Local Government Committee

24th Meeting, 2002

Tuesday 1 October 2002

The Committee will meet at 10.00 am in Renfrewshire Council Chambers, Cotton Street, Paisley

1. **Item in private:** The Committee will consider whether to take item 3 in private.

2. **Renewing Local Democracy - Phase 2 Inquiry:** The Committee will take evidence from—

   Tom Scholes, Chief Executive, Renfrewshire Council
   Ron Morrison, Head of Corporate Policy, Renfrewshire Council
   Ian Simpson, Principal Officer (Regeneration Strategy and Communications), Renfrewshire Council;

   Judi Billing, Director, Leadership Academy, Improvement and Development Agency
   Councillor Laura Willoughby, Chair, Local Government Association Equalities Executive, Improvement and Development Agency;

   Steve Thomas, Head of Strategic Policy, Welsh Local Government Association.

3. **Public Appointments and Public Bodies etc. (Scotland) Bill:** The Committee will consider a draft Stage 1 report.

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The following papers are attached for this meeting:

**Agenda item 2**

Submission from Renfrewshire Council  
Submission from the Improvement and Development Agency  
Submission from Councillor Laura Willoughby  
Submission from the Welsh Local Government Association

**Agenda item 3**

Public Appointments and Public Bodies etc. (Scotland) Bill: Draft Stage 1 Report [PRIVATE]  
Submission from the Education, Culture and Sport Committee [PRIVATE]  
Submission from the Equal Opportunities Committee [PRIVATE]  
Submission from the Health and Community Care Committee [PRIVATE]  
Submission from the Justice 1 Committee [PRIVATE]  
Submission from the Subordinate Legislation Committee [PRIVATE]
Involving Communities

Submission from Renfrewshire Council

1.0 BACKGROUND

1.1 In Renfrewshire, we are fully committed to developing a close relationship with our communities, finding out directly from them their views on the quality and performance of our services. At the same time we ensure that we give out sufficient information to enable our communities to be aware of the services we provide, to allow them make informed choices, to help them to shape service delivery and generally contribute to the development of council policy.

1.2 Our approach to community involvement is reflected in our core values that state that “we will be guided at all times by:

- Involving and empowering local people, communities and organisations.
- Listening and communicating with local people and organisations.
- Working in partnership with other public, voluntary, private and community organisations.

1.3 We aim to make our decision making process open and transparent and to be accountable to our communities. Since 1996 we have steadily developed a comprehensive package of techniques to consult with and involve communities. Our strategy is based on the following five guiding principles:

- Our approach will be focused on customers rather than the producers of services.
- We value the views of consumers and communities and where possible they will be taken into account.
- We will actively seek out the views of communities. Where possible we will consult directly with the public to determine at first hand information about customer needs.
- We will develop mechanisms to give communities a meaningful role to play in developing policy options, preparing plans, allocating resources and monitoring performance.
- We will adopt an outward looking perspective and will encourage external agencies to become involved in decision making and service delivery with an emphasis on a partnership approach.

1.4 These broad principles have determined our overall approach to community involvement in Renfrewshire Council. Examples of how this has been put into practice across services can best be considered under three broad headings:
• Developing policy and services.
• Monitoring and reporting performance
• Developing close relationships with the public

2.0 DEVELOPING POLICY AND SERVICES

2.1 Directly engaging with communities helps us identify needs that are not being met by departments or services that do not satisfy the particular needs of sections of the community. It also provides us with valuable market information on customer preferences and priorities. It highlights services that our communities value most or least, helps identify services that might be expanded or contracted, whether any special needs should be given higher priority and helps flag up important issues on which they would like us to focus.

Key initiatives include:

1. Tenants and Residents Associations. There are currently 46 recognised tenants and residents associations in Renfrewshire. Associations typically cover whole, or large parts of our housing estates. We have consulted with tenants and residents associations as part of all recent Housing Service Best Value Service Reviews (e.g. Allocations, Concierge Service and Estate Management). We provide grant assistance to tenants and residents associations to help with setting up and running costs.

2. Council Wide Forum. All recognised tenants and residents associations are invited to send two delegates to the four council-wide forum meetings held each year, one of which takes the form of our ‘Annual Tenant Participation Conference’. Meetings give tenants representatives the opportunity to comment on the work of the Housing and Property Services Department, and be consulted on issues such as budget proposals, policy changes and any new initiatives. The Convener of the Housing, Environment and Community Safety Policy Board chairs each meeting.

3. Tenant Participation Development Group. The agenda for each council-wide forum meeting is agreed with our ‘Tenant Participation Development Group’ which is a sub-group of the Forum and comprises a number of tenant representatives, our Tenant Liaison Officers and the Convener of the Housing, Environment and Community Safety Policy Board, who chairs each meeting. Tenants representatives from the Group are also invited to be members of joint officer/tenant working groups developing new services and procedures. In the last year, groups have been convened to look at our repairs service, the introduction of our call centre for repairs, the new Scottish Secure Tenancy and our ‘New Tenants Pack’

4. Neighbourhood Forums. At a local level, recognised tenants and residents associations attend Neighbourhood Forums, chaired by our Neighbourhood Housing Managers, where tenants representatives have the
opportunity to assess local Housing Service performance in key areas such as allocating houses, processing housing benefit, rent arrears levels. These forums also enable tenants representatives to put forward local projects and suggestions to be funded from each Neighbourhood Forum budget.

5. Estate Liaison Committees. Estate Liaison Committees have been established in a number of neighbourhoods. These are cross-departmental and inter-agency. Each Estate Liaison Committee involves local communities in highlighting issues and problems for action through an agreed Estate Action Plan. Estate Liaison Committees are also the main mechanism for involving communities in work related to the Better Neighbourhoods Services Fund.

6. Young Persons Housing Forum. There was a recognition that young people aged between 16 and 25 were being excluded from the tenant participation processes within Renfrewshire. A survey carried out amongst our 46 recognised tenants groups found that no one aged between 16-25 sat on the committee of any of these groups. This was despite this age group being significant in terms of tenant numbers and the projection that it was to be an increasing client group. It was evident that the Housing and Property Department was not engaging with a significant number of our tenants within the tenant participation processes in Renfrewshire. To combat this, the concept of having a tenants group for young tenants throughout Renfrewshire was identified.

Following a series of promotional events the Young Persons Housing Forum was constituted in June 2002 and a committee elected. These events took the form of an informal social event rather than a standard meeting. It involved presentations from other agencies, prize draws and allowing the young people to interact with other young people in attendance and representatives from different agencies involved. This process of establishing a Young Persons Housing Forum was achieved in partnership with a number of agencies including Paisley Threads, Youthbuild, Strathclyde Police, Reid Kerr College and Paisley Partnership. Members of the group are currently receiving training on committee skills etc. The Forum will be formally launched on 28 October 2002.

