



Llywodraeth Cymru
Welsh Government

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Devolution,
Democracy and
Delivery

Reforming Local Government: Power to Local People

Consultation Survey (Full)

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Action required by: 23:59 on 28 April 2015

Overview	<p>The White Paper 'Reforming Local Government: Power to Local People' is the Welsh Government's statement of intent about the future of Local Government in Wales.</p> <p>The White Paper sets out the Welsh Government's proposals for reform in the following fields: local democracy, the roles and remuneration of Elected Members and senior officers, community governance and Community Councils, community rights, corporate improvement, service performance, scrutiny, audit, inspection and regulation, and finance.</p>
How to respond or for further information	<p>This consultation covers a large number of matters. Many are of interest to the general public but some are technical in nature and may only be of interest to Local Authorities. We have designed a web-based questionnaire in order to make both collecting and analysing responses easier.</p> <p>You may choose to address all the issues raised by this White Paper or to complete a shorter version of the questionnaire which focuses on the main matters of public interest. You will be able to choose your preferred option when you start the questionnaire. A word version is also available but we strongly encourage respondents to use the online questionnaire.</p> <p>To respond to the consultation please either complete the online form or request the accompanying questionnaire and return it</p> <p>either by email to RLGProgramme@Wales.gsi.gov.uk or by post to</p> <p>Reforming Local Government Welsh Government Cathays Park Cardiff CF10 3NQ</p>
Further information and related documents	<p>This document is also available in a shorter, plain English version and a youth friendly version on the Welsh Government website.</p> <p>Large print, Braille and alternative language versions of this document are available on request.</p>

Data protection How the views and information you give us will be used:

Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about. It may also be seen by other Welsh Government staff to help them plan future consultations.

The Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and address (or part of the address) of the person or organisation who sent the response are published with the response. This helps to show that the consultation was carried out properly. If you do not want your name or address published, please tell us this in writing when you send your response. We will then blank them out.

Names or addresses we blank out might still get published later, though we do not think this would happen very often. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 allow the public to ask to see information held by many public bodies, including the Welsh Government. This includes information which has not been published. However, the law also allows us to withhold information in some circumstances. If anyone asks to see information we have withheld, we will have to decide whether to release it or not. If someone has asked for their name and address not to be published, that is an important fact we would take into account. However, there might sometimes be important reasons why we would have to reveal someone's name and address, even though they have asked for them not to be published. We would get in touch with the person and ask their views before we finally decided to reveal the information.

This is the consultation survey linked to the document *Reforming Local Government: Power to Local People*. It asks some initial questions to establish if you are an individual, a representative body or another type of organisation. It then goes on to ask questions related to themes within the White Paper. Some questions are yes/no, some ask you to express your agreement with a proposition along a 5-point scale, and some ask for your views and give a box in which to provide your thoughts.

Initial Questions

I am replying on behalf of:

<input type="checkbox"/>	I am a member of the public, these are my individual views	<p>Please tick which age bracket you fall into:</p> <p><input type="checkbox"/> Under 18 <input type="checkbox"/> 26-35 <input type="checkbox"/> 46-55 <input type="checkbox"/> 65+</p> <p><input type="checkbox"/> 18-25 <input type="checkbox"/> 36-45 <input type="checkbox"/> 56-65 <input type="checkbox"/> Prefer not to say</p> <p>Please tell us which Local Authority Area you reside in:</p>
<input type="checkbox"/>	A Local Authority	Please state which Local Authority you represent
<input checked="" type="checkbox"/>	A Community Council	Please state which Community Council you represent Pencoed
<input type="checkbox"/>	Political Group / Party	Please state the name of the party you represent
<input type="checkbox"/>	Representative body, Professional Body or Association	Please state the name of the body
<input type="checkbox"/>	Elected Member	Please state which Local Authority or Community Council you sit on
<input type="checkbox"/>	Third Sector	Please state the name of the organisation you represent
<input type="checkbox"/>	Trades Union	Please state the name of the Trades Union you represent
<input type="checkbox"/>	Government Agency/ Other Public Sector Body	Please state the name of the organisation you represent
<input type="checkbox"/>	Other	Please provide additional information
11. If responding on behalf of an organisation or representative group, how did you gather the views of your members or members of the public in responding to this consultation?		Special meeting convened to consider contents of White Paper and formulate a response to questionnaire
12. Please tell us which document you have read:		<input checked="" type="checkbox"/> Reforming Local Government: Power to Local People (Full White Paper)
		<input type="checkbox"/> Reforming Local Government: Power to Local People (Summary Version)
		<input type="checkbox"/> Changing Local Government (Young people version of White Paper)

Contact Details

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Declaration

17. Consultations are likely to be made public, on the internet or in a report.

If you would prefer your response to remain anonymous, please tick here:

Chapter 2: Balancing the Responsibilities of National and Local Government

Chapter 2 discusses the relationship between the different spheres of government in Wales and how this has developed since devolution in 1999. It clarifies the role of the Welsh Government as providing leadership, setting standards and defining a limited number of national expectations. It also examines the role of Local Government as an agent of change in their local areas, in their relationships with other public services and at the regional level, particularly city regions.

