.90	Chief Executive's salary of £116,317 includes £3,241 of remuneration for acting as Returning Officer during 2010-11e
Borough of Broxbourne	M J Walker	114215			17932	132147	134080	-1933	-1.46	
Broadland District Council	Colin Bland	109110		454	20700	130264	135371	-5107	-3.92	
Barking and Dagenham London Borough Council	David Woods	125370				125370		-10001	-7.98	The former Chief Executive, Robert Whiteman left on 16 May 2010 (Salary etc. paid £23,946). David Woods acted in the role from 17 May 2010 to 27 March 2011 (Salary etc. paid £125,370). Stella Manzie was appointed new Chief Executive on 1 March 2011 (Salary etc. paid £12,500). The annual salary for the post is £150,000.
Liverpool City Council	David McElhinney	102679			22076	124755		124755	100.00	Interim CEO
Leeds City Council	Thomas Riordan	114087			10335	124422	222122	-97700	-78.52	
Amber Valley Borough Council	Peter Carney	101000	1000		22000	124000	118000	6000	4.84	
Allerdale Borough Council	Harry Dyke	99999.96		2455	19599.96	122054.92		122054.92	100.00	
Kirklees Metropolitan Borough Council	Adrian Lythgo	102390			14335	116725		116725	100.00	Last CEO Rob Vincent left in June 2010 but was still paid £31k by Kirkless, discharged by Doncaster
Sutton London Borough Council	Paul Martin	92303			19732	112035	168261	-56226	-50.19	Note 1. The Chief Executive post was held by three different officers in 2010/11. Paul Martin left the Authority at the end of June 2010. Ian Birnbaum held the position of interim Chief Executive for the period July 2010 until March 2011 when the current Chief Executive, Niall Bolger was appointed.
Aberdeen City Council	Sue Bruce	107272	1909			109181	142966	-33785	-30.94	Left as Chief Exec on 31st December 2010, given £2k for losing employment.
Boston Borough Council	Mick Gallagher	107700				107700		107700	100.00	Last post holder resign, annualised salary of £91,932
Isles of Scilly Council	Philip Hygate	87196	250		17408	104854	not available	#VALUE!	#VALUE!	
Leeds City Council	Paul Rogerson	76981			25964	102945	87316	15629	15.18	Chief Executive Paul Rogerson took over from Thomas Riordan on 16th August 2010.
Redcar and Cleveland Borough Council	(Interim Chief Executive - un-named)	77994			13103	91097		91097	100.00	
Liverpool City Council	(leaving) Ged Fitzgerald	69202	471		92955	81344	115596	-34252	-42.11	
Wirral Metropolitan Borough Council	Deputy	67670		33	11701	80936	278714	-197778	-244.36	
Sandwell Council	M A Fraser	63829			11910	157537	79580	79580	100.00	
Waltham Forest Council	Andrew Kilburn (left June 2010)	50000			23261	150590	73261	73261	100.00	
Doncaster Metropolitan Borough Council	J Miller	44546		65	10393	55004		55004	100.00	
Barking and Dagenham London Borough Council	Stella Manzie	12500			30745	43245		43245	100.00	The former Chief Executive, Robert Whiteman left on 16 May 2010 (Salary etc. paid £23,946). David Woods acted in the role from 17 May 2010 to 27 March 2011 (Salary etc. paid £125,370). Stella Manzie was appointed new Chief Executive on 1 March 2011 (Salary etc. paid £12,500). The annual salary for the post is £150,000.
Lancashire County Council	P Halsall	32966	898	48	6866	40778		40778	100.00	
Hounslow Borough Council	Mary Harpley	32476			6996	39472		39472	100.00	
Breckland District Council	Terry Huggins	32264		583	6106	38953	133099	-94146	-241.69	Shared chief executive with South Holland
Luton Borough Council	M Robinson	37146			0	37146	14725	22421	60.36	Mr K Crompton was Chief Executive until 28th February 2010. Mr M Robinson joined from 22nd until 25 June 2010 as an interim Chief Executive, hence why he only received £37145 in 2010-11 and £14,725. Mr T Holden then joined the council on 28th June 2010 for a permanent position.
Hounslow Borough Council	Mark Gilks	27471			5917	33388	201183	-167795	-502.56	All other senior employees on over £142k got at least £5k-£10k raise.
Brentwood Borough Council	Joanna Killian	30000				30000		30000	100.00	Shared chief executive with Essex. They pay £30k for that but also pay £90k for a new Director of Finance, possibly to cover the role of the CEO

Rotherham Metropolitan Borough Council	M Kimber			27360	27360	63567	-36207	-132.34	Kimber only held the post from 21 August 2009 which is the reason why there is such a massive increase on his income in 2010/11 compared to 2009/10. The total combined income for the position of Chief Executive (including Kimber and his predecessor) was £132814.	
Kent County Council	Peter Gilroy	25362		407851	25362	299611	-274249	-1,081.34	Gilroy left KCC during May 2010. The annualised salary for this post was £214,423. In order to secure Mr Gilroy's extended service, in November 2006 the County Council's Personnel Committee, including Labour, Lib-Dem and Conservative Members, unanimously agreed to a variation in Mr Gilroy's contract brought about by changes in pension legislation. The payment of £200,000 (£407,851 including income tax and National Insurance) meant that Mr Gilroy was not disadvantaged by extending his contract as a result of changes to national pension legislation. The Payment of £200,000 did not enhance his overall remuneration package, a fact that has been acknowledged by the Audit Commission.	
Barking and Dagenham London Borough Council	Robert Whiteman	23946			23946	189533	-165587	-691.50	The former Chief Executive, Robert Whiteman left on 16 May 2010 (Salary etc. paid £23,946). David Woods acted in the role from 17 May 2010 to 27 March 2011 (Salary etc. paid £125,370). Stella Manzie was appointed new Chief Executive on 1 March 2011 (Salary etc. paid £12,500). The annual salary for the post is £150,000.	
Angus Council	Richard Stiff	10502	10502	1943	22947		22947	100.00	Article from The Courier said was director of children's services at North Lincolnshire Council. Brought in to make £9mn savings and cut work force by 500	
Stockport Metropolitan Borough Council	J R Schultz	18000			18000	192000	-174000	-966.67		
Thurrock Borough Council	Graham Farrant	12273			12273		12273	100.00		
Aberdeen City Council	Valerie Watts	11444	602		12046		12046	100.00		
Sutton London Borough Council	Niall Bolger	4619		993	5612		5612	100.00		
Doncaster Metropolitan Borough Council	T Leader	911		160	68508	1071	259265	-258194	-24,107.75	One redundancy with an interim chief executive but there were also two redundancies for this position made during the previous year. Paul Hart was also made redundant with and was briefly replaced from Feb 2010 to March 2010 with an un-named officer. Paul Hart was given £41261 for loss of office in 2009/10.

Annex 2 - Senior Officer Remuneration 2012-13

Anglesey

2012/13

	Salary, Fees and Allowances £000	Expenses Allowances £000	Compensation for loss of Office £000	Pension Contribution £000	Total £000
Chief Executive (Richard Parry Jones)	141	2	0	31	174
Deputy Chief Executive – Appointed 02/07/2012	85	0	0	19	104
Director (Lifelong Learning) – Appointed 02/07/2012	74	1	0	16	91
Director (Sustainable Development)	98	2	0	22	122
Head of Function (Resources) – Appointed 07/01/2013	19	0	0	4	23
Director (Community) – Appointed 28/08/2012	59	0	0	13	72
Head Of Function – Legal & Administration	72	0	0	16	88
Total	548	5	0	121	674

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In addition the Council employed two senior officers on an interim basis during 2012/13 pending the appointment of permanent staff. The staff in question related to the Council's Directors of Finance and Housing & Social Services and the costs incurred in the year for the respective members of staff were £0.105m and £0.093m. The contract of the Interim Finance Director terminated in March 2013, and the contract of the Interim Director of Housing & Social Services terminated in August 2012 due to the restructuring of the Council services. The senior officers shown in the above table have been appointed to posts in 2012/13 to the new departmental structure.

Blaenau Gwent

18.2 Senior Officers' Remuneration

The following table sets out the remuneration in 2012/2013 for senior officers (as defined by statute) whose salary for the year was between £60,000 and £150,000. There were no senior officers whose salary exceeded £150,000.

Post Title	Notes	Salary (Including Fees & Allowances) £	Expense Allowances £	Compensation for Loss of Office £	Benefits in Kind £	Total Remuneration excluding Pension Contributions 2012/2013 £	Employers Pension Contributions £	Total Remuneration including Pension Contributions 2012/2013 £
						£		£
Chief Executive	Note 1	107,347	164	0	884	108,395	23,080	131,475
Director of Education & Leisure	Note 2	35,417	0	20,000	350	55,767	7,615	63,382
Director of Social Services		81,334	36	0	881	82,251	17,487	99,738
Director of Environment & Regeneration / SRO The Works	Note 3	91,503	4	0	933	92,440	19,673	112,113
Corporate Director & Acting CO of Environment & Regeneration		75,801	28	0	901	76,730	16,297	93,027
Chief Finance Officer	Note 4	70,805	115	0	895	71,815	15,223	87,038
Chief People & Performance Officer		65,067	0	0	963	66,030	13,989	80,019
Chief Regeneration Officer		63,035	46	0	856	63,937	13,553	77,490
Chief Legal Officer	Note 5	63,035	7	0	959	64,001	13,553	77,554
Total		653,344	400	20,000	7,622	681,366	140,470	821,836

Note 1: Salary includes £11,568.96 remuneration relating to directorship of Silent Valley Waste Services Ltd..

Note 2: The Director of Education & Leisure left on 31 August 2012 and the disclosure includes only payments made to that post-holder. With effect from February 2013, a joint Chief Education Officer has been appointed, working in conjunction with Newport City Council. Payment of £8,349.87 has been made to Newport City Council in respect of this post for the period February - March 2013.

Note 3: Salary includes £10,169.49 remuneration relating to directorship of Silent Valley Waste Services Ltd., effective from 15 May 2012.

Note 4: Salary includes £10,169.49 remuneration relating to directorship of Silent Valley Waste Services Ltd., effective from 15 May 2012.

Note 5: The Chief Legal Officer's salary (including fees & allowances) does not include any payments in respect of the post-holder's duties as Returning Officer.

Table 1 : Officers' Remuneration over £60k

2011-12 Number of Employees inc Redundancy Costs	Remuneration Band	Number of Employees				
		Movement In Bandings	2012-13 inc Redundancy Costs	2012-13 exc Redundancy Costs	Number of Teachers inc in Figures exc Redundancy	Number of Non-Teachers inc in Figures exc Redundancy
9	£60,000 - £64,999	3	12	12	10	2
19	£65,000 - £69,999	(7)	12	12	12	-
5	£70,000 - £74,999	-	5	5	3	2
11	£75,000 - £79,999	(1)	10	10	3	7
-	£80,000 - £84,999	2	2	1	1	-
2	£85,000 - £89,999	-	2	2	2	-
2	£90,000 - £94,999	-	2	2	2	-
1	£95,000 - £99,999	1	2	2	1	1
1	£100,000 - £104,999	-	1	1	-	1
2	£105,000 - £109,999	(1)	1	1	-	1
2	£110,000 - £114,999	(1)	1	1	-	1
-	£115,000 - £119,999	-	-	-	-	-
-	£120,000 - £124,999	-	-	-	-	-
-	£125,000 - £129,999	-	-	-	-	-
-	£130,000 - £134,999	-	-	-	-	-
-	£135,000 - £139,999	-	-	-	-	-
1	£140,000 - £144,999	(1)	-	-	-	-
-	£145,000 - £149,999	-	-	-	-	-
-	£235,000 - £239,999	-	-	-	-	-
55		(5)	50	49	34	15

Within the Remuneration Bands are a number of senior employees of the Authority who have also been included in the following Table 2 : Senior Officers' Disclosure. This is a disclosure requirement to disclose individual remuneration details for all senior employees under the Accounts and Audit (Wales) (amendment) Regulations 2010. This disclosure is shown in Table 2 below.

Table 2 : Senior Officers' Disclosure

Job Title	Salary		Expenses		Benefits in Kind		Pension		Total	
	12-13 £	11-12 £	12-13 £	11-12 £	12-13 £	11-12 £	12-13 £	11-12 £	12-13 £	11-12 £
Chief Executive Officer & Head of Paid Service										
Previous Post Holder	43,345	131,091	524	803	2,893	10,411	9,016	27,267	55,778	169,572
Current Post Holder	65,918	-	8,345	-	1,997	-	13,711	-	89,971	-
Corporate Director - Children	104,068	104,068	301	282	5,428	5,406	21,646	21,646	131,443	131,402
Corporate Director - Communities	103,229	104,068	266	268	8,724	8,829	21,472	21,646	133,691	134,811
Corporate Director - Wellbeing	35,084	98,473	613	-	9,242	5,148	8,525	20,482	63,464	124,103
Assistant Chief Executive & Section 151 Officer										
Previous Post Holder	19,910	101,857	54	740	1,298	8,012	7,215	21,186	28,475	131,795
Current Post Holder / Corporate Director - Resources & Section 151 Officer	104,068	-	540	-	-	-	17,796	-	122,404	-
Assistant Chief Executive - Legal & Regulatory Services	88,458	88,458	267	454	10,460	8,734	18,309	18,309	117,584	116,045

Note

The Corporate Director – Communities left the Authority in March 2013
 The Corporate Director – Wellbeing is on secondment from the Welsh Government. His costs are being split on a 50/50 basis between both organisations. The costs shown here relate to SCBC only
 There was a two month hand over between the retiring Assistant Chief Executive & Section 151 officer and the newly appointed Corporate Director – Resources & Section 151 Officer
 Pension Contributions relate to actual payments made
 The remuneration disclosed in both Table 1 and 2 in respect of the current and former Chief Executive Officer does not include payments in respect of their role as Returning Officer for the Authority. Depending on the type of the election, these costs are sometimes reimbursed by the sponsoring organisation, e.g. The Home Office, Welsh Government, or Community Councils. During 2012-13 the current Chief Executive Officer received £5,260 in respect of this role (of which £4,960 was funded by the Home Office and £90 was funded by Porthcawl Town Council), and the former Chief Executive Officer received £10,875 in respect of this role (of which £2,800 was funded by Community Councils).

Caerphilly County Borough Council

Notes to the Core Financial Statements (continued)

The Authority terminated the contracts of a number of employees in 2012/2013, incurring liabilities of £116,752 (£470,621 in 2011/2012). Of this total £81,957 was paid to employees from Human Resources, Social Services, Engineering and Schools for enhanced pension benefits as disclosed above. £34,795 was payable to employees from Social Services, Schools, Planning & Regeneration and Public Protection who were made redundant as part of the Authority's rationalisation of these services and the end of fixed term contracts.

In accordance with the Accounts and Audit (Wales) (Amendment) Regulations 2010, the following tables show the remuneration and components of remuneration for statutory chief officers and designated heads of paid service that have responsibility for the management of the Authority and have the ability to control the major activities of the Authority – particularly in relation to activities involving expenditure of money.

2011/2012	Salary £	Expenses £	Total Remuneration excluding Employer's Pension Contributions £	Employer's Pension Contributions at 21% £	Total Remuneration including Employer's Pension Contributions £
Chief Executive *a	123,665	1,514	125,179	24,115	149,294
Deputy Chief Executive *b	118,480	1,158	119,638	23,104	142,742
Director of Social Services	105,367	1,743	107,110	19,935	127,045
Director of Education	100,682	1,406	102,088	19,633	121,721
S151 Officer *c	71,496	1,420	72,916	13,942	86,858
	519,690	7,239	526,929	100,729	627,658

*a The Chief Executive received Returning Officer expenses during the year to 31 March 2012 of £9,460 in respect of Welsh Government elections and £8,089 in respect of elections for the Alternative Voting System. These are excluded from the above figures as they were paid by the Welsh Government and Central Government respectively.

*b The Deputy Chief Executive received Returning Officer expenses during the year to 31 March 2012 of £1,000 in respect of Welsh Government elections and £1,000 in respect of elections for the Alternative Voting System. These are excluded from the above figures as they were paid by the Welsh Government and Central Government respectively.

*c The S151 Officer received Returning Officer expenses during the year to 31 March 2012 of £150 in respect of Welsh Government elections and £150 in respect of elections for the Alternative Voting System. These are excluded from the above figures as they were paid by the Welsh Government and Central Government respectively.

Cardiff

11. Remuneration

11.1 The Accounts and Audit (Wales) (Amendment) Regulations 2010 requires that the number of employees, whose remuneration is over £50,000 per annum be disclosed within bands of £5,000. The following table includes all staff who fall within this category including teaching staff and those whose remuneration is disclosed in more detail in note 11.2.

The figures include all taxable remuneration received in the year, including in some cases, severance payments but exclude employers pension contributions and any expenses that are not chargeable to UK income tax.

Remuneration band £	Number of Employees	
	2011/12	2012/13
60,000-64,999	74	78
65,000-69,999	29	18
70,000-74,999	12	17
75,000-79,999	7	6
80,000-84,999	8	10
85,000-89,999	4	7
90,000-94,999	2	3
95,000-99,999	3	4
100,000-104,999	2	1
105,000-109,999	1	2
110,000-114,999	1	0
115,000-119,999	0	2
120,000-124,999	0	0
125,000-129,999	0	0
130,000-134,999	0	1
135,000-139,999	0	0
140,000-144,999	1	0
145,000-149,999	0	0
150,000-154,999	0	0
155,000-159,999	0	0
160,000-164,999	0	0
165,000-169,999	0	0
170,000-174,999	0	0
175,000-179,999	1	0
180,000-184,999	0	0
185,000-189,999	0	0
190,000-194,999	0	1

NOTES TO CORE FINANCIAL STATEMENTS

11.2 Further disclosure is required in respect of the individual remuneration details of senior employees (Chief Officers and Heads of Function and above) whose salary is £50,000 or more per annum but less than £150,000, identified by job title. Employees whose salary is £150,000 on an annualised basis are required to be identified by name.

