

Gwasanaeth Democrataidd Democratic Service Swyddfa'r Cyngor CAERNARFON Gwynedd LL55 1SH

Cyfarfod / Meeting

PWYLLGOR CRAFFU CORFFORAETHOL

CORPORATE SCRUTINY COMMITTEE

Dyddiad ac Amser / Date and Time

*2.15PM, DYDD IAU, 7 MAWRTH, 2013 *2.15PM, THURSDAY, 7 MARCH, 2013

(*Cynhelir cyfarfod rhagarweiniol i'r aelodau am **1.45pm** / *A pre-meeting will be held for members at **1.45pm**).

(*Nodwch amser cychwyn y cyfarfod ogydd / *Please note meeting start time)

Lleoliad / Location

YSTAFELL DWYRYD CANOLFAN GYSWLLT / CONTACT CENTRE UNED 2 / UNIT 2 PARC BUSNES ERYRI / ERYRI BUSINESS CENTRE MINFFORDD PENRHYNDEUDRAETH

(*Nodwch y lleoliad ogydd / *Please note venue)

Pwynt Cyswllt / Contact Point

Eirian Roberts

(01286) 679018

maireirianroberts@gwynedd.gov.uk

(DOSBARTHWYD / DISTRIBUTED 27/02/13)

PWYLLGOR CRAFFU CORFFORAETHOL CORPORATE SCRUTINY COMMITTEE

AELODAETH/MEMBERSHIP (18)

Plaid Cymru (9)

Y Cynghorwyr / Councillors Elwyn Edwards Aled Evans Selwyn Griffiths Charles Wyn Jones Dyfrig Jones

Dafydd Meurig Michael Sol Owen Mair Rowlands Gareth Thomas

Annibynnol / Independent (4)

Y Cynghorwyr / Councillors Lesley Day Trevor Edwards

Eryl Jones-Williams Eirwyn Williams

Llais Gwynedd (3)

Y Cynghorwyr / Councillors Gweno Glyn Simon Glyn

Jason Humphreys

Llafur / Labour (1)

Y Cynghorydd / Councillor Gwynfor Edwards

Rhyddfrydwyr Democrataidd / Liberal Democrats (1)

Y Cynghorydd / Councillor June Marshall

Aelodau Ex-officio / Ex-officio Members

Cadeirydd ac Is-Gadeirydd y Cyngor / Chairman and Vice-Chairman of the Council

Eraill a wahoddir / Others invited

Y Cynghorydd / Councillor John Wynn Jones - Aelod Cabinet Economi / Cabinet Member Economy (eitem / item 5) Y Cynghorydd / Councillor Dyfed Edwards – Arweinydd y Cyngor / Council Leader (eitem / item 6).

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2 DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

3. URGENT BUSINESS

To note any items that are a matter of urgency in the view of the Chairman for consideration.

4. MINUTES

The Chairman shall propose that the minutes of the last meeting of this committee held on 31 January, 2013 be signed as a true record (copy herewith - <u>blue</u> paper).

Please note that the times noted below are estimates only

5. THE SUSTAINABLE PROCUREMENT POLICY Cabinet Member: Councillor John Wynn Jones

To receive observations and evidence from:-

- (a) Success in Tendering School of Law, Bangor University.
- (b) Business Wales Tendering Support (background paper attached <u>salmon</u> paper).
- (c) A Contractor
- (ch) Blaenau Ymlaen.

Members are requested to bring a copy of the report on the Sustainable Procurement Policy which was submitted to the 31st January, 2013 meeting of this committee with them to the meeting.

http://www.gwynedd.gov.uk/gwy_pwyllgorau.asp?cat=7587&doc=28299 &Language=1

<u>2.25pm – 4.15pm</u>

6. RURAL-URBAN AGENDA Cabinet Member: Councillor Dyfed Edwards

To consider the report of the Members' Manager – Support and Scrutiny (copy herewith - <u>yellow</u> paper).

<u>4.15pm – 4.30pm</u>

7. ANNUAL WORK PROGRAMME

To submit the latest version of the work programme (copy herewith - <u>lilac</u> paper).

<u>4.30pm</u>

CORPORATE SCRUTINY COMMITTEE, 31.01.13

Present: Councillor Simon Glyn (Chairman).