Status of Reformed Authorities			
1. Do you think all Local Authorities in Wales should be known as Counties?	Yes	No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. If no, what is your reasoning to allow other titles for reformed Authorities?			
3. Do you think Local Authorities should be able to nominate the chair of the Council as a Mayor?	Yes	No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Power of Competence			
4. Should Local Authorities in Wales be granted a general power of competence?	Yes	No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. If yes, should there be any constraints on it? None other than prescribed for further in the questionnaire			
Deregulation and Contracting Out Act			
6. Should the provisions of the Deregulation and Contracting Out Act 1994, as they apply to Local Authorities, be reviewed?	Yes	No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Do you have any issues you wish to raise with regards to Deregulation and Contracting Out? Best Value should be maintained			
Local Authority Constitutions			
8. Can you identify any specific areas of official procedure which might be changed in order to make the operation of Local Authorities more agile, open and transparent? Listen to and involve the Community			

To what extent do you agree or disagree with the following statement:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
9. <i>Local Authorities should set out in plain language their values and the principles they will use to operate in their constitution</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. <i>Local Authorities should set out how they intend to build a relationship with their communities</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Legislative burdens and review of Local Government Legislation

To what extent do you agree or disagree with the following statement:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
11. <i>There is merit in reviewing the body of legislation relating to Local Government administration with a view to longer term consolidation and simplification</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Do you have any other proposals for extending the powers or functions of Local Government which should be considered?					

Chapter 3: Renewing Democracy

Chapter 3 sets out the need for greater clarity in the roles and responsibilities for the leader, Cabinet members, elected members and the chief executive officer. It also sets out the benefits of improving diversity of Councillors. We also discuss the need to reduce the cost of politics and management in Local Government and to bring more consistency to the appointment and remuneration of senior officers.

Local Government Elections							
1.	What should be the cycle of elections to Local Authorities in Wales?	4 years	5 years	Don't Know			
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
2.	Should Local Authorities elect Members on a rolling basis, for example by thirds?	Yes	No	Don't Know			
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
3.	If yes, how would this best operate in practice?						
Defining the Roles and Responsibilities of the Leader							
To what extent do you agree or disagree with the following statements:		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
4.	<i>Where a candidate is seeking to become the Leader of a Council they should produce a written manifesto setting out what they intend to achieve</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.	<i>Where a candidate is seeking to become the Leader of a Council they should present this manifesto orally to the Council before the election takes place</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6.	<i>The Leader of a Council should produce an annual report setting out the achievements delivered against the manifesto</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
					Yes	No	Don't Know
7.	Should the roles, responsibilities and duties of Leaders/ Elected Mayors be defined in legislation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8.	Should the Leader be required to set objectives for Cabinet Members?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

9.	Should the Leader be required to set objectives for the Chief Executive?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
10.	Should these objectives be made public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
11.	Should the Leader be required to produce a report to full Council on the achievement of these objectives?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
12.	Are there any other generic duties that should be included in the role of the Leader? Ensuring quality and performance is managed including that of the Chief Executive and Cabinet					
Defining the Roles and Responsibilities of Cabinet Members						
		Yes	No	Don't Know		
13.	Should the generic roles, responsibilities and duties of Cabinet Members be defined in legislation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
14.	What generic duties should be included in the role of a Cabinet Member? Performance management of Lead Officers . Quality of Services provided by Directorates.					
	To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
15.	<i>There should be greater consistency in the number of Cabinet posts in the reformed Local Authorities</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Yes	No	Don't Know		
16.	Should the maximum number of Cabinet Members serving on a Local Authority (currently 10) be reduced?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
17.	What should be the maximum number of Cabinet Members?					
18.	What is the reason for your suggestion? The number of Cabinet members will be dependant upon the level of services that will remain with the Local Authority					
	To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
19.	<i>Some Cabinet posts should be considered as 'Deputy' or 'Junior' positions as an opportunity to develop a wider cadre of future political leaders</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	<i>'Deputy' or 'Junior' posts should be considered as part time positions to reflect a lower level of responsibility</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. Should the public service Academi be asked to look at a development programme to support future political leaders?	Yes	No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. What do you think the Public Service Academi development programme look like? Leadership Qualitative analysis Performance Management Team Building			
Defining the Roles and Responsibilities of Elected Members			
23. Should the generic roles, responsibilities and duties of Elected Members be defined in legislation?	Yes	No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What do you think should be included in the role of the Elected Member?			
24. Regularly communicating with constituents	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Regular surgeries	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
26. Participation in Community Governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Participation in committees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Attending core training skills sessions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Are there any other aspects you think should be included in the role of the Elected Member?: Equal Opportunities and Consumer Affairs			
30. Should all Elected Members be required to produce an Annual Report?	Yes	No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Standards Committees					
To what extent do you agree or disagree with the following statement:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
31. <i>The powers of Standards Committees should be enhanced to enable them to consider cases where there is an allegation of a Councillor failing to fulfil their duties satisfactorily</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. If you agree, how should their powers be enhanced? They should examine complaints Ombudsman should be used at Appeal stage					
33. What sanctions might there be for Councillors failing to fulfil their duties satisfactorily? Withdrawal of credentials Suspension Censure Further training					
34. Where internal processes have failed to operate satisfactorily should there be a role for an independent body?	Yes			No	Don't Know
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
35. If yes, in what circumstances should they be involved? If Maladministration/misfeasance is alleged					
36. Who do you think would be best placed to undertake this role? Ministerial appointed Panel					
Recall					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
37. <i>There should be a system by which the public could recall a councillor during their term of office and trigger a by election</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. How might this work in practice? If 10% of electorate petition monitoring officer/ standards committee					
Equality and Diversity					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
39. <i>Leaders should be placed under a duty to have regard to diversity when appointing their Cabinet</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. <i>Where it is not possible to put forward a diverse Cabinet, Leaders should consider co-opting members to provide advice and support decision making</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. If you are supportive of co-opting on Cabinets how would this best work in practice? Specific matters should be identified and co-opted members sought					
42. How should Group Leaders be required to consider diversity? Gender/race/disability/age					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
43. <i>Local Authorities should be placed under a duty to promote engagement with democracy</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. <i>Local Authorities should be required to establish Youth Councils</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. <i>Devolved public service organisations should be required to release staff to serve as Local Authority Councillors</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. <i>Devolved public service organisations should be required to release staff to serve as Community Councillors</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. <i>All organisations (public, private and third sector) should be encouraged to release staff to serve as Councillors</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Remuneration of Elected Members

