



Adran y Prif Weithredwr
Chief Executive's Department
Swyddfa'r Cyngor
CAERNARFON
Gwynedd
LL55 1SH

Cyfarfod / Meeting

Y CYNGOR
THE COUNCIL

Dyddiad ac Amser / Date and Time

1.00pm, DYDD IAU, 19 MEDI, 2013

1.00pm, THURSDAY, 19 SEPTEMBER, 2013

Lleoliad / Location

Siambwr Dafydd Orwig
Swyddfa'r Cyngor, Caernarfon

Pwynt Cyswllt / Contact Point

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(DOSBARTHWDYD/DISTRIBUTED 12/09/13)

Harry Thomas
Prif Weithredwr / Chief Executive

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12 Medi / September 2013

Annwyl Gyngorydd,

CYFARFOD O GYNGOR GWYNEDD – 19 MEDI 2013

FE'CH GWYSIR TRWY HYN i gyfarfod o **GYNGOR GWYNEDD** a gynhelir am **1.00PM, DYDD IAU** nesaf, **19 MEDI 2013 YN SIAMBR DAFYDD ORWIG, SWYDDFA'R CYNGOR, CAERNARFON**, i ystyried y materion a grybwyllir yn y rhaglen a ganlyn.

Dear Councillor,

MEETING OF GWYNEDD COUNCIL – 19 SEPTEMBER 2013

YOU ARE HEREBY SUMMONED to attend a meeting of **GWYNEDD COUNCIL** which will be held at **1.00PM** on **THURSDAY** next, **19 SEPTEMBER 2013** in **SIAMBR DAFYDD ORWIG, COUNCIL OFFICES, CAERNARFON** to consider the matters mentioned in the following agenda.

Yr eiddoch yn gywir/Yours faithfully,



Prif Weithredwr/Chief Executive

Bydd yr ystafelloedd a ganlyn ar gael i'r grwpiau gwleidyddol yn ystod y bore:-

The following rooms will be available for the political groups during the morning:-

Plaid Cymru - Siambr Dafydd Orwig

Annibynnol/Independent – Ystafell Gwyrfai

Llais Gwynedd – Ystafell Llyfni

Democratiaid Rhyddfrydol/Liberal Democrats - Ystafell Peris (ar ôl 11.30am / after 11.30am)

Llafur/Labour – Cefn Siambr Dafydd Orwig/Rear of Siambr Dafydd Orwig

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. MINUTES

The Chairman shall propose that the minutes of the Annual Meeting of the Council held on 2 May, 2013 be signed as true record. (copy attached).

3. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

4. THE CHAIRMAN'S ANNOUNCEMENTS

To receive any Chairman's announcements.

5. CORRESPONDENCE, COMMUNICATIONS OR OTHER BUSINESS

To receive any correspondence, communications or other business brought forward at the request of the Chairman.

6. URGENT BUSINESS

To note any items which are urgent business in the opinion of the Chairman so they may be considered

7. QUESTIONS

To consider any questions the appropriate notice for which have been given under Procedural Rule 12.

8(A) PRESENTATION BY THE CABINET MEMBER RESOURCES

To receive a verbal presentation by the Cabinet Member Resources.

8(B) ENSURING SUSTAINABLE SERVICES IN DIFFICULT TIMES

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

9. RESPONSE TO THE CONSULTATION OF THE COMMISSION ON PUBLIC SERVICE GOVERNANCE AND DELIVERY

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

10. GWYNEDD COUNCIL PERFORMANCE REPORT 2012/13

To submit the report of the Head of Strategic and Improvement (copy attached).

11. ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES

To submit the report of the Statutory Director and Head of Social Services, Housing and Leisure (copy attached).

12. MEMBERS' DEVELOPMENT CHARTER

To submit the report of the Chairman of the Democratic Services Committee (copy attached).

13. THE COUNCIL'S POLITICAL BALANCE

To submit the report of the Council Leader (copy attached).

14. NOTICES OF MOTION

In accordance with the notice of motion received under Procedural Rule 17, Councillor Eryl Jones-Williams will propose as follows:

“ Will Gwynedd Council please support the need for a Doctors and Medical University for North Wales in order to combat the shortage of Doctors in Gwynedd and other areas of North Wales?

I ask Gwynedd Council to put pressure on the Welsh Government, Health Minister and the Betsi Cadwaladr University Health Board to support the Medical University as there would be additional benefits in keeping our young professional people in the area and it would help create jobs and also help to provide Welsh speaking doctors for areas such as Gwynedd.”

The procedural motion was received from the member in accordance with Procedural Rule 17(12) requesting that the matter be discussed on the day instead of being referred to the relevant committee.

THE COUNCIL 02/05/13

Present: Councillor Huw Edwards (Chairman)
Councillor Dewi Owen (Vice-chairman)

Councillors: Craig ab Iago, Anwen Davies, Lesley Day, Eddie Dogan, Dyfed Edwards, Elwyn Edwards, Trevor Edwards, T.G. Ellis, Alan Jones Evans, Aled Ll. Evans, Jean Forsyth, Gweno Glyn, Simon Glyn, Gwen Griffith, Selwyn Griffiths, Alwyn Gruffydd, Sian Gwenllian, Annwen Hughes, Chris Hughes, John B. Hughes, Louise Hughes, Jason Humphreys, Peredur Jenkins, Aeron Jones, Anne Ll. Jones, Brian Jones, Charles W. Jones, Dyfrig Jones, Elin Walker Jones, Eric M. Jones, John W. Jones, Linda W. Jones, Sion W. Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, June Marshall, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Michael Sol Owen, W. Roy Owen, W. Tudor Owen, Peter Read, Caerwyn Roberts, John Pughe Roberts, Liz Saville Roberts, W. Gareth Roberts, Mair Rowlands, Angela Russell, Dyfrig Siencyn, Mike Stevens, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed W. Williams, Gethin G. Williams, Gruffydd Williams, Hefin Williams, John W. Williams, Owain Williams, R.H. Wyn Williams, Mandy Williams-Davies, Robert J. Wright, Eurig Wyn

Also present: Harry Thomas (Chief Executive), Dilwyn O Williams, Dafydd Lewis and Iwan Trefor Jones (Corporate Directors), Dilys Phillips (Monitoring Officer/Head of Democracy and Legal Department), Dafydd Edwards (Head of Finance Department), Geraint George (Head of Strategic and Improvement Department), Arwel Ellis Jones (Senior Manager – Corporate Commissioning Service), Iwan Evans (Legal Services Manager), Vera Jones (Democratic Services Manager), Darren Griffiths (Strategic Planning Manager), Huw Ynyr (Senior Manager – Information Technology and Business Transformation) and Gwyn Parry Williams (Members Support and Scrutiny Officer)

Apologies: Councillors Stephen Churchman, David Gwynfor Edwards, Llywarch Bowen Jones, Nigel Pickavance, Gareth Thomas

The meeting was opened with a prayer from Councillor Tom Ellis.

The prayer was followed with an address from Councillor Selwyn Griffiths, Chair for 2012/13.

1. CHAIRMAN

Councillor Huw Edwards was elected Chair for 2013/14.

Councillor Huw Edwards signed the declaration accepting the post of the Chairman of Gwynedd Council for 2013/14.

2. VICE-CHAIRMAN

Councillor Dewi Owen was elected Vice-chairman for 2013/14.

Councillor Dewi Owen signed a declaration accepting the post of the Vice-chairman of Gwynedd Council for 2013/14.

3. MINUTES

The Chairman signed the minutes of the meeting of the Council held on 28 February 2013 as a true record.

4. DECLARATION OF PERSONAL INTEREST

- (i) A briefing note had been sent by the Monitoring Officer to the members regarding the item "Members' Salaries".

It was explained that, under the Code of Conduct, every member had a potential personal interest in this item, but it was not a prejudicial interest. The interest should be declared by signing the appropriate form; however, members would be entitled to participate in the discussion and vote.

- ii) All members present declared a personal interest in the item "Members' Salaries" because, as members of the Council, they received a salary.

The members were of the opinion that it was not a prejudicial interest and they participated fully in the discussion on the item.

5. CHAIRMAN'S ANNOUNCEMENTS

- i) Condolences were expressed to the following -

Councillor Anne Lloyd Jones on the death of her uncle recently.

The family of former Councillor Leslie Edwards, Barmouth – the last Chair of the Gwynedd County Council, who had died recently.

The family of former Councillor Ifor Lewis, Morfa Bychan, who had died recently.

Some Council staff who had lost loved ones recently.

The Council members stood as a mark of respect.

- ii) Best wishes to -

The County's youth who would be competing in the Urdd National Eisteddfod, Pembrokeshire at the end of the month.

Councillor W. Roy Owen on his term as Mayor of Caernarfon.

- iii) A copy of the Gwynedd Council Safeguarding Children and Adults Policy and Guidelines had been sent to all members with the Council agenda and the Chairman drew attention to their importance, the responsibility on

each member to ensure that they took safeguarding seriously and the need for them all to attend training on the topic.

6. THE COUNCIL'S DRAFT STRATEGIC PLAN FOR 2013 -2017

- (a) The Chief Executive set out the background and context of the report.

He noted that the plan not only reflected local priorities but also reflected the fact that the Welsh Government, responsible for 80% of the funding, also had priorities and aspirations and that they should be intertwined with the local aspirations and ambition. He drew attention to examples in the document e.g. standards of education where there was a local aspiration to improve standards but, also, that the Minister for Education had set a challenge for every Council in Wales to improve their standards by 5% a year for the subsequent three years. He referred to the new Bill in relation to Social Services.

He was grateful for the input of members and the public on the plan.

He referred to the fact that it was impossible to have one document which reflected everyone's priorities due to differences of opinion. He also referred to the financial climate and the main challenge over the coming years to maintain services, and the Gwynedd Way Strategy, adopted by the Council on 28 February 2013, had been incorporated into the plan for the next four years. He noted that it was a live document and that it could be adapted but that it set out the Council's general priorities and that the Council would be responsible for the detail of the plans.

The Council Leader noted that, in adopting the Strategic Plan for 2012/13, it was agreed that the Council would adopt a Strategic Plan for the remaining Council term, from 2013 to 2017. Each Council had been required to prepare an annual Improvement Plan outlining its "improvement objectives" for the year and the Strategic Plan did that and, in addition to noting the longer term results the Council was seeking to deliver, the plan, therefore, noted specifically what the Council planned to deliver in 2013/14. The annual review of the plan would seek to ensure this in the context of those longer term results the Council was working towards in each thematic area.

One clear emphasis in its development was that we had to be alive to new opportunities and risks that could arise and also verify whether what we had committed to was making the difference that had been intended. If that was not happening, we had to be ready to stop an activity in order to redirect work and resources. Specifically, we would be looking for early opportunities to be clearer about some of the proposals that were developmental at the moment. The aim here was to be clearer as soon as possible as to what we wanted to realise in the different fields and to move on to deliver clear and appropriate results for residents.

He noted that a clear consideration in adopting such a plan was the resources linked to its implementation. He referred to the Financial

Strategy for the period of the plan which noted that provision had been made in the strategy to meet the resource requirements of the plan. The Corporate Management Team had considered the resource implications that were linked to the commitments in the plan and could offer the assurance that there was sufficient provision in the strategy. Subject to the Council's approval of the plan, over the next few weeks, there would be rigorous challenging to verify the sums requested for individual schemes before realising money for their implementation but this would not be an obstacle to the realisation of the commitments that had been made in the plan.

In preparing the plan, considerable engagement and consultation work had taken place and the initial engagement with residents about what should be addressed in the plan had been quite a success. However, the consultation on the proposals had been disappointing in terms of the number who had taken part and there were lessons here that the Council needed to consider as it developed its priority of improving the Council's engagement arrangements. Early in the development of the priorities, consideration had been given to equality and sustainability issues and this work would be completed to be able to assure the full Council on any matters it should be aware of in considering the adoption of the plan.

The Cabinet had considered the draft plan on 30 April 2013 when it was resolved to recommend that the Council adopted it.

- (b) Members were invited to make observations.
 - i) In relation to a Profile of Gwynedd and the Council, a member was of the opinion that further details needed to be included in the profile e.g. include an outline of the various services the Council was responsible for delivering, the structure of the Council and reference to the Council's website.
 - ii) A member proposed an amendment regarding the field of Children and Young People namely "Considering the guidelines for local authorities on assessing and ensuring adequate play opportunities for children in their areas and the fact that there are statutory requirements on the Council to adopt these policies, completing an assessment of the statutory guidelines noted that the assessment of adequacy of play opportunities should be part of the local needs assessment for ensuring adequate play opportunities within the process of planning, implementing and reviewing the single integrated plan on all stages of the planning cycle."

In response, the Cabinet Member for Healthy Gwynedd confirmed that an assessment had already taken place of play adequacy and it had been sent to the Welsh Government and various needs had been identified.

The Chief Executive noted that the Welsh Government guidelines referred to another scheme, namely a single integrated plan with partnerships. He referred to a presentation made by officers to the Cabinet on the

assessment and that it would be possible to transfer the information to the member in order to show the action plan and assessment carried out.

Another member referred to the fact that he had been given to understand that an assessment had been carried out at a cost of £20,000. He was of the opinion that now was the time to integrate these matters to the strategic plan.

The Council Leader noted that there was no disagreement regarding this matter but asked whether it needed to be included in the strategic plan. He referred to the fact that the Cabinet's response to the play adequacy assessment had been sent to the Welsh Government and therefore the matter had been addressed.

A vote was taken on the amendment.

The Chairman reported that the amendment had fallen.

- iii) A member welcomed the strategic plan but expressed concern regarding the consultation on the plan and noted that it was important to engage with the third sector.
- iv) A member was of the opinion that failing to establish a prison in Gwynedd would be a tragedy as it would be a way of creating more jobs. He noted that 14% of the young people of Gwynedd left the county to look for work.

In response, the Council Leader noted that, unfortunately, the opportunity to establish a prison on the former Ferodo site in Caernarfon had been missed but, by now, the Ministry of Justice had set out its criteria regarding establishing new prisons and that the Ferodo site did not meet those criteria. He noted that, if any member had information about other suitable sites within Gwynedd, he would like to receive that information.

RESOLVED to adopt the Council's Strategic Plan for 2013 – 2017.

7. AMENDMENTS TO THE CONSTITUTION

- a) The Council Leader set out the background and context of the report.

He noted that work had been in hand under the auspices of the association which represented Monitoring Officers in Wales, with the support of the Welsh Local Government Association and the Welsh Government, to draw up a standard constitution for the unitary councils in Wales. The motivation for this was the fact that all councils in Wales now operated executive arrangements (Leader and Cabinet) and substantial differences were appearing between the legal requirements on Welsh councils compared to those in England as a result of legislation by the Welsh Government.

He noted that the standard constitution was expected to be completed during the next few months. It would continue to allow local differences

from council to council, but it was hoped that there would be more consistency in interpretations of the Constitution across Wales and that the constitutional document would be easier to understand. The new standard constitution would be presented to the Council for adoption in due course. In the meantime a few amendments were needed to the existing Constitution as noted below -

Language Committee Terms of Reference

At present, the Language Committee was responsible for overseeing the implementation of the Council's Language Scheme and would also be responsible for responding to the language standards when they were published. At its meeting on 16 April 2013, the Committee recommended that the following clause be added to the terms of reference '..... Act as a consultative body on strategies promoting the Welsh language within the county by making recommendations to the Cabinet as necessary.'

He noted that the Committee would wish to have full responsibility for any strategies to promote the language within the county, instead of the Cabinet, but this was not legally possible under the present legislation. The Cabinet members had discussed the wishes of the Language Committee and they, in turn, had proposed that any strategies which they developed to promote the Welsh language be presented to the full Council for adoption. Therefore, it recommended that "A strategy to promote the Welsh language within the County" be added to the list of plans requiring full Council approval.

The Council's Procedural Rules

The current Procedural Rule 22(4) stated that the Chairman would take the vote by show of hands. As the Council now had an electronic voting system in Siambr Dafydd Orwig, it was recommended that the rule be deleted. This would leave it open to the Chairman of any meeting to decide on the most appropriate way to vote.

Trusts

The Council acted as trustee to a number of local trusts or charities. A number of these were administered through schools, and others either by the Education Department or the Social Services Department. It was recommended to formalise this by including in the Delegation to Officers Scheme that the trusts be administered by the relevant Head of Department in consultation with the local member or members.

Ombudsman's Reports

If the Ombudsman considered that there was maladministration within the Council, he could publish a public report making recommendations. Giving consideration to such a report was not a matter that the Cabinet could deal with. As the Audit Committee had the task of considering the governance arrangements of the Council in general, it was recommended that the Audit Committee was the appropriate body to consider such reports and that the following clause be added to that committee's terms of reference "..... the power to consider reports from

the Public Services Ombudsman for Wales under Section 19 of the Public Services Ombudsman (Wales) Act 2005."

Delegation to Officers

Following the deletion of the Head of Provider and Leisure Department post the functions of the department had been divided between the Head of Social Services, Housing and Leisure Department, the Head of Education Department, the Head of Customer Care Department and the Head of Highways and Municipal Department. He recommended that the Scheme of Delegation to Officers should be amended to reflect these changes.

- (b) Members were invited to make observations.
 - i) In relation to the Council's Procedural Rule and specifically the new system of electronic voting in Siambwr Dafydd Orwig, a member suggested that the system should be tested at the beginning of every meeting to ensure that the cards were working.
 - ii) In relation to the terms of reference of the Language Committee, a member proposed an amendment that, as the Welsh language was a central and corporate matter for the Council that language matters should be submitted to the full Council rather than the Cabinet.

In response, the Monitoring Officer stated that, following the new system, some matters were the responsibility of the Cabinet. She noted that the wishes of the Language Committee would be for language matters not to be the responsibility of the Cabinet but rather the responsibility of the committee and that the committee would then report directly to the Council. Under current legal arrangements, it was not possible for the Council to take this responsibility from the Cabinet. It was possible for the Council to decide on the final strategy and it would be possible for the Language Committee to make recommendations to the Council as well as to the Cabinet. She also noted that the Language Committee had decided to write to the Welsh Government to ask for changes to be introduced to the act in relation to transferring all responsibilities for language matters from the Cabinet to the Council and its response was awaited.

A vote was taken on the amendment.

The Chairman reported that the amendment had fallen.

- iii) A member expressed concern that the Head of Customer Care had been given additional responsibilities with the addition of the cleaning and caretakers services to her current work load.

**RESOLVED to make the following amendments to the Constitution -
i) To add "Act as a consultative body on strategies promoting the Welsh language within the County by making recommendations to the Cabinet**

as necessary” to the terms of reference of the Language Committee in Part 3 of the Constitution.

ii) To add “A strategy to promote the Welsh language within the County” to the list of plans or strategies to be decided by the full Council in Part 3 of the Constitution.

iii) To delete procedural rule 22(4) (Voting by show of hands).

iv) To add the clause “In consultation with the local member(s) where relevant, to administer any charity or trust which relates to the functions of the department” to the scheme of delegation to officers in Part 3 of the Constitution.

v) To add “the power to consider reports from the Public Services Ombudsman for Wales under Section 19 of the Public Services Ombudsman (Wales) Act 2005” to the terms of reference of the Audit Committee in Part 3 of the Constitution.

vi) To delete section 5 “Head of Provider and Leisure Department” from the Scheme of Delegation to Officers in Part 3 of the Constitution and to add the following functions to the responsibilities of the relevant officers -

- 3.1 Head of Education Department - Catering
School Cleaning
- 8.1 Head of Customer Care Department - Cleaning
Caretakers
- 9.1 Head of Highways and Municipal Department – Cleaning of public toilets
- 16.1 Head of Social Services, Housing and Leisure Department - Home Care
Residential and Day Services
Leisure Centres
Sports Development
- 16.16 To act as a "responsible person" for the purposes of the Care Standards Act 2000.

8. PROTOCOL FOR MEMBERS' GIFTS AND HOSPITALITY

- a) Submitted – the report of the Monitoring Officer noting that the Council had adopted the current protocol on Gifts and Hospitality in June 2004. Since 2004, a new Code of Conduct had been introduced together with guidelines by the Ombudsman for Public Services in Wales which had made it appropriate to review the contents of the protocol. As part of its work of promoting high standards of conduct within the Council, the Standards Committee had looked at the protocol and proposed some amendments. The main changes were to the form of the protocol rather than its contents. It now included a reference to the Code of Conduct and the guidelines together with general principles which should be of assistance to members.

She drew the members' attention to the need to register any offers of gifts or hospitality worth more than £25 whether accepted or declined. From now on, the Standards Committee would receive an annual report on the contents of the register as part of the monitoring of standards within the Council.

- b) Members were invited to submit observations.
- i) A member noted that it was important that a similar protocol was adopted for officers also.

In response, the Monitoring Officer stated that a similar protocol existed for officers and that it was part of the constitution.

- ii) In relation to the need to register any offer of gift or hospitality worth more than £25, a member proposed an amendment, namely that the sum should be reduced to £10.
Another member noted that the matter had been discussed by the Standards Committee and, in general, the sum of £25 was used by councils across Wales.

In accordance with procedural rule 19(6), the following vote was recorded on the amendment, namely that any offer of gift or hospitality worth more than £10 should be registered.

In favour: (19) Councillors Anwen Davies, Lesley Day, Huw Edwards, Gweno Glyn, Simon Glyn, Selwyn Griffiths, Alwyn Gruffydd, John B. Hughes, Louise Hughes, Jason Humphreys, Aeron Jones, Sion W. Jones, Dilwyn Lloyd, Dewi Owen, Peter Read, Eirwyn Williams, Gruffydd Williams, Owain Williams, Robert J. Wright

Against: (40) Councillors Craig ab Iago, Eddie Dogan, Dyfed Edwards, Trevor Edwards, Tom Ellis, Alan Jones Evans, Jean Forsyth, Sian Gwenllian, Annwen Hughes, Peredur Jenkins, Anne Lloyd Jones, Charles W. Jones, Dyfrig Jones, Elin Walker Jones, John W. Jones, Linda W. Jones, Eryl Jones-Williams, Beth Lawton, June Marshall, Dilwyn Morgan, Linda Morgan, Michael Sol Owen, W. Roy Owen, W. Tudor Owen, Caerwyn Roberts, John P. Roberts, Liz Saville Roberts, W. Gareth Roberts, Mair Rowlands, Dyfrig Siencyn, Mike Stevens, Ioan Thomas, Paul Thomas, Ann Williams, Gethin G. Williams, Hefin Williams, John W. Williams, R.H. Wyn Williams, Mandy Williams-Davies, Eurig Wyn

Abstentions: (3) Councillors Gwen Griffith, Chris Hughes, Angela Russell

Did not vote: (6) Councillors Elwyn Edwards, Aled Ll. Evans, Brian Jones, Eric M. Jones, Dafydd Meurig, Elfed Williams

The Chairman reported that the amendment had fallen.

RESOLVED to adopt the amended Protocol for Gifts and Hospitality and to include it as part of the constitution.

9. SUPPORT FOR MEMBERS

- a) The background and context for the report was given by Councillor Lesley Day, Chair of the Democratic Services Committee and she gave an

update regarding the support available and developments realised and in the pipeline.

Reference was made specifically to the following matters -

- i) That 70 of the 75 members had now received an iPad and that from now on agendas etc. would be sent to them electronically with the exception of those members who did not have an iPad and those who wished to continue to receive paper copies.
- ii) Should problems arise with the iPad, the Council's Information Technology Department should be contacted.
- iii) A letter had been sent to members offering further training on the iPad.
- iv) The first electronic members' bulletin had been published in April 2013.
- v) That Siambwr Dafydd Orwig had been modernised by installing new sound and translation equipment and an electronic voting system and it was anticipated that webcasting would be operational in the near future.
- vi) That the Local Government (Wales) Measure (2011) noted that members could write annual reports. The Democratic Services Committee had decided to hold a pilot of the system this year in order to learn lessons in relation to the best format to use and to enable the Council to establish the appropriate support for elected members who wished to produce reports in future. The reports from the pilot would be published on the Council's website by the end of June 2013.
- vii) That scrutiny investigations had been held to look into the impact of policies on the area.
- viii) That the procedure of asking a member of the Cabinet to report on elements of his/her work at the Council meeting had commenced.

b) Members were invited to make observations.

- i) A member expressed concern that the Information Portal had been suspended for a period.
- ii) A member noted that he did not like the name "Area Assembly".
- iii) A member drew attention to the fact that a room within the Council Offices had been converted into a room for Cabinet members. He asked who had authorised this conversion and what the cost had been.

In response, the Chief Executive stated that when the Cabinet had been established there had been a choice regarding the provision of offices for members. He noted that several councils provided separate offices for each Cabinet member; however, in order to save money one room only had been adapted for them.

RESOLVED to accept the report.

10. MEMBER SALARIES

The Council Leader set out the background and context of the report.

He noted that for 2012/13 and subsequent years, members' salaries and expenses would be paid in accordance with the decisions of the Independent Remuneration Panel for Wales which had come into force following the May 2012 elections. The requirements had been reviewed during 2012/13, but no amendments had been noted for the salaries and expenses noted for 2013/14, which stood as follows -

Ordinary Councillors £13,175 (Basic Salary)
Council Leader £47,500 (Senior Salary)
Deputy Council Leader £33,460 (Senior Salary)
Cabinet Member £28,780 (Senior Salary)
Committee Chair £21,910 (Senior Salary)
Political Group Leader £16,920 (Senior Salary)
Chairman of the Council £21,375 (Civic Salary)
Vice-chairman of the Council £16,625 (Civic Salary)

The Council did not have the right to change these sums. Individual members had the right to waive the whole or part of their salary should they wish to do so.

There were five categories of members eligible to receive senior salaries, namely, the Council Leader, Deputy Council Leader, Cabinet Members, Committee Chairs and Political Group Leaders. The number of senior salaries payable was limited to 18 in Gwynedd. At three meetings of the Council during the year, it had been resolved to allocate senior salaries as follows -

Council Leader and nine Cabinet members (including the Deputy Leader)
Chairs of the three Scrutiny Committees
Chairs of the Audit Committee, Planning Committee, Licensing Committee and Employment Appeals Committee
Leader of the largest Group outside the Cabinet

He noted that, in accordance with the requirements of the Independent Remuneration Panel for Wales, the only adjustments for 2013/14 were as follows -

- a) The Council must pay a senior salary to the Leader of the largest group outside the Cabinet, subject to at least 10% of the Council members being on the group. The Council had foreseen this requirement in December 2012 when it had allocated senior salaries, therefore, the Council had already fulfilled this requirement.
- b) Individual authorities may decide on the maximum number of days for which co-opted members may be paid in any one year and that the maximum in 2012/13 had been 10 days and that the maximum of 10 days should remain in accordance with the 2012/13 guidance.
- c) In accordance with the Panel's indication during 2011/12, elected members were entitled to join the Local Government Pension Scheme from 2013/14 onwards.

No further changes were required by the Independent Remuneration Panel for Wales.

RESOLVED to allocate senior salaries to the following posts for 2013/14, as in 2012/13 -
Council Leader
Deputy Council Leader
Cabinet Members
Chairs of the three Scrutiny Committees
Chairs of the Audit Committee, Planning Committee, Licensing Committee and Employment Appeals Committee
Leader of the largest Group outside the Cabinet

11. THE COUNCIL'S POLITICAL BALANCE

- i) The Council Leader set out the background and context of the report.
- a) Reported –
 Following the 2013/13 elections, with the last of the elections held on 14 June 2012, the Council's political constitution was as follows -
- | | |
|-------------------|-----------|
| Plaid Cymru | 37 |
| Independent | 18 |
| Llais Gwynedd | 14 |
| Labour | 4 |
| Liberal Democrats | 2 |
| Total | 75 |
- b) The four main rules in the Local Government and Housing Act 1989 regarding the allocation of seats.
- c) That a meeting of the Council's Business Group had been held on 24 April 2013 to discuss the matter and as there had been no change to the political balance since the last election on 14 June 2012, it was recommended that the same seat allocation for 2012/13 be held in 2013/14.
- ch) In accordance with the requirements of Sections 66-75 of the Local Government (Wales) Measure 2011 it was a requirement to allocate the chairpersonships of scrutiny committees in order to ensure, as far as possible, that political balance was reflected in those chairpersonships and that the groups that were not represented on the executive were given a fair proportion of the chairpersonships. The only committees of which the chairs were allocated on the basis of political balance were the following Scrutiny Committees -
 Corporate Scrutiny Committee – Llais Gwynedd
 Communities Scrutiny Committee – Independent
 Services Scrutiny Committee – Plaid Cymru
- d) The Chair of the Audit Committee could not be a member of a political group represented on the executive and it was the Full Council that would appoint the Chair of the Democratic Services Committee and it could not appoint a member of a political group represented on the executive.
- dd) As there had been no change to the political balance, it was recommended that the allocation of chairpersonships, in accordance with the statutory rules, would remain in accordance with the allocation for 2012/13.

- e) That there were no statutory or constitutional provisions to control the appointments to the vice-chairpersonships or to the chairpersonships of the remaining committees other than a member of the executive could not chair the Licensing Committee. The committees themselves would elect their chairpersons in these cases subject to the procedural rules limiting the term of a Chairperson to two years.
- ii) Members were invited to make observations.
- a) A member noted that the three scrutiny committees had very different responsibilities. He referred specifically to the work that the Services Scrutiny Committee had to scrutinise two of the Council's main services, namely Education and Social Services, compared with the smaller services the two other scrutiny committees were responsible for. He was of the opinion that the chairpersonships of these committees should alternate between the different groups, every two years, on a rota basis, in fairness. He proposed this as an amendment.

In response, the Monitoring Officer noted that the Chair and Vice-chair of the various committees were elected annually and that the procedure that had been operational for several years now was that the committee chair was in post for a period of two years. As there had only been a year since the current chairs had been in post, she was of the opinion that the matter should be discussed this time next year when their period of two years would be coming to an end.

Following the response, the member was of the opinion that this should be accepted in principle today and he proposed this as part of the amendment.

A vote was taken on the amendment.

The Chairman reported that the amendment had fallen.

RESOLVED

i) To adopt seat allocation on the Council's committees in accordance with the table below and in accordance with what was adopted for 2012/13 –

SCRUTINY COMMITTEES

	Plaid Cymru	Independe nt	Llais Gwynedd	Labour	Liberal Democrats
Corporate	9	4	3	1	1
Communiti es	9	4	3	1	1
Services	9	5	3	1	
Audit	9	4	4	1	

OTHER COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats
Democratic Services	7	4	3	1	
Planning	7	3	3	1	1
Central Licensing	7	4	4		
Language	8	4	3		
Appointment of Principal Officers	7	4	2	1	1
Employment Appeals	4	1	1	1	

Number of seats	76	37	29	8	4	154
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	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats
Pensions	3	2	1		1
SACRE	3	2	2		
Local Consultative Joint Committee	6	2	2	1	
Special Educational Needs Joint Committee	4	2	1		
Joint Planning Policy Committee	4 (3 seats and one substitute)	2	1	1	

Total seats	96	47	36	10	5	194
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ii) To delegate the power to the Head of Democratic Services to make appointments to the committees on the basis of political balance and in accordance with the wishes of the political groups.

iii) To adopt the allocation of the chairpersonships of the Scrutiny Committees on the basis of political balance, in accordance with the allocation of 2012/13 as follows -

Corporate Scrutiny Committee – Llais Gwynedd
Communities Scrutiny Committee - Independent

Services Scrutiny Committee – Plaid Cymru

12. CHAIR OF THE DEMOCRATIC SERVICES COMMITTEE

It was reported that the Chair of the Democratic Services Committee needed to be elected for 2013/14.

RESOLVED to elect Councillor Lesley Day as Chair of the Democratic Services Committee for 2013/14.

The meeting commenced at 1.00pm and concluded at 3.30pm.

CHAIRMAN

CABINET REPORT

16 July 2013

Cabinet member: Cllr. Peredur Jenkins

Subject: Ensuring sustainable services in difficult times

Contact Officer: Dilwyn Williams, Corporate Director

Required decision/purpose of the report

To note the latest financial position and in the light of the fundamental changes outlined, that the Asset Management Plan should be re-visited to see whether there are opportunities to reduce the financial demands on the Council, and that we also re-visit the Strategic Plan in order to identify which schemes are absolutely necessary and which ones could be reconsidered.

Local member's views

Not a local issue

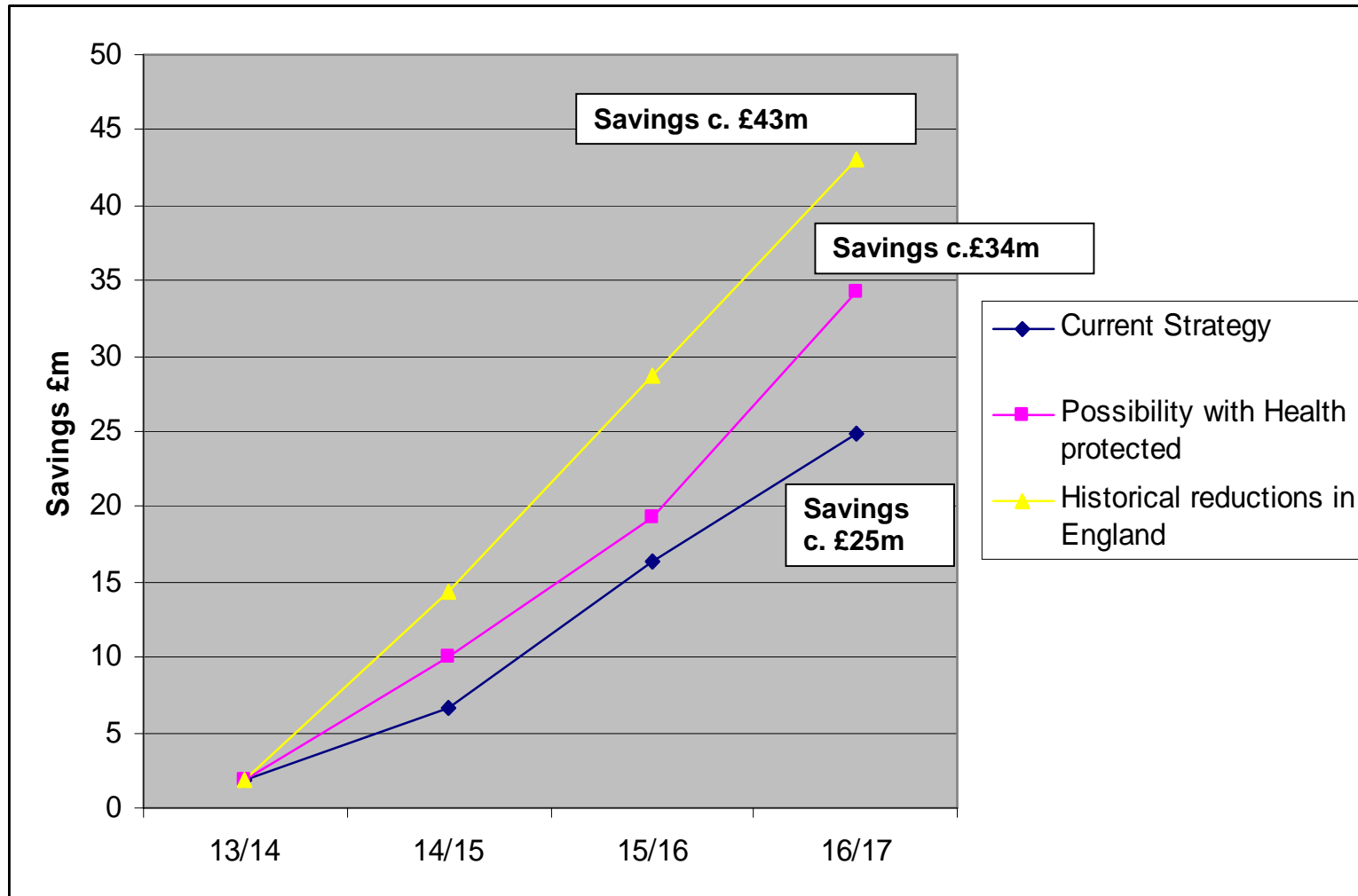
Introduction

1. In February, the Council formulated its financial strategy for the 4 year period to come.
2. The essence of that strategy was that the financial picture facing the public sector was likely to be extremely challenging with local government grant falling in 2015/16 and 2016/17 which would mean that we would need to plan for savings of £25m over the period 2013/14 - 2016/17.
3. With this context as background, despite the gloomy prognosis, the Council wanted to ensure that we continue to deliver appropriate outcomes for the people of Gwynedd and in May, the Council approved its Strategic Plan which fleshed out how it would try and achieve its vision of supporting the people of Gwynedd to thrive in difficult times.
4. The Plan contains a number of priorities in order to achieve that vision.
5. We have now seen a significant change in the financial climate and the Cabinet needs to be made aware of these changes so that it can consider what action it wishes to take to deal with the situation.