Councillors Lesley Day, Elwyn Edwards, Gwynfor Edwards, Trevor Edwards, Gweno Glyn, Selwyn Griffiths, Jason Humphreys, June Marshall, Dafydd Meurig, Mair Rowlands, Gareth Thomas and Eirwyn Williams.

Also present: Arwel Ellis Jones (Senior Manager Corporate Commissioning Service), Vera Jones (Democratic Services Manager), Gareth James (Members' Support and Scrutiny Manager), Ann E. Roberts (Assistant Performance Improvement Scrutiny Officer) and Gwyn Parry Williams (Members' Support and Scrutiny Officer).

Present for item 3 below:-

Councillor John Wynn Jones (Cabinet Member for the Economy); Nicola Day (Corporate Procurement Manager)

Apologies: Councillors Aled Evans, Charles W. Jones, Dyfrig Jones, Eryl Jones-Williams, Michael Sol Owen

<u>Welcome</u>

The Chair welcomed representatives of the Wales Audit Office and a Peer Group from Conwy County Borough Council to the meeting to observe the committee.

1. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received from any members present.

2. MINUTES

The Chairman signed the minutes of the previous committee meeting held on 13 December, 2012 as a true record.

<u>Matter arising</u> Item 3 – The Rural Agenda

In relation to the reference in the minutes that there would be adequate fibrespeed in most of Gwynedd by around March, a member enquired about the latest situation.

In response, the Cabinet Member for the Economy noted that he had reported at the last meeting that he was hopeful that it would be operational by this March. Unfortunately, there had been slight slippage in the timetable for various reasons, but it was expected that the work would start during June 2013.

RESOLVED to note the information.

3. SUSTAINABLE PROCUREMENT POLICY Cabinet Member: Councillor John Wynn Jones

- (a) A progress report was presented by the Cabinet Member for the Economy on the success of the Sustainable Procurement Scheme, and areas for improvement.
- (b) An opportunity was given to members to make observations and ask questions. The Cabinet Member and the officer responded appropriately and the following main points were made:
 - The Sustainable Development Tool had been developed to deal with contracts with a value of £500k and above.
 - A considerable amount of work was required for two contracts to receive attention from the Sustainable Procurement Working Group.
 - The fact that performance on contracts under £500k was unclear / appeared poor was because that this was only requested during the past year.
 - It was important to note the content of the procurement structure.
 - The Procurement Unit did not receive information on all Council contracts, but more work would be undertaken on this to identify these contracts.
 - A decision was made in November 2012 to sign up to the National Procurement Service regarding national contracts. It was noted that this service involved 15% of the Council's expenditure.
 - All the North Wales Councils had joined an Ambitions Board, with this Council taking the lead role in the area of Procurement.
 - It was a matter for the Economic Development Department to record details on the number of jobs created and safeguarded as a result of the contracts. It was important to develop the skills/apprentices which were required by the area's economy. The Council had contributed to the development of the Gwynedd Apprenticeship Company. It was agreed that details on the number of jobs would be submitted to the next committee meeting on 7 March 2013.
 - No savings had been identified through the Sustainable Procurement Scheme but there was a savings target against other schemes. The policy's emphasis was on maximising the benefits arising from economic, environmental and social matters.
 - The figure of 70% for 2010/11 in Appendix 1(b) of the report related to small and medium-sized enterprises in Wales and the figure of 35.7% in Appendix 3 of the report related to 2011/12 within Gwynedd.
 - The comparison between 2010 and 2011 could be found in Appendix 3 of the report noting Gwynedd's performance only. There was no comparison with other councils available.
 - The Working Group needed to see where the Council was spending outside Wales, and to receive information on the percentage of expenditure over £500k compared to expenditure between £50k and £500k.
 - As it was impossible for the Cabinet Member to respond to all the questions, it was agreed that the questions would be sent to him in more detail for a further response.

RESOLVED TO:

a) Support the progress to date.

b) Emphasise the need for services to use the procurement support available, and to comply with the sustainable procurement policy.

c) Establish a Working Group to consider holding a scrutiny investigation on the performance on contracts between $\pounds 50k - \pounds 500k$ in value, to identify good practice and to recommend improvements.

ch) Hold a discussion at the meeting on 7 March on the type of Working Group that would be acceptable, but in the meantime that Councillors Gwynfor Edwards, Dafydd Meurig and Mair Rowlands should discuss the Working Group's brief etc with the Cabinet Member, and submit their recommendations to the next meeting.

