

## Y Pwyllgor Cyfrifon Cyhoeddus

Lleoliad:

Ystafell Bwyllgora 4 – Ty Hywel

Cynulliad  
Cenedlaethol  
Cymru

Dyddiad:

Dydd Iau, 6 Mawrth 2014

National  
Assembly for  
Wales



Amser:

09.30

I gael rhagor o wybodaeth, cysylltwch â:

Fay Buckle

Clerc y Pwyllgor

029 2089 8041

[Publicaccounts.comm@Wales.gov.uk](mailto:Publicaccounts.comm@Wales.gov.uk)

### Agenda

1 Cyflwyniadau, ymddiheuriadau a dirprwyon (09:30)

2 Papurau i'w nodi (09:30–09:35) (Tudalennau 1 – 6)

**Cyflog Uwch-reolwyr: Gwybodaeth ychwanegol gan Gymdeithas Llywodraeth Leol Cymru (Tudalennau 7 – 37)**

**Cyflog Uwch Reolwyr: Llythyr gan, Ysgrifennydd Parhaol, Llywodraeth Cymru (21 Chwefror 2014) (Tudalennau 38 – 39)**

**Cyflog Uwch Reolwyr: Llythyr gan David Sissling (26 Chwefror 2014) (Tudalennau 40 – 41)**

**Gofal heb ei drefnu: Llythyr gan Ymddiriedolaeth GIG Gwasanaethau Ambiwlans**

**Cymru (12 Chwefror 2014) (Tudalen 42)**

**Arlwo a Maeth Cleifion mewn Ysbytai: Llythyr gan yr Athro Jean White (19 Chwefror 2014) (Tudalennau 43 – 44)**

**3 Fframwaith Cenedlaethol ar gyfer Gofal Iechyd Parhaus y GIG: Trafod yr ymateb gan Lywodraeth Cymru (09:35–09:50) (Tudalennau 45 – 54)**

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

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

**4 Trefniadau Llywodraethu Bwrdd Iechyd Prifysgol Betsi Cadwaladr: Trafod yr ymateb gan Lywodraeth Cymru (09:50–10:10) (Tudalennau 55 – 69)**

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

PAC(4)-07-14 (papur 4)

**5 Cyflog Uwch-reolwyr: Sesiwn dystiolaeth 4 (10:10–11:30) (Tudalennau 70 – 75)**

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

Robert Oxley - Cyfarwyddwr Ymgyrchoedd, Cynghrair y Trethdalwyr

**6 Cynnig o dan Reol Sefydlog 17.42 i benderfynu gwahardd y cyhoedd o'r cyfarfod ar gyfer y canlynol: (11:30)**

Eitemau 7, 8 & 9

**7 Cyflog Uwch Reolwyr: Trafod y dystiolaeth (11:30–11:45)**

**8 Trafod rhaglen astudiaethau gwerth am arian Swyddfa Archwilio Cymru (11:45–12:15)**

**9 Gofal heb ei drefnu: Trafod yr adroddiad drafft (12:15–13:00)**

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

## Y Pwyllgor Cyfrifon Cyhoeddus

Lleoliad: **Ystafell Bwyllgora 4 – Ty Hywel**

Dyddiad: **Dydd Mawrth, 18 Chwefror 2014**

Amser: **09:00 – 10:37**

Gellir gwylia'r cyfarfod ar Senedd TV yn:

[http://www.senedd.tv/archiveplayer.jsf?v=en\\_500000\\_18\\_02\\_2014&t=0&l=en](http://www.senedd.tv/archiveplayer.jsf?v=en_500000_18_02_2014&t=0&l=en)

Cynulliad  
Cenedlaethol  
**Cymru**  
National  
Assembly for  
Wales



### Cofnodion Cryno:

Aelodau'r Cynulliad:

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

Tystion:

Huw Vaughan Thomas, Archwilydd Cyffredinol Cymru,  
Swyddfa Archwilio Cymru

Staff y Pwyllgor:

Meriel Singleton (Ail Clerc)  
Claire Griffiths (Dirprwy Glerc)  
Joanest Jackson (Cynghorydd Cyfreithiol)

### TRAWSGRIFIAD

Gweld [trawsgrifiad o'r cyfarfod](#).

- 1 **Cyflwyniadau, ymddiheuriadau a dirprwyon**  
1.1 Croesawodd y Cadeirydd yr Aelodau i'r Pwyllgor.

## **2 Papurau i'w nodi**

2.1 Nodwyd y papurau.

2.1 Bwrdd Draenio Mewnol Gwastadeddau Cil-y-Coed a Gwynllwg: Llythyr gan y Gweinidog Cyfoeth Naturiol a Bwyd (5 Chwefror 2014)

## **3 Cynnig o dan Reol Sefydlog 17.42 i benderfynu gwahardd y cyhoedd o'r cyfarfod ar gyfer y canlynol:**

3.1 Derbyniwyd y cynnig.

## **4 Rheoli Grantiau yng Nghymru: Adroddiad Blynnyddol Llywodraeth Cymru 2013**

4.1 Trafododd yr Aelodau yr adroddiad gan nodi y gwneir trefniadau i drafod yr eitem hon ymhellach ar ôl y Pasg pan fydd dau adroddiad cysylltiedig gan Swyddfa Archwilio Cymru ar gael. Cytunwyd y byddai'r Cadeirydd yn ysgrifennu at Lywodraeth Cymru i ofyn am ragor o wybodaeth cyn y cyfarfod hwnnw.

## **5 Trefniadau Cyflenwi ar gyfer Absenoldeb Athrawon: Trafod dystiolaeth ychwanegol**

5.1 Nododd yr Aelodau y dystiolaeth ychwanegol. Cytunwyd y byddai'r Cadeirydd yn ysgrifennu at Lywodraeth Cymru i ofyn am eglurder ynghylch nifer o faterion a bydd y clercod yn llunio adroddiad drafft.

## **6 Cyllid Iechyd ar gyfer 2012–13 a thu hwnt: Trafod dystiolaeth ychwanegol**

6.1 Nododd yr Aelodau y dystiolaeth ychwanegol. Mynegodd yr Aelodau rai pryderon a chytunwyd i ymdrin â'r rhain yn y sesiwn lafar sydd i ddod gyda Phrif Weithredwr GIG Cymru.

6.2 Bydd y clercod yn llunio fersiwn derfynol o'r adroddiad ac yn ei ddosbarthu i'r Aelodau er mwyn iddynt gytuno arno.

## **7 Gofal heb ei drefnu: Trafod dystiolaeth ychwanegol**

7.1 Nododd yr Aelodau y dystiolaeth ychwanegol a gaiff ei hadlewyrchu yn adroddiad y Pwyllgor.

## **8 Ymdrin â'r Heriau Ariannol sy'n wynebu Llywodraeth Leol yng Nghymru: Sesiwn frifio gan Swyddfa Archwilio Cymru**

8.1 Cafodd yr Aelodau sesiwn frifio gan Swyddfa Archwilio Cymru ar *Ymdrin â'r heriau ariannol sy'n wynebu Llywodraeth Leol yng Nghymru*.

8.2 Cytunwyd y bydd y Cadeirydd yn ysgrifennu at Lywodraeth Cymru a Chymdeithas Llywodraeth Leol Cymru i ofyn am ymateb i adroddiad Swyddfa Archwilio Cymru. Bydd Tudalen 2

y Cadeirydd hefyd yn ysgrifennu at Gadeirydd y Pwyllgor Cymunedau, Cydraddoldeb a Llywodraeth Leol i roi gwybod i'r Pwyllgor am yr adroddiad hwn a gofyn iddo ystyried cynnal ymchwiliad i'r mater.

8.3 Ar ôl i'r ymatebion ddod i law, bydd y Pwyllgor yn trafod a ddylid cynnal ymchwiliad i'r mater.

# Public Accounts Committee

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

Cynulliad  
Cenedlaethol  
**Cymru**

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

National  
Assembly for  
**Wales**

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



## Concise Minutes:

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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)**

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## 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 werer 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 finanlise 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 Epycheck 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	Expenditure	Contributions	Redundancy	Redundancy	Total		Change (£)	Change (%)	Notes
									10/11	Total 09/10			
									(excl)	(excl)			
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		
Bedfordshire 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)								
Waltham Forest Council	CE in June 2010	173796			37038	210834		210834	100.00
Islington Borough Council	John Foster	210000				210000	222868	-12868	-6.13
West Sussex County Council	Kieran Stigant	174877			32816	207693	266470	-58777	-28.30
Lincolnshire County Council	Tony McArdle	173226		1147	32740	207113	206059	1054	0.51
									Different chief exec last year who was better paid.
Stoke-on-Trent City Council	J van de Laarschot	171032	1239	5664	28640	206575		206575	100.00
Swindon Borough Council	Gavin Jones	178476		370	27485	206331		206331	100.00
									Chief exec left in 2009/10, earning 181,119. J van de Laarschot joined in 2009/10,
Lancashire County Council	G Fitzgerald	165756	9374	413	29505	205048	266675	-61627	-30.05
									earning 58,725
									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 huis replacement
									and received the same annualised salary.
Trafford Metropolitan Borough Council	Janet Callender	170000	6000	3000	26000	205000		205000	100.00
Warwickshire County Council	Jim Graham	172866		1239	5102	24893	204100	204242	-142
Hackney Borough Council	Tim Shields	177956			25420	203376	202805	571	0.28
Bedford Borough Council	Philip Simpkins	170000			32470	202470	175145	27325	13.50
									Fraser left the council on 1st Sept 2010. The Interim chief executive was appointed
Salford City Council	B Spicer	175097		914	26439	202450	201113	1337	0.66
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
									*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
Newcastle upon Tyne City Council	Barry Rowland	173784		963	24354	199101		199101	100.00
									Director of Adult Services.
									Chief Executive's contract of employment was reviewed and finalised during
									2010/11 and consequently 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
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
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
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		
Bury Metropolitan Council	M Sanders	146927	883	25925	173735	192982	-19247	-11.08	of £160,	
Devon County Council	Phil Norrey	149995	379	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	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	unconsolidated pay.
City of London	C Duffield	135000	7000		26000	168000	158000	10000	5.95	60% of his pay charged to Local or Police Authority
Middlesbrough Borough Council		142650			24821	167471	155644	11827	7.06	
Sutton London Borough Council	Ian Birnbaum	137909			29416	167325	158680	8645	5.17	Note 2: The Chief Executive also received £12,304.37 as returning officer for the Parliamentary Elections in May 2010.
Barnsley Metropolitan Borough Council				3000	26000		161000			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 3.59 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.
Wolverhampton Council	Simon Warren	134755		1989	27161	163905	102695	61210	37.34	split between three different people in 2009/10 hence low number.
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	Kersten England joined council 5/10/2009.
North Lincolnshire Borough Council	Simon Driver	124839			28923	153762	165057	-11295	-7.35	
Arun Council	Ian Sumnall	122327			27253	149580	146683	2897	1.94	Sumnall to Nigel Lynn.
Wyre Forest District Council	Ian Miller	114835	2403		30672	147910	45256	102654	69.40	9/12/2009.
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	

									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 -1.74 grades before being made redundant? 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. Chief Executive's salary of £116,317 includes £3,241 of renumeration for acting as Returning Officer during 2010-11e
Thanet District Council	Richard Samuels	118353	5000	16684	173000	140037	142476	-2439	
North Yorkshire County Council	Richard Flinton	116250	398	22320		138968	219456	-80488	-57.92 vacant between 1st April 2010 and 30th June 2010.
Argyll Bute Council Borough of Broxbourne Broadland District Council	Sally Loudon M J Walker Colin Bland	116317 114215 109110		21085 17932 20700	137402 132147 130264	115549 134080 135371	21853 -1933 -5107		15.90 Returning Officer during 2010-11e -1.46 -3.92
Barking and Dagenham London Borough Council Liverpool City Council Leeds City Council Amber Valley Borough Council Allerdale Borough Council	David Woods David McElhinney Thomas Riordan Peter Carney Harry Dyke	125370 102679 114087 101000 99999.96	1000	22076 10335 22000 122054.92	124755 124422 124000 122054.92	222122 118000	-10001 -97700 6000 122054.92		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.
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 Aberdeen City Council Boston Borough Council Isles of Scilly Council	Paul Martin Sue Bruce Mick Gallagher Philip Hygate	92303 107272 107700 87196	1909	19732	112035 109181 107700 104854 not available	168261 142966 107700 #VALUE!	-56226 -33785 107700 #VALUE!		-50.19 the current Chief Executive, Niall Bolger was appointed. -30.94 Left as Chief Exec on 31st December 2010, given £2k for losing employment. 100.00 Last post holder resign, annualised salary of £91,932
Leeds City Council	Paul Rogerson	76981		25964	102945	87316	15629		15.18 2010. Chief Executive Paul Rogerson took over from Thomas Riordan on 16th August
Redcar and Cleveland Borough Council Liverpool City Council Wirral Metropolitan Borough Council Sandwell Council	(Interim Chief Executive - un-named) Assistant Chief Exec (leaving)	77994		13103	91097		91097	100.00	
Waltham Forest Council Doncaster Metropolitan Borough Council	Ged Fitzgerald Deputy M A Fraser Andrew Kilburn (left June 2010)	80873 69202 67670 63829	471	92955 11701 11910 157537 10723	81344 80936 79580 74552	115596 278714	-34252 -197778 79580 74552		-42.11 -244.36 100.00 100.00
Barking and Dagenham London Borough Council Lancashire County Council Hounslow Borough Council Breckland District Council	Stella Manzie P Halsall Mary Harpley Terry Huggins	12500 32966 32476 32264	898	30745 6866 6996 6106	43245 40778 39472 38953	43245 40778 39472 133099		100.00 March 2011 (Salary etc. paid £12,500). The annual salary for the post is £150,000.	
Luton Borough Council Hounslow Borough Council	M Robinson Mark Gilks	37146 27471		0 5917	37146 33388	14725 201183	22421 -167795		60.36 on 28th June 2010 for a permanent position. -502.56 All other senior employees on over £142k got at least £5k-£10k raise.
Brentwood Borough Council	Joanna Killian	30000			30000		30000		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.
								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
Kent County Council	Peter Gilroy	25362		407851	25362	299611	-274249	-1,081.34 Commission.
Barking and Dagenham London Borough Council	Robert Whiteman	23946			23946	189533	-165587	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 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
<b>Total</b>	<b>548</b>	<b>5</b>	<b>0</b>	<b>121</b>	<b>674</b>

Isle of Anglesey County Council –Statement of Accounts 2012/13

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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				Compensation		Total Remuneration excluding Pension Contributions 2012/2013	Employers Pension Contributions 2012/2013	Total Remuneration including Pension Contributions 2012/2013
		(Including Fees & Allowances)		Expense Allowances	for Loss of Office	Benefits in Kind				
		£	£	£	£	£				
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		
<b>Total:</b>		<b>653,344</b>	<b>400</b>	<b>20,000</b>	<b>7,622</b>	<b>681,366</b>	<b>140,470</b>	<b>821,836</b>		

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.