No bonuses have been paid during 2012/13 (2011/12 - £nil)

The following persons fell within this definition for 2012/13

2012/13 Post title	Salary, fees and allowances £	Taxable benefits £	Compensation for loss of employment		Employers pension contributions (22.9% of salary) £	Salary, fees and allowances £
			Received via payroll (taxable) (a) £	Received via creditors (non taxable) £		
Jonathan House, Chief Executive (g)	191,664	0	0	0	42,073	233,737
Chief Operating Officer (Commenced 16/04/2012) (a)	130,659	0	0	0	28,801	159,359
Corporate Chief Officer, Corporate and Section 151 Officer	107,088	0	0	0	24,523	131,611
Chief Officer Education / Project Officer (b)	99,741	68	0	0	22,841	122,650
Corporate Chief Officer, Shared	99,741	0	0	0	22,841	122,582
Corporate Chief Officer, Communities	91,470	0	0	0	20,947	112,417
Chief Officer, Legal and Democratic Services	84,508	0	0	0	18,961	103,469
Chief Officer, City Management	83,991	0	0	0	19,234	103,225
Chief Officer, Adults Services	83,991	0	0	0	19,234	103,225
Chief Officer, City Services	77,694	0	0	0	17,792	95,486
Chief Officer, Children Services (Leaving Date 14/02/2013) (c)	75,127	0	0	0	16,830	91,956
Chief Officer, City Development	73,491	0	0	0	16,829	90,320
Head of Service, Regulatory and Supporting Services	70,345	79	0	0	16,083	86,507
Head of Service, Scrutiny, Performance and Improvement	70,128	0	0	0	16,059	86,187
Head of Service, Customer Services (d)	63,100	0	0	0	14,411	77,511
Head of Service, Community Facilities (e)	60,690	13	0	0	13,866	74,569
Head of Service, Internal Services (f)	60,549	0	0	0	13,866	74,415

Carmarthenshire

35 Employee Emoluments

The numbers of employees whose remuneration excluding pension contributions was £60,000 or more were:

Remuneration Band	No. of Employees 2011-12	No. of Employees 2012-13	Left During 2012-13
60,000 to 64,999	18	15	3
65,000 to 69,999	12	13	2
70,000 to 74,999	4	7	0
75,000 to 79,999	4	5	1
80,000 to 84,999	6	3	0
85,000 to 89,999	15	17	3
90,000 to 94,999	0	1	0
95,000 to 99,999	3	1	0
100,000 to 104,999	3	4	0
105,000 to 109,999	1	1	0
110,000 to 114,999	0	0	0
115,000 to 119,999	1	0	0
Total No. of Employees :	67	67	9

Remuneration value includes redundancy/termination payments.

The bandings above exclude the senior officers of the Authority's Management Team that are listed in detail in the following table.

Senior Officers emoluments where salary is £150,000 or more per year

The following table sets out Senior Officers emoluments where salary is £150,000 or more including pension contributions or equivalent payments.

Post		Salary (including fees & allowances)	Pension contributions	Expense Allowances
Mr M V James Chief Executive & Returning Officer	11/12	185,365	22,396	1,737
	12/13	181,645	0	1,271

Senior Officers emoluments where salary is between £60,000 & £150,000 per year

Post		Salary (including fees & allowances)	Pension contributions	Expense Allowances
Director of Regeneration & Leisure (i)	11/12	130,251	15,630	1,312
	12/13	104,201	0	1,308
Director of Technical Services	11/12	118,410	14,209	3,070
	12/13	118,410	14,209	3,497
Director of Social Care, Health & Housing	11/12	118,410	14,209	1,346
	12/13	118,410	14,209	1,256
Director of Resources	11/12	118,410	14,209	1,321
	12/13	118,410	14,209	1,251
Director of Education & Children's Services	11/12	110,055	13,207	1,360
	12/13	114,396	13,708	1,243
Head of Education Services (ii)	11/12	94,936	11,393	1,396
	12/13	82,156	9,859	1,256
	12/13	91,328	10,959	1,262

For the purpose of putting a value on the pension contributions relating to senior officers, the Common Contribution Rate of 12.0% of pensionable pay has been used. This rate does not allow for the Deficit Recovery which is a liability of the Authority and does not relate specifically to the employee.

(i) The Director of Regeneration & Leisure works 4 days per week.

(ii) The role of Head of Education Services was undertaken by two individuals during part of 2012/13 due to staff absence.

In relation to Senior Officers Emoluments, reference should also be made to note 6.50.

Ceredigion

1.39 OFFICERS' REMUNERATION

The number of employees, including senior officers, whose remuneration, including employer's pension contributions which is based on the gross rate of 15.2%, was £60,000 or more in bands of £5,000 were:-

<i>Remuneration Band</i>	2012/2013 No. of Employees	Left during Year	2011/2012 No. of Employees	Left during Year
£60,000 - £64,999	13	0	14	0
£65,000 - £69,999	4	0	9	0
£70,000 - £74,999	8	0	9	0
£75,000 - £79,999	12	0	8	0
£80,000 - £84,999	1	0	1	0
£85,000 - £89,999	1	0	1	0
£90,000 - £94,999	0	0	1	0
£95,000 - £99,999	0	0	0	0
£100,000 - £104,999	4	0	3	0
£105,000 - £109,999	0	0	0	0
£110,000 - £114,999	2	0	2	0
£115,000 - £119,999	0	0	0	0
£120,000 - £124,999	1	0	0	0
£125,000 - £129,999	0	0	1	0

Senior Officers' Emoluments – Salary between £60,000 and £150,000

2012/13			Total Remuneration Excluding Pension Contributions 2012/13 £	Pension Contributions Employers £	Total Remuneration Including Pension Contributions 2012/13 £
Post Holder Information (Post Title)	Salary (inc. Fees & Allowances) £	Benefits in Kind £			
Chief Executive	108,226	0	108,226	16,429	124,655
Director of Finance	89,648	138	89,786	13,605	103,391
Director of Highways, Property and Works	89,648	174	89,822	13,605	103,427
Director of Environmental Services and Housing	89,648	286	89,934	13,605	103,539
Director of Social Services*	96,357	0	96,357	14,625	110,982
Director of Education and Community Services	87,695	119	87,814	13,308	101,122

* This post was jointly funded by Ceredigion and Powys County Councils

Conwy

The Authority's other employees receiving more than £60,000 remuneration for the year (excluding employer's pension contributions) were paid the following amounts:

Band	2012/13 Number		2011/12 Number	
	Non-Schools	Schools	Non-Schools	Schools
£60,000 - £64,999	4	10	3	7
£65,000 - £69,999	0	6	0	5
£70,000 - £74,999	1	2	0	3
£75,000 - £79,999	0	1	0	0
£80,000 - £84,999	0	1	0	1
£85,000 - £89,999	0	1	0	2
£90,000 - £94,999	0	2	0	2
£95,000 - £99,999	0	0	0	0
£100,000 - £104,999	0	0	0	0
£105,000 - £109,999	0	1	0	1

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the overall running of the Authority is as follows:

	Post Title	Salary	Expense Reimbursement	Total Remuneration excl Pension Contributions	Employers Pension Contributions	Total Remuneration
		£	£	£	£	£
2012/13	Chief Executive	105,851	2,131	107,982	23,334	130,316
2011/12	Acting Corporate Director/ Chief Executive	93,692	1,868	95,560	19,301	114,861
2012/13	Strategic Director (Democratic, Regulation & Support)	94,298	2,138	96,436	19,897	116,333
2011/12	Acting Chief Executive/Strategic Director (Democratic, Regulation & Support)	100,140	3,807	103,947	20,629	124,576
2012/13	Strategic Director (Finance & Efficiency)	86,965	478	87,443	18,149	105,592
2011/12	Acting Corporate Director/Strategic Director (Finance & Efficiency)	94,393	1,595	95,978	17,386	113,364
2012/13	Strategic Director (Economy & Place)	52,864	688	53,552	11,169	64,721
2011/12	Strategic Director (Economy & Place)	52,864	688	53,552	11,169	64,721
2012/13	Statutory Director of Social Services	67,828	376	68,204	14,312	82,516
2011/12	Statutory Director of Social Services	64,988	3,101	68,089	13,991	82,080
2012/13	Statutory Head of Education Services	71,703	2,970	74,673	16,129	90,802
2011/12	Statutory Head of Education Services	71,703	6,143	77,846	14,771	92,617
2012/13	Head of Corporate Human Resources	67,243	1,293	68,536	14,199	82,735
2011/12	Head of Corporate Human Resources	63,884	2,013	65,897	12,994	78,891
2012/13	Head of School Improvement	0	0	0	0	0
2011/12	Head of School Improvement	62,578	1,410	63,988	6,542	70,530
2012/13	Head of IT Services	62,884	1,490	64,374	13,268	77,642
2011/12	Head of IT Services	62,884	2,473	65,357	12,964	78,321
2012/13	Head of Service-Provider Services	62,884	1,321	64,205	13,268	77,474
2011/12	Head of Service-Provider Services	62,884	2,139	65,023	12,994	78,017
2012/13	Head of Service-Environmental Services	64,487	1,488	65,975	13,600	79,575
2011/12	Head of Service-Environmental Services	62,884	1,772	64,656	12,994	77,650
2012/13	Head of Audit & Procurement Services	68,239	1,230	69,469	14,397	83,866
2011/12	Head of Audit & Procurement Services	66,999	2,666	69,665	13,991	83,656
2012/13	Head of Regulatory Services	62,488	0	62,488	10,698	73,186
2011/12	Head of Regulatory Services	63,619	1,494	65,113	8,438	73,552
2012/13	Head of Community Development Services	62,884	1,800	64,684	13,268	77,952
2011/12	Head of Community Development Services	61,452	1,721	63,173	12,669	75,842
2012/13	Head of Revenue & Benefits Assessment Services	62,884	2,774	65,658	13,269	78,927
2011/12	Head of Revenue & Benefits Assessment Services	61,239	2,478	63,717	12,614	76,331
2012/13	Head of Property Management & Asset Services	61,452	1,161	62,613	12,966	75,579
2011/12	Head of Property Management & Asset Services	60,021	1,104	61,125	12,364	73,489
2012/13	Head of Law & Governance	64,636	864	65,500	13,637	79,137
2011/12	Head of Law & Governance (Note 1)	N/A	N/A	N/A	N/A	N/A

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Denbighshire

2012/13	Salary, fees & allowances	Compensation for Loss of office	Expense allowances (inc. Returning Officer Allowance)	Total excluding pension contributions	Current service rate pension costs at 11.8% Note 1	Total inc. current service rate pension costs	Deficit recovery pension costs	Total Remuneration inc. total pension costs	Repaid to Denbighshire C.C.	Total Cost to Denbighshire C.C.
Post Title	£	£	£	£	£	£	£	£	£	£
Chief Executive	125,000		15,239	140,239	16,080	156,319	14,718	171,037	(11,704)	159,333
Corporate Directors:										
Business Transformation & Regeneration to 01/07/12	24,219		243	24,462	2,858	27,320	2,616	29,936		29,936
Customers	94,931		776	95,707	11,202	106,911	10,253	117,164		117,164
Modernisation & Wellbeing	94,931		236	95,169	11,202	106,371	10,253	116,624		116,624
Economic & Community Ambition from 10/09/12	53,003		(102)	52,901	6,254	59,155	5,724	64,879		64,879
Heads of Services:										
Children & Family Services	78,306		754	79,060	9,240	88,300	8,457	96,757		96,757
Education	74,771		379	75,150	8,823	83,973	8,075	92,048		92,048
Highways & Infrastructure to 20/01/13	57,435	54,442	(2,458)	109,419	6,778	116,197	6,203	122,400	(52,616)	69,784
Environment & Highways	67,567		(542)	67,025	7,973	74,998	7,297	82,295		82,295
Finance & Assets	64,771		375	65,146	7,643	72,789	6,995	79,784		79,784
Planning & Public Protection	63,295		260	63,555	7,643	71,198	6,995	78,193		78,193
Business Planning & Performance	64,771		(2)	64,769	7,643	72,412	6,995	79,407		79,407
Customers & Education Support	60,992			60,992	7,197	68,189	6,587	74,776		74,776
Strategic HR	61,458		819	62,277	7,252	69,529	6,638	76,167		76,167
Housing & Community Development	63,391		698	64,089	7,480	71,569	6,846	78,415		78,415
Adult & Business Services	67,269		(2,176)	65,093	7,938	73,031	7,265	80,296		80,296
Legal & Democratic Services	64,771		391	65,162	7,643	72,805	6,995	79,800		79,800
Communication, Marketing & Leisure	58,076		627	58,703	7,197	65,900	6,587	72,487		72,487
	1,238,957	54,442	15,721	1,309,120	148,046	1,457,166	135,499	1,592,665	(74,520)	1,518,145

Note 1 This column relates to the cost to the authority of pension benefits earned by the individuals during that financial year

Note 2 This column relates to the cost to the authority of the recovery of the pensions deficit lump sum. The authority is required to charge an amount each year to the Council Fund in order to reduce the pensions deficit. This charge is allocated across services based on the pension costs of the posts within each of those services

Note 3 This column includes reimbursements in respect of the Chief Executive's role as Returning Officer and regarding Conwy County Borough Council's contribution towards the joint Head of Highways and Infrastructure post.

33. Officers' Remuneration

Number of employees whose remuneration, excluding employer's pension contributions, was £80,000 or more.

2011/12 Total Employees	Remuneration Band	2012/13			
		School Based Staff	Non- School Staff	Total Employees	Left During Year
12	£60,000 - £64,999	5	6	11	2
6	£65,000 - £69,999	3	4	7	0
1	£70,000 - £74,999	4	0	4	0
5	£75,000 - £79,999	2	2	4	0
1	£80,000 - £84,999	3	0	3	1
1	£85,000 - £89,999	0	0	0	0
3	£90,000 - £94,999	1	0	1	0
2	£95,000 - £99,999	0	3	3	1
0	£100,000 - £104,999	0	0	0	0
0	£105,000 - £109,999	0	1	1	1
0	£110,000 - £114,999	0	0	0	0
0	£115,000 - £119,999	0	0	0	0
0	£120,000 - £124,999	0	0	0	0
0	£125,000 - £129,999	0	0	0	0
0	£130,000 - £134,999	0	0	0	0
1	£135,000 - £139,999	0	0	0	0
0	£140,000 - £144,999	0	1	1	0
32	Total	18	17	35	5

It should be noted that this table includes the Senior Officers detailed in the tables below.

A number of officers left during the year therefore their remuneration will contain any payments receivable on the termination of their employment.

The following tables set out the remuneration disclosures for Senior Officers whose salary is less than £150,000 but equal to or more than £60,000 per year. There are no Senior Officers whose salary is £150,000 or more.

During 2010, a Senior Leadership restructuring exercise was undertaken. The post of Corporate Director – Environment was deleted and the responsibilities of the remaining Corporate Directors were changed. At the same time the number of Heads of Service was reduced and these changes saved around £350k per year. The new structure reflected the Council's corporate priorities and brought with it a new way of working. This revised structure meant that Heads of Service then fell under the definition of 'Senior Officers' in accordance with accounting regulations and their salaries have therefore been disclosed.

11. OFFICERS' REMUNERATION

Regulation 7A of the Accounts and Audit (Wales) (Amendment) Regulations 2010 requires disclosure (in £5,000 bandings) of the number of employees whose remuneration - all sums paid to or receivable by the employee including payments on termination of employment, expense allowances chargeable to tax, and the money value of benefits - exceeded £60,000 -

Remuneration Band	2013		2012	
	Non-Schools	Schools	Non-Schools	Schools
	No.	No.	No.	No.
£60,000 - £64,999	1	18	2	13
£65,000 - £69,999	5	4	7	5
£70,000 - £74,999	4	4	10	3
£75,000 - £79,999	2	1	2	1
£80,000 - £84,999	5	4	1	3
£85,000 - £89,999	0	0	0	0
£90,000 - £94,999	1	2	0	2
£95,000 - £99,999	2	0	2	0
£100,000 - £104,999	1	0	0	0
£105,000 - £109,999	0	0	0	0
£110,000 - £114,999	1	0	1	0
£115,000 - £119,999	1	0	0	0
£120,000 - £124,999	0	0	0	0
£125,000 - £129,999	0	0	0	0
£130,000 - £134,999	0	0	0	0
£135,000 - £139,999	0	0	1	0
£140,000 - £144,999	0	0	0	0
£145,000 - £149,999	0	0	0	0
£150,000 - £154,999	0	0	0	0
£155,000 - £159,999	0	0	1	0
£160,000 - £164,999	1	0	1	0
	<u>24</u>	<u>33</u>	<u>28</u>	<u>27</u>

Information has been compiled on the basis of the requirements of the Accounts and Audit Regulations, and related CIPFA guidance; the 2012/13 numbers include 4 interim employees covering permanent posts. All non-schools numbers include the senior employee posts listed on page 41. The band values do not include employer pension contributions, which for 2012/13 were accounted for at a rate of 14.1% for teachers and 22.5% for other employees.

Adobe Reader

125 66.7%

Senior Employee Emoluments

The Accounts and Audit (Wales (Amendment) Regulations 2010 introduced the requirement to disclose the individual remuneration details for senior employees by post where the salary is between £60,000 and £150,000 and by name where the salary exceeds £150,000. Senior employees for the purpose of the disclosure are the chief executive, directors, statutory officers and persons for whom the chief executive is directly responsible.