4. SYSTEMS THINKING SCRUTINY INVESTIGATION Cabinet Member: Councillor Peredur Jenkins

a) Submitted – report by Councillor Gareth Thomas, Chair of the Investigation, providing details on the main issues highlighted by the investigation into two pilot schemes held in the Arfon Area, the Maintenance Service (Intervention Team) and the Homelessness Service. He gave a summary of the investigation's activities and its main findings.

He thanked his fellow members and officers for their work in relation to the investigation.

- b) Members were given an opportunity to make observations and ask questions. The Chair of the Investigations responded appropriately and attention was drawn to the following main points:
 - The two areas had been chosen as they were both completely different in nature.
 - The effect of the "systems" work on the staff working in the service had affected their morale. It was noted that the Vanguard Company had worked hard, especially during the initial period. There was a feeling that both the pilot schemes had run for too long.
 - There was no intention to restructure departments but they should view things differently. It was not a tool to achieve savings, but rather a tool to change the way in which people viewed their work and to identify what was necessary to provide good service to the customer.
 - It was essential for officers on a senior level to buy in to the "command and control" mindset. On a service manager level, there was a very thorough understanding of this systems thinking.

RESOLVED to request that the Cabinet Member for Resources considers the following recommendations –

a) To extend Systems Thinking across the Council.

b) To ensure that the Cabinet Members and Senior Managers have a thorough understanding of the principles of Systems Thinking to realise the potential of redesigning Council services for the customer's benefit.

c) Provide full support to maintain the "day job" while officers work on the systems thinking scheme.

ch) Develop the scheme across the Council by striking a balance between carrying out this work internally and getting external and independent input as necessary.

d) Consider the information obtained from the customers and partners thoroughly in order to assess the demand and the true needs of the customer.

dd) Consider the value of appropriate measures carefully to assess success and problems with implementing the scheme across the Council and reporting on any matters of concern to the Cabinet.

e) Note that the process so far has been too slow – it is crucial that the work proceeds more quickly in future.

f) That work is carried out immediately to assess the scheme's costs in order to identify the sum of the expenditure and any savings that have derived from it so far and to consider the projection over the life of this Council.

5. THE RURAL AGENDA Cabinet Member: Councillor John Wynn Jones

The Chair's report was presented, referring to the observations made by the three area committees on this matter. He was of the opinion that it would be beneficial for a panel of two or three members to analyse these observations in order to suggest a way forward for the committee.

A member referred to the balance between rural and urban services and that if a working party was established, that there needed to be a rural/urban balance in its membership.

RESOLVED

a) To establish the following working party on the basis of rural/urban balance to analyse the observations made by the three area committees -

Councillors Lesley Day, Elwyn Edwards, Gweno Glyn, June Marshall, Gareth Thomas and Eirwyn Williams.

b) That the working Party meets to consider the brief and to submit it for the attention of the committee on 7 March 2013.

Corporate Scrutiny Committee Preparatory Meeting

The Chair noted that the preparatory meeting had been scheduled for the following day, 1 February, but due to the fact that "Sustainable Procurement Policy" and "The Rural Agenda" were items for consideration at the next committee meeting on 7 March 2013, he was of the opinion that these two items would be sufficient for that meeting. Therefore there would be no need for a preparatory meeting on 1 February 2013.

The Members' Support and Scrutiny Manager reminded members that at the last preparatory meeting it had been agreed to invite various organisations such as Menter a Busnes, successful/unsuccessful contractors etc to the next meeting to discuss "Sustainable Procurement". As the format of the next meeting to be held on 7 March would be more informal, it was suggested that it should be held in a location outside the Council's offices.

RESOLVED to hold the next meeting on 7 March 2013 in Ystafell Dwyryd, Contact Centre, Penrhyndeudraeth. But, if the majority of the representatives of the various organisations etc invited to the meeting came from areas outside Penrhyndeudraeth, the Committee's chair, in consultation with the Vice-chair should be given discretion to change the location if required.

The meeting commenced at 10.30am and concluded at 12.45pm.