# Bridgend

## Statement of Accounts

2012-13

**Table 1 : Officers' Remuneration over £60k**

Number of Employees inc Redundancy Costs	Remuneration Band	Movement in Bandings	Number of Employees		Number of Teachers inc in Figures exc Redundancy	Number of Non-Teachers inc in Figures exc Redundancy
			2012-13 inc Redundancy Costs	2012-13 exc Redundancy Costs		
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.

## Statement of Accounts

2012-13

**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	5,496	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	53,464	124,103
Assistant Chief Executive & Section 151 Officer										
Previous Post Holder	19,910	101,857	54	740	1,296	8,012	7,215	21,186	28,475	131,795
Current Post Holder / Corporate Director - Resources & s151 Officer	104,068	-	540	-	-	-	17,796	-	122,404	-
Assistant Chief Executive - Legal & Regulatory Services	88,458	88,458	267	454	10,460	8,734	18,399	18,399	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 BCBC 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

## 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.

Post	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	1,156	119,636	23,104	142,740
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 £6,089 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

## NOTES TO CORE FINANCIAL STATEMENTS

### 11. Remuneration

11.1 The Accounts and Audit (Wales) (Amendment) Regulations 2010 requires that the number of employees, whose remuneration is over £60,000 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

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 £60,000 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

Post title	2012/13	Salary, fees and allowances	Taxable benefits	Compensation for loss of employment	Received via creditors (non taxable)	Employer's pension contribution (21% of salary)	Salary, fees and allowances
	£	£	£	£			
Jonathan House, Chief Executive (g)	191,664	0	0	0	42,073	233,737	
Chief Operating Officer (Commended 16/04/2012) (a)	130,559	0	0	0	28,801	159,359	
Corporate Chief Officer, Corporate and Section 151 Committee	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	18,951	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 14/02/2012 (c) (b)	75,127	0	0	0	16,630	91,956	
Chief Officer, City Development	73,491	0	0	0	16,629	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	86,167	
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	11/12 165,365	22,396	1,737
Chief Executive & Returning Officer	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 94,938	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:-

Remuneration Band	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

Post Holder Information (Post Title)	Salary (inc. Fees & Allowances) £	Benefits in Kind £	Total Remuneration		Total Remuneration Including Pension Contributions 2012/13 £
			Excluding Pension Contributions 2012/13 £	Pension Contributions Employers £	
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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http://www.conwy.gov.uk/upload/public/attachments...

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the overall running of the Authority is as follows:

Post Title	Salary	Expense Reimbursement	Total Remuneration less Pension Contributions	Employers Pension Contributions	Total Remuneration
	£	£	£	£	£
2012/13 Chief Executive	105,851	2,131	107,982	22,334	130,316
2011/12 Acting Corporate Director/Chief Executive	93,692	1,688	95,560	19,301	114,861
2012/13 Strategic Director (Democratic, Regulation & Support)	84,298	2,138	86,436	19,897	116,333
Acting Chief Executive/Strategic Director (Democratic, Regulation & Support)	100,140	3,807	103,947	20,629	124,576
2012/13 Strategic Director (Finance & Efficiencies)	85,862	479	86,461	18,143	104,604
2011/12 Acting Corporate Director/Strategic Director (Finance & Efficiencies)	84,393	1,585	85,978	17,385	103,363
2012/13 Strategic Director (Economy & Place)	82,864	668	83,532	11,151	94,677
2011/12 Strategic Director (Economy & Place)	82,864	668	83,532	11,151	94,677
2012/13 Statutory Director of Social Services	67,828	376	68,204	14,912	82,516
2011/12 Statutory Head of Social Services	64,568	3,101	67,669	13,301	80,970
2012/13 Statutory Head of Education Services	71,703	2,970	74,673	15,129	89,802
2011/12 Statutory Head of Education Services	71,703	4,142	75,845	14,771	90,618
2012/13 Head of Corporate Human Resources	87,293	1,253	88,546	14,199	82,745
2011/12 Head of Corporate Human Resources	82,834	2,013	84,897	12,584	77,851
2012/13 Head of School Improvement	1	1	1	1	1
2011/12 Head of School Improvement	82,875	1,410	83,985	5,942	89,527
2012/13 Head of IT Services	62,886	1,072	64,374	13,568	78,845
2011/12 Head of IT Services	62,886	1,072	64,374	13,568	78,845
2012/13 Head of Service Provider Services	82,854	1,251	84,205	13,259	77,744
2011/12 Head of Service Provider Services	82,854	2,138	85,033	12,854	77,927
2012/13 Head of Service Environmental Services	84,457	1,489	85,940	13,600	79,545
2011/12 Head of Service Environmental Services	82,854	1,773	84,457	12,554	77,611
2012/13 Head of Audit & Procurement Services	88,233	1,236	89,485	14,397	83,865
2011/12 Head of Audit & Procurement Services	86,998	2,569	89,564	13,801	83,385
2012/13 Head of Legal Services	88,464	0	88,464	10,939	91,398
2011/12 Head of Regulatory Services	83,618	1,454	85,113	8,439	81,552
2012/13 Head of Community Development Services	82,654	1,800	84,694	13,269	77,952
2011/12 Head of Community Development Services	81,452	1,721	83,173	12,659	75,832
2012/13 Head of Revenue & Benefits Assessment Services	82,884	2,774	85,658	13,269	78,527
2011/12 Head of Revenue & Benefits Assessment Services	81,233	2,478	83,711	12,614	75,328
2012/13 Head of Property Management & Asset Services	81,452	1,151	82,603	12,566	75,569
2011/12 Head of Property Management & Asset Services	80,024	1,104	81,129	12,384	73,489
2012/13 Head of Law & Governance	84,536	N/A	85,500	13,637	79,137
2011/12 Head of Law & Governance (Note 1)			N/A	N/A	

## Denbighshire

2012/13 Post Title	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 Note 2	Total Remuneration inc. total pension costs	Rewarded to Denbighshire C.C.	Total Cost to Denbighshire C.C.
	£	£	£	£	£	£	£	£	£	£
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		778	95,709	11,202	106,911	10,253	117,164		117,164
Modernisation & Wellbeing	94,931		238	95,169	11,202	105,371	10,253	116,624		116,624
Economic & Community Ambition from 10/09/12 Heads of Services:	53,003		(102)	52,901	6,254	59,155	5,724	64,879		64,879
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	(62,816)	59,584
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		827	58,903	7,197	66,100	6,587	72,687		72,687
	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 £60,000 or more.

2011/12	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
£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
	24	33	28	27

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.



### 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		Total Remuneration Including Pension Contributions £
				Excluding Pension Contributions £	Employer's Pension Contributions £	
<b>2012/13</b>						
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
		759,309	0	759,309	168,909	928,218
<b>2011/12 (comparative information)</b>						
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
		640,405	80	640,485	144,061	784,546

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 2013.

## 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	101,230	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	Soc 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 Returning 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	£60,000 - 64,999	8	2	10
5	0	5	£65,000 - 69,999	5	0	5
0	0	0	£70,000 - 74,999	1	1	2
2	2	4	£75,000 - 79,999	2	0	2
0	0	0	£80,000 - 84,999	0	0	0
0	1	1	£85,000 - 89,999	0	0	0
1	1	2	£90,000 - 94,999	1	0	1

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 £60,000 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	6,785	145,829
Chief Executive	120,495	296	627	0	121,420	16,097	137,518
Director of Community Services	87,600	1,407	888	0	88,884	11,724	100,618
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	8,025	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	75,535
Assistant Director Chief Executives	65,600	114	788	0	66,503	8,780	75,282
Head of Human Resources	62,600	0	3,420	0	66,020	8,376	74,396
Head of Children Service	63,069	745	580	0	65,174	8,548	73,722
Chief Finance Officer	63,600	0	775	0	64,375	8,612	72,886
Head of School Improvement	62,517	0	0	0	62,517	8,367	70,884
<b>Total</b>	<b>976,418</b>	<b>7,683</b>	<b>11,243</b>	<b>186,918</b>	<b>1,182,262</b>	<b>130,650</b>	<b>1,312,912</b>

## 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	17,588	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 Mr Steven J Phillips	2012/13	134,253	90	19,467	153,810
	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 31<sup>st</sup> 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 April 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	
	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
<b>Post Title</b>		£'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 31<sup>st</sup> March 2013, the position was still vacant.

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

2011/12					
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## 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
<b>Total</b>	<b>90</b>	<b>79</b>	<b>13</b>	<b>92</b>

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	£'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		2012/13	
Number of employees	Remuneration Band	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	
<b>60</b>	<b>Total</b>	<b>55</b>	

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	Total remuneration including pension contributions
					contributions (22.1%)	
	£	£	£	£	£	£
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
<b>Balance c/f</b>	<b>1,116,591</b>	<b>1,235</b>	<b>480</b>	<b>1,118,306</b>	<b>222,173</b>	<b>1,340,479</b>

## 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
<b>38</b>	<b>3</b>	<b>Total</b>	<b>34</b>	<b>2</b>

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	Post Title	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	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	84,490	0	0	(31,211)	53,279	19,095	(3,527)	68,847
	Chief Officer-Employment Generation	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	78,590	0	0	0	78,590	17,309	0	93,899
	Chief Officer - Neighbourhood Services	78,280	0	0	0	78,280	17,687	0	95,947
	Director of Technology Led Transformation	74,926	0	0	0	74,926	16,933	0	91,859
	Chief Legal and Monitoring Officer	68,357	0	0	0	68,357	15,448	0	83,806

#### Notes

1. 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.

2. 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.

3. 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.

4. 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

1. 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.
2. 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.
3. 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 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				2012/13	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.

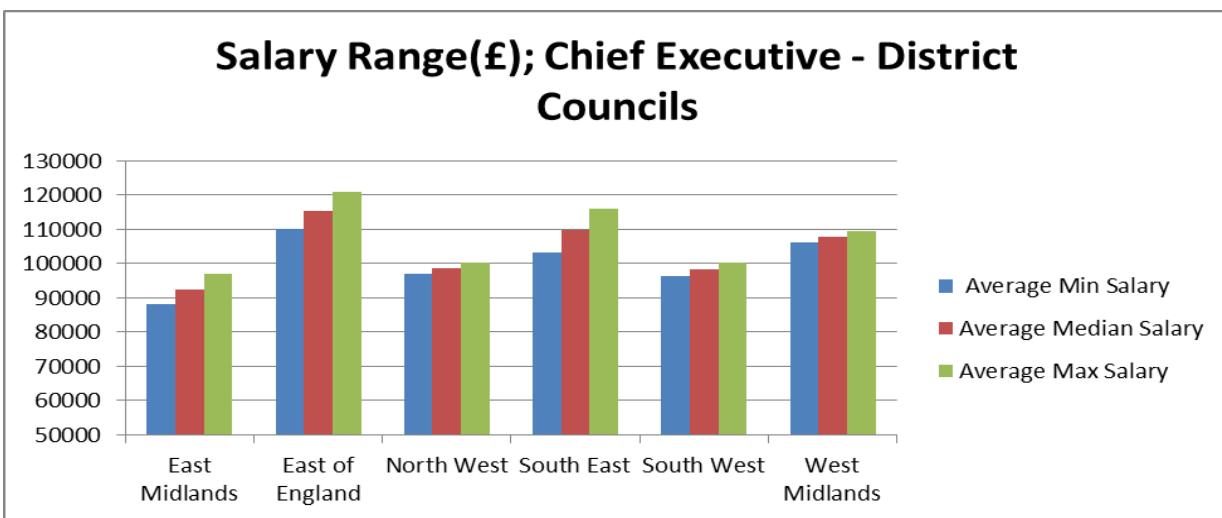
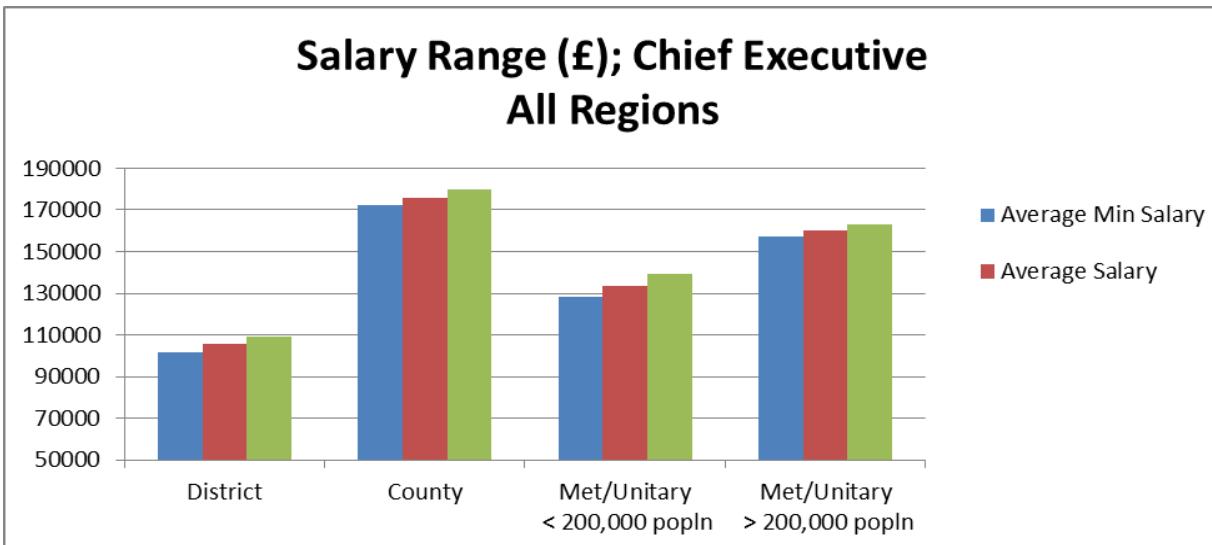
#### 13. Officers' Remuneration cont'd

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:

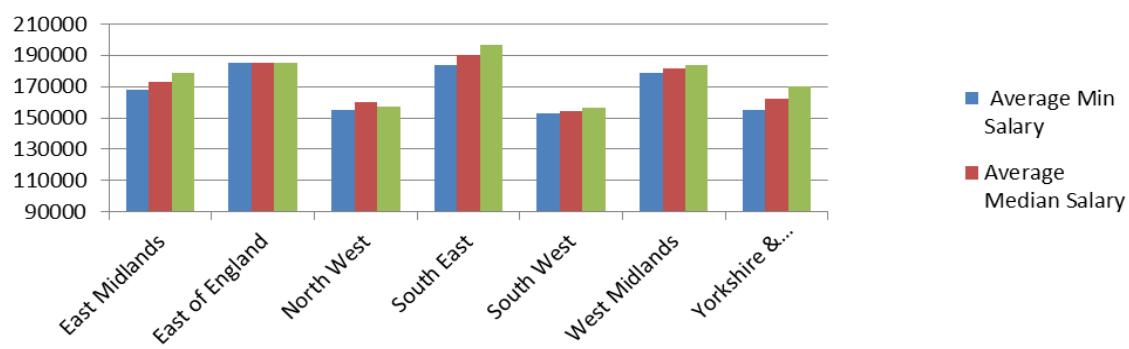
A Exit Package cost band (including special payments)	B Number of compulsory redundancies		C Number of other departures agreed		D Total number of exit packages by cost band (B+C)		E Total cost of exit packages in each band	
	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12 £'000	2012/13 £'000
£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
<b>Total</b>	<b>35</b>	<b>25</b>	<b>32</b>	<b>64</b>	<b>67</b>	<b>89</b>	<b>911</b>	<b>1,853</b>

## Annex 3

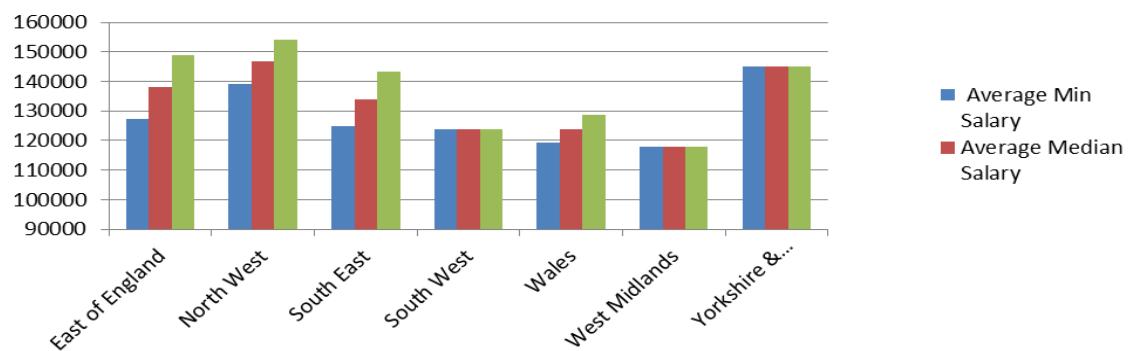
### Chief Executives



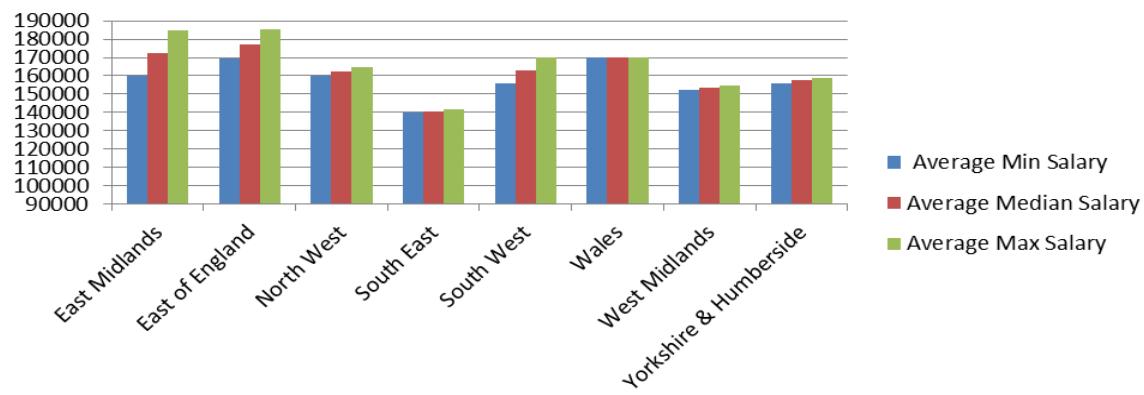
### Salary Range(£); Chief Executive - County Councils



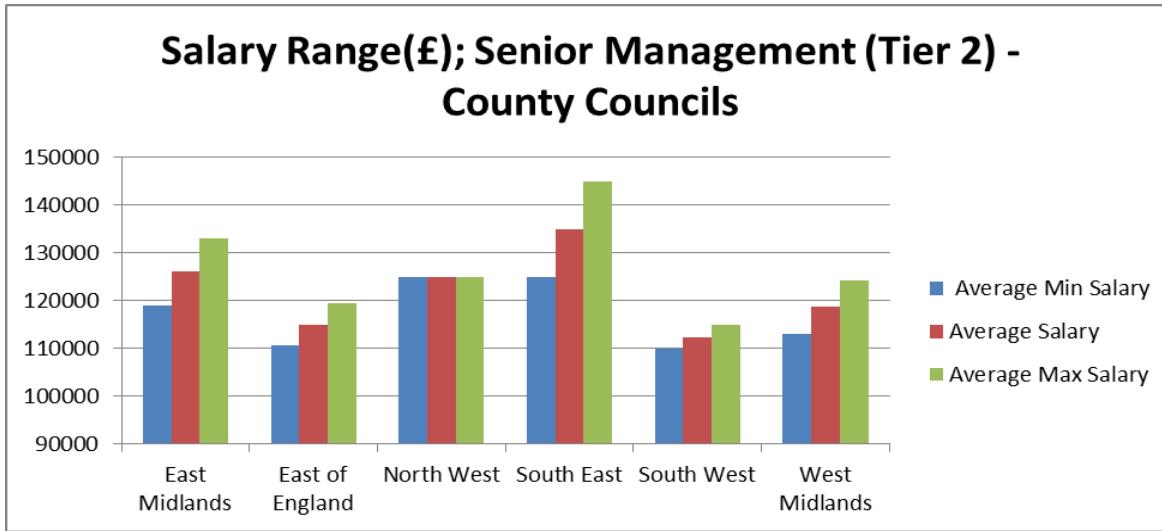
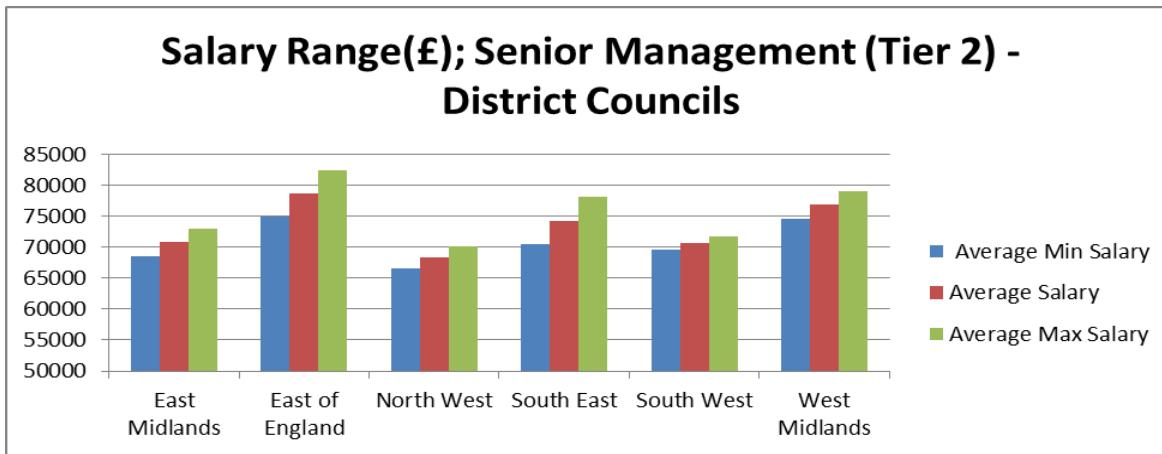
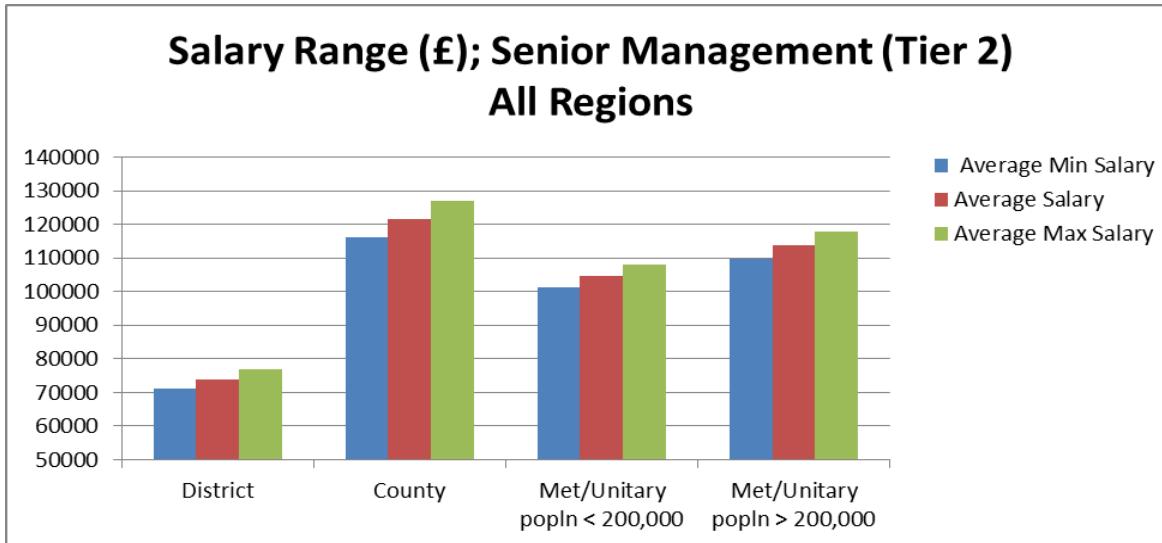
### Salary Range(£); Chief Executives - Metropolitan/Unitary Councils (Population <200,000)



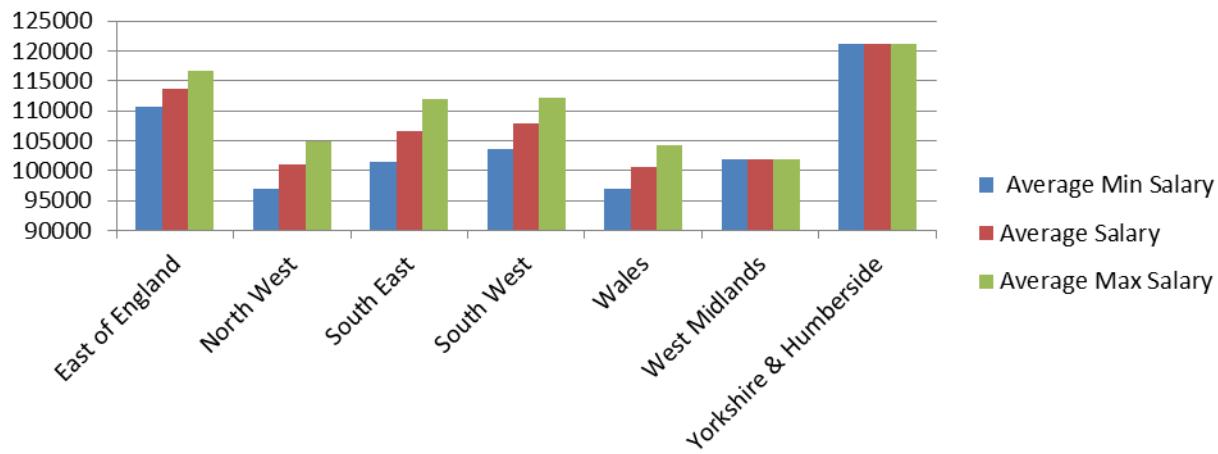
### Salary Range(£); Chief Executives - Metropolitan/Unitary Councils (Population >200,000)



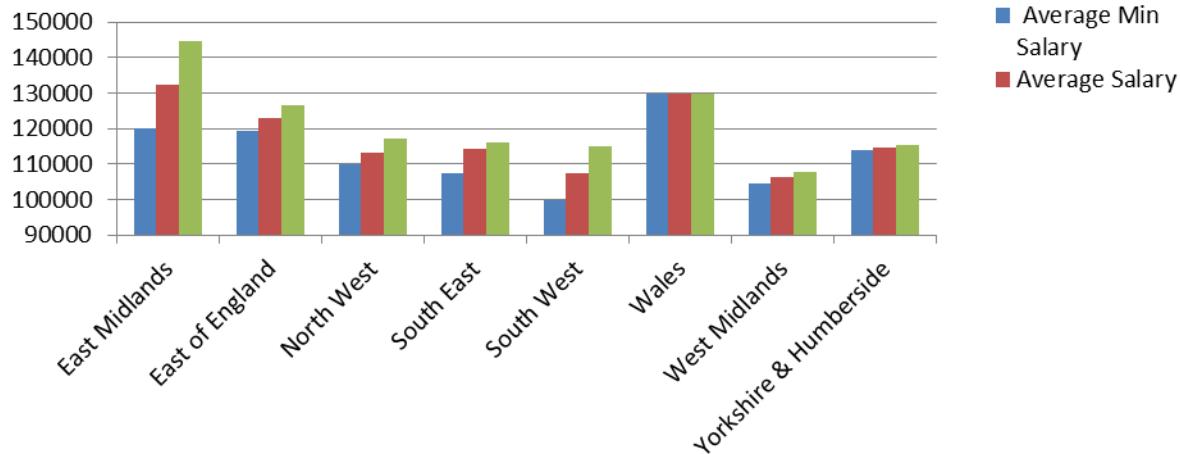
## Senior Management (Tier 2)



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



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



# Eitem 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.



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Gwefan • Website: [www.wales.gov.uk](http://www.wales.gov.uk)

## **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*



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Gwefan • website: [www.wales.gov.uk](http://www.wales.gov.uk)

# Eitem 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**



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**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 13<sup>th</sup> 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



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Gwefan • website: [www.wales.gov.uk](http://www.wales.gov.uk)

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 fluid and cursive, with the first name starting with a large 'D' and the last name ending with a small 'g'.