Recent changes

6. Over recent weeks, the Chancellor has announced his spending review and as a result, Welsh Government Ministers have suggested that there will be a change of direction in the prioritisation of resources within Welsh Government.
7. What became obvious in the Chancellor's budget in April was that economic growth was not as anticipated, and as a result, the austerity regime would have to continue for longer than anticipated and that the required cuts would also be deeper.
8. The recent spending review has given us details of where those expenditure cuts will fall and Welsh Government's share of those cuts in 2014/15 and 2015/16.
9. In addition, the Minister for Local Government and Welsh Government Business has noted that local government should plan on the basis of "funding reductions experienced by local government in England" for the period to come.
10. If we were to take this literally it would mean an average annual reduction in grant of 4% which is much more than we have planned for.
11. We do not know why reductions of such magnitude would be required in 2014/15 or 2015/16 as the Welsh Government's settlement from the Westminster Government doesn't point to the need for such reductions, but obviously, if they wish to give some element of protection for Health for instance, then services such as local government will have to be given less.
12. We will not know the exact implications until we receive the local government settlement in November, but one can be fairly certain that the situation will be worse than that for which we have planned.
13. On the next page is shown a graph which indicates the magnitude of savings which could be required on the basis of -
 - a) our current strategy;
 - b) a situation whereby the Welsh Government protected health by giving them an increase equivalent to inflation; and
 - c) a situation whereby we receive grant reductions equivalent to the historic average seen in England;

Projections of possible savings levels for Gwynedd Council 2013/14-2016/17



14. At its worst, the graph suggests that by the end of 2016/17 we could be faced with the prospect of having to take between £34m and £43m from the budget over the period.
15. We must be alive to the fact also that this projection does not include 2017/18, but we already know that the Government will have to continue with its savings programme at a level similar to that projected for 16/17.
16. When one considers that we spend £165m on education, social services, homelessness, benefits and precepts and only £71m on **all** other services (which also include some statutory elements) one can see what effect reductions of this magnitude could have on services if we are unable to find opportunities to transform our services, especially within Education and Social Services
17. Unless we do so we will be increasing the likelihood that we will have to face service cuts at a much deeper level than previously anticipated.
18. However we need to be aware of the vision expressed in the Strategic Plan, and whilst we might need to revisit the level of ambition outlined therein as a result of the new financial context, the vision of wanting to support the people of Gwynedd to thrive in difficult times is just as relevant now as it was previously.
19. We must also be aware of the challenges with which we will be faced as a result of the increased demands being placed upon us – some due to demographic factors and others due to the expectations of other agencies. The Council's ability to manage these demands will vary but we can be certain that there will be some which we cannot ignore.

How do we intend to manage ?

20. The Council already has arrangements in place to identify opportunities where further efficiency and demand management savings can be found and whilst the targets which we have set ourselves in these areas are extremely challenging, we have to ask ourselves whether we can aim higher in order to reduce the effect which service cuts would have on Gwynedd's people.
21. The need to transform services will play a key role if we are to achieve the original targets, let alone increasing that ambition.

22. There is now also an argument that we should look at the financial effects which our current policies generate in order to see whether we can reduce our current spending needs.
23. In the first place I would suggest that we re-visit the Asset Plan to see whether there are opportunities there to reduce spending demands and I would also suggest that we re-visit the Strategic Plan itself in order to identify those schemes which we deem absolutely essential in order to realise our vision and which ones could be reconsidered.

Reasons for recommending the decision

24. Gwynedd Council has a history of planning ahead in order to cope with the financial constraints with which it has been faced in the past.
25. In the past this has reaped dividends as we have been able to take time to come to rational and inclusive conclusions and avoid rash actions.
26. By continuing to do so we can try and ensure that we maintain sustainable services for the people of Gwynedd, despite the challenges which the current financial climate brings.
27. As part of this planning process we must consider everything which places a financial burden upon us including examining the financial effects of our current policies.

Next steps and timetable

28. If the Cabinet agrees with the recommendation, the Council will need to be informed of the change in the financial climate and of the need to re-visit the plans noted above (as they are the Council's Plans) and that will need to be done at its meeting in September.
-

Views of the Statutory Officers

Chief Executive:

It is already known that this Council has been facing significant financial challenges since 2006/07. However as the report indicates, that challenge is set to intensify over the coming years. The world around us has now changed significantly and this calls for a re-think of the commitments the Council has made and also the pressures which will arise from cuts which now seem inevitable. I support the recommendations.

Monitoring Officer:

Nothing to add in terms of propriety.

Head of Finance:

As part 12 of the report says, the settlement figures will not be known until October but it is expected that the situation will be considerably worse than previously notified indicative amounts, and during the last two months a number of strong statements have been received from the Minister for Local Government in the Welsh Government, such that local authorities *“need to engage immediately in decisive and radical short-term financial and service planning so as to align public services quickly to the lower levels of resources available”* in 2014/15 and beyond, while *“in the longer term, the significantly lower levels of resource must drive deep transformational change”*. In the light of these warnings, I have discussed the possible Council responses with the Director and the relevant Cabinet Members and I agree that it would be prudent for the Council to prepare a flexible response and to re-visit the Asset Plan and the Strategic Plan.

Meeting	THE COUNCIL
Date	19 September 2013
Subject	Response to the Consultation of the Commission on Public Service Governance and Delivery.
Purpose of the Report	To submit the matter to the Council for discussion
Author	Dyfed Edwards, Council Leader

1. Earlier on this year, the First Minister of Wales announced that he was establishing a Commission on Public Service Governance and Delivery. The Commission was given a brief to consider carefully, honestly and objectively how services are provided in Wales and how this can be improved. They are looking in particular at the governance arrangements of public services, i.e. how they are brought to account for their performance and how they can be provided in the most effective way for the public.
2. The Commission was set a restricted timetable and was asked to report back by the end of December this year.
3. As part of its work, the Commission has called for evidence from those who provide public services. It called for establishments to respond to the request for evidence by 31 August so that the Commission had an opportunity to examine the evidence and focus on the main themes. However, it also said that if it would not be possible to respond by 31 August, it would be willing to accept evidence until the end of September, but noted that any response that would arrive after the end of August would possibly have less influence on the Commission's work.
4. Because of this restricted timetable and in order to ensure that the Council had the greatest impact on the Commission's work, we concluded that the best thing to do was draw up a concise response based on the principles that the Commission should consider when reaching a decision and publish this response in the form of a Decision Notice and circulate it to all Council members.

5. Nevertheless, the future of public services in Wales, and in Gwynedd in particular, is a matter of great importance to the people of Gwynedd and I believe that it is a matter that deserves attention from all members at a meeting of the full Council. Therefore, I submit the response I sent to the Commission to the attention of the Council for discussion (Appendix 1). As the Commission has noted that they would be prepared to accept evidence until the end of September, I will be in a position to forward any additional observations to them following the discussion in the Council.
6. The Commission has published a questionnaire that could be used when responding to the call for evidence. This is a very detailed questionnaire including a number of various themes. To avoid obscuring the messages and having discussed with other Cabinet members, I concluded that it would be better to submit evidence based on the principles I believe should drive the Commission's work, rather than on the details of the provision at this point in time. This is why the appended response considers the evidential base of what has changed since establishing the current governance arrangements, what is likely to change in the future, and as a result, what are the current key features that would allow for sustainable governance arrangements for public services that would lead to the best outcomes for local people. To close, observations are made on a governance model that would be suitable for future public services.
7. At the end of August the Commission released a report detailing the main points presented to it as evidence up to now. I attach the progress report as context for the discussion in the Council (Appendix 2).
8. I submit the response for the attention of the full Council in order to have a broader discussion on its contents and to allow me to conclude whether or not any additional evidence needs to be sent to the Commission on behalf of the Council.

GWYNEDD COUNCIL'S RESPONSE TO THE COMMISSION'S CONSULTATION ON GOVERNANCE AND PUBLIC SERVICES PROVISION

Introduction

The Council is grateful for the opportunity to present evidence to the Commission to assist it with its work of examining the way in which public services are governed in Wales. We recognise that this area is extensive and that the timescale is limited. In our evidence we will therefore focus on examining the changes since the inception of the current arrangements, and the further changes which are on the horizon. Based on this we will also look at what, in our opinion, are the essential attributes for sustainable public service governance arrangements which will provide the best outcomes for local people. Finally, considering these essential attributes, we propose some principles that we believe should underpin any new governance models.

We hope that these observations, and especially our proposed principles, will assist the Commission with the preparation of its report, and we request that the Commission gives them due consideration.

1. *What has changed since 1996?*

- 1.1 The current local government arrangements in Wales were established in April 1996. Since then there have been a number of significant changes which have affected the future suitability of these arrangements.
- 1.2 In 1999 the National Assembly for Wales was established, with powers devolved to it from Westminster, thereby creating an additional tier of government with democratic accountability. Since then additional powers have been conferred upon the Assembly and the Welsh Government now has decision-making powers on high level executive matters and on policy development in the devolved areas. This provides an opportunity for some functions to be governed and/or provided on a national level.
- 1.3 The health service in Wales was reconfigured in 2009, with one Local Health Board established for north Wales, replacing the previous 6 health boards which were coterminous with the counties. Therefore the health service (in the same manner as the police and the fire and rescue service) is on a regional basis. There is close interaction between health services and social services in the provision of care.
- 1.4 Demographic changes have also occurred during the period. Gwynedd's population is growing and ageing, and the scale of growth in the population 65 years and older is increasing. Gwynedd has experienced in-migration by people 50 years and older which contributes to the comparatively older population in the county. The population is by now more mobile than it was 20 years ago.

- 1.5 Over recent years evidence from a number of auditors' reports (Estyn, CSSIW, WAO) has shown that service provision does not consistently meet the expected standards. As a result, the Welsh Government has intervened in the Isle of Anglesey County Council, and in some specific services within a number of other councils. The same trend can be seen in the health sector. One conclusion from this evidence is that the current systems are not fit for purpose and that they do not provide the best outcomes for local people.
- 1.6 During recent years a number of collaboration arrangements have also been established between councils and other agencies e.g. North Wales Transport Consortium (TAITH), the school improvement collaboration arrangements (Gwe), the Local Services Board, North Wales Safer Communities Board. Some of these are governed by joint committees, and others have more informal arrangements. The effect of this collaboration is to separate democratic accountability from the decision-making power. As a result, institutions are slow in moving towards collaboration arrangements as they do not allow sufficient transparency regarding roles, powers and responsibilities.
- 1.7 The financial climate has also changed significantly, and there is now an expectation that public services should be provided using fewer resources. In the case of Gwynedd Council it is estimated that savings worth in excess of £30 million have had to be found since 2007/8 to meet the deficit between the monies received from the Welsh Government and the increasing demand in services. This equates to 15% of the 2007/8 budget.

2. *What further changes are on the horizon?*

- 2.1 Further financial austerity is anticipated over the next few years. Clear messages have already been received from the Minister for Local Government that we should prepare for grant cuts "at the level seen in England". Taking this at its literal meaning it would mean a reduction of 4% per annum in the monies the Council receives whilst inflation and the demand on services continue to increase.
- 2.2 New communication methods – social media, websites etc – have grown in popularity during the last few years and is expected to continue – especially amongst the younger population. One of the associated side-effects is less emphasis on the geographic society and greater emphasis on a society based on a community of interests. This is coupled with a greater willingness to travel further and to access services electronically rather than physically.

2.3 Due to the technological revolution, the pace of change is increasing. This could lead to instability unless the new arrangements are planned to be flexible and able to respond rapidly to change.

3. ***What are the key attributes of sustainable arrangements which offer the best outcome to local people?***

3.1 **The arrangements should be sufficiently robust to withstand change.** With the speed of changes in the public arena, new arrangements must be designed which will be viable for a meaningful period of time. This calls for the rationalisation of the existing arrangements, and the integration of common areas of services. This would lead to fewer organisations (as organisational boundaries lead to the creation of obstacles) and more organising around common interests.

3.2 **The arrangements should reflect the tendencies of younger communities.** For the arrangements to be viable for the future they must address the way that the younger generations live, work and socialise. This can mean less focus on the traditional geographic boundaries of communities, and more focus on bringing together communities of interests through technological access.

3.3 **The arrangements should reflect the population's identity.** Identity encompasses the elements which allow the identification of specific cohorts within the population. It includes culture, language, background, environment (rural/urban character), and interests. Attention should also be paid to economic issues regarding location and access to work and industry. It is possible to acknowledge identity in terms of groups of communities as well as for wider areas.

3.4 **The arrangements should be clear regarding local democratic accountability.** This will give the citizen assurance about who to hold to account for all aspects of public services. In many of the existing collaboration plans, the statutory accountability remains with one body (the local authority) whilst giving the executive powers to another body (the collaboration board). The effect of this separation is to dilute the democratic process and local accountability. This also distances the citizens from the arrangement by reducing their influence on it.

3.5 **The arrangements should be fit for purpose, without prejudice to any format.** Attention should be given in the first place to the functions and the purpose of the arrangement, and the format should follow this. One aspect of appropriate arrangements is to ensure a critical mass for service provision and to ensure the economic viability of the body. Another aspect is to ensure local accountability and understanding. Appropriate arrangements should balance the various aspects.

3.6 **The arrangements should focus on the customer's needs.** The aim at all times is to achieve the best for the citizen. If so, the arrangements should not only be appropriate in terms of governance, but should also offer accessible services (either geographically or electronically), and services should be easily understandable without bureaucratic layers. They should be designed with the customer's requirements at the forefront, as opposed to the organisation's requirements.

3.7 **The arrangements should give due regard to the third sector.** The importance of the third sector should be acknowledged in providing services to the customer. The relationship between the public services and the third sector provision should be rationalised, and advantage should be taken of the opportunity to provide clear guidance to the third sector regarding the area's requirements.

4 *Which governance models would be suitable for public services?*

4.1 **The arrangements will be based on the recognition that various tiers of governing bodies exist.** Specifically, we anticipate that national, regional, sub regional and local bodies all have specific, albeit different, roles. A national body defines itself as a body that serves the whole of Wales. The definitions of the three other tiers are not as clear. There is therefore scope to define them by reference to the key attributes noted in part 3 above. The important aspect is to ensure that the bodies in the various tiers are fit for purpose and focus on their roles. By using the key attributes, it could be considered that a local body, for example, would need to be larger than the existing community councils, but perhaps smaller than the county councils (e.g. an arrangement to include groups of the existing community councils.) The same rationale could be used for the other tiers.

4.2 **High level and overview strategies are set at the highest level which ensures accountability.** Therefore, the greater the distance between the body and the citizen in terms of democratic accountability, the lesser the direct engagement with the citizen. This basis would lead to a need for the Welsh Government (a national body) to shift its focus to solely setting strategic direction. There are some strategies where it is more appropriate for them to be set at a lower level in order to ensure local democratic accountability. In order to avoid duplicating governance arrangements it would probably not be appropriate to devolve strategic direction to the lower tiers.

4.3 **Service provision is set at the lowest level which allows sustainability.** The provision is the direct contact point with the customer, and setting it at the lower tiers would respond to the need for the arrangements to meet the demands of the customer and allow the customer to influence them. It would also allow services

with a local slant to be provided at a more local level. Despite this the arrangements must meet the criteria of ensuring a critical mass. This type of model, in some areas, might lead to the separation of service commissioning and provision.

- 4.4 **Public services would be integrated.** It is anticipated that arrangements will aim to simplify the abundance of various bodies and agencies which currently provide public services. Rather than designing arrangements around the type of body or organisation that exists, and their powers and rights, there is an opportunity to design arrangements based on the impact on the citizen. This could mean integrating similar services (e.g. care) in order to reduce confusion and provide clarity at the point of delivery.
- 4.5 **There is an opportunity to extend democratic input to more public services.** In developing a model of public services based on various tiers of bodies taking the responsibility for setting strategic direction, commissioning and service provision, democratic accountability can be maximised. Such a model can address the governance and delivery requirements of some services which have traditionally been outside the democratic arrangements of local and central government.
- 4.6 **The governance model will be accountable, understandable and a recognised body.** In order to meet the key attribute of providing clarity of local democratic accountability, the model needs to be based on bodies with legal status, with elected membership, and the power to act. These bodies can be called to account – both legally and democratically. They will be bodies with clear responsibilities, duties, rights and powers. Any model that does not meet these basic requirements is likely to be unsustainable in the long-term.

Dyfed Edwards
Council Leader
August 2013

Meeting 4, 5 and progress report

Meeting note from the fourth and fifth meetings, and progress report of the Commission on Public Service Governance and Delivery.

Over the past three weeks the Commission has held a number of meetings to hear oral evidence from organisations and individuals. This includes formal meetings of the Commission and also public meetings, at the National Eisteddfod and Royal Welsh Show and in Wrexham, Cardiff, Llandudno Junction and Newtown.

During this period the Commission has heard evidence from: the Children's Commissioner for Wales; the Older People's Commissioner for Wales; the Welsh Language Commissioner; several Local Authority Chief Executives; Health Service Chairs and Chief Executives; the Bevan Commission; the Ambulance Service; the Public Service Ombudsman; Academi Wales; Police Chief Constables; Macmillan Cancer Care; Hafal; The Royal Commission on the Ancient and Historical Monuments of Wales ; the Federation of Small Businesses; Anheddau Cyf; Youth Cymru; the Women's Institute; several Town, Community and County Councillors from across Wales; representatives of the third sector; and members of the public.

These sessions have all proved very useful. The Commission has taken evidence and gathered information under each of its six themes (that is performance; scale and capability; complexity; culture and leadership; governance, delivery and scrutiny; and the role of Welsh Government). The Commission is open to evidence until mid September and welcome as many views as possible.

Below is a summary of some of the key issues emerging through the evidence that the Commission has heard. It should be noted that:

- these are the recurring points only, not all points that have been raised
- the Commission has not yet come to any conclusions on these issues
- the points are not necessarily written from a balanced perspective
- the Commission is still hearing evidence and therefore further points will be raised

Performance

- Although public perceptions of services in Wales are relatively positive, and not withstanding the efforts of the dedicated public sector workforce, performance

measures and international comparisons show that public services in Wales are often not delivering effectively for users.

- The majority of evidence has highlighted the inconsistent, and often poor, performance across public services in Wales. Demographic trends and austerity measures are likely to increase pressure on services in the short, medium and long term.
- The presentation of performance data makes it difficult for the public to understand the performance of public services. Data is often technical and written in complex language, there is a myriad of indicators leading to confusion, and meaningful UK and international comparisons are affected by quality of data collected.
- There is an emphasis on targets which can be a barrier to service delivery. There is a common desire to move to an 'outcomes' based approach.
- Performance Management is 'patchy' and should be more transparent, systematic and standardised.

Scale and Capability

- Although some small organisations perform well, and some large organisations perform poorly, many people have identified links between the scale of public service organisations and their capacity to deliver consistent high quality services – particularly during times of change. This can be due to a lack of depth and breadth of capability in small organisations and therefore their resilience (for example an over reliance on one or two key individuals).
- Wales has a large number of public service providers and this can lead to confusion and inconsistency in service delivery.
- There are varying views on whether structural change is the answer.
- Larger organisations benefit from economies of scale but can suffer from a lack of connection with local people; this is a balance that must be considered.
- Leadership, culture and values are often recognised as being more important factors than organisational size (see leadership and culture) but there are links between the two, for example smaller organisations may find it harder to attract and retain the highest calibre leaders.

Complexity

- The public service delivery environment is crowded leading to duplication and complexity.

- Voluntary collaboration between organisations has had minimal impact and has been seen to create further issues such as a dilution of accountability and duplication of activity. There seems to be support for a more prescriptive approach to establishing collaborations and partnerships.
- Some senior leaders have pointed out that whilst partnership working is important, it can distract organisations from fulfilling their principal responsibility for becoming as operationally efficient and effective as possible.
- Co-terminosity of boundaries is seen as important both in terms of service delivery and managing relationships.
- Silo working across all sectors is an ongoing barrier. There should be a focus on designing and delivering services around the citizen.
- A common example of complex service delivery has been the provision of health care and adult social care. Some evidence has advocated further integration between health and adult social care in order to improve services for the user.

Governance, Delivery and Scrutiny

- Accountability and governance frameworks are complex and inconsistent across the public sector in Wales. There is ambiguity in accountability which needs to be removed.
- It has been acknowledged that the quality of scrutiny is variable and scrutiny models vary across organisations. In some instances cross cutting scrutiny has helped overcome silo working and driven improvement. There is also no clear picture of what guidance is available on scrutiny.
- Some evidence has highlighted the need for greater service user/citizen involvement in scrutiny, although the challenges in encouraging this engagement have been recognised.
- Alternative delivery models should be considered, with co-production, cooperatives and mutuals being raised as options for future service delivery.
- Best Practice is not consistently applied, shared, identified and evaluated.

Culture and Leadership

- Leadership, that is strategic and operational leadership at all levels of the organisation, is seen as key to the successful delivery of public services.
- It has been widely recognised that leadership in Wales could be improved.
- The pool of good quality leaders within Wales is small and does not match the number of public service organisations. There needs to be a focus on identifying and developing future leaders and managers at all levels.

- There needs to be a recognisable career path within the Public Services in Wales. Staff should be able to move from one part of the public service to another in order to improve leadership skills and break down silo working.
- Culturally, there has been some evidence that public service organisations in Wales lack ambition and aspiration; they are content with performing adequately in comparison with their counterparts rather than striving to perform well against international benchmarks.
- Public services in Wales are reluctant to innovate and where innovation does exist it is in small pockets. Organisations need a clear vision with linked objectives and empowered individuals who are able to deliver services locally in a way that best meets need.
- A set of consistent public sector values would be welcomed across all sectors.

Role of Welsh Government

- The role of Welsh Government has matured since devolution and needs to be considered in the context of Wales wide public service governance and delivery.
- It has been very clear that stakeholders see an essential and central role for the Welsh Government in providing leadership and direction to the whole sector. In responding so far, stakeholders have noted that looking ahead there are opportunities to do more in this area and that this would be welcomed. There are challenges in improving the visibility of Welsh Government's priorities and policies throughout the delivery chain and the consistent adoption of measureable objectives, or outcomes.
- Stakeholders have noted both the need for Welsh Government to set the strategic agenda giving providers the freedom to deliver and the need to prescribe outcomes and mandate best practice.
- In a small connected country like Wales, they also considered that greater engagement with others on policy development and ensuring joined up thinking would be welcomed and should be possible. There was a view that the Welsh Government may not consistently be using the most appropriate levers and mechanisms at its disposal. In particular there might therefore be an opportunity to further move away from grants as a policy instrument and thus focus more on outputs than inputs.

GWYNEDD COUNCIL

MEETING	Council
DATE	19 September 2012
TITLE	Gwynedd Council Performance Report 2012/13
PURPOSE	To approve the document as a balanced, fair and accurate reflection of the Council's performance during 2012/13, and to adopt it.
AUTHOR	Geraint George, Head of Strategic and Improvement
CABINET MEMBER	Councillor Dyfed Edwards, Council Leader
RECOMMENDATION	To adopt the report

1.0 BACKGROUND

- 1.1 The Local Government (Wales) Measure places a duty on local authorities to make arrangements to secure continuous improvement and to account for it. We have addressed this by publishing the Council's Strategic Plan for 2012/13. The Gwynedd Council Performance report is now submitted.
- 1.2 The process of accountability for performance takes place in two stages:
 - Stage1 - The requirement for authorities to publish their plans for improvement, and to include a set of improvement objectives (our Strategic Plan).
 - Stage 2 - The requirement for authorities to publish an assessment of performance relating to their plans and improvement objectives (Gwynedd Council Performance Report 2012/13).
- 1.3 Authorities are required to publish an assessment of their performance during a financial year by 31 October of the following year.
- 1.4 In accordance with the requirements, the Council needs to ensure that the content of the report provides a balanced, fair and accurate reflection of the Council's performance.

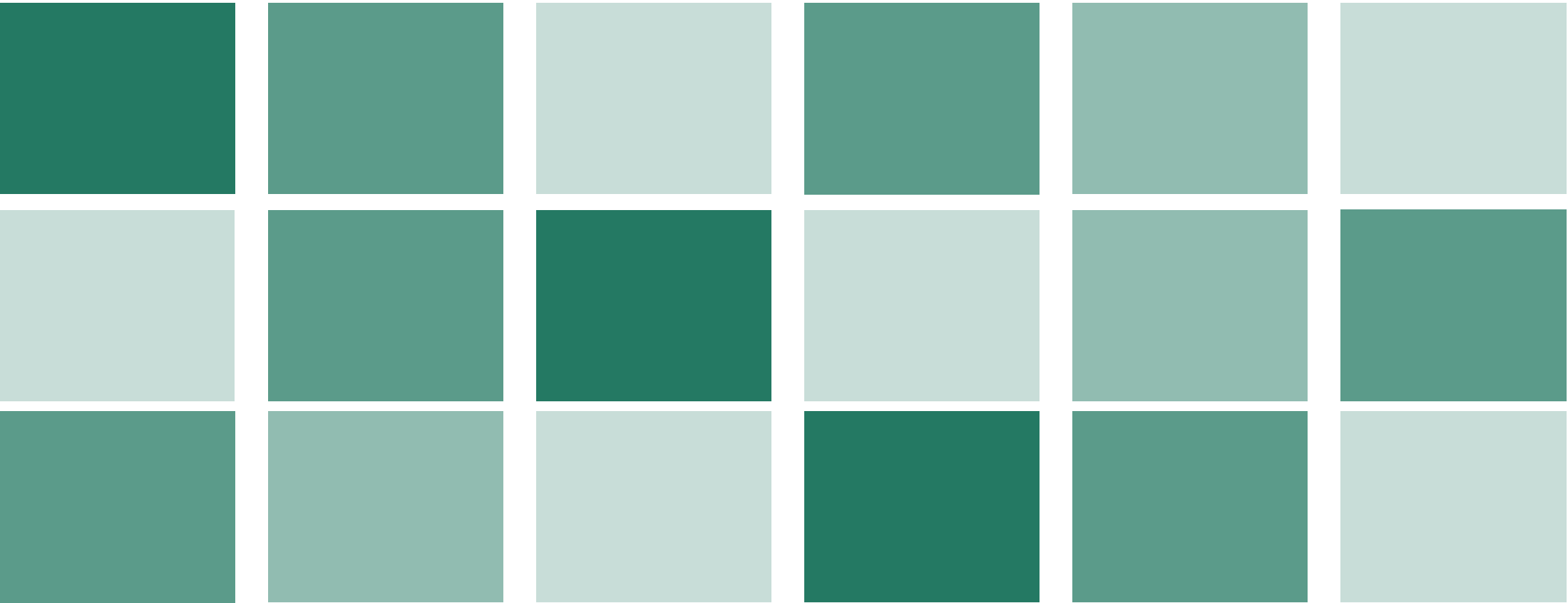
2.0 THE CONTENT

- 2.1 The report provides details on Council performance against that which it intended to achieve for the year, namely the improvement objectives. It also includes details regarding the way in which the Council measured its progress against what it said it was going to do, namely the performance measures. The report encompasses 2012/13 performance.
- 2.2 The report demonstrates in each field:
- Why we need to act
 - What the relevant factors were
 - How do we compare with others
 - What has worked
 - Who our partners were
 - Who has benefitted
- 2.4 In addition to this, there is a detailed assessment for each project of that which has been achieved and what difference we have made.
- 2.5 The appendices include details of progress against the Councils key performance measures and the National Strategic Indicators (NSIs).
- 2.6 The report was considered by the Scrutiny Forum at its meeting on 31 July, and by the Cabinet at its meeting on 17 September 2013. Any matters which will arise from the Cabinet meeting will be reported verbally to the meeting.

3. RECOMMENDATION

- 3.1 The Council is asked to approve the report as a balanced, fair and accurate reflection of the Council's performance during 2012/13 and to adopt it.

Gwynedd Council Performance Report 2012/13



www.gwynedd.gov.uk/perfformiad



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To obtain a copy of this document in bold print, Braille, on audio tape or in another language, contact **Hawis Jones on 01286 679661.**

Glossary of terms

A full explanation/definition of any word denoted with a * can be found in the glossary of terms, which is on page 82.

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The Council's Aim

'THE BEST FOR THE PEOPLE OF GWYNEDD TODAY AND TOMORROW'

In 2010, the Values of the Council were revised and several suggestions were received from residents of the county, Council staff and members. After much analysis work and discussion, 5 values were adopted for Gwynedd Council based on the central principle.

The Council's Values

RESPECT

Respect our people, our language and our environment

POSITIVE

We will succeed by being positive

VALUE FOR MONEY

Making the best use of Gwynedd's resources

SERVING

Services of the best quality for our customers

WORKING AS A TEAM

Achieving for Gwynedd by working together

Foreword – Council Leader

In common with the rest of Wales, Gwynedd is in a period of financial constraints on one hand, and increasing demands on our services on the other hand. It is essential therefore that the Council acts in an effective way which makes a difference to the people of Gwynedd. The Council, as well as the Cabinet Members with responsibility for specific areas are determined to continue with this ambition, despite the pressure.

This report demonstrates that we have made very good progress in a number of fields of the economy relating to the care needs of the residents of the county. We will have a clearer picture of the situation in general soon, but the emphasis will continue on ensuring that all our activities create a real difference for the better for the people of the county.

With this in view, I'm extremely pleased to report that we've completed the work of planning the Council's strategy for the next four years. The full details of our plans can be seen in the Gwynedd Council Strategic Plan 2013-17.

During this difficult time for the public sector, we need to act in a creative and flexible way and to be prepared to venture in order to continue to be confident on our journey to create a better Gwynedd for the future.



Main Events 2012/13

July 2012
Community Chest



April 2012
Awel y Coleg



September 2012
Gwynedd Libraries



January 2012
School organisation



June 2012
Tobacco cards launched



August 2012
GCSE results

October 2012
Arfon Tennis Centre



December 2012
Blaenau regeneration scheme

February 2012
Support for First time buyers



March 2013
Meirionnydd Public transport



May 2012
Hendre School opening



November 2012
Severe weather

Performance Overview

This table shows the success of the workstreams of the Council's Strategic Projects which contribute towards improving results for the people of Gwynedd.

Strategic Programme	Work Streams that have achieved the year's benefit	Work Streams that have made acceptable progress	Work Streams that have not achieved the year's benefit	Percentage Successful (G)	Percentage Satisfactory
	Green	Amber	Red		
Care	10	4	1	67%	27%
Economy	22	7	3	69%	21%
Children and Young People	11	4	1	69%	25%
Environment and Infrastructure	12	7	2	57%	33%
Transformation	17	7	6	57%	22%
Savings	7	5	1	54%	38%
Strategic Project – Health Improvement	16	4	3	70%	17%
Strategic Project – The Language Field	2	1	0	67%	33%
Strategic Project – Local Development Plan	1	0	0	100%	0%
Total	98	39	17	64%	25%

2012/13 Key Measures

This table shows how many of our performance indicators have improved, remained unchanged or worsened. These key performance measures reflect the performance of our core services.

	Number of Measures	↑	↔	↓	Unable to compare
Total	53	22	2	8	21

2012/13 Statutory Indicators

This table shows how many of the Welsh Government's statutory performance indicators have improved, remained unchanged or worsened in Gwynedd.

	Number of Indicators	↑	↔	↓	Unable to compare
Total	30	14	2	9	5

Performance of 2012/13 Indicators against the Wales Average

This table shows how Gwynedd is performing against the rest of Wales.

	Number of Indicators	↑	↔	↓	Unable to compare
Total	83	34	0	17	32

Gwynedd Council Performance Overview

Following the election of a new Council it was decided to adopt a Strategic Plan for the 2012/13 financial year. The year would also be used to meet the challenge to plan for a new Strategic Plan which would last for the remainder of the life of the Council, namely from 2013-17.

The Gwynedd Council Strategic Plan 2012/13 (the Improvement Plan) acknowledged:

- That we are working within a difficult financial climate where it is necessary to provide more services for less money.
- If we are to improve the lived of Gwynedd residents, that we need to transform services and provide services in a new way.
- That we need to continue to improve the day to day services for the residents of Gwynedd.

The Plan included what the Council intended to achieve for the year, namely the improvement objectives. It also included details about the way in which the Council would measure its progress against what it said it was going to do.

When reporting on our performance against the Strategic Plan at the end of the year, we can report that 64% of the Council's work streams have achieved successfully, with a further 25% making acceptable progress. This makes a total of 89% which compares with 85% in 2011/12.

Of the 53 measures which measure our progress with our core services, 23 have improved their performance, 7 have remained unchanged, and 7 have deteriorated in performance. The remaining 21 cannot be compared.

A number of the Strategic Plan work streams have focused on activities to lead to achievement. A great amount of work has gone into the activities, but that does not always demonstrate what difference we have made to the lives of Gwynedd residents.

In the **Care** field we have been working towards **vulnerable people and children receiving support to live fulfilled lives.**

We can report that 67% of work streams in this field have achieved successfully, with a further 27% making satisfactory progress.



- Gwynedd is a large rural area which measures 2,535 km². Gwynedd is the second largest County in Wales.
- 65% of Gwynedd residents speak Welsh and Welsh is also the Council's internal administrative language.
- Since 2001, Gwynedd's population has grown by 4.3% (5,031 more people). This compares with a growth of 5.5% in Wales.
- In 2012/13, the Council's Revenue Expenditure was £361.5 million.
- The natural environment of Gwynedd is a valuable attraction. In 2011, approximately 7.2 million visitors visited Gwynedd, generating £916 million in revenue.

There has been an increase in the number of older people who can continue to live independent lives. 1,280 people now receive a basic telecare* package, and 88 receive a specialist telecare package. We have also increased the number of Extra Care Housing to 30 with the development of Awel y Coleg at Y Bala.

In the **Economy** field we have been working towards:

- Economic Prosperity: the economy of Gwynedd will prosper.
- There will be fair opportunities for all to be part of the working world, with an emphasis on young people under 25 years old and other groups facing barrier.
- Gwynedd will be an exciting place to live with vibrant communities.

