

# Contents

Contents	
Agenda	2
4 - Minutes of the last meeting	5
5 - Savings Strategy	12
6 - Progress Report for the Anglesey and Gwynedd Single Integrated Plan	17
Appendix	35
7 - The Committee's Forward Work Programme 2013-2014	72



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

Cyfarfod / Meeting

**PWYLLGOR CRAFFU CORFFORAETHOL**  
**CORPORATE SCRUTINY COMMITTEE**

Dyddiad ac Amser / Date and Time

**10.00AM, DYDD IAU, 16 IONAWR, 2014**  
**10.00AM, THURSDAY, 16 JANUARY, 2014**

Lleoliad / Location

**\*SIAMBR HYWEL DDA,**  
**SWYDDFA'R CYNGOR, CAERNARFON**

\*Nodwch y lleoliad ogydd / \*Please note venue

Pwynt Cyswllt / Contact Point

**Eirian Roberts**

**(01286) 679018**

**[maireirianroberts@gwynedd.gov.uk](mailto:maireirianroberts@gwynedd.gov.uk)**

*(DOSBARTHWYD / DISTRIBUTED 8/01/14)*

# **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

### **Aelodau eraill a wahoddir / Other invited members**

Y Cynghorydd / Councillor Peredur Jenkins – eitem / item 5

Y Cynghorydd / Councillor Dyfed Edwards – 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 14 November, 2013 be signed as a true record (copy attached).

*Please note that the times noted below are estimates only*

### **5. SAVINGS STRATEGY**

**Cabinet Member: Councillor Peredur Jenkins**

To consider the report of the Cabinet Leader Resources (copy attached).

10.10am – 11.05am

### **6. PROGRESS REPORT FOR THE ANGLESEY AND GWYNEDD SINGLE INTEGRATED PLAN**

**Cabinet Member: Councillor Dyfed Edwards**

To consider the report of the Leader (copy attached).

11.05am – 11.50am

### **7. THE COMMITTEE'S FORWARD WORK PROGRAMME 2013 - 2014**

To submit the latest version of the work programme (copy attached).

11.50am – 12.00pm

---

## CORPORATE SCRUTINY COMMITTEE, 14.11.13

---

**Present:** Councillor Dyfrig Jones (Vice-chairman in the chair).

**Councillors:-** Lesley Day, Elwyn Edwards, Trevor Edwards, Aled Evans, Selwyn Griffiths, Jason Humphreys, Charles W. Jones, Eryl Jones-Williams, June Marshall, Dafydd Meurig, Mair Rowlands, Gareth Thomas and Eirwyn Williams.

**Officers present:** Gareth James (Member Support and Scrutiny Manager) and Eirian Roberts (Member Support and Scrutiny Officer).

**Present for item 4 below:-**

Alwyn Evans Jones (Head of Human Resources Department)  
Sioned Williams (Head of Economy and Community Department)

**Present for item 5 below:-**

Alwyn Evans Jones (Head of Human Resources Department)  
Geraint Owen (Senior Human Resources Manager)  
Stephen Barnard (Human Resources and Organisational Development Manager)

**Apologies:** Councillors Gwynfor Edwards, Simon Glyn and Michael Sol Owen; Councillors Peredur Jenkins and John Wynn Jones (Cabinet Members).

**1. DECLARATION OF PERSONAL INTEREST**

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

**2. URGENT ITEM**

This item was not included on the agenda; however, the Chairman agreed that it could be discussed as an urgent item under Section 100B(4)(b) of the Local Government Act 1972 because of the need to programme the committee's work over the coming months.

It was noted that the Chairman was having difficulties with the dates of the committee meetings and the preparatory meetings between now and the end of his chairmanship and as he was eager to continue in the chair until the end of his term, there would be a need to change the dates of the committee meetings in January and March and the preparatory meeting in February.

In addition, it was noted that neither the Chairman or Vice-chairman were available to chair the next meeting at 1.00pm on 26 November and it was agreed, subject to the availability of a room and translator, to move the meeting to 10.00am to enable the Vice-chairman to be present.

A member expressed disappointment that the Chairman could not attend the meetings.

**RESOLVED that the Member Support and Scrutiny Officer will confirm the arrangements of the next preparatory meeting with members and will contact them further with the new dates for the January and March meetings of the committee and preparatory meeting in February.**

### **3. MINUTES**

The Chairman signed the minutes of the previous committee meeting held on 5 September 2013 as a true record.

### **4. GWYNEDD AMDANI!**

**Cabinet Member: Councillor John Wynn Jones**

Submitted – the report of the Member Support and Scrutiny Manager, requesting the committee:-

- To consider the contents of the appendices to the report and ask questions as required;
- To consider how best to encourage the citizens of Gwynedd to register for the Cyd Cymru Plan;
- To consider registering as a Partner for Cyd Cymru.

The Member Support and Scrutiny Manager set out the context and the Head of Human Resources Department elaborated on the background to this and noted:-

- That this was a very new project and that the Project Group had not met yet.
- The more individuals that registered with Cyd Cymru, the cheaper everyone's energy bills would be.
- That Energy Helpline had been awarded the tender to facilitate the plan and assist residents to register.
- That Energy Helpline was moving the work forward in three steps. The first step had been implemented by now and it was now possible for anyone to register with Cyd Cymru.
- That the second step, along with an assessment of the first step, would take place in January / February. It was intended to bring Gwynedd into the second phase, in the hope that some information would be available regarding the first phase by then so that the propriety of moving into this direction could be assessed.
- That this plan was included under a group of projects being led by the Chief Executive under the 'Our Council' emblem.
- That it was very early days at present and that there would be much more to report in January / February.

Members were given an opportunity to ask questions and offer their observations. During the discussion the following main matters were highlighted:-

- In response to an enquiry, it was confirmed that it would be the Council's role to work in partnership to encourage as many as possible of the county's residents to purchase their energy through this plan, rather than going to the open market.
- In response to an enquiry, the Head of Human Resources Department noted that he assumed that the Council, as an organisation, would be able to buy into a scheme of this kind, but that this would need to be checked with the Council's energy officers. The Head of Economy and Community Department added that the Procurement Unit was looking at methods of obtaining a better bargain for the

Council in terms of energy price, although possibly not through this specific project.

- It was noted that this was fundamentally a worthwhile and simple plan.
- Enquiries were made as to whether or not schools would be a part of Gwynedd's plan. The Member Support and Scrutiny Manager suggested that the question could be asked to the Cabinet Member – Resources. The Chairman noted that the purpose of the item in question was to consider people on the domestic tariff, although it was understood that efforts were in the pipeline to attempt to obtain a similar bargain for people who purchased on a business tariff, including schools, the Council itself, etc.
- The importance of working with the third sector was emphasised in order to make registration as simple as possible for people, in particular for the elderly.
- Concern was expressed after the Head of Economy and Community Department stated that the plan would be restricted to people on benefits, as there were people in work, but who were on low salaries, who were in a worse financial situation. Should the plan be open to all without exception, it would also be cheaper for everyone and the purchasing powers of wealthy people would assist the less fortunate. It was suggested that a message should be sent to Cyd Cymru stating that their literature was misleading as it promoted the plan for all. A strong message should also be sent to the organisation stating that they should accept everyone on the plan and that it should not be means tested as that complicated things and encouraged people not to register.
- It was suggested that a page should be created at once on the Council's website providing a clear and simple explanation about the plan and the benefits and to incorporate a link to the registration form on the Cyd Cymru website. The members should be informed when the page had appeared on the website so that they could get the message out to their electors, and those who did not have access to the internet should be assisted to register by other methods, e.g. over the phone.
- In response to a suggestion that this plan skewed the market, the Head of Economy and Community Department replied that this was a complicated matter, but that this was an opportunity to make a difference to households for the next three years and that advantage should be taken of this campaign whilst the broader discussion regarding energy costs took place.
- It was noted that there was a need to ensure that all agencies in Gwynedd conveyed the same message and that the message was a simple one.
- The Head of Human Resources Department was asked to update the committee on the work of the Project Group following an assessment of the first phase.

## 5. THE COUNCIL'S WORKFORCE

### Cabinet Member: Councillor Peredur Jenkins

#### (A) Staff Engagement Survey 2013

Submitted – the report of the Human Resources and Organisational Development Manager on the results of the recent staff survey.

Members were given an opportunity to ask questions and offer their observations. During the discussion the following main matters were highlighted:-

- Concern was expressed that staff morale was low and a series of questions were raised regarding how the survey had been held. In response, the Head of Human Resources Department explained that the purpose of the survey was not to measure morale, but rather measure engagement, namely how

staff went about collaborating with the Council to give the best to the people of Gwynedd. It was noted that the survey was open to all, except school staff. A great effort had been made this year to reach the manual workers as this was the group that was least likely to fill a questionnaire. He noted further that it could not be concluded that there was more dissatisfaction among the staff of some departments as so many different questions were being asked. In terms of managers, he noted that the results of the previous survey showed that the training and development they had received had been successful. However, in terms of leadership, the staff did not feel that the Council's strategy messages were clear; however, there were programmes in the pipeline to attempt to rectify this. He noted further that the decision to use the Times Best Companies survey had been very ambitious, but that the Council was eager to attempt to set itself up against the best in the country, both public bodies and private companies.

- It was suggested that the engagement often affected morale.
- The work programme to resolve the matters raised in the survey was welcomed.
- A request was made for members to receive a copy of the results of every staff engagement survey from now on.
- The fact that the Council was looking after its staff was welcomed.

(B) Sickness Management

Submitted – the report of the Senior Human Resources Manager to the Corporate Health, Safety and Welfare Panel on Sickness Absences 2012-13.

Members were given an opportunity to ask questions and offer their observations. During the discussion the following main matters were highlighted:-

- In response to an enquiry regarding the 'Other' sickness category, the Senior Human Resources Manager noted that it was assumed that much stress was being hidden under this category as people were unprepared to state that they were suffered from stress. He elaborated upon the Council's efforts to focus on improving staff awareness of the methods and techniques to avoid / cope with stress. It was noted also that people were sometimes uncertain about which category to use and that they therefore tended to place their sickness under the 'Other' category. However, a campaign was afoot to ask people to note the exact nature of their sickness so that the departmental administrator, who was more familiar with the categories, could record it under the correct type of sickness.
- It was suggested that it would be beneficial to look at the 2012-13 performance table per individual department (page 2 of the report) and the table on the type of sickness (page 3) as a grid in order to see whether or not specific conditions occurred in specific departments. The Senior Human Resources Manager replied noting that this was being done, although it was not done formally in order to analyse in detail, and he agreed that this could be developed further.
- In response to an enquiry, the Head of Human Resources Department confirmed that this Council had never used surveillance techniques to measure sickness.
- In response to an enquiry regarding 'Monday and Friday Sickness', the Senior Human Resources Manager elaborated upon the efforts of the absence reduction project, where personnel officers, occupational health advisors and managers in the services collaborated to promote general



health and well-being, along with the arrangement of holding capability panels on the grounds of ill health.

- It was emphasised that it would be better to see an increase in absence levels rather than home carers who had a cold etc, continuing to go into work and then transferring their infection to the vulnerable people in their care. It was suggested that an additional category could be included for this type of situation. In response, the Senior Human Resources Manager noted that the Council's health and well-being promotion programme focused much on staff in the care field. It was not intended to criticise people for being absent; rather seek to be supportive and improve the quality of their health.

(C) Officers Retiring and Returning

Submitted – information for the year 2012-13 and the clause adopted by the Council as part of its Annual Pay Policy.

Members were given an opportunity to ask questions and offer their observations. During the discussion the following main matters were highlighted:-

- In response to the observation that the figures appeared very low, the Head of Human Resources Department noted that the figures had been received from the Pensions Unit, who had information about every individual who had left the Council, and that the officers had worked through the list to see whether or not any individual had returned to the Council's employment.
- A member alleged that there had been cases in the past where staff were aware that a person was going to return as a consultant. The Head of Human Resources Department asked the member to bring any specific case to his attention.
- It was suggested that a message should be sent to the Education Department stating that it was unfair and immoral to re-employ head teachers who had retired when so many young people were unable to get a job.
- It was suggested that it would be beneficial for the committee to receive an analysis of these figures on an annual basis.
- It was suggested that officers who retired and went to work in other parts of local government, e.g. town and community councils, should be considered. The Chairman noted that this was outside the remit of this Council and the member agreed to raise the matter with the Head of Human Resources Department outside the committee.

**6. ANNUAL SCRUTINY REPORT 2012-13**

Submitted – the report of the Member Support and Scrutiny Manager, requesting the committee:-

- To consider the Appendix to the report, offer changes and approve it, if appropriate, as a record of the work of the scrutiny committee for the year, to be included in the Annual Scrutiny Report.
- To consider and recommend how best to track the implementation of the recommendations.