7. Building Control and Development Control User Group. This group was set up from a computer database of frequent service users. Some 150 people and organisations were provided with performance information and asked whether they would like to get involved in a regular user group. From this wider group 25 said they would and became the core of the group. Meetings are held half yearly. Agenda items include; performance information, service standards, web development, reviews of information proposed or changes to operational procedures. In addition, group members can raise issues that concern them (although individual cases are not discussed to keep the debate meaningful to all delegates).

8. Community Training in Planning. As a prelude to the local plan review, ‘Planning Aid for Scotland’, a voluntary organisation based in Edinburgh, were hired to run a training workshop for community and voluntary organisations.
interested in learning about the planning process. A series of newspaper notices and direct mail invites were used. A wide variety of organisations attended the event that allowed them to take a more participative role in the local plan review. A good cross section of groups attended including disability groups.

9. Community Training in Roads. Our Roads Convener and Director of Planning and Transport have been ‘on tour’ around our Community Councils to explain the Roads budget allocations and provide information on road and transport services. In consultation with the Council’s Community Council Liaison Officer, the Roads Division intend to provide training workshops for community councillors to increase their knowledge of Roads functions, the statutory requirements placed on a roads authority and budgetary control.

10. Education and Leisure Service Plan Consultation. Each year our Convener of the Lifelong Learning and Work Policy Board and Director of Education and Leisure Services hold a series of public meetings, as part of the consultation process on the Education and Leisure Services Plan and Budget. These meetings are advertised in the local press and by posters in our 190 facilities, which include schools, nurseries, libraries and leisure facilities. One meeting is held centrally in Paisley and two or three others are organised in other parts of Renfrewshire, to ensure ease of access for all members of the community.

The Convener chairs the meetings. The format adopted is for the Director to make a presentation on the major changes, challenges and opportunities facing the service. Specialist presentations are made by Heads of Service on for example, the proposal for a Public Private Partnership or a Leisure Trust. These presentations are short, outlining the main principles of the proposals, as the main purpose of the meeting is to allow the community to have their say and subsequently influence our plans and budgets. The presentations are followed by question and answer sessions that are often lively.

Education and Leisure Services see service and budget planning as a year round process. Issues raised and comments made by members of the community at our public meetings and through their participation in school boards, user groups and customer questionnaires feed into our subsequent plans and budget decisions.

11. Community Care Plan. Our Social Work Department established Joint Strategy Groups for each of the care groups with membership being drawn from statutory and voluntary agencies, service users and carers. These groups helped to identify needs and service provision, enabled consultation to be undertaken on an ongoing basis and were useful in setting priorities for the future. The Joint Strategy Groups initiated wider consultation with appropriate community groups. This allowed opportunities for a fuller range of people to influence the content of the Plan.
Questionnaires were attached to each draft plan and this provided the opportunity for over 2,000 people to submit comments. In addition, a central consultation session was held in the Tannahill Centre which further extended the opportunity for people to comment on the draft plan. Plans were distributed across Renfrewshire to individuals, community organisations, GP surgeries, libraries etc. and over 400 plans were produced in Urdu, Punjabi and Cantonese. These measures helped ensure that as many people as possible had the opportunity to contribute to the contents of the Community Care Plan.

12. Disability and Minority Groups Consultation. The Roads Division in our Planning and Transport Department consult with their minority and disability groups on a regular basis and events have taken place with the local Forum on Visual Impairment and wheelchair user groups. The core issue is access to Paisley town centre but the agenda is branching out to take in other towns and a wider range of issues. Some innovative work has been done e.g. creation of a visibility strip to put on street furniture to assist the partially sighted. Other recent issues include a wheelchair access audit of Paisley High Street and improved access to road maintenance services.

Our Corporate Services Department also meet with representatives of the Disability Forum twice a year and use it as a sounding board for service improvements within the Council buildings.

13. Charter Mark Programme. Charter Mark is the Government’s quality award scheme for recognising and encouraging excellence in public service delivery. We are fully committed to Charter Mark. Over the past three years we have done exceptionally well and to date 26 of our services have been awarded Charter Mark. No other Council in Scotland comes anywhere near matching this record. Each of our departments has achieved a Charter Mark for at least part of their service.

Charter Mark focuses on results - the service that the customer actually receives. It is about consulting with, listening to, and responding to service users views. All our Charter Mark services have undertaken extensive consultation with their service users and the feedback has been used to shape the way services are delivered. We use Charter Mark as a practical quality technique to involve both our staff and our service users to improve the standard of service provided.

14. Best Value Service Reviews. We have an extensive programme of Best Value service reviews covering 70 service areas. From this programme, 31 have been approved by our Policy Boards and in each case performance improvement plans are being implemented. Plans are in place to complete the balance of the programme. Each service review involves wide ranging consultation with a range of stakeholders. We run focus groups, issue questionnaires and use our portable opinionmeters to canvas views at facilities such as our schools, swimming pools and leisure centres. Issues explored include:
• What are the views of service users?
• Do users value the service?
• Does the service meet the requirements of users?
• Are the needs of minority and vulnerable groups taken into account?
• Are users and other stakeholders involved in setting standards of performance?

As part of the Best Value scrutiny process all service reviews must contain evidence not only that consultation has taken place, but also the results have been used to drive or influence service improvements.

3.0 MONITORING PERFORMANCE

3.1 We use a variety of techniques to find out how far our communities feel the Council’s services are relevant, accessible and effective. This allows us to set performance standards and targets from a user perspective. Finding out what communities think and value helps us direct resources to where they are most needed.

Our three key initiatives are:

1. **Public Performance Reporting.** We ensure that all relevant performance information on our services is made publicly available. We have published three public performance reports that provide an account of service performance for all our main services and these are delivered to every household in Renfrewshire. In the PPR we report on the performance for the current year and the previous two years and targets are set for the next three years. We concentrate on performance indicators that are likely to be most relevant and meaningful to the public. Each report has a freepost feedback section and we encourage readers to submit comments. The PPR can also be accessed through the Council’s web site.

2. **Citizens Panel.** This is one of the Council’s key tools for keeping in close touch with the views of local residents. The Panel comprises a representative sample of 1,500 residents drawn from across the council area. All members of the panels have previously agreed to become involved in Council affairs.

The Panel has now been running for almost 3 years with 4 questionnaires being issued each year. Throughout this period the Panel has generated consistently high quality information covering satisfaction with the Council and its services, priorities to be followed as well as broader issues such as community safety, community planning and health. Feedback from the panel has been used to identify priorities and help shape the way services are delivered. As the Panel is run by an external market research company the results are independently validated.

Proposals are currently being developed to expand the Citizens Panel into a Public Services Panel involving our community planning partners. This offers
the potential to provide a “joined up” approach to community consultation in Renfrewshire.

3. Corporate Complaints System. When things go wrong in any of our services we want to find out so that we can put things right as quickly as possible. We want to learn from any service failure to ensure that it does not happen again.