We can report that 69% of the Economy work streams have been achieved successfully, with a further 21% making satisfactory progress.

A great deal of work has been done in this field in order to support businesses to develop in Gwynedd and to develop a digital infrastructure for Gwynedd. There is evidence within the Gwynedd Business Survey that more people believe that Gwynedd is somewhere where things happen.

Because of significant external changes, the reports of a number of work streams in this field report the need to reflect in order to make sure that we focus our work on the appropriate matters. In future, it will be necessary to ensure that the Council's work in this field will focus on doing things which have an effect for the better on the lives of the people of Gwynedd, and have a lasting effect.

In the field of **Children and Young People** we have been working towards **better experiences and fair opportunities for the children and young people of Gwynedd.**

We can report that 69% of work streams in this field have achieved successfully, with a further 25% making satisfactory progress.



The Council's Cabinet – (Left to right) Councillors - Brian Jones, Gareth Roberts, Paul Thomas, Ioan Thomas, Sian Gwenllian, Dyfed Edwards, R H Wyn Williams, John Wynn Jones, Peredur Jenkins, John Wyn Williams,

A number of transformation projects in the field of children and young people, for example Transforming Primary and Secondary Education as well as Post-16 Education and Training.

Although it is early yet to demonstrate evidence of the difference we are making to the lives of individuals, parents already appreciate having one contact to support families. Young people have also reported that they have seen an increase in their motivation, independence and respect for others through the Pontio scheme.

In the field of **Environment and Infrastructure** we have been working towards:

- **A safe and sustainable environment**
- **A supply of suitable housing in the County**
- **Convenient and useful links**

We can report that 57% of work streams in this field have achieved successfully with a further 33% making satisfactory progress.

The financial savings that have been made to reduce energy costs mean that individuals save money, and that establishments avoid cuts or can release finance to be invested in other areas. It also contributes towards a sustainable environment.

There is also evidence that there is an increase of 22% in the percentage of people in areas at risk of flooding who know of the risks of flooding. This means that they can plan better for possible flooding.

The Council continues to **transform** its services in order to make sure that we do everything that we can in order to provide the best service for the people of Gwynedd. A service which places the people of Gwynedd at the centre. This work will increase during the period of the new Strategic Plan.

There is evidence that the strong tradition in Gwynedd of careful financial planning continues. The Council has achieved £5.5m (86%) of its efficiency savings which has avoided cuts in other areas.

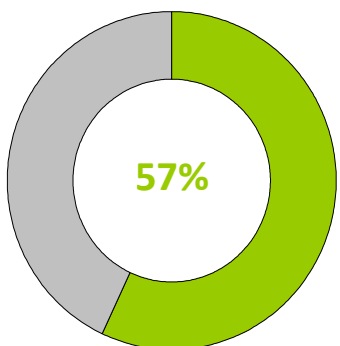
The Council and its partners has continues with its work in the fields of **health** and the **language** and ensures that we targed our work on those things which makes the most difference to the residents of Gwynedd, for example smoking prevention (health), and children using the Welsh language socially (language).

The Gwynedd new Strategic Plan will continue to work in order to **support the people of Gwynedd to thrive in difficult times**.

The Council is eager to hear your opinion on this report and welcomes your opinion over the phone, in writing or through social media.

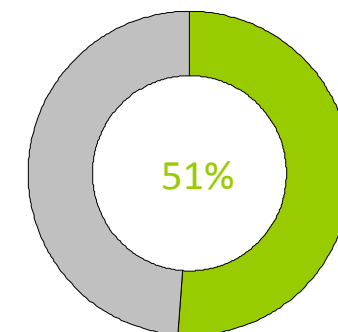
Opinion of Gwynedd Residents

Number who state that they are satisfied with the way the Council are running things



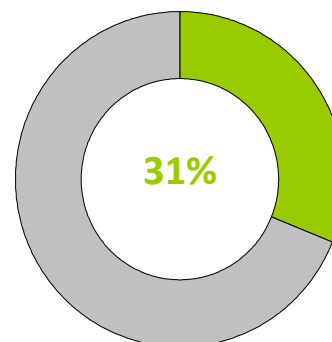
"I would like to see the Council recycling more; in saying this I refer to how the residents should be able to recycle all types of plastic. Gwynedd Council should accept all types of plastic at the recycling site" comments from a Residents' Panel questionnaire

Number who state that they agree that Gwynedd Council is offering value for money



"The dog fouling problem needs to be tackled and road resurfacing requires a little attention" – comments from a Residents' Panel questionnaire

Number who state that they are going to be more involved with decisions that affect their local area



"A skate park in Bangor has been successful through collaboration with Gwynedd Council. The park has had a positive influence on the area. More of these parks should be developed" comments from a Residents' Panel questionnaire

Care

The Council's vision in the Care field in 2012/13 was:

To contribute towards safeguarding the most vulnerable people in our communities by ensuring a wide range of services for them which promote independence and includes them when joint-planning, evaluating and reviewing services.

In this field, we have set out the following result as an improvement objective that we are working towards:-

Vulnerable people and children receiving support to live fulfilled lives



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Care - Vulnerable people and children receiving support to live fulfilled lives

Introduction

This is one of the most important and significant fields of all the Council's services. It is a field where the Council plans, commissions and provides services for the most vulnerable individuals in our communities. Appropriate services are required now, and for the future, because:

- Needs are changing.
- The population is ageing.
- Demand is increasing.
- There is a need to provide a service with less money.
- We have to respond to what people want.
- We have to respond to what's important to people.

Why we need to act

Social Services is a main field that affects a large percentage of Gwynedd residents.

Our means of providing Social Services in Gwynedd is traditional and needs modernising.

Providing services jointly, especially with Health, improves the experience of the user and also brings savings.

One in every five people between 50 and 59 provides unpaid care. Therefore, there will be increased pressure on the service to offer support for these carers.

Relevant factors

- The Council's expenditure on care services represents 24.5% of the Council's expenditure.
- 21% of the county's population is 65 years old and over.
- The Council supports approximately 2,900 clients who are 65 years old and over within the community or in care homes.
- Children's Services receive approximately 2,000 referrals a year.
- Within the year, Social Services became aware of over 20 new young carers.

How do we compare with others?

Gwynedd expenditure on Children's Services is £677.92 per comparative unit which is higher than similar counties in Wales which is £525.61 per comparative unit. This is equivalent to an additional £3.5 million in the Gwynedd budget as compared to other counties.

Gwynedd expenditure on services for Older People (65 years old and over) is £882.98 per comparative unit which is higher than the average of similar counties in Wales which is £796.83 per comparative unit. This is equivalent to an additional £2.2 million in the Gwynedd budget as compared to other counties.

“Independence is very important – we want to retain our independence”

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What has worked?

Three major projects were in progress in the Care field during 2012/13.

Results were achieved in 67% of those workstreams with 27% having made acceptable progress.

Further details on these projects can be seen on the following pages.

Transformation work is a long term task. Thus far, we have started to contribute towards this change, for example promoting telecare*, enablement and developing Extra Care Housing units*. The percentage of empty residential beds has decreased over the three years.

Partners

Collaborating with partners is key in the Care field. The Council is in regular and constant contact with Betsi Cadwaladr University Health Board and Third Sector organisations within the county in order to try and plan and provide key services in the field on a joint basis.

“I would like to thank the Service for their excellent work during the last year. The service is developing and moving forward in a very challenging time.”



Councillor R H Wyn Williams

Who has benefitted?

- It was managed to increase the number of people who receive an intensive enablement package to 119.
- It was managed to increase the number of basic telecare packages provided from none to 379.
- It was managed to increase the number of specialist telecare packages provided from none to 88.
- It was managed to increase the number of Extra Care Housing units to 30.
- It was managed to reduce the number of residential beds provided by the Council to 437.
- The number of new people receiving informal support in the community is 1,338.
- It was not managed to reach the target of reducing the average number of calendar days taken to provide a disabled facilities grant to 280 this year, the performance was 298, which still compares favourably with the Wales level (2011-12) of 325

Any other information

In addition to working on the projects themselves, during the year the Council conducted an assessment of care needs across the county, starting by undertaking very detailed work in the Porthmadog area.

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Care – Vulnerable people and children receiving support to live fulfilled lives

Transforming Learning Disabilities Services

Introduction

People need to be supported to maintain their independence but care needs to be provided if their needs intensify.

There is a need to ensure that:

- More vulnerable adults had a choice of appropriate support to live independently in the community.
- Vulnerable adults had a greater choice of accommodation which is appropriate to their needs.
- Vulnerable adults and carers received appropriate, timely and integrated support according to their needs.

Where have we reached?

- Day Service: The shape of the new Day Service provision has been agreed.
- Direct Payments*: Action plan has been approved and implemented.
- Enablement: Work for promoting independence to be offered in an outcome focused plan for every service user.
- Telecare*: 37 specialist telecare packages are being provided in the learning disabilities field.
- Accommodation: The residents of Pant yr Eithin have been placed in suitable accommodation which is appropriate to their needs, and a new work programme for the new Pant yr Eithin development has been completed. The Pant yr Eithin land is yet to be transferred to Cymdeithas Tai Eryri for the new development.

What difference have we made?

By now, 37 specialist telecare packages are being provided in the learning disabilities field.

Care – Vulnerable people and children receiving support to live fulfilled lives

Transformation of Older People Services Project

Introduction

There is a need to ensure that people can be supported to maintain their independence as well as to provide care if their needs intensify.

There is a need to concentrate on preventing problems in addition to supporting the most vulnerable people.

There is a need to ensure that:

- More vulnerable adults had a choice of appropriate support to live independently in the community.
- Vulnerable adults had a greater choice of accommodation which is appropriate to their needs.
- Vulnerable adults and carers received appropriate, timely and integrated support according to their needs.

What difference have we made?

- More Gwynedd residents have the use of Telecare to maintain their independence and keep them safer.
- The Short Term Care Unit enables people to take the time they require to strengthen and develop their independence skills before returning home.
- Enablement at home promotes independence and develops skills and confidence for our users. The Extra Care Housing Unit in Bala provides an additional suitable accommodation choice to Gwynedd residents.

Where have we reached?

- Through the Enablement Scheme*, vulnerable people were offered enablement provision to assist them to rehabilitate or maintain living skills and independence. As part of this Scheme, a 6 bed Unit was developed to provide short term rehabilitation care.
- Day Care and Informal Support*: More formal and informal day support for older people was developed.
- Sheltered Housing*: Care models were developed to maximise the use of sheltered housing as preferred accommodation.
- Adaptations*: The process of receiving adaptations for users picked up speed.
- Telecare*: In terms of the number of basic telecare packages provided in 2012-13, it was not managed to meet the specific ambition, but a Project Board was established and a Service Development manager appointed. The performance improved during the year. The savings target was not reached, but this will be addressed in the 2013-17 Strategic Plan.
- Residential and Nursing: Bron y Graig Residential Home, Bala was closed following the development of Awel y Coleg Extra Care Housing. A new specialist dementia provision has been opened in Bangor. It was not managed to establish a Unit of specialist respite beds within the timescale, this is to be completed in 2013/14. Clarification on the shape of residential and nursing provision in South Meirionnydd yet to be agreed with the Health Board.
- Extra Care Housing*: The Awel y Coleg building with 30 units was opened in Bala, and the preparatory work in Bangor was commenced. Although needs assessment work has been completed, there is no clarity yet on the shape of the provision in Porthmadog.



Care – Vulnerable people and children receiving support to live fulfilled lives

Integrated Family Support Project

Introduction

It is more likely that the physical, social and emotional development of children will be affected if the families have complex problems.

There is a need to support families to stay together by empowering them to take steps to improve their lives.

The Integrated Support for Families project responds to requests from the Welsh Government to establish an Integrated Support for Families Service.

It was agreed to complete the following in 2012/13:

To work together to establish the service and to provide support/services to families.

Where have we reached?

- An Integrated Family Support Service Board has been established and Wrexham is leading regionally.
- An Integrated Family Support Service Shadow Board has been established in Gwynedd and Anglesey. Anglesey is leading on behalf of both County Councils.
- A project team is in place across both Counties to prepare for implementation within the Integrated Family Support Service.

What difference have we made?

It is too early to show what differences the work will make to the lives of families in Gwynedd

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Field Indicators

Reference	Indicator	Strategic Plan Baseline	Performance 2011/12	Performance 2012/13	2014 Ambition
DGO001	Number of specialised telecare packages provided	-	62	88	90+ Increase of 30 annually
DGO002/OE D02	Number of basic telecare packages provided	870	1224	1280	1,010 Increase of 5% annually
DGO003	Number of hours of home care per week (on average)	-	10400.06	10532.93	To be confirmed
DGO004A	Number receiving intensive enabling packages	200	342	446	390 Increase of 25% annually
DGO005	Number receiving informal support in the community	-	695	1338	1080 additional people receiving informal support
DGO006	Number of respite nights provided	-	2263	2339	Increase of 5% annually
DGO007	Number of ECH units available in Gwynedd	0	0	30	139
DGO008a	Number of residential beds in use at 31st March	678	614	636	599
DGO008b	Total number of individuals that have been in residential beds during the year	468	418	437	-
DGO009a	Number of nursing beds in use at 31st March	283	272	298	310
DGO009b	Total number of individuals that have been in nursing beds during the year	207 (based on 2008/09)	183	188	-
PSR/002	Implementing adaptations	400	283	298	320
SCC/010	Percentage of referrals to Children and Family Services that are re-referrals within 12 months	49.13%	39.10%	30.00%	Reduction

Economy

The Council's vision in the Economy field in 2012/13 was:

The Gwynedd of the future will prosper – as an enterprising and vibrant area economically and socially, with the Welsh language central to its success, and with people of all ages able to grasp new opportunities and choosing to stay in the area to live and work.

In achieving this we will pay particular attention to those without work, to young people, to the less prosperous areas and to developing a bilingual workforce, so that the people of Gwynedd have the best opportunity to live and work in the area.

In this field, we have set out the following results as an improvement objective that we are working towards:-

Economic Prosperity – The economy of Gwynedd will prosper

There will be fair opportunities for all to be part of the working world, with an emphasis on young people under 25 years old and other groups facing barriers

Gwynedd will be an exciting place to live with vibrant communities



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The Economy – Economic Prosperity – The economy of Gwynedd will prosper; There will be fair opportunities for all to be part of the working world, with an emphasis on young people under the age of 25 years old and other groups facing barriers; Gwynedd will be an exciting place to live with vibrant communities.

Introduction

Basic and historical weaknesses have, and continue to affect the prosperity and vitality of the county, including:

- A lack of jobs for people who are looking for work, particularly some areas.
- Tight foundation of the economy and dependency on a small number of sectors.
- Concern regarding the viability of businesses, their size and survival;
- The size of economic inactivity in the county and the number of young people under 25 who are unemployed.
- Low incomes and salaries.
- Poverty and the rate of children in unemployed families.
- Reduction in the county's working age population and concern regarding the number of 20-34 year olds who migrate from Gwynedd.

The Council recognises the need to act over several years to transform the situation, and the interventions are noted in the following pages.

Why we need to act

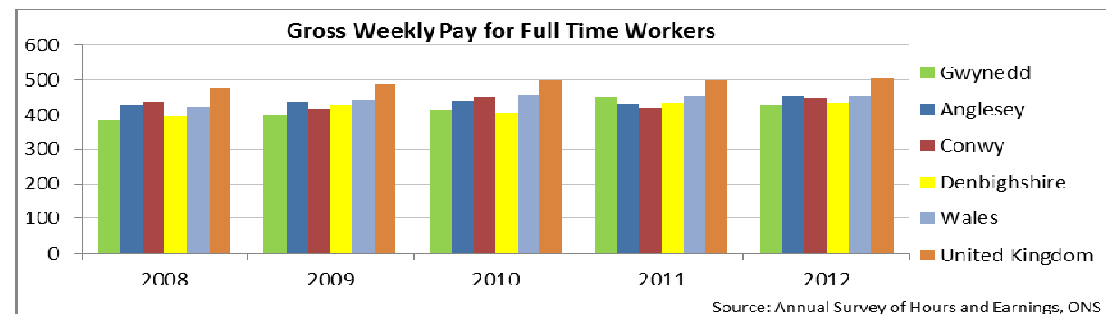
We are in a period of extended recession, a period that has experienced cut backs in the public sector, with a further period of stringent cuts on the horizon. Without interventions to support the viability of the county's private sector a serious risk was identified to the sustainability of Gwynedd's economy and communities as jobs were lost and the migration trend continued.

Relevant factors

- Before taking any action (in June 2010), there were 0.20 vacant posts for each person who sought employment – and the lack of jobs situation was at its worst in Meirionnydd. An improvement was seen in 2011, and again to 0.28 in 2012.
- 12,840 business within the county employing 43,000, with 94% of them small and micro businesses.
- 38.1% of people in employment in the county were employed in the public sector; 13.6% in the accommodation and food sector and 13.7% in the retail sector – other sectors were very rare within the county, especially the professional scientific and technological sectors (only 2.7%), namely sectors with higher salaries.
- The weekly salary in some parts of Gwynedd is among the lowest in Britain – and a constant decline in household incomes was seen between 2009 and 2012, which also reflected the situation of Wales and the United Kingdom.
- In 2011, 66.7% of the county's working age population were in employment, and 560 young people under 25 years old were seeking employment, which was nearly a third of Jobseeker's Allowance claimants in the county.
- 2010/11 figures indicate that 14.7% of people between 20-34 years old (which is the age of raising a family) have migrated from the county, which is an increase on the figure in 2009/10.

How do we compare with others?

As there are no Key Performance Indicators in the economic field for Local Authorities, the Council has established a range of indicators to identify and keep an eye on the chief factors relevant to our economy here. One of these, the trend as regards comparative wages, is noted below.



What has worked?

- Commissioning tendering and workshop sessions for the county's businesses involving large capital schemes and their supply chains.
- Success has ensured that the county receives the first attention of the Welsh Government when providing the next generation's superfast broadband.
- The initial work with the University to create a benefit for the local economy of innovation and research.
- The *Potensial** scheme and opportunities provided to young people at risk of not being in employment, education or training (NEET).
- The work undertaken to attract high profile and international events to the county; the work to attract and support volunteers, and to equip organisers of more local events with the right skills to be applied in the events sector and the investments attracted to the local Economy.

There were nine projects working in the Economy sector during the year.

Results were achieved in 69% of the workstreams in those projects, with 21% making acceptable progress. Fuller details of those projects are in the following pages.

Schemes in the Economy field starting to make a difference to the people of Gwynedd!



Councillor John Wynn Jones

Has anyone benefitted?

- Gwynedd businesses and the local economy from awarded capital agreements worth £27.12m through the Scheme's projects.
- The residents and workforce of Gwynedd from the 41 jobs created and the 172 jobs safeguarded through the Strategic Plan in 2012/13.
- Residents in different parts of the county that were connected with services and the digital world through the new wireless provision in 40 locations within the Council's public buildings (2,552 people took advantage in a month, and several times).
- 679 young people at risk of not being in employment, education or training (NEET) who were supported through the Scheme.
- The difference made to the lives of 218 adults far away from the labour market through the experiences, opportunities and assistance provided.
- The local economy and the county's communities from the financial injection of £4.99m and community vitality of the Strategic events that were held.

Partners

Working in partnership with a range of bodies have been key to deliver opportunities to the county's people and economy e.g. with the Welsh Government, other Local Authorities, Bangor University, Betsi Cadwaladr University Health Board, Coleg Menai, Careers Wales, Skills Councils, Jobcentre Plus, Energy Island, Môn-Menai Scheme, Online communities, Communities 2.0, and, the business networks, sector forums and support agencies.

Any other information

Not all of the work that was intended to be delivered during the year was achieved, in particular, the development of further activities within the fields of training and connecting people with employment. At the same time, as a result of a change on the horizon in the national and regional context, advantage was taken of the time slippage to reflect in order to ensure that we have the correct schemes for this field for the future, and place them on secure ground.

The Economy – Economic Prosperity – The economy of Gwynedd will prosper

Green Gwynedd and the Low Carbon Sector

Introduction

Green Gwynedd and the Low Carbon Sector respond to the following:

- A lack of economic prosperity and the loss of good jobs.
- Not enough variety in terms of the employment sectors, especially the ones that pay well.
- Not enough jobs for people who are looking for work now, or to respond to further job losses.
- Opportunity of employment and procurement of Wylfa B for the local economy, and possible potential of alternative renewable energy schemes.

Recognising that the project would be more longer-term than the three years, it was agreed to complete the following in 2012/13:

- Strengthening the link between Energy Island and Gwynedd businesses and promote tendering opportunities.
- Identifying and promoting opportunities for the county's businesses deriving from low carbon and alternative energy developments in the region.
- Ensuring that there are opportunities to locate the sector's supply and engineering companies across the north-west.
- Raising the awareness of working age people, businesses, schools and colleges and provide them with required skills in advance.
- Developing and maximising the value of Green Gwynedd's main energy sites.
- Supporting community and rural economic initiatives to establish renewable energy production and micro-production schemes.

Where have we reached?

- The requirements of the county were included in the employment opportunities and Energy Island* tendering communication programmes.
- A brief to study the opportunities provided by specialist supply chains of low carbon energy schemes was commissioned, which includes identifying opportunities for Gwynedd, and companies targeted.
- Renewable energy scoping work and identifying opportunities for the county has been completed and the findings have been shared.
- A Trawsfynydd site infrastructure scoping report (Eryri Enterprise Zone) has identified the condition of the site and the upgrade requirements.
- A successful business case on reducing business rates in the catchment areas of the Trawsfynydd and Llanbedr sites has been submitted, as a basis to establish them as *hubs* and connect local businesses with the supply opportunities of the sites.

What difference have we made?

It is too early to show what difference the work will make to the lives of individuals in Gwynedd.

Furthermore, due to the uncertain timescale of Wylfa B, the timescale of the project will also have to be extended and subsequently, the work of identifying impact.

The Economy – Economic Prosperity – The economy of Gwynedd will prosper

Keeping the Benefit Local

Introduction

Keeping the benefit local responds to:

- The viability and prosperity position of the county's businesses require.
- The dependency of the county's businesses on the public sector for employment contracts, and the threat of cutbacks in the public sector.
- More variety required in terms of employment and jobs across the county, and an opportunity for the county to take advantage of its strengths.
- Different challenges in different parts of the county, and the need for specific attention for Meirionnydd.

It was agreed complete the following in 2012/13:

- Getting the benefit from major capital schemes into the local economy
- Preparing local businesses for procurement opportunities from the major capital schemes and their supply chains.
- Investing to create the conditions to encourage and promote the growth of the economy through the local Loans Fund.
- Growing Indigenous Businesses by establishing a profiling programme for companies, and celebrating the successes of businesses within the county.
- Identifying and taking an overview of major developments that could come to Gwynedd.

“Following support from Gwynedd Council, the company was successful in achieving the ISO14001 environmental standard accreditation which is of great benefit in the tendering process”

Where have we reached?

- 124 of the county's businesses were prepared with the correct skills for tendering in the construction field.
- a package was provided for businesses about cycling developments in Meirionnydd,
- With partners, a Creative Industries Forum was established, as well as business clusters within the creative sector, by identifying relevant tendering opportunities.
- The programme was established to develop indigenous businesses, with 43 local companies being accepted to follow growth programmes tailored to their individual needs.
- An overview was taken within the Council of potential major developments that could come to the county, and to identify the possible tendering opportunities for local businesses.
- Little use was made of the Loans Fund by businesses, with only six applications in 2012/13 which led to two loans, the creation of one job and 15 full time and 17 part time jobs being safeguarded.

What difference have we made?

- Following tendering workshops, 37 of the county's businesses have been awarded contracts.
- Contracts worth £27,117,604 have been awarded to the county's businesses following tendering workshops.
- 40 jobs have been created and 130 jobs have been safeguarded within those businesses.

The Economy – A Prosperous Economy: Gwynedd's economy will be thriving

Digital Gwynedd

Introduction

Digital Gwynedd responds to:

- The distance between Gwynedd and the main markets, and the need to address the prosperity of businesses across the county.
- The need for residents to have more varied work and jobs across the county.
- The need for enable residents to take advantage of high value sectors;
- Different challenges in different parts of Gwynedd, and the need for specific attention for Meirionnydd.

It was agreed to complete the following in 2012/13::

- To focus on ensuring that the county is included in the first phase of the work of the Welsh Government to introduce the next generation's superfast broadband throughout the country.
- To develop the potential of the County's Information Technology and Information facilities and network to connect residents and businesses with service providers.
- To highlight the potential of the new technology for online services and e-commerce.
- To start developing two poles of international standard for the digital and data sector on the Eryri Enterprise Zone and Ferodo sites, and promote the trans-Atlantic connection and collaboration with Universities.
- To start linking the innovation and digital opportunities with other sectors.

"I'm 2451% faster. I used to be on 1.45M before. #VeryHappy" Twitter

Where have we reached?

- It was managed to ensure that Gwynedd has been chosen as one of the first ever counties to receive the next generation of broadband infrastructure investment.
- 40 new Wi-Fi locations were provided within the Council's public buildings across the county.
- Work to scope the infrastructure of the old Trawsfynydd nuclear power station (Eryri Enterprise Zone) was undertaken, and a specific study for the digital and data sector.
- The first steps were taken towards developing a hub for creative industries in the county, and towards connecting the sector with innovation and digital opportunities.
- As the process of commissioning superfast broadband suppliers for Wales extended beyond the anticipated timescale, the substantial work to raise awareness and promote e-commerce and digital inclusion will slip to 2013/14 and beyond .

What difference have we made?

- Awareness has increased with 400 following Digital Gwynedd on *Twitter*, and 1,078 have taken part in the digital inclusion scheme *Get IT together!*
- In one month, 2,552 of users had used the new public Wi-Fi in the Council's buildings, on a one-off basis, to get access to a range of services.



The Economy – Economic Prosperity: the economy of Gwynedd will prosper

Transfer the Innovation of the University to the Local Economy

Introduction

The Transfer of Innovation of the University to the Local Economy responds to:

- Low salaries, among the lowest in Britain, especially in parts of the county including some of the most rural areas.
- A lack of jobs for people who are looking for work, and a need for more jobs across the county.
- Not enough variety in the employment sectors within the county, especially the high value sectors that pay well.

It was agreed to complete the following:

- In this cycle, to focus with partners on developing opportunities for the Medical Sector and to bring advantage to the local economy, by linking businesses with the research work of Bangor University.

Where have we reached?

- Arrangements have been developed by the University across their departments, to be able to transfer the innovation to economic opportunities (namely an innovative Virtual-facility model).
- A decision was taken by Betsi Cadwaladr University Health Board to establish a specialist trialling Clinical Facility in the Ysbyty Gwynedd building in Bangor.
- A cluster of local businesses within the sector are being supported to nurture a commercial relationship with the University.
- A positive relationship has been established with external companies within the sector, which also increases awareness of the county as a place to establish high value employment.

What difference have we made?

- Discussions have taken place with 46 businesses during the year, and 11 identified the potential of establishing here.
- By now there is a possibility of creating around 374 jobs over time if interests were realized, with 3 of the companies preparing more detailed plans at this present time.

The Economy - *There will be fair opportunities for all to be part of the working world, with an emphasis on young people under 25 years old and other groups facing barriers*

Young Apprentices Employment Route

Introduction

The Young Apprentices Employment Route responds to:

- Unemployment among young people, and the long term threat of disillusionment as the competition for fewer jobs deepens.
- Poverty and economic inactivity.
- Underemployment as a result of the impact of benefits and financial penalties on people's ability to take on employment.
- Failure of the market to locally maintain apprenticeship placements because of employment costs in a period of recession.
- Opportunities of Wylfa B for local companies and residents with the correct skillset.
- The need to establish a mechanism to fill the gap between the low demand for apprentices and the future requirement for high level skills.
- The need to expand the field to include in-service training schemes, including the Council as an employer.
- The need of the county's graduates for local professional jobs.

Where have we reached?

- 18 Apprentices from Gwynedd were employed under the Model;
- Recruitment needs for the forthcoming year have been agreed upon by the Skills Councils for the construction and engineering sectors.
- The apprenticeship and training field within the Council has been mapped out.
- A draft report was received by external consultants on the gaps and needs in terms of linking the county's graduates with hard to fill local professional jobs.
- A work experience pilot in the field of major events was held for young parents in Maes Barcer, and work experience was also provided for disability and mental health allowance claimants.
- Not all of the benefits within the project were achieved, and as the national and regional context in the skills and employment field continues to change, it was deemed that it would be beneficial to reflect before completing the work in terms of the needs and potential of providing apprentices in other sectors, and in the fields of the Council as an employer, and development of local direction to - meet the employment needs of the county's graduates – there is an intention to address these in the 2013/14 Strategic Plan.

What difference have we made?

This was planned to be a project for a longer period of time. It is too early to identify the impact upon the lives of individuals in Gwynedd.

The Economy - There will be fair opportunities for all to be part of the working world, with an emphasis on young people under 25 years old and other groups facing barriers

Overcoming Barriers to Work

Introduction

Overcoming Barriers to Work responds to:

- Higher levels of economic inactivity in Gwynedd, and unemployment among young people on the increase.
- Low household incomes in some parts of the county.
- The statutory issue of Welfare Reform on the horizon, as well as proposed changes to the support framework of benefits of the Department of Work and Pensions (DWP).
- The need to tackle economic inactivity and eliminate obstacles to work for individuals who are furthest away from the labour market – namely single parents, young people at risk of not being in employment, education or training (NEET), people with mental health problems, and young people up to 19 years old.

It was agreed to give specific attention to groups furthest from the labour market by;

- Reducing inactivity rates in the county over time.
- Promoting specific employment sectors.
- Facilitating the movement of individuals on to employment or education or training by reducing practical barriers.

“A huge thank you for all the help and support....not just in finding me a job but an ideal one at that...I don't think that it's just going to be a boost and a step forward but a real turning point.”

Where have we reached?

- 679 young people who were at risk of being NEET were supported through the *Potensial* scheme, which is a significant increase on the target of 271.
- 106 young people attended an event to introduce them to the outdoors growth sector through *Llwyddo'n Lleol* – over double the target figure.
- 72 young people received the *Llwyddo'n Lleol* Bursary, with 75 initiatives established.
- Young people from six secondary schools and two further education colleges took advantage of the “*Workskills*” modules through *Llwyddo'n Lleol*.
- Although 129 people with mental health problems were supported to overcome obstacles to work, and 12 had completed the Open University Network level 1-3 training through the *New Work Connections* scheme, the targets for the year were not achieved since the stakeholders identified had serious issues and the assistance came from other areas.
- Despite the success achieved in the first year with the *Genesis* scheme, the new arrangements of Westminster's *Work Programme* affected the ability of schemes such as *Genesis* to recruit beneficiaries. However, 32 parents moved on to work and 57 to further education.
- The Welsh Government is bringing the *Genesis* programme to a close across Wales in 2013/14.

What difference have we made?

Although it was not possible to work with the high number of prospective beneficiaries, the project has made a real difference to individuals who have been part of the programmes, as several letters testify.



The Economy – Gwynedd will be an exciting place to live with vibrant communities

This Is Where It's At

Introduction

This Is Where It's At responds to:

- A reduction in the percentage of the working age population in the county.
- The migration percentage of 20-34 year old people (which is the age of raising a family), and over time, this trend threatens to undermine the sustainability of the county's economy and communities, especially some parts, such as Meirionnydd.
- The comprehension of young people that everything exciting and adventurous takes place in other places, and the attraction of urban centres such as Cardiff.

It was agreed to complete the following over a period of three years:

- To support activities and events that would create the image of things happening, and gaining local ownership.
 - Ensuring that high profile national or international events are attracted to Gwynedd or established in Gwynedd (9 events).
 - Supporting areas within the county to develop events with the potential to contribute towards the image of vibrancy (15 events).
 - Developing the area's expertise in the field of organising and running events, especially amongst young people and local initiatives.

Where have we reached?

- This year the area benefitted from three high profile national or international events, and five events from the areas.
- Five training workshops were held to support bodies that arrange events in the area – and a Volunteering Pilot was commenced for the residents of Gwynedd.
- With partners, it was managed to offer experiences to young people to be part of the arrangements of events, and a condition was imposed within the funding agreements of major events insisting that they offered volunteering opportunities to young people.
- A programme was drawn up to develop the capacity of local enterprises and businesses to take advantage of opportunities for supplying goods and standard services for major events.

What difference have we made?

- At the start of the project, 14.2% of the Gwynedd Business Survey respondents agreed that the county is a place where things happen, and half way through 2012/13 the figure had arisen to 19.1%.
- There was a similar increase in businesses' awareness of the major events (from 33.3% to 39%).
- As a result of the eight events supported through the project, £4,994,155 was generated to the local economy, with 137 companies from Gwynedd receiving work or concessions.



“A fantastic event....a good buzz. Great to see money being brought into the local economy”

The Economy - Gwynedd will be an exciting place to live with vibrant communities

Revitalising and Improving the Image of Town Centres

Introduction

Revitalising and Improving the Image of Town Centres responds to:

- The county's demography is unbalanced and that we are losing local people of working age, with some areas at risk of being without a sufficient population to maintain an economy and a society.
- That the function of towns as the employment has been undermined by a number of trends, which weakens community vitality and contributes towards the trends of migrating from places across the county.
- The deterioration of Town Centres because:
 - The high street has vacant shops and untidy property.
 - The shopping habits of residents have changed with an increase in travelling to shopping centres on the outskirts of towns, and more shopping online.
- The fact that the economic recession has struck the retail sector as the budgets of people and their families shrink.
- A further threat emanating from cuts to public services, especially in rural areas.
- The need to define the role of rural towns for the twenty-first century.

Where have we reached?

- A clear picture of the viable size of shopping areas within town centres following a retail capacity study – a basis to plan wisely for the future of the high street and the use thereof.
- A trial was undertaken in Bethesda to identify the potential of vacant shops by establishing “pop-up-shops”, and it was agreed to trial vinyl photographs in shop windows in Nefyn as a way of projecting a busier and livelier appearance to the centre.
- Vacant shops initiatives were agreed upon with Communities First areas.
- Attention was given to the appearance of 29 properties which spurred a private sector investment, which included commercial buildings and their environment in the town of Llanberis, and to also prepare plans for Bethesda, and gather better ideas from the towns of Bala, Dolgellau, Harlech and Barmouth.
- A marketing campaign was held via the media to promote shops locally, and events were also held in eight of the county's town centres, including Pwllheli, Blaenau Ffestiniog and Bangor.
- Although it was failed to achieve the expectation of providing specialist advice to 14 retail businesses in 2012/13, nine business reviews were completed approving seven grants and safeguarding 10 jobs.

What difference have we made?

The places that have received attention are appreciative, and the improvement to the image of the shopping area in those areas is evidently seen.

It is premature to identify the difference on the vitality of towns, their shopping areas and the communities.