Post Title	Note	Pensionable Pay £	Expense Allowance £	Total Remuneration Excluding Pension Contributions £	Employer's Pension Contributions £	Total Remuneration Including Pension Contributions £
2012/13						
Chief Executive (Colin Everett)	1	159,597	0	159,597	35,909	195,506
Director of Environment		97,328	0	97,328	21,899	119,227
Director of Community Services		91,437	0	91,437	20,400	111,837
Director of Lifelong Learning		97,328	0	97,328	21,899	119,227
Head of Finance		81,960	0	81,960	18,441	100,401
Head of Legal and Democratic Services	2	76,917	0	76,917	16,744	93,661
Head of Human Resources and Organisational Development		74,063	0	74,063	15,608	89,671
Head of ICT & Customer Services	3	80,679	0	80,679	18,009	98,688
		<u>759,309</u>	<u>0</u>	<u>759,309</u>	<u>168,909</u>	<u>928,218</u>
2011/12 (comparative information)						
Chief Executive - Colin Everett	1	156,302	80	156,382	35,168	191,550
Director of Environment		97,328	0	97,328	21,899	119,227
Director of Community Services	4	62,776	0	62,776	14,124	76,900
Director of Lifelong Learning		97,328	0	97,328	21,899	119,227
Head of Finance		81,960	0	81,960	18,411	100,371
Head of Human Resources and Organisational Development		69,154	0	69,154	15,560	84,714
Head of ICT & Customer Services	3	75,557	0	75,557	17,000	92,557
		<u>640,405</u>	<u>80</u>	<u>640,485</u>	<u>144,061</u>	<u>784,546</u>

Note 1: Pensionable pay includes remuneration for (a) returning officer for local and national elections (with costs reimbursed by the respective Government for the latter), and (b) clerk to the North Wales Fire and Rescue Authority (with costs reimbursed by that body). Base salary (un-reviewed and unchanged since 2007) is £131,233.

Note 2: Commenced April 2012. Acting/interim arrangements prior to the appointment are not included in the comparative analysis. Pensionable pay includes remuneration relating to role as Deputy Clerk to the North Wales Fire and Rescue Authority (with costs reimbursed by that body).

Note 3: Pensionable pay includes remuneration for additional responsibilities (Assistant Chief Executive for Organisational Change).

Note 4: Commenced July 2011.

NOTE 33 – OFFICERS' REMUNERATION

7A (1) (b) of the Accounts and Audit (Wales) (Amendment) Regulations 2010, require the Council to disclose the following information relating to employees appointed as Senior Officers, and whose salary is between £60,000 and £150,000. In compliance with the defined requirements, the pensionable pay and the employer's pension contributions are included below, but the employer's national insurance contributions are excluded. The remuneration paid to the Authority's senior employees is as follows:

2011/12				Chief Officers	2012/13			
Payments		Employer's Pension Contribution	Total		Payments		Employer's Pension Contribution	Total
Salary £	Other £	£	£		Salary £	Other £	£	£
108,264	173	23,169	131,606	Chief Executive	108,264	0	23,710	131,974
83,121	658	17,788	101,567	Corporate Director	86,040	0	18,843	104,883
83,121	311	17,788	101,220	Corporate Director	86,040	0	18,843	104,883
83,121	0	17,788	100,909	Corporate Director	86,040	0	18,843	104,883
72,200	13	15,451	87,664	Head of Education	73,856	0	16,174	90,030
65,169	21	13,946	79,136	Stat Director/Head Soc Serv/Housing & Leisure	71,002	0	15,549	86,551
68,452	76	14,649	83,177	Head of Highways and Municipal	70,970	0	15,542	86,513
65,169	99	13,946	79,214	Head of Human Resources	67,716	0	14,830	82,546
65,169	153	13,946	79,268	Head of Finance	67,716	0	14,830	82,546
65,169	88	13,946	79,203	Head of Economy & Community	67,716	0	14,830	82,546
65,169	122	13,946	79,237	Head of Customer Care	67,716	0	14,830	82,546
64,919	48	13,893	78,860	Head of Regulatory	67,716	0	14,830	82,546
65,169	120	13,946	79,235	Head of Strategic & Improvement	67,716	0	14,830	82,546
60,111	252	12,864	73,227	Head of Gwynedd Consultancy	60,332	0	13,213	73,545
52,135	32	11,157	63,324	Head of Democracy and Legal *	54,173	0	11,864	66,037
71,923	66	15,392	87,381	Head of Social Services **	29,307	0	2,110	31,417

* The remuneration disclosed above in respect of the Head of Democracy and Legal does not include £7,043 paid in respect of their role as Resourcing Officer for the authority.
 ** Reflects position of the post to the end of August 2012.

Other Authority employees receiving more than £60,000 remuneration for the year (excluding employer's pension and national insurance contributions), were paid the following amounts. The figures include termination benefits paid in 2 cases in 2012/13 and 4 cases in 2011/12. These posts would not appear below except for the termination benefits paid in the individual year.

Number of other employees who received more than £60,000 including remuneration and termination benefits:						
Number in 2011/12			Number in 2012/13			
Schools	Other	Total	Schools	Other	Total	
6	1	7	8	2	10	£60,000 - 64,999
5	0	5	5	0	5	£65,000 - 69,999
0	0	0	1	1	2	£70,000 - 74,999
2	2	4	2	0	2	£75,000 - 79,999
0	0	0	0	0	0	£80,000 - 84,999
0	1	1	0	0	0	£85,000 - 89,999
1	1	2	1	0	1	£90,000 - 94,999

Includes 2 North & Mid Wales Trunk Road Agency officers.

Merthyr Tydfil

8. Disclosure of Remuneration for Senior Employees

The following tables set out the remuneration disclosures for Senior Officers whose salary is less than £155,000 but equal to or more than £50,000 per year

2012/13

Post Title	Salary £	Expenses £	Benefits £	Compensation Payments £	Total Remuneration Excluding Pension Contributions 2012/13 £	Pension Contributions £	Total Remuneration Including Pension Contributions 2012/13 £
Former Head of Estates	45,604	0	531	100,188	146,323	6,103	152,427
Former Head of School Support	50,700	1,155	459	86,730	139,044	8,785	145,829
Chief Executive	120,495	298	627	0	121,420	16,097	137,516
Director of Community Services	87,600	1,407	888	0	89,894	11,724	101,618
Director of Customer Services	87,600	447	811	0	88,858	11,724	100,582
Senior Manager (Community Services)	67,600	1,348	855	0	69,812	9,047	78,860
Senior Manager (Community Services)	67,433	27	531	0	67,992	6,025	77,017
Assistant Director of Customer Services	65,600	1,779	197	0	67,575	8,780	76,355
Head of Legal	65,600	363	792	0	66,756	8,780	75,536
Assistant Director Chief Executives	65,600	114	786	0	66,503	8,780	75,282
Head of Human Resources	62,600	0	3,420	0	66,020	8,378	74,398
Head of Children Service	63,669	745	590	0	65,174	8,548	73,722
Chief Finance Officer	63,600	0	775	0	64,375	8,512	72,886
Head of School Improvement	62,517	0	0	0	62,517	8,367	70,884
Total	976,418	7,683	11,243	186,918	1,182,262	130,650	1,312,912

Monmouthshire

Total reserves	114	20	6	54	459	653
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16.8 Senior Officer Remuneration

The remuneration paid to the Authority's senior employees, where annualised salary is equal to or more than £60,000 per year, is as follows:

Year ended 31st March 2013

Post Holder	Salary including fees and allowances £	Compensation for loss of employment £	Expense Allowances £	Total Remuneration excluding Pension contributions £	Pension Contributions (Based on Common Rate from Actuary) £	Total Remuneration including Pension contributions £
Chief Executive	113,722	0	0	113,722	23,210	136,932
Director of Transition	84,068	0	0	84,068	14,615	98,683
Deputy Chief Executive	49,005	0	0	49,005	10,340	59,345
Chief Officer - Children & Young People (April-July)	28,860	47,322	0	76,182	6,089	82,271
Chief Officer - Children & Young People (August - November)	28,599	75,628	0	104,227	5,751	109,978
Monitoring Officer	41,687	0	0	41,687	8,770	50,457
Chief Officer - Social Care & Health	78,100	0	0	78,100	16,479	94,579
Head of Finance (Section 151 Officer)	68,550	0	0	68,550	14,390	82,940
Chief Officer - Regeneration & Culture	69,267	0	0	69,267	16,286	85,553
	561,859	122,950	0	684,809	115,930	800,738

16.8 Senior Officer Remuneration (continued)

Year ended 31st March 2012

Post Holder	Salary including fees and allowances £	Compensation for loss of employment £	Expense Allowances £	Total Remuneration excluding Pension contributions £	Pension Contributions (Based on Common Rate from Actuary) £	Total Remuneration including Pension contributions £
Chief Executive	117,000	0	0	117,000	23,210	140,210
Director of Transition	73,448	0	0	73,448	15,498	88,946
Deputy Chief Executive	83,262	0	0	83,262	17,568	100,831
Chief Officer - Children & Young People	86,580	0	0	86,580	18,268	104,848
Monitoring Officer	71,523	0	0	71,523	15,034	86,557
Chief Officer - Social Care & Health	77,000	0	0	77,000	16,247	93,247
Head of Finance (Section 151 Officer)	68,150	0	0	68,150	14,158	82,308
Chief Officer - Regeneration & Culture	77,000	0	0	77,000	16,247	93,247
	653,964	0	0	653,964	136,231	790,195

Senior Officers are defined for the purposes of this disclosure as the Chief Executive, together with those senior officers that the Chief Executive is either directly responsible for and senior officers who are directly accountable to the Chief Executive.

The salary of the Chief Executive includes £3,722 during the financial year for assuming the statutory role of Returning Officer for the Authority (£7,000 in 2011/12).

The salary of the Director of Transition includes £18,000 received from South Wales Fire Authority (£14,000 in 2011/12) regarding his role as Treasurer. The Director is employed by the Council for four days per week, this change having taken effect in September 2010 and for which one day is worked on behalf of the Fire Authority. The salary of the Director of Transition also included £5,997 concerning his role as Returning Officer within the Council (£4,184 in 2011/12 as restated).

The remuneration of the Deputy Chief Executive and the Monitoring Officer are both included, as their annualised amounts come to more than £60,000 and they both report directly to the Chief Officer.

Employers' pension contributions were paid at a rate of 21.1% of pensionable pay for staff within the Local Government Pension Scheme (21.1% for 2011/12). The expense allowances above only include those that are chargeable to income tax. They do not include subsistence allowances or reimbursement of travel costs. There is no remuneration in respect of bonuses.

The post of Chief Officer - Children & Young people was held by two officers during the year. Consultants were employed for the period December 2012 to March 2013 but these costs are excluded from the note on the basis that they did not hold the role of Chief Officer.

A payment of £47,322 was made during 2012/13 relating to redundancy costs for the Chief Officer - Children & Young people (April-July). This cost was provided for during the 2010/11 financial year but is shown on the basis that the payment was made during the year and that the cost was not previously reported in this note.

Neath Port Talbot

32. OFFICERS REMUNERATION

The remuneration paid to the Authority's senior employees is as follows:

		Salary, Fees and Allowances £	Expenses Allowances £	Employers Pension Contribution £	Total £
Chief Executive	2012/13	134,253	90	19,467	153,810
Mr Steven J Phillips	2011/12	129,725	58	18,810	148,593
Director of Environment	2012/13	98,790	-	14,325	113,115
	2011/12	101,819	417	14,764	117,000
Director of Social Services, Health & Housing	2012/13	106,149	-	15,392	121,541
	2011/12	101,216	-	14,676	115,892
Director of Education, Leisure & Lifelong Learning	2012/13	113,618	150	16,475	130,243
	2011/12	115,038	150	16,681	131,869
Director of Finance and Corporate Services	2012/13	83,498	115	12,141	95,754
	2012/13	28,668	-	4,157	32,825
	2011/12	106,338	150	15,419	121,907

The Employers pension contribution of 14.5% excludes any deficit contribution to the fund and represents the normal contribution required for the year.

The Chief Executive's remuneration does not include any remuneration for the Chief Executive in his role as Returning Officer. These costs of £7,073, which are based on rates defined by the respective election bodies, are not paid by the Council.

The Director of Social Services, Health and Housing retired on 31st March 2013.

The remuneration for the Director of Education, Leisure and Lifelong Learning includes £5,000 (2011/12 £9,000) which was funded by Blaenau Gwent and is not included in the Neath Port Talbot CBC expenditure.

There are two lines showing for the Director of Finance and Corporate Services to show the pay of the retiring director followed by the pay of the newly appointed director.

Newport

Election Returning Officer Fees

During 2013 the Managing Director received £7,495 for her role as the Authorities Returning Officer.

There were no employees whose salary, excluding pensions contributions, exceeded £150,000 per annum.

The Authority's other employees receiving more than £60,000 remuneration for the year (excluding employer's pension contributions) were paid the following amounts:

	31-Mar-12		31-Mar-13	
	Teaching	Other	Teaching	Other
£105,000 - £109,999	-	-	2	-
£95,000 - £99,999	1	-	3	-
£90,000 - £94,999	3	-	3	-
£85,000 - £89,999	1	-	2	-
£80,000 - £84,999	1	-	2	-
£75,000 - £79,999	2	3	1	3
£70,000 - £74,999	6	-	3	-
£65,000 - £69,999	11	2	14	4
£60,000 - £64,999	25	3	17	3

This includes both fees and expenses.

31 OFFICER REMUNERATION

The remuneration paid to the Authority's senior employees was as follows:

Post Holder Information		Salary	Car Allowances	Pensions contributions	Compensation for Loss of Office	Total
		£	£	£	£	£
Chief Executive (Took up office 1 January 2013)	2012/13	33,659	225	6,462	-	40,346
	2011/12	-	-	-	-	-
Managing Director + (Departed 25 September 2012)	2012/13	70,625	460	13,560	-	84,645
	2011/12	122,770	800	23,572	-	147,142
Corporate Director (Young People & Performance) (Departed 17 February 2012)	2012/13	-	-	-	-	-
	2011/12	84,856	706	16,292	25,000	126,854
Corporate Director (Care & Customers) *	2012/13	99,750	1,000	19,434	-	120,184
	2011/12	97,079	800	18,639	-	116,518
Corporate Director (Regeneration & the Environment)	2012/13	103,316	1,000	20,073	-	124,389
	2011/12	101,313	800	19,452	-	121,565
Chief Education Officer	2012/13	87,382	750	16,777	-	104,909
	2011/12	87,382	600	16,777	-	104,759
Head of Legal Services (Monitoring Officer)	2012/13	76,418	500	14,672	-	91,590
	2011/12	76,418	400	14,672	-	91,490
Head of Finance (Section 151 Officer)	2012/13	76,418	500	14,672	-	91,590
	2011/12	74,557	400	14,315	-	89,272
Interim Corporate Director (Corporate Services) (Departed 1 2013)	2012/13	65,536	450	12,583	-	78,569
	2011/12	12,594	88	2,418	-	15,100

Pembrokeshire

9. REMUNERATION DETAILS

9.1 The following table sets out the disclosure of remuneration for Senior Staff as follows:

- Chief Executive and Directors including pension contributions or equivalent payments. The total contribution rate for employer pension contributions was 14.7% for 2011/12 and 2012/13.
- Other Employees (including teachers) receiving remuneration of £60,000 or more (not including employer pension contributions) in bands of £5,000.
- Comparative figures for 2011/12 have been restated to include Returning Officer fees.

Senior Officers		Gross Salary, Fees & Other Emoluments	Employer Pension Contributions to Local Government Pension Scheme	Benefits in kind
		£	£	£
Chief Executive and Returning Officer DB Parry-Jones	2011/12	208,170	30,600	10,017
	2012/13	194,661	NIL	11,685
Director of Finance & Leisure	2011/12	114,135	16,777	5,682
	2012/13	114,135	16,777	5,998
Director of Development	2011/12	114,135	16,777	8,690
	2012/13	114,135	16,777	8,961
Director of Transportation, Housing & Environment	2011/12	114,135	16,777	6,970
	2012/13	114,135	16,777	7,219
Director of Education & Children's Services (retired Dec 2012)	2011/12	103,757	15,252	5,988
	2012/13	81,708	12,011	4,762
Director of Social Care & Housing (retired Jun 2012)	2011/12	114,135	16,777	10,021
	2012/13	32,718	4,194	2,571
Director for Children & Schools *	2011/12	-	-	-
	2012/13	61,476	9,037	4,687
* Commenced employment Sep 2012. Redesignated from Director of Social Services Jan 2013.				
Other Employees		Number Of Employees		
Remuneration Band		2011/12	2012/13	
£60,000 - £64,999		11	10	
£65,000 - £69,999		7	7	
£70,000 - £74,999		3	3	
£75,000 - £79,999		6	4	
£80,000 - £84,999		6	4	
£85,000 - £89,999		4	4	
£90,000 - £94,999		3	4	

Powys

accordance with regulations.

36. SENIOR OFFICERS EMOLUMENTS

Senior officer posts that attracted remuneration of at least £60k were:

2012/13							
	Note	Salary (inc fees & allowances)	Benefits in kind	Compensation for loss of office	Total Remuneration Excluding Pension Contribution	Pension Contribution	Total Remuneration including Pension Contribution
Post Title		£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive		133			133	31	164
Strategic Director - Finance and Infrastructure		103			103	24	127
Strategic Director - Law and Governance		103			103	24	127
Strategic Director - Communities, Skills and Learning		96	1		97	22	119
Head of Adult Services and Commissioning	1	13			13	3	16
Interim Head of Housing and Public Protection		67	2		69	16	85
Head of ICT and Customer Services		81	1		82	19	101
Head of Schools Service		82			82	28	110

Head of Local and Environmental Services		78			78	18	96
Head of Children's Services		78			78	18	96
Head of Regeneration and Development	2	58			58	14	72
Head of Business and Performance Unit		78	3		81	18	97
Head of Human Resources		78	1		79	18	97
Head of Leisure and Recreation		69			69	16	85
Head of Legal and Democratic Services		69			69	16	85
Interim Head of Operational Services		66			66	8	74
Head of Finance	3	53			53	12	65

Note 1 – The role of Head of Adult Services & Commissioning became vacant in May 2012. The Interim Head of of Adult Services & Commissioning costs are charged to consultancy.