Members were given an opportunity to ask questions and offer their observations. During the discussion the following main matters were highlighted:-

- Discontent was expressed that it was not possible for members to raise matters from the minutes at committees. The Member Support and Scrutiny Manager replied and noted that this involved changing the Council's Constitution. Tracking the scrutiny recommendations was a different matter and was part of the role of members as scrutinisers.
- It was suggested that the date of presenting each recommendation to a Cabinet Member should be noted.
- It was noted that the 73% of the recommendations of this scrutiny committee that had been accepted by the cabinet members for 2012/13 did not include the 11 recommendations that derived from the committee's discussion on the Procurement Strategy where no response had been received regarding them. With that in mind, the final percentage could be lower. A request was made for the Cabinet Member – Economy to prepare answers to the 11 recommendations. On a point of clarity, the Chairman of the Sustainable Procurement Scrutiny Investigation Group noted that the Cabinet Member had asked the department to undertake an investigation into the procurement system as a whole. It was suggested, should that be the reason for the lack of response, that the scrutinisers needed confirmation of that.
- It was noted that the recommendations deriving from the discussion of the committee on the Council's Performance Report 2011-12 were divided over a number of headings and if they were individual recommendations, the percentage fell even lower. There was a need to reconcile these with the remainder of the recommendations by noting them separately.
- It was noted that the fact that the recommendation had been refused was not the important issue, rather why it had been refused. It was suggested to include a sentence, or paragraph at most, to explain why a recommendation had been refused, and in the context of a recommendation that had been refused, a sentence should be included noting that and explaining how that recommendation had been implemented. To this end, it was also suggested that the report should note the date of accepting or refusing the recommendation.
- It was noted that there was a need for an agreement with the Cabinet regarding when they would be responding to a recommendation, even if that response would only note that there had been no opportunity to consider the matter thus far. It was suggested that the joint-meeting between the scrutiny chairs and the Cabinet should discuss this and reach an agreement on the way forward.
- In reference to the decision of the Preparation Meeting on 8 October to remind Cabinet Members of the need to implement the recommendations and to ask for updates, the Member Support and Scrutiny Manager suggested that it would be useful to identify individual members of the committee to track specific items with him, so that they could be brought in more extensively to the work outside the committee itself. Also, when submitting recommendations to the Cabinet Member, a specific date should be determined for meeting the Cabinet Member to obtain an update of the situation and include a note of that meeting in the report in due course.
- In addition to noting the expected impact, any concrete impacts that could be measured should also be noted.
- It was suggested that the 2013-14 report should refer back to this year's report and provide an update of the situation.
- A member noted that he did not feel satisfied with the outcome of the scrutiny investigation into systems thinking because the conclusions of the research group had been disregarded. To this end, he suggested that the relevant Cabinet Members should be approached again to request answers. The Chairman of the Investigation had agreed to do this with the Manager.

The Chairman noted that the committee would receive a draft of the updated annual report at some point over the coming months.

**7. SCRUTINY FORWARD WORK PROGRAMME 2013-2014**

Submitted – the latest version of the work programme.

**RESOLVED to discuss the work programme at the next Preparatory Meeting.**

The meeting commenced at 10.00am and concluded at 11.50am.

<b>NAME OF SCRUTINY COMMITTEE</b>	CORPORATE SCRUTINY COMMITTEE
<b>DATE OF MEETING</b>	16JANUARY 2014
<b>TITLE</b>	SAVINGS STRATEGY
<b>CABINET MEMBER</b>	CouncillorPeredur Jenkins

## **1 BACKGROUND**

1.1 Following the reports I have presented to the Cabinet and the Council over the last few months, the Scrutiny Committee has noted it's wish to scrutinise the implications upon the savings strategy and have asked me to address the following :-

A Progress on the 62 plans in the Savings Strategy that were to be implemented in 2013-14.

B Draft Communication Plan with details of how we intend to engage on the following :-

- Long Term Financial Strategy
- Emergency Savings Plans
- 2014-15 Budget
- Saving Plans for 2015 and beyond

C Show how you have measured the effect of implementing the Savings up to now, and give details of your plans to measure the effect in the future.

1.2 I note below all the details I am able to give on these issues.

## **2 What progress has been made on the 62 plans in the Savings Strategy that are being implemented during 2013-14?**

2.1 As I have reported in the past, there are firm arrangements in place to ensure that all the savings plans are accomplished (or at least that early warning is given if problems arise), with an officer project group chaired by the Head of Finance constantly monitoring the situation.

2.2 I then conduct a meeting every two months with the Director to receive a progress report from that Project Group.

2.3 The latest analysis shows that we expect 67 plans to be implemented in 2013/14 to deliver £3.578m of savings.

2.4 The latest analysis shows that there is some concern regarding 6 of these schemes that should generate £657,200. The reason for the concern is noted below -

**Increasing school meals preparation productivity (£35,000):**slippage in the implementation due to changes to the Council's senior management arrangements – Head of Education has arrangements in place to implement a plan to progress the scheme.

**Learning Difficulties Day Care (£70,000):**Original plan was delayed due to the need to assess the true effect of the suggestions and as a result it is likely to slip in 2014/15. However no problem with actual implementation – matter of timing only.

**Transforming the commercial waste service (£50,000):**Business plan to transform in place but slippage in the time it will take to be completed for various reasons. Confident it will be implemented in due course.

**E-Procurement (£219,200):**There is a question regarding the original business case being too ambitious. £299,120 of savings have already been implemented in this area but there is some concern with regards to how much of the £219,200 we had foreseen that would be implemented in 13/14 will be achieved –work to establish a realistic assessment is ongoing by the Project Board.

**North Wales Regional Hub (£50,000):**Regional joint working project that aimed to implement savings in the commissioning of services in the care field. There is an element of lack of information at present with regards to the true amount of savings which will accrue - work ongoing to establish this.

**Re-enablement (£233,000):**Although the project is underway within Social Services, the work of identifying the true savings that will accrue has not yet been completed and therefore there is no certainty on the actual amount as yet.

- 2.5 It can therefore be seen that whilst there is some concern in relation to one or two projects – this is largely due to a matter of timing and uncertainty regarding the amount of the proposed savings and we anticipate that the plans for 2013/14 will be largely implemented in due course.

### **3 How will we engage in relation to the financial issues over the coming period ?**

- 3.1 The Council has already agreed on a high level financial strategy which will be based on a balanced budget in 2014/15 and has agreed to establish a further savings programme between now and the end of 2014 with a view to implementing those savings from the end of this year.
- 3.2 We are currently working on establishing the options which are available to departments to find more efficiency savings or to manage

demand in a better way, and by establishing these opportunities a savings target may be set for every service.

- 3.3 As I noted to the Council, the plan is to conduct a series of seminars for all council members around the end of January/beginning of February, and once we have established the opportunity set that is available to the various services, the intention is to discuss those options in these seminars before bringing a proposed target before the Cabinet which will then be scrutinized by the Audit Committee and then be adopted (or not) by the Council.
- 3.4 Therefore it is hoped that every member will have had an opportunity to understand and influence these targets before the Council is asked to adopt them officially.
- 3.5 Once the targets have been adopted, it will then be necessary for the services to bring their individual proposals which will be required in order to deliver those targets before the members.
- 3.6 Whilst we are currently working on the detailed system required to achieve this in the period May - October 2014, the initial idea is to use a similar system to the one used when preparing the previous savings programme, where each service presented their suggestions to a series of seminars to which all council members were invited before the schemes went through the official process, in order that each member has an opportunity to understand all of the detailed plans.
- 3.7 This system will implement true efficiency savings and demand management proposals that, due to their nature, will have the least effect on the people of Gwynedd. However, I am doubtful if this alone will be sufficient to deal with the whole financial gap with which we will be faced over the coming years and we will at some time have to fall back on service cuts. [The actual amount of cuts will of course be dependent on how successful we are with the efficiency savings /demand management regime].
- 3.8 If we are to find service cuts, a system will be required in order to establish what the Council's priorities are (in order to establish where cuts may be made) and we are working on the system for doing this along side the system noted above for efficiency/ demand management savings.
- 3.9 Of course, as part of this system it will be necessary for us to have a conversation with the people of Gwynedd in order to establish what their priorities are before asking our members to consider the matter and if we are talking about ceasing some services then all the Council members will need to be part of the that discussion.
- 3.10 The system which we intend to develop will take account of both of these aspects.

- 3.11 Of course what is important is that any engagement is based on a mature understanding of the Council's situation and what is possible, with a view to balancing the priorities against each other on the basis of their effect on the people of Gwynedd, rather than a superficial process that purports to be engagement but which is in reality just a ticking boxes exercise.
- 4 **How have we measured the effect of implementing the savings up to now and what plans are there to measure the effect in the future.**
- 4.1 This is the basic problem with which the Council is faced.
- 4.2 Everyone is in agreement that if it is necessary to find savings that we should ensure that those savings have the least effect on the people of Gwynedd.
- 4.3 Up until now, we have tried to ensure that this is the case by ensuring that we look for efficiency savings and when services presented their plans, they had to be clear on the effect the plans would have if implemented.
- 4.4 These effects were clear in all of the plans presented to members and if they were not, there were opportunities for members to note this in order to get a better understanding, and indeed, one or two examples of this were experienced whilst following the system undertaken to establish the present savings programme.
- 4.5 In order to try and ensure further evidence I asked officers for a report to assess if savings plans implemented in 2012/13 had an effect on any one of the Council's main performance indicators that are noted in the Strategic Plan (121 of them).
- 4.4 It is not always easy to identify which measures, if any, that savings plans could affect and we had to come to an opinion on how to match them up based on our understanding of the sphere of activity and the savings in question. Officers were confident that we had identified the most important connections, although there is always a possibility that a less obvious connection exists.
- 4.5 Potential connections were established between performance measures in 24 cases with 18 of them showing that performance had improved; 2 showing that performance was consistent and 4 showing a deterioration. In 83% of the cases therefore we could be pretty certain that performance had not deteriorated as a result.
- 4.6 In relation to those areas where a reduction in performance was apparent and where a savings plan was operational those are noted below together with appropriate comments

<b>Measure</b>	<b>Performance</b>	<b>Comments</b>
Number of days lost due to staff absence per member of staff (Council attendance level)	2011/12: 8.29 2012/13: 8.52	<i>Savings in this area: More use of internal Occupational Health 13k.</i>  <i>It is worth noting however that our 2011/12 performance was the best ever for the Council and the 2012/13 performance was the second best ever.</i>
Measure of street cleanliness and appearance	2011/12: 73% 2012/13: 71.88%	<i>Savings in this area :Street Cleaning £20k; Departmental Overtime £34k; 12 hour shifts £146k</i>  <i>Despite the disappointing performance the target set for 2012/13 was achieved.</i>
Average number of days spent in the homeless system from the date the referral was received until we met the user's needs.	2011/12: 143 days 2012/13: 161 days	<i>Savings in this area:Housing Assistant £21k</i>
Number of elderly persons (65 years of age and above) who receive assistance to live at home per 1,000 population over 65	2011/12: 49.72 2012/13: 47.28	<i>Savings in this area :Review of Home care packages £205k; Direct payments £26k; Payments to independent providers £92k; Re enablement £328k</i>  <i>There is a question in relation to how rational this is as a measure of performance in any case. The fact that a target of 60 has been set for 2012/13 suggests that the aim is to increase the number, yet a number of schemes such as reablement and telecare aim to reduce the number.</i>

- 4.7 It is impossible to come to a conclusion whether any of the savings plans had a real effect on residents, since even in those examples noted above it is possible to conclude that the savings have nothing to do with the deterioration in performance and the long term effect would also have to be considered.
- 4.8 Probably the best way to consider the true effect on the people of Gwynedd would be to be clear at the outset what the nature of the savings plan is and what effect is expected in order that members are clear on this from the beginning and then being aware of examples of effects not prominent when the plan was agreed in order to see if steps need to be taken to ease the effects or if there are further lessons to be learnt.