Field Indicators

Indicator	Baseline	Most recent data
Result 1		
Ratio of number of vacant posts to JSA claimants: Gwynedd/Wales/UK <i>(Increase)</i>	Gwynedd – 0.20, Wales – 0.23, GB – 0.21 (June 2010)	Gwynedd – 0.28, Cymru – 0.20, PF – 0.22 (June 2012)
Ratio of number of vacant posts to JSA claimants: 3 Areas of Gwynedd <i>(Increase)</i>	Arfon – 0.19, Dwyfor – 0.42, Meirionnydd – 0.12 (June 2010)	Arfon – 0.27, Dwyfor – 0.48, Meirionnydd – 0.21 (June 2012)
% of jobs per industry in Gwynedd <i>(Increase in variety with the target sectors increasing their presence)</i>	Gwynedd: Agriculture and fishing – 0.6%, Construction – 4.5%, Banking, finance, insurance etc. – 8.6%, Energy and water – 1.2%, Distribution, hotels and restaurants – 31.2%, Public administration, education and health – 37.3%, Production – 7.6%, Transport and communication – 3.6%, Other services – 5.3% (2008)	The 'BRES' has replaced 'ABI' since 2008 (see figures below).
	Agriculture, forestry and fishing – 0.4%, Mining, quarrying & utilities – 2.1%, Manufacturing – 7.0%, Construction – 4.8%, Motor trades – 1.2%, Wholesale – 2.2%, Retail – 13.7%, Transport and storage – 2.7%, Accommodation	Agriculture, forestry and fishing – 0.3%, Mining, quarrying & utilities – 2.6%, Manufacturing – 6.9%, Construction – 5.0%, Motor trades – 1.5%, Wholesale – 2.5%, Retail – 12.7%, Transport and storage – 2.7%, Accommodation and food services

Indicator	Baseline	Most recent data
	and food services – 13.6%, Information and communication – 1.9%, Financial and insurance – 1.7%, Property – 0.7%, Professional, scientific and technical – 2.7%, Business administration and support services – 3.1%, Arts, entertainment, recreation, and other services – 4.0%, Public administration, education and health – 38.1% (2008 – BRES)	– 11.9%, Information and communication – 1.8%, Financial and insurance – 1.7%, Property – 1.2%, Professional, scientific and technical – 3.1%, Business administration and support services – 2.2%, Arts, entertainment, recreation, and other services – 5.2%, Public administration, education and health – 38.7% (2011 – BRES)
Gwynedd comparative salary (gross weekly wage) <i>(Increase)</i>	Gwynedd – 81.4% of the UK figure (2009)	Gwynedd – 84.7% of the UK figure (2012)
Increase in the survival of businesses – Ratio of births to deaths of businesses: Gwynedd/Wales/UK <i>(Increase)</i>	Gwynedd – 1.12, Wales – 1.06, UK – 1.23 (2008)	Gwynedd – 1.11, Wales – 0.98, UK – 1.14 (2011)
VAT Registrations <ul style="list-style-type: none"> • Gwynedd/Wales/UK/Index: • Gwynedd Number <i>(Increase)</i>	Gwynedd Index 115.7, Wales 119.8, UK 124.5 (2010) (2005 = 100) Gwynedd Number – 6,250 (2010)	Gwynedd Index 116.8, Wales 118.6, UK 126.3 (2012) Gwynedd Number – 6,305 (2012)
Result 2		
Number of JSA claimants under 25 <i>(Reduction)</i>	Gwynedd – 625, namely 30.5% of all claimants (July 2010)	Gwynedd – 620, namely 28.4% of all claimants (July 2012)
% of the work age people in employment <i>(Increase)</i>	People who are economically active – 71.7% (sy'n cyfateb i'r graff) , people in employment – 67.6%	People who are economically active – 71.3%, people in employment – 66.7% (2011)
Median Income of the households of Gwynedd and its 3	Gwynedd – £24,878, Arfon – £25,305, Dwyfor – 24,792, Meirionnydd – £24,360, Wales –	Gwynedd - £22,369, Arfon - £23,796, Dwyfor - £21,712, Meirionnydd - £20,861, Wales -

Indicator	Baseline	Most recent data
Areas - comparison with Wales and the UK <i>(Increase)</i>	£26,469, UK – £29,365 (Mehefin 2010) (2009)	£24,848, UK - £28,318 (2012)
Rate of Gwynedd children in unemployed families <i>(Reduction)</i>	Gwynedd – 188 out of 1,000 children, Wales – 256, UK – 238 (2008/09)	Gwynedd – 183 out of 1,000 children, Wales – 259, UK – 240 (2010/11) (based on 2010 population estimates, so it's likely that the rate is slightly lower due to population growth by 2011)
Result 3		
Work-age population (16-64) of Gwynedd as a % of the population <i>(Increase)</i>	Gwynedd – 62.2% (2009)	Gwynedd – 62.0% (2011)
% of those aged 20-34 emigrating from Gwynedd <i>(Reduction)</i>	Gwynedd – 13.5% (2008/09)	Gwynedd – 14.7% (2010/11)
% Satisfaction of residents of Gwynedd areas regarding living in the county and the provision of services <i>(Increase)</i>		(Some basic knowledge of the Residents Panel Survey available in December)

Children and Young People

The Council's vision in the Children and Young People field in 2012/13 was:

Gwynedd will be a place that provides the best opportunities and experiences in life for every child and young person aged between 0 and 25.

In this field, we have set out the following result as an improvement objective that we are working towards:-

Better experiences and fair opportunities for the children and young people of Gwynedd.



CARE

ECO

ChYP

ENV

TRANS

SAV

HLTH

LANG

LDP

Children and Young People - *Better experiences and fair opportunities for the children and young people of Gwynedd.*

Introduction

The Council was doubtful that the arrangements within the services were not addressing our capacity to realise the outcome we are aiming towards. The children and young people of Gwynedd are the future of the county and providing for them is key to the prosperity of the county.

Why we need to act

- Some children, young people and families face a disadvantage because of poverty;
- Parents and families do not receive timely support which is integrated and has been planned effectively based on their needs;
- Children and young people with additional needs do not receive opportunities and experiences that are planned effectively based on their needs to enable them to fulfil their potential;
- Some children and young people do not receive high quality learning experiences in the right type of educational establishments;
- Not every young person has better access to a range of informal learning experiences that give them opportunities to gain skills, to venture and to enjoy.

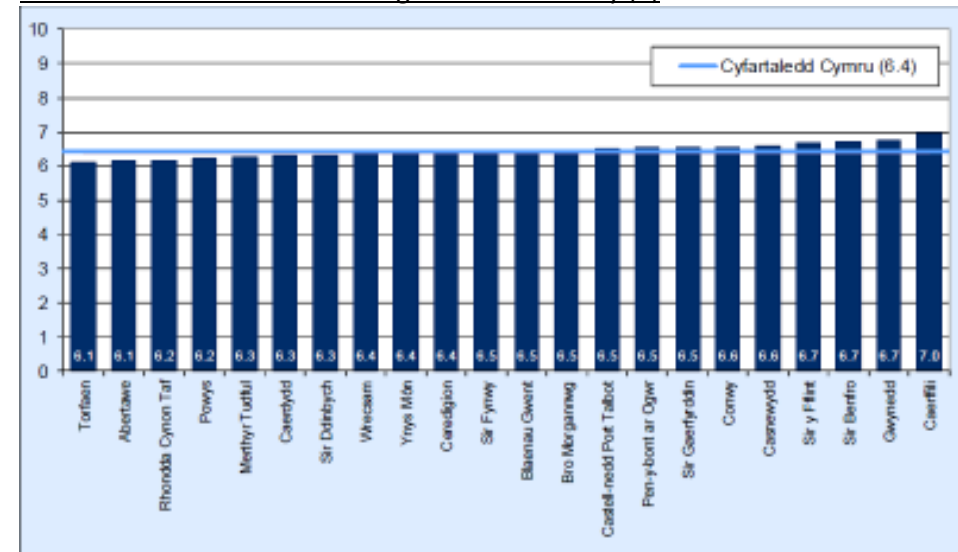
Relevant factors

- A reduction in the number of pupils leading to surplus places in schools.
- A variation in the quality of leadership within our schools.
- The current economic position – around a third of all 'Job Seekers Allowance' benefits claimants in Gwynedd have been under 25 years old since July 2008.

How do we compare with others?

The national survey for Wales by the Welsh Government has asked people about their opinion on the education system in each local authority. From the graph below, it can be seen that people's opinion of the Gwynedd education system is the second best one in Wales during the 2012-13 period.

The state of education according to local authority (a)



(a) Rhoddwyd atebion ar raddfa rhwng dim (eithriadol o wael) a deg (eithriadol o dda)

What has worked?

Seven major projects were in progress in the Children and Young People field during 2012/13.

The targets in 69% of the workstrams in those projects were achieved, with 25% making acceptable progress. Fuller details of those projects are in the following pages.

Here is a summary of what has worked:-

- The new Craig y Deryn area school has been constructed.
- An agreement to establish a consortium to plan and provide post-16 education and training.
- *Llwybrau Ni* centre for pupils with severe and complex behavioural needs has opened.
- A Team Around the Family has been established across the county.
- A joint integrated team between the Council and Betsi Cadwaladr University Health Board has been established for disabled and sick children and young people.
- An increase in the number of accreditations being gained by young people.

By working with our partners we have begun to set a strong foundation on which to raise education standards and improve the lives of young people in the county



Councillor Sian Gwenllian

Who has benefitted?

It was managed to reduce the difference between the attainment of pupils receiving free school meals and pupils not receiving free school meals in Key Stage 2 and 3.

The target of 3.6% for the % of young people aged 16-18 not in employment, education or training was exceeded with a result of 3.04% in 2012/13.

It was also managed to exceed the target for the percentage of children in Key Stage 2 and 3 with additional learning needs who manage to gain the Core Subject Indicator (Mathematics, Science and Language).

It was not managed to achieve the target of 72% of three year old children from Flying Start areas who have made developmental progress since their Schedule of Growing Skills (SOGS) assessment when they are two years old.

Partners

The key partners in this field are:-

- The schools
- The Colleges
- Betsi Cadwaladr University Health Board
- Anglesey Local Authority

Any other information

As well as the projects themselves, during the year, the Council conducted a Scrutiny Investigation on the Quality of Education within the county.

The results of that investigation will influence the Council's plans in the field during 2013/14.

Children and Young People – *Better experiences and fair opportunities for the children and young people of Gwynedd.*

Breaking the Cycle – *Gyda'n Gilydd*

Introduction

Gyda'n Gilydd responds to:

- Access family support which has been inconsistent.
- Substantial gaps in the provision and the support available for the parents of disabled children; parents with children who are teenagers; parents with intensive physical, health and / or emotional needs and unemployed parents.
- Agencies tending to address the same families, offering specialist services but on a separate basis, which mean several visits with the same families.

Where have we reached?

- For the first time, a procedure of collaboration and a single contact service was established between the main local public agencies in order to support families with various needs.
- A new model was established to plan, commission and provide support to vulnerable children, young people and families – with families also clear on the available support to them.
- The Team Around the Family was established across the county, with increasing demand every month.
- 61 front line workers were trained in preparation for supporting families.
- 57 families were supported in accordance with their needs in 6 months (which was 3 lower than the annual target).
- Due to the delay with the commencement of the project, the target of 60 was missed for the year (of three families) - but because of the demand for service, it is anticipated that the aim for the whole scheme will be realised.

What difference have we made?

- Although it is early days, families are reporting, for example, that children are going to school on a more regular basis
- Without this service, vulnerable families would still be seeking assistance from different places and would have to deal with several different agencies and procedures – simplifying the procedure. Having one point of contact has proven much more effective and is appreciated by the families and the support agencies.

“It has been such a help to have all the services discussing and contacting with each other to discuss our needs”

“Thank you so much for helping me. The experience has really touched me as nobody has helped me like this before. My family don't want to know.”

Children and Young People - Better experiences and fair opportunities for the children and young people of Gwynedd.

Breaking the Cycle - Pontio

Introduction

Pontio responds to:

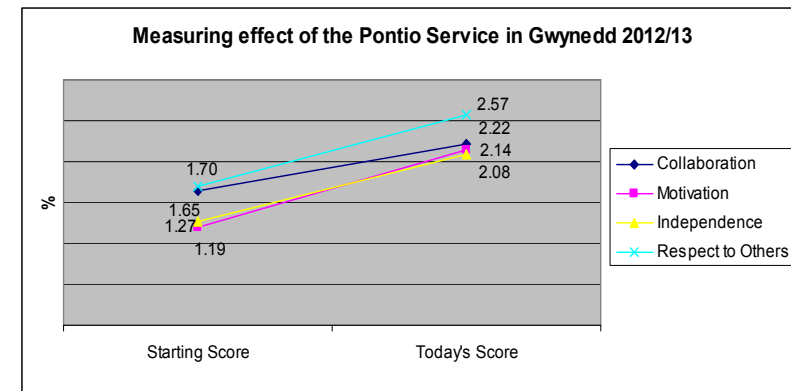
- The percentage of young people in Gwynedd that are not in education, work or training (NEET) which over the years has more or less remained consistently lower than the Wales average;
- Uncertainty regarding the trend in future, especially in light of the recession and the economic condition of the county;
- Complex challenges and circumstances facing a number of the young people in this cohort and their families.

It was agreed that the following would be completed in 2012/13

To introduce a new implementation model to support young people between 11-19 years old, as well as their families.

Where have we reached?

- Model established and operational (September 2012).
- 65 young people and their families received support.
- A regular flow of young people and their families referred to the service offered by the project.
- The target set for the year of 79 young people and their families receiving support was not achieved, but the target was set for 12 months rather than the six months during which the project was operational.



What difference have we made?

- Offering new experiences for the young people in order to encourage taking on self-responsibility e.g. environmental work, arts experiences, *Potensial* courses and Duke of Edinburgh Scheme activities.
- The young people reported that they had seen progress in each of these: working together (36.94%), motivation (36.94%), independence (33.33%) and respect for others (33.33%).

“I never thought that talking about things would make so much difference and encourage me to do things.”

“I felt really angry in class yesterday... but I tried what you told me to do and it really worked, so I didn't lose my temper.”

Children and Young People - Better experiences and fair opportunities for the children and young people of Gwynedd.

Transforming Services for Disabled and Sick Children and Young People

Introduction

Transforming Services for Disabled and Sick Children and Young People responds to the need to

- reflect the wishes of users and carers
- reflect the best practice in the field.
- Ensure value for money within the context of cuts and savings.
- to provide community health services and integrated social care in Gwynedd.

It was agreed to complete the following in 2012/13:

Develop the Project to Transform Services for Disabled and Sick Children and Young People in order to provide integrated services to Gwynedd families.

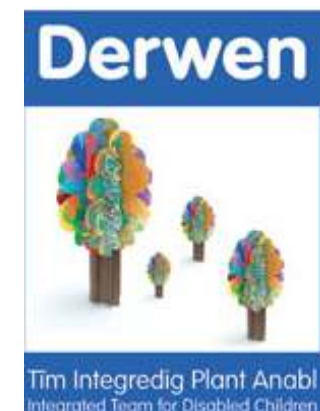
Where have we reached?

- The *Derwen* joint integrated team (between the Council and Betsi Cadwaladr University Health Board) has been established and it provides assessments and services jointly to disabled children and young people and their families.
- Arrangements to gather the opinions of users and their families,
- Further work needs to be done to form a Departmental engagement strategy to bring together all the aspects.

There has been no progress in planning to fully include educational services in the formal collaboration arrangement. The decision has been made to put this need aside until the relevant changes in the Education Department have happened.

What difference have we made?

- Improving the experience of
- Creating quicker access to information
- Maintaining early responses for families.



Children and Young People – Better experiences and fair opportunities for the children and young people of Gwynedd.

Transforming Services for Children and Young People with Behavioural Problems

Introduction

Transforming Services for Children and Young People with Behavioural Problems responds to the unsuitable condition of buildings at Ysgol Coed Menai and Brynffynnon, Brynllwyd and Glanwnion Units for pupils with behavioural problems. They also did not include the type of facilities and resources found in ordinary schools to provide a wide range of learning experiences for those attending.

Expenditure situation in 2009 / 10, the Council's expenditure on behaviour support services for approximately 220 pupils was £1,805,083 and it was anticipated that the number of children with emotional needs and behavioural problems requiring support would increase.

It was agreed to complete the following in 2012/13:

- Establish a provision for children who have intensive emotional and social needs.
- Replace the service within Coed Menai Special School and the Authority's Pupil Referral Units.
- Establish a method of decentralising finance in order to strengthen the provision for vulnerable children with behavioural problems within mainstream schools.

Where have we reached?

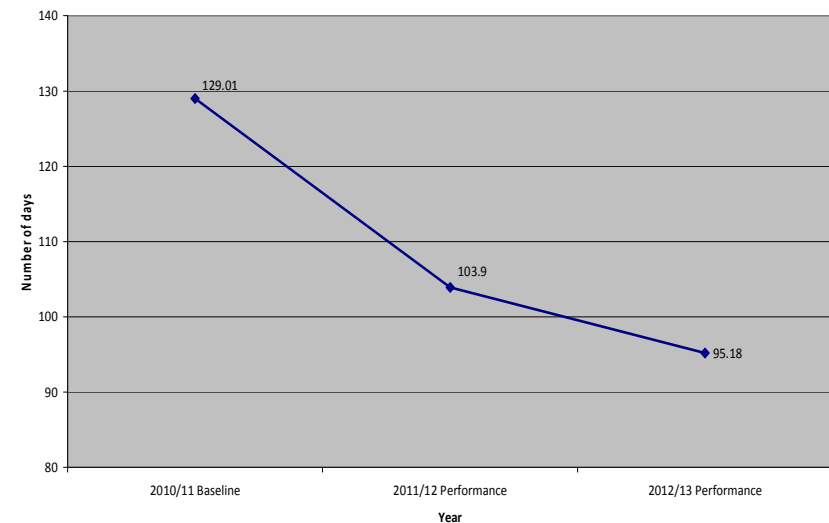
Ysgol Coed Menai closed at the end of the academic year and the Llwybrau Ni Centre has opened in Llanwnda which provides education for pupils with complex and severe behavioural needs.

Each Secondary School in Gwynedd receive a service from the Council to enable them to implement their strategies to support pupils with behavioural problems fully within their organisations with effective arrangements in place for coordinating and facilitating access to the extra support available within schools for pupils with behavioural problems.

What difference have we made?

- It was managed to reduce the average number of days missed from school by every fixed term exclusion per 1,000 pupils since 2011/12.

DGD18 Average number of days lost from school by all fixed term exclusions per 1,000 pupils



Children and Young People - *Better experiences and fair opportunities for the children and young people of Gwynedd.*

Transforming Services for Children and Young People with Additional Learning Needs

Introduction

Transforming Services for Children and Young People with Additional Learning Needs responds to:

- An increase in the percentage of pupils with Additional Learning Needs (ALN) who receive assistance either through a Statement or the 3* Scheme from 3.93% in 1998 to 6.63% in 2009 and this trend is likely to continue in future.

In turn, this led to an unsustainable over expenditure in the Council's integration budget.

- The need to ensure that children and young people with additional learning needs have the best start and receive good care so that they can achieve their full learning potential.

It was agreed to complete the following in 2012/13:

To decide upon the most appropriate model to provide support and experiences for children with ADL.

“at least 83% of the sample of parents believe that the additional learning needs service needs to be improved”

Where have we reached?

Unfortunately, we did not succeed in deciding upon the most appropriate model to provide support and experiences for children with ADL.

The work will continue within the new Strategic Plan for 2013-17.

What difference have we made?

We will address demonstrating the impact when implementing the project during the period of the Strategic Plan for 2013-17.

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Children and Young People - *Better experiences and fair opportunities for the children and young people of Gwynedd.*

Transforming Primary and Secondary Education

Introduction

- Since 1975, the number of pupils in Primary Schools has reduced 21% across the county and every catchment area has seen a reduction in its numbers of at least 11%.
- 55% of primary schools in Gwynedd had more than 25% of surplus places.
- A substantial percentage of the budget devolved to schools was spent on the maintenance of poor buildings, on a high number of sites across the county and on surplus places.
- Since 1975, the population of Secondary Schools in the county has gradually reduced and this trend will continue in future.
- The size and circumstances of some of the county's Secondary Schools presented several challenges, especially in terms of fully responding to the requirement to guarantee a choice of Level 2 courses for learners.

Craig y Deryn School



Where have we reached?

- Ysgol Craig y Deryn has been constructed and will open its doors in September 2013. and will serve the Bryn-crug, Llanegryn and Llwyngwril catchment areas.
- Following federalisation of the schools of Corris and Pennal and also the schools of Coedmawr and Glanadda, arrangements for collaboration and sharing of resources and expertise between schools have been established.
- An agreement is in place among partners for the new Welsh medium Centre of Excellence.
- Unfortunately, there was some delay with
 - Proceeding with the work to establish a multi-site school in Brithdir and Dinas Mawddwy.
 - Commencing work in the eastern side of the Dolgellau catchment area
 - Holding discussions to have a plan in place to establish a Lifelong Learning Community school in the town of Dolgellau.

What difference have we made?

It is too early to show what differences the work will make to the lives of people in Gwynedd

Children and Young People - *Better experiences and fair opportunities for the children and young people of Gwynedd.*

Transforming Post-16 Education and Training

Introduction

Transforming Post-16 Education and Training responds to:

- The requirement to change the arrangements for 16-19 learning,
- The need for Local Authorities, and schools or colleges, to collaborate in order to establish and jointly introduce a Local Curriculum, rather than to compete for learners.
- The need to link the curriculum with the needs of the economy .
- A reduction in the number of post-16 learners in Gwynedd and Anglesey in future

It was decided to develop a model that would respond to these challenges.

“I believe that it’s a good thing that schools and colleges collaborate because schools can offer different subjects to what would be otherwise available from them.”

Where have we reached?

- An agreement on Principles of Joint Working and the Strategic Aims of the Consortium with the aim of establishing Gwynedd and Anglesey as an area of excellence for post-16 learning.
- The model agreed.
- An European funding application to embed the new procedure has been agreed.
- The Council Cabinet has agreed for the Council to act as the Lead Body for the Post-16 Education and Training Consortium.

What difference have we made?

It is too early to show what differences the work will make to the lives of people in Gwynedd

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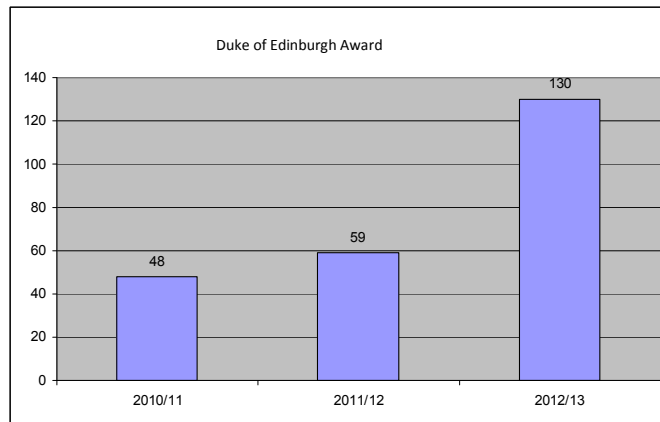
Children and Young People - Better experiences and fair opportunities for the children and young people of Gwynedd.

Transforming Experiences and Opportunities for Young People

Introduction

Transforming Post-16 Education and Training responds to:

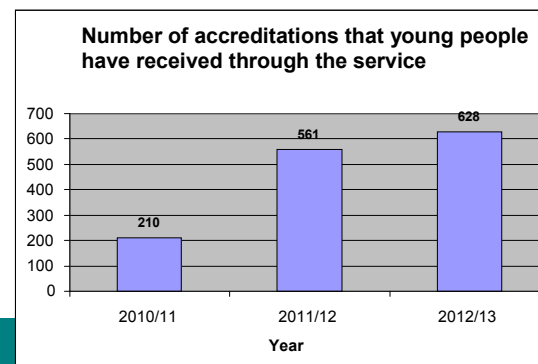
- The need to ensure that every child and young person develops into confident, successful and independent young adults.



What difference have we made?

628 young people in Gwynedd received a recognised accreditation via the Youth Service. Every young person who gains an accreditation receives a certificate at the Awards Evening of Gwynedd Young People which is held annually to celebrate the successes of our young people.

- Since last year, there has been an increase in the number of accreditations gained by young people, including Agored Cymru accreditations, Youth Achievement Awards, Duke of Edinburgh Award and the John Muir Award.
- There was an increase in the number of young people who undertake a volunteering activity through opportunities by the Youth Service. The Young Volunteers Scheme supports young people to volunteer in the Council, starting with creating volunteering placements in Leisure Centres.
- A pilot was established in Caernarfon with the Jobcentre Plus to support 16-24 year old young people to move onto employment. Six young people have completed the readiness to work pilot and one has now managed to secure a job. The scheme will soon be developed in Porthmadog and Bangor.
- A Network of five Youth Workers in Schools was established to offer additional support and service to young people to support them to reach their full POTENTIAL, by developing life and work skills.
- An Apprenticeship in the Youth Service scheme was established in order to provide an opportunity for young people to gain vocational qualifications and experience in Youth Work.



The Awards Evening of Gwynedd Young People

Field Indicators

Reference	Indicator	2010/11 Baseline	2011/12 Performance	2012/13 Performance	2014 Ambition
GY04	The difference in the achievement of pupils who receive free school meals and those who do not in Key Stage 2.	12.13%	26.83%	13.70%	Reducing
GY05	The difference in the achievement of pupils who receive free school meals and those who do not in Key Stage 2.	34.26%	31.24%	26.62%	Reducing
DGD14	Percentage of 3 year old children in Flying Start areas who have made developmental progress since their Schedule of Growing Skills (SOGS) assessment aged 2.	72.40%	-	51.90%	Increasing
DGD15	Percentage of pupils with additional learning needs who succeed in achieving the Core Subject Indicator in Key Stage 2.	42.10%	48%	61%	Increasing
DGD16	Percentage of pupils with additional learning needs who succeed in achieving the Core Subject Indicator in Key Stage 3.	23.10%	36%	45%	Increasing
DGD18	Average number of days lost from school by all fixed term exclusion per 1,000 pupils.	129.01	103.9	95.18	Reducing
DA08	Range of class sizes in Primary Schools.	5 to 33	5 to 34	9 to 32	Reducing
DGD17	% of young people aged 16-18 not in education, employment or training.	3.60%	3.60%	3.06%	Reducing

Environment and Infrastructure

The Council's vision in the Environment field in 2012/13 was:

To promote a safe environment, with suitable housing and convenient and useful links for Gwynedd and its residents in the face of local changes and in changes further afield.

In this field, we have set out the following result as an improvement objective that we are working towards:-

- *A safe and sustainable environment*
- *A supply of suitable housing in the County*
- *Convenient and useful links*



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The Environment – A safe and sustainable environment / A supply of suitable housing in the county / Convenient and useful links

Introduction

The Council’s vision in the Environment and Infrastructure field is to promote a safe and sustainable environment, with suitable housing and convenient and useful links for Gwynedd and its residents in the face of local changes and changes to our surroundings.

Why we need to act

There is a need to:

- Respond to national targets in order to reduce the amount of waste taken to landfill
- Reduce dependency on fossil fuel within the County
- Ensure that people who live in areas at threat of flooding are aware of the risk
- Increase the supply of suitable housing available in the County and ensure better access to affordable housing, both to own and rent
- Ensure that the transport provision better meets users’ needs
- Reduce the problems caused by dog fouling in response to concerns expressed by residents

"There has been an increase in the numbers of affordable houses and empty housing units that came back into use in the County as a result of the Council’s attempts in the housing field. In addition to this the Nantlle area has been connected to the gas network and energy efficiency improvements were made to the housing stock as a result of a successful application to the Welsh Government’s ARBED2 fund."

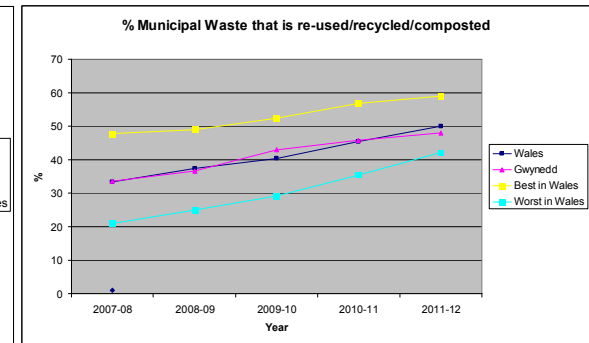
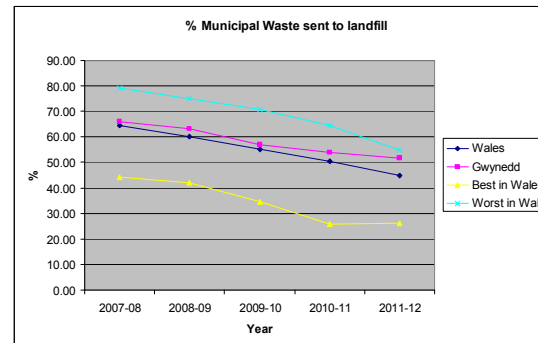


Councillor John Wyn Williams

Relevant factors

- Rates of reusing/recycling/composting municipal waste – 48.1% in 2011/12.
- Rates of reusing/recycling/composting commercial waste – 17% in 2011/12.
- Housing prices and affordability – On average, a house price in Gwynedd is £132,000 and the median household income is £23,278. (2012). This means that house prices are 5.7 times more than the average household income.
- Property and individuals at risk of flooding – 7,500 properties and 12,000 residents in Gwynedd live at risk of flooding.

How do we compare with others?



What has worked?

Nine projects were in progress in the Environment field during 2012/13.

The outcomes were completed in 57% of those projects, with 33% making acceptable progress.

Fuller details of those projects are noted in the following pages.

- An increase in the number of suitable housing units in the County as a result of activities within the projects to bring Empty Houses back into use and Affordable Housing
- Introducing new collection arrangements to collect commercial waste has led to a substantial increase in the rates of reusing/recycling/composting from 17% in 11/12 to 27.30% in 12/13.
- The Nantlle area has been connected to the gas network with 30 solar thermal installations and 70 energy efficient boilers as a result of the Welsh Government's ARBED2 Scheme.
- A successful bid to the ARBED2 Scheme in order to improve the energy efficiency of housing in the Carmel and Fron areas.

“During the last year the Council has implemented steps to ensure progress in projects to maintain and improve the environment in Gwynedd. In addition, financial savings accrued from implementing schemes in the carbon Management Programme and the Waste Strategy.”



Councillor William Gareth Roberts

Who has benefitted

- The percentage of municipal waste being reused, recycled or composted increased from 46.42% to 51.52%.
- A reduction of 15.06% in the carbon footprint of the Council's public buildings since the 2005/06 baseline year.
- The number of long-term empty houses brought back into use was increased by 48.
- 72 additional affordable units were secured during the year.

Partners

The key partners in this field are:-

- Housing Associations (Eryri, Clwyd, Cartrefi Cymunedol Gwynedd and North Wales Housing).
- Welsh Government .
- Snowdonia National Park.
- Members of the Gwynedd and Anglesey Local Services Board.
- The Environment Agency.
- The Carbon Trust .

Unrhyw wybodaeth arall

As well as the projects themselves, the Council held an assessment of the achievements of the Bangor Pride to see whether it could be extended to other areas of the county. The work will establish a basis ofr the future.

Environment and Infrastructure - A safe and sustainable environment

Gwynedd Carbon Footprint Reduction Plan

Introduction

The Gwynedd carbon Footprint Reduction Plan responds to:

- A need to address climate change on a local level and ensure a reduction in carbon emissions on a much greater scale than the targets established on a national, international and global level.
- If we fail to respond to this agenda, we will leave behind a legacy of large scale climate change that will affect the welfare of future generations across the world.
- The need to reduce the carbon emissions deriving from the activities of public bodies who are members of the Local Services Board in Gwynedd. An ambitious target was set to reduce carbon emissions by 60% by 2021 and Gwynedd Council is responsible for leading and coordinating the Project.

During 2012-13, it was agreed to focus on carbon emission reduction activities in the following fields:

- Energy in non-domestic buildings
- Business journeys
- Waste
- Community/Business Sector

“Less dependency on fossil fuel within the county”

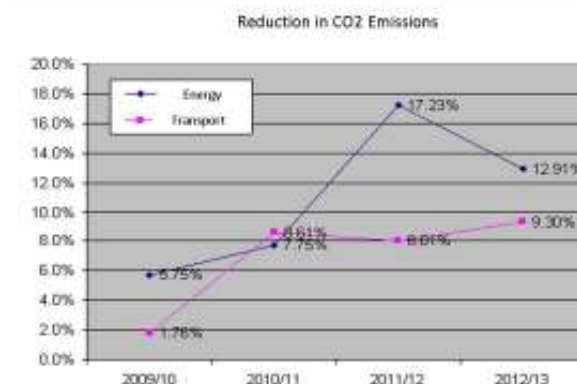
Where have we reached?

- A reduction of 12.91% in CO₂ emissions deriving from energy use in non-domestic buildings, This was lower than the target of 14% set. The likely reason why the target was not reached is that the heating season has been much longer and colder than usual.**
- A reduction of 9.3% in CO₂ emissions deriving from business journeys. This was lower than the target of 20% set. ** (*The Local Services Board had already agreed to amend the target to between 9 and 11%*).
- A reduction of 603 tonnes of CO₂ deriving from the waste activities of the Local Services Board’s organisations was seen.*
- A work programme has been drawn-up in order to establish a procedure to coordinate carbon reduction activities in the community and business sector; however, the launch will happen in 13/14.

*11/12 data has been used for the establishments who have not supplied the 12/13 data.

What difference have we made?

It is difficult to establish the exact difference the plan has made, but likely financial savings are associated with a number of the measures which mean that the organisations can invest in other services.



Environment and Infrastructure - A safe and sustainable environment

The Council's Carbon Management Plan

Introduction

The Council's Carbon Management Plan responds to:

- Climate Change one of the major problems facing communities at all levels in the twenty-first century. Local Government, as well as Central Government, the business sector and the third sector have key roles to play in ensuring that our communities are prepared for the future. It has to be ensured that the well-being of our natural environment is a priority for us all as individuals, and particularly for the Council, which has a key role in leading local communities.

The Gwynedd Local Services Board is committed to an ambitious target of reducing carbon emissions by 60% by 2021. The Council's Carbon Management Plan is the Council's contribution towards the project and the target in question.

The first part of the commitment is ensuring that we reduce our carbon emissions from our buildings, our waste, street lighting, business travel and fleet by 30% by 2015.

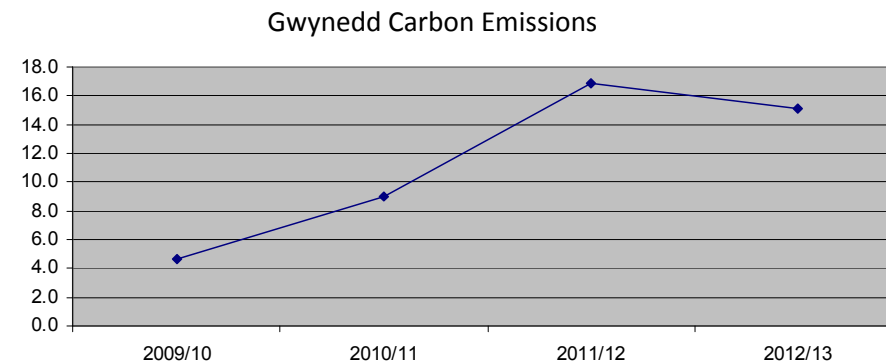
“Less dependency on fossil fuel in the County”

Where have we reached?