Note 2 – The role of Head of Regeneration & Development became vacant in December 2012. As at 31st March 2013, the position was still vacant.

Note 3 – The role of Head of Finance became vacant in January 2013. As at 31st March 2013, the position was still vacant.

2011/12							

Rhondda-Cynon-Taff

Remuneration Band	2011/12	2012/13		
	No. of Employees	No. of Employees		
	Total	At 31/03/13	Left in Year	Total
£60,000 - £64,999	33	30	3	33
£65,000 - £69,999	20	20	1	21
£70,000 - £74,999	8	5	1	6
£75,000 - £79,999	10	9	1	10
£80,000 - £84,999	9	8	1	9
£85,000 - £89,999	5	6	0	6
£90,000 - £94,999	2	1	0	1
£95,000 - £99,999	2	0	2	2
£100,000 - £104,999	0	0	1	1
£105,000 - £109,999	0	0	1	1
£110,000 - £114,999	0	0	0	0
£115,000 - £119,999	0	0	0	0
£120,000 - £124,999	1	0	0	0
£125,000 - £129,999	0	0	0	0
£130,000 - £134,999	0	0	1	1
£135,000 - £204,999	0	0	0	0
£205,000 - £209,999	0	0	1	1
Total	90	79	13	92

The above table excludes specific Senior Officers, as detailed below.

Post Holder Information (Post Title)	2011/12	2012/13		
	Total Remuneration	Salary	Taxable Benefits in Kind	Total Remuneration
	£'000	£'000		
Chief Executive	142	142	0	142
Chief Executive – Returning Officer	17	20	0	20
Group Director Corporate Services (Deputy Chief Executive)	122	122	0	122
Group Director Environmental Services	113	113	0	113
Group Director Community & Children's Services	113	113	0	113
Director of Legal & Democratic Services	92	92	0	92
Director of Legal & Democratic Services – Returning Officer	2	6	0	6
Director of Human Resources	92	92	0	92
Group Director (Director of Education & Lifelong Learning)	107	113	0	113

29. Officers' Remuneration

(a) The number of employees (excluding Senior Officers) whose remuneration (excluding employer's pension contributions) was £60,000 or more, in bands of £5,000, were:

2011/12 Number of employees	Remuneration Band	2012/13 Number of employees
24	£60,000 - £64,999	25
16	£65,000 - £69,999	10
8	£70,000 - £74,999	6
3	£75,000 - £79,999	5
4	£80,000 - £84,999	3
2	£85,000 - £89,999	3
1	£90,000 - £94,999	1
1	£95,000 - £99,999	0
0	£100,000 - £104,999	1
1	£105,000 - £109,999	1
60	Total	55

The numbers shown relate to Authority employees which include teaching staff. Seniors Officers' remunerations are shown in the tables on the following pages.

(c) The following tables set out the remuneration for Senior Officers whose salary is less than £150,000 but equal to or more than £60,000 per year.

Table 1 - 2012/13

	Remuneration (including Fees & Allowances)	* Expense Allowances	Compensation for loss of office	Total remuneration excluding pension contributions	Pension contributions (22.1%)	Total remuneration including pension contributions
	£	£	£	£	£	£
Corporate Director (Regeneration & Housing)	110,000	0		110,000	24,310	134,310
Corporate Director (Environment)	110,000	159	0	110,159	24,310	134,469
Corporate Director (Education) **	82,359	122	480	82,961	18,201	101,162
Interim Corporate Director (Education) ***	23,508	0	0	23,508	5,195	28,703
Corporate Director (Social Services)	110,000	0	0	110,000	0	110,000
Head of Legal, Democratic Services and Procurement	72,936	0	0	72,936	16,023	88,959
Head of Culture and Tourism	80,000	159	0	80,159	17,680	97,839
Head of Finance	92,983	159	0	93,142	20,483	113,625
Head of Corporate Building and Property Services	80,489	159	0	80,648	17,680	98,328
Head of Education Effectiveness****	60,000	0	0	60,000	13,260	73,260
Head of Education Inclusion	80,000	159	0	80,159	17,680	97,839
Head of Performance and Strategic Projects	79,256	159	0	79,415	17,516	96,931
Head of Child and Family Services	65,060	0	0	65,060	14,365	79,425
Head of Education Planning and Resources	70,000	159	0	70,159	15,470	85,629
Balance c/f	1,116,591	1,235	480	1,118,306	222,173	1,340,479

Torfaen

37. Officers Remuneration

The following table shows the number of our employees who earned more than £60,000 in 2012/13 excluding Senior Officers and excluding pensioners.

Number of employees 2011/12		Pay bands £	Number of employees 2012/13	
Total	Number who left during the year		Total	Number who left during the year
24	1	60,000 to 64,999	24	0
6	2	65,000 to 69,999	3	0
2	0	70,000 to 74,999	2	1
3	0	75,000 to 79,999	1	0
0	0	80,000 to 84,999	1	0
2	0	85,000 to 89,999	2	0
1	0	90,000 to 94,999	0	0
0	0	95,000 to 99,999	0	0
0	0	100,000 to 104,999	0	0
0	0	105,000 to 109,999	1	1
38	3	Total	34	2

Employers' pension contributions are not included in the calculation of the remuneration that determines these bands.

37a. Senior Officers emoluments where salary is between £60,000 and £150,000 per year – 2012/13

2012/13	Notes	Salary (including fees & allowances) £	Income £	Taxable Expense Allowances £	Income £	Total remuneration excl pension contributions £	TCBC's contribution to the Pension Fund £	Income £	Total Remuneration including Pension Contribution £
Chief Executive	1	119,402	(7,000)	0	0	112,402	25,149	0	137,551
Deputy Chief Executive		93,633	0	0	0	93,633	21,161	0	114,794
Assistant Chief Executive-Resources		85,492	0	0	0	85,492	19,321	0	104,813
Assistant Chief Executive-Communities		93,633	0	0	0	93,633	21,161	0	114,794
Chief Officer - Social Care and Housing	2	84,490	0	0	(31,211)	53,279	19,095	(3,527)	68,847
Chief Officer- Employment Generation	3	3,122	0	0	0	3,122	705	0	3,827
Chief Education Officer		83,459	0	0	0	83,459	18,862	0	102,321
Chief Officer - Planning and Public Protection		76,590	0	0	0	76,590	17,309	0	93,899
Chief Officer - Neighbourhood Services		78,260	0	0	0	78,260	17,687	0	95,947
Director of Technology Led Transformation	4	74,926	0	0	0	74,926	16,933	0	91,859
Chief Legal and Monitoring Officer		68,357	0	0	0	68,357	15,449	0	83,806

Notes

- Salary includes a fee in respect of acting as the returning officer for elections of £8,123, and income of £7,000 is shown in respect of fees earned by the individual, but donated to the Council.
- 50% of the remuneration for this post at the salary of £93,633 was recharged to Aneurin Bevan Local Health Board in recognition of the joint employment nature of the role as Locality Director for the period to 31 July 2012. From 1 August 2012 the dual nature of the role ceased and the post became that of Chief Officer – Social Care and Housing at the salary of £79,919.
- Chief Officer – Employment Generation retired from this post on 30 April 2012. The costs in the table are therefore only for April 2012 – the post was performed on a 50% contract basis at the full time equivalent salary of £74,926.
- The costs of the post of Director of Technology Led Transformation are shared equally between Torfaen County Borough Council, Monmouthshire County Council and Gwent Police. The amounts shown in the table are the full costs of the post before any cost sharing.

Vale of Glamorgan

35. EMPLOYEES EMOLUMENTS

The Returning Officer's remuneration is not included in the table below for 2012/13 accounts and the 2011/12 comparatives. Any such remuneration was included in the equivalent table in the 2011/12 accounts.

The number of employees whose remuneration excluding employers pension contributions was £60,000 or more in bands of £5,000 were:

Remuneration Band	2011/12	2012/13
	Number of Employees	Number of Employees
£60,000-£64,999	15	11
£65,000-£69,999	9	12
£70,000-£74,999	17	14
£75,000-£79,999	2	7
£80,000-£84,999	1	4
£85,000-£89,999	1	0
£90,000-£94,999	1	0
£95,000-£99,999	1	2
£100,000-£104,999	0	1
£105,000-£109,999	6	3
£120,000-£124,999	0	1
£145,000-£149,999	1	0

The number of employees above exclude Teaching positions employed by their Governing Body.

The remuneration bands include expenses chargeable to United Kingdom income tax.

2012/13 Senior Officers Emoluments – Salary is between £60,000 and £150,000 per year

Post Holder Information (Post Title)	Note	Salary	Expense Allowances	Comp. for Loss of Office	Total Remuneration excluding pension contributions	Pension Contr.
		£	£	£	£	£
Director of - Legal, Public Protection and Housing	1	36,027	413	30,000	66,440	0
Environmental and Economic Regeneration	1	23,117	245	30,000	53,362	4,970
Finance, ICT and Property	1	35,952	413	0	36,365	7,730
Social Services		107,855	117	0	107,972	23,189
New Positions						
Managing Director / Dir. of Resources	2	84,755	0	0	84,755	18,222
Director of - Development	3	71,850	430	0	72,280	15,448
Visible Services and Housing	3	71,850	166	0	72,016	15,448
Chief Learning and Skills Officer	3	48,635	92	0	48,727	10,456

- The holders of the posts of Director of Legal, Public Protection and Housing, Environmental and Economic Regeneration and Finance, ICT and Property ceased in their roles on the 31 July, 15 June and 31 July 2012 respectively. Their full time equivalent salary was £107,855.
- In addition to the salary figure for the post of Managing Director / Director of Resources, a sum of £5,611 in respect of remuneration as Returning Officer was paid. The post of Managing Director / Director of Resources was filled on the 1 August 2012 with a full time equivalent salary of £127,133.
- The posts of Director of Development, Visible Services and Housing were filled on the 1 June 2012 and the Chief Learning and Skills Officer post was filled on the 17 September 2012. The full time equivalent salary of these posts is in the range £85,500 to £95,000.

Wrexham

NOTES TO THE ACCOUNTS

13. Officers' Remuneration

(a) Under Section 7A (1) (a) of the Accounts and Audit (Wales) (Amendment) Regulations 2010, the Council is required to disclose the number of employees (excluding Senior Officers as identified in disclosure note b below) whose remuneration excluding pension contributions was £60k or more in bands of £5k:

2011/12	2011/12			Salary Banding	2012/13		
	Schools	Non-schools	Total		Schools	Non-schools	Total
	5	0	5	£60,000 - £64,999	7	2	9
	5	0	5	£65,000 - £69,999	7	0	7
	2	1	3	£70,000 - £74,999	2	0	2
	2	0	2	£75,000 - £79,999	1	0	1
	1	0	1	£80,000 - £84,999	1	0	1
	0	0	0	£85,000 - £89,999	0	0	0
	0	0	0	£90,000 - £94,999	0	0	0
	0	0	0	£115,000 - £119,999	0	0	0
	0	0	0	£125,000 - £129,999	0	0	0

For this purpose, remuneration relates to all amounts paid to, or receivable by, an employee, including payments on termination of employment, and includes expense allowances and the value of other benefits which are chargeable to tax.

(b) Under Section 7A (1) (b) of the Accounts and Audit (Wales) (Amendment) Regulations 2010, the following information regarding employees identified as Senior Officers and whose salary is between £60,000 and £150,000 is provided:-

2011/12				Postholder Information (Post Title)	2012/13			
Salary £	Other Payments £	Pension contributions £	Total £		Salary £	Other Payments £	Pension contributions £	Total £
61,250	71	14,880	76,201	Chief Executive	109,000	68	26,443	135,511
96,000	6,768	24,609	127,377	Strategic & Performance Director - Corporate & Economy	96,000	327	23,290	119,617
96,000	6,716	24,609	127,325	Strategic & Performance Director - Environment, Housing & Adult Social Care	96,000	326	23,290	119,616
96,000	6,087	24,609	126,696	Strategic & Performance Director - Children's Services	96,000	29	23,290	119,319
81,000	155	19,545	100,700	Head of Housing & Public Protection	83,000	119	20,136	103,255
80,690	84	19,470	100,244	Head of Corporate & Customer Services	83,000	100	20,136	103,236
81,000	173	19,545	100,718	Head of Finance	83,000	68	20,136	103,204
81,000	35	19,545	100,580	Head of Adult Social Care	83,000	32	20,136	103,168
77,000	631	18,580	96,211	Head of Lifelong Learning	79,000	370	19,165	98,535
75,000	562	18,098	93,660	Head of Environment	77,000	367	18,680	96,047
72,720	185	17,547	90,452	Head of Asset & Economic Development	75,000	89	18,195	93,284
73,000	149	17,615	90,764	Head of Prevention & Social Care	75,000	44	18,195	93,239
73,000	0	17,615	90,615	Head of Community, Well-being & Development	75,000	0	18,195	93,195

Salary includes all pensionable pay with the exception of honoraria payments and amounts paid in respect of election duties. Other payments include honoraria payments, car allowances and other taxable benefits. The remuneration disclosed above in respect of the Chief Executive excludes payments pertaining to the role of Returning Officer for the Council of £13,148 and consequential pension contributions of £1,584.

The post of Chief Executive was vacant until 1 September 2011 and for the first five months of the 2011/12 financial year the duties of that post were covered by the three Strategic & Performance Directors. The post has been fully occupied for this financial year, reflected in the increased salary reported for the Chief Executive's post and the reduced 'Other Payments' to Strategic & Performance Directors.

c) In accordance with Section 7A (2) of the Accounts and Audit (Wales) (Amendment) Regulations 2010, the Council is required to disclose by name a Senior Officer whose salary is £150k or more. The Council did not employ a Senior Officer with a salary of £150k or more during the financial year.

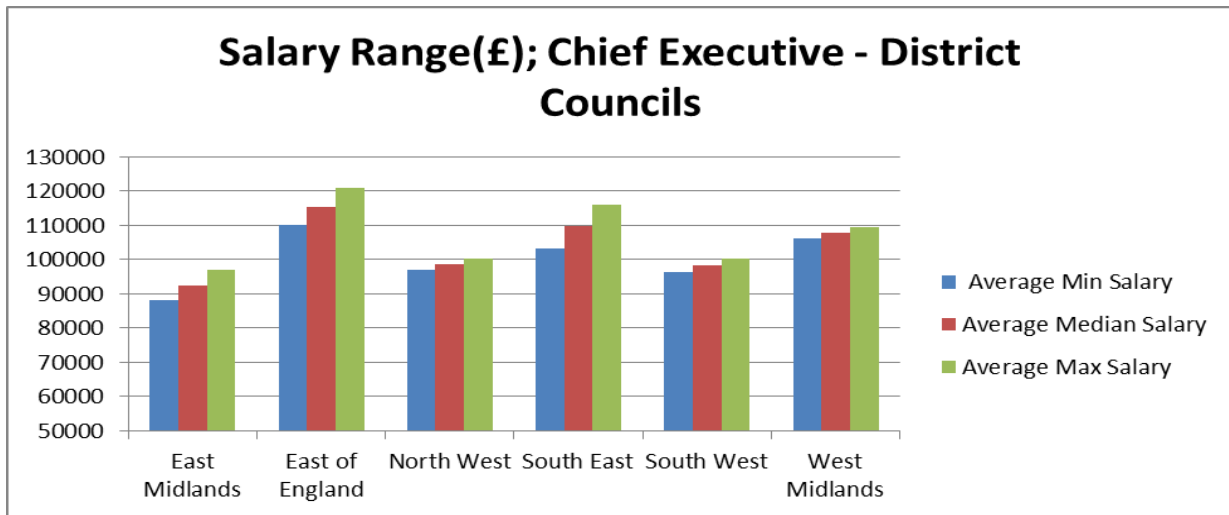
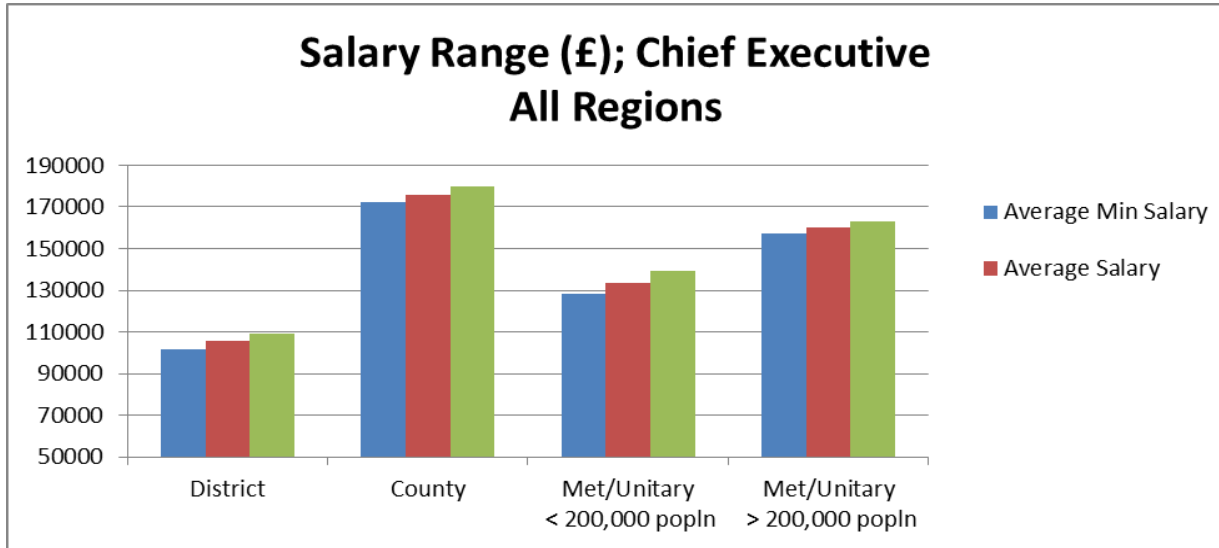
13. Officers' Remuneration cont'd