48. What issues should be taken into account when reviewing Councillors remuneration? Whether or not an elected member loses salary, if no loss suffered - why remunerate? If loss suffered then member should be fully recompensed

Number of Elected Members

	Yes	No	Don't Know
49. Do you agree the number of Elected Members in Wales should be reduced?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. What issues should be taken into account when considering the number of Elected Members? Overall size of electorate /population and level of services to be provided needs to be taken into account			

Term Limits for Elected Members

Do you agree with the following proposals for term limits:	Yes	No	Alternative limit	Don't Know
51. Elected Members (5 consecutive terms)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Please specify	<input type="checkbox"/>

52. Cabinet Members (2 consecutive terms)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Please specify	<input type="checkbox"/>
53. Leaders/ Elected Mayors (2 consecutive terms)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Please specify	<input type="checkbox"/>

Electoral Qualifications

To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
54. <i>Serving members of Local Authorities should not be able to serve as Assembly Members <u>and</u> continue their position in the Local Authority.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. <i>Local Government employees other than those in politically restricted posts should be able to stand for election to their own Authority and only resign if elected</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Role and Responsibilities of Chief Executive

	Yes	No	Don't Know
56. Should the role of Chief Executive Officer for a Local Authority be defined in legislation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the role of Chief Executive Officer include:			
57. Responsibility as Head of Paid Service?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Responsibility as Electoral Registration Officer and Returning Officer?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Responsibility for performance and improvement?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the role of Chief Executive Officer include a requirement to:			
60. Make arrangements to prepare a corporate plan?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Make arrangements to prepare annual self-assessments of corporate and service performance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Make arrangements for the promotion of democracy within a Local Authority Area?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Commission a peer review every two years and prepare a report for the Council on actions to be taken following the recommendations of the peer review?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
64. Put in place a performance management system for all employees of the Local Authority?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Term Limits of Chief Executive

To what extent do you agree or disagree with the following statement:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree

65.	<i>Arrangements should be put in place to limit the length of time a Chief Executive can serve</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
66.	<i>Arrangements should be put in place to set a term period which would lead to review before re-appointment of a Local Authority Chief Executive could be considered</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Should the Public Service Staff Commission be asked to explore:					Yes	No	Don't Know
67.	Arrangements for appointing Chief Executive Officers?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
68.	The appropriateness of limiting the length of an appointment of a Chief Executive Officer?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
69.	The appropriateness of setting a term period which would lead to review before re-appointment could be considered?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

Remuneration of Senior Managers

To what extent do you agree or disagree with the following statement:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
70. <i>There should be greater consistency in the number of senior officer posts in the reformed Local Authorities</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. <i>There should be greater consistency in the salaries of senior officer posts (including Chief Executive Officer posts) in the reformed Local Authorities</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. <i>There should be a national framework to guide salary scales for all chief officer posts</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. <i>Local Authorities should be required to consult an independent advisory body on the salaries of all chief officers</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. What would be an appropriate mechanism for Local Authorities to consult an independent advisory body on the salaries of all chief officers? Ministerial appointment using Nolan principles					