- A reduction of 15.06% in the Council's carbon emissions was ensured since the 2005/06 baseline year, compared with the set target of 17%. The main likely reason why this target has not been reached is the fact that the heating season was much longer and colder than usual.
- 9 out of the 16 identified projects to be implemented during the year were completed, with 3 slipping to quarter 1 in 13/14 and the rest to be implemented during the remainder of 2013/14.

What difference have we made?

Revenue savings of approximately £178,000 were associated with implementing the measures within the Carbon Management Plan during 2012/13 which means that investment could be made in other services for the public.



% reduction in carbon emissions on baseline year

Environment and Infrastructure - A safe and sustainable environment

Waste Strategy

Introduction

The Waste Strategy responds to:

- The requirements of the Wales Waste Strategy set challenging targets for the Council. There is a restriction on waste that could be disposed to landfill sites as well as *reusing/recycling/composting municipal waste* targets of 52% by the end of 2012/13; 58% by the end of 2015/16 and 64% by the end of 2019/20.

It was agreed to complete the following in 2012/13:

- Introduce new arrangements to collect food waste from homes across the County during 2012/13.
- Introduce new arrangements to collect materials for recycling and composting from businesses in the County.
- Hold specific campaigns have been held in supermarkets and within communities across the county to try and raise the public's awareness of the need to recycle and compost.

What difference have we made?

Residents and businesses in the County have benefitted from new collection arrangements that have facilitated the recycling/ composting process.

In a Citizens' Panel survey in Summer 2012, 95.9% of respondents who used the food waste service noted that they were very satisfied or satisfied with the service.

In the same survey, 85.3% of respondents noted that they were very satisfied or satisfied with the recycling service (blue box).

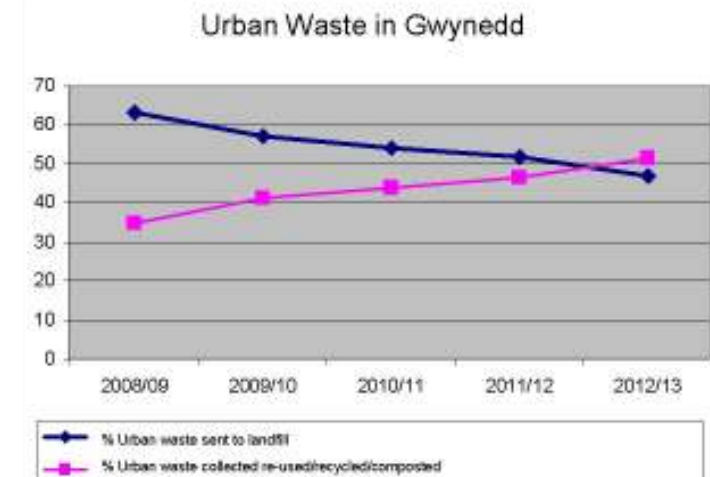
Where have we reached?

Reduce waste and increase recycling/composting levels

- Progress was seen in the level of municipal waste being reused/recycled or composted to 51.52% (from 46.42% in 11/12) but it was failed to meet the target of 53% that was set on a local level.
- Although the set target for commercial waste being reused/recycled/composted (40%) was not achieved, substantial progress was seen in the level from 17% in 11/12 to 27.30% in 2012/13.

Arrangements for weekly food collection and treatment

- In terms of composting food waste, there was an increase in participation levels to an average of 40% but this was short of the 50% target set.
- 3,640 tonnes of food waste for composting were collected which was below the minimum set target of 4,500 tonnes.



“Less waste sent to landfill”

Environment and Infrastructure - *A safe and sustainable environment*

Flood Risk Management

Introduction

Flood Risk Management responds to:

- An assessment undertaken by the Environment Agency, noting that approximately 12,000 Gwynedd residents live at risk of flooding. Gwynedd is the third highest, after Conwy and Newport in terms of the number of people who live at risk of substantial flooding on a Wales scale. In terms of property at risk, Gwynedd has approximately 7,500 properties at risk which is second to Conwy on a national level.
- 7,500 properties in Gwynedd at risk, which is second to Conwy nationally.

It was agreed to complete the following in 2012/13:

- Prepare a Flood Risk Management Strategy.
- increasing people's understanding of flood risk, the consequences of climate change and how people can assist themselves.

“People who are under threat from flooding being aware of the risk”

Where have we reached?

- Eight communities in the County (Bangor, Blaenau Ffestiniog, Caernarfon, Dolgellau, Dyffryn Ardudwy, Porthmadog, Pwllheli and Tywyn) have been selected to hold awareness raising work as a result of the fact that they have suffered from flood problems or have been identified as communities where a substantial number of people live at risk of flooding.
- Levels of awareness of flood risk and how to respond to those risks have been established within eight communities.
- Work in the eight communities in question in order to raise awareness of flood risks and the steps that can be taken in order to reduce the risk.

What difference have we made?

Residents within the communities in question have benefitted from sessions to raise awareness of flood risk and how they can help themselves to mitigate the risks.

Following the work with residents, an increase of 22% was seen in the number of people within the communities who were concerned about flooding (and had a better awareness of flood risk as a result), following the engagement work. The biggest increase was seen in the Caernarfon and Bangor areas.



Environment and Infrastructure – A supply of suitable housing in the County

Affordable Homes

Introduction

Affordable Homes responds to:

- An annual deficit of 670 affordable houses in Gwynedd. (Welsh Government's formula for assessing the local housing market)
- House prices are 5.7 times more than the household income in Gwynedd.(The average house price in Gwynedd is £132,000 and the median household income is £23,278.)
- An increase was seen in the number of mortgage repossession applications in Gwynedd between 2010 and 2011 (from 120 to 150),

It was agreed to complete the following in 2012/13:

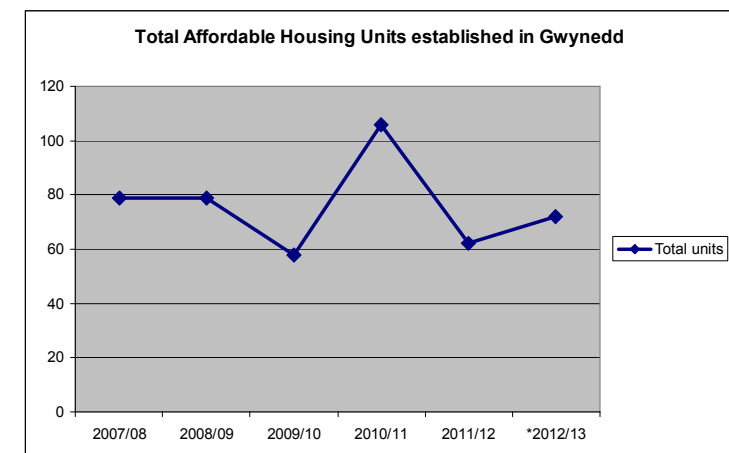
- Using the social housing grant to build houses in areas where there is need, such as Pwllheli, Bala and Bangor
- Providing assistance to first-time buyers to gain access to the housing market.
- Bringing empty property back into use.

“Better access to affordable housing, to own and rent”

Where have we reached?

- 48 units of social/part-ownership housing completed by means of the Social Housing Grant
- Pwllheli, Y Bala and Bangor have seen housing developments including the first scheme of part-ownership with a Housing Association in the County
- *Tai Teg* scheme launched, namely a scheme for registering an interest to purchase a house or part-own a house in the County
- 12 empty properties brought back into use and has assisted to meet local need
- Three properties benefitted from the Mortgage Saving Scheme and nine benefitted from Homebuy during the year .

30 units of Extra Care Housing created in Bala which offer a combination of care and catering services for people over 55 years old.
10 families have moved to new homes in Bangor which means that they have been able to take the first step towards buying their home.



Environment and Infrastructure – A supply of suitable housing in the County

Bringing empty houses back into use

Introduction

Bringing empty houses back into use responds to:

The high proportion of empty houses compared with other counties in Wales (1,178 properties have been empty in the long-term).

It was agreed to complete the following in 2012-13::

- Loans schemes
- Enforcement measures
- Grant schemes
- Incentives

A positive response in this field can also increase the provision of affordable homes in the County.

What difference have we made?

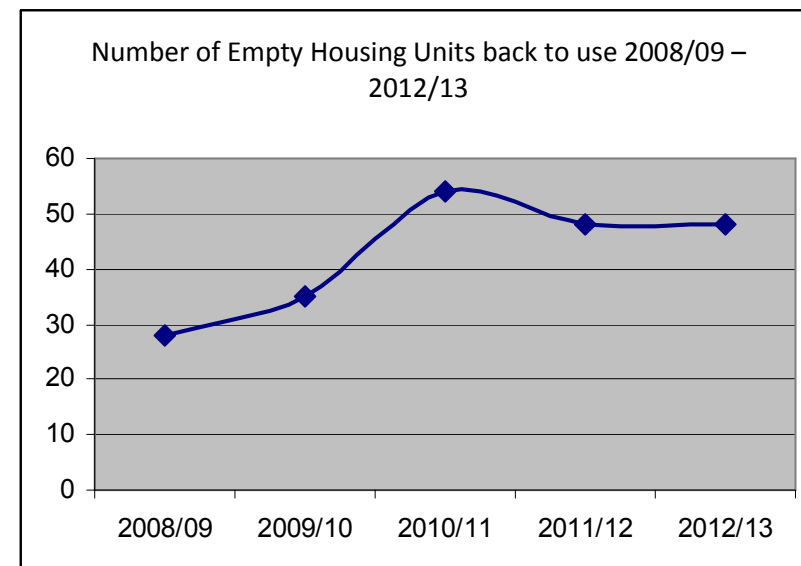
Bringing empty properties back into use improves the appearance of the built environment within the areas in question.

Where have we reached?

48 empty properties have been brought back into use in 2012/13 (96 cumulative properties since 11/12):

- One by means of a loan
- Four by means of enforcement measures
- 12 by means of a grant
- 31 by means of incentives

During the year, the Council received support of £441,000 from the Welsh Government's 'Houses into Homes' scheme. This money will be spent based on grants to bring 25 empty units back into use in 2013/14.



“A greater supply of suitable housing available in the County”

Environment and Infrastructure – A supply of suitable housing in the County

Housing carbon footprint plan

Introduction

The Housing carbon footprint plan responds to:

- Emissions of 345,110 tonnes of CO₂ by domestic housing in 2012 (Local and Regional CO₂ Emissions estimates 2005-2010). A high proportion of this is associated with heating houses.
- 22,554 (38.6%) of Gwynedd homes are at risk of fuel poverty (Gwynedd Housing Stock Survey 2004). Between April 2003 and September 2008, there was an increase of 79.5% in gas prices, whilst electricity prices increased 62% and this increase has continued since then.

It was agreed to complete the following in 2012/13:

- Promoting insulation schemes, mapping energy efficiency activities,
- Encouraging people to take advantage of grant schemes
- Preparing bids for support from the Welsh Government's ARBED2 scheme.

“Less dependency on fossil fuel in the County”

Where have we reached?

- The Here to Help Scheme has been promoted in five wards in the County.
- A mapping system has been developed which provides information on energy efficiency in housing in various areas and illustrates the access to gas / LPG networks.
- It was not possible to complete the Private Sector Housing Survey and this work will happen in 13/14.
- It was not possible to circulate information to the houses of the County regarding the ‘Renewable Energy Incentive’ as the launch of the scheme for domestic housing has been postponed on a national level.
- A successful bid was submitted to the Welsh Government’s ARBED2 scheme for the Carmel and Fron areas .

What difference have we made?

- Over 600 homes have benefitted from energy saving advice and/or measures through the Here to Help Scheme.
- 245 homes have benefitted from energy advice in the home by energy wardens in the Cadnant and Maesgeirchen wards.
- 265 renewable energy installations benefitting from ‘Feed in Tariff’ payments have been fitted to homes in Gwynedd.



Environment and Infrastructure – Convenient and useful links

Integrated Transport

Introduction

Integrated Transport responds to:

- Ensuring access to services
- The need to increase the satisfaction of Gwynedd residents with local bus services and community transport.

The Gwynedd Residents Opinion Poll (August 2009)

- 59% of Gwynedd residents were satisfied with the local bus services
- 54% were satisfied with local transport information

The 2010 Public Highways and Transport Satisfaction Survey

- 55% of respondents were satisfied with community transport
- 57.3% were satisfied with the community transport provision
- 58.96% were satisfied with the reliability of community transport.

It was agreed to complete the following in 2012/13:

- Re-design Public Transport provision
- Ensure dependable and accessible Community Transport.

“Transport provision better meets users’ needs”

Where have we reached?

- The timetable for analysing the satisfaction data to establish the baseline slipped. *(Note that the data has now been analysed and a summary can be seen in the graph below)*
- Public and education transport services in the Dwyfor area have been remodelled to provide services in a cost-effective manner.
- Two new ‘on-demand’ contracts were established (where customers phone for transport provision beforehand) in the Bala area in 2012/13.
- Although a pilot scheme to promote car sharing had been identified in the Harlech area, the local community was not eager to proceed with the scheme.

What difference have we made?

81.52% of users’ questionnaires state that passengers are “very satisfied” and 8.7% are “quite satisfied” with the community transport provision in the County.



Environment and Infrastructure – A safe and sustainable environment

Dog Control Orders

Introduction

Dog Control Orders respond to:

- The results of an Environment Survey carried out by the Gwynedd Residents Panel, when 55.5% of 810 respondents noted that dog fouling was a problem or a major problem in their communities.
- The need to review powers relating to banning dogs from beaches in order to ensure consistency across the County.
- The need to ban dogs from lands where there was play equipment for children.

It was agreed to complete the following in 2012/13:

Undertake preparatory work so as to introduce new Dog Control Orders on 1 April 2013.

“Reduction in the problems caused by dog fouling”

Where have we reached?

- A draft Dog Control Orders procedure has been drawn up
- A public consultation was held for a period of six weeks during the autumn 2012.
- A major campaign to raise awareness on the website, Newyddion Gwynedd, local media, radio, via chambers of commerce etc. held in addition to meetings with interested parties.
- New Dog Control Orders procedure introduced on 1 April 2013.
- A baseline has been established for cases of dog fouling on recreational lands and an arrangement established for monitoring the situation.

What difference have we made?

It is too early to show what differences the work will make to the lives of individuals in Gwynedd.



Environment Field Indicators

Reference	Indicator	Strategic Plan Baseline	Performance 2011/12	Performance 2012/13	2014 Ambition
	Percentage of municipal waste collected:				
WMT/008ii	(i) that is recycled	22%	22.13%	26.22%	26%
WMT/008iii	(ii) that is composted or biologically treated	22%	24.08%	21.19%	28%
WMT/008i	(iii) Re-used	No baseline	0.50%	4.11%	0.50%
PB51	Percentage of municipal waste that is collected; Reused, Re-cycled or composted.	11.5%	17%	27.30%	50%
	Reducing the community's carbon footprint in Gwynedd				
Strat1	(1) domestic	¹ Carbon footprint of the domestic sector in Gwynedd – 355kT CO2 [2008 data]	2010 Data = Increase of 6.88% since 2009 ('Local and Regional CO2 Emissions Estimates for 2005-2010', Produced by AEA for DECC http://www.decc.gov.uk/en/content/cms/statistics/climate_stats/gg_emissions/laco2/laco2.aspx)	Data to be published in September 2013	3% annually
Strat2	(2) Dwelling Buildings	² Carbon Footprint of the non-domestic buildings of the Local Services Board organisations in Gwynedd – 47.44kT CO2 [2005/06 data] (for information in	17.23%	12.91%	20%

¹ Local and Regional CO2 Emissions Estimates for 2005-2008 (produced by AEA for DECC)

		2009/10 this figure was 45.43kT CO ₂)			
Strat3	(3) business	³ Carbon Footprint of the business sector in Gwynedd - 282kT CO ₂ [2008 data]	2010 Data = Increase of 7.89% since 2009 ('Local and Regional CO ₂ Emissions Estimates for 2005-2010', Produced by AEA i DECC http://www.decc.gov.uk/en/content/cms/statistics/climate_stats/gg_emissions/laco2/laco2.aspx)	Data to be published in September 2013	3% annually
Strat4	(4) business travel	Carbon Footprint of business travel for Gwynedd Local Service Board organisations – 9.65kT CO ₂ [2007/08 data]	8.01% (Please note that 2010/11 data has been included for Betsi Cadwaladr Local Health Board in this figure because 11/12 data has not yet been received)	9.3% (Note that 2011/12 data has been included for Betsi Cadwaladr University Health Board because 2012/13 data has not yet been received)	20% (by 2012/13)
Strat5	(5) waste	Carbon Footprint of waste that derives from activities of Local Service Board organisations – 506.6t CO ₂ [2007/08 data]	Reduction of 570 tonnes of CO ₂	Reduction of 638 tonnes of CO ₂ ²	Reduction of 603 tonnes CO ₂ (by 2012/13)
	Annual revenue savings as a result of reducing carbon footprint	No Target 2011/12	Not measured in 2011/12.		£924,214 [2014/15] (Culmilitive saving since

² Report on Carbon Management in the Non-Domestic Buildings of Gwynedd Local Services Board Organisations (Entec and the Carbon Trust, September 2008)

³ Local and Regional CO₂ Emissions Estimates for 2005-2008 (produced by AEA for DECC)

					2010/11)
	Reduction in the Council's carbon emissions	14.00%	16.70%	15.06%	20.00%
FW4	The community's understanding of flood risk	A study of the community's understanding of flood risk was carried out as part of the Pwllheli Pilot Scheme and work was undertaken to increase understanding.	Baseline to be established during 12/13 and then continuous measurement to measure progress.	100%	Studies have been completed in 8 understanding of community and work has been done to increase understanding (Caernarfon, Bangor, Porthmadog, Dolgellau, Fairbourne, Blaenau Ffestiniog, Nefyn, Dyffryn Ardudwy)
DAT01*	Number of long-term empty houses in the county [6 months plus] that have come back into use	Approximately 8.6% are empty houses [January 2011] have confirmed 1,155 long-term empty properties in Gwynedd. 110 have come back into use since April 2008.	48	48	130
Strat6	Number of additional affordable units ensured for Gwynedd (whether they are new houses or the use of existing properties)	220 units up to 31-1-2011 as well as 44 additional units to be provided before the end of 31 March 2011. Total – 264 over a period of 3 years.	56	72	190 additional affordable units
Strat7	Renewable energy installations that have received "Feed in Tariff (FIT)/ 'Renewable Heat Incentive (RHI)'	75 (up to 1/3/2010) ⁴	761 Target of 150 set for 2012/13	265	Targed to be set during 2011/12

⁴ <https://www.renewablesandchp.ofgem.gov.uk/>

CT25	Reliable and accessible community throughout the County.	88% of requests for community transport provision will be realised across the County.	Record systems have not yet matured within the community transport which means that the data is not totally reliable. Responses to questionnaires circulated to the transport users in October 2011 indicate that 83.33% of requests for community transport provision will be realised across the County.	81.52%	96% of requests for community transport provision will be realized across the County. 10% increase in reliability community transport
PB25b	The percentage of municipal waste sent to landfill.	-	51.84%	46.92%	To be confirmed
PB55	Total weight of food waste collected	No data	No data	3,640	To be confirmed
CT35	Satisfaction and use of public transport	No data	Developing Data to report in 2012/13	70.67%	To be confirmed

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Transformation

The Council's vision in the Transformation field in 2012/13 was:

A Council that will build on its strengths in order to create an environment that allows people to be:

- *Progressive and Enterprising*
- *Effective and Efficient*
- *Open and Caring*
- *Firm but Agile*

in order to achieve the best for the people of Gwynedd today and tomorrow.

In this field, we have set out the following result as an improvement objective that we are working towards:-

A Council at its best which achieves for the people of Gwynedd today and tomorrow



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Transformation - A Council at its best which achieves for the people of Gwynedd today and tomorrow

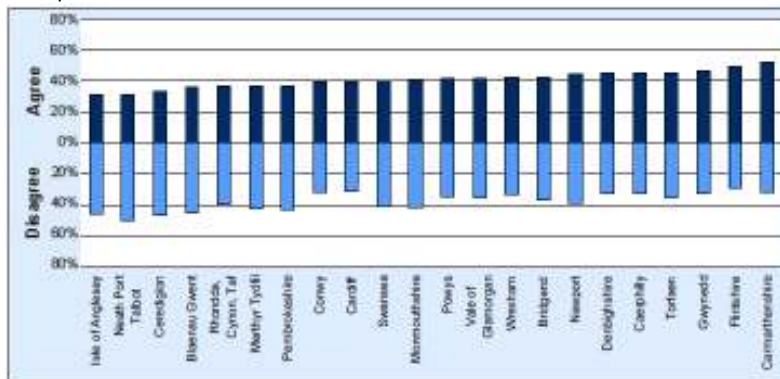
Introduction

The Council has identified how important it is that customers feel that they are receiving a quality service and that staff feel part of the Council and are appreciated. At the same time, there is a need to adapt and improve the Council's service if the Council is to survive the challenging period it is currently facing.

Why we need to act

The Council is facing a substantial financial challenge whilst there is an increasing demand for services. Therefore, the Council must identify new methods of providing services which also meet the needs of the people of Gwynedd.

% who agree or disagree that their council is good at informing them regarding their performance



Relevant factors

In order to “achieve for the people of Gwynedd today and tomorrow”, the Council must have robust customer care arrangements which enable it to achieve what is important for residents. The “Gwynedd Way” strategy was developed; namely a vision of placing the people of Gwynedd at the centre of everything we do. The vast part of the year was spent developing the strategy; the work of implementing this strategy will commence early in 2013/14.

How do we compare with others?

This field is difficult to compare with other councils. However, there are some comparative indicators.

The views of residents regarding how well the Council reports on its performance.

The Council performed midway through the table of Welsh authorities in terms of the views of residents about the quality of service received.

See also the graphs on page 10 which demonstrate the opinion of Gwynedd residents.

What has worked?

Seven projects were operative in the Transformation field in 2012/13. The results were successful in 57% of the workstreams in those projects, with 33% making acceptable progress

Over 2,000 Gwynedd residents were given an opportunity to give their views on a number of subjects, e.g access to the housing market, use of the Welsh language and the attitude towards it, along with an opportunity to give ideas on developing the libraries service in future.

Success was seen in relation to plans to improve customer experience with work in the fields of Maintenance and Homelessness. For example, maintenance work is now achieved in 1/10 of the time, over 90% of customers are satisfied with the services and 15% was saved on staff costs. As a result, it was decided to extend the scheme to other services under the “Gwynedd Way” banner ..

Praise was received by the Investors in People company in relation to our work of promoting incentives; this had been trialled in one department, and a change was seen in staff culture as a result.

Progress was not as good as expected with the “Empowering Gwynedd Communities” project as the Council delayed before making a decision on the future of the Area Committees. A decision was taken in February 2013 to establish area forums which would allow less formal sessions within the areas in order to hold a “real” diolgue and local discussions.

Who has benefitted?

In order for the Council to make the best possible use of its expenditure within the area, four contracts (worth over £500k) were reviewed to ensure that they complied with the Sustainable Procurement Policy.

A discount booklet was launched which gives Council staff an opportunity to save money in local shops and businesses, and in global companies.

Partners

A joint Local Services Board was established with Anglesey Council. This arrangement will

- Avoid duplicating work within the Councils
- Will enable us to act sooner where there is a need to collaborate between councils and other partners such as the North Wales Police Authority or Betsi Cadwaladr University Health Board.



52% of Gwynedd residents were “satisfied” or “very satisfied” with the way the Council runs things

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Field indicators

Reference	Indicator	Strategic Plan Baseline	2011/12 Performance	2012/13 Performance	2014 Ambition
	An increase in the number who state that they are satisfied with the way the Council runs things	43%	Residents Survey to report in 2012/13	57%	Increase
	An increase in the number who state they want to be more involved in the changes that affect their local area	29%	Residents Survey to report in 2012/13	23%	Increase
	An increase in the number stating they are satisfied with the outcome of the service received following their contact with the Council	34%	Residents Survey to report in 2012/13	Question was not asked at the Residents Panel	Increase
Perff22	Percentage of indicators in the strategic fields that have reached their targets	64%	56%	Reporting in September 2013 after receiving all Strategic Plan data	70%
Perff21	Percentage of the strategic projects' work streams that are on track to achieve their main benefit	70%	78%	84%	70 – 75%

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Savings

The Council's vision in the Savings field in 2012/13 was:

Gwynedd Council will make the best use of the resources available to offer local ratepayers value for money. We will be looking for new and innovative ways of working, looking beyond the Council's boundaries and working with other bodies to ensure the greatest benefit for our residents.

In this field, we have set out the following result as an improvement objective that we are working towards:-

Achieving the savings amount needed to meet the Council's financial strategy requirements for the period, having as little an impact as possible on the results for the residents of Gwynedd.

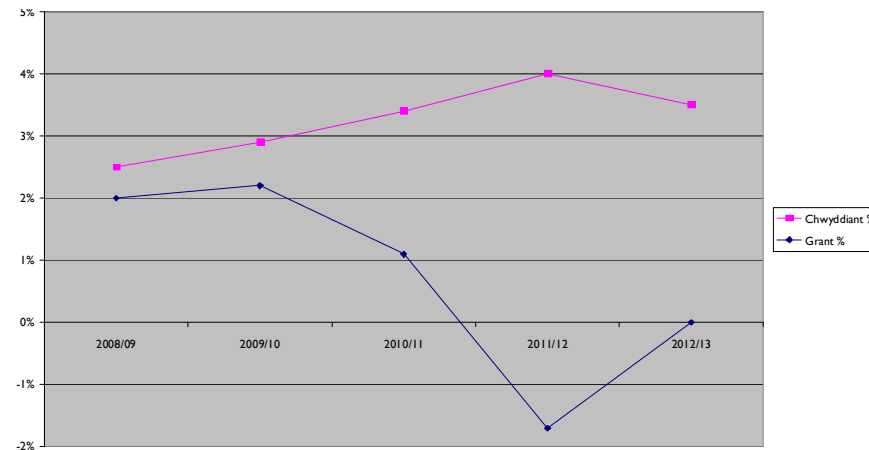


Savings - Achieving the savings amount needed to meet the Council's financial strategy requirements for the period, having as little an impact as possible on the results for the residents of Gwynedd.

Introduction

The money available for the Council to maintain its services is reducing, with even more reduction likely over the coming years. We had already achieved over £23 million savings in the seven years leading up to 2011/12, but as cuts in public spending across the UK worsened, we needed to save a further £6.7 million in 2012/13, with forecasts that much more will need to be achieved in the following years.

Government grant increase compared to the rate of inflation



Relevant factors

Over three quarters of the Council's expenditure is financed by a Welsh Government Grant. Over the last few years, this grant has not sufficiently increased to meet inflation, let alone the costs of other pressures on our services (for example, the issue of an ageing population). Bearing in mind that the Council's annual budget is over £230 million, this therefore leads to a substantial financial deficit.

Why we need to act

If we can find ways of ensuring that residents receive the same support to flourish, but at a reduced cost, we could achieve some of the savings needed without the residents of Gwynedd being at a loss. This is challenging and will lead to a change in how people receive services; however, by doing this we will have to do less of the other option, namely not providing some services that the people of Gwynedd depend upon.

“The Council continues to manage its resources well and plan effectively to meet future funding shortfalls in the medium-term”
(Annual Letter Wales Audit Office 2013)

How do we compare with others?

It is difficult to compare directly with other authorities in this field; however, there is recognition that we are at the forefront in terms of planning savings effectively to reduce the impact on residents: *“...this approach has avoided the need for rash decisions and service cuts”* (Annual Letter, Wales Audit Office, 2013).

£6.45m of savings were realised in 2012/13, namely **89%** of the expected total. The timetable slipping (rather than a failure to achieve) has been responsible for the remainder.

86% of this amount was achieved by means of **efficiency savings**, and the remainder by **raising income (6%)** and some **service cuts (8%)**.

What has worked?

There were seven projects in the Savings field in 2012/13. The results were achieved in 54% of workstreams in those projects, with 54% making acceptable progress.

One example of a plan that was undertaken during the year was the construction of a facility to treat food waste, thus saving £500,000 a year in costs of sending waste to landfill.

In the field of social care, the Council has commenced new schemes to provide support for vulnerable people to live independent lives and to develop their skills and confidence. As a result, some people are less dependent on traditional social services, which leads to financial savings of over £300,000 a year, whilst at the same time improving users' quality of life.

Savings were also achieved on staff employment costs; for example, the scale of travelling allowance for staff using their own cars on Council business was reduced, which saves a total of over £200,000 a year.

As well as realising schemes, we also investigated new fields where savings could be made in future, focussing on schemes that achieve the same outcomes at a reduced cost, and this managed to find the totals we required. Also, Schools funding was protected from the worst impacts of the savings.

We were among one of the councils who received the full amount, namely £1.3 million, from the Welsh Government for achieving what we had promised for 2011/12, and confirmation is awaited regarding 2012/13.

All benefits planned were not achieved as we had identified the savings amount in a different way, at times, compared with what we had anticipated at the beginning of the year. This reflects the developmental nature of this work.

Who has benefitted?

The majority of the savings (86%, approximately £5.5m) were identified by means of efficiencies and no decline was seen in the most important measures of the outcome for residents as a result.

In doing so, we avoided having to make cuts which would have had a detrimental impact on the users of those services.

Partners

During the year, a saving of £50,000 was achieved by collaborating with other councils in North Wales in commissioning social care, and a saving of £38,000 was achieved by collaborating in partnership with Anglesey Council to plan future services on a joint basis.

In coming years, further savings are expected to derive from these schemes, as well as other collaboration schemes that are progressing across north Wales in fields such as Schools Improvement and Waste Disposal.



"We're confident that we can work with Gwynedd's residents to manage the situation in a way which minimises the impact on our communities."

Y Cyngorydd Peredur Jenkins

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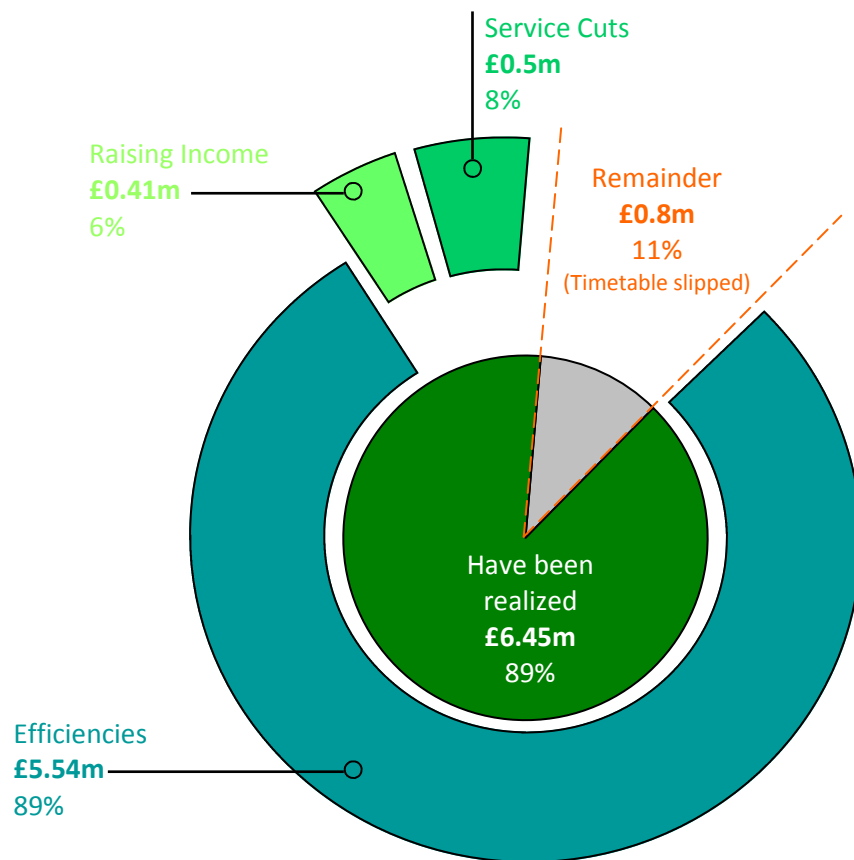
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2012/13 Savings



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Field indicators

Reference	Indicator	Strategic Plan Baseline	Performance 2011/12	Performance 2012/13	2014 Ambition
	Savings amount achieved.	£6.7m – namely: £5.0m of the £16m savings package £1.2m Change in budgetary policies £0.5m Cross-departmental efficiency project	It is anticipated that £6.1m will be achieved during the year with approximately £0.6m of the £16m package plans needing to be bridged because of time slippage.	£6.449m	Permanent financial savings of £21.7m deducted from the budget, whilst ensuring that we are equipped to save a further £7.3m in the fourth year.
	Within the savings amount above: Sums realised by means of the <u>efficiency and generating income plans</u> .		Realised:	Realised:	Total savings of the 3 years* at least £16.0m through <u>Efficiency</u> schemes and £1.4m through <u>Raising Income</u> . *including those already agreed in the £16m package
		Efficiency £5m	Efficiency £4.5m	Efficiency £5.542m	
		Generating Income £0.6m	Generating Income £0.4m	Income £0.413m	
			With the difference of £0.6m slipping as noted above.		
	Service performance measurement in the fields where efficiency savings and cuts have been realised.	No significant impact on performance when efficiency savings are implemented. In fields where cuts are made, the effect on performance is in accordance with what was anticipated when agreeing the cuts.	Assessment not completed.	To be assessed (reporting Sept 2013)	No adverse impact on performance when efficiency savings are carried out. In areas where cuts are made, impact on performance in line with what was envisaged when agreeing on the cuts.

Health Improvement

In this field, we have set out the following result as an improvement objective that we are working towards:-

Gwynedd residents living healthier lives

We have also noted the following experiences which describe the main elements of the result in greater detail:

- *More people in Gwynedd will be supported and encouraged to make healthy living choices.*
- *More people in Gwynedd will have the same opportunity to enjoy the best possible health.*
- *The people of Gwynedd living in a county which gives priority to health and the potential benefits are maximised.*
- *Gwynedd Council giving priority to staff health in the workplace and seeking to influence other employers.*



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Health – Gwynedd residents living healthier lives

Introduction

Health has been identified as an important field within the Council as it affects the entire population. The Council has a duty to promote a healthy lifestyle. Improving health is a way of keeping people out of the Council's statutory services and those of other public bodies. Normalising a healthy lifestyle is the Council's vision in the health field. The experiences that describe this outcome are:

- People in Gwynedd will be supported and encouraged to make healthy living choices
- People in Gwynedd will have the same opportunity to enjoy the best possible health
- People in Gwynedd will live in a county where priority is given to health and the potential benefits are maximised.

Why we need to act

- Physical activity – Active people are up to 50% less at risk of developing chronic illnesses such as coronary heart disease, strokes, diabetes and some types of cancer and have a 20-30% lower risk of early death.
- Smoking – Smoking remains the highest cause of preventable death in Wales. Smoking causes nearly 1 in 5 deaths for people 35 years of age and over.
- Alcohol - Alcohol contributes directly towards 8,000 years of potential life loss in Wales and indirectly towards 5,000 lost years.
- Obesity - Being overweight or obese is a risk factor toward type 2 diabetes, chronic conditions such as cardiovascular diseases and some cancers.

Relevant factors

Many factors affect positively and negatively upon health. On an individual level, biological factors such as age, gender and genetic makeup, and lifestyle factors which can be adapted such as smoking, diet and exercise.