**David Sissling**

# Eitem 2d

Galw **IECHYD Cymru**  
**NHS Direct Wales**



Ymddiriedolaeth GIG  
Gwasanaethau Ambiwlans 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](http://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](mailto:richard.lee@wales.nhs.uk)

Yours sincerely

Elwyn Price-Morris  
CHIEF EXECUTIVE



Tudalen 42

Cadeirydd Dros Dro/Interim Chair: Mick Giannasi

Prif Weithredwr/Chief Executive: Elwyn Price-Morris

Mae'r Ymddiriedolaeth yn croesawu gohebiaeth yn y Gymraeg neu'r Saesneg

The Trust welcomes correspondence in Welsh or English



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.



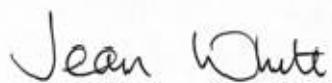
Work between Welsh Government, Cyngor (Deans of non-medical education institutions in Wales) and Shared Services is ongoing to bring the e-learning package into undergraduate studies in Wales. Following the WfIS project, Shared Services has confirmed they will be able to make e-learning packages freely available for students to access via the Learning@Wales platform with their university e-mail address. These resources will be available to 3<sup>rd</sup> 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 AC  
Cadeirydd y Pwyllgor Cyfrifon  
Cyhoeddus  
Cynulliad Cenedlaethol Cymru  
Bae Caerdydd  
Caerdydd  
CF99 1NA9

31 Ionawr 2014

Anwyl Darren,

**ADRODDIAD (4) 26-13 Y PWYLLGOR CYFRIFON CYHOEDDUS  
GWEITHREDU'R FFRAMWAITH CENEDLAETHOL AR GYFER GOFAL IECHYD  
PARHAUS Y GIG – YMATEB I'R ADRODDIAD**

Mae'n bleser gen i amgáu copi o ymateb Gweinidogion Cymru i'r adroddiad uchod. Bydd yn cael ei osod yn y Swyddfa Gyflwyno.

Ar ran y Cabinet, hoffwn ddiolch i chi ac i'r Pwyllgor am y modd gofalus ac ystyriol yr aethoch at i gynnal yr ymchwiliad a llunio'r adroddiad.

In gywir  
Mark.

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

Bae Caerdydd • Cardiff Bay  
Caerdydd • Cardiff  
CF99 1NA

Wedi'i argraffu ar bapur wedi'i ailgylchu (100%)

Tudalen 45

English Enquiry Line 0845 010 3300  
Llinell Ymholaeth Cymraeg 0845 010 4400  
Correspondence. [Mark.Drakeford @wales.gsi.gov.uk](mailto:Mark.Drakeford@wales.gsi.gov.uk)  
Printed on 100% recycled paper

**Ymateb i adroddiad Pwyllgor Cyfrifon Cyhoeddus Cynulliad Cenedlaethol  
Cymru ar Weithredu'r Fframwaith Cenedlaethol ar gyfer Gofal Iechyd Parhaus y  
GIG**

Rydym yn croesawu canfyddiadau'r adroddiad ac yn cynnig yr ymateb canlynol i'r 10 argymhelliaid ynddo.

**Argymhelliaid 1 – *Rydym yn argymhell bod Llywodraeth Cymru yn asesu effaith diwygio'r offeryn cefnogi penderfyniadau ar y bobl hynny a sgoriwyd o dan yr offeryn cefnogi penderfyniadau blaenorol.***

***Derbyn***

- Y prif wahaniaeth rhwng yr Offeryn Cefnogi Penderfyniadau (DST) presennol yng Nghymru a'r offeryn y cynigir ei ddefnyddio yn y Fframwaith diwygiedig yw'r potensial am sgoriau uwch yn y meysydd sy'n ymwneud ag ymddygiad a gwybyddiaeth. Awgrymwyd y gallai unigolion â dementia fod o dan anfantais gyda'r DST presennol.
- Mae Llywodraeth Cymru yn gweithio gyda thri bwrdd iechyd yn ystod cyfnod ymgynghori'r Fframwaith i asesu effaith rhoi'r DST newydd ar waith.

**Argymhelliaid 2 – *Rydym yn croesawu ymrwymiad Llywodraeth Cymru i ddarparu hyfforddiant i ymarferwyr a gweithwyr proffesiynol yn y maes hwn, ac rydym yn argymhell bod Llywodraeth Cymru yn monitro cynnydd i sicrhau bod hyn yn arwain at welliant.***

***Derbyn***

- Mae grŵp wedi cael ei sefydlu i ddatblygu rhaglen hyfforddi. Bydd hyn yn sicrhau bod y gwaith o ystyried p'un a yw unigolion yn gymwys ar gyfer Gofal Iechyd Parhaus (GIP) y GIG yn cyd-fynd â chynllunio ar gyfer rhyddhau unigolion o'r ysbyty a phrosesau asesu cymunedol ehangach. Bydd yn atgyfnerthu canllawiau arfer cyfredol fel 'Trosglwyddo'r Baton' a '10 Newid Uchel Eu Heffaith ar gyfer Gofal Cymhleth'. Bydd y rhaglen yn cynnwys gweithdai aml-asiantaeth, ynghyd â phecyn 'gloywi' e-ddysgu. Caiff ei lansio gyda'r Fframwaith diwygiedig yn haf 2014 fel rhaglen dreigl. Bydd y niferoedd sy'n dechrau hyfforddi yn un o ddangosyddion y Fframwaith Perfformiad a bwriedir cynnig cymhelliannau pellach drwy fframwaith achredu cenedlaethol ar gyfer cymunedau iechyd a gofal cymdeithasol. Fel mesur uniongyrchol, disgwylir i bob aelod o staff sy'n rheolaidd yn asesu pwysy'n gymwys ar gyfer GIP gael hyfforddiant diweddar ar y Fframwaith newydd erbyn diwedd mis Rhagfyr 2013.

- Byddwn yn cynnig cymorth gwell ac yn cyfathrebu â'r rheini sy'n cyflwyno'r trefniadau GIP diwygiedig drwy Ganllawiau ar-lein, cylchlythyrau chwarterol, fformw ar y we, a chynhadledd flynyddol i rannu dysgu. Cynhelir y gynhadledd yn yr hydref.
- Bydd y gwaith cyffredinol o wella gwasanaethau yn cael ei fonitro a'i gofnodi o dan y trefniadau fframwaith partneriaeth newydd. Bydd yr adroddiad cyntaf ar gael ym mis Medi.

**Argymhelliad 3 - Rydym yn nodi dull Llywodraeth Cymru o sicrhau bod prosesau adolygu cymheiriad ar waith i'w cynnal ochr yn ochr â'r defnydd o offeryn hunanasesu ac rydym yn argymhell bod Llywodraeth Cymru yn monitro'r prosesau hyn i sicrhau eu bod yn cyflawni eu nod.**

#### ***Derbyn***

- Bydd Llywodraeth Cymru yn hwyluso proses hunanasesu ac ymarfer Adolygiad gan Gymheiriad. Bydd hyn yn rhan o'r fframwaith perfformiad sy'n canolbwytio ar ganlyniadau. Bydd gofyn i bob Bwrdd Iechyd Lleol (BILIau) adrodd yn ei erbyn.
- Bydd swyddogion gweithredol a enwebir o bob BILI yn cyflwyno adroddiadau chwarterol i'w Byrddau ac yn rhannu'r canfyddiadau hynny gyda Llywodraeth Cymru.
- Bydd Llywodraeth Cymru yn coladu adroddiad blynnyddol cenedlaethol, a chyhoeddir y cyntaf o'r rhain yn yr hydref. Bydd yn cynnwys yr offeryn hunanasesu, ymarfer adolygiad gan gymheiriad a fframwaith perfformiad. Caiff y canfyddiadau eu rhannu mewn Cynhadledd Genedlaethol a fydd hefyd yn rhan o drefniant i helpu i wella gwasanaethau.

**Argymhelliad 4 - Rydym yn pryderu bod yr hawliadau'n cael eu trin mewn trefn gronolegol yn unol â'r dyddiad y dônt i law. Credwn nad yw hyn yn ystyried anghenion ac amgylchiadau unigol hawlwyr. Rydym yn argymhell bod Llywodraeth Cymru yn ystyried blaenoriaethu ceisiadau yn ôl amgylchiadau unigolion a theuluoedd.**

#### ***Derbyn yn Rhannol***

- Ni fyddai'n ymarferol blaenoriaethu achosion yn rheolaidd yn y ffordd y mae'r Pwyllgor yn ei chynnig. Byddai'n rhoi mwy o faich ar y rheini sy'n cyflwyno hawliadau a'r rheini sy'n adolygu hawliadau. Byddai hefyd yn anodd i asesu blaenoriaeth un achos o'i gymharu ag eraill.

- Fodd bynnag, mae trefniant sy'n rhan o'r broses sydd wedi'i mabwysiadu gan Brosiect Powys yn caniatáu i hawlwr ofyn i'w hawliadau gael eu sbarduno mewn amgylchiadau arbennig. Mae amgylchiadau o'r fath yn cynnwys caledi ariannol difrifol neu ddiagnosis o salwch angheuol.
- Bydd ein Fframwaith diwygiedig yn sicrhau bod dull presennol Project Powys o sbarduno'r achosion eithriadol hyn yn cael ei ymestyn i'r rheini a reolir gan y BILLau unigol.
- Mae'n trefniadau diwygiedig yn parhau i gynnig ymdrin â'r rhan fwyaf o hawliadau mewn trefn gronolegol, gan fod modd ymdrin â'r mwyaf o achosion drwy drefniant rheoli prosiect o fewn yr amserlenni ar gyfer cwblhau. Hyd yn hyn, barnwyd mai dyma'r ffordd decaf o reoli'r hawliadau wrth iddynt ddod i law.
- Mae'n Fframwaith newydd yn gosod y disgwyliad na fydd yn cymryd mwy na dwy flynedd i gwblhau hawliad o'i ddyddiad cyflwyno. Bydd yn nodi'r amgylchiadau lle ceir sbarduno hawliadau y mae BILLau unigol yn ymdrin â nhw, yn unol â'r rheini y mae Project Powys yn ymdrin â nhw.

**Argymhelliad 5 - Rydym yn credu bod nifer o amheuon am y dull presennol o gynnwys unigolion a'u teuluoedd yn y broses asesu Rydym yn argymhell bod angen dull rhagweithiol i sicrhau bod gwybodaeth yn cael ei darparu i'r rhai y mae ei hangen arnynt, gan eu galluogi i herio penderfyniadau ar gymhwysedd. Dylai gwybodaeth o'r fath fod yn glir ac yn symlogol.**

## Derbyn

- Mae'r canllawiau diwygiedig yn pwysleisio o'r newydd yr angen i ymgysylltu a chydgynhyrchu gydag unigolion a'u teuluoedd/cynrychiolwyr.
- Mae amrywiaeth o daflenni gwybodaeth Saesneg clir wedi cael eu datblygu ac maent yn cael eu profi ar hyn o bryd gyda grwpiau defnyddwyr gwasanaethau a gofalwyr. Byddant ar gael i'r cyhoedd o fis Mehefin 2014 drwy'r BILLau ac ar y wefan. Mae enghreifftiau o'r taflenni hyn yn cynnwys
  - Taflen Gwybodaeth GIP i'r Cyhoedd;
  - 'Preparing you for a CHC Eligibility Meeting'; a
  - "What Having a CHC Care Package Means for You"
- Mae'r canllawiau hefyd yn nodi'n clir bod angen rhoi copi o grynodeb y penderfyniad i'r person a/neu ei gynrychiolydd ynghylch a yw'r person yn gymwys, sy'n cynnwys sail resymegol glir yn nodi'r rhesymau dros y penderfyniad.

**Argymhelliaid 6 - Rydym yn argymhell bod Llywodraeth Cymru, yn seiliedig ar y cynnydd a wnaed hyd yma gan y Prosiect Cenedlaethol o ran clirio hawliadau, yn adolygu a yw lefelau staffio yn ddigonol ac yn ystyried gwella lefelau cadw staff i fodloni'r dyddiad terfyn, sef Mehefin 2014.**

#### ***Derbyn***

- Mae tîm y Prosiect Cenedlaethol (Powys) wedi rhoi sicrwydd i Lywodraeth Cymru bod digon o staff ar gael i fodloni'r dyddiad terfyn i adolygu pob achos erbyn mis Mehefin 2014. Caiff hyn ei ategu gan yr wybodaeth gyfredol ar berfformiad sy'n nodi yr adolygir achosion erbyn mis Ebrill 2014.
- Mae swyddi gwag sydd wedi codi yn y tîm wedi cael eu llenwi'n gyflym ac nid yw hyn wedi effeithio ar berfformiad yn erbyn y targedau misol disgwyliedig. Mae Llywodraeth Cymru yn cynnal cyfarfodydd misol gyda thîm Prosiect Powys i sicrhau bod hyn yn parhau, ac mae'n fodlon bod digon o staff ar gael o hyd i fodloni dyddiad terfyn mis Mehefin 2014.
- Mae Llywodraeth Cymru yn rhoi cymorth a chyngor prosiect ymarferol i'r Grŵp Gorchwyl a Gorffen Gweithredol Cenedlaethol, sy'n goruchwyllo cwblhau'r holl adolygiadau ôl-weithredol. Disgwylir iddo wneud ei penderfyniad y mis hwn ynghylch a ddylid cadw'r Prosiect Cenedlaethol i helpu i ymdrin â'r holl hawliadau sydd wedi dod i law ers mis Awst 2010. Os cytunir, bydd hyn yn lleihau'r peryglon ynghylch cadw staff drwy sicrhau swyddi yn yr hirdymor.

**Argymhelliaid 7 - Rydym yn argymhell bod Llywodraeth Cymru yn rhoi diweddariad cynnydd interim i'r Pwyllgor Cyfrifon Cyhoeddus ar glirio hawliadau ym mis Mawrth 2014, ac yn rhoi diweddariad pellach ym mis Medi 2014 ar ôl dyddiad terfyn Mehefin 2014.**

#### ***Derbyn***

- Bydd y Pwyllgor Cyfrifon Cyhoeddus yn cael diweddariadau ar gynnydd ym mis Mawrth a mis Medi 2014.
- Bydd y diweddariadau hyn yn dangos perfformiad y Prosiect yn erbyn ei dargedau. Y sefyllfa ddiweddaraf ynghylch Prosiect Powys yw ei fod yn disgwl adolygu'r holl hawliadau erbyn mis Ebrill cyn dyddiad terfyn mis Mehefin 2014.

- Rhagwelir y bydd y mwyafrif helaeth o'r hawliadau yn cael eu cwblhau (gan gynnwys panelau adolygu a negodi lle bo angen) erbyn mis Mehefin. Gallai gymryd mwy o amser i gwblhau nifer fechan ohonynt, er enghraifft lle mae'n cymryd amser hir i negodi, ond rhagwelir y bydd y rhain yn cael eu cwblhau cyn i'r Pwyllgor gael y diweddarriad ym mis Medi.