<b>NAME OF SCRUTINY COMMITTEE</b>	<b>CORPORATE SCRUTINY COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>16 January 2014</b>
<b>TITLE</b>	<b>Progress Report for the Anglesey and Gwynedd Single Integrated Plan</b>
<b>AUTHOR</b>	<b>Trystan Pritchard, Senior Partnerships Manager</b>
<b>CABINET MEMBER</b>	<b>Cllr Dyfed Edwards</b>
<b>What needs to be scrutinized and why?</b>	<b>The progress being made towards establishing a Single Integrated Plan for Gwynedd and Anglesey</b>  <b>The need to provide assurance that the interests of Gwynedd residents are being protected</b>
<b>Is there anything else the Scrutiny Committee needs to do?</b>	<b>No</b>
<b>What are the next steps?</b>	<b>It is recommended that the Committee receive a final copy of the Plan as part of the approval process once the LSB has agreed on the direction of the work program</b>

# **Single Integrated Plan for Gwynedd and Anglesey**

## **Progress Report for January 2014**

### **Introduction**

#### **Specific points were raised following the preparatory meeting of the Corporate Scrutiny Committee:**

1. Work Project Plan - Section 6, page 6 and Appendix 1, page 11
2. The Plan's Engagement Plan - Section 8, page 9 and Appendix 2, page 13
3. Comments received so far - A summary of the key messages can be found in Section 8, page 9, with the specific record in Appendix 2, page 13
4. The relationship between the Partnership and other partnerships or collaboration with Anglesey and a list of Partnerships and Collaboration Plans - Section 6, page 6
5. Draft Plan - The schedule is shown in Appendix 1, page 11. It is proposed that the draft be discussed by the Corporate Scrutiny Committee as part of the formal approval process. The plan's current draft is shown in Appendix 3, page 16.
6. The impact of Gwynedd's previous LSB on Gwynedd residents - Section 8, page 9
7. Measuring the impact of the Integrated Plan - section 7.5, page 8

## **1. The Context of Change**

1.1 Following the latest budget forecasts and announcements from Cardiff and Westminster, it is clear that there exists an obvious risk to the maintenance of public services.

1.2 The challenge comes in the form of managing demand and of increased pressure. There is a need to develop plans and approaches that will maintain services as a baseline and look to offer better services with less resources wherever possible.

1.3 Many individuals, families and communities, who were reasonably secure a few years ago, are now close to the edge. The changes in demography and expectations are increasing the pressure on acute services and the resulting costs, both economic and social, are unsustainable.

However, there are opportunities to work in partnership to ease the pressure and to improve planning for the future. The potential development of a new nuclear plant on Anglesey and the potential of developing the Energy Island concept are exciting in terms of large scale developments. There are a number of interventions and a change to a smaller scale co-production approach. There is an opportunity to move from being a society that allows problems to develop and which pays the resulting cost to being one that prevents problems from happening in the first place.

## **2. Background**

2.1 The Single Integrated Plan (SIP) provides an opportunity to develop prevention and early intervention initiatives that address inequalities and the cycle of dependency on core services as previously agreed by the LSB.

2.2 Although it offers opportunities to innovate and develop new models of service delivery, it must also fulfil the statutory responsibilities in relation to Children and Young People, Health, Care and Welfare and Community Safety. The plan also addresses the purposes of previous Community Strategies.

2.3 The plan will not include projects that are the responsibility of core services, but will focus rather on developing stronger, more resilient and independent communities in order to reduce dependence as public finances are reduced.

2.4. The main aim of the plan is to add value and reduce pressure on core services by working in partnership.

2.5 In order to achieve this, '**developing strong communities in Gwynedd and Anglesey and ensuring sustainable services**' will be central themes.

Strong communities have a greater role in caring for their own needs in a time of limited resources and increasing demand. When communities work well people feel that they are welcomed, included and feel safe on the streets. Community capacity building can therefore help towards the goal of providing more for less and save money.

This is not a new concept. Strength and spirit have long been features of Welsh communities, but their potential could be used more effectively to tackle some of the issues we face today.

### **3. Why focus on community development?**

- Community development could be central to social sustainability in a climate of reduced resources
- There is evidence that when people are involved in a community activity their physical and mental health improves
- Helping people to resolve their own community safety issues can reduce anti-social behaviour and the fear of crime
- Community development can lead to better opportunities for cultural and sports activities. Sometimes people need support to achieve this
- Community development can lead to the development of social enterprises and help people to access financial and other services
- Local transport options can be enhanced through community development initiatives such as car sharing

### **4. Approaches**

The following approaches have been adopted to implement the priorities in the SIP:

#### **4.1 Early intervention and Demand Management**

It is clear that there are less resources available to provide public services and that the financial squeeze will be deeper and will last much longer than what was predicted to begin with.

It is therefore necessary to ensure that we reduce the pressure on the most intensive and expensive services by developing projects that recognize early signs of dependency and take action to reduce or eliminate needs where possible. By dealing with problems before they have a chance to develop we will be encouraging resilient individuals and communities by reducing dependence on public resources.

## **4.2 Co-production**

Co-production includes citizens, communities, and the professionals who support them and who share their expertise to create more effective and sustainable results. It is based on a philosophy that values individuals who build on their own support systems and who consider their place within the wider community.

This approach requires a shift from service-led or top-down approaches to one of empowering citizens, by including service users and communities in joint commissioning, joint planning, joint provision and joint-evaluation of services. This is more than consulting people as service users in decision making. It means a real partnership between publicly funded services and those who use them.

## **5. Developing Strong Communities - the role of the Partnership Unit**

The main principle of the SIP will be to provide effective and efficient services that reduce inequality and improve outcomes, while at the same time, enabling citizens and communities to provide activities and achieve results for themselves.

The Gwynedd and Anglesey Partnership Unit will facilitate this by:

### **5.1 Working with partners**

- Sharing information with partners and influencing the strategic plans of partners in order to increase access, resilience and reduce inequalities, ensuring the collection and sharing of good practice
- Developing new and innovative approaches to community issues based on local needs
- Working to eliminate duplication of effort and waste across the public sector in both counties

- Implement projects where collaboration achieves more than one partner could by working alone

## **5.2 Working with residents**

- Strengthening and developing community activities
- Encouraging the sharing of partners' resources, including community buildings and other assets, to enable citizens and communities to play a full part in delivering the benefits of a single integrated plan
- Acting as a strategic navigator for the community development agenda by connecting people with opportunities

## **5.3 Working with the voluntary sector**

- Providing strategic support and empowering a prosperous voluntary sector to serve the people of Gwynedd and Anglesey to their full potential
- Developing and optimizing financial opportunities to strengthen the participation and contribution of individuals, communities and the voluntary sector
- Supporting the pooling of resources by partners to allow the third sector to deliver on specific priorities to strengthen vulnerable communities and areas

## **6. Existing Partnership Arrangements**

The Corporate Scrutiny Committee has already received a report on the Gwynedd and Anglesey Partnership Rationalisation Project. The Gwynedd and Anglesey Partnership Unit was created as a result of this work and came into being on 1 April 2013. A Joint Local Services Board was also established for both counties.

The Unit is responsible for partnership work in both counties in the following areas:

- Community Safety
- Health, Care and Welfare
- Children and Young People
- Community Strategy

The Gwynedd and Anglesey Joint Planning Policy Unit also acts independently of the Partnership Unit structure being responsible for the joint Local Development Plan, a document outlining the land development strategy for both counties.

In addition, the following partnerships will continue to operate only in Gwynedd:

- Gwynedd Economic Partnership
- Gwynedd Environmental Partnership
- Gwynedd Housing Partnership

Several collaboration plans also exist between both counties at lower levels without formal partnership arrangements.

## 7. Timetable and Planning Stages

In accordance with the commissioning work undertaken separately, projects are already in place in both counties therefore we intend to continue with those programmes of work and to present other commissions following the priorities agreed by the LSB. It is possible to modify work programmes and projects should the LSB want to change the emphasis in terms of strategic direction

**7.1 The period of the plan:** It will last until 2017 with the Delivery Board monitoring it on behalf of the LSB and proposing climate-guided changes in terms of needs and the financial situation. There will be a clear priority on maintaining services and avoiding the creation of more complex needs.

### 7.2 Actions to date

Date	Progress
Now	Gwynedd and Anglesey have agreed and published individual Single Integrated Plans
June-September 2013	Updating the Needs Assessment
September-October 2013	Drafting a Gwynedd and Anglesey Single Integrated Plan based on existing individual schemes
October-December 2013	Re-assess the priorities and ambitions of the Local Services Board
Now until April 2014	Develop direction and ambition, commissioning specific projects in areas based on evidence surrounding interventions.  Delivering on the current priorities and plans and undertaking some quickly-identifiable interventions
April 2014	Publishing the Single Integrated Plan with a focus on the main priorities of

	the new Local Services Board
April 2014 - 2017	Delivering the Integrated Plan, refining it as necessary as the climate changes. Undertake cursory annual reviews

**7.3 Needs Assessment** - The integrated plan is based on previous assessments in Gwynedd and Anglesey and these are being updated so that they are current as of September 2013. We do not propose to redo them but rather we will update them for the life of the plan and consider any priority changes that result from this.

This evidence base will lead the process of merging the existing plans to implement the future work of the LSB across both counties. Rather than operating as a fixed plan it is proposed that the LSB agrees to continue to refine and modify to meet the needs of a changing climate in order to protect services as the highest priority.

#### **7.4 Setting and challenging priorities**

The LSB will challenge and set the strategic context and will commission thematic groups to develop projects to deliver priorities. The Delivery Board will manage the process, take an overview of the implementation and monitor performance.

The Delivery Board will set criteria that strengthen communities, that reduce dependence on core services, and that help to ensure service resilience in a tight financial situation, that is deeper than was ever anticipated.

#### **7.5 Measuring the Impact of the Plan**

Initial plans are being developed under the plan's three main themes, namely Healthy Communities, Safe Communities and Prosperous Communities. Further details will be agreed during January 2014.

The Local Services Board will decide on the specific places where there is scope to work together to ensure the sustainability of public services, reducing the need for intensive services and addressing the need for savings. These are specific criteria for the plan as a whole.

The impact of the plan will be measured by population indicators and specific criteria in each individual field. The plan will clearly state what the expected outcomes are and offer specific improvement measures based on outcomes for people rather than outputs.



In order to meet the plan's wider principles the criteria will be placed on individual projects so as to realize the plan. There will be a strong emphasis on the value of interventions and on assessing the impact that could be made locally compared with existing activities at regional or national level.

## **7.6 Risks**

In complex institutional, regional and partnership situations there are obvious risks in terms of duplicating effort and of blurred boundaries of responsibility. The Local Services Board needs to ensure that the priorities and projects are relevant to local needs. It must also ensure that the LSB is the appropriate vehicle to develop specific areas of work and consider whether it could achieve better outcomes at local level by implementing a regional or national program.

## **8. The effect of Gwynedd's previous LSB on Gwynedd residents**

One of the main objectives of the Gwynedd Together partnership was to increase collaboration between partnerships within the county. It did so by promoting partnership working across a range of different areas, Health, Children and Young People, Community Safety, Housing, the Economy and the Environment by supporting the work of the partnerships in those areas.

However, highlighted below are two of the main specific activities under the auspices of the Local Service Board which have directly reduced duplication.

### **Gwynedd Carbon Reduction Project**

This project has merged the county's public sector carbon footprint reduction activities by way of practical cooperation between the institutions. Instead of having each organization working in isolation, this project takes the lead on joint activities to reduce carbon emissions with a Suppliers Group formed from members of the individual organizations.

So far the project has taken the lead on activities to do with energy, waste and transport. A reduction of 15% in energy emissions from non-domestic properties was seen by the middle of 2012. This has led to financial savings as well as environmental improvements. In the case of Gwynedd Council itself, this has saved over £500,000 and has also contributed towards the Council's Outcomes Agreement which has secured £1.3m of additional grant funding to the Council, reducing the pressure for further savings on core services.

### **Partners in Care Project**

This project reduces duplication by coordinating services and healthcare locally, with the aim of improving services, reducing the incidence of emergency hospital admission, especially for patients with chronic conditions. This work was initiated as a pilot in Gwynedd, and has already been expanded across North Wales by the Betsi Cadwaladr Health Board in conjunction with Social Services from the North Wales counties and the voluntary sector. Establishing integrated teams is central to this work e.g. in adult social services, a single point of access to services was established.

## **9. Communication and Engagement Plan**

The Delivery Board decided that a full public consultation would not be useful as both councils have recently undertaken very similar processes as part of creating their corporate plans and Single Integrated Plans. A further consultation would be considered duplication and an unnecessary expense.

It was agreed to update the needs assessment of both counties to provide a single document that contains the latest information for both counties. In addition, the evidence gathered from residents of both counties in recent surveys plus the evidence of the residents' panels has been used.

The key messages from recent consultations undertaken by both councils were an important part of the preparatory work. Generally, in Gwynedd, access to local services, health, jobs and economic development are prominent themes from the consultation work undertaken. In Anglesey, the emphasis is on jobs and economic development with securing local services also considered an important issue.