The society a person lives in can affect their health, and taking part in social and community networks including friendships, contact with relatives and supportive social networks, can play an important part in maintaining health.

There are other, wider health determinants, i.e. environmental, social and economic life contexts. Factors such as education, income and housing all affect health directly and indirectly.

How do we compare with others?

	Percentage (according to standardised age)				
	Smoke	Drink more alcohol than the recommended guidelines	Eat fruit and vegetables (5 a day)	Follow the guidelines for physical activities (5x30)	Overweight or obese
Gwynedd	24	45	41	33	56
Betsi Cadwaladr	23	44	36	31	55
Wales	24	44	35	30	57

Much worse than the Wales average statistically

Not very different to the Wales average statistically

Much better than the Wales average statistically

What has worked?

- By means of the Active Gwynedd project, a Scheme with Sport Wales for sport and energetic activities for 2013-17 has been developed which is worth £1 million.
- Gwynedd will not be increasing fee levels for 2013/14 due to the excellent performance of the centres to reach income targets for 2012/13
- The Healthy Gwynedd Project: Normalising a healthy lifestyle, Healthy Gwynedd Brand and Developing the Brand. Much work has been done to develop the brand, but further work is to be done to extend the use of the Brand and establish developmental forums.
- Smoke-free Gwynedd: Smoke-free Playing Field Campaigns launched in March 2013, Tobacco Cards launched at the 2012 Urdd Eisteddfod. Further work to be done to promote short intervention courses.

"I'm extremely glad that Gwynedd Council gives serious consideration to Health matters and takes positive steps to support projects and schemes which will attempt to promote better living practices and improved health for the population. The ambition to encourage the County's population to live healthy lives is a step in the right direction for the Council, and a step which we will encourage more agencies and organisations to take in the future also."



Councillor Paul Thomas

Who has benefitted?

- A smoking prevention procedure has been implemented in over 130 play areas under the control of the Council, playing fields of secondary schools and lands surrounding leisure centres.
- A community garden has been created at Glaslyn Leisure Centre.
- The provision of food within Leisure Centres has been changed to healthier foods.

Partners

The partners in this field include Public Health Wales, Betsi Cadwaladr University Health Board, Sports Council and the North Wales Outdoor Partnership.



Alaw Gwenlli Jones from Ysgol Syr Hugh Owen who designed the smoke-free playing fields sign with pupils from other schools who were part of the launch

Field indicators

Reference	Indicator	Strategic Plan Baseline	2011/12 Performance	2012/13 Performance	2014 Ambition
	Creating an Active Wales Targets 'Extra day' adults and children	Baseline not available until 2011/12	33%		To be determined in consultation with Public Health Wales
lech1	% of adults who report that they smoke	25%	24%	Welsh Health Circular being published September 2013	To be determined in consultation with Public Health Wales
lech2	% of adults reporting they eat 5 portions of fruit and vegetables a day	42%	41%		To be determined in consultation with Public Health Wales
lech3	% of adults who report that they are overweight or obese	55%	56%		To be determined in consultation with Public Health Wales
lech4	% of adults who report that they drink more than the recommended guidelines	47%	45%		To be determined in consultation with Public Health Wales
D2.1	Number of days lost due to ill-health in Gwynedd Council	10 days per individual	8.29 days per individual	8.52 days per person	8 days per individual

Language

In this field, we have set out the following result as an improvement objective that we are working towards:-

People living through the medium of Welsh in Gwynedd

In addition, we have noted the following experiences that describe the main elements of the result in greater detail

- *Families bringing up their children through the medium of Welsh.*
- *Children and young people living, learning, working and venturing through the medium of Welsh in the local area.*
- *The Welsh language thriving in Gwynedd's communities.*
- *The Welsh language being a business language in Gwynedd's workplaces.*



Promoting the Welsh Language

Introduction

- Gwynedd is the county with the largest percentage of Welsh speakers aged 3 years and over according to the 2011 Census, namely 65.4%.
- Gwynedd is second to Carmarthenshire only in terms of the number of the population aged 3 years and over who can speak Welsh according to the 2011 Census, namely 77,000
- The continuation and future of the language is a historical priority of the Council because of the importance of the Welsh language as an integral part of the county's social fabric.

Why we need to act

- The 2011 Census showed the challenge facing the Welsh language, in particular in its traditional heartlands.
- There was a reduction in the number of Welsh speakers in Gwynedd, but not to the same degree as the south-west.
- The Council's language policy has secured regular opportunities for the residents of the county to live and work through the medium of Welsh.
- Gwynedd leads locally and nationally on linguistic planning.

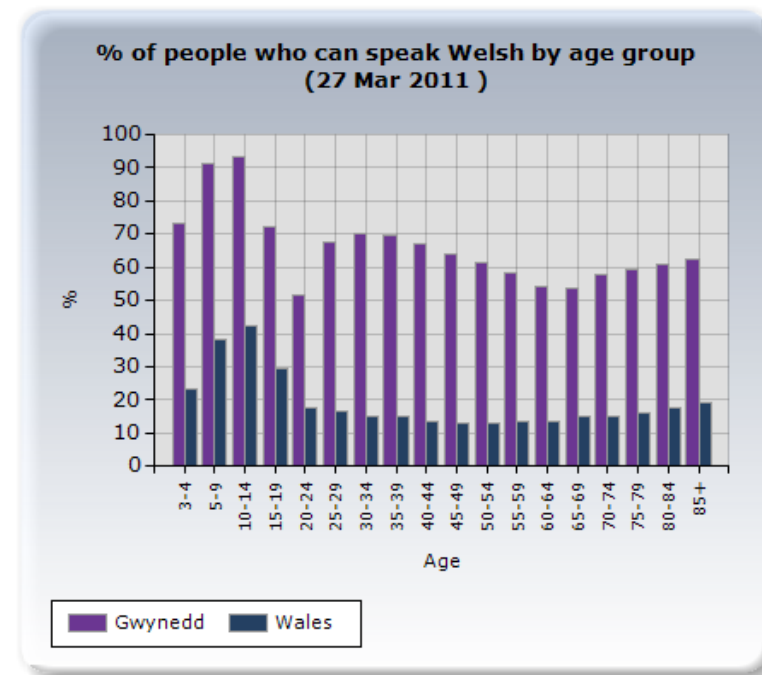
How do we compare with others?

The 2011 Census confirmed that Gwynedd was the most Welsh county in Wales with the highest percentage of Welsh speakers.

The 2011 Census showed a smaller reduction in the number and percentage which are able to speak Welsh in Gwynedd than in some of the counties of the south-west.

Relevant factors

- The 2011 Census showed that 65.4% of the county's residents speak Welsh
- The 2011 Census showed a decline of 3.6% in that percentage since the 2001 Census
- The 2011 Census showed that 70% or more of the population aged 3+ were able to speak Welsh in 40 of the 71 wards, a reduction from 42 in 2001 and 61 in 1991
- 34% of primary school children reported that English was the only language used by them and their friends in the school yard. (The research was undertaken in Gwynedd only).



“The Welsh language thriving in the communities of Gwynedd”

What has worked?

- Research on the situation of the Welsh language in arrangements for collaboration and working in partnership.
- Three pilot catchment areas are receiving training and aiming towards achieving the bronze award of the Gwynedd Primary School Welsh Language Charter in order to promote the social use made of the Welsh language by children.
- Successful national conference on the 'Future of Welsh Communities'.

"We have a number of things we should be proud of:-

The Welsh language continues to be the community language in the majority of the county.

Every child in Gwynedd primary schools receives a firm foundation in the Welsh language.

The Council leads others who serve the residents of Gwynedd to develop their use of the Welsh language.



Councillor Ioan Thomas

Who has benefitted?

Over 1,800 pupils in 23 primary schools have received a firm foundation in the Welsh language, as a social language, by means of the Language Charter;

The Welsh Language Skills Academy has assisted managers in one of the departments of Ysbyty Gwynedd to increase their use of the Welsh language.

The attendees of the conference on 'The Future of the Welsh Language' committed to establishing a local Menter Iaith and an intention to reconsider the strategies for Welsh for the Family.

Partners

Hunaniaith is the multi-agency structure that promotes the Welsh language in Gwynedd. The members of hunaniaith include: Gwynedd Council, Gwynedd Economic Partnership, Gwynedd Housing Partnership, Gwynedd Business Network, Bangor University, Mantell Gwynedd, Welsh Government, Betsi Cadwaladr University Health Board, North Wales Police, HM Courts Service, North Wales Fire and Rescue Service, Ambulance Service, Cymdeithas Tai Eryri, Natural Resources Wales, Snowdonia National Park, North Wales Welsh for Adults Centre, Gwynedd Primary Schools.

Any other information

The more detailed results of the 2011 Census have been received in 2012/13 and the Council will use them to set a more specific direction to the work in future.

Field indicators

Reference	Indicator	Strategic Plan Baseline	Performance 2011/12	Performance 2012/13	2014 Ambition
	% of 3-4 year olds able to speak Welsh (Census)	In Gwynedd, according to the 2001 Census, 2 parents who speak Welsh at home = 89.7% of 3-4 year olds can speak Welsh; single parent who speaks Welsh = 73.4% of 3-4 year olds can speak Welsh; one of two parents able to speak Welsh = 55.7% of 3-4 year olds can speak Welsh; no Welsh speaking adult = 34.6% of 3-4 year olds can speak Welsh	No data available until publication of Welsh language census October 2012.	73.0%	More families using the Welsh language in the home.
	% of children that receive an assessment in Language, Literacy, and Communication Skills at the end of the Foundation Phase (new indicator)	No baseline	2011/12 is the first year that 2nd year pupils will be assessed under the foundation phase. Data available September 2012.	87.6%	More children with a firm foundation in Welsh by the end of the Foundation Phase.
	% of the population of Gwynedd able to speak Welsh (Census).	69% of the population able to speak Welsh in Gwynedd according to the 2001 Census – net reduction of -1.8% since 1991. 41 Electoral Areas with over 70% of the population able to speak Welsh in 2011, compared to 60 wards in 1991.	No data available until publication of Welsh language census October 2012.	65.4% Increase to 89.1% of people aged 3 to 15 years that can speak Welsh compared to baseline figure of 88.6% in 2001.	More opportunities to use the Welsh language in the community.

Local Development Plan

In this field, we have set out the following result as an improvement objective that we are working towards:-

A land use strategy and policies which will address the main issues that are facing the Gwynedd and Anglesey Planning Authorities area.

In addition, we have noted the following experiences that describe the main elements of the result in greater detail:

- *Adequate and continuous supply of land for residential units*
- *Adequate and continuous supply of land for employment*
- *Environmental quality of the area maintained or improved*
- *Developments that are resilient to the effects of climate change*
- *Needs of communities are addressed locally.*



Local Development Plan – Land use strategy and planning policies that will address the main matters facing the Gwynedd and Anglesey Planning Authority areas

Introduction

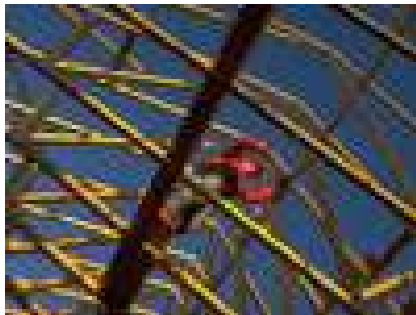
The intention of this Strategic Policy is to ensure that the strategic priorities identified by the Council are reflected within the land use vision and associated policies within the Joint Local Development Plan for Gwynedd and Anglesey.

The Project aims to achieve the following experiences:

- Adequate and continuous supply of land for residential units
- Adequate and continuous supply of land for employment
- Environmental quality of the area maintained or improved
- Developments that are resilient to the effects of climate change
- Needs of communities are addressed locally.

It was agreed to complete the following in 2012/13:

- Identifying options for growth with a number of residential units and lands for employment and retail.
- Ensuring that the pre-deposit plan addressed local strategic priorities that satisfied robustness tests.



Where we have reached

- The document *Preferred Strategy of the Joint Local Development Plan*, and supplementary material has been drawn up.
- Meetings have been held with key stakeholders in order to identify the local strategic priorities.
- Detailed studies have been completed that will provide the necessary evidence to satisfy the robustness tests and these will form the basis for policies within the Plan.

What difference have we made?

It is too early to show what differences the work will make to the lives of individuals in Gwynedd.

We will address showing the impact when developing the 2013-17 Project Plans.



CARE

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Field indicators

Reference	Indicator	Strategic Plan Baseline	Performance 2011/12	Performance 2012/13	2014 Ambition
	Identify the main issues and vision for the Plan.	This process will be based on the evidence base for the Plan which will be established following consultation with stakeholders in terms of strategic priorities for the County.	Main issues and vision have been identified and have been reported to the Council in October.	Cyngor Gwynedd a Chyngor Sir Ynys Mon wedi cytuno ar y Weledigaeth a'r amcanion strategol.	Agreement and consistency between the Local Development Plan and other strategic priorities for the County.
			Public participation refers to various documentary evidence including the Community Strategy and Public Appraisal scoping report of the Joint LDP.		
			Policy and Program Managers providing input through the Strategic Project Board.		
	Number of residential units and land area for employment within the pre deposit draft of the plan addressing local requirements.	To be established as part of the process of establishing the evidence base for the plan.	The number of housing units has been approved. But this needs to be monitored after the announcement of Census 2011 results (to be published mid 2012), and population / household forecasts mid-2011 (to be published in 2013).	Papur Testun Poblogaeth a Thai, Astudiaeth Tir Cyflogaeth a dogfen cyfranogiad cyhoeddus am opsiynau twf tai a materion eraill yn cofnodi'r sefyllfa bresennol a'r opsiynau ar gyfer y dyfodol wedi ei baratoi. Mae'r ddogfen Hoff Strategaeth sydd wedi cael ei gymeradwyo gan y ddau Gyngor ar gyfer ymgynghoriad cyhoeddus yn dweud faint o unedau tai ac arwynebedd tir cyflogaeth sydd eu hangen.	Cytundeb terfynol ar y nifer o unedau tai ac arwynebedd tir cyflogaeth sy'n angenrheidiol i gyfarch anghenion lleol yn seiliedig ar gasgliadau'r ymgynghoriad cyhoeddus ar y ddogfen Hoff Strategaeth (Cynllun Cyn Adnau) wedi cael eu ymgorffori yn y Cynllun Adnau

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Field indicators

Reference	Indicator	Strategic Plan Baseline	Performance 2011/12	Performance 2012/13	2014 Ambition
			Employment Land Study has been completed, which has identified land area to be protected / designated. Need to be monitored in conjunction with the Economic Development Service.		
	Stakeholders and individuals who were part of the consultation process on the pre deposit draft of the Plan.	Stakeholders identified within the Delivery Agreement.	The primary stakeholders have been identified within the Delivery Agreement. The Joint Planning Policy Unit database is being added while more information becomes available from other stakeholders.	Cafodd manylion y Panel Dinasyddion ei ychwanegu i'r gronfa ddata. Bydd adroddiad am gyfraniad budd ddeiliaid ac unigolion yn cael ei pharatoi ac ar gael i'w weld run pryd a'r ymgynghori cyhoeddus am y ddogfen Hoff Strategaeth. Caiff y ddogfen ei ddiweddarau fel awn drwy'r broses paratoi'r CDLI ar y Cyd.	Stakeholders and individuals taking part and contributing to the consultation process.
	Number of responses to the public consultation on the pre deposit draft of the Plan.	To be established.			High level of responses being resolved.

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Field indicators

Reference	Indicator	Strategic Plan Baseline	Performance 2011/12	Performance 2012/13	2014 Ambition
	Deposit Plan addressing the main strategic issues identified for Gwynedd.	No baseline.			Test of soundness undertaken of the Plan in relation to the vision and main strategic issues.

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Collaboration

Introduction

Gwynedd Council collaborates closely with other Councils in Wales, the Welsh Government, the Third Sector and other agencies in order to secure a provision of the most efficient services for the benefit of the county's residents. The Welsh Government is urging local authorities to collaborate.

The story behind the performance

As a result of the financial challenges and the need to protect and improve our services, the Council must change the way it operates. We have identified a need to develop a culture of collaborating with other councils as one way the Council could change in order to achieve this. An agreement was signed with the Welsh Government (subject to conditions) on 1st of March 2012 which commits Councils to collaborate, namely the Compact.

Collaboration criteria and principles

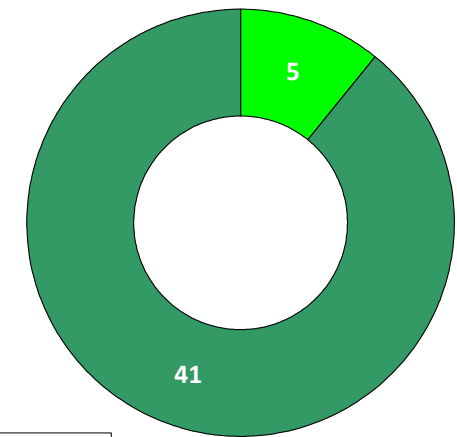
- Securing benefits for Gwynedd
- Improving Access to services
- Improving performance
- Securing a return on our investment
- Protecting the Welsh language. It is our duty to provide services in our citizens' language of choice.
- Securing a Fair Employment Distribution amongst the people of Gwynedd
- Sharing expertise, resources and opportunities
- Avoiding duplication
- Retaining our commissioning role *
- Risk is assessed in relation to the danger to service quality provision to residents of Gwynedd

Where have we reached?

The Cabinet have received quarterly progress reports on:

- The progress of collaboration projects
- The progress of collaboration projects against the agreed criteria.

This has enabled us to mcome to decisions on the Collaboration programme.



■ Number of collaboration projects that have been adopted during 2012/13
 ■ Number of live collaboration projects



Collaboration

North Wales Regional Schools Effectiveness and Improvement Service Project

The Council collaborated with the Welsh Government to create a Schools Effectiveness and Improvement Service (GwE) and it has been operational since 1 April 2013. After careful consideration, it was decided that Gwynedd Council would act as the Host Authority. This means that Gwynedd is responsible for the arrangements, providing resources and providing support as employers.

Closed circuit television

The bid for funding from the Welsh Government Collaboration Fund proved unsuccessful and as a result, it was decided to end the current regional project. The project was unable to continue due to the financial implications.

A Regional Centre for Commissioning, Purchasing and Monitoring – Social Services

A North Wales Commissioning Centre for social services care was established in October 2012 which allows consistent monitoring and improved quality control in service provision across the region.

“Protecting and developing educational standards is key and this is confirmed as a national priority that is being addressed at present, and this, in reality, is also driving this collaboration development”

Chief Executive, Gwynedd Council

What difference have we made?

- Collaboration has enabled us to share resources and achieve improvements when providing services for the people of Gwynedd. The Rationalising Partnerships project between the Isle of Anglesey and Gwynedd has created a Local Service Board to jointly plan, commission and govern the work of partnerships.
- By committing to these projects, we maximise the value for money for ratepayers and focus on improving the impact we have on our customers
- We have nurtured additional skills and knowledge from the collaboration projects



Glossary

Field	Term	Definition
CARE	Adaptations	Adaptations refer to work done in a home which helps the occupant to be safe and as independent as possible. Differently to aids, it is not possible to return adaptations, and their size varies greatly. For example an adaptations can be as simple as installing a handrail or stair lift to building an extension.
	Informal Support	Informal Support refers to a social service that is being offered to older people in Gwynedd, and is not a formal Social Services service. The service includes various sessions such as light exercise, drawing and a chance to socialise with others from the community.
	Enablement	Help for people to re-learn skills that they might have lost, or to develop new skills to be more independent and improve quality of life.
	Extra Care Housing	A facility that supports those who need extra care to live a more independent life. They are self-contained houses with support and care. These services are available 24 hours a day, 7 days a week accordingly.
	Sheltered Housing	Rented accommodation that is specially designed for older, disabled and vulnerable people who want to enjoy independent living. They include self-contained unfurnished flats, bungalows or studio apartments. Each scheme has a warden and 24 hour community alarm service.
	Direct Payments	With Direct Payments local authorities pay individuals directly in order for them to purchase their own care. Direct payments support independent living by enabling individuals to make their own decisions and control their own lives.

Field	Term	Definition
	Telecare	Assisted technology equipment that enables people to live as independent as possible in their homes. It includes alarms, monitoring lifestyle and telehealth.
	Basic Telecare	A telecare package that includes an emergency button and fire alarm which is linked to a monitoring center
	Specialist Telecare	A telecare package which in addition to what is offered in the basic package can include such equipment as epilepsy or medication taking sensors. A package which is tailored to the individual.
ECO	The <i>Potensial</i> Scheme	Part of a regional initiative for targeting young people between the ages of 11 and 16 who are facing difficulties such as underperforming or missing school, also offering support to young people between the ages of 16 and 19 already at college but in danger of leaving. The initiative is supported by the European Social Fund as well as the Welsh Government and local partners.
	Green Gwynedd	A Gwynedd Council project to identify the potential of renewable energy for the county, through both alternative energy and Wylfa B, and to create the basis for developing work opportunities in the energy sector for Gwynedd businesses, residents and communities - this as a part of wider efforts to ensure an economically prosperous future for the county.
	Energy Island	A strategic programme by the public and private sectors that establishes the image of Anglesey as a place that will derive maximum economic benefit from Wylfa B and energy production through a variety of other methods, thus contributing substantially to the economic prosperity of the island and North-west Wales.

Field	Term	Definition
ENV	Local Services Board	The Local Services Board is a Strategic partnership of leaders of the public sector and the third sector. Its main objective is to improve services and living standards through collaboration, innovation and problem solving by focusing on the citizen. The Local Services Board is responsible for the Single Integrated Plan.
	Here to Help Scheme	The aim of the project 'Here to Help' is to improve standards of energy efficiency in housing, and to help people avoid fuel poverty by offering insulation installations in homes and advice on energy saving.
TRANS	Sustainable Procurement Policy	Policy to ensure that the Council undertakes procurement activities in a responsible and sustainable manner, whilst also maximising opportunities to make the best possible use of the Council's expenditure to improve economic, environmental and social performance within the County.
COLLABORATION	Retaining our commissioning role	Is Gwynedd keeping role: Needs analysis Planning Action Review.
COLOURS	Green	Measures that have met the year's ambition. Projects/work streams that have achieved the year's benefits.
	Amber	Measures that have failed to meet the ambition but are within the acceptable level. Projects/work streams that have made acceptable progress towards achieving the year's benefits.
	Red	Measures that have not met the year's ambition, and are outside the acceptable level. Projects/work streams that have not achieved the year's benefits.

Field	Term	Definition
APPENDIX 1	Performance against Wales	Shows performance by comparing Gwynedd against Wales average for the current year.
	↑	Better
	↔	The same
	↓	Worse
APPENDIX 2	Performance based Quartiles	Shows Gwynedd's position within quartiles comparative to all Welsh Authorities. With Quartile 1 = Highest, Quartile 4 = Lowest.
	Trend	Shows Gwynedd's performance by comparing current year with previous year.
	↑	Showing improvement in performance
	↔	No change in performance
	↓	Showing deterioration in performance

Appendix 1 – Council Key Measures.

These are the measures which demonstrate Council performance on its core services.

Service	Reference	Measure	Performance 2010/11	Performance 2011/12	Performance 2012/13	Welsh Average 2011/12	Trend	Performance against Welsh Average
The Council	RhPe1	% of departments who's indicator series for 2012/13 focuses on outcomes	-	11	11.00%		↔	
The Council	Cyd1	Number of collaboration plans adopted by the Council with appropriate benefits for the county's residents	-	-	5			
Education	DGD17	% of 16 - 18 year olds not in education, employment or training	-	3.60%	3.04%	4.20%	↑	↑
Education	DANS08	% of pupils aged 15 who achieve the Level 2 Threshold - (5 A* – C Grades) or equivalent	65.00%	70.70%	75.10%	72.60%	↑	↑
Education	GY03	% of Gwynedd Secondary Schools in the upper half in relation to additional value from KS2 (7-11 years old) to the Level 2+ Threshold in KS4 (14-16 years old)	-	-	78.50%			
Education	GY04	% difference between the performance of KS2 pupils who are entitled to free school meals and KS2 pupils who are not eligible for free school meals in the Core Subjects Indicator	12.13%	26.83%	13.70%		↑	

Service	Reference	Measure	Performance 2010/11	Performance 2011/12	Perfformiad 2012/13	Welsh Average 2011/12	Trend	Performance against Welsh Average
Education	GY05	% difference between the performance of KS3 pupils who are entitled to free school meals and KS3 pupils who are not eligible for free school meals in the Core Subjects Indicator	24.26%	31.24%	26.60%		↑	
Education	EDU/002i	% of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without a qualification	0.21%	0.21%	0.00%	0.40%	↑	↑
Education	EDU/008b	Number of pupils permanently excluded in the secondary [per 1,000 on the register]	1.71	1.03 (7 pupils)	2.2 (14 pupils)	0.6	↓	↓
Social Services	OED03	Enablement - % of cases that have received a period of leave without enabling care package	-	-	45.74%			
Social Services	SCA/019	% of adult protection referrals completed where the risk has been managed	70.91%	98.00%	99.4%	91.84%	↑	↑
Social Services	SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	60.47%	49.72%	46.53%	77.53%	↑	↓

Service	Reference	Measure	Performance 2010/11	Performance 2011/12	Perfformiad 2012/13	Welsh Average 2011/12	Trend	Performance against Welsh Average
Social Services	SCC/035	% of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	40.00%	37.50%	63.64%	46.09%	↑	↑
Social Services	SCC/006	% of referrals during the year on which a decision was made within 1 working day	83.41%	97.00%	98.80%	97.20%	↑	↑
Social Services	Diogelu3/S CC010	% of referrals that are re-referrals within 12 months (exclude GAP)	27.44%	39.10%	30.60%	27.00%	↑	↑
Social Services	CSC034	Average time taken to complete a required core assessment	-	-	24 Days			
Social Services	Diogelu2	The proportion of risk assessments presented to Case Conferences which were considered to illustrate quality in decision making	-	-	96.59%			
Social Services	OED04	Enablement - % of Enablement service recipients who returned within 2 years	-	-	11.7%			
Social Services	SCA/007	% of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	62.69%	69.58%	76.80%	80.90%	↑	↓
Economy	SaC01	% of supported individuals of working age who move on to work (NWC and GENESIS)	-	-	7.00%			
Economy	SaC04	Number of apprentices employed	-	-	18			

Service	Reference	Measure	Performance 2010/11	Performance 2011/12	Perfformiad 2012/13	Welsh Average 2011/12	Trend	Performance against Welsh Average
Economy	Twr4	Benefit to the local economy from supporting strategic and high-profile events	-	-	£4,994,155.40			
Provider and Leisure	Ge05	% of secondary school pupils (11-16 years old) who state that they used to be idle but now participate in 5x60 activities during the year	-	-	Methu Casglu Data			
Provider and Leisure	DPI07	% of children within the primary sector who choose school lunches daily	-	-	55.00%			
Provider and Leisure	DPI08	% of children within the secondary sector who choose school lunches daily	-	-	30.00%			
Youth Service	GI5	Number of accreditations young people receive through the Youth Service	210	561	628		↑	
Youth Service	Ieu3	% of young people supported by school youth workers who engage	-	-	100.00%			
Provider and Leisure	DADH.34	Number of visits to leisure and sports centres during the year per 1,000 of the population	12439.94	12135.19	12,408	8,864	↑	↑
Provider and Leisure	DADH.01	Number of days lost due to sickness absence per member of staff (Provider and Leisure)	11.78	11.53	13.34		↓	
Provider and	DPI10	% of active centres that offer customers a nutritious optional menu	-	-	17.00%			

Service	Reference	Measure	Performance 2010/11	Performance 2011/12	Perfformiad 2012/13	Welsh Average 2011/12	Trend	Performance against Welsh Average
Leisure								
Provider and Leisure	DADH.42	% of primary school pupils attending lessons who manage to achieve a Level 3 standard in the swimming assessment	63.00%	80.00%	80.00%		↔	
Provider and Leisure	DADH.39	% of primary school pupils (7-11 years old) who undertake extra-curricular physical activity by means of Dragon Sport over an academic year period.	-	-	88.60%			
Provider and Leisure	Ge02	(5 x 60): Number of individuals participating as a % of the current 5x60 school population	-	-	70.31%			
Highways and Transport	PB01 (THS/011a)	% of A roads in a poor condition	5.10%	5.60%	5.20%	5.30%	↑	↑
Highways and Transport	PB02a (THS/011b)	% of B roads in a poor condition	5.20%	5.50%	5.30%	7.50%	↑	↑
Highways and Transport	PB02b (THS/011c)	% of C roads in a poor condition	7.90%	7.83%	10.30%	18.80%	↓	↑
Highways and Transport	PB11a (STS/005a)	Measure of Street Cleanliness and Appearance	70.89%	73.00%	71.88%	72.20%	↓	↓

Service	Reference	Measure	Performance 2010/11	Performance 2011/12	Perfformiad 2012/13	Welsh Average 2011/12	Trend	Performance against Welsh Average
Housing	HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	181.06	143.2	161	130	↓	↓
Planning	CT29	% of all relevant planning applications determined within 8 weeks	-	-	73.13%			
Food Hygiene	GyC10 PPN/008ii	% of new businesses identified which had a risk assessment visit or which had returned a self assessment survey during the year for Food Hygiene.	73.68%	73.24%	90.00%	83.00%	↑	↑
Food Hygiene	PAM9 (PPN/009)	% of food establishments which are 'broadly compliant' with food hygiene standards	82.31%	88.72%	95.44%	86.03%	↑	↑
The Council	Eff5	% of savings plans with a positive equality impact assessment	-	-	100.00%			
The Council	Eff6	Number of proposed new efficiency savings plans that have been equality impact assessed	-	-	104.00%			
The Council	D2.1	Number of days lost to sickness absence per member of staff	8.7 days	8.29 days	8.52		↓	
The Council	PEN07	Level of staff satisfaction with the Council as a place to work	-	573	546.6		↓	
The Council	CD6.03	% of invoices received that were paid within 14 days (across the Council)	-	62.10%	65.00%		↑	

Service	Reference	Measure	Performance 2010/11	Performance 2011/12	Performance 2012/13	Welsh Average 2011/12	Trend	Performance against Welsh Average
The Council	CD5.01	Council's actual expenditure in comparison with the budget	12.2% (Increase over 3 years)	16.13% (Increase over 4 years)	0.40%		↓	
The Council	CD11.01	Council Tax collection rate	96.70%	96.80%	97.15%	96.70%	↑	↑
Land and Property	LEGIO01	% of legionella assessments that were completed on time	-	-	100.00%			
Land and Property	LEGIO02	The number of recommendations following the legionella assessments that received a timely response	-	-	No data			
Customer Service	DGCH02	% of letters answered within 15 working days	81.00%	86.00%	87.00		↑	
Customer Service	CD12.03	The time taken to process new Housing Benefit and Council Tax Benefit claims	38	21.4	21.0	21.0	↑	↑
Customer Service	CD12.04	The time taken to process changing events in Housing Benefit and Council Tax Benefit	7.8	3.8	3.8	7.0	↑	↑

Appendix 2 – Statutory Indicators

These are the indicators that we must collect in accordance with the requirements of the Welsh Government.

Service	Reference	Indicator	Performance 2010/11	Performance 2011/12	Performance 2012/13	Welsh Average 2012/13	Trend	Performance against Wales
Social Services	SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	7.84	1.39	1.16	4.57	↑	↑
Social Services	SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	60.47	49.72	46.53	77.53	↓	↓
Social Services	SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	26.72	24.90	24.69	20.63	↑	↓
Social Services	SCA/019	The percentage of adult protection referrals completed where the risk has been managed	70.91%	98.64%	99.40%	91.84%	↑	↑
Social Services	SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transition arrangements, in the 12 months to 31 March.	19.47%	14.06%	14.50%	13.70%	↓	↓
Social Services	SCC/004	The percentage of children looked after on 31 March who have had	8.00%	3.59%	4.40%	9.40%	↓	↑

Service	Reference	Indicator	Performance 2010/11	Performance 2011/12	Performance 2012/13	Welsh Average 2012/13	Trend	Performance against Wales
		three or more placements during the year						
Social Services	SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	7.84%	45.10%	40.00%	37.50%	↓	↑
Social Services	SCC/033d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19			87.50%	93.40%		↓
Social Services	SCC/033e	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19			85.70%	93.20%		↓
Social Services	SCC/033f	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19			35.70%	56.40%		↓
Social Services	SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority	188	314	289	220	↓	↑

Service	Reference	Indicator	Performance 2010/11	Performance 2011/12	Performance 2012/13	Welsh Average 2012/13	Trend	Performance against Wales
		maintained learning setting.						
Social Services	SCC/041a	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.	93.20%	94.20%	100.00%	89.50%	↑	↑
Housing	HHA/013	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.	87.46%	66.35%	92.47%	62.60%	↑	↑
Housing	PSR/002	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in engaged in education, training or employment at the age of 19.	291	281	298	271	↓	↓
Housing	PSR/004	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	4.74%	4.32%	4.34%	5.11%	↑	↓
Regulatory and Planning Services	PLA/006	The average number of calendar days taken to deliver a Disabled Facilities Grant.	41.42%	27.14%	30.00%	45.00%	↑	↓
Education	EDU/002i	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	0.21%	0.21%	0.00%	0.40%	↑	↑

Service	Reference	Indicator	Performance 2010/11	Performance 2011/12	Performance 2012/13	Welsh Average 2012/13	Trend	Performance against Wales
Education	EDU/002ii	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	8.33%	0.00%	0.00%	5.70%	↔	↑
Education	EDU/003	The total number of pupils aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual school census in January.	83.20%	82.82%	86.20%	82.80%	↑	↑
Education	EDU/006ii	The total number of pupils in local authority care aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual school census in January.	81.70%	83.00%	86.10%	16.80%	↑	↑
Education	EDU/011	The average point score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority.	418	484	525	468	↑	↑
Education	EDU/015a	The total number of pupils for whom statements of special educational needs were issued for the first time during the year, including exceptions.	86.67%	90.91%	87.80%	71.30%	↓	↑
Education	EDU/015b	The total number of pupils for whom statements of special educational needs were issued for the first time during the year, excluding exceptions.	100.00%	100.00%	100.00%	95.90%	↔	↑
Education	EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools	52.10%	53.40%	55.00%	50.70%	↑	↑

Service	Reference	Indicator	Performance 2010/11	Performance 2011/12	Performance 2012/13	Welsh Average 2012/13	Trend	Performance against Wales
		maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics						
Waste Management	WMT004b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way.			47.11%	41.03%		↑
Waste Management	WMT/009b	The percentage of municipal waste collected by local authorities sent to landfill.			51.20%	52.26%		↓
Highways and Transport	STS/006	The percentage of reported fly tipping incidents cleared within 5 working days.	94.91%	95.07%	93.80%	91.79%	↓	↑
Highways and Transport	THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass.	78.37%	71.39%	84.70%	84.80%	↑	↓
Culture and Sports	LCS/002	The number of visits to local authority sport and leisure centres during the year per 1,000 population, where the visitor will be participating in physical activity.	12440	12135	12408	8864	↑	↑
Culture and Sports	LCL/001b	The number of visits to public libraries during the year per 1,000 population.	5072	5741	5176	5968	↓	↓

MEETING:	Full Council
DATE:	19 September 2013
CABINET MEMBER:	Councillor R H Wyn Williams
TITLE:	Annual Report 2012-13 of the Statutory Director of Gwynedd Social Services Report on the efficiency of Social Services 2012-13
AMCAN:	Members are asked to accept the report
AUTHOR:	Morwena Edwards, Statutory Director and Head of Social Services, Housing and Leisure

1. Introduction

- 1.1 It is a statutory expectation that the Council publish the 'Director of Social Services Annual Report' which reports on the efficiency of the Social Services Department.
- 1.2 The report must be easy to understand, telling the public and stakeholders how well Social Care Services is performing in Gwynedd. At the end of the process, it is an expectation that the report is presented to Council Members.