Senior Officer Appointments

To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree

75. <i>There should be greater consistency in the appointment process of senior officer posts (including Chief Executive posts) in the reformed Local Authorities</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In order of preference, which of the following do you believe to be most appropriate mechanism to support senior officer appointments:	1st	2nd	3rd	4th	
76. A Public Sector Appointments Commission would ensure all senior officers had the right leadership skills and competencies. Senior officers would be employed on a common basis and posted to an organisation, individuals would be moved across the public service as demand required (similar to the New Zealand case study).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
77. A Public Sector Appointments Commission would ensure all senior officers had the right leadership skills and competencies. Local Authorities would then make appointments from the pool of approved candidates.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
78. A Common Assessment Framework and process to establish a consistent approach to the appointment of senior officers. Local Authorities would have responsibility for making appointments of senior staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
79. Other	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
80. What other mechanism do you think should be used to support senior officer appointment? Probationary period of employment should be defined.					

Chapter 4: Connecting with Communities

Chapter 4 sets out our vision for a new relationship between local communities and Local Government in Wales, where larger Authorities are closer to their communities than is the case at present. This includes discussion of the role of Elected Members in leading this. We also discuss the need to raise the ambition of Community Councils so they are better placed to deliver important community services in the future. This means building their capacity and capability, as well as strengthening their governance and engagement with other services and the third sector.

Member Led Community Governance					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. <i>Local Authorities should develop, adopt and implement a neighbourhood management or similar approach to engaging with citizens to identify, prioritise and address particular local issues</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. <i>An inclusive and participative neighbourhood or area approach, led by Elected Members, is a model of community governance which should be adopted by all Local Authorities in Wales</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. <i>Community bodies, the third sector or other public services should have an equal place in neighbourhood area approaches</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. <i>Local Authorities should have responsibility for how community governance is designed in their area</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. <i>Member-led community governance is an essential part of local democracy</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. <i>Communities which will be identified under the Well-being of Future Generations (Wales) Bill should form the basis for Local Authorities' Member-led Area Boards in the future</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. <i>Neighbourhood area approaches should be able to facilitate place based budgets</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. <i>Local Authorities should seek to rationalise the number of partnership arrangements that it works with</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

9. <i>A national framework which requires Local Authorities to put in place a community governance system meeting certain guidelines should be established</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10. What should be included within a national framework?					
11. How best can Elected Members support their communities to do more? By fighting for community /town council plans to be included in funding/budgetary plans within the Corporate Plan of the Principal Council					

Review of Community Councils					
	Yes	No	Don't Know		
12. Should Local Authorities review the role, structure, scope and governance of Community Councils within their areas?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
13. Should this review be completed by 2022?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
14. If no, what do you think the timescale should be for the implementation of community level reform?					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
15. <i>Community Council areas should be merged or enlarged</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competent Community Councils					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
16. <i>Community Councils should be subject to competency tests in return for greater rights and responsibilities</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. <i>Only 'competent' Community Councils in Wales should be granted a general power of competence</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. If Community Councils in Wales are granted a general power of competence, what should be the constraints on it?					
To what extent do you agree or disagree with the following statements: <i>Community Councils should be subject to a</i>	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
19. <i>Democracy test: at least two-thirds of the Councillors on a Community Council have been declared elected at either an ordinary election or a by-election</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. <i>Capability test: the Community Council must employ a clerk with relevant professional qualifications</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. <i>Capacity test: the Community Council has a minimum annual budget of at least £200,000</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p>22. <i>Governance test: the Community Council has implemented a sound system of financial management and internal control in line with statutory requirements, and meets certain other criteria such as having a website on which it publishes agendas, minutes and accounts and being contactable by email.</i></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>23. Are there any other 'competency' tests that you believe would be relevant? Value for Money should be implicit/ inherent in all that is done</p>					

	Yes	No	Don't Know			
24. Should competent Community Councils be required to pass a motion to this effect and notify their Local Authority?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
25. Should competent Community Councils be required to be required to continue to demonstrate 'competence' to their Local Authority?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
26. Should Local Authorities be able to revoke a competent Community Councils status if they are not satisfied?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
27. <i>Governance and transparency arrangements should apply to Community Councils</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
28. <i>The public should have a right to attend, speak at and record meetings of their Community Council</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
29. <i>The Chair of the Community Council should be required to publish an annual report, which could also incorporate the reporting requirement proposed in the Well-being of Future Generations (Wales) Bill</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
30. <i>The Chair of the Community Council should be required to set performance objectives for the clerk of the Community Council</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
31. <i>The legislative framework governing community polls should be reviewed</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Electoral Qualifications						
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
32. <i>Serving members of Local Authorities should be able to become a member on a Community Council <u>and</u> continue their position in the Local Authority</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
33. <i>Serving members of a Community Council should only be able to be a member of <u>one</u> Community Council</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Chapter 5: Power to Local Communities

Chapter 5 sets out the way in which communities can engage Local Authorities in joint endeavour and how people can protect land and property of community value for the future. We intend to achieve this by giving community bodies a number of rights which they can exercise in relation to services and assets.