Since the councils' consultations regarding priorities are current, focus was placed on ensuring the engagement of partners and officers in specific departments of the two councils in developing the Single Integrated Plan.

As part of this process, a meeting between the main leaders of the LSB was held to agree on the strategic direction of the Board

It was agreed that too much attention had been given thus far to marginal work with a lack of evidence as to the actual impact of interventions on the interests of local people.

It was agreed to try to develop a model that would aim to ensure sustainable services, reduce the need for intensive services and address the need for savings. The main focus would be on the needs of those people on the service threshold with efforts targeted at reducing dependency on intensive and expensive services.

To achieve this, it was agreed that better attention needs to be given to the analysis of data about local needs and ensuring better evidence on the success of interventions.

It was agreed that the Integrated Plan would address the new approach, clearly stating that resources and efforts would be targeted according to the intensity of need and the need to reduce dependency and promote independence.

The first draft of the plan therefore would provide an analysis of the needs assessment and would outline the overall direction for the future. Proposals for specific areas would be developed in due course and would be included in a detailed and interactive work program to support the principles contained in the plan.

A record of the engagement work undertaken can be found in Appendix 2.

## Appendix 1: Gwynedd and Anglesey Integrated Plan - Project Plan

Date	Action	Significance	Leader
10 April 2013	Agree priorities to be carried forward from the current Gwynedd and Anglesey plans	A foundation for merging both plans	Local Services Board
April– August 2013	Consolidate and build on the Strategic Needs Assessments of both counties	Evidence base on which to develop a plan	Delivery Board
August 2013	Participation activities with communities	Feeds into a needs assessment report	Partnerships Unit
September 2013	Agree on a needs assessment and determine outcomes to address	Foundation on which to develop the plan	Delivery Board
September-October 2013	To draft the Plan and work program	Setting a direction	Partnerships Unit
October 2013	LSB to agree on the Plan	Foundation on which to develop work areas	Local Services Board
October 2013 - January 2014	Resubmission of the plan following the LSB ambition challenge	Reprioritizing due to fiscal constraints and making better use of resources	Partnerships Unit
January 2014	Resubmission of the	To enable	Local Services

	plan	performance management	Board
January - March 2014	Follow the official approval processes of both councils	Formal Process including Scrutiny	Gwynedd Council Anglesey County Council
January - March 2014	Development proposals for achieving the priorities	To deliver objectives	Delivery Board
April 2014	Board agreement of the plan	Seal of approval to continue	Local Services Board

## Appendix 2: Engagement Summary of the Gwynedd and Anglesey Integrated Plan

Date	Action	Significance	Leader
29 January 2013	Meeting of Gwynedd's Children and Young People's Partnership	Discuss current priorities	Iwan Trefor Jones
7 February 2013	Youth Justice Service Workshop	Discussing priorities and the merging of plans	Stephen Wood
26 February 2013	Mantell Gwynedd's Children and Young People Network	Discussion with the Third Sector	Carwyn Humphreys
15 March 15 2013	Strategic Workshop with the Health Board	Discussing the link between Health and Welfare	Geoff Lang
21 March 2013	Delivery Board	Discussion of prioritizing and avoiding duplication	Geraint George
27 March 2013	Gwynedd and Anglesey's Children and Young People's Thematic Group	Setting the foundations of the new arrangement and merging priorities	Iwan Trefor Jones and Dr. Gwynne Jones
28 March 2013	Gwynedd and Anglesey Community Safety Thematic Group	Setting the foundations of the new arrangement and merging priorities	DP Lewis Gwen Carrington
10 April 2013	Agree priorities to be carried forward from the current Gwynedd and Anglesey plans	A foundation for merging both plans	Local Services Board
30 April 2013	Gwynedd Council	Outlining the plan's	Heads of Service

	Managers Group	timetable and initiate discussion on refining priorities	
7 May 2013	Health Thematic Group	Developing priorities	Morwenna Edwards Gwen Carrington
7 May 2013	Children and Young People's Thematic Group	Developing priorities	Iwan Trefor Jones Dr. Gwynne Jones
13 May 2013	Management Group	Update on development of the plan	Strategic Directors Heads of Service
23 May 2013	Planning Managers' Meeting	Links with the Council's Strategic Plan: monthly meetings agreed moving forward	Darren Griffiths
May - July 2013	Individual meetings with Heads of Service	To refine priorities	Heads of Service
6 June 2013	Delivery Board Workshop	Challenging priorities	Delivery Board
16 July 2013	Local Services Board	Challenging and agreeing priorities	Local Services Board
19 August 2013	Meeting with The Gwynedd Way Program Manager	Ensuring the links between plans	Erica Roberts
4 September 2013	Management Team	Project progress update	Strategic Directors
27 September 2013	Delivery Board	Discuss delivery proposals	Delivery Board
11 October 2013	A presentation to Age Cymru	Engagement in relation to the latest draft	Gwynedd and Anglesey Age Cymru
22 October 2013	Local Services Board	Discussion on correctly prioritizing	Local Services Board

		and changing direction in view of funding announcements	
6 December 2013	Chief Executives' meeting	Discussing the direction of the LSB and how to respond to the increasing challenges in terms of sustainable services	CEOs LSB Chairman



### Appendix 3. Short Equality Impact Screening Assessment

Question	Response
Is there reason to believe that some groups are over / under-represented as service users / recipients as a result of this project?	No, the SIP aims to address specific needs and the needs of vulnerable groups and this is the basis for providing services to the whole community. Measures will be needed to ensure that all groups are represented and engaged in the development of the plan and needs assessment
Is there reason to believe that different groups have different needs, experiences, issues or priorities in relation to this project?	Yes, the SIP covers all sections of the community and implements different approaches to meet the different needs
Have you consulted with individuals, groups and relevant organizations about their experiences, issues or priorities in relation to this project?	Yes, this has been done at the single county level and it will be compiled as part of the engagement exercise of the plan
Is there public concern that the function or policy as outlined in the project is being implemented in a discriminatory way?	No, if the plan is developed based on a sound needs assessment
Is there reason to believe that this project will better promote equality across the two counties?	Yes, the needs assessment allows for a tailored plan that will provide services in a way that is more accessible to the service user

**Appendix 4: Draft Single Integrated Plan for Gwynedd  
and Anglesey**

**Please see separate document**

# ***Strengthening Communities in Anglesey and Gwynedd***



**A Single Integrated Plan for Anglesey and Gwynedd**

**2013-2017**

## Contents

<b>Introduction.....</b>	<b>3</b>
<b>Vision.....</b>	<b>4</b>
<b>Healthy Communities.....</b>	<b>11</b>
<b>Healthy Lifestyles.....</b>	<b>13</b>
<b>Promoting Independence.....</b>	<b>14</b>
<b>Chronic Conditions.....</b>	<b>15</b>
<b>Safe Communities.....</b>	<b>16</b>
<b>Anti Social Behaviour.....</b>	<b>17</b>
<b>Substance Misuse.....</b>	<b>18</b>
<b>Domestic Abuse.....</b>	<b>19</b>
<b>Safeguarding.....</b>	<b>20</b>
<b>Prosperous Communities.....</b>	<b>23</b>
<b>Economy.....</b>	<b>26</b>
<b>Education and Skills.....</b>	<b>28</b>
<b>Supporting people in financial need.....</b>	<b>30</b>
<b>Homes and Communities.....</b>	<b>32</b>
<b>Welsh Language.....</b>	<b>34</b>
<b>A Sustainable Environment.....</b>	<b>35</b>
<b>Making the Connections.....</b>	<b>36</b>

## INTRODUCTION

This is the Single Integrated Plan for Anglesey and Gwynedd, incorporating the vision and action plan of the Local Services Board for both counties.

The purpose of the Plan is to work together in order to improve our economic, social and environmental well-being over the next 12 years.

The Plan sets out the vision and the priority actions for the next 4 years in the face of tremendous challenges.

The action plans under each strategic objective will be measured and reviewed to ensure that we are prioritizing the right things and are making a difference locally.

The plan seeks to tackle complex issues that cannot be solved by one organization working alone; therefore, the plan has been created in partnership, taking input from partners, service users, communities and residents.

This new document replaces a number of different partnership initiatives from both counties namely:

- The Community Strategy
- The Children and Young People's Plan
- The Health, Care and Welfare Strategy
- The Community Safety Plan

The details of the previous Community Strategies are to be seen here:

Our Island Our Future – Anglesey Single Integrated Plan  
Improving Gwynedd Together \_ Gwynedd Community Strategy  
This plan also links to the Joint Local Development Plan for both counties.

This document includes many of the main priorities of the previous strategy documents as well as refreshing the priorities of the new joint Local Services Board in the context of a challenging financial situation.

### **Anglesey and Gwynedd**

This plan serves a unique area. Anglesey and Gwynedd has a notable natural environment, especially the coastline and mountains which attract hundreds of thousands of visitors every year. A large proportion of the area is designated an area of outstanding natural beauty, and much of Gwynedd is looked after by the Snowdonia National Park.

The majority of the area's population is bilingual. The Welsh language is prominent in the life of the area's communities.

Much of the area can be described as rural, with the highest population density alongside the Menai strait. The largest of the public services are also based here, including Ysbyty Gwynedd and Bangor University.

The area's economy is fragile, with relatively low average incomes. Traditional sectors are considered important including tourism, agriculture and the public services, especially education, and care and health services.

Several new developments, such as the Wylfa Power station and the Menai Science Park are expected to have a long term impact on the area's economy. These are major opportunities and will require major investments in infrastructure and will bring major economic, social and environmental opportunities as well as challenges. This plan aims to facilitate the sustainable development of these projects whilst protecting the unique, culture, heritage and natural environment of the area.

The demographic profile of the area is challenging with an aging population and many young people leave the area to find work.

## VISION

In 2012 Anglesey County Council and Gwynedd Council conducted resident surveys that provided valuable input to the process of assessing what were the most important factors so as to improve life in both counties. These were

- jobs and job opportunities
- health services
- low levels of crime
- education opportunities
- tackling poverty
- affordable housing
- supporting vulnerable people

This has helped us to shape our shared vision:

### ***Working together to Strengthen the communities of Anglesey and Gwynedd***

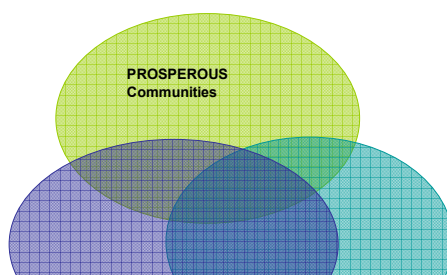
We have conducted a needs assessment across the whole area and have identified key objectives in order to achieve this goal:

***During the next 10-15 years, we will focus our efforts on making Anglesey and Gwynedd healthy, safe and prosperous places to live and work.***

These will be our outcomes – the things we want to achieve.

These outcomes will be the basis of this plan and a number of priorities have been identified in order to achieve them.

## Strengthening Communities in Gwynedd and Anglesey



### **Prosperous Communities**

- People receive effective support to fulfil their potential
- Communities are cohesive and work together to support individuals in need
- People have relevant skills to secure employment
- People in financial need receive good support and advice
- The benefits of the Energy Island concept are maximized for local people
- People can access affordable housing
- The Welsh language is thriving.
- The growth of local businesses and the tourism industry is encouraged

### **Healthy Communities**

- People in Anglesey and Gwynedd are healthy and active
- Communities are more independent and able to manage their own well-being
- Fewer people smoke
- More people are of a healthy weight
- Children and families receive early support and intervention to meet their needs
- Adults live independently within their community
- Children and young people have access to play, leisure and sporting activities

### **Safe Communities**

- Victims of domestic abuse can be confident of receiving assistance and appropriate response when needed
- Domestic Abuse is given appropriate attention in our communities as an unacceptable crime
- Support and services available for people who misuse alcohol and/ or drugs
- Agencies work together to reduce effects of alcohol and substance misuse in our communities
- Agencies work together to respond effectively to anti-social behaviour in our communities
- Safeguarding children and young people who are vulnerable, in need or at risk

### **The challenge we face**

We know that the resources available to organizations will be greatly reduced over the coming years. For this reason great emphasis must be placed on delivery, on preventative services, and on early intervention.

We need to work smarter, eliminating duplication and waste, and making better use of community resources.

### **How will address the challenges and make a difference?**

The projects implemented to deliver this plan will aim to improve outcomes for the entire population. One of the main ways of achieving this will be to eliminate inequalities across communities as much as possible.

Efforts are already underway to address individual issues or problems that affect communities. This scheme will add value by targeting the wider factors that contribute making communities safe, healthy and prosperous.

The performance management of this scheme will therefore focus on population outcomes.