WELSH GOVERNMENT'S BUSINESS WALES TENDERING SUPPORT

TENDERING ASSISTANCE

Finding the right supplier is crucial to any successful organisation. The Business Wales Tendering Support aims to help business create effective inter-trading relationships and to provide practical assistance to SMEs in winning private and public sector contracts and tenders. The new Business Wales programme came into existence on the 1^{st} January 2013. The public sector in Wales spends around £4.3billion per annum but just 51% of this expenditure stays in Wales. If an extra 1% of this expenditure were to stay in Wales - an extra 2000 jobs could be created. The aim of the programme is ensuring that more public and private sector contracts are won by businesses in Wales.

The backbone of the Tendering Support is:

- Assistance to businesses to find relevant tendering opportunities, mainly within the public sector but also with the private sector
- Establishing solid relationships with Procurement personnel within the Public Sector
- Assistance to fill in tender forms and pre-qualification questionnaires
- A number of events including How To Tender Workshops on two levels, Introductory and Advanced, Serll2Wales, E-Procurement, Meet the Buyer and Supplier Briefing events
- Meet the Buyer/Meet the Contractor Events for private sector companies wishing to fulfill their supply chain requirements
- The project website is the National Procurement website <u>www.sell2wales.co.uk</u>

KeyActivities

The Project will:

- Help businesses and the public sector purchase goods and services from local suppliers.
- Help prepare local businesses meet the requirements of buyers operating in both the public and private sector.
- Facilitate the opportunities for businesses to work on a collaborative basis in order to access large contracts.
- Provide up-to-date information to local business on potential contract/business opportunities.
- Develop a comprehensive data base of buyers and suppliers to facilitate inter-trading

Who is Eligible to Apply

- Private sector companies with up to 249 employees, independently owned or with an autonomous base in Wales.
- Community businesses and "not for profit" social enterprises.

Menter a Busnes is responsible for delivering the service pan Wales on behalf of the Welsh Government.





Welsh Government



NAME OF SCRUTINY COMMITTEE	CORPORATE
DATE OF MEETING	7 MARCH 2013
TITLE	Rural-Urban Agenda
AUTHOR	Gareth James Members' Manager – Support and Scrutiny
CABINET MEMBER	Councillor Dyfed Edwards, Council Leader
PURPOSE	
	Comment on the Draft
	Agree Brief

REFERENCE	YMCH 5
LEAD MEMBERS	Councillors: 1 Lesley Day 2 Elwyn Edwards 3 Gweno Glyn 4 June Marshall 5 Gareth Thomas 6 Eirwyn Williams
LEAD OFFICER	Gareth James Members' Manager – Support and Scrutiny
SUPPORT and ADMINISTRATION	Ann E Roberts Performance and Scrutiny Officer Eirian Roberts Members Officer – Support and Scrutiny

1 Background

During the Annual Scrutiny Workshops held in June and July 2012, a number of matters were raised by councillors who had recently been involved in the Council's elections in May.

During their canvassing work their constituents had raised a number of issues that needed to be addressed by the Council. Although these matters were differed in detail, they had a central theme.

Here are some of the main issues raised: insufficient or inappropriate travel, cost of fuel for travelling and heating, lack of suitable local housing, lack of jobs, inconvenient and remote public and private services, social deprivation.

Some consideration has been given to some aspects already through the Housing Scrutiny Inquiry and matters considered by the Communities Scrutiny Committee on Housing and Public Transport; scrutiny of the Education Strategy and provision of care in the Services Scrutiny Committee and the work on the Sustainable Procurement Policy by this Committee.

However, the members of the Corporate Scrutiny Committee felt that there was a need to look in more detail on all of these elements to ascertain whether or not there was a general theme in terms of the effect on the inhabitants of Gwynedd and what the Council was doing to deal with it. Comments were made by the three Area Committees, and at the Corporate Scrutiny Committee on 31st January 2013, six members were appointed to further scope the work with officers and to submit a draft Brief to the Committee today.

(See also note from the meeting of the Group on 20 February 2013)

2 <u>Purpose of Investigation</u>

The Investigation will aim to answer the following main questions:

- a) What are the examples of successful schemes to increase social inclusion in Gwynedd?
- b) Note and consider examples of good practise outside the County
- c) Make recommendations to the Council on direct action and as a partner to improve inclusion
- 3 <u>How</u>
 - Give a clear assessment of schemes that improve inclusion across the County.