We therefore introduced a corporate complaints system to help the public make a complaint where appropriate and to ensure that complaints are handled in a consistent manner across all departments. We actively encourage service users to complain if they are in any way dissatisfied with the quality of the service they have received. Complaints forms and explanatory leaflets are widely available at all our service points. Our complaints leaflet is written in plain English and has been Crystal Marked by the Plain English Society. Anyone wishing to complain about our services can also do so in person, on the telephone or through our web site. The number of formal complaints received across all departments is one of the core performance indicators monitored by the Corporate Management Team.

4.0 DEVELOPING CLOSE RELATIONSHIPS WITH COMMUNITIES

4.1 We work hard at developing a close two-way relationship with our communities, building community capacity and developing community empowerment.

Key initiatives include:

1. Community Planning. Renfrewshire’s community planning process has involved communities from the outset. In August 2000 the Council and its partners published a Consultative Community Plan. This was informed by feedback from the Renfrewshire Citizen’s Panel who were asked a wide range of questions about the most important issues for Renfrewshire over the next five to ten years.

The Consultative Community Plan provided the basis for finding out the views and priorities of local people and a wide range of voluntary and community organisations across Renfrewshire. Around 700 community and voluntary organisations were sent copies of the Consultative Plan, a further 1,000 copies were distributed widely across Renfrewshire and information on the Plan was also available through the Council’s website. This was followed up by a series of consultation meetings, workshops with particular groups such as the elderly and lone parents and Focus Groups with Citizen’s Panel members and frontline staff from partner agencies.

- 124 people from 56 different community and voluntary organisations participated in the various consultation meetings.
• Around 50 people participated in the workshops for particular groups.
• Written comments were received from 24 community and voluntary groups.
• 47 individuals requested copies of the consultative Plan through the website.

This process of consultation and involvement informed Renfrewshire first Community Plan, ‘A Pattern for Partnership 2000-2010’, which was published in April 2001. Since then, the Council and its partners have worked with Renfrewshire Council for Voluntary Service (RCVS) to involve the voluntary and community sectors in the development and implementation of Community Plan Action Plans. Representatives of the community and voluntary sectors are involved in each of the six Community Planning Groups as follows:

Guiding Principles
• Social inclusion
• Modernising Government
• Sustainable Development

Key Themes
• Learning and Work
• Health and Social Care
• Housing, Neighbourhoods and Community Safety

These Groups have initiated and taken forward a range of specific projects involving local communities and communities of interest. For example:

• The Modernising Government Group has involved community and voluntary sector representatives in work on the Renfrewshire Community Portal.

• Both the Modernising Government and Sustainable Development Groups have used the Council’s Renfrewshire Magazine to inform the wider community of key activities taking place through community planning

• The Learning and Work Group will be using focus groups of 13-14 year olds to ‘market test’ the style, content and format of the Young Person’s Guide to the Labour Market.

• The Housing, Neighbourhoods and Community Safety Group initiated a formal consultative process to develop and approve the Community Safety Strategy. This process involved community and voluntary sector organisations taking part in a series of public meetings and culminated in a Community Conference. Copies of the consultative strategy were also sent to approximately 300 community and voluntary organisations.
• Through the Housing, Neighbourhoods and Community Safety Group, community and voluntary organisations in Moorpark and Shortroods are involved in the development of Area Development Frameworks.

These activities complement Renfrewshire’s Annual Community Planning Conference that is aimed at involving a broad range of community and voluntary organisations and the wider public in community planning. Our first Annual Conference in October 2001 was attended by over 250 people from across Renfrewshire. This year’s conference, planned for 7 November, will update people on our progress over the last year and seek their views and feedback on our key priorities for the next 6-12 months and our performance against the Plan’s targets.

2. Ethnic Minorities Initiative. The Council has been working with local people and partners to develop and improve consultation with black and minority ethnic residents. The West of Scotland Race Equality Council was commissioned to undertake research and survey work to:

• Establish contact with black and minority ethnic residents and businesses.
• Identify processes for developing and maintaining good communication with black and minority ethnic residents and businesses by assessing the need for community language interpreting and translation services locally.
• Identify mechanisms for facilitating black and minority ethnic residents to influence the design and delivery of services in the area.

This work has been developed through the Community Planning Social Inclusion Group and has involved and been funded by the Council, Communities Scotland, Argyll and Clyde Health Board, Reid Kerr College and the University of Paisley. Findings and recommendations from the research, due in October, will influence the Council’s and partners’ approach to consultation with black and minority ethnic residents and the planning and delivery of services.

3. Renfrewshire Council for Voluntary Service - networks. RCVS provides a representative umbrella body for voluntary organisations working in Renfrewshire and a range of services to existing and new organisations. RCVS receives core funding of £60,000 per annum from the Scottish Executive. The Council has provided £24,000 to RCVS to establish three networks covering disability, ethnic minorities and social economy. These networks provide a useful mechanism for involving particular communities of interest in the work of the Council.

4. Community Councils. Renfrewshire’s Scheme of Community Councils sets out the roles and responsibilities of community councils, their boundaries and a model constitution. It emphasises the important role of community councils in representing the views of local communities to the
Council and other public bodies. The Council has appointed a Community Council Liaison Officer to support community councils in their work and to provide a key link between community councils and the Council.

Community councils have been provided with laptops and internet access and given appropriate training. In addition, a training programme for community councils is in place to inform community councils about the roles, responsibilities and functions of Council departments.

The Council has worked with community councils to establish a Renfrewshire wide Community Council Forum to discuss and provide feedback to the Council on issues of common concern. The inaugural meeting was held on 17 June 2002 and a management committee elected. The next meeting of the Forum will be held in October/November 2002.

5. Sustainable Communities. The Renfrewshire Sustainable Communities programme was established in December 1996, using SIP and other external funding. It has grown to a five worker project, funded by the Council, ERDF Objective 2, SNH, the Landfill Tax Credit Scheme and Glasgow Airport. It is an innovative approach to promoting Sustainable Development by building capacity in the community.

The project begins work in an area by project staff talking to local people in their own communities, identifying activities which could bring people together in groups (bingo, line dancing, keep-fit, coffee mornings, open days, fetes) and then working with those groups to develop practical action on local issues, building confidence and community capacity.

Issues are prioritised at community meetings and local conferences, and then the team supports community groups to research, design, develop, fundraise and implement their solutions to problems. Projects simply do not happen unless local residents are seriously involved and partner agencies share information and provide a wide variety of practical support ranging from checking against formal strategies and advice on funding applications.

The process of needs identification and planning happens in neighbourhoods, at times and places negotiated with participants. Babies and children are welcome to come along, and groups are deliberately multi-generational. This approach has been very successful in involving parents with young children, teenagers and older people - most of who will be on low incomes. TThe project has a long standing relationship with the Disability Resource Centre, and regularly works with groups of wheelchair users, utilising the same techniques. Events are usually supported by several agencies - reinforcing networks of shared information and shared priorities. A survey in 2001 showed that 80% of project participants had gained confidence, and that 50% felt they have learned organising/planning skills.