### **Collaboration**

Working together is central to this plan and because of the complex nature of the identified issues, we realize that no organization can tackle these issues on their own.

We also recognize the importance of working with individuals and their communities to help them solve their own problems. The concept of co-production and community cohesion is central to achieving our vision as we help people to care for their own needs.

Our aim is to respond to the needs of the population and to ensure that residents and communities are at the heart of both planning and implementation. These objectives have been established by collecting a robust evidence base and through consultation with practitioners, service users and residents.

### **'THE BIG ISSUES'**

We will focus our efforts on the major issues that affect our communities based on a comprehensive needs assessment in order to achieve results that will make a difference.

Our action plans over the next few years will focus on tackling many of the major, complex and long-term issues by:

- Ensuring that reducing public service resources are used for the greatest benefit
- Helping individuals and communities become strong and resilient with a reduced dependence on public services



- Improving economic performance and skills to create / maintain jobs, emphasizing lifelong learning opportunities, in particular the Energy Island Scheme
- Enabling communities and individuals to maintain and develop their independence
- Ensuring that opportunities are available for young people
- Reducing poverty and providing effective services that meet the needs of vulnerable groups.
- Promoting and sustaining our environment
- Promoting and maintaining our rich culture, including the Welsh Language

## Principles

There are a number of common themes within this Plan. These include the need to focus on:

- Sustainable Development – working whilst being mindful of the interests of future generations in Gwynedd and Anglesey.
- Early intervention and preventative action – with the intention of preventing situations from deteriorating, or better still from happening in the first instance
- Making more effective use of resources – by avoiding duplication or by doing things differently and more effectively in partnership  
Targeting resources e.g. tackling inequality where specific support is needed for certain groups or certain localities within the area. We will work with agencies, particularly with Communities First to help us in this respect
- A skilled workforce - within the partner organizations. We know that in order to implement these plans, our vision involves a culture-change, and that committed people need to be better coordinated to effect change. There is also a need to develop people's skills so that they make the most of employment opportunities that may develop in future

## Making the Connections

To tackle the big issues outlined in this plan, we intend to achieve a number of important outcomes under the **Prosperous, Safe and Healthy**, themes.

Achieving these outcomes involves impacting positively on our economic, social and environmental well-being. The priorities under these themes are often interdependent and often support each other. We recognize that a number of priorities are overlapping and we need to avoid dealing with issues individually.

## Action Plans and measuring what is being done.

Initial plans have been created in order to support the work under the Safety, Health and Prosperity themes. Further details will be developed over the coming months which will form the basis for the work program of the Local Services Board.

### **The Gwynedd and Anglesey Local Services Board**

The Local Services Board leads on the partnership work done by Gwynedd and Anglesey across both counties. The Board is responsible for the setting of strategic direction for the Integrated Plan and for the collaborative work within the area.

The LSB's Delivery Board monitors performance in each subject area and will report to the LSB as required.

Thematic groups look after activities in the areas of Community Safety, Health and Welfare and Children and Young People, and are responsible for implementing specific plans and report to the Delivery Board. Other groups will be commissioned to deliver on specific outcomes as required.

The partnership has a support team located across both counties.

To get in touch with the Partnership contact:

[partneriaeth@gwynedd.gov.uk](mailto:partneriaeth@gwynedd.gov.uk)

The Anglesey and Gwynedd Partnership  
Mona Building  
Caernarfon  
Gwynedd LL55 1SH

Or  
Anglesey County Council  
Llangefni  
Anglesey  
LL77 7TW

The Board consists of leaders from these organizations:

- North Wales Police
- North Wales Fire and Rescue Service
- Betsi Cadwaladr University Health Board
- Bangor University
- Coleg Menai
- Medrwn Môn
- Mantell Gwynedd
- One Voice Wales
- Snowdonia National Park Authority
- North Wales Probation Service

- Anglesey County Council
- Gwynedd Council
- Welsh Government

The Board meets quarterly and minutes of Partnership Board meetings are available on the Anglesey and Gwynedd Partnership website.

## **What would success look like?**

We will not completely rid the area of crime, nor will we protect everyone from harm, but we can target our resources on key areas where they would have maximum impact. We want to make our communities stronger, more resilient and more cohesive.

We are intent on seeing a society within 10-15 years where there are fewer instances of crime, where there are less drug and alcohol abuse problems, where children are safe and fulfil their potential, and where more adults live without the threat of physical or emotional harm.

The gap between the health of people living in the richest and the poorest localities in the area is enormous. It is not acceptable that there exists a difference of as much as 20 years in age expectancy for those living without illness or disability based on where they live.

We want to reduce this gap substantially over the next 10-15 years and continue to improve the life expectancy of everyone in the area. We need to see communities benefiting from living healthier lives, by reducing smoking and obesity, increasing physical activity and improving mental health.

Families and vulnerable adults who suffer from any physical or mental condition will have support to live independently and everyone will have the right to high quality health services. We will focus on preventing ill health by looking at opportunities for earlier intervention to help individuals and families.

Education is seen as a key way to expand opportunities for helping disadvantaged people to escape poverty. It leads to opportunities to break the cycle of deprivation which holds many families back. For this reason the achievement of schools needs to continue improving. We need a vibrant business community and clear pathways to employment.

We need to reduce the number of people living in poverty.

We should ensure that people can live in suitable and affordable homes, and in an environment that is sustainable.

3 key outcomes have already been introduced for our Vision:  
***Strengthening Communities in Anglesey and Gwynedd***

**Prosperous Communities**  
**Healthy Communities**  
**Safe Communities**

The next chapter details each outcome and describes

- **What the situation is at present** - summarizing the main findings of the needs assessment  
What are the priorities that need attention, also asking:
- **What will be done?**
- **How will we know that we are making a difference?**

DRAFT

# Strengthening Communities in Anglesey and Gwynedd

## *Healthy Communities*

### **What do we want to achieve?**

- Children have a flying start in life
- Prevent ill health and encourage healthy and active living
- Children and families receive early intervention to meet their needs
- Adults live independently within their community
- People of working age achieving a healthy and satisfying working life
- People with disabilities and chronic conditions, have the best quality of life possible
- Improve positive emotional well-being and good mental health
- Improve people's access to health and wellbeing services close to where they live
- Carers live full and active lives

### ***Anglesey and Gwynedd now***

- The population of Anglesey and Gwynedd is living longer, in line with the Welsh life expectancy average. However, those living in the most deprived areas predicted to live about 7 years less than those living in the most affluent areas.
- 25% of adults in Anglesey and 22% in Gwynedd smoke compared to the Welsh average of 23% (Welsh Health Survey 2011-12).
- 54% of adults in Anglesey and 55% in Gwynedd are overweight or obese (Welsh average: 58%).
- Less than one third of people in both counties eat the recommended amount of 5 portions of fruit and vegetables in a day.
- 41% of adults in Anglesey and 43% in Gwynedd drink over the maximum daily alcohol consumption (Welsh average: 43%)
- Teenage conception rates have generally been falling in Anglesey and Gwynedd over recent years. In 2011, the number of conception in young women between 15-17 years old in Anglesey was 37.8 per 1000 women and 37.0 in Gwynedd, higher than the Welsh average of 34.2.
- Chlamydia is the most common Sexually Transmitted Infection diagnosed in Wales, whose rates continue to decrease following the peak in 2008. The incidence of gonorrhoea has also decreased after a peak in 2009. Sexually transmitted infections rates are highest amongst those aged under 24.
- The percentage of low birth weight births in Anglesey was higher than the Welsh average in Wales (6.8%) at 7.4% and lower in Gwynedd than the average at 6.3%.
- Anglesey and Gwynedd consistently exceeds the national average, 95%, for all childhood vaccinations with the exception of the first and second dose MMR, which has not been achieved locally or nationally. Anglesey and Gwynedd did not achieve the 75% flu vaccination target amongst people aged 65 and 50% target amongst 'at risk' groups.

- The Welsh Health Survey 2011-12 reveal that 8% of residents on Anglesey is currently being treated for a mental illness and 6%, which is lower than the Welsh average of 11%
- The number of people who provide unpaid care in Gwynedd has increased from 11,247 in 2001 to 12,443 in 2011 (+1,192 persons or 10.6%). 10.2% of the County's population provides unpaid care. Anglesey has also seen an increase, from 7,220 in 2001 to 8,042 in 2011 (+822 persons or 11.4%). 11.5% of Anglesey's population is providing unpaid care. It is anticipated that there will be a 12% increase in the number of unpaid carers aged 65+ during the next 5 years. An increase in the number of possible aging carers who will not be able to continue to care will mean an increase in the number of people who will need support and help from formal carers (paid).
- 20.5% of Gwynedd's population noted having health problems or disability which limited a little or a lot on their ability to carry out activities. In Anglesey, 16,112 persons (23.1% of the population) noted having health problems or disability which limited a little or a lot on their ability to carry out activities.
- 30% of adults in Anglesey and Gwynedd reported that their day-to-day activities were limited because of a health problem/disability, including 12% in Anglesey and 12% in Gwynedd were limited 'a lot'
- Due to the increasing older population, population projections estimate that the number of people with dementia is to increase by 33% by the year 2021; Gwynedd from 1,719 to 2325 and Anglesey from 905 to 1,223.

DRAFT

## ***How we will know we have made a difference?***

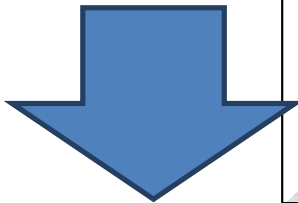
### **Healthy Lifestyles**

An increase in:



- Healthy and active living to prevent ill health
- Physical activity
- 'five a day'
- Good emotional Wellbeing & Mental Health
- Immunisation rates
- Life expectancy in deprived areas

A decrease in:



- Number of people who are obese and overweight
- People who smoke
- Drinking alcohol above the guidelines
- Hospital admissions due to alcohol and other drugs
- Teenage pregnancies
- Sexual Transmitted Infections

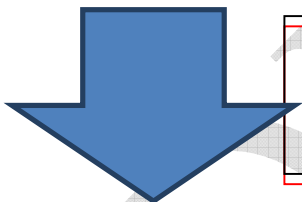
## Promoting Independence

An increase in:



- Children and families in Anglesey and Gwynedd receive early intervention and support to meet their needs
- Young people fulfilling their full potential in school
- The right support to children and young people with disabilities, long-term conditions and additional needs,
- Adults in Anglesey and Gwynedd are able to live independent and fulfilled lives in their communities
- People with the knowledge, skills and confidence they need to look after themselves properly and manage their long term conditions
- Joined up and accessible health and social care services
- Peer support groups and community co-production and time banking initiatives

A decrease in:

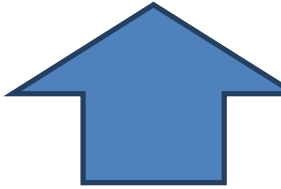


- Birth weights less than 2,500 grams
- Families living in poverty
- unplanned medical admissions / readmissions to hospital for people aged over 65 years old including falls



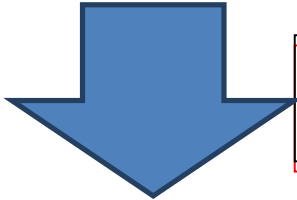
## Chronic Conditions

An increase in:



- Best quality of life possible for people with disabilities and chronic conditions
- Access to health and wellbeing services close to where people live
- More people, who are at their final stages of life, receive care in their preferred place of care
- Suitable support for carers to live full and active lives

A decrease in:



- People reporting limiting long term illness
- Dependency levels following a “re-ablement” service

DRAFT

## ***Safe Communities***

### ***What do we want to achieve?***

Victims of domestic abuse can be confident of receiving assistance and appropriate response when needed.

Domestic abuse is given appropriate attention in our communities as an unacceptable crime.

Support and services are available for people who misuse alcohol and/ or drugs.

Agencies work together to reduce effects of alcohol and substance misuse in our communities.

Agencies work together to respond effectively to anti-social behaviour in our communities.

Safeguarding children and young people and vulnerable adults who are vulnerable, in need or at risk

### ***Main Facts***

Reported crime fell in Anglesey and Gwynedd by 19% in 2012/13 compared to 2011/12. Criminal damage, arson and stealing have been the highest categories of recorded offences for the last 4 years.

42% of the adult population in Anglesey and 43% in Gwynedd drink more than the recommended limit.

On average, 76 separate incidents of domestic abuse are reported each month. Crimes like domestic abuse are often concealed from the community. It is estimated that only 2% of domestic abuse incidents are reported to the Police. This could mean that the actual figures are higher.

There has been a 16% reduction of police recorded anti-social behaviour incidents between 2011/12 and 2012/13.