- Give consideration to hurdles and how to overcome them
- Note strengths, successes and lessons to learn
- Note good practise and opportunities to improve
- Consider the aims of the new Strategic Plan in dealing with issues raised by the Inquiry
- Form clear recommendations based on evidence for the consideration of the Council Leader.
- 4 <u>Period of Inquiry</u>

<u>i onou or inquiry</u>	
Start of Inquiry	April 2013
End of Inquiry	September 2013
Report to Corporate Scrutiny Committee	14 November 2013
Report from Scrutiny to Executive	December 2013

5 <u>Programme</u>

Outline of main steps and meetings

Members will be required to do additional work in between meetings

1	Presentation by the Council leader and his officers on the main relevant elements under consideration for the new Strategic Plan
2	 Mapping Rural-urban Inclusion Briefing Notes by Scrutiny Officers with the support of Research Officers on relevant matters: Opinion of Citizens Panel Result of any consultation Link to Community Strategy Link to Council's Strategic Plan Relevant Schemes/strategies/policies External plans and enterprises
3	Work Planning Session Agree questions on visits within the County – Council and Partners' Plans
4	 Collate, consider and summarize relevant comments on the Council and Partners' Plans Agree questions and visits within the County to schemes being run independently of the Council e.g. 'Pub is the Hub'
5	Collate, consider and summarize relevant comments on

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	schemes being run independently of the Council but within County			
	 Agree questions and visits to innovative schemes outside 			
	County			
6	Planning Session			
	Consider information collected so far and plan the rest of the work			
	programme			
7	Arrange a visit to another area if appropriate			
8	Questions and Discussion Session of main findings with:			
	Council Leader			
	Relevant Directors			
	 Heads of Service and other Officers as appropriate 			
9	Analysis			
	 Consider and summarize information and experiences 			
	 Further question the Council Leader if necessary 			
	 Agree main recommendations for report and way forward 			
10	Scrutiny Committee to consider draft report and recommendations			

Scrutiny Investigation Group – Rural Agenda Notes of the informal meeting held on 20 February 2013

<u>Present</u>: Councillors Gweno Glyn, Gareth Thomas and Eirwyn Williams. Officers: Gareth James and Ann Roberts. Apologies: Councillors Lesley Day, Elwyn Edwards and June Marshall.

<u>Purpose of the Meeting</u>: To discuss the scope of the brief to be presented to the Scrutiny Committee on 7th March.

- 1. It was decided not to define 'rural' as most of Gwynedd is rural except Caernarfon a Bangor.
- 2. The importance of ensuring that the scope is not too extensive was noted and to keep to a specific element.

The options were discussed

- 1. Fuel Poverty it was noted that the Corporate Scrutiny Committee had looked at this on 13th December.
- Access to Information e.g. Benefits it was noted that the Communities Scrutiny Committee had decided to look at this area at its last meeting.
- Social Inclusion there are elements the group could focus on, but a tight brief is necessary. A discussion took place and it was noted that the group could consider
 - learning from Communities First but without too much emphasis on what had been carried out under Communities First. Consideration could be given to innovative ways of moving forwards from Communities First and discover if the innovative ways are supported to expand. Look at different ways of providing services – 3rd sector, private, etc.
 - transport such as 'from door to door' in the Llŷn area and extend across Gwynedd. Savings could come from this as well. Look at other options of providing transport in areas where there is no bus services are nearby. It was noted that tourism depends on bus services. It was reported that hubs had been mentioned within the Community Transport project.
 - Bringing services neared to the people such as Opticians and other services. Care should be taken in deciding upon a brief as the Health Board shrinks its services and once services are withdrawn from an area the demand will then fall on Gwynedd Council to provide the service.
- 4. Social Isolation it was noted that much is happening in this area in Llŷn already.

- 'Pub as a Hub' It was noted that a meeting had taken place on 19th February at Bryncir to promote rural licensees to discuss the 'Pub as a Hub' scheme that is managed by Cadwyn Clwyd on behalf of the Welsh Government with financial support from The Prince's Countryside Fund.
- 6. Invigorating Communities it was noted that there is a project in the Strategic Plan.
- 7. Broadband It was noted that a programme was in place across Gwynedd.

It was agreed:

That the discussion had been a foundation to start the work of looking at the Council's services, options and other ways of providing the services.

Use information from the latest Census as a basis for the investigation.