**Argymhelliad 8 - Rydym yn argymhell nad yw'r Prosiect Cenedlaethol yn cael ei ddiddymu tan i'r ôl-groniad o geisiadau gael ei glirio.**

#### ***Derbyn yn Rhannol***

- Rydyn ni'n cydweithredu gyda Byrddau Iechyd Lleol i gytuno ar y model mwyaf effeithiol ar gyfer ymdrin â'r holl hawliadau ôl-weithredol. Amlinellir y dull arfaethedig o dan Argymhelliad 10.

**Argymhelliad 9 - Rydym yn croesawu'r ffaith bod Llywodraeth Cymru yn ystyried gosod pwynt cau ar hawliadau, sef dwy flynedd i'r dyddiad y daw hawliad i law. Credwn y dylid ymdrin â phob hawliad o fewn dwy flynedd, fan bellaf. Rydym yn argymhell bod diweddarriad ar ganlyniad yr ystyriaeth hon yn cael ei ddarparu i'r Pwyllgor Cyfrifon Cyhoeddus ar ôl cwblhau'r gwaith hwn.**

#### ***Derbyn***

- Mae'r cynnig i ymdrin â phob hawliad o fewn dwy flynedd wedi'i gynnwys yn y Fframwaith diwygiedig sy'n destun ymgynghoriad ffurfiol ar hyn o bryd. Ar ôl gwneud penderfyniad cadarn, bydd Llywodraeth Cymru yn hysbysu'r Pwyllgor. Fodd bynnag, byddem yn disgwyl uchafswm cyfnod ar gyfer cwblhau hawliadau.

**Argymhelliad 10 - Rydym yn pryderu am y sefyllfa ar ôl mis Mehefin 2014 o ystyried y diffyg eglurder gan Lywodraeth Cymru o ran a fydd byrddau iechyd yn gyfrifol am glirio hawliadau neu a fydd un dull yn cael ei fabwysiadu ledled Cymru. Rydym yn argymhell bod Llywodraeth Cymru naill ai'n datblygu cynllun cydlynol ar gyfer clirio'r ôl-groniad o achosion, neu'n ystyried ymhellach a ddylai'r Bwrdd Cenedlaethol ymdrin â hawliadau y mae byrddau iechyd yn gyfrifol amdanynt ar hyn o bryd ar gyfer y cyfnod ar ôl mis Mehefin 2014, ac egluro ei bwriadau ynghylch hyn.**

#### ***Derbyn yn Rhannol***

- Mae'r Grŵp Gorchwyl a Gorffen Gweithredol wedi cael ei sefydlu yn ôl argymhelliad Swyddfa Archwilio Cymru a bydd yn goruchwylia'r gwaith o brosesu'r holl hawliadau ôl-weithredol (Prosiect Powys a Bwrdd Iechyd ar ôl

2010). Byddwn yn rhoi diweddariad i'r Pwyllgor ar ôl cadarnhau'r dull gweithredu y cytunir arno.

- Mae'r model sy'n cael ei drafod yn cynnwys cadw Prosiect Powys, gan drosglwyddo i drefniadau lleol cynaliadwy. I ddechrau, bydd y Prosiect yn helpu i glirio'r ôl-groniad o hawliadau ac yna bydd yn symud ymlaen i gynnig swyddogaeth gydgysylltu ganolog i sicrhau cysondeb a rhannu dysgu. Bydd trefniadau perfformiad yn dilyn yr un egwyddorion trwyadl ag y mae'r Prosiect yn eu defnyddio i sicrhau bod hawliadau'n cael eu cwblhau o fewn dwy flynedd.
- Mae Llywodraeth Cymru yn rhoi cymorth a chyngor prosiect ymarferol i'r Grŵp Gorchwyl a Gorffen. Bydd yn monitro cynnydd yn erbyn y targedau gofynnol i fodloni'r dyddiad terfyn y cytunir arno ar gyfer cwblhau.



Mr Darren Millar AC  
Cadeirydd y Pwyllgor Cyfrifon Cyhoeddus  
Comisiwn Cynulliad Cenedlaethol Cymru  
Bae Caerdydd  
Caerdydd CF99 1NA

Dyddiad: 18 Chwefror 2014  
Ein cyf: HVT/2084/fgb  
Tudalen: 1 o 3

Annwyl Darren

### GWEITHREDU'R FFRAMWAITH CENEDLAETHOL AR GYFER GOFAL IECHYD PARHAUS Y GIG

Yn llythyr y Clerc dyddiedig 6 Chwefror 2014 gofynnwyd am fy nghyngor ar ymateb Llywodraeth Cymru i adroddiad y Pwyllgor Cyfrifon Cyhoeddus ar *Gweithredu'r Fframwaith Cenedlaethol ar gyfer Gofal Iechyd Parhaus y GIG* (Rhagfyr 2013). Mae Llywodraeth Cymru wedi nodi ei bod yn derbyn saith o'r deg argymhelliaid a wnaed yn adroddiad y Pwyllgor, gan dderbyn yn rhannol y tri argymhelliaid sy'n weddill.

Ar y cyfan, ystyriaf fod Llywodraeth Cymru wedi ymateb yn foddaol i argymhellion 2, 3, 5 ac 8. O ran argymhellion 1, 4, 6, 7, 9 a 10, ystyriaf fod diffyg eglurder yngylch agweddu ar ymateb Llywodraeth Cymru. Rwyf wedi nodi isod fy sylwadau ar yr ymatebion i'r argymhellion hyn.

**Argymhelliaid 1 –** Yn ôl yr hyn a ddeallaf am yr argymhelliaid hwn, yng nghyd-destun y naratif ategol yn adroddiad y Pwyllgor, roedd y Pwyllgor yn annog Llywodraeth Cymru i ystyried a fydd yr adnodd ategu penderfyniadau newydd yn cael ei gymhwys o'n ôl-weithredol gan fyrddau iechyd, ac os na fydd, i asesu risg hawliadau ôl-weithredol gan unigolion sydd efallai'n teimlo eu bod wedi cael eu rhoi dan anfatais yn y gorffennol. Mae Llywodraeth Cymru wedi cyfyngu ei hymateb i'r trefniadau ar gyfer asesu effaith yr adnodd ategu penderfyniadau newydd, ac nid yw'n ymateb i'r mater yn ymwneud â defnyddio'r adnodd yn ôl-weithredol.

**Argymhelliaid 4 –** Yn rhesymol ddigon, yn fy marn i, noda Llywodraeth Cymru fod adnodd eisoes ar waith a fyddai'n helpu i flaenoriaethu hawliadau ôl-weithredol yn ôl amgylchiadau unigolion a theuluoedd. Ond er bod modd i hawlwr wneud cais i'w hawriad gael ei gyflymu o dan amgylchiadau arbennig, megis caledi ariannol eithafol neu gael diagnosis o salwch angheuol, nid yw'n glir sut y caiff hawlwr wybod am yr opsiwn hwn. Nodaf amheuon y Pwyllgor yngylch y modd yr ymgysylltir ag unigolion ar hyn o bryd a'r angen am ffordd fwy rhagweithiol o roi gwybodaeth i unigolion.

**Argymhelliaid 6 ac Argymhelliaid 7** – Wrth dderbyn y ddau argymhelliaid, noda Llywodraeth Cymru ei bod ar y trywydd cywir i gyrraedd ei tharged i 'adolygu' pob achos ôl-weithredol erbyn y dyddiad targed, sef Mehefin 2014, ac y bydd y diweddariadau ar gynnydd y bydd yn eu rhoi i'r Pwyllgor ym mis Mawrth a mis Medi 2014 yn cynnwys y sefyllfa o ran nifer yr achosion a 'adolygwyd'. Yn ôl yr hyn a ddeallaf, nid yw'r term 'adolygwyd' yn golygu bod yr achos wedi'i gwblhau, ac mae'n bosibl bod nifer o gamau pellach sydd angen eu cymryd er mwyn datrys yr achos. Yn benodol, unwaith y caiff achos ei adolygu ac y gwneir penderfyniad cychwynnol yn ei gylch, bydd angen i'r achos gael ei adolygu gan gymheiriad o hyd, ac efallai y bydd angen cynnal cam negodi gyda'r unigolyn a/neu banel adolygu annibynnol o hyd. Nod amlwg argymhellion y Pwyllgor yw sicrhau y caiff achosion eu cwblhau yn amserol. Er bod ymateb Llywodraeth Cymru yn cadarnhau ei bod yn disgwyl i'r mwyafrif llethol o hawliadau gael eu cwblhau erbyn mis Mehefin 2014, ac i bob un ohonynt gael eu cwblhau erbyn diweddariad mis Medi 2014, efallai y bydd y Pwyllgor yn awyddus i egluro mai ynghylch achosion a gwblhawyd y mae angen diweddariadau arno yn hytrach na'r rhai sydd ar gam penodol o'r gwaith prosesu.

**Argymhellion 9 a 10** – Mae ymatebion Llywodraeth Cymru i'r argymhellion hyn, yn fy marn i, yn rhesymol. Fodd bynnag, gallai'r ddau ymateb fod yn fwy penodol o ran pryd y mae Llywodraeth Cymru yn disgwyl i'r camau gweithredu gael eu cwblhau. Noda Llywodraeth Cymru y bydd yn hysbysu'r Pwyllgor unwaith y caiff penderfyniad pendant ei wneud ynghylch y cyfnod hiraf o amser y dylai ei gymryd i ddelio â hawliad; ac y bydd yn rhoi'r wybodaeth ddiweddaraf i'r Pwyllgor unwaith y caiff dull cytûn o brosesu hawliadau ôl-weithredol ei gadarnhau. Efallai y bydd y Pwyllgor am gael eglurhad gan Lywodraeth Cymru ynghylch pryd y mae'n disgwyl i'r materion hyn gael eu datrys.

Wrth gynghori'r Pwyllgor ar unrhyw gamau dilynol y gallai fod am eu cymryd yng ngoleuni ymateb Llywodraeth Cymru i argymhellion y Pwyllgor, nodaf fod Llywodraeth Cymru wedi cytuno i ddarparu adroddiadau ar gynnydd i'r Pwyllgor, ym mis Mawrth a mis Medi 2014, mewn perthynas â chlirio hawliadau ôl-weithredol. Hefyd, bydd Llywodraeth Cymru yn lansio ei fframwaith diwygiedig ar gyfer parhau â gofal iechyd y GIG yn ystod Haf 2014.

Gellid dadlau y dylai'r Pwyllgor ysgrifennu at Lywodraeth Cymru nawr er mwyn cael rhagor o wybodaeth am y meysydd hynny lle mae diffyg eglurder yn ei ymateb. Fodd bynnag, gallai fod yn fwy buddiol gwneud hyn fel rhan o sesiwn dystiolaeth ddilynol ehangach, ar ôl i'r Pwyllgor gael yr adroddiadau ar gynnydd a addawyd ac ar ôl i'r fframwaith diwygiedig gael ei lansio. Os cytunir ar y camau hyn, byddwn yn fwy na pharod i baratoi memorandwm byr yn yr hydref fel sail i drafodaethau pellach y Pwyllgor.

Gobeithio y bydd y cyngor hwn yn ddefnyddiol i'r Pwyllgor wrth iddo ystyried ymateb Llywodraeth Cymru.

Yn gywir



**HUW VAUGHAN THOMAS**  
**ARCHWILYDD CYFFREDINOL CYMRU**



**Mark Drakeford AC / AM**

**Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol  
Minister for Health and Social Services**

**Llywodraeth Cymru  
Welsh Government**

Mr Darren Millar AC  
Cadeirydd  
Y Pwyllgor Cyfrifon Cyhoeddus  
Cynulliad Cenedlaethol Cymru  
Bae Caerdydd  
Caerdydd  
CF99 1NA

5 Chwefror 2014

Annwyl Darren

## **ADRODDIAD Y PWYLLGOR CYFRIFON CYHOEDDUS I'R TREFNIADAU LLYWODRAETHU YM MWRDD IECHYD PRIFYSGOL BETSI CADWALADR**

Rwy'n atodi ymateb Llywodraeth Cymru i adroddiad y Pwyllgor Cyfrifon Cyhoeddus i'r Trefniadau Llywodraethu ym Mwrdd Iechyd Prifysgol Betsi Cadwaladr a gyhoeddwyd ym mis Rhagfyr.

Yn gywir

A handwritten signature in black ink that reads "Mark Drakeford".

**Mark Drakeford AC / AM**

**Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol  
Minister for Health and Social Services**

## **Ymateb i Adroddiad y Pwyllgor Cyfrifon Cyhoeddus ar y Trefniadau Llywodraethu ym Mwrdd Iechyd Prifysgol Betsi Cadwaladr.**

Rydym yn croesawu canfyddiadau'r adroddiad ac yn cynnig yr ymateb canlynol i'r un ar hugain argymhelliaid ynddo sy'n gyfrifoldeb i Lywodraeth Cymru.

### **Argymhelliaid 1:**

Er mwyn dwyn uwch arweinwyr i gyfrif, rydym yn argymhell y dylai Llywodraeth Cymru adolygu trefniadau'r broses reoli ac arfarnu perfformiad ar gyfer Prif Weithredwyr a Chadeiryddion sefydliadau'r GIG, a'u cryfhau lle bo angen er mwyn sicrhau eu bod yn ddigon trwyadl, yn eglur a'u bod yn cael eu gweithredu.

### **Ymateb: Derby**

Mae prosesau adolygu perfformiad eisoes wedi'u sefydlu ar gyfer Cadeiryddion a Phrif Weithredwyr Sefydliadau'r GIG yng Nghymru. Fodd bynnag, rydym yn cymryd camau i sicrhau bod y prosesau hyn yn gadarn ac yn cael eu deall yn rhwydd. Cyhoeddodd Llywodraeth Cymru ac Academi Cymru "Gwneud yn dda, gwneud yn well", y Canllaw Llywodraethu Da ar gyfer Byrddau GIG Cymru ym mis Ionawr 2014. Mae'r ddogfen hon yn tanlinellu pwysigrwydd y broses gwerthuso perfformiad, ac yn arbennig gwerthuso'r Prif Weithredwr gan y Cadeirydd.