Since 2008, there has been year on year increases in the number of children on the child protection register

Overall recorded crime in Anglesey and Gwynedd is at a low level compared with the past few years. Crime fell by 8% in the last twelve months, which is 709 crimes less than the year before.

This is good news, but it's important that people also feel safe living in Anglesey and Gwynedd. A recent snapshot survey found that on Anglesey 43% felt "very safe in their own home" and 53% said they felt 'very safe' in their local communities during the day with the figure dropping to 18% at night. In Gwynedd 66% felt "very safe in their own home" and 69% said they felt 'very safe' in their local communities during the day with the figure dropping to 35% at night. This could be because some crimes are a hidden problem.

Substance misuse is also a hidden issue. People rarely admit to using drugs because many are illegal and most people tend to under-estimate the amount they drink, which can be dangerous for themselves and their communities. People drinking or using drugs in public makes people feel unsafe, with over half of young people surveyed saying this was the main reason they didn't feel safe in their communities.

Being under the influence of drugs or alcohol can increase the likelihood of crimes like criminal damage, anti-social behaviour and violent crime. Alcohol, especially, can cause conflict and increases the threat of serious violence. Anti-social behaviour continues to be a problem in town centres and areas of high deprivation.

Keeping people safe includes protecting children and adults at risk from harm. The number of children on the Child Protection Register has gone up with 100 in Anglesey in 2012/13 compared to 77 in 2011/12 with 62 and 70 in Gwynedd over the same period. The number of children being looked after by Anglesey and Gwynedd councils continued to rise between 2007 and 2012.

Based on this information the Local Service Board has decided to prioritise the following issues:

### **Anti-social Behaviour**

Anti-social behaviour can mean different things to different people; ranging from vandalism and graffiti to rowdy behaviour or hate crime, bullying and harassment. But in reality, it is any kind of aggressive, intimidating or destructive activity that damages another person's quality of life.

#### **What do we want to achieve?**

Fewer people in Anglesey and Gwynedd are the victims of anti-social behaviour and public concern is reduced overall

Although North Wales Police have recorded fewer overall incidents of anti-social behaviour over the last year, there are communities where this kind of behaviour is happening more than in other areas. The data shows that town centres, such as Bangor, Caernarfon and Llangefni are the worst affected.

#### **What are we going to do?**

Work in partnership(s) to identify the most vulnerable victims of anti-social behaviour. Using specific tasking groups

Target those areas worst affected by anti-social behaviour, and work collectively to problem solve in those areas

We will also offer support to those victims who are vulnerable or have experienced anti-social behaviour several times.

#### **How will we know we're making a difference?**

We will look at the following information:

The number of ASB incidents reported to the Police (gathered by Police analysts)

The number of problem solving groups achieving effective resolutions (gathered by ASB co-ordinator)

We will also begin collecting information that will tell us if we are helping victims of anti-social behaviour, such as:

Number of vulnerable / repeat victims of anti-social behaviour that are no longer experiencing it as a result of support provided.

## Substance Misuse

### What do we want to achieve?

#### Fewer people in Anglesey and Gwynedd misuse alcohol and drugs

Substance misuse is associated with someone becoming intoxicated, regularly consuming too much of a substance and / or being dependent on a substance. The most commonly misused substance in Anglesey and Gwynedd is alcohol.

People who misuse substances cause harm to themselves and to their communities. There is evidence to suggest alcohol and drugs can be factors in criminal activity, with links to anti-social behaviour, domestic abuse and criminal damage. Substance misuse is also a serious health issue,

The estimated cost of alcohol and Class A drug misuse to the Welsh economy is £2 billion a year. Reducing the number of people who misuse substances continues to be a priority for Anglesey and Gwynedd Local Service Board.

### What are we going to do?

Develop a Regional Commissioning Strategy for North Wales, which identifies need and provides the basis for commissioning effective drug and alcohol provision.

Rationalising current frameworks in order to support the 'Area Planning Board' for North Wales. We will achieve the above by working across agencies, statutory and third sector, within a partnership framework.

Tackle the issues of responsible drinking by utilising:

- New licensing legislation
- Alcohol awareness campaigns
- Work place alcohol policies
- Test purchasing activity (underage drinking)
- School based information and awareness activity

Provide effective services across North Wales through an "Area Planning Board" that aim to prevent and treat alcohol and drug misuse.

Work together to tackle alcohol misuse, with the aim of reducing crime linked to alcohol misuse and improving the physical and mental health of the population. We will do this by:

Training staff to help more people to cut down on how much alcohol they drink;

Raising awareness of the harms caused by binge-drinking and work towards changing attitudes of children and young people, in particular, through education and media campaigns;

Controlling the availability of alcohol. This includes making sure areas are safe through alcohol licensing, particularly late at night, and tackling the sale of alcohol to underage individuals.

## **How will we know we're making a difference?**

Measure the number of people engaging in treatment programmes

The number receiving treatments within Welsh Government guidelines for waiting times

The number of people leaving treatment

Use 'Treatment Outcome Profiles' TOP's to measure positive outcomes for individuals within treatment (Welsh National Database)

As a North Wales APB, adopt the 'recovery' model of provision for people seeking support for Substance Misuse (Commissioning Strategy)

Percentage (%) of adults who drink alcohol above guidelines i.e. above 14 units a week for women, 21 units a week for men.

Percentage (%) of adults who reported binge drinking on at least one day in the past week.

Hospital admission rate attributable to alcohol (males / females).

Hospital admission rate for drugs.

Death rate from alcohol.

Deaths related to drug misuse in Wales, by gender.

## **Domestic Abuse**

### **What do we want to achieve?**

#### **Fewer people in Anglesey and Gwynedd are the victims of domestic abuse**

The term "domestic abuse" covers a range of different things. It is broadly said to be any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional). It is normally used to describe violence or abuse between those aged 16 and over, who are, or have been, intimate partners or family members, regardless of their gender or sexuality. It also includes 'honour' based violence, female genital mutilation and forced marriage. This can include isolating somebody from their sources of support, forcing control over money or food or causing damage to somebody's possessions or home.

It is often a hidden crime; it is estimated only 2% of incidents are reported to Police. It is also a very serious crime; at least two women a week are killed by a partner or former partner in the UK. The data shows that domestic abuse is a problem in Anglesey and Gwynedd, with the number of incidents recorded growing year on year. Many of the victims are female and either pregnant or have children, with many children witnessing the abuse.

As partner organisations, we have done a lot of work to give victims and their families the best possible services, and have played a key role in the Welsh Government's 10,000 Safer Lives project but there is still

work to be done to reduce the number of individuals and families affected by domestic abuse in Anglesey and Gwynedd.

### **What are we going to do?**

Work regionally within the North Wales Domestic Violence/Sexual Violence forum to plan activity which tackles these crimes

Provide school based activity regarding awareness and information on healthy relationships and sexual offences

Provide effective multi-agency risk assessment conferences (MARACs) which provide multi-agency plans for safeguarding the victims of Domestic Abuse

Secure specialist support in the form of advisors (IDVA's) for high risk victims of Domestic Abuse

Develop further, as resources allow the Domestic Abuse one stop shops in Gwynedd (Dolgellau) and Anglesey (Llangefni)

Implement workplace policies for Domestic Abuse within statutory services across North Wales

Continue awareness raising activity across communities

Develop a new Gwynedd and Anglesey Domestic Abuse Forum

Provide specialist rape investigation provision within the Police

Work across North Wales to implement the Welsh Government's 10,000 safer lives initiatives

### **How will we know we're making a difference?**

- The number of people referred to MARAC
- The number of people receiving IDVA provision
- The number of successful prosecutions in court for Domestic Abuse crimes
- The number of successful prosecutions in court for Rape crimes
- The number of people using the one stop shops

## **Safeguarding**

### **What do we want to achieve?**

#### **Children and adults at risk are protected from harm**

Safeguarding children and adults who are at risk means protecting them from harm, maltreatment, preventing any impairment of health and ensuring they are cared for safely and effectively.

Safeguarding of children and adults at risk is linked to many of the other priorities within this Plan. It is a collective responsibility of all public organisations and will continue to be a priority for the Anglesey and Gwynedd Local Service Board. The Local Safeguarding Children Board (LSCB) has clear responsibilities for ensuring that these issues are addressed and ensuring that we are all playing our part.

The number of children on the Child Protection Register varies with 100 in Anglesey and 70 in Gwynedd in 2012/13 compared with 77 and 62 respectively over the same period. The main reasons for registration are substance abuse and domestic violence.

The protection of adults at risk continues to be a priority, and the number of referrals has risen steadily over the last few years, with the main reason for referral being physical abuse.

### **What are we going to do?**

Work together to make sure that safeguarding is at the centre of all services for children and young people through for example:

Find the best ways of dealing with cases of child neglect within a family;

Raise awareness with members of the public about child abuse and how they can help to keep children and young people safe, at home and in the community, through for example:

Providing a range of child protection information in places such as libraries and leisure centres;

Work together to make sure that adults at risk are protected from significant harm, through for example:

Training staff from different organisations about their role in protecting Children, young people and adults at risk.

Listening to the views of adults on how best we can protect them.

Listening to the views of children so that we understand their experiences and how we can best protect them

Raising awareness with members of the community in the role they can play to safeguard children, adults and themselves from risk of significant harm.

### **How will we know we're making a difference?**

We will look at the following information:

Number of Children on the Child Protection Register (CPR).

Number of children subject to a repeat child protection registration within 2 years

Number of Looked after Children (LAC)

Number of Protection of Vulnerable Adults (POVA) referrals  
Feedback from children and adults on their experiences.

DRAFT



## Prosperous Communities

### What do we want to achieve?

Children and young people receive effective support to fulfil their potential  
More people have relevant skills to secure employment  
People in financial need receive good support and advice  
Make the most of opportunities to create a more prosperous and sustainable economy  
The benefits of the Energy Island concept are maximized for local people  
The growth of local businesses and the tourism industry is encouraged  
A reduction in carbon emissions  
The Welsh language is thriving

### Main Facts

#### Employment

Of the population aged 16-64 in Gwynedd, between April 2011 and March 2012, 21,400<sup>1</sup> are economically inactive (29.1%) – a higher proportion than for Wales as a whole and also the UK, whose percentages are 27.0% and 23.6% respectively. However, in Anglesey during the same period, 10,000 are economically inactive (24.4%) – a lower proportion than Wales but a little bit higher than the UK. In Anglesey, this was the lowest proportion over the last 7 years.

#### Qualifications and Workforce Skills

The percentage of Gwynedd's population aged 16-64 with no qualifications has fallen from 15.7% to 13.4% between 2004 and 2010. However, the percentage in 2010 was higher than the percentage for Wales for the first time over the period. Over the same period, in Anglesey it has fallen from 16.8% to 12.2%.

According to the Annual Population Survey, at the end of 2011, 11.2% of people aged 16-64 in Gwynedd were without any qualifications, which is slightly lower than the all-Wales figure of 12.3% but marginally higher than the rate of 10.9% for the UK<sup>2</sup>. 12.7% had no qualifications in Anglesey over the same period.

For the same period, 28.8% of the population aged 16-64 in Gwynedd possessed qualifications of NVQ Level 4 or higher, ranking Gwynedd the 10<sup>th</sup> highest of the 22 Authorities in Wales. In Anglesey, 26.4% of the population aged 16-64 possessed qualifications of NVQ Level 4 or higher, being the 7<sup>th</sup> lowest of the 22 Local Authorities in Wales<sup>3</sup>.

Even so, employers throughout the Gwynedd report a lack of key skills among applicants for jobs. 22.4% of businesses responding to the latest Gwynedd Business Survey noted that they faced recruitment problems – a very similar percentage to the average over the past four survey periods (22.6%). However, during the latest survey, 87.9% of businesses noting recruitment problems said that this was due to applicants lacking skills / qualifications. This compares with an average of 80.1% over the four survey periods<sup>4</sup>.

<sup>1</sup> ONS Annual Population Survey, Apr 2011-Mar 2012

<sup>2</sup> APS, ONS

<sup>3</sup> APS, ONS

<sup>4</sup> Gwynedd Business Survey, 1<sup>st</sup> and 2<sup>nd</sup> halves of 2010-11 and 2011/12, Gwynedd Council

### **Salaries**

The level of full time salaries in Gwynedd is 9.49% lower than the figure for the United Kingdom and 1.48% lower than the all Wales figure<sup>5</sup>.

The level of full time salaries in Anglesey is 13.37% lower than the figure for the United Kingdom, and 5.14% lower than the figure for Wales.