The numbers of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below:

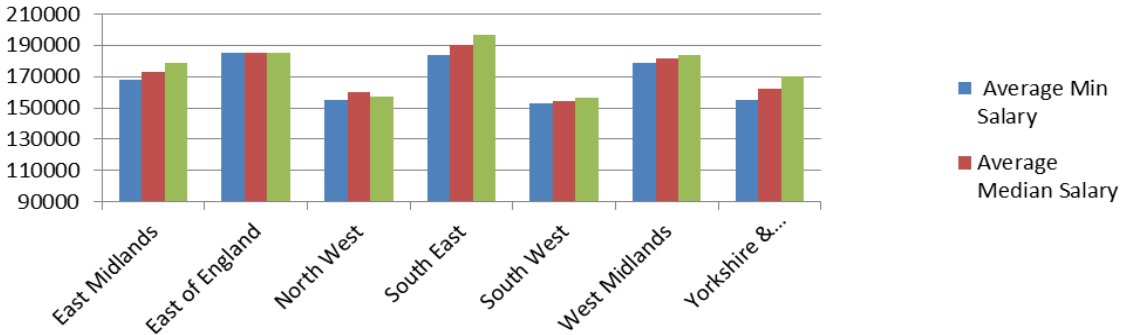
Exit Package cost band (including special payments)	A		B		C		D		E	
	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band (B+C)		Total cost of exit packages in each band			
	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12 £'000	2012/13 £'000	2011/12 £'000	2012/13 £'000
£0 - £20,000	31	21	14	34	45	55	219	522		
£20,001 - £40,000	4	4	14	14	18	18	477	434		
£40,001 - £60,000	0	0	2	10	2	10	87	478		
£60,001 - £80,000	0	0	2	6	2	6	128	419		
£80,001 - £100,000	0	0	0	0	0	0	0	0		
£100,001 - £150,000	0	0	0	0	0	0	0	0		
Total	35	25	32	64	67	89	911	1,853		

Annex 3

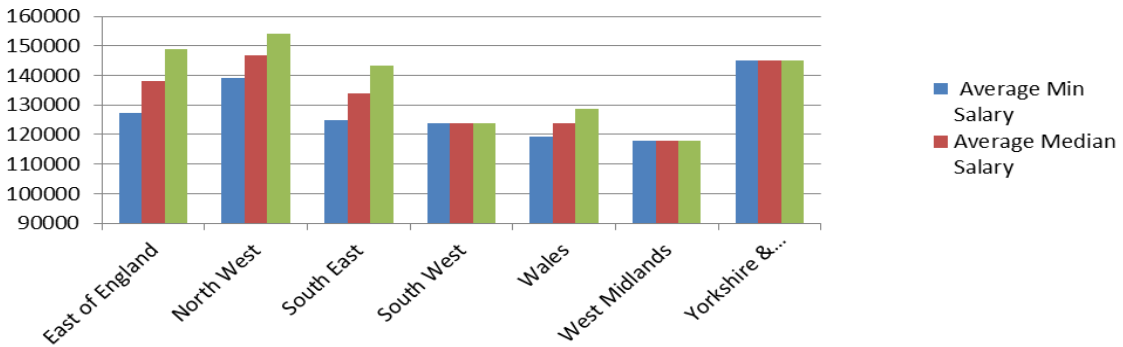
Chief Executives



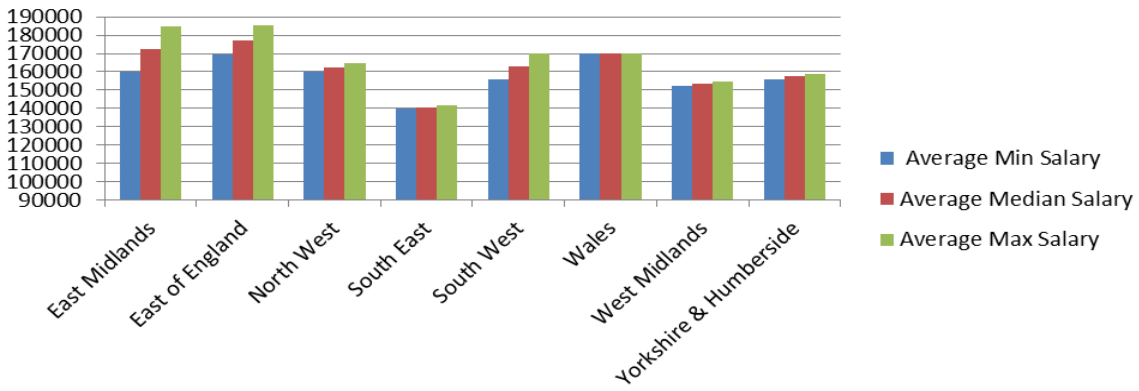
Salary Range(£); Chief Executive - County Councils



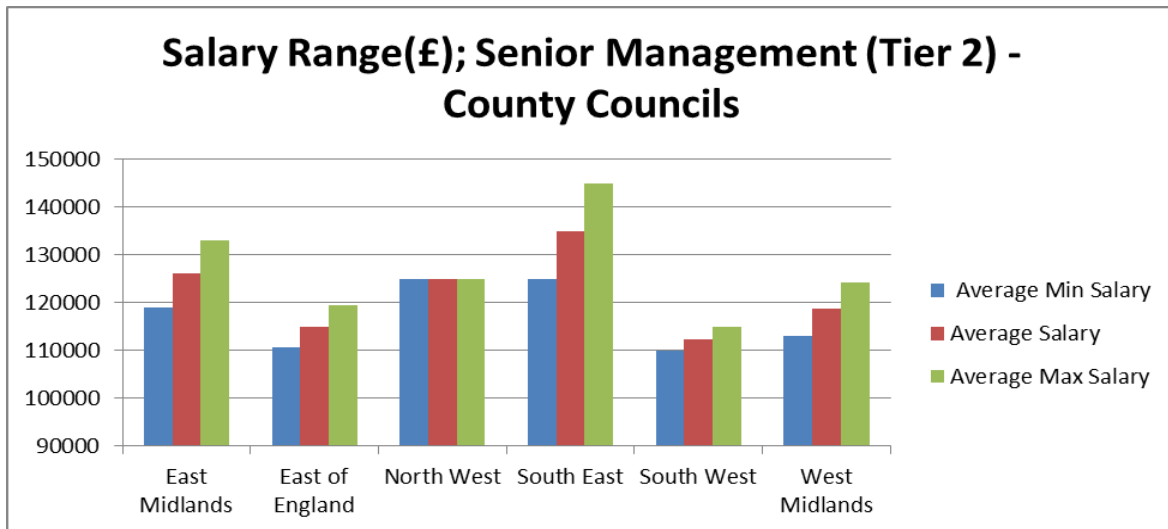
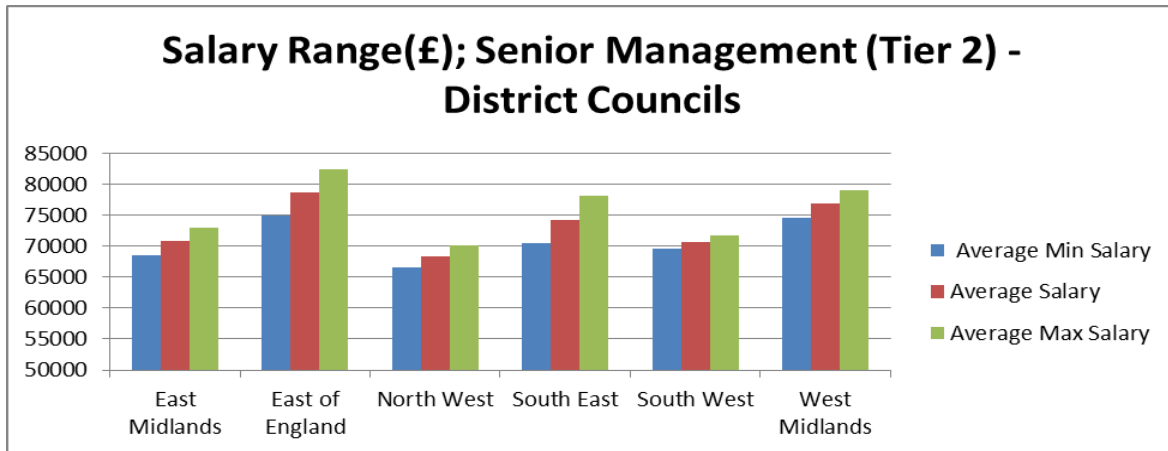
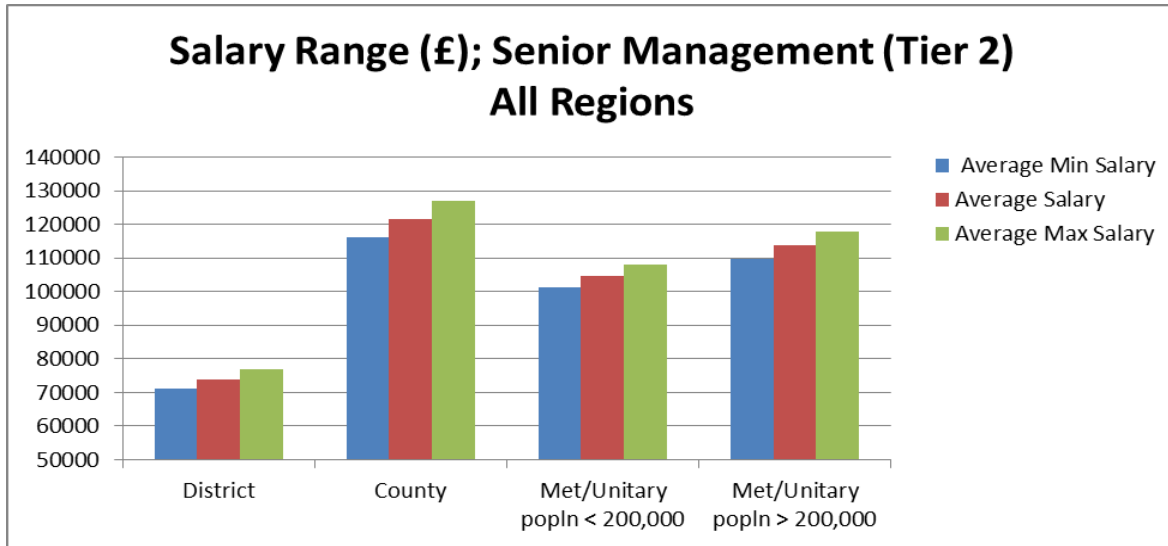
Salary Range(£); Chief Executives - Metropolitan/Unitary Councils (Population <200,000)



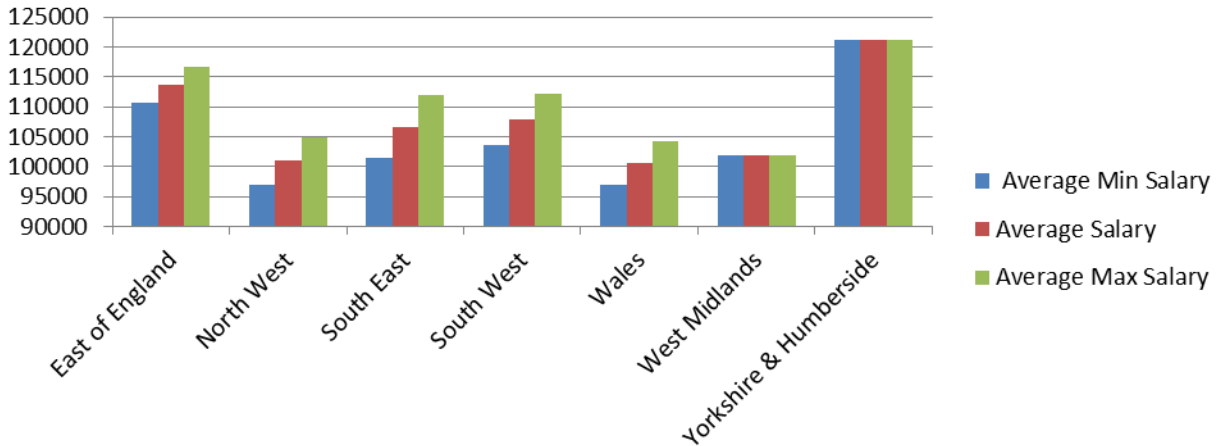
Salary Range(£); Chief Executives - Metropolitan/Unitary Councils (Population >200,000)



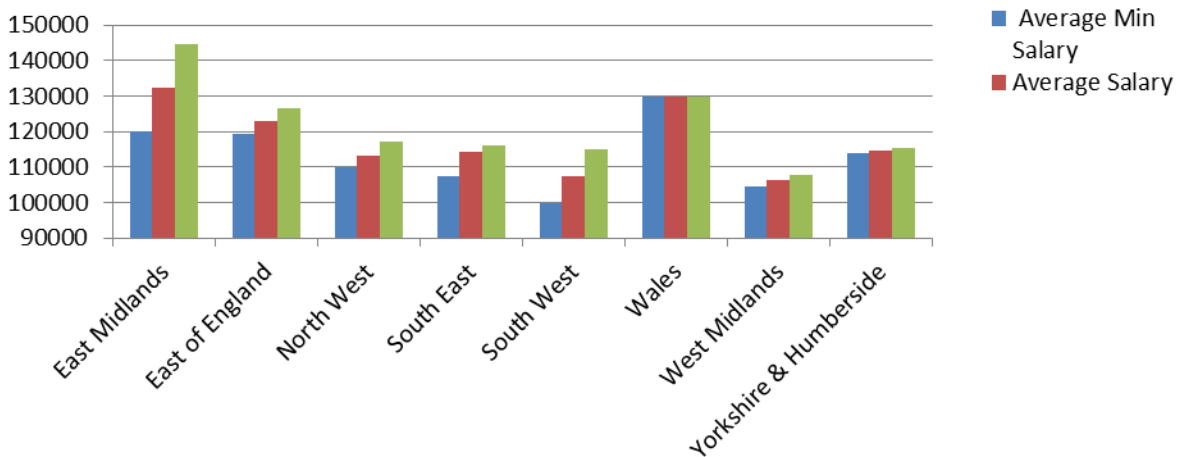
Senior Management (Tier 2)



Salary Range (£); Senior Management (Tier 2) - Metropolitan/Unitary (Population <200,000)



Salary Range (£); Senior Management (Tier 2) - Metropolitan/Unitary (Population >200,000)



Agenda Item 2b

Sir Derek Jones KCB
Ysgrifennydd Parhaol
Permanent Secretary



Llywodraeth Cymru
Welsh Government

Darren Millar AM
Committee Chair
Public Accounts Committee
Cardiff Bay
Cardiff
CF99 1NA

21 February 2014

Dear Darren

Evidence to the Public Accounts Committee – Inquiry into Senior Management Pay

I was grateful for the opportunity to give evidence to the Public Accounts Committee Inquiry into Senior Management Pay on 13 February.

At the session, I undertook to provide further information in relation to (a) senior executive pay; (b) the arrangements for accountability of performance and remuneration for senior officials involved in regional organisations and; (c) guidance issued to governing bodies on setting salaries for head teachers. This is below.

Finance Wales PLC

I can confirm that Finance Wales is now publishing details of senior pay.

A Remuneration Committee has responsibility for determining the Chief Executive's pay. The Committee takes into account recommendations made by the Chairman, which are based on the outcome of a performance review and an assessment of external market equivalent data. The Remuneration policy for Finance Wales is currently being reviewed by Hay Group. The work will be completed by April 2014.

I have asked my Additional Accounting Officer for this area of business (James Price), to satisfy himself that the results of this review are consistent with the Welsh Government's requirements for regularity, propriety and value for money.

Accountability of performance and remuneration for senior officials involved in regional organisations

Regional transport consortia are Joint Committees of local authorities in Wales. Remuneration, governance and accountability arrangements are a matter for the local authorities who are the employers of the staff concerned.

A similar arrangement exists for regional social services and education consortia where local authorities employ these staff. In the case of education consortia, the Welsh Government monitors overall performance through a system of stocktakes.

Guidance issued to governing bodies on setting salaries for Head teachers

Head teachers pay is a non-devolved matter. Guidance issued to governors by the Welsh Government refers to the School Teachers Pay and Conditions Document issued by the UK Government's Department for Education.

David Sissling will write to you separately on senior salary banding within NHS Wales.

*Yours,
Derek*



**BUDDSODDWYR | INVESTORS
MEWN POBL | IN PEOPLE**

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Agenda Item 2c

Yr Adran Iechyd a Gwasanaethau Cymdeithasol
Cyfarwyddwr Cyffredinol • Prif Weithredwr, GIG Cymru

Department for Health and Social Services
Director General • Chief Executive, NHS Wales



Llywodraeth Cymru
Welsh Government

Mr Darren Millar AM
Chair
Public Accounts Committee
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

Our Ref: DS/KH
26 February 2014

Dear Darren

Welsh Government Evidence to the PAC - Senior Management Pay

At the evidence session on the 13th February I was asked to provide a note clarifying how individual jobs are evaluated in NHS Wales. I am happy to respond.

The roles of very senior managers and executives in NHS Wales are evaluated on an individual basis against the Job Evaluation for Senior Posts (JESP) system. JESP is an analytical job evaluation methodology designed for evaluating roles in the Senior Civil Service.

Under the JESP system jobs are evaluated on their individual merit against specified evaluation factors. There are five factors; Managing people, Accountability, Judgement, Influencing and Professional competence. The size and complexity of the particular organisation will clearly impact on the job rating. I would however emphasise that there are no pre-determined or evaluated organisational bands. Each post is evaluated individually and rated solely on the JESP evaluation factors. Not surprisingly however there were similar outcomes for posts within organisations of similar size.