Mae'r Gweinidog Iechyd a Gwasanaethau Cymdeithasol yn cynnal adolygiad chwemisol o Gadeirydd bob BILI ac Ymddiriedolaeth yng Nghymru. Mae'r cyfarfodydd hyn yn cytuno ar amcanion ar gyfer y cyfnod i ddod, yn ogystal ag adolygu perfformiad yn ystod y cyfnod blaenorol. Mae Cadeiryddion yn darparu dystiolaeth hunanasesu cyn y cyfarfod adolygu ac mae'r Gweinidog yn rhoi adborth ysgrifenedig yn dilyn yr adolygiad. Mae'r broses hon yn nodi materion i fynd i'r afael â nhw ac unrhyw anghenion datblygu. Yn ogystal â'r broses ffurfiol, mae'r Gweinidog yn cwrdd â'r Cadeiryddion fel grŵp yn chwarterol ac yn anffurfiol gydag unigolion wrth i faterion godi.

Mae gan bob Prif Weithredwr yng Nghymru amcanion y cytunir arnynt gyda'u Cadeirydd a Phrif Weithredwr GIG Cymru. Caiff eu perfformiad ei adolygu'n ffurfiol ddwywaith y flwyddyn. Mae Cadeirydd y BILI yn cynnal adolygiad canol blwyddyn ac mae Prif Weithredwr GIG Cymru yn cael copi o'r adolygiad. Mae'r Cadeirydd a Phrif Weithredwr GIG Cymru yn cynnal yr adolygiad diwedd blwyddyn ar y cyd.

Mae'r Gweinidog hefyd yn cynnal cyfarfod chwarterol gyda'r Cadeiryddion a'r Prif Weithredwyr fel un grŵp.

### **Argymhelliaid 2:**

Rydym yn argymhell y dylai Llywodraeth Cymru gynnal adolygiad brys o'r hyfforddiant sydd ar gael i aelodau byrddau ar draws holl gyrff y GIG yng Nghymru. Dylai canlyniad yr adolygiad hwn iywio'r modd y caiff rhaglen hyfforddi genedlaethol ei

datblygu a'i chyflawni ar gyfer aelodau bwrdd, a dylai cyfranogiad fod yn amod aelodaeth o'r bwrdd. Dylai'r rhaglen ddatblygu cymwyseddau craidd, egluro gofynion a chynnwys hyfforddiant wedi'i ddatblygu'n benodol ar gyfer aelodau bwrdd newydd fel rhan o'u cyfnod sefydlu'n aelodau o'r bwrdd.

### **Ymateb: Derbyn**

Mae Llywodraeth Cymru o'r farn bod datblygu Bwrdd effeithiol yn hanfodol bwysig. Rydym o'r farn bod angen sicrhau bod gennym y cyfuniad cywir o weithgarwch cenedlaethol cyson a threfniadau lleol addas at y diben i sicrhau bod aelodau anweithredol y Bwrdd yn deall eu rolau a'u cyfrifoldebau a swyddogaethau'r Bwrdd yn llawn.

Mae Prif Weithredwr y GIG eisoes wedi ysgrifennu at Gadeiryddion Sefydliadau'r GIG yng Nghymru yn ail-bwysleisio bod datblygu Bwrdd effeithiol yn hanfodol bwysig, a bod angen sicrhau cyfuniad priodol o weithgarwch cenedlaethol cyson a threfniadau lleol addas at y diben i gefnogi aelodau anweithredol y Bwrdd. Mae'r llythyr yn datgan yn glir mai cyfrifoldeb y BILLau yw diffinio a sicrhau'r trefniadau lleol addas at y diben.

Roedd llythyr David Sissling hefyd yn hysbysu Cadeiryddion am y cymorth cenedlaethol sydd ar gael drwy Academi Cymru, sy'n cynnwys:

- Y Ddau ar y Brig – System o baru Prif Weithredwr a Chadeirydd newydd i ddefnyddio'r cymorth hwn yn eu blwyddyn gyntaf y gall Prif Weithredwyr a Chadeiryddion ei defnyddio pan fydd angen;
- Cyfres Datblygu Byrddau – dylai pob Ymddiriedolaeth a Bwrdd lechyd gwblhau dwy ran y rhaglen dros y 2 flynedd nesaf;
- Y Canllaw Llywodraeth Da ar gyfer Byrddau GIG Cymru – i'w ddefnyddio gan holl Aelodau Byrddau yn barhaus;
- Cyfres Llywodraethu - Dosbarthiadau Meistr – Cadeiryddion i nodi aelodau Bwrdd priodol i fynychu'r gyfres, gan rannu gwersi gyda Byrddau wrth ddychwelyd i'w sefydliad;
- Datblygu Pwrpasol – gofynnwyd i bob Ymddiriedolaeth a Bwrdd lechyd drafod cymorth datblygu arall gydag Academi Cymru wrth i'r angen godi.

Mewn ymateb i lythyr y Prif Weithredwr, gofynnwyd i holl gyrff y GIG roi crynodeb o'r gweithgarwch datblygu a fwriedir gan y Bwrdd yn 2014. Daeth yr wybodaeth hon i law ym mis Rhagfyr ac mae wedi cael ei hasesu. Mae Academi Cymru bellach yn gweithio gyda sefydliadau'r GIG i lenwi unrhyw fylchau posibl yn y rhaglen.

Ar ben hyn, mae'r Canllaw Llywodraethu Da ar gyfer Byrddau GIG Cymru a gyhoeddwyd yn ddiweddar, "Gwneud yn dda, gwneud yn well", yn amlinellu fframwaith ar gyfer dysgu a datblygu gan Fyrddau. Mae'r canllaw yn atgoffa Byrddau bod yr heriau strategol sydd o'u blaenau yn golygu bod angen sgiliau penodol, a bod angen adolygu'r gofyniad hwn mewn ffordd systemaidd. Er mwyn sicrhau cydbwysedd effeithiol o wybodaeth, sgiliau a chefndir, mae'r canllaw'n dadlau y dylai Byrddau gynnal archwiliadau sgiliau rheolaidd o'u haelodau cyfredol.

Rydym hefyd yn nodi'r sylwadau gan y Comisiwn ar Lywodraethu a Darparu Gwasanaethau Cyhoeddus ar hyfforddi Byrddau Gwasanaethau Cyhoeddus a byddwn yn ystyried pa gamau pellach y mae eu hangen yng ngoleuni canfyddiadau'r Comisiwn.

#### **Argymhelliad 3:**

Rydym yn argymhell i dylid cyhoeddi canllawiau cyfarwyddyd i bob bwrdd ar bwysigrwydd datblygu byrddau unigol a chyfunol ac y dylid adolygu canllawiau o'r fath yn rheolaidd i sicrhau eu bod yn addas i'r diben.

#### **Ymateb: Derbyn**

Roedd y llythyr a anfonwyd gan Brif Weithredwr GIG Cymru at Gadeiryddion cyrff y GIG yn ddigamsyniol yng hylch y pwysigrwydd y mae Llywodraeth Cymru yn ei roi ar ddatblygu Bwrdd effeithiol. Mae'r neges hon eisoes wedi cael ei hatgyfnerthu yn y *Canllaw Llywodraethu Da ar gyfer Byrddau GIG Cymru "Gwneud yn dda, gwneud yn well"* a gyhoeddwyd ym mis Ionawr 2014.

Fel rydym wedi'i amlinellu yn yr ymateb i argymhelliad 2, rydym yn ystyried er angen am gymorth neu arweiniad cenedlaethol pellach yng ngoleuni'r ymatebion gan gyrrf y GIG a chanfyddiadau'r Comisiwn ar Lywodraethu a Darparu Gwasanaethau Cyhoeddus.

#### **Argymhelliad 4:**

Rydym yn argymhell bod yr ymrwymiad amser sy'n ofynnol gan Aelodau Annibynnol yn cael ei adolygu i sicrhau ei fod yn ddigon i'w galluogi i gyflawni'r holl swyddogaethau sy'n ddisgwylledig gan ddyn.

#### **Ymateb: Derbyn**

Fel y mae'r *Canllaw Llywodraethu Da ar gyfer Byrddau GIG Cymru* yn ei nodi, mae gan Gadeiryddion Byrddau gyfrifoldeb allweddol i gynllunio a rheoli ymrwymiad amser gofynnol Aelodau Annibynnol. Felly, i ddechrau rydyn ni'n ysgrifennu at Gadeiryddion cyrff y GIG yng Nghymru i ofyn iddynt adolygu faint o amser sydd ar gael gan Aelodau Annibynnol ar gyfer gofynion y rôl. Byddant yn cael cymorth allanol ar gyfer cynnal yr adolygiad os bydd ei angen arnynt.

Byddwn yn ystyried y mater hwn ymhellach yn dilyn yr adolygiad gan y Cadeiryddion ac yng ngoleuni canfyddiadau'r Comisiwn ar Lywodraethu a Darparu Gwasanaethau Cyhoeddus ac yn rhoi diweddariad ar hyn i'r Pwyllgor Cyfrifon Cyhoeddus ymhen 6 mis.

#### **Argymhelliaid 5:**

Rydym yn argymhelliaid y dylai Llywodraeth Cymru roi camau ar waith i alluogi system fwy trylwyr a chyson o arfarnu Aelodau Annibynnol Byrddau Iechyd Cymru, gan gynnwys nodi anghenion hyfforddi a datblygiad personol, ac y dylid datblygu cynllun mentora cymheiriaid iaelodau annibynnol.

#### **Ymateb: Derbyn**

Mae trefniadau ar waith i sicrhau bod Aelodau Annibynnol yn cael eu gwerthuso, a ddylai nodi anghenion hyfforddi a datblygu personol ar gyfer Llywodraeth Cymru. Ar ben hon, er mwyn atgyfnerthu'r system hon, mae'r *Canllaw Llywodraeth Da ar gyfer Byrddau GIG Cymru* yn cynnwys adran ar Feithrin Capasiti a Gallu Byrddau, sy'n ymdrin â pherfformiad Aelodau Byrddau Annibynnol ac yn cynnig fframwaith dysgu a datblygu ar gyfer aelodau Byrddau.

Mae Llywodraeth Cymru eisoes yn sicrhau bod yr wybodaeth sy'n deillio o adolygiadau perfformiad aelodau annibynnol yn cael ei bwydo i'r broses ailbenodi.

Byddwn yn gweithio gydag Academi Cymru a Chadeiryddion sefydliadau'r GIG i ddatblygu fframwaith ar gyfer gwerthusiadau a sefydlu cynllun mentora cymheiriaid ar gyfer aelodau annibynnol. Byddwn yn sicrhau bod Cadeiryddion yn cael eu galw i gyfrif am eu rhan yn sicrhau bod gwerthusiadau aelodau annibynnol yn drylwyr ac yn ystyried anghenion hyfforddi a datblygu.

Byddwn yn rhoi diweddariad i'r Pwyllgor Cyfrifon Cyhoeddus ar y gwaith hwn ymhen 6 mis.

#### **Argymhelliaid 6:**

Rydym yn argymhelliaid bod Llywodraeth Cymru yn sicrhau bod pob sefydliad GIG yn deall yn eglur pam mae arwahanwydd ac atebolwydd rôl Ysgrifennydd y Bwrdd yn bwysig.

#### **Ymateb: Derbyn**

Mae Rheolau Sefydlog y BILIau eisoes yn pwysleisio rôl Ysgrifennyddion Byrddau fel ceidwaid llywodraeth da yn y BILIau, a hefyd eu hannibyniaeth ar y Byrddau. Mae'r Rheolau Sefydlog hefyd yn rhagnodi bod Ysgrifennydd y Bwrdd yn uniongyrchol atebol i'r Cadeirydd a phrif weithredwr y BILI.

Ar ben hyn, mae'r *Canllaw Llywodraethu Da ar gyfer Byrddau GIG Cymru* yn egluro natur allweddol eu rôl fel prif gynghorydd y Bwrdd a'r sefydliad cyfan ar bob agwedd ar lywodraethu.

Yn fwy cyffredinol, rydym wedi sicrhau bod holl gyrff y GIG yng Nghymru wedi ystyried holl ganfyddiadau adroddiad Swyddfa Archwilio Cymru/AGIC. Ysgrifennodd Prif Weithredwr y GIG at holl Gadeiryddion a Phrif Weithredwyr y GIG yn gofyn iddynt ystyried canfyddiadau'r adroddiad a rhoi sicrwydd priodol iddo ynghylch eu trefniadau llywodraethu. Roedd eu hymatebion yn cynnwys unrhyw gamau yr oeddent yn eu cymryd yn sgil canfyddiadau'r adroddiad ac enghraift o arfer da. Trafodwyd yr ymatebion unigol hyn yng nghyfarfod yr holl Brif Weithredwyr a'u rhannu ymmsg holl gyrff y GIG.

#### **Argymhelliaid 7:**

Rydym yn argymhell y dylai Llywodraeth Cymru ystyried darparu diogelwch statudol ar gyfer rôl Ysgrifennydd y Bwrdd.

#### **Ymateb: Derbyn**

Bydd diogelwch statudol ar gyfer rôl Ysgrifennydd y Bwrdd yn cael ei ystyried ochr yn ochr â'r argymhellion sy'n deillio o ganfyddiadau'r Comisiwn ar Lywodraethu a Darparu Gwasanaethau Cyhoeddus.

#### **Argymhelliaid 8:**

Rydym yn argymhell y dylai Llywodraeth Cymru sicrhau bod pob Bwrdd lechyd yn adolygu gweithdrefnau eu cyfarfodydd, i sicrhau bod aelodau'r Bwrdd yn cael pob papur yn amserol a bod papurau heb gyfyngiad arnynt yn cael eu cyhoeddi ar gyfer y cyhoedd o fewn yr un amserlenni.

#### **Ymateb: Derbyn**

Mae gweithdrefnau cyfarfodydd y BILLau eisoes wedi cael eu hadolygu yn dilyn canfyddiadau adroddiad Swyddfa Archwilio Cymru/AGIC. Mae model rheolau sefydlog y mae'r BILLau wedi'i fabwysiadu yn ei gwneud ofynnol iddynt sicrhau bod agendâu a setiau cyflawn o bapurau yn cael eu dosbarthu 10 diwrnod cyn cyfarfodydd Bwrdd ffurfiol. O ran mynediad ar gyfer y cyhoedd, mae'r Rheolau Sefydlog hefyd yn ei gwneud yn ofynnol i gyhoeddi'r agendâu a'r papurau cysylltiedig o leiaf 10 diwrnod cyn cyfarfodydd Bwrdd. Mae rhai BILLau wedi mabwysiadu amserlen 7 diwrnod ar gyfer rhoi agendâu a phapurau i aelodau'r Bwrdd a'r cyhoedd. Mae'r Rheolau Sefydlog yn rhagnodi, mewn achosion eithriadol, y gellir darparu papurau atodol ar ôl 10 diwrnod cyn belled â bod y cadeirydd yn fodlon nad yw hyn yn amharu ar allu'r Bwrdd i ystyried y materion yn y papurau. Ystyrir cadw at y Rheolau Sefydlog fel rhan o'r asesiad strwythurol blynnyddol gan Swyddfa Archwilio Cymru.