There is also a big difference in median incomes between wards in the Counties – with the highest in Gwynedd in 2012 (Bethel £30,761) 82.9% higher than the lowest (Marchog £16,817). In Anglesey, the highest ward (Cwm Cadnant £33,543) is 100.4% higher than the lowest ward (Morawelon £16,739).

### **Business and Employers**

In 2012, there were 6,305 enterprises registered for VAT and / or PAYE in Gwynedd., This represents 5.6% of all enterprises registered for VAT and / or PAYE in Wales. The highest proportion of these enterprises (19.7%) was in the agriculture, forestry & fishing sectors, which shows the importance of the primary sector to the County. During the same period in Anglesey, there were 2,865 enterprises registered for VAT and / or PAYE, which represents 2.7% of all enterprises registered for VAT and / or PAYE in Wales. The highest proportion of these enterprises (22.0%) was in the agriculture, forestry and fishing sectors, which shows the importance of the primary sector to both Counties.

One feature of the economy in Gwynedd and Anglesey is its dependency on a narrow range of sectors, some (e.g. tourism) seasonal with low pay levels.

### **Tourism**

According to STEAM figures, the tourism sector was worth £895 million to Gwynedd's economy during 2011/12, which is an increase from the figure of £778 million during 2010/11. In Anglesey during 2012, the tourism sector was worth £237.8 million to the economy, which is a decrease from the figure of £259.1 million during 2011.

### **Poverty**

The most commonly used threshold of relative poverty is a household income that is 60% or less of the median British household income in that year

Almost two in every five (39.1%) households in Gwynedd were living in relative poverty in 2012 (compared with 35.5% in 2011). In Anglesey, 36.6% households were living in relative poverty in 2012 (compared with 32.8% in 2011). These percentages compare with 35.2% in Wales in 2012 (and 32.4% in 2011), and with 30.8% in Great Britain during 2012 (and 27.2% during 2011).

### **Young People**

In Gwynedd in 2012, 3.0% (30) of year 11 aged pupils were not in employment, education or training (NEET's) in Gwynedd, the 6<sup>th</sup> lowest rate in Wales, and is 0.6 percentage points lower than witnessed in 2011. For the same period in Anglesey, 2.4% (17) of year 11 aged pupils were not in employment, education or training (NEET's), the 4<sup>th</sup> lowest rate in Wales.

3.2% (9) of year 13 aged pupils were not in employment, education or training (NEET's) in Gwynedd in 2012, the 4<sup>th</sup> lowest rate in Wales but showing an increase of 0.7 percentage points since 2011. In Anglesey, 5.3% (17) of year 13 aged pupils were not in employment, education or training (NEET's), the 9<sup>th</sup> lowest rate in Wales, with an increase of 1.5 percentage points since 2011<sup>6</sup>.

### **The Welsh Language**

65.4% of Gwynedd's population are Welsh speakers, but between 2001-2011 the numbers were reduced by 1.1%. 57.2% of Anglesey's population can speak Welsh, but there was a reduction of 0.8% between 2001-2011.

There was also a small reduction in Gwynedd in the number of areas where over 70% of the population could speak Welsh – from 41 to 40 Electoral Ward Areas in 2011. There was a reduction from 10 to 8 wards in Anglesey.

### **Carbon Emissions**

Carbon dioxide emissions have increased by 6.1% in Gwynedd since 2005, and Gwynedd has the 8<sup>th</sup> lowest figure of all the authorities in Wales<sup>7</sup>. In Anglesey, carbon dioxide emissions have decreased by 34.8% since 2005, and Anglesey has the 7<sup>th</sup> lowest figure of all the authorities in Wales. In 2011 the carbon footprint per head of population in Gwynedd and Anglesey was 7.5 tons and the all Wales carbon footprint per head of population was 9.5 tons. The carbon footprint in Gwynedd is 3.1% of the all Wales figure, whilst Anglesey's carbon footprint is 1.8% of the all Wales figure<sup>8</sup>.

---

<sup>6</sup> Careers Wales

<sup>7</sup> Department for Energy and Climate Change, 2010. Local and Regional CO2 emissions estimates.

<sup>8</sup> Department for Energy and Climate Change, 2010. Local and Regional CO2 emissions estimates.

## Economy

- People in Gwynedd and Anglesey create a more prosperous and sustainable economy
- The benefits of the Energy Island concept are maximized for local people
- The growth of local businesses and the tourism industry is encouraged

A strong economy is the foundation to making Anglesey and Gwynedd more prosperous places to live. It is the basis to securing more jobs of high quality and tackling the issues of deprivation and poverty that are major priorities for this plan

We know that we can't do this in isolation of external factors, because changes in national policy and global markets can have massive impacts locally. We can, though, ensure that support is in place locally to give us the best possible chance of attracting investment and give local business the best possible chances of success.

Working with partners outside of Anglesey and Gwynedd is also important because national and regional opportunities for development could help us to achieve prosperity. The clearest example is the Energy Island Programme, a once in a generation opportunity and has the potential to contribute nearly £2.5 billion to the Anglesey and North Wales economy over the next 15 years, bringing economic, social and environmental benefits.

### **What are we going to do?**

Develop, support and implement the Energy Island concept

Take advantage of opportunities to strengthen the area's economy  
Improve the population's skills in order to meet the opportunities of the future economy

Make full use of funding opportunities to regenerate the area

Continue to develop and promote tourism opportunities

Support and encourage business opportunities and the growth of diverse employment

Develop skills to meet the demands of employers

Increase the number of workers on apprenticeships

Promote the image and distinct strengths of the area

### **How will we know if we have made a difference?**

#### **An increase in:**

Absolute 'GVA' of 10-13% over 2008 levels by 2025

Visitor numbers, 3% a year p.a.

Economic activity

Employed population 61% of the total population

Employment opportunities  
New businesses

**A decrease in:**

Economic stagnation rates  
Unemployment figures  
Unemployment among young people  
Long term unemployment  
Number of people claiming jobseekers allowance  
Migration among young people (16-24)

DRAFT

## Education and Skills

### What do we want to achieve?

#### People have the education and essential skills to secure employment

Improving educational attainment and developing skills for the work place are critical success factors in helping to strengthen the communities of Anglesey and Gwynedd. There is clear evidence that people who are employed enjoy better health and education attainment and skills development is linked to improved prosperity.

Getting people into work depends on job creation and ensuring that local people have the skills to compete in the job market. A first class education and training system is the foundation to this.

We have two aims. Firstly, we want to help people re-enter employment and reduce unemployment rates across the area. Secondly, we want to be ambitious and aim to secure more high quality jobs in the area to allow people to fulfil their potential.

The developments related to the Energy Island and the Menai Science Park are two examples where there is potential to secure high level, specialised employment and we want to ensure that local people are best placed to take advantage of these opportunities.

Getting more people into work is a complex problem that relies on no single answer. There has to be work available, we need to be able to deliver first class education and people need to engage and want to be supported. But we must recognise that some crucial factors are not within our influence, for example, the global recession. These factors could have dramatic impacts on intended outcomes.

### What are we going to do?

Work together to improve levels of attainment in education overall and reduce inequalities through:

Providing co-ordinated support to help improve literacy and numeracy skills

Rolling out a programme to improve attendance

Reducing gaps in attendance and attainment for vulnerable groups (in particular those eligible for free school meals and children who are looked after

Fostering a culture of high achievement and high aspiration in schools, colleges and training settings

Work together to develop a co-ordinated way that makes sure people receive effective and targeted support to get work and remain in work, through for example:

Providing opportunities for adults to improve their basic skills in literacy and numeracy

Working with local colleges, universities and training providers to raise awareness of courses and support available to adult learners

Making sure that programmes and courses to learn new skills are part of a co-ordinated pathway leading to employment

Promoting a wide range of volunteering opportunities

**How will we know we're making a difference?**

We will look at the following information:

Percentage (%) of young people achieving level 2 threshold (equivalent to 5 A\* - C grades)

Percentage (%) of young people achieving level 2 threshold (equivalent to 5 A\* - C grades), who are eligible for free school meals

Percentage (%) of young people achieving level 2 threshold (equivalent to 5 A\* - C grades), who are looked after

Percentage (%) of pupils at the end of Year 6 that have a reading age / numeracy score at or above their chronological age / expected level (statutory test requirement from May 2013)

Average attendance rate of children in primary and secondary schools

Percentage (%) of economically active people who are unemployed

Employment rate of those aged 16 to 64 years old

Percentage (%) of young people aged 16 to 18 who are NEET

Percentage (%) of working age adults with no qualifications.

## **Supporting People in Financial Need**

### **What do we want to achieve?**

#### **People in financial need receive the right advice and support**

##### **Reduce Poverty:**

One of the key challenges ahead is how best to address poverty and access to a range of support services. There are particular challenges ahead to address poverty across the various age groups and access to appropriate support services.

The 'Welfare Reform Bill' is the biggest change to the national welfare system for over 60 years and the effect locally of the reform is a concern and recent figures show that one third of tenants affected by the changes to welfare payments, known as the 'bedroom tax' in Wales are already running up rent arrears.'

We also recognise the importance of targeting action not only across different age groups but also towards the needs of groups in society who are vulnerable and in need have support. This covers a range of issues including measures to address poverty and those at risk of exploitation e.g. rogue traders. The current changes in Welfare Reform pose many challenges to the relevant agencies.

This paper proposes to link into services that will help people out of fuel poverty through making information on energy efficiency integral to the advice provided by staff. Finally, promoting digital inclusion will give more people access to cheaper fuel accounts, shopping and consumer goods and services, and make their claims for state benefits easier.

Work is currently being undertaken within both counties to reduce financial exclusion and poverty however there is a lack of:

- co-ordination;
- effective joint working processes;
- awareness of good practice and the integration of that practice into the work of front line staff;

The end result is that there is a capacity gap and lack of consistency.

### **What are we going to do?**

In order to tackle these issues it is proposed that a Financial Inclusion and Anti Poverty Group is established across Gwynedd and Anglesey to engage with providers who specialise in this field and develop proposals to be included in the Single Integrated Plan. It is proposed that the group could:

- undertake a mapping exercise to identify the services that are available that support financial inclusion;
- develop approaches to ensure financial inclusion and anti-poverty actions are embedded into service, operational plans and staff guidance
- identify those services where staff and people will benefit most from receiving awareness training e.g. Revenues and Benefits, Social Services, Housing and Housing Associations, Families First and Supporting People providers; and,
- produce a financial inclusion strategy.



This project will enhance the joint working and impact of existing providers and networks working in the area of financial inclusion and anti-poverty including them as key stakeholders in the delivery of the Single Integrated Plan and ensuring that the issues are considered and addressed by the Local Service Board.

- Enable residents to access advice on financial issues and ensure that those eligible are able to access the full range of benefits and services to avoid poverty
- Enable residents to access equipment to get online and make the most of digital technology by working together to encourage and enable residents to gain confidence and skills needed
- Promote financial inclusion to facilitate access to affordable financial products and services
- To promote and raise awareness of energy efficiency initiatives together with appropriate energy advice services to provide support and guidance to reduce the likely impact of fuel poverty

**How will we know if we have made a difference?**

**An increase in:**

- The amount of front line workers trained to give advice on financial inclusion
- Economic activity
- Entitled claimants accessing benefits and services

**A reduction in:**

- Housing sanctions
- Reliance on food banks
- Reduction in eviction notices issued

## Homes and Communities

### What do we want to achieve?

#### **People in Anglesey and Gwynedd live in safe, appropriate housing in vibrant and cohesive communities**

A sustainable community is one where people want to live, with pleasant homes and an environment that meets the needs of existing and future residents, including children. It provides a high quality of life and makes the best use of natural resources. A vibrant community is inclusive and cohesive where people play an active role in working with others to address local issues such as education, safety, employment and health.

Living in a pleasant environment, where there are plenty of communal spaces to play, meet and develop community relations is important for people's physical and mental wellbeing. The quality of housing and infrastructure, in particular, has long since been linked with social and health experiences in an area. For example, communities where there are high numbers of empty homes, vacant businesses, not many things to do and not many places to play are likely to experience more incidences of anti-social behaviour or substance misuse and have a higher proportion of people with poorer mental health and emotional wellbeing.

The impact that a person's home has on their health, wellbeing and even educational attainment is also well established. If a house does not keep its inhabitants safe, warm and dry, it can cause or worsen some of the most common health conditions, such as circulatory, respiratory and mental health problems. If housing is not suitable it can cause barriers to independence, and can create hazards, such as trips and falls.

Providing housing that is suitable and an appropriate size, in particular for older people, young people and disabled people, can relieve the pressure on health services, provide people with a better quality of life and build an important foundation for young people to grow, learn and perform academically.