2. The process

- 2.1 This process was introduced during 2010. It is unique to Wales and Social Services where it is a requirement for the Statutory Director of Social Services to accept personal responsibility to report publicly on the performance of services in addition to the experience of providing services within the local context.
- 2.2 The Statutory Director must take into account the available information and experiences that impact upon the ability of Social Services to provide dependable and sustainable services of the highest quality.
- 2.3 Although this is a specific responsibility on the Statutory Director, the work and the task must be carried out in a way that reflects and facilitates collaboration which is an integral part of this area of work.
- 2.4 There are 4 stages to the process, which are:

i. The Annual Report (presented as Appendix 1).

A public document, summarizing the Director's opinion on the Service's efficiency during 2012-13 and which outlines the improvement priorities for subsequent years.

ii. An analysis of the Services efficiency

A detailed self assessment process, agreeing on judgment about the service and identifying priorities for improvement. The Authority needs to make sure that stakeholders have had the opportunity to 'challenge' our assessment and judgment. This is not a public document but is available upon request.

iii. Evidence Trail

It is an expectation that evidence be collected which will justify the assessment and our judgment.

iv. Business Plan

The business plan is formulated so to achieve the improvements identified in the report.

3. Recommendation

3.1 Members are asked to accept the report.

APPENDIX 1

FINAL DRAFT

Annual Report 2012-13

**by the Statutory Director of
Gwynedd Social Services**



July 2013

The Statutory Director's Annual Report 2012-13

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Executive Summary

This is the Director of Social Services' Annual Report for 2012-13. The report's purpose is to share information on the performance and efficiency of Social Services in Gwynedd. It is possible to obtain more detailed information by contacting the Council's Social Service, Housing and Leisure Department.

As the Social Services Director, I wish to thank all that have contributed to the work of Social Services over the past year. The successes noted within the report derive from the efforts of a number of sectors and individuals.

2012/13 has been a year of successes and challenges. Progress was noticeable in a number of areas including responding to referrals, holding reviews, safeguarding conferences, statutory visits and young carers, and this during a period where there has been increasing demand due to demographic changes and families needs in general. Certain areas remain a challenge, including the high level of traditional residential provision, level of support in the community for adults, and ensuring timely personal educational plans and health assessments for looked after children. Further efforts are required to ensure future success within these areas.

When looking to the future, we must consider the context of prolonged financial pressures, demographic changes and increased expectations. Future services need to be sustainable and this is mirrored in the Welsh Government Social Services and Welfare Being Bill. The Bill identifies the need to ensure the well-being of people is central, by providing those who need services a voice and control in addition to protecting and safeguarding children, young people and vulnerable adults. To ensure this we must develop new appropriate services for specific groups and to regulate and monitor the services provided so to ensure the highest standard.

We in Gwynedd must plan a future that is sustainable. We must think differently to ensure that this occurs. We are very fortunate in Gwynedd that we have a strong foundation of viable communities and committed individuals. This is the foundation essential for future planning and provision. By ensuring that we co-produce services through building upon the strengths of individuals and communities, there is a potential to create a sustainable future.

Ensuring change is not an easy task, especially if it entails us to all think differently. Even so, there exist a real opportunity for us to co-create and co-produce a positive and sustainable future for the people of Gwynedd.

Foreword

The past year has been very challenging but exciting and I predict that this will also be true for the year ahead. We certainly cannot continue to operate in the same way as we have been doing. We must co-produce new ways to respond to the challenges that exist and to those that are ahead of us. To do so we must all be open minded and show a willingness to find new and exciting solutions. Together we can succeed in providing the best for Gwynedd's citizens, both today and tomorrow, and within a financially challenging period.

We increasingly hear about the enormous problem that is ahead of us in terms of the forecasted growth in the number of older people who will require our services. Here in Gwynedd I believe that it is our duty to celebrate this growth as it is these people who contribute such a great deal towards maintaining our communities by being active members of local societies and organisations. They volunteer to support others, and of course, these are the people who are likely to be "caring" either for a partner, a family member with special needs, a neighbour or a friend, or are "babysitting" and enabling young family members to go out to work knowing that their children are receiving the best care. Therefore, the contribution of older people means that there is less demand for our sparse formal services and it is certainly our duty to collaborate with them to plan and develop our services for the future.

We know that one of the priorities as people become older is to ensure that they can remain at home in their communities for as long as possible. This could mean promoting and maintaining independence using different methods, such as reablement, home care, day care and telecare. Our challenge within Social Services in Gwynedd is to ensure that we support communities to fill the gaps in informal care which could promote the independence of individuals. This will release our limited resources to provide formal care to enable us to meet the care needs of the people who are facing intensive and complex needs.

Whatever we face as a Department, there is no doubt that we will need to continue to protect and safeguard those children, young people and adults who are vulnerable and open to harm – this is our priority. The Council's vision is that we will support them to live fulfilling lives. If we are successful we shall see a reduction in the number of children in need and the number of looked after children in Gwynedd – the numbers have gradually increased over previous years. We shall also see a reduction in the number of people moving to residential placements and it is encouraging to note that we've seen a reduction in these numbers in recent years with more and more people receiving support to live in their own homes.

We are very aware of the need to target those families who are facing the greatest difficulties and provide them with support to develop the necessary skills and experience to reach their potential as parents and provide their children with the best possible opportunities. Part of the solution is the provision of support services which can prevent difficulties, and are placed within communities that are easily accessible to everyone. Our responsibility will be to plan and develop more specialist services to support families who face complex and intensive problems.

However, it is inevitable that some children and young people will be so vulnerable that it will not be possible for them to stay at home. As a Department we are very grateful to the foster carers who work with us and who are part of our team – they are more than willing to provide these children and young people with a stable home and are happy to work in partnership with parents (as appropriate) to facilitate the process of allowing the child to return home.

Perhaps what is most apparent in this short foreword is the fact that Social Services is a partnership rather than a standalone body. A Partnership that includes the third sector, private

sector, communities, carers, volunteers, foster parents, today and tomorrow's service users, and children and young people. We are all members of society and are likely, at some point, to require assistance and support.

My vision is that our communities will be strong enough to ensure simple support and that this will be an integral part of the future of "care" in Gwynedd. We, within Social Services, can contribute towards the work of developing such a model but we will be able to focus our resources on responding to the intense and complex needs of individuals in order to help them to "remain at home" safely and happily, be those children, young people or vulnerable adults. The challenge is to co-produce the care of the future and provide equal status in the relationship to individuals, families and communities. The process requires everyone's input.

It is my pleasure to present the Annual Report of Gwynedd Council's Social Services Department for 2012/13. It provides an illustration of our efforts over the past year and provides an indication of our priorities for the year ahead. This is my first Report following my appointment in August 2012 as Statutory Director of Gwynedd Social Services. It is my honour and privilege to lead Gwynedd Council's Social Services, Housing and Leisure Department, a department which came into existence in its new form following the Council's internal restructuring to coincide with my appointment. It is unlikely that any other department contributes more towards the well-being of individuals in Gwynedd; as a department within the Council we are also critical in responding to several social challenges, those that face us now and those that are foreseen in the future.

I wish to take this opportunity to thank all of our staff, providers and partners for their commitment and hard work in ensuring that children, young people, vulnerable adults and their families receive the best possible services. I would also like to thank the Cabinet Member for Care for his tireless guidance and support during the year. I sincerely hope that this report will provide a clear picture of what is being accomplished and of our commitment to continuous improvement.

If you have any suggestions regarding the development of care services in Gwynedd you are more than welcome to contact me. It must be borne in mind that "care" is a dynamic process – solutions will only be found through collaboration.



Awen Morwena Edwards

**Statutory Director and Head
Social Services, Housing and Leisure Department
Gwynedd Council**



July 2013

1. “We must all think differently”

The purpose of this report is to share information with our service users, families and carers along with our staff, partners, and the people of Gwynedd about what we achieved last year and how successful we were. We are also eager to share our vision, intentions and priorities for the year ahead.

Social Services and Care encompasses a broad area and it would be difficult for this report to address every aspect – therefore we offer an overview and we invite any one who requires more detailed information about a specific area to visit Gwynedd Council’s Social Services website www.gwynedd.gov.uk/socialservices. People can also contact the Department directly and the details can be seen at the end of the report.

What is happening on a national level, and our local vision

This section deals with some of the national factors which impact on the development of our services on a local level. It also notes our vision, our principles and the pledges given to the people who come into contact with our services.

Social Services in Wales

We anticipate significant changes in social services in Wales in response to the Social Services Bill (Wales). In January 2013 the first phase of the Bill was launched with the aim of establishing a cohesive legal framework for Social Services in Wales and transforming services. It is inevitable that these changes and developments will have an impact on us in Gwynedd and we look forward to embracing the challenges ahead.

Why is change needed?

- An increase in demand for services is projected, especially considering the increase in the older population
- Society is changing and there will be a need to respond to these changes
- There are fewer resources available and there is a need to ensure that we provide services that offer value for money, are timely and are of the highest standard.
- There is a need to ensure the consistency of provision across Wales so that service users and carers are treated equitably
- There is a need to develop strong and sustainable services to response to the needs and aspirations of children, young people and adults of the future



What will be the main changes and priorities?

- Focus on the well-being of people in need, including carers
- Give those who need services a voice and control

- Ensure a strong national direction and local accountability
- Protect and safeguard children, young people and vulnerable adults
- Regulate and control services and provision in order to ensure the highest standard
- Develop new appropriate services for specific groups

Welfare Reform Act

One major policy change which came into effect on the 1st of April 2013 was the reform of the welfare benefits system in Wales and Britain. Commencing this year, some existing welfare benefits will begin being phased out and replaced by a new benefits system. Means-tested benefits, such as income-based Jobseeker's Allowance, Working Tax Credit and Housing Benefit, will eventually be replaced by one benefit called Universal Credit.

The Welfare Reform Act is likely to have a negative effect on approximately 12,300 Gwynedd residents and it is estimated that up to £19million per annum will be lost from the local economy.

As a local response Gwynedd established a multi-agency Task Group in August 2012 and an internal Project Board in December 2012. The Task Group includes representatives from the relevant departments within the Council, housing associations, Citizens' Advice Bureau (CAB), Shelter Cymru and the Department for Work and Pensions (DWP) alongside four Cabinet members. The internal Project Board sets the strategic direction, tracks progress and co-ordinates expertise and resources across the County through the Task Group.

The purpose of these arrangements is to ensure that our most vulnerable citizens are supported to cope with the measures contained within the Welfare Reform Act in a manner which makes full use of the skills, expertise and resources which are available within the County.

Our Vision as a Council...

“Supporting the people of Gwynedd to thrive in difficult times.”

- Ensuring that the voice of citizens, users and carers is central to planning, developing and evaluating services along with individual care arrangements
- Contributing to strengthening communities in order to enable us to support the most vulnerable people
- Developing our relationship with service providers within and outside the Council
- Continually improving practice by focusing on outcomes for our service users
- Securing a workforce that has the necessary skills and managers who can lead on change
- Strengthening the ability to safeguard children, young people and vulnerable adults
- Improving and developing joint services, particularly with key partners such as health and developing new service models with them
- Developing the preventative agenda and the agenda of promoting independence

Our Aim as a Department...

“To support our service users to reach their full potential to live at home for as long as they wish securely and happily.”

The main purpose of the Social Services Department is to safeguard children, young people and vulnerable adults and support them to live as independently as possible in their communities. We do this by co-producing the future in equal partnership between individuals, families, communities and professionals.

Our intention in doing this will be to:

- Promote and maintain the well-being of individuals, families and carers
- Develop the resilience of families and communities
- Provide a sound basis for social work and good care provision
- Focus on rehabilitation and maintaining independence
- Ensure the right care in the right place at the right price

Our basic principles – our pledges

We will:

- Regard everyone as individuals.
- Promote the voice of service users and collaborate with them to plan, develop and evaluate services
- Enable people to make decisions based on clear and accurate information
- Respect and maintain dignity, promote equal opportunities and respect diversity
- Develop and promote services that respect and encourage independence whilst protecting the most vulnerable from harm
- Develop and support services that gain the trust and confidence of service users, carers and families and that are also highly respected by the population of Gwynedd
- Employ staff who embrace responsibility for continuous development and improvement

2. Our social services in Gwynedd

Service users, carers and the public deserve safe services of the highest standard and Social Work and Care organisations have a statutory duty to provide these services. Therefore, when developing services there is a need to secure the factors that contribute towards strong and effective governance. The core factors of such a model include:

- Leadership and Accountability
- Safe and Effective Practice
- Accessible, flexible and responsive services
- Effective communication and information
- Promote, safeguard and improve social health and well-being

Social Care Governance Model



(Smyth,C. and Simmons, L., 2006)

The following section elaborates on specific factors of the model within the context of the Department's functions.

Leadership and Accountability

The Statutory Director

Recently, in accordance with the recommendations of CSSIW and guidance from the Welsh Government, it was decided to place the responsibilities of the Statutory Director of Social Services on the Corporate Director in Gwynedd. This ensures that the role is at the highest level in the Council. It is inevitable that this will mean some structural changes within the Department during the year ahead. These will be on a higher managerial level with the intention of strengthening accountability and increasing the emphasis on developing high quality practice which provides value for money.

The Council's Strategic Plan

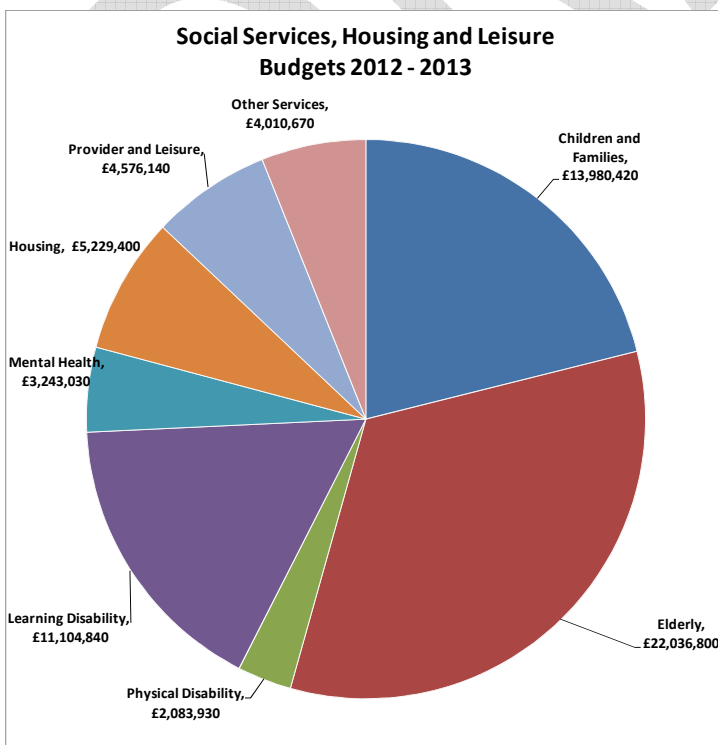
The Council has adopted a Strategic Plan for 2013-17 which gives due attention to undertaking significant changes in social care. The primary visions in terms of health care and well-being is to "support children and vulnerable people to live fulfilling lives" and "to inspire the people of Gwynedd to live healthy lives".

It is aimed to realise the visions by:

- Responding efficiently to the needs of vulnerable people so as to ensure sustainable care services
- Increasing preventative work in relation to adults and older people services
- Protecting children and adults
- Increasing preventative work and targeting inequalities in the health field



Financial and Human Resources



During the last year the Department succeeded in keeping a satisfactory control on the budget and improving financial management overall. Given the difficult financial climate this should be commended. Savings targets were also set for the services and although significant savings were achieved through various projects, delays were seen in realising the objectives of some of the main projects. It is inevitable that this will increase the pressure over the coming year as there will be a need to achieve the savings target as well as identify further savings. This is one obvious reason for the need to transform the way we operate.

Although there is pressure placed on our budgets, we are very fortunate here in Gwynedd to have a committed and enthusiastic workforce that is willing to face the inevitable challenge and changes ahead. We have a workforce that is very stable with only a few staffing changes from year to year. This is beneficial to the service but we also recognise that there is a need to ensure that this does not contribute to a sense of self-complacency and that services continue to develop and improve based on the evidence of best practice.

Learning, developing and training

If we are to ensure professional development (individuals, teams and the services in their entirety) it is necessary for learning opportunities, including training opportunities, to be available to every member of staff.

During the previous year a successful Adults Services conference was held which focused on the theme of “Change” whilst also a successful conference based on changes in the Learning Disabilities service for providers, staff, service users and carers was held. A comprehensive programme of training for the Learning Disabilities service has been arranged for the forthcoming year as a response to the findings of an external and independent review. The review is addressed later on in the report.

The Children and Families Service decided to focus their training programme on improving and strengthening the core skills of social workers and in doing so improving the quality of the assessments and the care planning for children and young people across the service.

A new qualification has been established for newly qualified social workers in Gwynedd and across Wales to promote their skills and confidence. The qualification, a Graduate Certificate in Consolidation of Social Work Practice validated by the University of Wales Trinity Saint David, has been designed and developed by a partnership of 12 Welsh local authorities, collectively called **Porth Agored**.

This certificate is the first to be approved by the Care Council for Wales, as part of its new framework of Continuing Professional Education and Learning for Social Work in Wales, which aims to further improve the standard of social work practice and to support social workers as they progress within their profession.



“This is an important development for Gwynedd in order to ensure the development of our social workers to correspond with the Sustainable Social Services for Wales agenda. It is good to see Gwynedd collaborating with councils and partners across Wales in order to ensure that there is an appropriate and sustainable provision for our workforce.”

Councillor R H Wyn Williams, Gwynedd Council Cabinet Member for Social Services

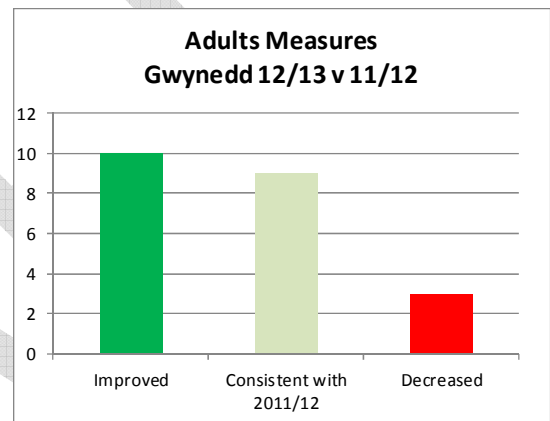
Performance Management

We continue to improve our processes for gathering data and we are confident that we can report in an intelligent, accurate and timely way on our performance. However, the need to ensure progress in this area continues and we have established a work programme for 2013/14 which includes working with specific teams in order for them to develop information analysis skills as a first step when evaluating and planning their work for the future. Our hope is that this information will be beneficial on a local level when identifying gaps in provision and when prioritising developments.

For some years now, social workers have used a computerised system to store information about cases. It is now time to update the system and we are evaluating the systems in consortium with a number of other authorities. The priority is to secure a system that facilitates the process of recording and storing information by securing the interests of service users. We aim to choose the most appropriate system during the year.

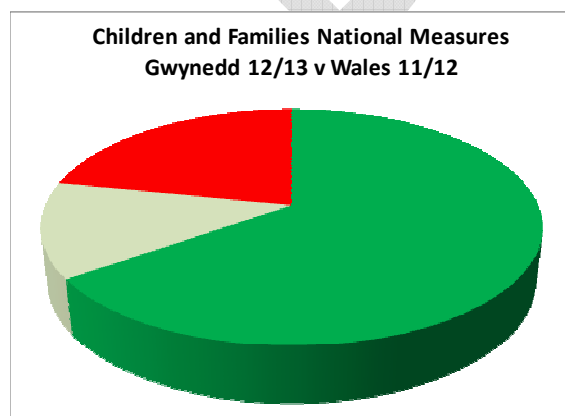
2012-2013 Performance Measures

The Adults Service succeeded in either improving or maintaining its performance during 2012-13 in 86% of local and national measures. This is very encouraging but we recognise that more work needs to be done in some areas if we are going to compare favourably with the other Welsh authorities, including the percentage of people who receive support in the community and the percentage of older people who receive support from the authority in care homes. Gwynedd's achievement in 2012-13 was either higher or consistent with Wales' achievement in 2011-12 in 64% of the national measures.

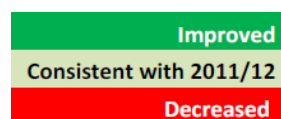


Comparison of the performance of the Adults Service in 2012-13 and 2011-12

Following specific work to improve Gwynedd's Children and Families Service's performance in 2012/13, it was seen that our performance in 74% of national measures had either improved or had remained constant compared with 2011-12. Gwynedd's achievement in 2012-13 was either higher or consistent with Wales' achievement in 2011-12 in 78% of the national measures. The service will put specific steps in place in order to ensure improvement within the headings where achievement has declined or is substantially lower than the national level. In 2013/14 this will include continuing with the efforts to increase the accommodation and training provision for children aged 16+ and collaborating with the Education Department and Betsi Cadwaladr University Health Board on personal education plans and health assessments.



National Measures performance comparison of the Childrens and Families Service 2012-13 v Wales 2011-12



Agreement was reached on a new series of local measures for 2012-13 under the theme of stability, well-being and safety in order to be able to measure the impact and quality of interventions on the lives of children and their families. Targeting these aspects has contributed towards ensuring improving quality, including case conferences reports.

Safe and Effective Practice

Strategic Panel for Safeguarding Children and Vulnerable Adults

Without a doubt, our priority as a Service and as a Council is to safeguard and protect children, young people and vulnerable adults. To this end the Strategic Panel for Safeguarding Children and Vulnerable Adults was established on a corporate level to ensure an overview of this area which has relevance to every Department and Service within the Council. The challenge is to ensure that we as a Council take ownership of the safeguarding agenda on a corporate level, and that we don't view it as an issue for Social Services alone.



Corporate Parent Panel

As a result of the expectations of the Children Act 1989 and the Children Act 2004 a Corporate Parent Panel has been established as a consultative panel to advise Gwynedd Council's Cabinet on matters regarding the welfare and interests of Gwynedd Council's looked after children and young people. In doing this the Council, namely all the elected members, delegate their responsibilities in this area to the Lead Member – Children and Young People. The Panel has a right to request that matters which are a cause for concern to them be scrutinised on their behalf by a scrutiny committee of members, independent of Cabinet members.

Gwynedd Môn Youth Justice Service

Another essential aspect is the Gwynedd Môn Youth Justice Service. The Service is responsible for the provision of all Youth Justice Services for 10 to 17 year olds. This includes prevention work, early intervention work, pre-Court support work and post Court work. They also provide appropriate adult services for young people when interviewed by the Police.

Regular and consistent staff supervision

The Department has a formal policy and system in place for supervision of professional staff. Although operational and monitoring arrangements are in place, there is a need to continue to review and fine tune arrangements so to improve performance in relation to regular supervision.

Regulation and registration

The Department has arrangements in place to monitor the quality of services. This entails a range of activities including visiting of establishments. There is an intention to further develop quality assurance arrangements so that any problems and developmental needs are identified and resolved promptly and effectively.

Accessible, Responsive and Flexible Services

Commissioning

Progress was seen in our Commissioning programme this year with a lot of effective collaboration both across the Council and with external partners. In terms of the 2012-13 priorities, focus was placed on developing the Children and the Physical Impairment Commissioning Plans as well as implementing the Older People, Learning Disability and Children and Young People Commissioning Plans.



As a basis for the commissioning plans, a needs and resources mapping model has been developed. This is important as it brings information on activity (numbers), future trends, performance and finance together and allows us to plan effectively and measure progress.

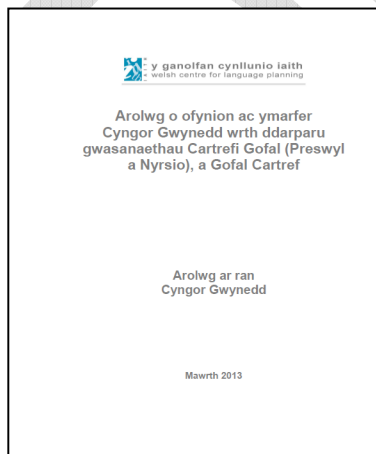
Integrated working

The Social Services Department can not complete its work programme or act as an effective organisation on its own. It depends on a strong relationship with a number of other services within the Council and with a number of external bodies, including local authorities, Health, the police, the third sector, social enterprises, housing associations, voluntary organisations and private companies.

When planning future work we will be eager to develop further our relationship with these key partners.

Equality and Diversity

We have strong support within the Council to ensure that we meet the requirements of legislation in the area of Equality and Diversity and we are cognisant of the need to consider equality implications and to carry out impact assessments when seeking to change or develop a provision or service.



We have a duty to offer our services in the chosen language of our service users and every effort is made to ensure a bilingual workforce. The department's workforce plan addresses the entire sector's language skills offering input on linguistic awareness and relevant training. We welcome the development of the MA course in Social Work at Bangor University. This should ensure that Welsh-speaking social workers of the highest calibre in the future.

We also aim to ensure that services are available in other languages when required and that key documents are available in an appropriate format for service users and carers.

We welcome "More than Words", namely the strategic framework published by the Welsh Government to secure Welsh language services in Health, Social Services and Social Care.

In 2012/13 the Council asked a consultant to undertake a “Survey of the requirements and practice of Gwynedd Council when providing Care Home (Residential and Nursing) and Home Care services.” Care home providers and home care companies were consulted in the process of forming the report and the survey was completed in March 2013. In response to the report we will be amending some elements of our contracts with providers to reflect the linguistic needs of service users.

Effective Communication and Information

Effective communication

Although effective communication is a basic skill in social care we are mindful of the need to change and develop communication methods if we are going to realise our aim of including individuals, families and communities in the process of planning, providing and evaluating the standard of care. There is a need to move on from a “paternal” model which suggests that professional staff know what is best, to a situation where we all sit together to discuss what services and care provisions the people of Gwynedd want to see in the future and how they can contribute to the work of developing these in their communities. Not all areas and communities will have the same needs – and the challenge will be to co-produce a system which includes informal community care and formal care based on the needs of the most vulnerable individuals. There will be a need to begin with a strategy that describes how we can achieve this and we intend to draw up such a strategy during the next phase.

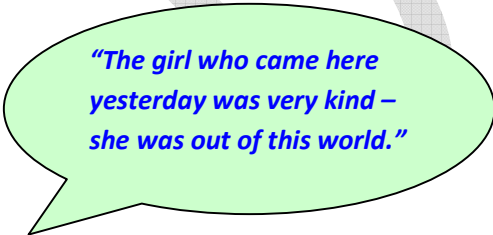
Information

The Department’s Customer Care Unit co-ordinated 112 requests for information under the Freedom of Information Act during the year and they addressed 58 requests for access to personal information under the Data Protection Act 1998.

The Complaints Procedure

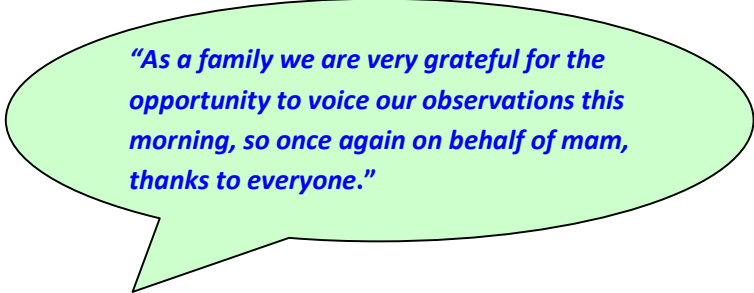
A total of 205 complaints were received through the Social Services Department’s complaints procedure during the year. 88 of these were informal complaints, 115 were formal and 2 cases were referred to the Ombudsman. A number of lessons have derived from complaints during the year and they are recorded in a lessons learned action plan format. Future intention is to incorporate lessons learnt in a much more comprehensive way. The need to learn lessons is a critical element of improving services.

Praise



“The girl who came here yesterday was very kind – she was out of this world.”

A total of 1,253 expressions of gratitude were received during the year. Due to the nature of the provision and the daily contact with the service users the majority of these are expressions of gratitude about residential and home care elements of the Provider and Leisure Service.



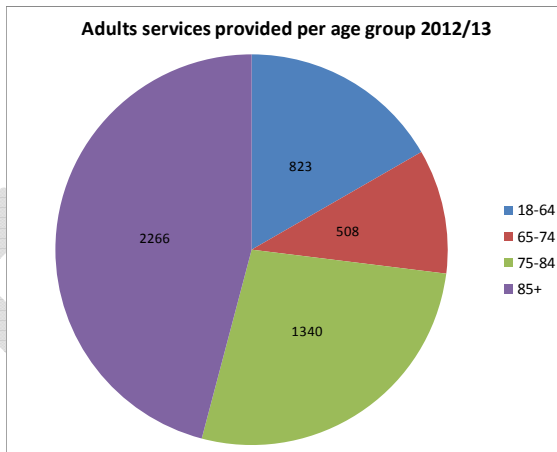
“As a family we are very grateful for the opportunity to voice our observations this morning, so once again on behalf of mam, thanks to everyone.”

3. Our service for our adults

Our aim is to promote and maintain independence by enabling people to live safely in their own homes and within their communities for as long as they wish to do so.

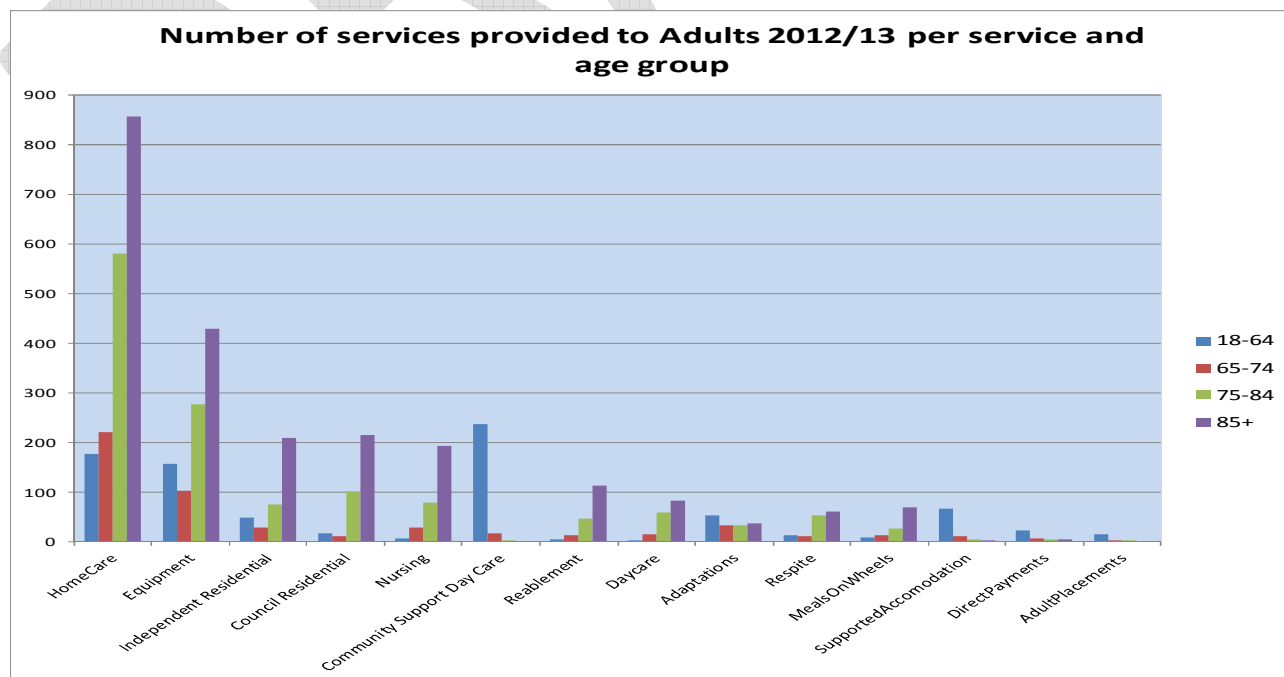
We provide a service for the following user groups:-

- Older People (namely people 65 years old or over)
- Physical and Sensory Disability
- Mental health support
- Learning Disability
- Protection of Vulnerable Adults (POVA)
- Carers



It is possible to contact the Social Services twenty four hours a day every day of the year. Currently only emergency services are provided outside working hours. Every new enquiry in terms of adult services, with the exception of the Mental Health Service, begins with the Advice and Assessment Team located in the Council's contact centre in Penrhyndeudraeth. The Mental Health Service has separate arrangements jointly with the Betsi Cadwaladr University Health Board.

During 2012/13 the Advice and Assessment Team (who receive referrals and respond to enquiries) dealt with 15,600 enquiries which led to 3,149 referrals to the Adults services.



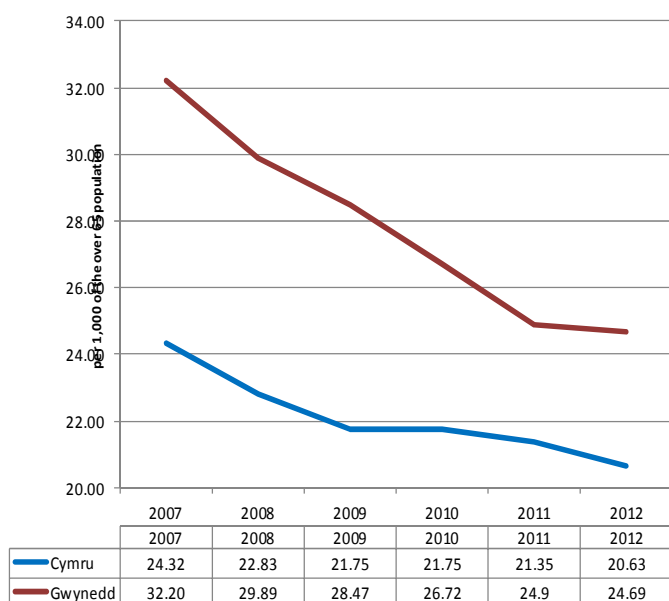
What did we do in 2012-13?

Performance in the Adults Services 2012-2013

Our vision clearly states that our aim is to help and support people to live as independently as possible for as long as they can and wish to do so, and the reduction in the use of residential homes reflects the focus we place on promoting independence. We also know that people who now move to residential or nursing homes are likely to be older and with needs that are more intense than previously with an increase in people with dementia.



SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over on 31 March



One of the aims that we successfully achieved was to avoid delay when discharging people over 75 years old from hospital. Our performance was low compared to the Welsh average in 2010-11, but this year we are amongst the best in Wales.

We also continued to reduce the rate of users who move to residential homes, and this for the seventh year running. (See the table opposite). However it is acknowledged that there is a need to continue this trend in order to ensure that our performance reflects the Welsh norm.