Community Bodies						
1. Do you agree Community Bodies should be subject to a competency test before they could take a more active role in delivering services or purchasing assets?				Yes	No	Don't Know
				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you agree or disagree with the following statements: <i>Community bodies would need to demonstrate:</i>		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
2. <i>Appropriate standards of governance</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. <i>Appropriate standards of financial management</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. <i>Appropriate standards of openness and transparency</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. <i>Representative local membership</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Are there any other 'competency' tests that you believe would be relevant?						
Community Participation						
To what extent do you agree or disagree with the following statements:		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
7. <i>Community bodies should be able to request involvement in the development and delivery of local services</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. <i>Local Authority should be required to respond to these requests</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. What is the role of Elected Members in facilitating requests for community participation?						
Asset Transfer						
To what extent do you agree or disagree with the following statements:		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
10. <i>Community bodies should be able to initiate the transfer of assets from a Local Authority</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. <i>Community bodies should have the right of 'first refusal' of community assets that are on the private market</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. What is the role of Elected Members in facilitating requests for community asset transfer?						

	Yes	No	Don't Know
13. Local Authorities should be required to establish and maintain a register of community interests?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Chapter 6: Corporate Governance and Improvement

Chapter 6 discusses how Local Authorities might be best supported to improve their corporate capability and capacity. We believe effective leadership is the most important driver for ensuring Local Authorities are able to provide sustainable outcomes for local areas.

Corporate Governance						
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
1. <i>The proportion of independent members sitting on a Local Authority's Audit Committee should be increased</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2. <i>The Chair of a Local Authority's Audit Committee should be an independent member</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. What proportion of the Audit Committee should be independent?	At least 2 people	1/4 of the Committee	1/3 of the Committee	Other	Don't Know	
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Please specify	<input type="checkbox"/>	
4. What is the rationale for your answers? Suitability of candidates						
Self-Assessment and Peer Review						
5. Do you agree that responsibility for effective performance and delivery rests with the Local Authority, as does responsibility for service or corporate failure?	Yes	No	Don't Know			
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
6. <i>Self-assessment is an appropriate mechanism for organisations to use to consider their current levels of capacity and capability</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. <i>Peer Review is an appropriate mechanism for organisations to use to challenge this self-assessment</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Self Assessment and peer review should consider:				Yes	No	Don't Know

8. Strategic Vision for the Authority	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Corporate planning, including financial management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Governance arrangements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Quality and timeliness of management and service information	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Leadership, recruitment, talent development and retention	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Equality and diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Efficiency	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Procurement and the value for money delivered to local communities through third party expenditure	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Engagement with the public, workforce and partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Responding to demographic, financial and demand pressures	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Service innovation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Effective working arrangements with other Public Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No	Don't Know
20. Should a self-assessment be undertaken each year?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Should a peer-review be undertaken biennially (every other year)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Should the Chief Executive be required to provide a report to the Leader on matters of concern as a result of a self-assessment and peer review?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Should these reports be considered by full Council?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Should these reports be considered by the Local Authority's Audit Committee?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Should these reports be made public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. How should self-assessment and peer assessment be implemented most appropriately to support improvement? Audit Commission should examine if authority found to be deficient in any of the foregoing			
27. How should Local Authorities be supported to build expertise in self-assessment and peer review? By Training of key/leading members			
28. How could Welsh Government best support Local Authorities to improve? By setting an example of following the foregoing			
Power to Intervene			
	Yes	No	Don't Know
29. Do you agree that in some circumstances Ministers should intervene where a Local Authority is showing signs of failure?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
30. <i>Commissioning an independent review is the correct mechanism to establish if a Local Authority is in need of support</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Which of the following triggers should be used to establish an independent review:				Yes	No	Don't Know
31. The performance of an Authority lagging significantly, or for a sustained period, behind its peers in key areas				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Where there are concerns raised by the Authority itself or its Members				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Where information and intelligence provided by external review bodies identifies concerns				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Where concerns are raised through whistleblowing				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Where there is significant public concern about an issue				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Are there any other issues which you consider to be triggers for a review?						
37. Do you agree that the findings from an independent review should be used to prompt Ministerial support and intervention?				Yes	No	Don't Know
				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. How could the Local Government and Support and Intervention Protocol be revised to reflect these proposals?						