Sustainable Communities volunteer groups have been in the driving seat in the development of play areas in five SIP areas, fundraising over £218,000. Project participants are now actively engaged in negotiations with Council
staff over a wide range of local projects, including sport and play programmes, recycling, community learning and employment development.

The original SIP focused project has spun off a sister voluntary sector project in Lochwinnoch, and is also using the same techniques in 20 schools, that are working towards accreditation in the Ecoschools Citizenship Programme. The project has strong links with Strathclyde University’s youth and community work course, and so is also exporting good practices by providing training placements to 3 or 4 youth and community students per year.

This project won the COSLA Excellence Award for Social Inclusion in February 2002.
Renewing Local Democracy (Phase 2)
Submission to the Local Government Committee

1 Introduction to the IDeA

1.1 The Improvement and Development Agency (IDeA) was founded in April 1999 by local government, to work with it and for it and help it do better. It is constituted to operate principally in England and Wales. Local government improvement in Scotland is part of COSLA’s (Convention of Scottish Local Authorities) remit.

1.2 The IDeA’s mission is to support self-sustaining improvement from within local government.

The agency aims to:

- deliver practical solutions to improve local government performance;
- develop innovative approaches to ensure the transfer of knowledge within local government;
- act on behalf of local government as a whole, building new platforms for joined up, locally delivered, services;
- employ first rate staff to meet the needs and priorities of our customers;
- work with our customers in a way which respects diversity and promotes equalities.

1.3 IDeA peer reviews, also known as the Local Government Improvement Programme (LGIP), have been undertaken with authorities in Scotland. Work is currently underway with COSLA to develop this further.

1.4 This submission relates to the IDeA’s area of work in promoting diversity among councillors, as requested by the Committee. The agency is able to provide evidence largely based on experience in England and Wales, which it hopes will be of interest and value to the Committee.
National Census of Local Authority Councillors

The IDeA would like to draw the Committee’s attention to a 2001 census of local authority councillors in England and Wales. The agency believes that the results of this census highlight an increasing need to support members and invigorate entry into public office by groups in society currently under represented.

The IDeA and the Employer’s Organisation (EO) commissioned the second national census of local authority councillors in terms of:

- Age
- Gender
- Race
- Disability
- Employment status
- Education and qualifications
- Length of service
- Membership of other councils
- Leadership/representation role
- Committee membership
- Party representation

Replies to the census questionnaire were received from 374 (91.2%) of the 410 authorities in England and Wales and from 12,013 (56.5%) of the 21,268 councillors in office after the May 2001 elections. The survey results show grossed (by authority type) estimates for all 21,268 councillors in office in May 2001. Comparisons are shown for the 21,268 councillors in office in May 2001 and the 21,498 councillors in office in May 1997 in the first National Census.
2.5 Councillors in office in May 2001 were predominantly male (71%), and were aged over 45 (86%). 2.5% of councillors were members of an ethnic minority. Of those in employment (52%) the majority (61%) worked in the private sector and over half (65%) were in managerial/executive or professional/technical jobs. Large proportions held a degree (32%) or a professional qualification (20%). 56% held school governorships. Nearly half (46%) were on an overview and scrutiny committee.

2.6 Since 1997, councillors have become slightly older, 57 years (56 years); more likely to have a disability 13% (11%) and be a full-time councillor 30% (25%). They were less likely to be a member of an ethnic minority 2.5% (3.0%) or to have a caring responsibility 28% (34%).

3 Conclusions from the Census

3.1 The census highlights that the pool of people willing to serve as elected members is diminishing in terms of their demographic representation of society.

3.2 The IDeA fully recognises and applauds the commitment and dedication of existing elected members. However, the agency suggests that a broader base of demographic representation is needed to maintain and develop civic renewal and community engagement.

4 Comment

4.1 The role of political parties is fundamental to increasing the range of people willing to serve as councillors. 95% of councillors in England and Wales of first and second tier authorities are representatives of the main political parties. Changing the composition of the councillor population will require the commitment of all parties and independent groups. Further, political parties should act as ‘talent scouts’ and not ‘gatekeepers’.

4.2 It is important to recognise the individual and collective rewards of serving as a councillor. There are several national accolades for Parliamentarians, but the IDeA is not aware of comparable awards for recognition for leading councillors.
5 Strengthening Local Democracy

5.1 The IDeA provides a range of services designed to support councillors. These include:


5.1.2 **Modern Members** – a modular development programme for councillors.

5.2 Initiatives specifically designed, in part or entirely to support diversity in elected members, include:

5.2.1 **‘Fastrack’** scheme for future local leaders – the scheme identifies councillors under 35 to attend a fast track development scheme that will build leadership capacity within local government, and introduce participants to a wide range of issues relating to personal, political and community leadership. The scheme will have begun prior to the Committee hearing of 1 October 2002. Over 5 years, ‘Fastrack’ will build a pool of 200 councillors from all parties and groups.

There is considerable evidence that young councillors often only serve one term of office and one of the aims of the Fastrack programme is to equip young councillors with the skills and motivation which will aid their greater retention into mature civic leaders.

5.2.4 **Good Employer Award** – an annual award for organisations that support their employees who want to become councillors. This initiative aims to encourage more people of working age to stand as councillors, and to highlight the employers that provide support for them to do so.

5.2.4 **Member Development Charter** – in association with the CBI, LGA, TUC, British Chambers of Commerce, Commission for Racial Equality, Equal Opportunities Commission and others. It asks councils to provide to provide a minimum of 5 days training and development through individual learning accounts for members, and support those with family and work commitments. For their part, business and public sector partners agreed to support and encourage their employees to become councillors so that authorities can tap into a broader base of experience.
5.2.4 **Leadership Academy** – a modular programme designed to maximise the political, organisational and community skills of leading members.

Over 200 councillors have benefited from the academy over the last two years. One example is Newark and Sherwood District Council. The authority has so far sent nine senior members on the programme, including all the cabinet portfolio holders and group leaders. Comments from the authority indicate that participation is considered an investment, and members return more confident and effective in their roles. The academy also provides networking opportunities for councillors, who share ideas that can be taken away and adopted in other participants’ authorities.

An increasing number of Councils (eg Bath & North East Somerset, Lancashire County Council, Colchester Borough Council) have decided that the programme should be viewed as a compulsory development opportunity for all their Cabinet members.

5.2.5 **Black and Minority Ethnic Councillors** – the IDeA is currently working on a leadership programme aimed at supporting councillors from Black and Minority Ethnic backgrounds. This programme should be launched by spring 2003.

6 **Concluding remarks**

6.1 The IDeA welcomes the opportunity to draw the Committee’s attention to the National Census of Local Authority Councillors and the agency’s initiatives to promote diversity in elected members.