The system described above covers the following posts;

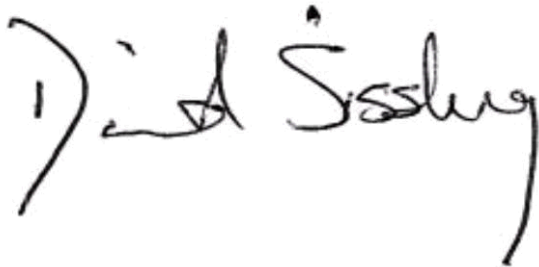
Chief Executive
Director of Finance
Director Planning
Director of Workforce and OD
Director of Nursing
A Medical Director
Director of Primary and Community Care and Mental Health Services
Director of Therapies and Health Sciences



Chief Operating Officer
Board Secretary

I trust this is clear.

Yours sincerely

A handwritten signature in black ink, appearing to read "David Sissling". The signature is written in a cursive style with a large initial "D" and a long, sweeping underline.

David Sissling

Agenda Item 2d

Galw **IECHYD** Cymru
NHS Direct Wales



Ymddiriedolaeth GIG
Gwasanaethau Ambiwlaens Cymru
Welsh Ambulance Services NHS Trust

Pencadlys yr Ymddiriedolaeth, Safle H M Stanley, Llanelwy, Sir Ddinbych LL17 0RS
Trust Headquarters, H M Stanley Site, St Asaph, Denbighshire LL17 0RS
Tel/Ffôn 01745 532900 Fax/Ffacs 01745 532901
www.ambulance.wales.nhs.uk

Our Ref: EPM/rc
Your Ref:

Please reply to: Rose Cook
PA to the Chairman & Chief Executive
Direct Line: 01745 532944

12 February 2014

Darren Millar AM
Chair Public Accounts Committee
c/o Claire.Griffiths@Wales.gov.uk

Dear Mr Millar

I am writing in response to your letter dated 17 December 2013 regarding Unscheduled Care. I hope that the following information allows the Committee to further consider this matter.

Once an ambulance arrives at an Emergency Department the crew immediately book the patient into the hospital via the ED administrative staff. If a patient is then held outside the department in the ambulance the patient will be visible to the Nurse in Charge of the unit on the ED information system as a waiting patient. Should the patient deteriorate the ambulance crew will contact the nursing staff within ED to advise them accordingly. The ambulance crew will continue to provide treatment and this will be recorded on a Patient Clinical Record which is provided to the hospital once the patient is handed over to ED staff. The PCR is retained in the patient's hospital notes.

Patients attended by ambulance are assessed and then treated in line with their complaint or injury against national UK ambulance clinical guidelines. Once a decision is made to transfer the patient to hospital the ambulance crew will determine whether the patient requires an emergency journey. If this is the case then a pre-alert message is passed to the hospital so that ED can prepare to immediately accept the patient. In all other cases the ambulance will proceed to hospital and follow the arrival procedure previously outlined. Once the patient enters the ED they are assessed by the Triage Nurse. The Triage nurse will afford the patient a triage category which will influence which area of the ED they are directed to and the urgency of the patient being assessed by a doctor.

Should you require any further information regarding our handover processes my Head of Clinical Services, Mr Richard Lee can be contacted via richard.lee@wales.nhs.uk

Yours sincerely

A handwritten signature in black ink that reads "Elwyn Price-Morris".

Elwyn Price-Morris
CHIEF EXECUTIVE

Yr Adran Iechyd a Gwasanaethau Cymdeithasol
Department for Health and Social Services
Prif Swyddog Nyrsio - Cyfarwyddwr Nyrs GIG Cymru
Chief Nursing Officer - Nurse Director NHS Wales



Llywodraeth Cymru
Welsh Government

Darren Millar AM
Chair Public Accounts Committee
National Assembly Wales
Cardiff Bay
Cardiff
CF99 1NA

Our ref: JW/PAC/022014

19 February 2014

Dear Mr Millar

Follow up to Public Account Committee on 4 February 2014 on Hospital Catering and Patient Nutrition

Following my appearance at the Public Accounts Committee meeting on 4 February you asked that I provide you with information in the following two areas:

1. Information on how the e-learning nutrition training programme is funded and the timeline for including all training on all electronic staff records (ESR). To include an update on how the training incorporated in pre-registration training is also captured.

Following development of the educational e-learning package to support implementation of the Wales Nutrition pathway by Learning Industries, which was funded by Welsh Government, NHS Wales organisations can now access the package free of charge through the Learning@NHSWales web portal. NWIS and NHS Shared Services have confirmed that the Workforce Information Systems (WfIS) Team's work to provide an all Wales approach, to centralise the development of e-learning, improve access without requiring an email address and uplift results to the ESR is complete. All development work by NWIS and Shared Services has no direct cost implications for NHS organisations.

Cardiff & Vale UHB has a copy of the course, from Learning Industries, on their own server, which has no ongoing annual costs but they have confirmed that they will be moving to accessing this course via Learning@NHSWales following an IT upgrade which is required for them to access Learning@NHSWales.

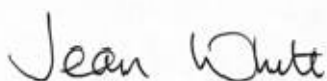
Work between Welsh Government, Cyngor (Deans of non-medical education institutions in Wales) and Shared Services is ongoing to bring the e-learning package into undergraduate studies in Wales. Following the WfIS project, Shared Services has confirmed they will be able to make e-learning packages freely available for students to access via the Learning@Wales platform with their university e-mail address. These resources will be available to 3rd year students in addition to the NHS Wales Statutory and Mandatory Induction Programme and Improving Quality Together – making available a diverse range of resources to students so they are skilled up in some of the core topics to work in NHS Wales immediately on commencement of their post. Students on nutrition and dietetic courses will also be given access to the nutrition e learning via the Learning@Wales platform.

A successful pilot with Swansea Trinity University, where students were able to access the Statutory and Mandatory Induction, has recently been completed. Students and the university were pleased to be able to undertake this training pre-registration. Other Welsh universities are keen to be involved. Shared Services are formatting the learning modules to be made live for students across Wales within the next few months.

Upon successful completion of a training module students are able to print or save a copy of their certificate. These can then be given to their health board/trust when they start employment for the results to be uploaded on their ESR.

- 2. I confirm that I will write to the Committee in April with an evaluation of the pilot project being undertaken on food waste at Llandough Hospital in March and provide an update on discussions health boards are having with local authorities on the collection of food waste.**

Yours sincerely



Professor Jean White
Chief Nursing Officer
Nurse Director NHS Wales

Mark Drakeford AC / AM
Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol
Minister for Health and Social Services



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref MD/0282/14

Darren Millar AM
Chair – Public Accounts
Committee
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

31 January 2014

Dear Darren,

**PUBLIC ACCOUNTS COMMITTEE REPORT (4) 26-13
IMPLEMENTATION OF THE NATIONAL FRAMEWORK FOR CONTINUING NHS
HEALTHCARE RESPONSE TO THE REPORT**

I have pleasure in enclosing a copy of the Welsh Ministers response to the above report which will be laid before the Table Office.

On behalf of the Cabinet, I would like to thank you and the Committee for the careful and considered way in which you undertook the investigation and produced the report.

Best wishes

Mark

Mark Drakeford AC / AM
Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol
Minister for Health and Social Services

Response to the Report of the National Assembly for Wales Public Accounts Committee Report on Implementation of the National Framework for Continuing NHS Healthcare

We welcome the findings of the report and offer the following response to the 10 recommendations contained within it.

Recommendation 1 – *We recommend that the Welsh Government assess the impact of amending the decision support tool upon those people scored under the previous decision support tool.*

Accept

- The main difference between the current Welsh Decision Support Tool (DST) and that proposed for use in the updated Framework is the potential for higher scoring in the domains relating to behaviour and cognition. It has been suggested that the current DST may have disadvantaged individuals with dementia.
- Welsh Government is working with three health boards during the Framework consultation period to assess the impact of the implementation of the new DST.

Recommendation 2 – *We welcome the Welsh Government’s commitment to the provision of training to practitioners and professionals in this area, and we recommend that the Welsh Government monitors progress to ensure that this leads to improvement.*

Accept

- A group has been established to develop a training programme. This will ensure that consideration of eligibility for Continuing NHS Healthcare (CHC) is integrated with hospital discharge planning and wider community assessment processes. It will reinforce existing practice guidelines such as ‘Passing the Baton’ and ‘10 High Impact Changes for Complex Care.’ The programme will include multiagency workshops plus an e-learning ‘refresher’ package. It will be launched with the updated Framework in summer 2014 and will be a rolling programme. The take up of training will be an indicator within the Performance Framework and it is proposed that it will be further incentivised through a national accreditation framework for health and social care communities. As an immediate measure, it is expected that all staff who routinely assess CHC

eligibility will receive update training on the new Framework by end of December 2013.

- We will provide improved support and communication to those delivering the revised CHC arrangements, through an online Toolkit, quarterly newsletters, web forum, and annual conference for shared learning. The annual conference will be held this autumn.
- Overall service improvement will be monitored and reported under the new performance framework arrangements. The first report will be available in September.

Recommendation 3 - We note the Welsh Government's approach to ensuring that peer review processes are in place to run alongside the use of a self-assessment tool and recommend the Welsh Government monitor these processes to ensure they are achieving their intended outcome.

Accept

- The Welsh Government will facilitate a self-assessment process and Peer Review exercise. These will form part of the outcomes-focused performance framework against which, all Local Health Boards (LHBs) will be required to report.
- Nominated executives from within each LHB will present quarterly reports to their Boards and share those findings with Welsh Government.
- The Welsh Government will collate an annual, national report, the first of which will be published this autumn. It will incorporate the self-assessment tool, peer review exercise and performance framework. The findings will be shared at a National Conference which will also serve as part of a mechanism to support service improvement.

Recommendation 4 - We are concerned that the claims are dealt with in a chronological order in accordance with the date on which they are received. We believe that this does not take into account the individual needs and circumstances of claimants. We recommend that Welsh Government give consideration to prioritising claims according to the circumstances of individuals and families.

Partially Accept

- It would not be practicable to routinely prioritise cases in the manner proposed by the Committee. It would provide additional burdens for those submitting

claims and for those reviewing claims. It would also be difficult to assess the priority of one case in comparison to others.

- There is, however, a mechanism, within the process adopted by the Powys Project, which allows claimants to request that their claims be expedited in extenuating circumstances. Such circumstances include extreme financial hardship or diagnosis of terminal illness.
- Our revised Framework will ensure the existing Powys Project approach of expediting those exceptional cases is extended to those managed by individual LHBs.
- Our revised arrangements continue to propose the handling of most claims in chronological order, as the large number of cases can be project managed within the timescales for completion. This has to date, been considered the fairest way to manage the claims received.
- Our new Framework sets out the expectations that no claim will take longer than two years to complete from the date it is submitted. It will set out the circumstances where claims managed by individual LHBs may be expedited, in line with those undertaken by the Powys Project.

Recommendation 5 - We believe that there are a number of misgivings about the current approach to engaging individuals and their families in the assessment process. We recommend that a proactive approach is needed to ensure information is provided to those who need it enabling them to challenge decisions on eligibility. Such information should be clear and simple.

Accept

- The revised guidance re-emphasises the need for engagement and co-production with the individual and their families/representatives.
- A range of plain English information leaflets have been developed and are currently being tested with service user and carer groups. They will be made available from June 2014 and made accessible to the public through LHB dissemination and on the website. Examples of those leaflets include
 - CHC Public information Leaflet;
 - ‘Preparing you for a CHC Eligibility Meeting’; and
 - “What Having a CHC Care Package Means for You”

- The guidance is also clear that the person and/or their representative must have a copy of the summary of the decision on eligibility which includes a clear rationale, setting out the reasons why the decision has been reached.

Recommendation 6 - We recommend that Welsh Government, based on progress made by the National Project in clearing claims, reviews whether staffing levels are adequate and gives consideration to improving staff retention to meet the June 2014 deadline.

Accept

- The National (Powys) Project team have provided assurance to Welsh Government that staffing levels are sufficient to meet the deadline of all cases being reviewed by June 2014. This is supported by the current performance information which indicates cases will be reviewed by April 2014.
- Vacancies that have arisen within that team have been quickly filled and have not impacted on performance against expected monthly targets. Welsh Government holds monthly meetings with the Powys Project team to ensure that this remains the case, and is satisfied the levels remain adequate to meet the June 2014 deadline.
- Welsh Government is providing practical project support and advice to the National Executive Task and Finish Group, who oversee the completion of all retrospective reviews. They are due to make their decision this month on whether the National Project is retained to help manage the backlog of claims received since August 2010. If agreed, this will mitigate the risks in relation to staff retention by providing longer-term job security.

Recommendation 7 - We recommend that Welsh Government provide the Public Accounts Committee with an interim progress update on the clearance of claims in March 2014 and also provide further update in September 2014, following the June 2014 deadline.

Accept

- A progress update will be provided to the PAC in March and September 2014.

- These updates will demonstrate the performance of the Project against their target activity. The latest position on the Powys project is they expect all claims to be reviewed by April in advance of the June 2014 deadline.
- It is envisaged that the vast majority of claims will be completed (including negotiation and review panels where required) by June. A small number, for example where negotiation is protracted, may take longer to settle but it is anticipated that even these will be completed before the September update to the Committee.

Recommendation 8 - *We recommend that the National Project is not disbanded until the backlog of claims is cleared.*

Partially Accept

- We are working collaboratively with Local Health Boards to agree the most effective model for managing all retrospective claims. The proposed approach is outlined under Recommendation 10.

Recommendation 9 -*We welcome Welsh Government's consideration of aiming to put a closure point on claims within a maximum of two years from when a claim is received. We believe that all claims should be dealt with within a maximum of two years. We recommend that an update on the outcome of this consideration is provided to the Public Accounts Committee on conclusion of this work.*

Accept

- The proposal for all claims to be dealt with within two years is included in the revised Framework which is currently subject to formal consultation. Once a firm decision has been made, the Welsh Government will inform the Committee. We would, however, expect there to be a maximum period for the completion of claims.

Recommendation 10 - *We are concerned about the situation post June 2014 given the lack of clarity from Welsh Government as to whether health boards will be responsible for clearing claims or a single approach across Wales will be adopted. We recommend that the Welsh Government either develops a coherent plan for clearing the backlog of cases, or gives further consideration to whether the National Board should deal with claims which health boards are currently responsible for post June 2014, and make clear its intentions regarding this.*

Partially Accept

- The Executive Task & Finish Group recommended by the Wales Audit Office has been established and will oversee the processing of all retrospective claims (Powys Project and post 2010 Health Board). We will provide an update to the Committee on the agreed approach once confirmed.
- The model under discussion involves retaining the Powys Project whilst creating a transition to sustainable local arrangements. The Project will initially help clear the backlog of outstanding claims and will then move on to provide a central co-ordinating function to ensure consistency and shared learning. Performance arrangements will follow the same robust principles used by the Project to ensure completion of claims within the two year timescale.
- Welsh Government is providing practical project support and advice to the Task & Finish Group. It will monitor progress against the targets required to meet the agreed deadline for completion.



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Mr Darren Millar AM
Chair of the Public Accounts Committee
National Assembly for Wales
Cardiff Bay
Cardiff CF99 1NA

Date: 18 February 2014
Our ref: HVT/2084/fgb
Page: 1 of 3

Dear Darren

IMPLEMENTATION OF THE NATIONAL FRAMEWORK FOR CONTINUING NHS HEALTHCARE

The Clerk's letter of 6 February 2014 requested my advice on the Welsh Government's response to the Public Accounts Committee report on *Implementation of the National Framework for Continuing NHS Healthcare* (December 2013). The Welsh Government has indicated that it accepts seven of the ten recommendations made in the Committee's report, partially accepting the remaining three recommendations.

Overall, I consider that the Welsh Government has responded satisfactorily to recommendations 2, 3, 5, and 8. For recommendations 1, 4, 6, 7, 9 and 10 I consider that aspects of the Welsh Government's response lack clarity. I have set out below my observations on the responses to these recommendations.

Recommendation 1 – My understanding of this recommendation, set against the supporting narrative in the Committee's report, is that the Committee was urging the Welsh Government to review whether the new decision support tool will be applied retrospectively by health boards, and if not to assess the risk of new retrospective claims arising from individuals who may feel they have been disadvantaged in the past. The Welsh Government has limited its response to the arrangements for assessing the impact of the new decision support tool, and makes no response on the issue of using the tool retrospectively.

Recommendation 4 – Reasonably, in my view, the Welsh Government states that there is a mechanism already in place which should help in prioritising retrospective claims according to the circumstances of individuals and families. But whilst claimants can request that their claim is expedited in extenuating circumstances, such as extreme

financial hardship or a diagnosis of terminal illness, it is not made clear how claimants are made aware of this option. I note the Committee's misgivings about the current approach to engaging with individuals and the need for a more proactive approach to providing information to individuals.


Recommendation 6 and Recommendation 7 – In accepting both recommendations the Welsh Government states that it is on line to meet its target of 'reviewing' all retrospective cases by the June 2014 deadline and that the progress updates it will provide the Committee in March 14 and September 14 will report the position on the number of cases 'reviewed'. My understanding is that the term 'reviewed' does not mean that the case is completed, with potentially a number of further steps being needed to resolve a case. In particular, once a case has been reviewed and an initial decision has been made the case will still need to be peer reviewed, and may still need to go through a negotiation stage with the individual and/or an independent review panel. The Committee's recommendations are clearly aimed at ensuring cases are completed in a timely fashion. Although the Welsh Government response confirms that it expects the vast majority of the claims will be completed by June 2014, with all completed by the September 2014 update, the Committee may want to clarify that it requires updates on completed cases rather than those that are at a particular stage in their processing.

Recommendation 9 and 10 – The responses from the Welsh Government to these recommendations are, in my view, reasonable. However, both the responses could be more specific on when the Welsh Government expects actions to be completed by. The Welsh Government states that it will inform the Committee once a firm decision has been made on the maximum time it should take to deal with a claim; and that it will provide an update to the Committee once an agreed approach for processing all retrospective claims has been confirmed. The Committee may want to seek clarification from the Welsh Government on when it expects these issues to be resolved.