Local Government (Wales) Measure 2009

39. What elements of Part 1 of the 2009 Measure which should be restated within this new system?

40. Could these elements be built upon?

13. medium term	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. long term	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. How would the corporate plan be best presented and used in engaging with the public? By Town and Community Councils preparing their Local Plans which should then form the basis of the corporate plan for the area covered by Principal Authority			

Single Information Portal						
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
16. <i>Local Authorities should all produce information on performance levels and outcomes using the same data definitions.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17. <i>Local Authorities should all produce information on performance levels and outcomes using a consistent format and at the same time to allow for comparison.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18. <i>A single information portal would be a useful mechanism to provide regular, timely, and comparable information on a Local Authority area and Authorities across Wales to support and challenge performance in an area.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
				Yes	No	Don't Know
A single information portal should include information on:						
19. Standardised performance data				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Complaints				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Reports from audit, inspection and regulation bodies				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Self-assessment and peer review reports				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Information on upcoming inspections and audits				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Other (Please specify)						
25. In addition to information on performance, is there any other information that should be included on a single information portal? Action by Officers on matters referred to their Directorate by members						
Minimum Performance Outcomes						
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
26. <i>As part of a future performance regime the setting of minimum performance outcomes or standards should be considered</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
27. <i>There should be consequences for Local Authorities that fail to meet minimum Standards</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

28. If you agree, what consequences should there be for Local Authorities that fail to meet minimum standards? Withdrawal of competence and ministerial team to administer. Election to be called if necessary.								
						Yes	No	Don't Know
29. Should financial penalties be used as an incentive for performance outcomes or standards?						<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Digital Councils								
30. How should Local Authorities be encouraged to make greater use of digital channels and social media?								
To what extent do you agree or disagree with the following statements:		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree		
31. <i>Local Authorities should decide whether members of the public can record Council meetings</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
32. <i>The public have a right to report live from any Council proceedings, through written or electronic media</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
33. <i>Local Authorities should make arrangements to allow the public to make their views known on agendas of the full Council, the Executive of Committees in advance of meetings</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Complaints								
To what extent do you agree or disagree with the following statements:		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree		
34. <i>Local Authorities should have an online, as well as paper based, complaints process</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
35. <i>Local Authorities are already required to report on complaints made with regards to social services, they should be required to report on all complaints made about their services</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
						Yes	No	Don't Know
36. Is an Authority's Audit Committee best placed to consider reports on complaints (including data on number of complaints received, the timeliness of their resolution, etc)?						<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. If no, who would be best placed to consider such a report?
Possibility Standards Committee

Chapter 8: Strengthening the Role of Review

Chapter 8 discusses the important role of internal and external review in supporting Local Authorities to deliver better outcomes for local areas. We believe the internal and external review processes do not currently work together well enough. The Chapter discusses how we will strengthen internal scrutiny to ensure it has a greater impact on Local Authority decision making. We also discuss the benefits of sharing information between the different external review bodies and with internal scrutiny. The Chapter also discusses how external review bodies should work together more.

Democratic Services							
					Yes	No	Don't Know
1.	Do you agree that the Head of Democratic Services should be a Chief Officer role?				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Should the requirement preventing the Monitoring Officer from also being the Head of Democratic Services be removed?				<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.	How might we strengthen the independence of the Democratic Services function from the leadership of the Local Authority? Report annually to Standards Committee						
Planning for scrutiny							
					Yes	No	Don't Know
4.	Is it appropriate to put in place a system of "key decisions" in Wales?				<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5.	If introduced, how far in advance should the Executive be required to set out "key decisions"?	3 months	4 months	6 months	Other	Don't Know	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Please specify	<input checked="" type="checkbox"/>	
To what extent do you agree or disagree with the following statements:		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
6.	<i>Scrutiny Committees should be required to establish short, medium and long term scrutiny plans</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.	<i>Scrutiny Committees should be required to set out who they will engage with as part of their scrutiny plans</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.	<i>Scrutiny Committees should be required to publish their scrutiny plans</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
					Yes	No	Don't Know
9.	Should appointed members on Scrutiny Committees be allowed to						

9. Should co-opted members on Scrutiny Committees be allowed to vote?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10. What is your reason for this answer? Expertise should be allowed to influence decision			
11. If yes, what circumstances would voting take place? Where opinion is divided			

Local Public Accounts Committees

	Yes	No	Don't Know
12. Should Local Public Accounts Committees be established in Wales?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13. How might a Local Public Accounts Committee operate in practice?			

Giving communities a voice in scrutiny

To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
14. <i>Scrutiny Committees calls for evidence should be directed to relevant local community based representative bodies</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. <i>Individuals and representative bodies should be able to petition scrutiny committees</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. How should a scrutiny committee be required to consider and respond to petitions? Report on outcomes to include comment on how public opinion has been considered					
	Yes	No	Don't Know		
17. Should Local Authorities establish a 'public question time' where members of the public would be given the opportunity to raise issues with the Leader of the Council?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Regional scrutiny arrangements

To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
18. <i>Where a regional delivery mechanism is established, for example through joint commissioning, a joint scrutiny committee must be established</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. How would this regional scrutiny committee model interact with local scrutiny? Proportional membership on joint committee					