6.2 Further details on the work of the IDeA, copies of the National Census of Local Councillors or other publications can be made available to Committee members via the contact details below, or via our web site at [www.idea.gov.uk](http://www.idea.gov.uk).

Judi Billing, Director, Leadership Academy, IDeA
Representing the People: Democracy and Diversity
(LGA, July 2001)

Executive summary
This report seeks to identify some of the factors that result in under-representation of specific groups on local councils, i.e. young people, women, people from black and ethnic minority backgrounds, disabled people and those in full-time employment. The study focuses on three main areas of concern: the general lack of interest in local politics; barriers to recruitment and selection, and; the high turnover of councillors from under-represented groups.

The evidence from this research identifies the common and specific issues that exist for under-represented groups, at both the initial recruitment and selection stage and in the support that councillors receive. A concern for most groups was the difficulty they had in coping with the increasingly heavy demands of being a councillor alongside demanding family and work commitments.

The evidence suggests that the demographic profile of today’s council has not changed enough in the last 30 years. There is an increasing problem of disengagement with local politics, particularly in relation to those groups that are under-represented on local councils. This results in a shortage of candidates from these groups putting themselves forward for selection.

There is also evidence that those from under-represented groups who do put themselves forward face greater barriers to being selected to stand as potential candidates in ‘winnable’ seats than their peers. Finally there is a perceived lack of support for new councillors from under-represented groups, to enable them to fulfil their duties while balancing other roles and responsibilities in their lives.

This report makes a series of recommendations aimed at:

- promoting the role and image of the councillor to encourage a broader range of candidates seeking selection;
- reviewing party selection procedures to address equality of opportunity issues; and
- improving the support available to individual members once in office.

These recommendations propose action by political parties, local authorities, central government, employers and community organisations.

The LGA is committed to working with a variety of partners to progress these recommendations in the short, medium and longer term.
Conclusions and recommendations

Main conclusions

• There is strong evidence that specific issues exist, which make it more difficult for under-represented groups to stand for election and remain as councillors once elected. Members from under-represented groups consider that there are a number of processes, at national and local level, which could be improved to overcome the various stages of pre-selection, recruitment and selection, and ongoing support for councillors.

• Improving the image of local government is crucial if more people are to be encouraged to stand for election. Apathy towards local politics is, to a significant extent, due to the belief that local government does not ‘make a difference’. A change in this perception will only be brought about by decentralisation and a return of more powers to local government.

• All councils and councillors should be encouraged to promote more awareness and understanding of the role of local government, and the rights and duties of individuals as citizens. Young people are particularly detached from local politics and increasing awareness in young people, through involvement with schools, is vital.

• Councils need to be more active in involving under-represented groups on local forums. Young people may be particularly interested in getting involved on single issues.

• Financial incentives may help to remove some of the barriers faced by some councillors. There should also be recognition, however, of the concerns that other councillors have regarding the provision of salaries.

• Employers may benefit from greater recognition of the valuable contribution they make to their communities in supporting employees to take on councillor duties. The Improvement and Development Agency (IDeA) is encouraging and recognising this through its Good Employer Award but more recognition is needed, particularly when businesses are small, resources are tight or if they are located in rural areas.

• Compensation would greatly encourage more employers to support staff fulfilling public service roles. Initiatives targeting employers are required to attract a greater number of full-time employees to take on councillor roles.

• Local councils have an important role to play in developing, supporting and retaining councillors. Councils are also responsible for creating an environment in which diversity is valued, and more attention needs to be paid to developing and implementing equal opportunity action plans for members as well as officers.

• Publicising an open and transparent recruitment and selection process is essential if the public and potential candidates for selection are to believe that party selection procedures and decisions on selection are based on merit. Parties that promote best practice through their recruitment and selection procedures will be more effective in encouraging people from under-represented groups to seek selection.

• Representation levels have undoubtedly increased following various positive action strategies. There is insufficient evidence, however, to explain the full reasons behind these improvements and further monitoring of the outcome of such initiatives is required.
Main recommendations

On the basis of these conclusions, the following recommendations are made, seeking to address the three broad areas of concern: the general lack of interest in local politics; barriers to recruitment and selection; and the high turnover of councillors from under-represented groups.

Attracting a more diverse range of potential candidates to engage with local government and local politics

- That local authorities and political parties should work to promote the role of the councillor and on improving the image of local government.

- That strong representations should be made to government to devolve powers and responsibilities to local government from central government and quangos.

- That the LGA/National Youth Agency (NYA) Young People's Standards (to be launched in July 2001) be introduced in all councils to ensure local councils are in touch with young people.

- That councillors be encouraged to visit schools to provide support to citizenship courses and to promote the relationship between local government and citizenship.

- That the law be changed to allow 18 to 21 year olds to stand for election as councillors.

- That the government promotes the Employment Rights Act which states that councillor employees should be given 'reasonable' time off to perform their duties, or legislates for a wider public involvement entitlement covering all public service.

- That the government issue guidance to remuneration panels to ensure that they understand the issues involved in determining member allowances and that they reinforce the need for equity and fairness.

- That the government should consider the issue of compensation for employers that encourage and support staff who combine their work life with public service roles.

- That the LGA, in partnership with the Department of Transport, Local Government and the Regions (DTLR) and member authorities, launch and co-ordinate national and local publicity campaigns to promote local government and a more positive image of the role played by local councillors.

- That councils should consider running 'open house' sessions for local people to explain what local government is about and to promote the role of the local councillor.

- That councils, and local party groups, should consider the value of inviting interested members of the public, particularly those from under-represented groups, to 'shadow' elected members in the course of their work as councillors.

Overcoming barriers to recruitment and selection

- The national political parties are recommended to issue good practice guidance, which promotes equality of opportunity, to help to remove barriers to selection that exist for under-represented groups and ensure equality of opportunity in being selected to stand for 'winnable' seats.

- That more detailed monitoring of positive action and positive discrimination strategies be conducted and reported on to inform any recommendations as to the value of such strategies in the longer term.

- That party groups should consider offering potential candidates training packages, eg in interview skills.

Supporting and retaining councillors

- That the LGA provides guidance to local authorities on the package of support and training that is required to meet the individual rather than the collective needs of councillors. The guidance should be aimed at addressing the specific issues encountered by under-represented groups.

- That all councils should ensure they have a comprehensive induction process in place to 'bed in' newly elected members.

- That local authorities establish specific training budgets for their elected members and monitor take-up and outcomes of such training. It is further recommended that councils give much greater priority to member training and development, than is currently the case, and that the IDeA and others consider the introduction of nationally accredited training schemes.
Conclusions and recommendations

- That local councils and party groups should seek to encourage the business sector to support employees by promoting initiatives such as the Good Employer Award.

- That local councils are encouraged to make full use of the new codes of conduct and local standards committees, to help to ensure that inappropriate behaviour, such as bullying, harassment, racist or sexist remarks are not tolerated within council chambers.