To discuss with the Council Leader, Mantell Gwynedd and others.

Hold the meetings of the Scrutiny Investigation Group in the Penrhyndeudraeth area.

20/2/2013.

Scrutiny Forward Work Programme June 2012 onwards – Version 2.00 (07.02.13)

Note – this is a live agenda which is regularly updated

	Item	Preparatory	Scrutiny
		Meeting	Committee
		Date	Date
1	Community Strategy	14.06.12	19.07.12
2	Savings Strategy	14.06.12	19.07.12
3	Systems Thinking (Scrutiny Investigation)	14.06.12	31.01.13
4	Improvement Plan	06.09.12	02.10.12
5	Rural and Urban Balance	06.09.12	13.12.12
		02.10.12	07.03.13
6	Partnerships and Collaboration	19.12.12	
	Assessing the progress		
_		10.10.10	04.04.40
7	Sustainable Procurement	19.12.12	31.01.13
0	The Councille Otrategic Diag		07.03.13
8	The Council's Strategic Plan		
9	The Council and the Public		
	Engagement Arrangements		
10	Workforce		
	Keeping the morale of workers high in a		
	difficult period		
11	Collaboration with Anglesey		
12	Carbon Footprint Policy		
	Assessing the achievement		
13	Emergency Planning		
	Assessing the progress of the SAC Report		

A Corporate Scrutiny Committee

B Communities Scrutiny Committee

	Item	Preparatory Meeting Date	Scrutiny Committee Date
14	Housing Supply and Affordability	18.07.12	04.09.12
15	Housing Scrutiny Investigation	18.09.12	05.02.13
16	Bypass	30.10.12	04.12.12
17	Waste Strategy	30.12.12	04.12.12
18	Transport Consistency of provision for Students across the County	30.12.12	04.12.12
19	Wind Energy Consultation arrangements	30.12.12	04.12.12
20	Empowering Communities Local collaboration with partners		
21	Bangor Pride Consider progress and lessons to be learnt and shared across the County		
22	Using Empty Properties Consider the impact of policies by the Council and its partners		
23	Parking Fees Consider consistency across the County		
24	Use of Cycling Routes Consider the progress on standard and use		
25	Parc Glynllifon and Parc Padarn Consider progress		
26	Allotments Challenge what has been achieved on the relevant existing policies and by-laws		
27	Marine Conservation Zones		

28	Apprenticeship Scheme Consider the progress		
29	Condition of Rural Roads Consider problems and possible solutions		
30	Tourism Assessing the impact on the Gwynedd economy		
31	Refuse Collections Information required		
32	Management of Overnight Caravanning Information required		Card and a second se
53	Social Housing	30.12.12	05.02.13
54	Static Caravan Occupation Period	19.02.13	

C Services Scrutiny Committee

	Item	Preparatory Meeting Date	Scrutiny Committee Date	
33	Youth Service Progress on the Review Improvement Programme	25.06.12	31.07.12	
34	Education Strategy Consider progress thus far Establish a Working Group to support the Cabinet Member Confirmation of the implications	25.06.12	31.07.12 13.09.12 15.11.12	
35	Scrutiny Investigation into the Quality of Education	25.06.12		
36	Change in Healthcare in North Wales – Betsi Cadwaladr Health Board		13.09.12	
37	Leisure Centres Consider progress on the Strategic Review	11.10.12	15.11.12	

38	Physical Disability Commissioning Plan Consider Progress of the Plan	11.10.12	15.11.12
39	Disability and Autism Consider information	11.10.12	15.11.12
40	Older People Commissioning Plan Consider 'Dignity in Care' information	11.10.12	15.11.12
41	Looked After Children		
42	Land transferred to Cartrefi Cymunedol Gwynedd	22.11.12	10.01.13
43	Local Provision of Services		
44	Pathway to Employment		
45	Telecare and Equipment to Support People	22.11.12	10.01.13
46	Intensive Intervention – Supporting Families		
47	Young People Progress on providing opportunities for those who are unemployed to gain access to work experience and employment		
48	Child Poverty Plan		
49	Support for Carers		
50	Corporate Parent Panel		
51	Matters from the 2011-12 Improvement Plan - Health Improvement Schemes (Page 79) - Language Improvements (Page 84- 86) -		
52	Pembrokeshire Children Services Report	17.01.13	21.02.13