In advising the Committee on any follow-up action it might wish to take in light of the Welsh Government's response to the Committee's recommendations, I note that the Welsh Government has agreed to provide the Committee, in March and September 2014, with reports on the progress being made in clearing retrospective claims. Also, the Welsh Government will be launching its revised framework for continuing NHS healthcare in Summer 2014.

There is a case for the Committee to write to the Welsh Government now to seek further information in respect of those areas where its response lacks clarity. However, there may be greater merit in doing this as part of a broader follow-up evidence session, after the Committee has received the promised progress reports and the revised framework has been launched. If this course of action is agreed, I would be happy to prepare a short memorandum in the Autumn to form the basis of the Committee's further deliberations.

I hope that this advice is helpful to the Committee in its consideration of the Welsh Government response.



HUW VAUGHAN THOMAS
AUDITOR GENERAL FOR WALES



Llywodraeth Cymru
Welsh Government

Mark Drakeford AC / AM
Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol
Minister for Health and Social Services

Darren Millar AM
Chair
Public Accounts Committee

5 February 2014

Dear Darren

PUBLIC ACCOUNTS COMMITTEE REPORT INTO GOVERNANCE ARRANGEMENTS AT BETSI CADWALADR UNIVERSITY HEALTH BOARD

I am attaching the Welsh Government's response to the Public Accounts Committee report into the Governance Arrangements at Betsi Cadwaladr UHB which was published in December 2013.

A handwritten signature in black ink that reads "Mark Drakeford". The signature is written in a cursive style and is enclosed in a thin black rectangular border.

Mark Drakeford AC / AM
Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol
Minister for Health and Social Services

Response to the PAC Report on the Governance Arrangements at Betsi Cadwaladr University Health Board

We welcome the findings of the report and offer the following response to the twenty one recommendations contained within it that fall to the Welsh Government.

Recommendation 1:

We recommend that to ensure senior leaders are held to account, the Welsh Government reviews and where necessary strengthens the performance management and appraisal process arrangements for Chief Executives and Chairs of NHS organisations to ensure that they are appropriately robust, clearly understood and implemented.

Response: Accepted

Performance review processes are already in place for both Chairs and Chief Executives of NHS Organisations in Wales. However we are taking action to ensure that these processes are robust and clearly understood. Welsh Government and Academi Wales published “Doing it right, doing it better” the Good Governance Guide for NHS Wales Boards in January 2014. This document underlines the importance of the performance appraisal process and, in particular, the appraisal of the Chief Executive by the Chair.

The Minister for Health and Social Services conducts a biannual review of the Chair of each LHB and Trust in Wales. These meetings agree objectives for the coming period as well as reviewing performance over the previous period. Self- assessment evidence is provided by Chairs in advance of the review meeting and the Minister provides feedback in written form following the review. This process identifies issues to be addressed and any development needs. In addition to the formal process, the Minister meets the Chairs as a group on a quarterly basis and informally with individuals as issues arise.

All Chief Executives in Wales have objectives in place which have been agreed with their respective Chair and the Chief Executive of NHS Wales. A review of their performance is conducted formally twice a year. The mid year review is undertaken by the Chair of the LHB and the Chief Executive of NHS Wales receives a copy of the review. The end year review is conducted jointly by the Chair and Chief Executive of NHS Wales.

The Minister also conducts a quarterly meeting with the Chairs and Chief Executives as a single group.

Recommendation 2:

We recommend the Welsh Government undertakes an urgent review of the training available to board members across all Welsh NHS bodies. The outcome of this

review should inform the development and delivery of a national training programme for board members, participation in which should be a condition of board membership. The programme should develop core competencies, clarify requirements and include training specifically developed for newly appointed board members to attend as part of their induction into board membership.

Response: Accepted

Welsh Government considers effective Board development to be of critical importance. We believe that there is a need to ensure that we have the right blend of consistent national activity and bespoke local arrangements to ensure non-executive Board members full understand their roles and responsibilities and Board functions.

The Chief Executive of the NHS has already written to Chairs of NHS Organisations in Wales restating that effective Board development is of critical importance and reemphasising the need to ensure there is the right blend of consistent national activity and bespoke local arrangements to support non-executive Board members. The letter makes clear that the bespoke local arrangements are for LHBs to define and secure.

David Sissling's letter also advised Chairs of the national support which is available through Academi Wales – which includes:

- Two at the Top – New Chief Executive and Chair pairings to use this support in their first year, existing Chief Executives and Chairs to access when needs arise;
- Board Development Series – all Health Boards and Trusts should undertake the two parts of the programme over the next 2 years;
- The Good Governance Guide for NHS Wales Boards – to be used by all Board Members on an on-going basis;
- Governance Master class Series – Chairs to identify appropriate Board members to attend the series, learning to be shared with Boards on return to organisation;
- Bespoke Development – all Health Boards and Trusts were asked to discuss other development support with Academi Wales as needs arise.

In response to the Chief Executive's letter all NHS bodies were asked to provide a summary of planned Board development activity for 2014. This information was

received in December and has been assessed. Academi Wales are now working with NHS Organisations to fill any potential gaps in the programme.

Furthermore, the recently published Good Governance Guide for NHS Wales Boards – “Doing it right, doing it better” sets out a framework for Board learning and development. The guidance reminds Boards that the strategic challenges facing Boards give rise to the need for specific skills, and this requirement must be kept under review in a systematic way. In order to ensure an effective balance of knowledge, skills and background, the guidance advocates that Boards should undertake regular skills audits of current Board members.

We have also noted the comments by the Commission on Public Service Governance and Delivery on the training of Boards of Public Services and we will be considering what further action is necessary in the light of the Commission’s findings.

Recommendation 3:

We recommend that directive guidance should be issued to all boards on the importance of both individual and collective board development and any such guidance should be reviewed regularly to ensure it is fit for purpose.

Response: Accepted

The letter sent from the Chief Executive of NHS Wales to the Chairs of NHS bodies was unequivocal on the importance Welsh Government place on ensuring the there is effective Board development. This message has already been reinforced in *The Good Governance Guide for NHS Wales Boards “Doing it right, doing it better”* which was issued in January 2014.

As we have outlined in response to recommendation 2, we are considering the need for further national support or guidance in the light of the responses from NHS bodies and the findings of the Commission on Public Service Governance and Delivery.

Recommendation 4:

We recommend that the time commitment required for Independent Members be reviewed to ensure that it is adequate to allow them to fully discharge the functions expected of them.

Response: Accepted

As the *Good Governance Guide for NHS Wales Boards* states – Board Chairs have a key responsibility to plan and manage the time commitment required of Independent Members. Therefore, in the first instance we are writing to the Chairs of NHS bodies in Wales to ask them to review the time available from Independent

Members against the requirements of the role. External support will be provided to them in undertaking the review if they require it.

We will consider this matter further following the review by the Chairs and in the light of the findings of the Commission on Public Services Governance and Delivery and provide an update to the PAC on this in 6 months time.

Recommendation 5:

We recommend that the Welsh Government takes action to enable a more robust and consistent system of appraisal for Independent Members of Welsh Health Boards, including the identification of personal training and development needs, and that a peer mentoring scheme for independent members be developed.

Response: Accepted

Arrangements are in place to ensure Independent Members receive annual appraisals which should identify personal training and development needs Welsh Government. Furthermore, to reinforce this system, *The Good Governance Guidance Guide for NHS Wales Boards* includes a section on Building Board Capacity and Capability which covers Independent Board Member performance appraisals and provides a framework for learning and development of Board members.

Welsh Government already ensures that the information from the performance reviews of independent members is fed into the reappointments process.

We will work with Academi Wales and Chairs of NHS organisations to develop a framework for appraisals and put in place a peer mentoring scheme for independent members. We will ensure that Chairs are held to account for their part in ensuring the appraisal of independent members is robust and considers training and development needs.

We will provide an update to the PAC on this work in 6 months time.

Recommendation 6:

We recommend the Welsh Government ensures that the importance of the separation and accountability of the Board Secretary role is clearly understood by all NHS organisations.

Response: Accepted

The LHBs' Standing Orders already emphasise the role of Board Secretaries as the guardians of good governance within the LHBs and also their independence of the Boards. The Standing Orders also specify that the accountability of the Board Secretary is directly to the Chair and chief executive of the LHBs.

Furthermore, the pivotal nature of their role as principal advisor to the Board and the organisation as a whole on all aspects of governance is explained and reemphasised in *The Good Governance Guide for NHS Wales Boards*.

More widely we have ensured that the all the findings of the joint WAO/HIW report have been considered by all NHS bodies in Wales. The Chief Executive of the NHS wrote to all NHS Chairs and Chief Executives asking them consider the report's findings and provide him with appropriate assurance of their governance arrangements. Their responses included any action they were taking as a result of the report's findings and example of good practice. These individual responses were discussed at a meeting of all the Chief Executives and were shared amongst all NHS bodies.

Recommendation 7:

We recommend that Welsh Government consider providing statutory protection for the role of Board Secretary.

Response: Accepted

Statutory protection for the role of Board Secretary will be looked at alongside the recommendations flowing from the findings of the Commission on Public Service Governance and Delivery.

Recommendation 8:

We recommend that the Welsh Government ensures that all Health Boards review their meeting procedures, to ensure that Board members are presented with all papers in a timely manner and that non-restricted papers are published in the public domain in the same timescales.

Response: Accepted

LHBs' meeting procedures have already been reviewed following the WAO/HIW report findings. The model standing orders which LHBs have adopted require LHBs to ensure that Board agendas and complete sets of papers shall be sent out 10 days before formal Board meetings. In terms of public access the Standing Orders also require that the agendas and related papers should be published at least 10 days before Board meetings. Some LHBs have adopted a 7 day time frame for the issue of agendas and papers to Board members and the public. The Standing Orders specify that supporting papers may exceptionally, be provided after 10 days provided that the chair is satisfied that the Board's ability to consider the issues in the papers would not be impaired. Adherence to the Standing Orders is considered as part of the annual structural assessment undertaken by the Wales Audit Office.

More broadly, the Good Governance Guide for NHS Wales Boards also provides a description of the effective processes that are necessary for the effective operation of Boards.

Recommendation 9:

Having considered the evidence, the Committee welcomes the action being taken by the North Wales Community Health Council to monitor compliance with infection control procedures in hospitals across North Wales. We recommend that the Welsh Government reviews its processes for validating quality and safety, and other critical data from NHS organisations. It is vital that such data is reported accurately if meaningful action is to be taken.

Response: Accepted

We have already strengthened the quality and safety management systems within Welsh Government. We have put in place a group chaired by the Deputy Chief Medical Officer which meets regularly to oversee regularly updated quality and performance information and intelligence about NHS organisations. This enables interaction and, if necessary, escalation with Health Boards and Trusts within the overall delivery framework.

Work is in hand to strengthen data quality and data completeness is already a Tier 1 Measure. We are also ensuring that we triangulate the information from various data sets, including serious incidents, and routinely reported information sources. An example is work in hand in respect of data and reporting of clostridium difficile incidence and associated deaths.

Recommendation 10:

We recommend that the Welsh Government finalise, introduce and implement a common set of key performance indicators of quality and safety for use by Health Boards. This would assist in improving performance and identifying risks so that swift action can be taken to address them.

Response: Accepted

The existing delivery framework already includes a range of Tier 1 quality and safety indicators such as mortality, infections and pressure ulcers which are monitored at a national level. These are published by Welsh Government on the My Local Health Service website. Performance indicators which relate to timely access are also an important measure of quality and safety

In addition, NHS organisations depending on the make up of their services, are agreeing a set of indicators to track performance across all their services as part of their overall assurance framework. To assist with this, the National Quality and Safety Forum has previously agreed a set of quality trigger questions and associated

indicators for use at local level. The 1000 Lives Improvement programme within Public Health Wales is leading work during 2014 on behalf of all NHS organisations to further develop a measurement framework to assist Boards in seeking assurance on quality. The quality improvement work is ongoing.

Recommendation 11:

We recommend that the Health Board makes the results of its investigations into the high RAMI scores across hospitals in North Wales publically available, together with information on the actions that are being taken to address any patient care issues that are identified.

Response: Accepted

This is a recommendation for BCU Health Board. However we would expect them to do this, subject to any necessary caveats to protect any potentially identifiable patient information.

Recommendation 12:

We recommend that the Welsh Government makes information on RAMI scores across all hospital sites in Wales more accessible to the general public, ideally by placing all the data on a single web page, with clear explanations of what the data means.

Response: Accepted

The Welsh Government is now making these data available, together with contextual narrative, through My Local Health Service website. *(DN need to add in the link)* Work will continue to develop a range of mortality measures which better reflect the Welsh NHS and to make those easily accessible to the Welsh public. The proposals will shortly be set out in a statement from the Mortality and Transparency Taskforce which is expected in the Spring. A copy of the statement will be sent to PAC members.

Recommendation 13:

The failure to adhere to accepted budget processes is an issue of particular concern. We do not believe that budgets should be signed off with caveats and recommend that assurances should be provided to us that this practice has now been discontinued within the Health Board.

Response: Accepted

The Welsh Government agrees that budgets should be signed off and owned by budget holders at the start of the year, including agreeing and signing off any variations that may be agreed by the Board during the year. All Health Boards should be adopting this practice which is clearly stipulated within the Health Boards Standing Financial Instructions. The Welsh Government is reinforcing this message

through the Directors of Finance forum. We will also ensure that evidence is provided through the submission of the Health Boards 3 year plans that all individual Divisions and budget holders have been fully engaged and involved in agreeing relevant savings plans and cost reduction programmes.

Recommendation 14:

We also recommend that the Welsh Government seeks information from directors of finance at all health boards to ensure that the failures evident within the budget planning processes at the Betsi Cadwaladr University Health Board are not being replicated elsewhere.

Response: Accepted

The action being taken in relation to recommendation 13 will apply to all Health Boards. We have also ensured that all NHS Bodies have carefully considered the HIW/WAO report and taken any action necessary in their own organisation (See response to recommendation 6).

Recommendation 15:

We recommend that the Welsh Government emphasises to health boards that they should wherever possible avoid utilising unsustainable solutions to financial pressures, such as cancelling or postponing operations, which simply defers costs to the next accounting period.

Response: Accepted

LHBs already take action to avoid using unsustainable solutions to financial pressures. Decisions are taken by LHBs to postpone operations for a variety of reasons that are not linked to financial pressures. This includes the LHB taking appropriate action to cope with surges in demand for surgical beds as a result of emergency admissions, unexpected absences of key staff and the need to take infection control measures.

Last autumn all NHS organisations in Wales put in place comprehensive winter plans. These plans are helping to ensure the disruption to services from surges in demand for unscheduled care is reduced wherever possible. These plans are wide ranging and include:

- Capacity – with up to 490 additional beds (or equivalents) in the plans
- Enhanced staffing and working arrangements
- Reducing delays in discharge - with enhanced partnership working between the NHS and Social Services Departments
- Improved monitoring and intervention arrangements.

We will reemphasise the need for effective communication with public about the reason for the need to postpone operations at the next meetings of the Chief Executives and Chairs.

Recommendation 16:

We recommend that the Welsh Government ensures that all health boards minimise the inconvenience and distress caused to patients and their families by requiring that Boards communicate with patients as soon as possible following a decision to cancel or postpone elective operations.

Response: Accepted

We will reemphasise the need for LHBs to minimise the inconvenience and distress caused to patients and their families by ensuring more effective and timely communication about cancelled or postponed elective operations. This matter will feature on the agenda for the next meetings of the Chief Executives and Chairs.

Recommendation 17:

We recommend that the Welsh Government takes greater care when commissioning taxpayer funded external advice and that, without exception, the output of such advice is received, reviewed and retained by appropriate Welsh Government departments.

Response: Accepted

This is normal practice. There were unique circumstances around the commissioning of the report for Chris Hurst as it was intended to provide advice specially to support the Chief Executive of Betsi Cadwaladr UHB. However, we will ensure all advice directly commissioned by Welsh Government is received, reviewed and retained by the appropriate Department

Recommendation 18:

In relation to the sharing of the findings of external reviews the Committee believes that it is vitally important, that safeguards are in place to ensure that such findings are widely utilised to learn lessons and improve processes within health boards. We recommend that Welsh Government takes this forward.

Response: Accepted

The CMO has already written to all Medical Directors asking them to share the outcomes from any externally commissioned clinical reviews.

The National Quality and Safety Forum also agreed at its last meeting that a key priority of its work and terms of reference going forward in 2014 should be to develop effective mechanisms to share and disseminate wider learning across NHS Wales and with its key partners. A recent Team Wales event, which brings together executives from all organisations and Welsh Government considered the all Wales learning from the Duerden review of infection control arrangements in Betsi Cadwaladr UHB. As part of the work we are undertaking with WAO and HIW (set out

against recommendation 20) we will also be sharing and discussing findings from reports and reviews with the WAO and HIW on a biannual basis.

(See also response to recommendation 6 in respect of the sharing of WAO report on Betsi Cadwaladr UHB).

Recommendation 19:

The Committee believes it is vital that senior leaders set a clear vision for their organisations to respond to the three challenges of developing service, workforce and financial plans. Given the issues around governance arrangements at Betsi Cadwaladr University Health Board, it is imperative that the new senior management of the Board renew and reunite the Executive and non-Executive leadership team, and close the gap between the Board and Wards.

Response: Accepted

All NHS organisations in Wales are well advanced in developing 3-year plans which bring together the key elements of service provision, workforce and finance in one document. The statutory requirement for these Integrated Medium Term Plans is now set out and National Health Service Finance (Wales) Act 2014 and detailed requirements and expectations for Boards specified in the Planning Framework issued in November 2013. These plans, will form the basis of a clear vision for each organisation.