- That consideration be given to the development of national and local support networks of elected members (particularly for under-represented groups), where they don’t already exist.

- That all councils consider the value of providing mentors for new councillors (including providing training to mentors on how to ‘mentor’).

- That councils and party groups consider the value of introducing career development programmes for councillors (linked to competency frameworks/standards, including opportunities for shadowing more senior councillors), particularly targeted at members from under-represented groups.

- That councils consider the scope for improving allowances and providing childcare allowances (ensuring that this doesn’t disadvantage people on benefits).

- That councils should periodically review times of meetings and training sessions to ensure flexible approaches to fit with changing lifestyles.

In making these recommendations, the LGA is keen to promote many of the examples of good practice by national parties and local authorities identified in pages 23 to 35.

Councillor Laura Willoughby
Chair, Local Government Association Equalities Executive
“Renewing Local Democracy”
Scottish Parliament, Local Government Committee Evidence Session

1st October 2002 – Renfrewshire Council Chambers

Submission by Steve Thomas
Head of Strategic Policy
Welsh Local Government Association
1. **Background Issues**

- The predominant category of Councillor in Wales is largely white, male and over 59 years old (average for Wales).

- The number of women in council chambers is only 19% in Wales,

- Those from ethnic backgrounds make up only 1% of councillors in Wales.

- Only 4.2% of councillors across England and Wales are under the age of 34.

- In Wales the only group which sees substantial representation are those with disabilities which in the latest Councillor census make up 15.3% of Welsh councillors and may in turn reflect the age profile.

2. **“The Invasion of Doubt”**

Radical social and cultural change is occurring in Wales which current representation in councils has failed to reflect. Local democracy is the most important arena of government to impact on the life of communities, therefore it is essential that councils draw upon the widest possible cross section of their communities to inform decision making and to create a new generation of councillors fully in tune with the diversity of our culture.

A revolution has been occurring in local authorities over recent years under the broad heading of modernisation and has been reaffirmed by Government in giving local authorities a duty of community leadership. The focus of local authorities is changed from one of service provider to one that also enables councils to “hold the ring” in tackling with a range of partners the major local issues.

Councils must therefore be externally focused in their areas and engage a vast range of organisations, partners and individuals. In doing so they are changing the rules of the game on public consultation and engagement. **But they are not changing sufficiently in drawing upon all sectors of society and failing to attract a new generation into elected public service.**

There is a broader malaise. There is a crisis of participation across UK political culture. The recent 59% turnout at the General Election was the lowest since 1918 and signified an end to the perception that “all is well” in terms of electoral turnout at the national level. Most notably the General Election turnout showed the strength of political disaffection among young people. Six out of 10 of 18- to 25-year-olds did not vote. Council by elections and overall elections often present a worse picture with turnout hovering at the 30% mark.

A mixture of disengagement with campaigns, broader apathy with politics and questions of relevance lie behind the slump in turnout reflecting a broader cultural shift in Britain.

The old style civic politics and political engagement is declining. Increasing diversity of culture in a post modern society predominates. A generation of activists who took the view that the path of influence resided in local political institutions are disappearing in Wales. The old political cultures in the Valleys associated with the NUM and ISTC have gone. In the period 1961 to 1991 the Rhondda valleys lost a quarter of their population. This has been matched by a growth
in Cardiff whose population has grown by 10% over the last decade and whose working population is now made up of 40% of people commuting into the city. The M4 corridor in the South and A55 in North Wales are further evidence of these economic changes. The role of the National Assembly and a Cardiff Centric approach to policy making has partly reinforced these trends.

In Wales the emerging “political” generation questions this and argues that the political centre of gravity may sit elsewhere. In this context mainstream politics is challenged by the politics of pressure groups, environmental concerns, consumerism, anti-capitalism and the growth of the Internet. The membership of Greenpeace and the Royal Society for the Protection of Birds is bigger than most political parties.

It is clear that all the elements of pressure group politics can be incorporated into the Community planning process in local government where issues such as sustainability, regeneration, health, lifelong learning and tackling community safety predominate. Nonetheless other themes have emerged in local government which have made council membership increasingly unattractive. These include such factors as -

- exhaustion by legislation
- over regulation and inspection
- fragmentation
- loss of accountability and autonomy
- centralising impulses
- end of the public service ethos
- the growth of non elected government
- a lack of trust

The Leader of the WLGA, Councillor Sir Harry Jones has recently argued that “in this context the real surprise is not that political parties are finding increasingly difficult to recruit people to become local councillors but that anyone with an ounce of sanity is willing to stand for election in the first place” (speech to the WLGA conference 2002). But he has also pointed to the emergence of a “Welsh Way” to public sector reform and the emerging relationship between the Assembly and local government in Wales. This shows real signs of pointing the way to a new form of central local relations based on trust and mutual respect. The outcome is that a recent report by the IPPR concludes “that local government is held in high esteem in Wales, and has greater impact than in its counterparts in the UK”. Consequently it is a positive foundation to build upon but how to capitalise on this is the debate.
3. The “Welsh Way”

So what about the future? How does local government create this sense of engagement and encourage more people to stand for election? How does it broaden its base?

In Wales the publication of the University of Birmingham report on “Recognizing Councillors Worth to their Communities” by Dr Declan Hall has significantly taken this debate forward. It has created a reward framework which recognizes the scale of responsibility and effort which can flow from the position of councillor. These reforms are set out in Annex 1 and have been implemented across all 22 Welsh Unitary councils.

The most important element of the report however concerns breaking down the barriers to public service and making it attractive for people to stand.

The WLGA are working with the Assembly on how to take forward a broader package of benefits. These include –

- a proposed severance package for long serving councillors,
- dependent carers allowance,
- a councillors pension scheme,
- much greater training and development.
- Local Government itself is promoting the role of councillors through the “Members Charter” developed by the WLGA’s improvement agency, Syniad.

The example of the severance scheme is particularly interesting. The severance package has generating much interest, not all of it positive. Some predictable media reactions have concentrated upon Councillors seeking big pay offs to leave public service. This misses the point.

The severance package is about creating space and opportunity for new members to come into councils and recognise the service that older councillors have given often to the detriment of family life and their careers. The impact of those who have not been able to build up pension rights because of local government service is another case in point. The scheme is still subject to negotiation with the Secretary of State for Wales since regulations will have to be made in England under the Superannuation Act 1972 in order to enable Welsh councils to make payments of this kind (gratuities) to councillors.

The concept is that councillors should not be able to receive both a severance payment and a pension related to their work as councillors, so this would be an either/or arrangement. The payment would be £750 per year served (net of income tax and national insurance) up to a maximum of 20 years’ value. The scheme would be confined to councillors of 65 or over (within one year after the May 2004 elections) who had served for more than one term.