Yn fwy cyffredinol, mae'r Canllaw Llywodraethu Da ar gyfer Byrddau GIG Cymru hefyd yn disgrifio'r prosesau effeithiol sy'n angenrheidiol er mwyn i Fyrddau weithredu'n effeithiol.

### **Argymhelliad 9:**

Ar ôl ystyried y dystiolaeth, mae'r Pwyllgor yn croesawu'r camau y mae Cyngor lechyd Cymuned Gogledd Cymru yn eu cymryd i fonitro cydymffurfiaeth â gweithdrefnau rheoli heintiau mewn ysbytai ar draws y Gogledd. Rydym yn argymhell y dylai Llywodraeth Cymru adolygu ei phrosesau ar gyfer diliysu ansawdd a diogelwch, a data allwedol arall gan sefydliadau'r GIG. Mae'n hanfodol cofnodi data o'r fath yn gywir er mwyn gallu camau ystyrlon ar waith.

### **Ymateb: Derbyn**

Rydym eisoes wedi cryfhau'r systemau rheoli ansawdd a diogelwch yn Llywodraeth Cymru. Rydyn ni wedi sefydlu grŵp o dan gadeiryddiaeth y Dirprwy Brif Swyddog Meddygol sy'n cwrdd yn rheolaidd i oruchwyllo gwybodaeth am ansawdd a pherfformiad sefydliadau'r GIG sy'n cael ei diweddar u'n rheolaidd. Mae hyn yn caniatáu rhyngweithio, a chodi materion os oes angen, gydag Ymddiriedolaethau a Byrddau lechyd o fewn y fframwaith cyflawni cyffredinol.

Mae gwaith ar y gweill i gryfhau ansawdd data ac mae sicrhau data cyflawn eisoes yn Fesur Haen 1. Rydym hefyd yn sicrhau ein bod yn triongli'r wybodaeth o amryw setiau data, gan gynnwys achosion difrifol, a ffynonellau gwybodaeth rheolaidd. Un enghraifft yw'r gwaith sydd ar y gweill ynghylch data a chofnodi achosion o clostridiwm difficile a marwolaethau cysylltiedig.

### **Argymhelliad 10:**

Rydym yn argymhell y dylai Llywodraeth Cymru gwblhau, cyflwyno a gweithredu set gyffredin o ddangosyddion perfformiad allwedol ar ansawdd a diogelwch i'w defnyddio gan Fyrddau lechyd. Byddai hyn yn cynorthwyo i wella perfformiad ac yn tynnu sylw at risgiau fel bod modd gweithredu'n gyflym i fynd i'r afael â hwy.

### **Ymateb: Derbyn**

Mae'r fframwaith cyflawni cyfredol eisoes yn cynnwys ystod o ddangosyddion ansawdd a diogelwch Haen 1 fel marwolaeth, heintiadau a briwiau gorwedd sy'n cael eu monitro'n genedlaethol. Mae Llywodraeth Cymru yn cyhoeddi'r rhain ar wefan Fy Ngwasanaeth lechyd Lleol. Mae dangosyddion perfformiad ynghylch mynediad amserol hefyd yn fesur pwysig o ansawdd a diogelwch.

Yn ogystal, gan ddibynnu ar eu trefniant, mae sefydliadau'r GIG yn cytuno ar set o ddangosyddion i olrhain perfformiad ar draws eu holl wasanaethau fel rhan o'u fframwaith sicrwydd cyffredinol. I helpu gyda hyn, mae'r Fforwm Ansawdd a Diogelwch Cenedlaethol wedi cytuno ar set o gwestiynau trothwy ansawdd a

dangosyddion cysylltiedig i'w defnyddio'n lleol. Mae'r rhaglen well 1000 o Fwydau yn lechyd Cyhoeddus Cymru yn arwain ar waith yn ystod 2014 ar ran holl sefydliadau'r GIG i ddatblygu fframwaith mesur ymhellach i helpu bwrdd i geisio sicrwydd ynghylch ansawdd. Mae'r gwaith gwella ansawdd yn mynd yn ei flaen.

### **Argymhelliaid 11:**

Rydym yn argymhelliaid y dylai'r Bwrdd lechyd sicrhau bod canlyniadau ei ymchwiliadau i'r sgoriau RAMI uchel ar draws ysbytai'r Gogledd ar gael i'r cyhoedd eu gweld, ynghyd â gwybodaeth am y camau sy'n cael eu cymryd i fynd i'r afael ag unrhyw faterion sy'n codi mewn perthynas â gofal cleifion.

### **Ymateb: Derbyn**

Argymhelliaid ar gyfer Bwrdd lechyd Prifysgol Betsi Cadwaladr yw hwn. Fodd bynnag, byddem yn disgwyl iddynt wneud hyn, yn ddarostyngedig i unrhyw amodau gofynnol, i amddiffyn unrhyw wybodaeth a allai adnabod cleifion.

### **Argymhelliaid 12:**

Rydym yn argymhelliaid y dylai Llywodraeth Cymru sicrhau bod gwybodaeth am sgoriau RAMI ar draws pob safle ysbyty yng Nghymru ar gael yn fwy hygrych i'r cyhoedd, yn ddelfrydol drwy roi'r data i gyd ar un dudalen we, gydag esboniadau eglur o'r hyn y mae'r data yn ei olygu.

### **Ymateb: Derbyn**

Mae Llywodraeth Cymru bellach yn darparu'r data hwn, ynghyd â'r cyd-destun, ar wefan Fy Ngwasanaeth lechyd Lleol.(*DN need to add in the link*) Bydd gwaith yn parhau i ddatblygu ystod o fesurau marwolaeth sy'n adlewyrchu GIG Cymru a sicrhau eu bod ar gael yn hygrych i bobl Cymru. Bydd y cynigion yn cael eu nodi'n fuan mewn datganiad a ddisgwylir yn y gwanwyn gan y Tasglu Tryloywder a Marwolaethau. Bydd copi o'r datganiad yn cael ei anfon at aelodau'r Pwyllgor Cyfrifon Cyhoeddus.

### **Argymhelliaid 13:**

Mae'r methiant i lynu wrth brosesau cyllidebol derbyniol yn fater o bryder penodol. Ni chredwn y dylid cymeradwyo cyllidebau sy'n amodol ar gafeatau ac rydym yn argymhelliaid y dylem gael sicrwydd bod y Bwrdd lechyd bellach wedi rhoi'r gorau i'r arfer hwn.

### **Ymateb: Derbyn**

Mae Llywodraeth Cymru yn cytuno y dylai deiliaid cyllidebau gymeradwyo a pherchenogi cyllidebau ar ddechrau'r flwyddyn, gan gynnwys cytuno a chymeradwyo unrhyw amrywiadau y gall y Bwrdd gytuno arnynt yn ystod y flwyddyn. Dylai pob Bwrdd lechyd fod yn mabwysiadu'r arfer hwn sydd wedi'i nodi'n glir yng Nghyfarwyddiadau Ariannol Sefydlog y Byrddau lechyd. Mae Llywodraeth Cymru yn

atgyfnerthu'r neges hon drwy'r fforwm Cyfarwyddwyr Cyllid. Byddwn hefyd yn sicrhau bod tystiolaeth yn cael ei nodi, drwy gyflwyno cynlluniau 3 blynedd y Byrddau lechyd, bod pob Is-adran unigol a deiliaid cyllidebau wedi cyfrannu'n llawn at gytuno ar gynlluniau arbedion a rhagleni lleihau costau perthnasol.

#### **Argymhelliaid 14:**

Rydym yn argymhelliaid i'w dylai Llywodraeth Cymru ofyn am wybodaeth gan gyfarwyddwyr cyllid pob bwrdd lechyd i sicrhau nad yw'r methiannau sy'n amlwg ym mhrosesau cynllunio cyllidebau Bwrdd lechyd Prifysgol Betsi Cadwaladr yn cael eu hailadrodd mewn mannau eraill.

#### **Ymateb: Derby**

Bydd y cam gweithredu mewn perthynas ag argymhelliaid 13 yn berthnasol i bob Bwrdd lechyd. Rydyn ni hefyd wedi ystyried bod holl gyrrff y GIG yn ystyried adroddiad AGIC/Swyddfa Archwilio Cymru yn ofalus ac yn cymryd unrhyw gamau angenrheidiol yn eu sefydliadau eu hunain (gweler yr ymateb i argymhelliaid 6).

#### **Argymhelliaid 15:**

Rydym yn argymhelliaid i'w dylai Llywodraeth Cymru bwysleisio i'r byrddau lechyd y dylent osgoi defnyddio atebion anghynaliadwy yn wyneb pwysau ariannol lle bynnag y bo modd, er enghraifft canslo neu ohirio llawdriniaethau, sydd ond yn gohirio costau tan y cyfnod cyfrifyddu nesaf.

#### **Ymateb: Derby**

Mae BILLau eisoes yn cymryd camau i osgoi lleddfu pwysau ariannol mewn ffyrdd anghynaliadwy. Mae BILLau yn gwneud penderfyniadau i ohirio llawdriniaeth am amryw resymau nad ydynt yn gysylltiedig â phwysau ariannol. Mae hyn yn cynnwys camau priodol gan BILLau i ymdopi â chynnydd yn y galw am welyau llawfeddygol yn sgil derbyniadau brys, absenoldeb annisgwyl gan staff allweddol a'r angen i weithredu mesurau rheoli haint.

Yr hydref diwethaf, pennodd holl sefydliadau'r GIG gynlluniau gaeaf cynhwysfawr. Mae'r cynlluniau hyn yn helpu i sicrhau bod cyn lleied o darfu â phosibl ar wasanaethau yn sgil cynnydd yn y galw am ofal heb ei drefnu. Mae'r cynlluniau hyn yn rhai pellgyrhaeddol ac yn cynnwys:

- Capasiti – gyda hyd at 490 o welyau ychwanegol (neu gyfwerth) yn y cynlluniau
- Trefniadau staffio a gweithio gwell
- Llai o oedi wrth ryddhau – gyda mwy o waith partneriaeth rhwng y GIG ac Adrannau Gwasanaethau Cymdeithasol
- Trefniadau monitro ac ymyrryd gwell.

Byddwn yn ail-bwysleisio'r angen am gyfathrebu effeithio gyda'r cyhoedd am y rhesymau dros ohirio llawdriniaethau yng nghyfarfodydd nesaf y Prif Weithredwyr a'r Cadeiryddion.

#### **Argymhelliad 16:**

Rydym yn argymhell y dylai Llywodraeth Cymru sicrhau bod pob bwrdd iechyd yn lleihau'r anghyfleustra a'r gofid sy'n cael ei achosi i gleifion a'u teuluoedd drwy fynnu bod y Byrddau'n cyfathrebu â chleifion cyn gynted ag y bo modd yn dilyn penderfyniad i ganslo neu ohirio llawdriniaethau dewisol.

#### **Ymateb: Derbyn**

Byddwn yn ail-bwysleisio'r angen i BILlau achosi cyn lleied â phosibl o anghyfleustra a gofid i gleifion a'u teuluoedd drwy sicrhau eu bod yn cyfathrebu yn fwy effeithiol ac amserol am ganslo neu ohirio llawdriniaethau dewisol. Bydd y mater hwn yn cael ei gynnwys yn rhan o agenda cyfarfodydd nesaf y Prif Weithredwyr a'r Cadeiryddion.

#### **Argymhelliad 17:**

Rydym yn argymhell y dylai Llywodraeth Cymru fod yn fwy gofalus wrth gomisiynu cyngor allanol wedi'i dalu amdano ag arian y trethdalwr, ac y dylai adrannau Llywodraeth Cymru dderbyn, adolygu a chadw allbwn cyngor o'r fath yn ddieithriad.

#### **Ymateb: Derbyn**

Mae hyn yn rhywbeth arferol. Roedd amgylchiadau unigryw yngylch comisiynu'r adroddiad ar gyfer Chris Hurst gan mai'r bwriadu oedd iddo roi cyngor yn arbennig i gefnogi Prif Weithredwr Bwrdd Iechyd Prifysgol Betsi Cadwaladr. Fodd bynnag, byddwn yn sicrhau bod yr Adran briodol yn derbyn, yn adolygu ac yn cadw'r holl gyngor y mae Llywodraeth Cymru yn ei gomisiynu'n uniongyrchol

#### **Argymhelliad 18:**

Mewn perthynas â rhannu canfyddiadau adolygiadau allanol, cred y Pwyllgor ei bod hi'n hollbwysig gweithredu mesurau diogelwch i sicrhau bod canfyddiadau o'r fath yn cael eu defnyddio'n eang i ddysgu gwersi a gwella prosesau yn y byrddau iechyd. Rydym yn argymhell y dylai Llywodraeth Cymru ystyried symud hyn yn ei flaen.

#### **Ymateb: Derbyn**

Mae'r Prif Swyddog Meddygol eisoes wedi ysgrifennu at yr holl Gyfarwyddwyr Meddygol yn gofyn iddynt rannu'r canlyniadau o unrhyw adolygiadau clinigol a gomisiynir yn allanol.

Hefyd cytunodd y Fforwm Ansawdd a Diogelwch Cenedlaethol yn ei gyfarfod diwethaf mai un o flaenoriaethau allweddol ei waith a'i gylch gorchwyl ar gyfer 2014 fyddai datblygu trefniadau effeithiol i rannu a lledaenu dysgu ehangach ar draws GIG Cymru a chyda'i bartneriaid allweddol. Mewn digwyddiad diweddar Tîm Cymru, sy'n

tynnu ynghyd swyddogion gweithredol o bob sefydliad a Llywodraeth Cymru, ystyriwyd y dysgu Cymru gyfan yn sgil adolygiad Duerden o'r trefniadau rheoli haint ym Mwrdd Iechyd Prifysgol Betsi Cadwaladr. Fel rhan o'n gwaith gyda Swyddfa Archwilio Cymru ac AGIC (fel y nodir yn erbyn argymhelliaid 20) byddwn hefyd yn rhannu ac yn trafod canfyddiadau o adroddiadau ac adolygiadau gyda Swyddfa Archwilio Cymru ac AGIC bob chwe mis.

(Gweler hefyd yr ymateb i argymhelliaid 6 ynghylch rhannu adroddiad Swyddfa Archwilio Cymru ar Fwrdd Iechyd Prifysgol Betsi Cadwaladr).