A new Chair and Vice Chair are already in post in Betsi Cadwaladr UHB. The recruitment process for a new Chief Executive is underway. Once the full team is in place we will be setting specific objectives for both the Chief Executive and the Chairs to ensure the Board and the non-executive leadership team operate effectively.

The effectiveness of the new team will also be tested as part of:

- The biannual meetings between the senior executive team in Welsh Government and individual LHBs (ie Joint Executive Team (JET) meetings)
- The regular meeting between the Minister and the Chair.
- The annual WAO Structural Assessment.

Recommendation 20:

We recommend that Welsh Government work with the Wales Audit Office and Healthcare Inspectorate Wales to develop a clearer set of scales of escalation. This should include a detailed criteria upon which intervention is triggered, the rationale for the type of intervention, and clarity on who should be notified when intervention commences and ceases. We believe that this information should be made accessible to the public.

Response: Accepted

The Welsh Government, Healthcare Inspectorate Wales (HIW) and Wales Audit Office (WAO) have been working together to review and where appropriate enhance the collective arrangements for identifying and handling risks to NHS service delivery or organisational effectiveness.

Work has been undertaken to identify the key sources of information and intelligence on NHS bodies that are held by respective parties, and how these can be shared to ensure that emerging concerns are identified and addressed swiftly and effectively. Arrangements are being developed in which this information can be exchanged in a timely manner, and to identify triggers and prompts for escalation and intervention, and who should undertake those actions. Transparency of the process and the communication requirements arising from it are being considered as part of this. The Welsh Government, HIW and WAO will be engaging with NHS Wales and other interested parties over the next few weeks whilst finalising the arrangements.

The NHS Escalation and Intervention Arrangements will be launched in time for the new Financial Year and will be published.

Recommendation 21:

We recommend that the Welsh Government gives urgent consideration to the creation of a pool of additional short term leadership capacity, for NHS Wales, that can be drawn upon at short notice and does not impact on other NHS Wales Health organisations.

Response: Accepted

We are already considering this and are at the stage of looking at how to overcome the practical constraints of there being people available with appropriate background and skills at the time needed. This means considering also using the wider UK interim market and putting in place framework arrangements that enable these to be accessed within EU procurement rules in a timely manner when needed.

However, the new escalation arrangements we are putting in place with WAO and HIW are aimed to reduce the risk of us needing to deploy additional support at short notice.



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Date: 24 February 2014
Our ref: HVT/2090/fgb
Page: 1 of 3

Dear Darren

WELSH GOVERNMENT RESPONSE TO PAC REPORT ON GOVERNANCE ARRANGEMENTS AT BETSI CADWALADR UNIVERSITY HEALTH BOARD

Following a request by the Committee Clerk in her letter of 7 February 2014, I have reviewed the Welsh Government's response to the Committee's report on Governance Arrangements at Betsi Cadwaladr University Health Board.

The Committee will no doubt be pleased to note that the Welsh Government has accepted all of the recommendations that are addressed to it (recommendation 11 is addressed to the Health Board). I also welcome the publication in January 2014 of the 'Good Governance Guide for NHS Wales Boards – Doing it right, doing it better', which is referenced frequently within the response.

However, I consider that the individual responses provided to several of the recommendations are unlikely to provide the Committee with sufficient assurance that the necessary actions are being taken to address the substantive concerns which sit behind the recommendations.

I have listed below the recommendations where I think the Welsh Government response needs to go further.

Recommendation 1: *The response does not set out what the Welsh Government has done to determine whether or not current performance management and appraisal arrangements for NHS Chief Executives and Chairs are robust, and are being properly implemented. I am aware that some specific developmental work is taking place within the Welsh Government to strengthen the existing arrangements, it is therefore perhaps surprising that no direct reference is made to this.*

Recommendation 2: *Whilst the response points to the availability of reference material and the ability to access national support, the Committee may feel that it does not adequately address the specific issue of ensuring that new board members routinely have access to right training material as part of their induction, or how this is being monitored.*

Recommendation 6: *The Welsh Government's response could have usefully gone further by providing the Committee with information on the breadth of the role of the Board Secretary in other NHS bodies in Wales. It is presumed that this information would have been available from the responses the Welsh Government received when it requested assurances from NHS bodies that they had considered the issues identified in the BCU report.*

Recommendation 7: *The response provides no indication of the anticipated timescale for the implementation of this recommendation, other than to note that it will be looked at alongside the recommendations of the Williams Commission.*

Recommendation 10: *Reference is made to a set of quality trigger questions that have been agreed by the National Quality and Safety Forum. A copy of these could have usefully been included in the Welsh Government's response, and the Committee may therefore wish to request that this information be forwarded.*

Recommendation 13: *The Welsh Government has indicated what it has done to reinforce the message on the agreement of budgets, but has failed to provide the Committee with any assurance that the practice of "caveated sign up" to budgets has been discontinued by Betsi Cadwaladr UHB in the current financial year.*

Recommendation 15: *The response to this recommendation makes minimal reference to the Committee's substantive point of cutting back on elective activity as a result of financial pressures, or to describe what the Welsh Government itself is doing to ensure that this practice does not routinely occur.*

Recommendation 18: *The Welsh Government has perhaps responded to this recommendation too narrowly by referring only to clinical reviews, when the Committee probably were looking for arrangements to be place to promote the sharing of findings from all external reviews.*

Recommendation 19: *The Welsh Government will have been applying scrutiny in recent weeks to the three-year integrated plan that Betsi Cadwaladr UHB has been working on. The Committee may therefore wish to obtain the Welsh Government's view on the quality of that plan, and indeed the quality of three-year planning in other NHS bodies in Wales.*

I note that the Committee is yet to receive a substantive response to recommendation 11, which was addressed to Betsi Cadwaladr University Health Board. If it has not already done so the Committee may wish to contact the Health Board to remind it of this.

Given the above comments, the Committee may well feel that it is appropriate to seek further oral evidence from the Welsh Government on the actions it is taking in response to the Committee's report. If possible, this could be done as part of a wider-ranging session with the Director General for the Department of Health and Social Services, before he departs his job at the end of March.

Finally, in relation to Recommendation 20, the Committee may wish to note that I am pleased with the progress that is being made on developing clearer arrangements for escalation and intervention when problems arise at NHS bodies in Wales. The arrangements described will provide a good basis for the collective sharing of information between Welsh Government, Healthcare Inspectorate Wales and ourselves. This should help identify concerns at an early stage, discuss what action is necessary and ensure that any resulting interventions are proportionate and co-ordinated.

I trust this information is helpful.

Yours sincerely



HUW VAUGHAN THOMAS
AUDITOR GENERAL FOR WALES

Agenda Item 5



National Assembly for Wales
Public Accounts Committee
PAC(4)-SMP04
Inquiry into Senior Management Pay
Evidence from the Taxpayers' Alliance

Response from the TaxPayers' Alliance to the Communities and Local Government Committee consultation of January 2014 on chief officers' pay

Submitted on behalf of the TaxPayers' Alliance by

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1. Summary

- The current levels of executive pay in local government continue to be a matter of serious concern. The escalating costs of chief executive positions over the past decade, without parallel improvements in services or efficiency, have done much to undermine the public's faith in local government.
- Before 2010, local government executive pay was not at all transparent. That is why the TaxPayers' Alliance (TPA) began our Town Hall Rich List series in 2007. We initially used Freedom of Information requests to obtain the information but reforms to accounting procedures mean that most of the information salient to taxpayers is now included in council accounts. While not perfect, this is a huge step forward in transparency and accountability.
- More transparency and scrutiny does not mean that senior staff should not be paid appropriately. Many senior public sector jobs are not only difficult but critically important, requiring a level of professional skill or a past career of service that needs to be remunerated accordingly. This will sometimes necessitate pay and conditions sufficient to compete with private sector employers.
- The Town Hall Rich List shows that while councils bemoan reduced budgets too many are still willing to pay their own senior staff very high sums of money. These council executives must ensure they have the moral authority to lead a programme of necessary spending cuts; in many cases that will mean taking a pay cut themselves. Households have seen their Council Tax bills nearly double over the last decade and it is questionable whether many would say that the standard or quantity of public services they access has risen concomitantly.
- To give you some examples from our Town Hall Rich List over the years, the largest remuneration package in Wales in 2010-11 was received by Bryn Parry-Jones, Chief Executive of Pembrokeshire County Council, who received £195,164. The largest remuneration package in Scotland in 2010-11, excluding any redundancy payments, was received by George Black, Chief Executive of Glasgow City Council who received £217,419. Contrast this with the combined ministerial and parliamentary salary of the Prime Minister, who receives £142,500 at April 2013, who is well paid compared to senior managers in all but the largest private sector companies.
- It is important to accept that hard rules and simplistic benchmarks are no substitute for transparency and controlling pay on the basis of a democratic judgement about the level of pay that is acceptable. More can be done on transparency, which will mean far greater scrutiny.

Responses to the questions raised in the Consultation

The rationale for remuneration paid to chief officers in local government

- Many chief officers in local government jobs are not only difficult but critically important, requiring a level of professional skill or a past career of service that needs to be remunerated accordingly. This will sometimes necessitate pay and conditions sufficient to compete with private sector employers.
- However, while many taxpayers have had to take pay freezes or cuts – including those in the public sector – many councils have continued to increase salaries of senior staff. This shows that some are still completely out of touch.
- In order to keep Council Tax as low as possible salary bills have to be cut. What's more, when those at the top freeze or trim their own salaries, they demonstrate to their staff and residents that they do live in the real world, and set an example that they take spending restraint seriously.
- Most top posts are not filled by individuals with a history of well remunerated private sector work, and there is little chance that senior managers will leave for better paid work elsewhere. The chief executives of many public sector bodies and quangos are often career public servants, whose prospects in the private sector are weaker than they would suggest. The majority of highly paid senior public sector jobs are not affected by a particular scarcity of suitable candidates and the key consideration in the setting and monitoring of executive pay must be value for money; "what is the lowest amount we can pay while securing a suitable candidate".
- Public sector workers often stress that they do their jobs, in part, out of sense of duty; this attitude must be reintroduced into the top levels of the public sector. If local government chief executives now chose to pay themselves private sector wages, the idea that public servants take up their profession from a sense of duty no longer holds.

Arrangements for determining remuneration and increases in salaries

- At best public sector bodies and authorities are covered by central government guidance on pay, but most are free to set pay and conditions entirely independently. The system of 'remuneration panels' and 'remuneration boards', in which most public sector executive pay is set are inadequate; ordinary taxpayers are rarely represented. As currently set up, those responsible for setting and monitoring pay and benefits are likely to gain directly from salary increases and improved benefits, eliciting a clear conflict of interest.
- Current arrangements may seem fair to public sector executives, but they are unfair to taxpayers. For instance the generous rewarding of public sector executives after serious management failures is unacceptable. Public sector executive employment contracts must contain clauses that exclude the possibility of pay-outs or compensation for loss of office should the individual be made to resign for reasons of proven poor performance. It is not always payments for failure that irk taxpayers. The notion that local government chief executives leave their well-paid job and get a big pay-out, only then to land another senior role at another council, is a source of much anger for many of our supporters. John Foster, who was the head of Wakefield Council, landed a job as the head of Islington Council, after a big pay-out. Katherine Kerswell received a big pay-out after leaving Kent County Council,

only to join the cabinet Office in another taxpayer-funded role. She was also previously the chief executive of Northamptonshire County Council.

- The use of consultancies to advise on pay does little to encourage public confidence in the system or deliver value for money, often acting as little more than an expensive rubber stamp. Some consultancies, like Solace, seem to be little more than employee groups designed to push up pay. Using consultancies is not always a bad thing, and should be analysed on a case-by-case basis, but extreme caution must be taken.
- Comparisons with private sector executives in charge of equivalent budgets or staff numbers are unhelpful and not at all instructive. Local government chief executives manage organisations in receipt of central government grants and council tax. They do not operate on profit and loss and have no risk of going bust if big mistakes are made. They also have no risk of losing their customers to rival service providers in most cases.
- The primary factor in determining the correct level of pay must be an assessment of the availability of suitable candidates and value for money.
- It is extraordinarily difficult for the public to establish the exact pay and conditions of public sector executives, let alone the details of how such remuneration packages were agreed. All minutes, agreements and memos pertaining to the setting of pay and conditions for board level and £100,000 plus earning members of public sector bodies should be available online, and a clear remuneration report (containing details of all board level and £100,000 plus earning employees) should be made a mandatory part of every public sector body's annual publications.

How efficiency and effectiveness are measured and related to remuneration, and also to redundancy packages

- The increase in chief executive pay and redundancy packages over the last decade is not matched by enough evidence of a corresponding increase in efficiency or effectiveness.
- Not only have we witnessed a worrying trend of rewarding failure but also frequent examples of handing out hefty redundancy pay packages to high-ranking officials, who are, in actual effect, not really being made redundant at all, but being absorbed back into the system in similar roles. A recent example of this was recorded in the NHS when The Times reported that three managers were paid a total of almost £1 million even though they continued to work in the NHS. One manager, Rob Cooper, was paid between £370,000 and £375,000 despite never leaving the NHS at all. As outlined above, though, this practice occurs in local government too.

The extent to which remuneration varies between type of authority, region and gender and the reasons for the variation

- The public sector is vast, encompassing a huge variety of professions. Arrangements to set executive pay will need to reflect this. However there should be consistency across the public sector regarding transparency.
- All individuals employed at executive level positions, in organisations funded by the taxpayer or controlled by Government (whether central or local) should have their total remuneration details published each year. The 'total remuneration' shown must include salary, bonus,

benefits in kind, employer pension contributions, compensation for loss of office, relevant termination payment, etc.

How remuneration compares with similar jobs in the public and private sectors

- Only for a select few senior posts in the public sector is comparability necessary or desirable, and even then the comparative private sector job should be used only as a reference, not a benchmark.
- Most top public sector jobs do not have a comparator in the private sector; with a virtual monopoly on healthcare, NHS managers cannot bench their pay to some private sector equivalent when private sector healthcare is almost exclusively a high value niche. The same applies to Council chief executives, whose closest comparator would be a central government permanent secretary (whose pay is far less than most council chief executives). Comparisons with positions in the City of London or FTSE 100 companies are particularly distorting and should be avoided; the claim that public sector executives, who have worked in the civil service or public sector all their lives, could walk into higher paid private sector jobs is often not very credible. Again, the primary factor in determining the correct level of pay must be an assessment of the availability of suitable candidates and value for money.
- If nothing else it is very difficult to find comparable jobs between the private and public sectors, beyond crude comparisons on organisational size and budget. These crude comparisons ignore the fact that private sector chief executives have different sets of priorities (profit maximisation) and pressures (competition), and thus different risks to public sector top posts.
- One obvious difference is job security; the risk to one's job is higher in the private sector, as poor performance is far more likely to lead to dismissal. Additionally, poor performance of an executive in the private sector can mean many other workers lose their jobs; this is rarely the case in the public sector. Remuneration in the private sector should therefore be higher to reflect these risks.

How chief officers' pay compares with average local government pay, and whether chief officers' pay has increased at a disproportionate rate

- The primary factor in determining the correct level of pay must be an assessment of the availability of suitable candidates and value for money.
- If we want to see good managerial talent come in from the private sector, taking over public sector organisations, then we may (in a few, very special circumstances) have to accept pay at considerably higher levels than the average local government pay. It is important to accept that hard rules and simplistic benchmarks are no substitute for transparency and controlling pay on the basis of a democratic judgement about the level of pay that is acceptable.
- It is important to accept that hard rules and simplistic benchmarks are no substitute for transparency and controlling pay on the basis of a democratic judgement about the level of pay that is acceptable.

The skills required by chief officers and market rate for those skills

- Leadership can have a considerable influence on the performance of an organisation. The qualities and performance of the senior members of public sector bodies will no doubt have a significant impact, as we have too often seen when over-promoted officials take on top posts, leading to unfortunate results.
- Improving the quality and motivation of staff in the public sector is not just, or even primarily, a matter of money. Giving staff real autonomy, the freedom to make decisions and the chance to take responsibility for the results (good or bad) will improve staff satisfaction, motivation and performance, much more than increased pay.
- Top posts in the public sector are very well remunerated, by any standard or measure. Moreover, if individuals in top posts do not perform to the best of their abilities at all times, regardless of pay, then they are not suitable for the job.

The experience of local authorities that have shared chief executives and management structures, or have deleted the post of Chief Executive

- The TaxPayers' Alliance has spoken at length to councillors at East Hampshire District Council. It shares a Chief Executive and Senior Management team with Havant Borough Council. Their experience has been largely positive, with savings in excess of £5 million since 2010. They have flagged up some lessons to take into consideration for other authorities looking to implement similar mergers. One is that past experience in merging other services is a big help – for East Hampshire and Havant, this was the merger of their waste collection services. Another is the importance of communicating the vision and “end point” to staff and councillors at the very beginning, to assuage any apprehension they may have had. Finally, communicating the process and progress at every stage helps to keep staff motivated and informed. The TaxPayers' Alliance strongly recommends that the Committee holds a separate oral evidence session on this, with appropriate witnesses.

The effect of merger of local authorities' back office services on the employment prospects of chief officers

- First and foremost any decision to merge back office services should be with regards to value for money for the taxpayer, rather than the employment prospects of chief executives.
- It is good that councils have been combining services and this is something we have been recommending for a while. South Holland and East Lindsey District Councils in Lincolnshire merged five back-office services in 2008. They estimate it will save £30 million over the next ten years. In June 2011, it was reported Wokingham Council was to merge its legal services department with the Royal Borough of Windsor and Maidenhead.
- All of this proves when councils work together and explore new ways of working there are considerable benefits for taxpayers. However they do need to go further, and ensure they cut the number of directors and chief executives. When pension contributions are factored in, many senior council officers are costing taxpayers in excess of £200,000 a year.
- With considerable savings possible, this should be the primary concern when deciding a course of action, not the potential employment prospects of chief officers.