The amount of funding made available for the scheme would be a matter for the Assembly. It is possible that the total likely cost of the severance payments would be around £3 million. In terms
of timing there will be a limited "window" in which councillors could apply for the scheme (from 1 June 2003). There is still much detail to finalize with the scheme not least of all the prospect of a failure to recruit particularly from the relevant social groups. However the scheme is an attempt to address council profiles and builds a more limited scheme which had some success in the Republic of Ireland.

4. **Equalities**

With the full support of the Welsh Assembly Government we have also established a new Equalities Unit for Welsh Local Government to assist local authorities in dealing with the key issues around Race, gender and disabilities and the Welsh language. Discussions with local authorities have clearly stressed the importance of commitment and leadership from those at senior Member and management level to influence the changes required to mainstream equality throughout the work of the organisation. Local authorities are in a unique position to be able to influence other local organisations with whom they work in partnership and as they are often the largest employer and service deliverer in an area, their work impacts greatly on members of the community. For this reason, local authorities should strive to be exemplar organisations who demonstrate both commitment and leadership to creating fair, inclusive and equal communities.

The WLGA Equalities Unit comprising 4 staff is tasked with overseeing the implementation of Welsh Equality Standard for local government aimed at making councils best practice examples of the proper implementation of Equalities legislation such as the Race Relations (Amendment) Act 2000 and the Disability Discrimination Act. It is anticipated that the Standard will find wider application across the public sector in Wales and will also evolve a set of statutory performance indicators on these issues.

The Assembly and the WLGA are jointly sponsoring seminars around Wales on the theme of "Widening Participation in Local Government" which have been a real success. The audiences stem primarily from the voluntary and community sectors but have included individual members of political parties. The issues emerging from these seminars as the barriers to recruitment are -

- Time and social pressures
- A lack of awareness what councils do
- Trepidation of council’s procedures and bureaucracy,
- Feelings of potential frustration and powerlessness, often seen as exacerbated by the centralisation of power and the implementation of new political structures
- Issues of confidence in aspiring to becoming a councillor and the failure of councils to provide mentoring support.
- The aggressive culture of some councils
- Lack of role models
- Negative image of local government
- Lack of pressure on the main parties to change their selection systems, in order to encourage a more representative body of councillors

The Associations improvement arm, Syniad, is also undertaking a detailing project prior to the 2004 local government elections in Wales to provide co-ordinated induction support across the 22 councils. This will be supported by an Assembly campaign on “How to become a Councillor”.
5. Conclusion

While there is considerable activity around these themes the litmus test will be a “new face” to Welsh Local government after 2004. It is worthwhile effort but of it can really address the issues set out in the introduction to this report about the changing shape of culture in the UK. What the work does is attempt to tackle those factors which have acted as “inhibitors” to standing as a councillor. Whether the removal of some of these will attract a new generation will be the key measure of success.
Annex 1

“RECOGNISING COUNCILLORS’ WORTH TO THEIR COMMUNITIES”

A REPORT ON MEMBERS’ ALLOWANCES, SUPPORT AND BARRIERS TO PUBLIC SERVICE FOR LOCAL AUTHORITIES IN WALES

University of Birmingham Report

EXECUTIVE SUMMARY

1 The National Assembly of Wales commissioned a review team at The University of Birmingham to make further recommendations on members allowances and related issues of taxation, pensions, benefits and barriers to public service in relation to the new political structures and way of working for modernised local authorities in Wales.

2 The review teams’ recommendations are as follows:

The Basic Allowance

The Three Variables to Consider in Arriving at the Standard Basic Allowance

- The hours needed to do the job effectively = 90 hours per month
- The Public Service Discount (PSD) = one third
- The rate for the job (the Welsh average male non-manual salary) = £12.51

3 Thus based on these variables the formula proposed to arrive at the standard basic allowance is as follows:

- 90 hours per month multiplied by 12 months = 1080
- Apply a PSD of one third = 1080 – 360 = 720 remunerated hours
- Multiply 720 remunerated hours per year by £12.51 per hour
- = £9,007

Factoring in Support for Councillors

4 The review team considered that it was equitable and reasonable to be paid a standard lump sum for IT and Internet, Telephones, and Office Equipment.

The Recommended Basic Allowance

5 Consequently, it is recommended that total basic allowance for councillors in Wales should be:

- The standard basic allowance of £9007
- Telephone costs of £400 per year
• IT costs of £300 per year
• Office costs of £200 per year
= £9907 per year

Special Responsibility Allowances

The Special Responsibility Bands

6 There should be six bands of special responsibility to take account of the new roles for councillors under the new political structures. These are:

Band 6: Vice chairs of regulatory and other committees such as area forums, and leaders of minor opposition groups.

Band 5: Chairs of regulatory and other committees, vice chairs of overview and scrutiny committees and cabinet members (where they exist) with executive powers under mayoral model.

Band 4: Chairs of overview and scrutiny committees, and leaders of principal opposition groups.

Band 3: Cabinet members, deputy leaders of councils under new political structures and Leaders under the fourth option (or Chair of the Board)\(^1\).

Band 2: Leaders of councils and directly elected mayors with council managers.

Band 1: Directly elected executive mayors with cabinets.

Arriving at a Comparator for Leader

7 The review team have chosen is to compare the leaders of authorities to Welsh Assembly Members (WAMs). Leaders under the new political structures in Wales should not be seen as being less important than WAMs and as their peers. This then gives a total package for full-time leaders as £35,437 as of April 1, 2000 for the median group of authorities. The basic allowance is then deducted from this to give the recommended SRA for the Leader of the median group of authorities based on population and budget responsibility.

\(^1\) The review team notes here that Welsh alternative arrangements on the Leader under the fourth option (Guidance on Part II of Local Government Act 2000 on Chair of the Board) would have responsibilities broadly comparable to a Leader with Cabinet under the new political arrangements. However, the review team took the view that they should not be seen as being on a par with the Leader with Cabinet as Chairs of the Board under the fourth option are not operating under the same executive/scrutiny split as the other executive models. More importantly the full council still has the power to over turn their decisions.
### Recommended Levels of Remuneration and SRAs for Leading Councillors in the Median Group of Authorities Based on Population Size and Budgets

<table>
<thead>
<tr>
<th>Bands</th>
<th>Posts</th>
<th>Basic Allowance</th>
<th>Size of Position</th>
<th>SRA</th>
<th>Total Package</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band 1</td>
<td>Elected Mayors</td>
<td>£9,907</td>
<td>125%</td>
<td>£31,913</td>
<td>£41,820</td>
</tr>
<tr>
<td>Band 2</td>
<td>Leaders &amp; Elected Mayors with Council Manager</td>
<td>£9,907</td>
<td>100%</td>
<td>£25,530</td>
<td>£35,437</td>
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<tr>
<td>Band 3</td>
<td>Chairs of the Board under 4th Option, D/Leaders &amp; Cabinet Members</td>
<td>£9,907</td>
<td>50%</td>
<td>£12,765</td>
<td>£22,672</td>
</tr>
<tr>
<td>Band 4</td>
<td>O&amp;S Chairs and Principal Opposition Group Leaders</td>
<td>£9,907</td>
<td>30%</td>
<td>£7,659</td>
<td>£17,566</td>
</tr>
<tr>
<td>Band 5</td>
<td>Chairs of Other Committees, V/Chairs of O&amp;S &amp; Cabinet Members w/Decision Making Powers under Mayoral Model</td>
<td>£9,907</td>
<td>20%</td>
<td>£5,106</td>
<td>£15,013</td>
</tr>
<tr>
<td>Band 6</td>
<td>Vice Chairs of Regulatory and Other Committees Leaders of Minor Opposition Groups</td>
<td>£9,907</td>
<td>10%</td>
<td>£2,553</td>
<td>£12,460</td>
</tr>
</tbody>
</table>

- It is also recommended that members are eligible to draw down one SRA only.