### **Argymhelliaid 19:**

Mae'r Pwyllgor yn credu ei bod yn hanfodol i uwch arweinwyr osod gweledigaeth eglur i'w sefydliadau allu ymateb i'r tair her o ddatblygu gwasanaethau, y gweithlu a chynlluniau ariannol. O ystyried y materion sydd ynghlwm wrth drefniadau llywodraethu ym Mwrdd Iechyd Prifysgol Betsi Cadwaladr, mae'n rhaid i uwch reolwyr newydd y Bwrdd adnewyddu ac ailuno'r tîm arweinyddiaeth gweithredol ac anweithredol, a chau'r bwlc rhwng y Bwrdd a'r Wardiau.

### **Ymateb: Derbyn**

Mae holl sefydliadau'r GIG yng Nghymru yn symud ymlaen yn dda o ran datblygu cynlluniau 3 blynedd sy'n tynnu ynghyd yr elfennau darparu gwasanaethau, gweithlu a chyllid mewn un ddogfen. Mae'r gofyniad statudol ar gyfer y Cynlluniau Tymor Canolig Integredig hyn bellach wedi'i nodi yn Neddf Cyllid y Gwasanaeth Iechyd Gwladol (Cymru) 2014, ac mewn gofynion a disgwyliadau manwl a nodir ar gyfer Byrddau yn y Fframwaith Cynllunio a gyhoeddwyd ym mis Tachwedd 2013. Y cynlluniau hyn fydd sylfaen gweledigaeth glir ar gyfer pob sefydliad.

Mae Cadeirydd ac Is-gadeirydd newydd eisoes wedi penodi i Fwrdd Iechyd Prifysgol Betsi Cadwaladr. Mae'r broses reciwtio wedi cychwyn ar gyfer Prif Weithredwr newydd. Ar ôl penodi'r tîm cyfan, byddwn yn gosod amcanion penodol i'r Prif Weithredwr a'r Cadeiryddion sicrhau bod y Bwrdd a'r tîm arwain anweithredol yn gweithio'n effeithiol.

Caiff effeithiolrwydd y tîm newydd ei brofi hefyd fel rhan o:

- Y cyfarfodydd chwemisol rhwng yr uwch dîm gweithredol yn Llywodraeth Cymru a BILLau unigol (h.y. cyfarfodydd y Cyd-dîm Gweithredol)
- Y cyfarfod rheolaidd rhwng y Gweinidog a'r Cadeirydd.
- Asesiad Strwythurol blynnyddol Swyddfa Archwilio Cymru.

### **Argymhelliaid 20:**

Rydym yn argymhell y dylai Llywodraeth Cymru weithio gyda Swyddfa Archwilio Cymru ac Arolygiaeth Gofal Iechyd Cymru i ddatblygu graddfeydd mwy eglur ar gyfer codi pryderon. Dylai hyn gynnwys meini prawf manwl ar gyfer sbarduno ymyrraeth, y sail resymegol dros y math o ymyrraeth, ac eglurder ynglŷn â phwy ddylai gael

gwybod pan fydd ymyrraeth yn cychwyn ac yn dod i ben. Credwn y dylai'r wybodaeth hon fod ar gael i'r cyhoedd.

### **Ymateb: Derbyn**

Mae Llywodraeth Cymru, Arolygiaeth Gofal Iechyd Cymru (AGIC) a Swyddfa Archwilio Cymru wedi bod yn cydweithio i adolygu, a lle bo'n briodol, gwella'r cyd-drefniadau ar gyfer nodi ac ymdrin â pheryglon i ddarparu gwasanaethau neu effeithiolrwydd sefydliadol y GIG.

Mae gwaith wedi cael ei wneud i nodi'r ffynonellau gwybodaeth allweddol ynghylch cyrff y GIG sydd gan y gwahanol bartion, a sut gellir rhannu'r rhain i sicrhau bod pryderon sy'n codi yn cael eu nodi ac yr ymdrinnir â nhw'n gyflym ac yn effeithiol. Mae trefniadau'n cael eu datblygu ar gyfer cyfnewid yr wybodaeth hon mewn ffordd amserol, a nodi'r trothwyon a'r sbardunau ar gyfer codi pryderon, a phwy ddylai gymryd y camau hynny. Mae tryloywder y broses a'r gofynion cyfathrebu sy'n codi ohoni yn cael eu hystyried fel rhan o hyn. Bydd Llywodraeth Cymru, AGIC a Swyddfa Archwilio Cymru yn gweithio gyda GIG Cymru a grwpiau buddiant eraill dros yr wythnosau nesaf wrth gwblhau'r trefniadau.

Caiff Trefniadau Codi Pryderon ac Ymyrraeth y GIG eu lansio mewn pryd ar gyfer y Flwyddyn Ariannol newydd a'u cyhoeddi.

### **Argymhelliad 21:**

Rydym yn argymhell y dylai Llywodraeth Cymru fynd ati ar fylder i ystyried creu cronfa o arweinwyr ychwanegol yn y tymor byr ar gyfer y GIG yng Nghymru, y gellir eu defnyddio ar fyr rybudd heb effeithio ar sefydliadau iechyd eraill y GIG yng Nghymru.

### **Ymateb: Derbyn**

Rydym eisoes yn ystyried hyn ac wrthi'n edrych ar sut i oresgyn y cyfyngiadau ymarferol ynghylch sicrhau bod pobl ar gael gyda'r cefndir a'r sgiliau priodol pan fydd eu hangen. Mae hyn yn golygu ystyried defnyddio marchnad interim ehangach y DU a sefydlu trefniadau fframwaith sy'n caniatáu defnyddio hyn yn unol â rheolau caffael yr UE, a hynny mewn ffordd amserol yn ôl yr angen.

Fodd bynnag, nod y trefniadau codi pryderon newydd rydym yn eu sefydlu gyda Swyddfa Archwilio Cymru ac AGIC yw lleihau'r perygl y bydd angen i ni ddarparu cymorth ychwanegol ar fyr rybudd.



Mr Darren Millar AC  
Cadeirydd y Pwyllgor Cyfrifon Cyhoeddus  
Cynulliad Cenedlaethol Cymru  
Bae Caerdydd  
Caerdydd CF99 1NA

Dyddiad: 24 Chwefror 2014  
Ein cyf: HVT/2090/fgb  
Tudalen: 1 o 3

Annwyl Darren

## YMATEB LLYWODRAETH CYMRU I ADRODDIAD Y PWYLLGOR CYFRIFON CYHOEDDUS AR Y TREFNIADAU LLYWODRAETHU YM MWRDD IECHYD PRIFYSGOL BETSI CADWALADR

Yn dilyn cais gan Glenc y Pwyllgor, yn ei llythyr dyddiedig 7 Chwefror 2014, rwyf wedi adolygu ymateb Llywodraeth Cymru i adroddiad y Pwyllgor ar y Trefniadau Llywodraethu ym Mwrdd Iechyd Prifysgol Betsi Cadwaladr.

Mae'n siŵr y bydd y Pwyllgor yn falch o nodi bod Llywodraeth Cymru wedi derbyn pob un o'r argymhellion a gyfeiriwyd ati (mae argymhelliaid 11 wedi'i gyfeirio at y Bwrdd Iechyd). Rwyf hefyd yn croesawu'r ffaith bod 'Canllaw Llywodraethu Da ar gyfer Byrddau'r GIG yng Nghymru – Gwneud yn dda, gwneud yn well' wedi'i gyhoeddi ym mis Ionawr, a chyfeirir ato'n aml yn yr ymateb.

Fodd bynnag, rwyf o'r farn bod yr ymatebion unigol a ddarparwyd i sawl un o'r argymhellion yn annhebygol o roi sicrwydd digonol i'r Pwyllgor bod y camau gweithredu angenrheidiol yn cael eu cymryd i fynd i'r afael â'r pryderon sylweddol sy'n sail i'r argymhellion.

Isod rwyf wedi rhestru'r argymhellion lle rwy'n credu bod angen i ymateb Llywodraeth Cymru fynd ymhellach.

**Argymhelliad 1:** Nid yw'r ymateb yn nodi beth y mae Llywodraeth Cymru wedi'i wneud i benderfynu a yw trefniadau cyfredol y broses reoli ac arfarnu perfformiad ar gyfer Prif Weithredwyr a Chadeiryddion sefydliadau'r GIG yn gadarn ai peidio, ac a ydynt yn cael eu gweithredu'n gywir. Rwy'n ymwybodol bod rhywfaint o waith datblygu penodol yn digwydd yn Llywodraeth Cymru i gryfhau'r trefniadau presennol. Felly, efallai ei bod yn syndod nad oes unrhyw gyfeiriad uniongyrchol at hynny yn yr ymateb.

**Argymhelliaid 2:** Er bod yr ymateb yn nodi bod deunydd cyfeirio ar gael ac yn nodi bod modd cael cymorth cenedlaethol, efallai y bydd y Pwyllgor yn teimlo nad yw'r ymateb yn mynd i'r afael yn ddigonol â'r broblem benodol sy'n ymwneud â sicrhau bod aelodau newydd byrddau'n cael mynediad i'r deunydd hyfforddi cywir fel mater o drefn, yn rhan o'u cyfnod sefydlu, ac nad yw'n mynd i'r afael yn ddigonol â'r modd y caiff hynny ei fonitro.

**Argymhelliaid 6:** Byddai'n ddefnyddiol pe bai ymateb Llywodraeth Cymru wedi mynd ymhellach drwy roi gwybodaeth i'r Pwyllgor am ehangder rôl Ysgrifennydd y Bwrdd yng nghyrrf eraill y GIG yng Nghymru. Rhagdybir y byddai'r wybodaeth hon wedi bod ar gael yn yr ymatebion a gafodd Llywodraeth Cymru pan ofynnodd am sicrwydd gan gyrrf y GIG eu bod wedi ystyried y materion a nodwyd yn yr adroddiad ar Fwrdd lechyd Prifysgol Betsi Cadwaladr.

**Argymhelliaid 7:** Nid yw'r ymateb yn rhoi unrhyw arwydd o'r amserlen a ddisgwylir ar gyfer gweithredu'r argymhelliaid hwn, ar wahân i'r ffaith ei fod yn nodi y bydd yr amserlen yn cael ei hystyried ochr yn ochr ag argymhellion Comisiwn Williams.

**Argymhelliaid 10:** Cyfeirir at set o gwestiynau trothwy ynghylch ansawdd y mae'r Fforwm Ansawdd a Diogelwch Cenedlaethol wedi cytuno arnynt. Byddai wedi bod yn ddefnyddiol pe bai copi o'r rhain wedi'i gynnwys yn ymateb Llywodraeth Cymru. Felly, efallai yr hoffai'r Pwyllgor ofyn i'r Llywodraeth anfon y wybodaeth honno ato.

**Argymhelliaid 13:** Mae Llywodraeth Cymru wedi nodi'r hyn y mae wedi'i wneud i atgyfnerthu'r neges ynghylch cytuno ar gyllidebau, ond mae wedi methu â rhoi unrhyw sicrwydd i'r Pwyllgor bod Bwrdd lechyd Prifysgol Betsi Cadwaladr, yn ystod y flwyddyn ariannol gyfredol, wedi rhoi'r gorau i'r arfer o "gymeradwyo cyllidebau sy'n amodol ar gafeatau".

**Argymhelliaid 15:** Cyfeiriad bach iawn a geir yn yr ymateb i'r argymhelliaid hwn at bwynt pwysig y Pwyllgor ynghylch torri'n ôl ar weithgarwch dewisol o ganlyniad i bwysau ariannol, ac nid yw'r ymateb yn disgrifio'r hyn y mae Llywodraeth Cymru ei hun yn ei wneud i sicrhau nad yw'r arfer hwn yn digwydd fel mater o drefn.

**Argymhelliaid 18:** Efallai fod ymateb Llywodraeth Cymru i'r argymhelliaid hwn yn rhy gyfyng, gan ei fod yn cyfeirio at adolygiadau clinigol yn unig pan oedd y Pwyllgor, mae'n debyg, yn disgwyl i drefniadau fod ar waith i hybu'r arfer o rannu canfyddiadau pob adolygiad allanol.

**Argymhelliaid 19:** Bydd Llywodraeth Cymru wedi bod yn craffu yn ystod yr wythnosau diwethaf ar y cynllun integredig tair blynedd y mae Bwrdd lechyd Prifysgol Betsi Cadwaladr wedi bod yn gweithio arno. Felly, efallai yr hoffai'r Pwyllgor gael barn Llywodraeth Cymru am ansawdd y cynllun hwnnw ac, yn wir, ansawdd cynlluniau tair blynedd cyrff eraill y GIG yng Nghymru.

Rwy'n sylwi nad yw'r Pwyllgor wedi cael ymateb sylweddol eto i argymhelliaid 11, a gyfeiriwyd at Fwrdd Iechyd Prifysgol Betsi Cadwaladr. Os nad yw wedi gwneud hynny eisoes, efallai yr hoffai'r Pwyllgor gysylltu â'r Bwrdd Iechyd i'w atgoffa ynghylch hynny.

O ystyried y sylwadau uchod, efallai y bydd y Pwyllgor yn teimlo ei bod yn briodol gofyn am ragor o dystiolaeth lafar gan Lywodraeth Cymru am y camau gweithredu y mae'n eu cymryd i ymateb i adroddiad y Pwyllgor. Os yn bosibl, gallai hynny gael ei wneud yn rhan o sesiwn ehangach gyda Chyfarwyddwr Cyffredinol yr Adran Iechyd a Gwasanaethau Cymdeithasol, cyn iddo adael ei swydd ddiwedd mis Mawrth.

Yn olaf, o safbwyt argymhelliaid 20, efallai yr hoffai'r Pwyllgor nodi fy mod yn falch o'r cynnydd a wnaed tuag at ddatblygu trefniadau cliriach ar gyfer ymyrryd a dwysáu ymyrraeth pan fydd problemau'n codi yng nghyrff y GIG yng Nghymru. Bydd y trefniadau a ddisgrifiwyd yn sylfaen dda ar gyfer rhannu gwybodaeth ar y cyd rhwng Llywodraeth Cymru, Arolygiaeth Gofal Iechyd Cymru a ni. Dylai hynny helpu i nodi pryderon yn gynnar, trafod pa gamau gweithredu sy'n angenrheidiol, a sicrhau bod unrhyw ymyriadau o ganlyniad i hynny'n gymesur ac yn gydgysylltiedig.

Hyderaf y bydd y wybodaeth hon yn ddefnyddiol.

Yr eiddoch yn gywir

**HUW VAUGHAN THOMAS**  
**ARCHWILYDD CYFFREDINOL CYMRU**



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.