Community cohesion is vital to ensure good relations between people from different backgrounds where diversity is valued and individuals share a sense of belonging and work together to make their area a better place. This can be promoted through intergenerational practice which improves relations between different age groups who may have little contact. Through sharing skills, experiences and ideas the different generations can gain a better understanding of each other.

We have produced a Local Development Plan for Anglesey and Gwynedd that details of how we will balance social, economic and environmental issues to meet the needs of those people living, working and visiting Anglesey and Gwynedd. The plan sets out how we will use land for new housing, employment and retail sites with sustainability as its central principle.

### What are we going to do?

Increasing supply - deliver more affordable housing, more appropriate housing for changing demographic trends, making better use of our relationship with the private rented sector to meet the growing needs, empty properties back into use

Quality and improvement- improving quality of private sector accommodation

Mitigating the impact of welfare benefit reform - anti-poverty address emerging needs for smaller or shared accommodation

Work together with communities to deliver housing and community regeneration action; including the reoccupation of empty properties in targeted areas and developing public spaces that are safe, attractive and encourage social interaction and community cohesion.

Enable a supply of supported housing that responds to the needs of identified vulnerable groups.

consider health and sustainable development in all planning, policy and strategy development to encourage and promote healthy and sustainable environments and behaviours.

Support communities to becoming more sustainable. For example, through being more energy efficient, producing less waste and using fewer natural resources.

**How will we know we're making a difference?**

To know that we are making a difference in supporting people to address their housing needs and live in sustainable and vibrant communities we will look at the following information:

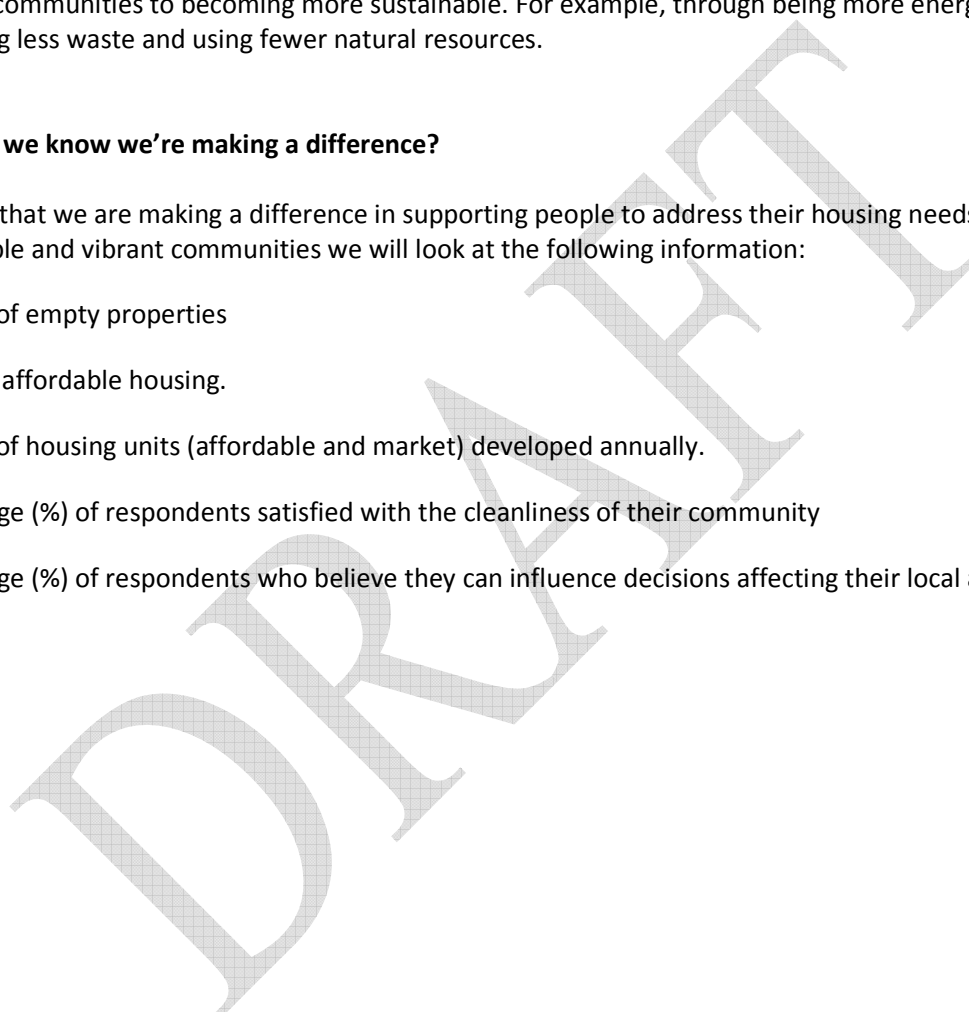
Number of empty properties

Need for affordable housing.

Number of housing units (affordable and market) developed annually.

Percentage (%) of respondents satisfied with the cleanliness of their community

Percentage (%) of respondents who believe they can influence decisions affecting their local area



## **The Welsh language**

### **What do we want to achieve?**

#### **The Welsh language prospering in Gwynedd and Anglesey**

##### **Background**

According to the 2011 Census, 65.4% (77,000) of the population in Gwynedd and 57.2% (38,000) of the population in Anglesey can speak Welsh. Apart from one ward in Conwy, Gwynedd and Anglesey are the only counties throughout Wales that have areas with over 70% of the population able to speak Welsh according to the 2011 Census.

There is variation in the commitment of public sector bodies to provide Welsh language services as seen in their Welsh Language Schemes, and the way in which those Language Schemes are implemented.

In 2008, through the Local Service Board, all public sector bodies that provide services in Gwynedd (and Anglesey) committed to the Gwynedd Welsh Language Charter, aimed at providing a consistent standard of service across the public sector in Gwynedd.

New statutory requirements through the Welsh Language (Wales) Measure 2011 and the need to comply with the Welsh Language Standards when they are published

##### **What are we going to do?**

Increase and standardize the provision of public services through the medium of Welsh for service users  
Increase the opportunities to use Welsh in the workplace  
Increase in the number of posts that require skills in both Welsh and English

Establish a baseline for the number and type of posts within the public sector that require Welsh and English skills. Based on the baseline data, create a pilot scheme to develop bilingual workplaces to be implemented in 2014/15 as part of the Delivery Proposals of the Council(s) Strategic Plan 2014-2017.

## **Gwynedd and Anglesey people live in a sustainable environment**

### **What do we want to achieve?**

- **Promote and maintain our natural environment**
- **Reduce carbon emissions**
- **Respond to the challenges of climate change effectively**

We will continue with the Gwynedd carbon reduction project and extend the project across the two counties, working together to reduce the carbon footprint of the public partners regarding energy from buildings, transport and waste.

We will work towards reducing the carbon footprint of the public sector partners as follows:

- Energy and property
- Transport
- Waste – aim to reduce and monitor progress

Demonstrate that we are providing opportunities for individuals and communities to get access to information and advice on reducing the carbon footprint in the community sector.

We will promote local food production

We will ensure that the main public organisations have plans in place in order to reduce travelling or to travel by using more sustainable modes of transport

# Making the Connections

## **Engagement Plan**

Engaging with the people of Gwynedd and Anglesey is vital and the Local Services Board is committed to the National Principles for Public Engagement in Wales published by Participation Cymru.

Our aim:

1. Work collaboratively on engagement in order to improve services for the people of Anglesey and Gwynedd
2. Engage with the public and with partners with regard to the area's services in a timely and relevant manner
3. Communicate in an understandable and effective manner, whilst clarifying and listening well.
4. Seek to continually improve our engagement.

## **What is the Plan?**

In practice this means joint engagement in the following areas:

Community Strategy  
Health and Wellbeing  
Community Safety  
Children and Young People  
Projects and other activities of the Anglesey and Gwynedd Partnership  
Communities First  
Lleisiau Lleol

## **What does this mean?**

- Ensuring joint arrangements in order to collaborate on engagement in these areas
- Developing ways to provide citizen-centred services collaboratively
- Sharing resources, information and the results from engagement activities across partner organizations and others
- Increasing the consistency of engagement and securing a better use of resources
- Providing opportunities for the area's communities to express an opinion, including communities that are often overlooked.
- Establishing a framework to ensure that this happens.

Implementing the objectives:

Establishing an annual program for the engagement work of the Local Services Board

- Establishing an engagement network for LSB partners to develop the engagement schedule
- Using trained facilitators

- Setting up a website for the Anglesey and Gwynedd Partnership to share information and to be at the centre of the engagement process for partners and residents of the area
- Being open about the partnership work of Gwynedd and Anglesey
- Engaging and listening to the views of partners and residents of the area
- Striving for continuous improvement to the engagement processes.
- Reporting and explaining relevant developments in a consistent, understandable and relevant way
- Effective communication

Our aim is to try to engage collaboratively where this is practical – with the aim of reducing duplication and also of improving the engagement process. An Annual Report of the partnership's work will be published each year. A Review of the Integrated Plan will be carried out annually by the Local Services Board

### **Information Plan**

The area's main public services gather a lot of information - statistics on health, crime, education etc.

In order to establish an effective information strategy partners need to commit to the sharing of information with the Local Services Board as well as with each other.

The way in which information is collected and distributed needs to be better co-ordinated, with each member of the Board agreeing to develop a protocol for the sharing of information, and research and information officers from partner organizations shall keep in regular contact with each other to share information.

This information needs to be analyzed - looking at key indicators and looking at long term developments. This should be part of a regular (annual) review of the priorities of the integrated plan

#### Information Sharing

The sharing of information surrounding the work of the Partnership is vital and involves the commitment to network with the Local Services Board partners regularly

- Developing a joint protocol to share information and analysis
- Publishing an Annual Report on the website which includes updates of the most recent information from the relevant fields.
- Publishing information regularly about the partnership's work on the website.

### **Scrutiny Arrangements**

The Work of the Partnership and of the Local Services Board will be scrutinized by members of Gwynedd Council and of Anglesey County Council as part of their corporate arrangements.

Corporate Scrutiny Committee Forward Work Programme  
September 2013 – August 2014

A	Item	Update/Description
A1	Council and the Public - Engagement	<ul style="list-style-type: none"> <li>- Recommendations presented to Coun. Ioan Thomas, Cabinet Member in September 2013</li> <li>- The new Engagement Strategy being presented to cabinet by Councillor Dyfed Edwards on 28 January 2014</li> </ul>
A2	<ul style="list-style-type: none"> <li>- Savings Strategy + effect of raising Council tax</li> </ul>	<ul style="list-style-type: none"> <li>- Recommendations presented to Coun Peredur Jenkins, Resources Cabinet Member in October 2013</li> <li>- Scrutiny Committee considering further Report on 16 January 2014</li> </ul>
A3	Improvement Plan/ Performance Report	<ul style="list-style-type: none"> <li>- Quarter 1 matters considered in December 2013</li> <li>- Quarter 2 matters being considered in February</li> </ul>
A4	Partnerships and Collaboration – Assess Progress	<ul style="list-style-type: none"> <li>- Consideration will be given to the Integrated Plan with Anglesey at the meeting on 16 January 2014</li> <li>- Other Partnerships – programmed for Scrutiny Meeting in March 2014</li> </ul>
A5	Go Gwynedd – purchase of electricity, gas etc on behalf of Communities in order to acquire a better price	<ul style="list-style-type: none"> <li>- Recommendations presented in December 2013</li> <li>- Recommendations being implemented</li> </ul>
A6	Planning Committee Arrangements	
A7	Illness Indicator	<ul style="list-style-type: none"> <li>- Report by Head of Human Resources considered at Scrutiny Committee meeting in November 2013.</li> <li>- Department was requested to share information annually will all Council members</li> </ul>
A8	Retired People returning as Consultants	<ul style="list-style-type: none"> <li>- Report by Head of Human Resources considered at Scrutiny Committee meeting in November 2013.</li> <li>- Department was requested to share information annually will all Council</li> </ul>



		members
A9	Council Workforce : <ul style="list-style-type: none"> <li>- Maintain workers morale in difficult period</li> <li>- Flexible Working</li> </ul>	<ul style="list-style-type: none"> <li>- Report by Head of Human Resources considered at Scrutiny Committee meeting in November 2013.</li> <li>- Department was requested to share information annually with all Council members</li> </ul>
A10	Collaboration with Anglesey	<ul style="list-style-type: none"> <li>- Programmed for March 2014 meeting</li> </ul>
A11	Carbon Footprint Project	
A12	Strategic Plan 2013-17	
A13	Registering second homes as businesses	<ul style="list-style-type: none"> <li>- Programmed for March 2014 meeting</li> </ul>

7 January 2014