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2 The review team accepts that there is a strong case for a modest uplift to be applied to Deputy Leaders recommended SRA, as they do have distinctive roles beyond that of the other cabinet members in many cases. If this is the case then the review team suggests an extra 5-10 percentage points should be applied to their assessment for a SRA. E.g., This would give a Deputy Leaders SRA of between £14,042-£15,318. The review team did not make this explicit in its bandings as it felt six bands should be the maximum. More than six bands then it gets complicated and can rapidly spiral out of control so as to make the banding process relatively meaningless.

3 Legislation recognises the existence of a political group on council with two members only. It is proposed here that for Leaders of minor opposition groups to be eligible to receive a SRA their political group must have at least 10 per cent of seats on council. The same of course, should also apply to the principal opposition groups.
• Furthermore, we urge that councils limit the number of SRAs payable to no more than 50 per cent of councillors so that SRAs are not paid to a majority of members and are not used for political purposes.

PROPOSED VARIATIONS ON SRAs

Welsh Unitary Councils Population – The Groupings

Based on August 1998 figures from Councils themselves

<table>
<thead>
<tr>
<th>Population Groupings</th>
<th>Proposed Groupings</th>
<th>Population of Local Authority</th>
<th>Proposed SRAs</th>
<th>Method of Calculation</th>
<th>Total Package BA+SRA</th>
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</thead>
<tbody>
<tr>
<td>&gt;300,001</td>
<td>Cardiff County</td>
<td>315,040</td>
<td>SRA Band 1: £44,468</td>
<td>X125%: Own Leader SRA</td>
<td>£54,585</td>
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<td></td>
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<td></td>
<td>SRA Band 2: £35,742</td>
<td>X40%: Med Leader SRA</td>
<td>£45,649</td>
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<td>SRA Band 3: £17,871</td>
<td>X50%: Own Leader SRA</td>
<td>£27,778</td>
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<td>SRA Band 4: £10,723</td>
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<td>£20,630</td>
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<td></td>
<td></td>
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<td>SRA Band 5: £ 7,149</td>
<td>X 20%: Own Leader SRA</td>
<td>£17,056</td>
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<td></td>
<td></td>
<td></td>
<td>SRA Band 6: £ 3,574</td>
<td>X 10%: Own Leader SRA</td>
<td>£13,481</td>
</tr>
<tr>
<td>200,001-300,000</td>
<td>Rhondda Cynon Taff County Borough, Swansea, City and County of</td>
<td>241,313</td>
<td>SRA Band 1: £38,295</td>
<td>X125%: Own Leader SRA</td>
<td>£48,202</td>
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<td></td>
<td></td>
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<td>SRA Band 2: £30,636</td>
<td>X40%: Med Leader SRA</td>
<td>£40,543</td>
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<td></td>
<td></td>
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<td>SRA Band 3: £15,318</td>
<td>X50%: Own Leader SRA</td>
<td>£25,225</td>
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<td></td>
<td></td>
<td></td>
<td>SRA Band 4: £ 9,191</td>
<td>X30%: Own Leader SRA</td>
<td>£19,098</td>
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<td></td>
<td></td>
<td></td>
<td>SRA Band 5: £ 6,127</td>
<td>X 20%: Own Leader SRA</td>
<td>£16,034</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>SRA Band 6: £ 3,064</td>
<td>X 10%: Own Leader SRA</td>
<td>£12,971</td>
</tr>
<tr>
<td>100,001-200,000</td>
<td>Carmarthenshire County Caerphilly County Borough, Flintshire County Neath Port Talbot County Borough, Newport County Borough, Bridgend County Borough, Wrexham County Borough, Powys County Vale of Glamorgan, Gwynedd, Pembrokeshire County, Conwy County Borough</td>
<td>169,108</td>
<td>SRA Band 1: £31,913</td>
<td>X125%: Leaders SRA</td>
<td>£41,820</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>SRA Band 2: £25,530</td>
<td>MEDIAN SRA for Leader</td>
<td>£35,437</td>
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<tr>
<td></td>
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<td></td>
<td>SRA Band 3: £12,765</td>
<td>X50%: Leaders SRA</td>
<td>£22,672</td>
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<td></td>
<td>SRA Band 4: £ 7,659</td>
<td>X30%: Leaders SRA</td>
<td>£17,566</td>
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<tr>
<td></td>
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<td></td>
<td>SRA Band 5: £ 5,106</td>
<td>X 20%: Leaders SRA</td>
<td>£15,013</td>
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<tr>
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<td></td>
<td>SRA Band 6: £ 2,553</td>
<td>X 10%: Leaders SRA</td>
<td>£12,460</td>
</tr>
<tr>
<td>&lt;100,000</td>
<td>Torfaen County Borough, Denbighshire County Monmouthshire County Blaenau Gwent County Borough, Ceredigion County, Isle of Anglesey County, Mithyr Tydfil County Borough</td>
<td>90,400</td>
<td>SRA Band 1: £25,530</td>
<td>X125%: Own Leader SRA</td>
<td>£35,437</td>
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<td>SRA Band 2: £20,424</td>
<td>MEDIAN SRA for Leaders</td>
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<td>X50%: Own Leader SRA</td>
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<td>SRA Band 4: £ 6,127</td>
<td>X30%: Own Leader SRA</td>
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<td>SRA Band 5: £ 4,085</td>
<td>X 20%: Own Leader SRA</td>
<td>£13,481</td>
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<td></td>
<td></td>
<td></td>
<td>SRA Band 6: £ 2,042</td>
<td>X 10%: Own Leader SRA</td>
<td>£11,949</td>
</tr>
</tbody>
</table>

Variation in SRAs

(a) The Authorities in the 100,001 – 200,000 population band represent the median sized authorities in terms of population and budgets. The recommendations for SRA’s in Chapter Two apply to them.
(b) All other Leaders SRAs are then related to the median leaders SRAs by going up/down by increments of 20%.

(c) All other SRAs are then related to their own Leaders SRAs, expressed as a percentage as indicated.

(d) The Groupings: four groupings were chosen to take into account the population and budget responsibilities for each authority.