Strengthening links between External and Internal review

	Yes	No	Don't Know
20. Should the audit, inspection and regulation bodies be required to share their reports with relevant Audit or Scrutiny Committees of a Local Authority?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. Should the relevant Audit or Scrutiny Committee of a Local Authority be required to scrutinise the findings from audit, inspection and regulation reports?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
22. Should the audit, inspection and regulation bodies be required to appear before relevant Audit or Scrutiny Committees of a Local Authority to present their finding when requested to do so?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
23. How else could links between external and internal review be strengthened?					
Strengthening links between external review					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
24. <i>The audit, inspection and regulation bodies should be required to come together to plan a joint timetable of work with regards to Local Authorities</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. <i>This joint timetable should be published on the single information portal when established</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. <i>The audit, inspection and regulation bodies should be required to come together to produce a 'whole system' assessment of each Local Authority</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. <i>The audit, inspection and regulation bodies should be required to come together to produce an assessment of the overall health of Local Government</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. If introduced, how often should a 'whole system' assessment of each Local Authority be undertaken?	Every year	Every 2 years	Other	Don't Know	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Please specify	<input type="checkbox"/>	
29. How should this 'whole system' assessment of Local Authorities be developed?					
30. If introduced, how often should an assessment of the health of Local Government be produced?	Every year	Every 2 years	Other	Don't Know	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Please specify	<input type="checkbox"/>	
31. How should this assessment of the health of Local Government be developed?					
External Review Framework					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<i>The purpose of external review is:</i>					

32. <i>Protecting the interests of citizens by holding the use of public resources to account and by rigorously telling the story of how citizens experience services.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. <i>Contributing to the wider improvement framework, within organisations, the Welsh Government and wider public sector.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Are there any other things you would consider to be part of the purpose of external review?					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<i>The core functions of external review are:</i>					
35. <i>Assessing compliance with governance, financial stewardship and probity standards and regulations</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. <i>Assuring the quality and cost effectiveness of service provision</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. <i>Public reporting on the stewardship of public resources, service delivery against standards and the adherence to regulations</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. <i>Contributing to improvement including by encouraging self-improvement, acting upon critical reports and encouraging wider sectoral support</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. <i>Identifying, acting upon and reporting early signs of 'failure' within a service or an organisation</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. <i>Informing policy and practice, beyond individual organisations.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Are there any issues or barriers which would prevent external review bodies performing these functions?					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<i>The key attributes of external review are:</i>					

42. <i>Proportionality: proportionate to the risk, potential for improvement, likely benefit and interests of citizens. It applies in terms of deciding whether to use external review and in deciding its nature, scope and duration</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. <i>Independence: it must not be constrained by any party in reaching its conclusions and publishing its findings. It must be free to make judgements about service delivery and report its findings into the public domain, and it must be able to decide how it discharges its responsibilities once its focus has been agreed</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. <i>Accountability: external review must demonstrate and report on the impact of its activities. Assessments and findings must be accurate, fair and capable of being defended</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. <i>Collaboration: external review must collaborate in the interests of greater local impact, greater cost effectiveness and to reduce the burden on those being reviewed</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. <i>Value for money: external review should be able to demonstrate it delivers benefits commensurate with its cost</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. <i>Transparency: external review must be transparent in all its activities, its focus, decision making criteria, business processes, assessments and reporting. Reports must be clear, independent and consistent</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. <i>Professionalism and competence: external review must be conducted in a way which demonstrates professional integrity and competence. It should be credible, consistent and impartial in all its activities</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Are there any issues or barriers which would prevent external review bodies demonstrating these attributes? Vested interests					

Chapter 9: Finance

Chapter 9 discusses the way Local Government is funded and how this will need to change to support the reforms outlined in the White Paper in the shorter term, and also the need for a more fundamental review of the system in the longer term.

Our vision						
1.	What are your views on the proposed phased approach, where we intend to make the necessary changes needed to effect mergers and the reforms set out in this paper in the short term, and consider more fundamental changes to the system in the longer term? Satisfied with a phased approach					
2.	What specific features do you think a new financial framework for Local Government should exhibit? Fairness of treatment should be implicit					
3.	What specific aspects of the existing local taxation system could be simplified? (The existing local taxes are council tax and non-domestic rates.) None					
General revenue funding – distribution						
To what extent do you agree or disagree with the following statements:		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
4.	<i>The distribution of central funding should take account of the relative need of each Local Authority, based on the demographic, social and economic characteristics across Wales</i>					
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.	<i>The distribution of central funding should take account of the ability of each Local Authority to raise income from local taxpayers</i>					
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
6.	What would you change about the existing funding distribution mechanism to promote greater flexibility?					
7.	What would you incorporate into a future funding distribution mechanism to promote greater flexibility? <i>Demonstration of value for money by all local authorities</i>					
Financial Governance						
8.	How do you think Local Authorities could engage more effectively with residents before determining their spending priorities? manifesto/Corporate plan to be the subject of local meetings					
9.	How do you think information about the results from engagement exercises could be made available to residents? By use of Community Council newsletters/online/via elected members					
10.	How can we ensure financial plans are robust, strategic and sustainable? <i>By Audit and scrutiny</i>					
11.	What financial information should Local Authorities publish? All financial information should be published including balances and reserves					

12. How can Local Authorities ensure the information is transparent and clear for people to understand?
Headline figures to be published with detailed accounts being made available on request

Any other comments

13. Are there any other issues we should consider as part of our programme of Reforming Local Government in Wales, for example matters relating to policy, legislation or implementation?

10 Impact Assessments

This section asks questions in relation to the impact assessments which will be undertaken and published in support of the Draft Bill which will be published later in 2015.

The questions are specifically seeking further evidence and information on the issues of Welsh Language, Children and Young People, and Equalities in relation to the proposals set out in the White Paper.

Welsh Language					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. <i>The proposals set out in this White Paper will generally support the Welsh Government's strategy for the Welsh Language – laith fyw: laith byw?</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. <i>The proposals set out in Chapter 2 (Balancing the responsibilities of National and Local Government) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. <i>The proposals set out in Chapter 3 (Renewing Democracy) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. <i>The proposals set out in Chapter 4 (Connecting with Communities) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. <i>The proposals set out in Chapter 5 (Power to Local Communities) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. <i>The proposals set out in Chapter 6 (Corporate Governance and Improvement) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. <i>The proposals set out in Chapter 7 (Performance in Local Government) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. <i>The proposals set out in Chapter 8 (Strengthening the Role of Review) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. <i>The proposals set out in Chapter 9 (Finance) will generally support laith fyw: laith byw?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.	What do you see as the positive impacts/effects of the proposals set out in this White Paper for the Welsh Language? openness will generally assist in having a positive impact
11.	How might these be further developed?
12.	What do you see as the negative impacts/effects of the proposals set out in this White Paper for the Welsh Language?
13.	How might these be mitigated against?

Children and Young People					
To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
14. <i>The proposals set out in this White Paper will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. <i>The proposals set out in Chapter 2 (Balancing the responsibilities of National and Local Government) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. <i>The proposals set out in Chapter 3 (Renewing Democracy) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. <i>The proposals set out in Chapter 4 (Connecting with Communities) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. <i>The proposals set out in Chapter 5 (Power to Local Communities) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. <i>The proposals set out in Chapter 6 (Corporate Governance and Improvement) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. <i>The proposals set out in Chapter 7 (Performance in Local Government) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. <i>The proposals set out in Chapter 8 (Strengthening the Role of Review) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. <i>The proposals set out in Chapter 9 (Finance) will generally have a positive impact on children, young people and their families</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. What do you see as the positive impacts/effects of the proposals set out in this White Paper for children, young people and their families?					

24. How might these be further developed?

25. What do you see as the **negative** impacts/effects of the proposals set out in this White Paper for children, young people and their families?

26. How might these be mitigated against?

Equalities

Equalities in this context refers to groups with protected characteristics under the Equality Act 2010:

Age; disability; gender reassignment; marriage or civil partnership (in employment only); pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

To what extent do you agree or disagree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
27. <i>The proposals set out in this White Paper will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. <i>The proposals set out in Chapter 2 (Balancing the responsibilities of National and Local Government) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. <i>The proposals set out in Chapter 3 (Renewing Democracy) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. <i>The proposals set out in Chapter 4 (Connecting with Communities) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. <i>The proposals set out in Chapter 5 (Power to Local Communities) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. <i>The proposals set out in Chapter 6 (Corporate Governance and Improvement) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. <i>The proposals set out in Chapter 7 (Performance in Local Government) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. <i>The proposals set out in Chapter 8 (Strengthening the Role of Review) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. <i>The proposals set out in Chapter 9 (Finance) will generally have a positive impact on equalities issues</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. What do you see as the positive impacts/effects of the proposals set out in this White Paper on equalities issues? openness and transparency must prevail					
37. How might these be further developed?					

38. What do you see as the **negative** impacts/effects of the proposals set out in this White Paper on equalities issues?

39. How might these be mitigated against?

Other Issues

Are there any proposals set out in the White Paper that have particular issues with regards to the following areas:

40. Privacy

[how personal information, related to groups or individuals, is collected, stored, protected, shared and managed as a result of policy development and delivery]

41. Rurality

[how the needs of the people who live, work, socialise and do business in rural areas are objectively considered in policy development and delivery]

42. Health

[how the health and wellbeing of a population may be affected by a proposed action]

43. Biodiversity and Habitat Regulations

[how biodiversity might be conserved and enhanced to halt the loss of habitats and species, and to take action to restore and enhance them by a proposed action]

44. Climate Change

[how proposed actions will contribute to reducing emissions by 3% in devolved areas.]

45. Environmental Impact Assessment

[how protection for land with special environmental, historic or cultural importance may be affected by a proposed action]

46. Strategic Environmental Assessment

[how environmental issues are considered as part of proposed action]