Even though there was a reduction in the percentage of adult carers who received an assessment or a review of their needs during the year, an increase was seen in the percentage of carers who received a service following an assessment.

With regards supporting people to live at home, an increase of 30% was seen on the previous year in the number of users who received enablement service and an increase of 42% in the number who received new specialist telecare packages. A reduction of 24% was seen in the number of people who received new basic telecare packages.

Year	Reablement	Number of Telecare Users	New Specialist Telecare	New Basic Telecare
2012/13	529	1,417	88	379
2011/12	342	1,312	62	498

During the year efforts have continued to proceed with the service transformation programmes in order to promote health, well-being and independence including initiatives to:

- Support you to live at home
- Transform Gwynedd Residential Services
- Transform Gwynedd Day Care Services
- Safeguard, protect and support our most vulnerable residents
- Deliver more integrated working

Supporting you to live at home

Reablement

The main purpose of the reablement service is to provide support to individuals who have lost personal care skills due to illness or disability (or who have lost confidence) to reintroduce those skills and gain confidence with the support of home carers and specialist therapists.

The service contributes to our aim of supporting people to live as independently as possible for as long as possible and to reduce long-term dependency on formal services.



The Reablement service has now been mainstreamed and we are operating a model whereby everyone who requires support at home begins with a period of reablement with the intention of promoting the skills of everyday living. This service is free of charge for a period of up to six weeks. Specialist Reablement Officers are in place to ensure that we respond appropriately and in a timely manner to every individual case.

In 2012-13, 529 service users began using the Reablement service. Of those that came to an end in 2012-13, 46% successfully recovered total independence and left without a care package, whilst 15% left with a reduction in their care package.

Lleu Reablement Unit

The Lleu Reablement Unit opened in Plas Gwilym, Penygroes with 6 single bedrooms that were available to service users who required long-term intensive intervention. The Unit includes a special kitchen where cookery skills can be restored which is key to rehabilitating and promoting independence. Of the number of people who spent time at the Lleu Reablement Unit 53% returned to their own homes.



Lleu Reablement Unit, Penygroes

"I'm very happy that there is an alternative to entering a residential home and staying at home..."

"I feel safe here; the staff support me but don't take over..."

"It provides an opportunity to recuperate and helps people to look after themselves again."

Telecare

Telecare is available to any adults living in Gwynedd and who need support to live independently and securely in their home. The telecare system involves the use of sensors in the home. The sensors can send a direct message through the lifeline to a monitoring centre in an emergency. The system has a number of benefits, including increasing confidence, helping you to live more independently at home and providing assurance that help is available when it is required as well as providing support and piece of mind for you, your carers and your family.

"I would like to thank Gwynedd Social Services for their support in arranging for me to have a 'Loop System' installed in my home. Thank you for completing the work in an effective, jolly and a respectful way."

Although the target of 100 specialist packages was not met during the year, it must be acknowledged that 88 is a satisfactory increase on the 62 during the previous year. In addition to this, 379 basic packages were provided. A Gwynedd Telecare Service Development Manager was appointed during the year to market the system, to raise its profile and to promote the use made of this special equipment in every area. Following the appointment, a comprehensive improvement plan is being drawn up to ensure progress is made on the promotion and use of complex packages.

Transforming Gwynedd Residential Services

Extra Care Housing

Once again, in accordance with our vision of encouraging and promoting independence we see service users living independently in their own homes in an area of their choice but with a level of care that is appropriate to meet the needs of every individual.



In October 2012 Awel y Coleg was opened in Y Bala. This is a unit consisting of 30 Extra Care Houses that was developed following the closure of Bron y Graig residential home in Bala. We are very grateful to the manager, the staff and the residents of the home and the area for their co-operation during this difficult period and we are now confident that this new provision is welcomed.

"We have been welcomed with open arms to Awel y Coleg and we've settled in extremely well. We made the decision to move here as we both felt the time was right for us. I had a fall at home a few months ago, and my husband's health has been deteriorating...We have our privacy in our own flat when we want it but can socialise with our friends in the communal areas as and when we please. The facilities here are second to none, the staff is friendly and most of all there is already a close-knit community spirit here" A Resident at Awel y Coleg.

In terms of our broader strategy in this area, construction has already begun to develop extra care housing worth £8.4 million in Penrhosgarnedd for people over 55 years old. When it opens in 2014, Cae Garnedd – a joint plan between Gwynedd Council and North Wales Housing – will be the first of its kind in the Bangor area.

A plan of the development of Extra Care Housing in the Bangor area which began in 2012-13



Transforming the Learning Disability residential provision

Following the closure of Pant yr Eithin residential home in Harlech in March 2012, the residents of Pant yr Eithin were all successfully re-settled. We must thank the manager, the staff, the residents and their families for their untiring support during this difficult time – we appreciate that closing the home has caused considerable concern to a number of people but we hope that people can appreciate the efforts that were made to ensure that everyone was moved to a placement which met their needs and wishes.

Although it was not possible to transfer the land of Pant yr Eithin Harlech to a local housing association before the end of the year in accordance with the initial proposal, positive steps were taken to facilitate the development and a planning application was approved by Snowdonia National Park Authority to develop the site.

During 2012-13, the Cabinet's seal of approval was received to explore at the future of the sites in Tan y Marian Pwllheli and Frondeg in Caernarfon. We will proceed whilst bearing in mind the lessons that were learnt in relation to Pant yr Eithin.

Respite Care

The main aim of respite care is also to give carers a break and this service is provided at residential homes across Gwynedd. The number of respite nights provided has increased from 2,263 in 2011-12 to 2,389 in 2012-13. Our aim is to continue to increase respite opportunities and to this end we intend to develop one residential home to specialise in respite care. We will be trialling the new system during the coming year and we look forward to receiving feedback from service users and carers.

Transforming Gwynedd Day Care Services

Day care for older people

Traditionally, day care for older people was seen as an opportunity for people to socialise, to have a meal in good company and to receive support with aspects of personal care. We are currently providing day care in day centres and in residential homes.

Although the provision is very beneficial, we know that it is quite traditional and we are very eager to develop the service in a new form without losing the element of positive care that forms part of the original model.



The service needs to be flexible and as localised as possible in order to empower individuals and communities and maintain a balance between offering choice, independence and support. Age Cymru has been leading the work in this area and developments were made in Nefyn and Bala, whereby Age Well centres were established with the aim of providing a range of activities for older people.

Perhaps there is a need to ask whether or not resources that already exist in the communities could be used to provide elements of day care, as is done in other areas. These resources could include restaurants and pubs, leisure centres and sports clubs, chapels and churches and local organisations and societies. Every older person is an individual with a range of interests – it is important to promote the individual's ability to develop and maintain these interests rather than looking for one answer for all needs.

Dementia day care

A specialist day service was established for adults with memory problems in Arfon at Plas Hedd Day Centre, Bangor jointly between ourselves and Betsi Cadwaladr University Health Board. The service is provided every Wednesday and Saturday. We hope that it will be a way for people to socialise and enjoy and also an opportunity for carers to have a break and that helps to support them to continue to provide the special care they give.

"It is a very good day out for my husband as he doesn't socialise at all, he can't communicate much to give his own feedback, however, he is very eager to attend and he has a big smile on his face when he sees the taxi driver"
The carer of a service user, Adults Service.

Arfon Community Scheme

This is an innovative project as it seeks to respond to the needs of adults with learning disabilities who show early signs of dementia. Older people with dementia receive a high profile but this is not as true in learning disabilities. The scheme came out on top in the joint working category between health services and local government social services in an awards day at the Millennium Centre in Cardiff in 2012-13.

Protecting, safeguarding and supporting our most vulnerable residents

End to End review of the Learning Disabilities service

During the year an external company undertook a comprehensive review of the service. The outcome of the final report indicated that we were on the right tracks and we were given advice on how to improve. Consequently, efforts will be made in 2013-14 to include the findings of the review to develop action and training plans for the future.



Carers



It is estimated that there are around 14,000 unpaid carers in Gwynedd. 2012-13 saw the carers agenda increasing with greater emphasis on meeting the needs of informal carers. Carers are central to the care and welfare of service users and patients and are key partners with service providers, however the lack of support for carers can place them under great stress. In an attempt to increase the support carers receive, Carers Outreach established a full-time carer support worker post at Ysbyty Gwynedd, Bangor in February 2012.

Up until the end of March 2013, 110 carers in Gwynedd had received support from the service.

"I didn't feel alone anymore. Being a carer and now having my own care needs was a very sad prospect. I received the practical support and the confidence that I needed. Decisions were being made before I left the hospital, therefore I knew how to deal with any problems that came up."

A carer who has suffered a stroke and who cares for her husband who is dependant on her due to his lack of mobility.



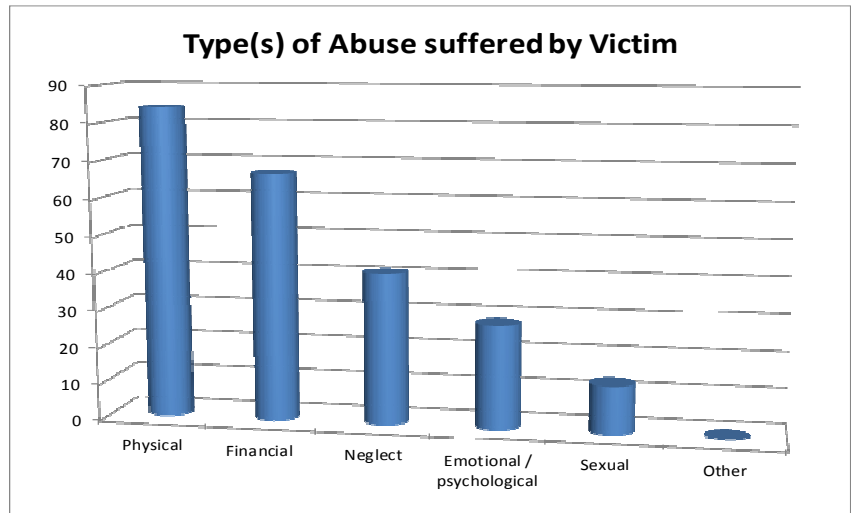
Undoubtedly, Gwynedd Carers Partnership is a means of ensuring that carers issues are addressed. It is an area which will need detailed attention by Social Services and Council as a whole over the next 12 months particularly as a consequence of the increasing emphasis placed upon it by the Welsh Government.

Protection of Vulnerable Adults

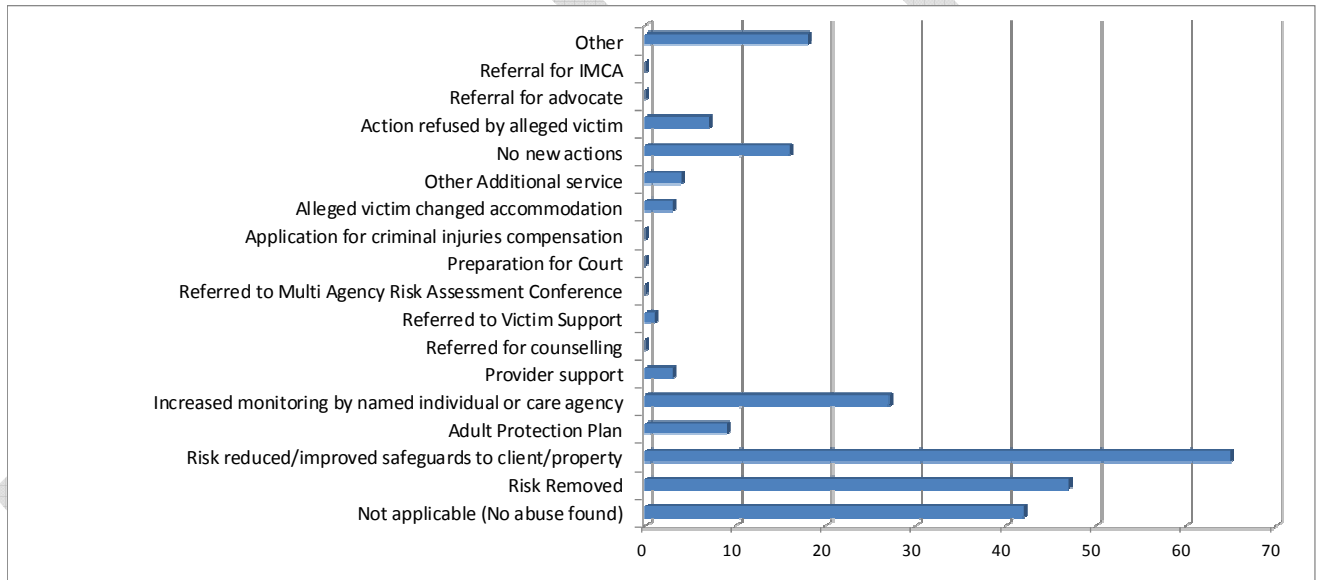
During 2012/13 we have worked with the Isle of Anglesey County Council to review the Protection of Vulnerable Adults arrangements with a view to ensuring that we are able to respond positively to the Social Services and Welfare Bill. By now, the Gwynedd and Anglesey Forum is know as the Gwynedd and Anglesey Safeguarding Adults Shadow Board.

The Service received a total of 168 referrals which met the thresholds in terms of 'significant' harm. They succeeded in responding positively to all of these referrals. The main 'open to harm' categories were physical disability, learning disability, and mental health problems.

The adjacent table displays information on the types of abuse that have been highlighted through referrals in 2012-13. Note that more than a third of them are of a physical nature while 29% are of a financial nature. This financial element poses a specific challenge for the Service in future.



The table below demonstrates the response to the 168 referrals received in 2012-13.



Deliver more integrated working

Locality Work with Health

Historically, there has been a good working relationship between social care services and health services in Gwynedd. The relationship remains strong between the field staff of both agencies but it is fair to say that further work is needed on the joint planning, joint developing and joint provision of services. The foundations have been laid, but we need to build on them.

For the future, we are eager to strengthen our joint commissioning arrangements with the Betsi Cadwaladr University Health Board and the recent regional development in relation to establishing a single referral point or a single point of contact for adult services is a firm indication of the desire to strengthen collaboration. This is also a firm expectation of the Welsh Government.

The “Locality“ work began with great promise when a joint project was established with Health in Meirionnydd with the intention of securing early and suitable intervention for patients in their own homes who suffered from chronic illnesses. It was intended to contribute to keeping people out of hospital and to ensure timely and appropriate medical and care input. The initiative was a success and consequently the provision was extended to include other aspects of health services. It is believed that this was a step too far at the time and the initial progress could not be maintained. We will be reviewing the project during this next period.



As a service, we are also committed to collaborating with other local authorities in the north and to taking advantage of every opportunity to strengthen our relationship and working methods in order to be more effective and efficient. Collaboration has already led to positive results, for example, at Ysbyty Gwynedd in terms of establishing the Telecare arrangements; commissioning expensive packages for individuals with learning disabilities; the out of hours team jointly with Anglesey. We intend to build on this in the next period.

Ysbyty Gwynedd’s social work service

This social work service was established as a joint venture between the Councils of Gwynedd, Anglesey and Conwy. During the second half of 2012-13, Conwy withdrew from the partnership based on the fact that the number of patients from Conwy who used the hospital had reduced substantially. By now, however, more patients in Conwy are treated at the hospital and they have now re-established at the hospital.

4. Our services for our children and families

We intend to safeguard and promote the welfare of our most vulnerable children and young people in order for them to reach their full potential.

Gwynedd Council provides and commissions a range of services for children, young people and families, which include:

- Safeguarding Children
- Assessing the needs of children, young people and families who are referred
- Disabled and Sick Children
- Supporting Families and Children in Need
- Young people who leave care
- Young Carers
- Youth Justice Service
- Fostering and Services for Looked After Children
- Adoption and long term arrangements for looked after children



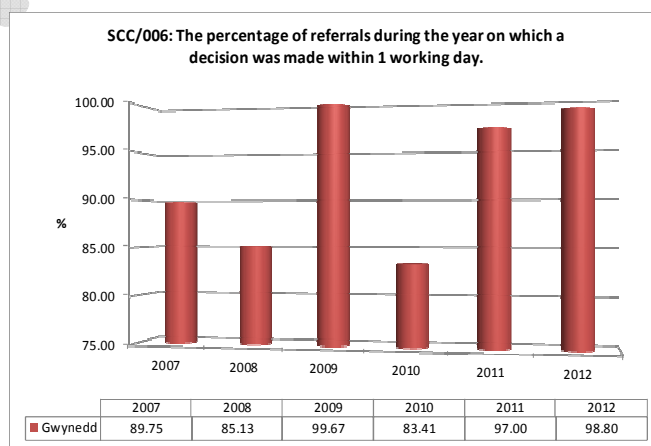
We succeeded in responding and making decisions within 24 hours on 98.8% of referrals received.

What did we do in 2012-13?

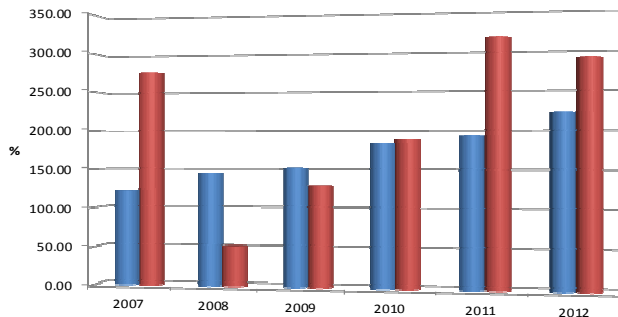
Performance for Children and Families 2012-2013

The service performed very positively in several areas identified by CSSIW as requiring improvement.

1,656 children and young people were referred to the Children and Families Service in Gwynedd in 2012/13 as opposed to 2,064 in 2011/12. The service succeeded in responding and in making decisions within 24 hours on 98.8% of the referrals that were received and this was an increase on previous years.



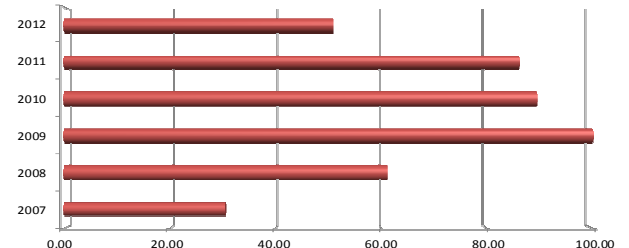
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting



Nonetheless, there was a decline in performance relating to timely statutory reviews for looked after children, in ensuring that each child has a Personal Education Plan, and receives a health assessment on time. These matters are already being addressed by the service Managers and progress has already been made in the case of timely statutory reviews - the decline in performance had been reversed by the end of June 2013.

There was improvement in a number of measures leading to a positive impact on the lives of children, specifically the stability of looked after children in their placements; the educational attainments of looked after children; undertaking looked after children case reviews, child protection conferences and timely response to service referrals.

SCC/024: The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year.



	2007	2008	2009	2010	2011	2012
Gwynedd	30.43	61.25	100.00	89.47	86.10	50.90

Efforts during 2012/13 have included undertaking a comprehensive review of the Service, in addition to sustaining and developing the core duties including:

- Children and Families “End to End” Review
- Protecting and safeguarding our most vulnerable children and families
- Sustaining and promoting the stability of looked after children
- More integrated working
- Suitable accommodation and support for young people leaving care
- Mandatory Training Programme

Children and Families “End to End” Review

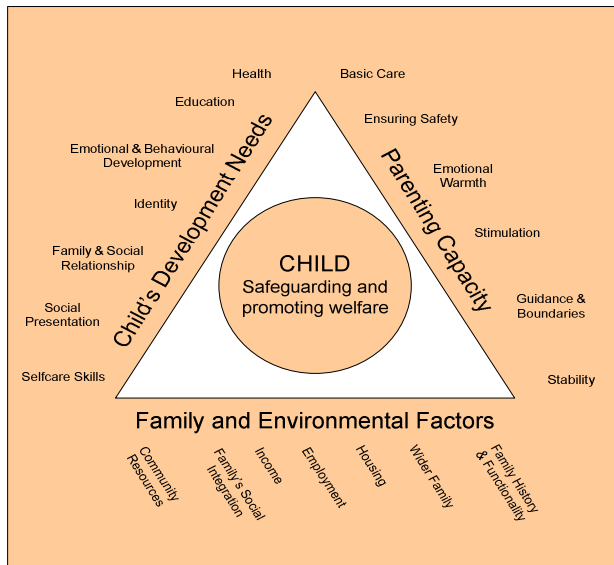
In view of the fact that Gwynedd spends substantially more on services for children and young people and their families than comparable councils, it was decided to undertake an “End to End” review to discover where the greatest spending was, and the reasons behind it. The final report will be completed by autumn 2013 but we have already found that the greatest spending is on out-of-county placements for young people who demonstrate challenging behaviour and /or unsuitable sexual behaviour.

These placements need a specialist input and of course, they are very expensive. There will be a need to review our use of such placements in future and create an expertise on both a regional and in-house level so that we can respond locally to the needs of these young people along with providing evidence of value for money.

Protecting and safeguarding our most vulnerable children and families

Safeguarding – Risk Model (1 and 2)

As a department we are continuing to maximise our use of the Risk Model (1 and 2) which is a means of identifying risks within cases. This way of working ensures that workers ask regular questions about risk and reach evidence-based decisions. We are increasing our use of this decision making framework, and it was noted recently that 96% of our reports to case conferences demonstrate good quality in terms of presenting an analysis of the risk of significant harm.



"It's obvious in conferences that the quality of workers' reports and their risk analysis has significantly improved. The effect of our investment in training our workers in this field shows the real impact."

Gwynedd Child Protection Co-ordinator

Stage 2 – Risk Assessment Model

Sustaining and promoting the stability of looked after children



During the year, the service has concentrated on planning arrangements to ensure stability for looked after children and there has been an improvement in arrangements and processes.

The performance of the Gwynedd Children's Service was the best in Wales in terms of the stability of the placements of looked after children during the year. The fostering service continues to work to recruit, assess and support foster parents of a high standard and it is possible to contact the Team should you require further information on fostering and adoption in general

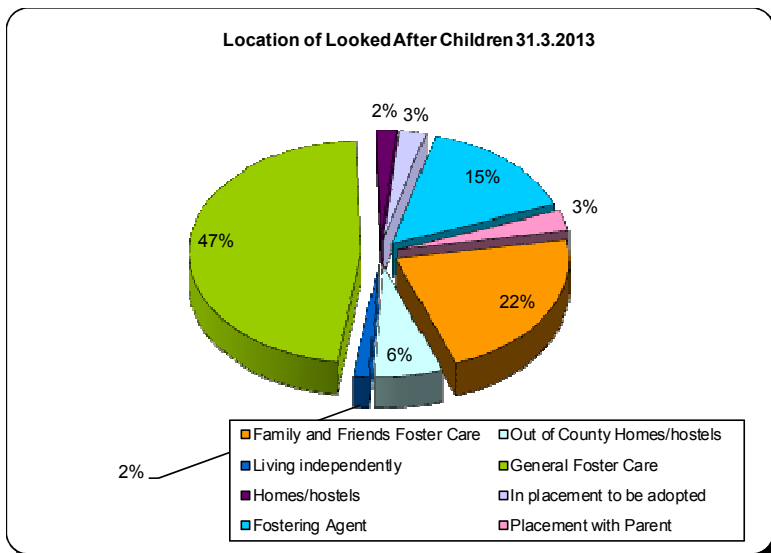
www.gwynedd.gov.uk/maethu.

Fostering Service

At the end of March, 106 foster parents were registered with Gwynedd Council - the highest number to date and the service is consistent in reaching its assessment and registration target of 20 new fostering units within any year. Feedback from a Fostering Inspection by the CSSIW in the autumn of 2012 was positive.

"The support and the guidance we receive is faultless and we consider this to be essential – she is always available to talk and to assist us with any concerns"

There is a growing emphasis on ensuring that members of the extended families of children who come into care are considered as their foster carers. This can be a very positive experience for the child and the family as a whole. Such cases require a higher level of support from the fostering team.



“Excellent support – professional and approachable.”

Also, a peripatetic foster care plan is in operation, meaning that the service has ‘mobile foster carers’ who are able to move into the home of carers who require respite thus causing minimal changes for the children. We have 4 peripatetic carers who regularly work with 2 specific families.

The Council and the Service owe a lot of gratitude to the foster parents.

Family Contact Centres

During the year, five contact centres were established in Gwynedd – one in Dolgellau, one in Porthmadog, one in Pwllheli and two centres in Caernarfon – and that was to ensure that families receive better quality contact with their children who are looked after. In these specific contact centres, there are resources available for families to be assessed under private and appropriate conditions.

More integrated working

Derwen



Derwen is a joint integrated team that was established between Gwynedd Council and Betsi Cadwaladr University Health Board and it provides assessments and services jointly to disabled children and young people and their families.

A full-time Occupational Therapist was appointed to the team during the year, however there is still a waiting list for the service and the same is also true for the nursing and clinical psychology service. During the year, the team has seen an increase in the number of referrals for autism spectrum assessments.



“Derwen has helped the whole family through a very difficult time with our child, we couldn’t imagine what the side effects would be on our other children and our family life without Derwen’s help.”

The service was unsuccessful in securing funding to continue with the transitional age key workers scheme, namely a service for young people who are about to move on to receive services as adults. On a positive note, it can be seen that a number of young people have benefited from this scheme over the last five years and the intention will be to secure alternative arrangements for this cohort of young people.

Integrated Family Support Service (IFSS)

This is a scheme that responds to the need to provide specialist interventions to assist families where a parent or carer suffers from alcohol or drug problems, or a combination of both and where this has a detrimental impact on the children of the home. Funding was received from the Welsh Government to set up specialist Teams and our decision locally was to establish a joint team with Anglesey (with Anglesey leading on the development). By now, a Shadow Board has been established and discussions regarding the team's structure are ongoing.

Suitable accommodation and support for young people leaving care

The Post-16 Team is in discussions with accommodation providers in the social housing sector in order to develop further arrangements to maximise the accommodation choice for young people. Finding 1 bedroom accommodation for young people continues to be a challenge in many areas in Gwynedd and working with partners in the housing area is crucial.

The Team continues to work on a multi-agency basis and now includes workers from Careers Wales who lead on the workplace scheme for young people leaving care. By now, there are four young people in work placements receiving mentoring support. This scheme was the direct result of listening to young people who had been in care discussing the obstacles they face when trying to secure suitable employment. The intention is to continue the scheme during the coming year.

Mandatory Training Programme

A mandatory training programme was introduced with the expectation that relevant staff would attend each of the six courses. They included the following:

- Needs assessment
- Analysing information
- Results based planning
- Risk assessment
- Using specialist assessment tools
- Assessment in domestic abuse cases

The programme was very successful and in order to build on this foundation, it was decided that it would be possible to create an expertise within the service by nurturing senior practitioners and coaches. This would ensure that we would be in a position to develop our own expertise amongst all of the service staff.

Additionally, the children and families service's training programme has concentrated on relevant areas within the permanent planning process including sibling assessments (Together or Apart) and life story work, in order to maximise social workers' skills resulting in holding effective planning arrangements that ensure the best outcomes for children.



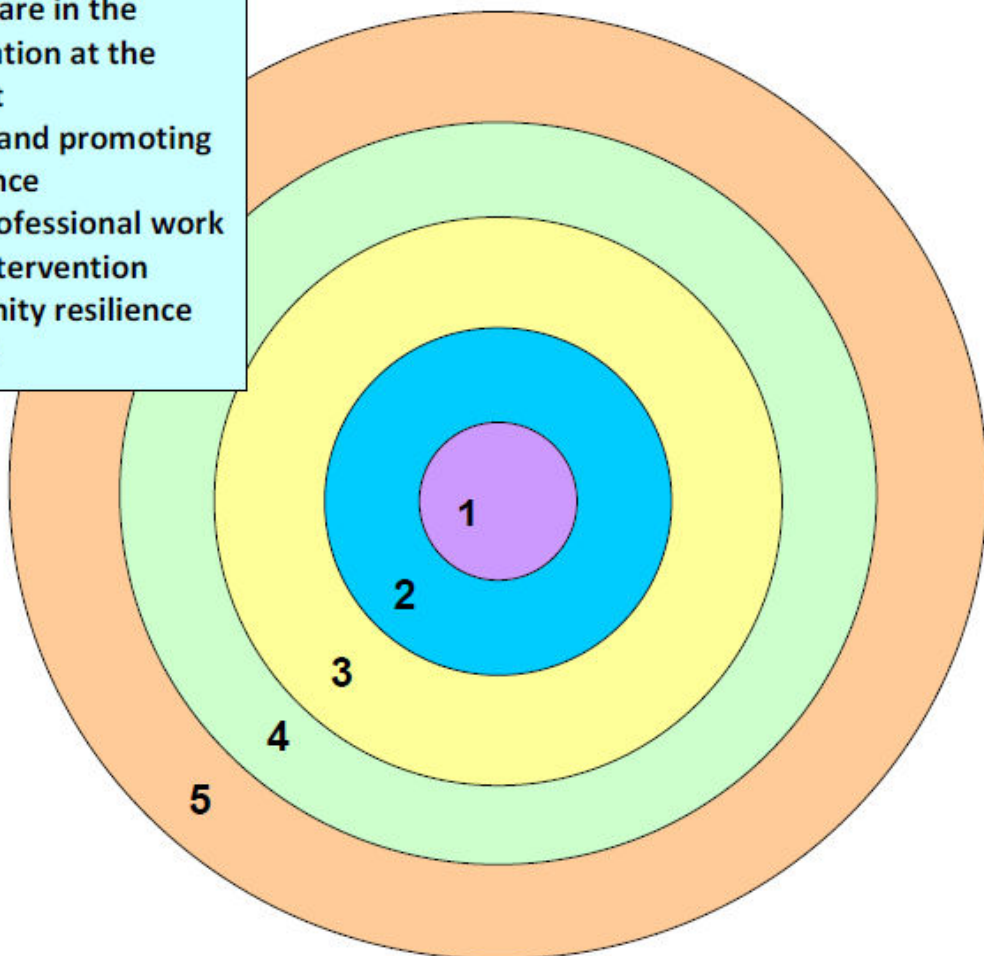
5. What will we be doing next?

The Strategic Context

The following model conveys the priorities of the Statutory Director of Social Services within the context of Gwynedd Council's strategic priorities. What becomes apparent is the need for the joint production of our services in future, by collaborating on an equal level with individuals, families, communities and professional people. This will include the joint planning, joint developing and joint appraisal of services. My intention as Director is to compile a co-production strategy during this next phase.

Priorities Model

1. Correct care in the correct location at the correct cost
2. Gaining and promoting independence
3. Good Professional work / correct intervention
4. Community resilience
5. Welfare



We are therefore:

1. **Ensuring the right care in the right place at the right price.....by**

..... responding better to the needs of vulnerable people and ensuring sustainable care services.

2. Focusing on rehabilitation and maintaining independence.....by

.....increasing preventative work in adults and older people care

3. Promoting Good Social work and care and intervention on a firm foundation.....by

.....ensuring a fit for purpose structure
.....safeguarding and protecting children and adults
.....promoting the Welsh language within the care

4. Developing the Resilience of Families and Communities.....by

.....aligning opportunities for vulnerable groups of children, young people and families
.....promoting a suitable supply of housing for local people
.....reducing the impact of poverty and deprivation
..... promoting community pride and responsibility

5. Promoting and maintaining the welfare of individuals, families and carers.....by

.....increasing preventative work and targeting health inequalities

Part 6 of the report elaborates on the projects associated to the above.

6. Priorities and Activities for 2013-2014

Field	Priority	Activities
<p>Ensuring the right care in the right place at the right price</p>	<p>.....by responding better to the needs of children, young people and vulnerable adults and ensuring sustainable care services:</p>	<p>Adults</p> <ul style="list-style-type: none"> • Undertake an “End to End” review of the entire Adult Service <p>Residential Care</p> <ul style="list-style-type: none"> • Consider the recommendations of the Porthmadog accommodation and care assessment • Identify the way forward for the provision in the Porthmadog catchment • Implement a programme of engagement on the way forward • Agree on the way forward with the residential homes of Gwynedd Council • Open a purpose built Respite Unit as a pilot and evaluate the pilot <p>Day Care</p> <ul style="list-style-type: none"> • Agree on a scheme that addresses the day care needs of older people including work opportunities, volunteering, socialising, personal care and intensive care • Identify day care options at Maesincla Caernarfon • Develop a joint work programme with the Betsi Cadwaladr University Health Board regarding the specialist dementia day care provision <p>Telecare</p> <ul style="list-style-type: none"> • Undertake a review of the Telecare business case and implement the recommendations • Disseminate the use of Telecare to all relevant fields including children and families <p>Transforming Learning Disability Services Project</p> <ul style="list-style-type: none"> • Implement the engagement programme with the stakeholders of the Fron Deg Care Home in Caernarfon • Identify day care and accommodation models for people with learning disabilities • Consider engagement information, decide on the options and create a business case for the Fron Deg care home

		<ul style="list-style-type: none"> • The Cabinet to consider the business case for the Fron Deg site • Implement the recommendations of the Alder Review into the field of Learning Disability Children and Families <ul style="list-style-type: none"> • Discover a form of offering better value for money when offering an effective service through the Children Service's "End to End" review • Implement the recommendations of the Children and Families Service's "End to End" review with an emphasis on edge of care interventions • Increase the number and the range of fostering units in Gwynedd giving particular attention to the needs of young people in their teens with challenging behaviour and/or inappropriate sexual behaviour • Increase the respite/residential provision for disabled/sick children
<p>Focusing on rehabilitation and maintaining independence</p>	<p>..... by increasing preventative work in adults and older people care</p>	<ul style="list-style-type: none"> • Agree on the way forward in-house and with health in relation to a single point of contact for adult services and implement the recommendations. • Establish a self-referral system on the internet for service users, families and partners • Undertake a review of the opportunities to expand the preventative provision in the field of adult and older people care • Seek the opinion of service users on the experience of receiving enablement
<p>Promoting good Social work and care and intervention on a firm foundation</p>	<p>.....by ensuring a fit for purpose structure</p> <p>.....by safeguarding and protecting children and adults</p> <p>..... by promoting the Welsh language within the care</p>	<p>Leadership Structure Project</p> <ul style="list-style-type: none"> • Review and amend the leadership structure within the service in light of the decision to place the role of Statutory Director of Social Services at the Corporate Director level <p>Safeguarding</p> <ul style="list-style-type: none"> • Adopt and implement Gwynedd Council's Policy and Guidelines for Safeguarding Children and Adults • Appoint a Designated Manager for each Service Ensure that all services have a Safeguarding Policy that is in line with corporate guidelines • Roll out a training programme for Safeguarding Vulnerable Children and Adults

		<ul style="list-style-type: none"> • Establish the nature of the situation of Protecting Vulnerable Adults by undertaking a review • Act on 'More than Words' and the Review on the use of language use in care situations in Gwynedd • Review the role and efficiency of locality teams • Continue to review agreements with external bodies – in the field of physical/sensory disability • Continue with reviewing the procedure for Prevention of Finance Loss / Mental Capacity
<p>Developing the resilience of families and communities</p>	<p>..... by aligning opportunities for vulnerable groups of children, young people and families</p> <p>.....by promoting a suitable supply of housing for local people</p> <p>.....by reducing the impact of poverty and deprivation</p>	<p>Children, young people and families</p> <ul style="list-style-type: none"> • Discover a method of offering better value for money when offering an effective service through the Children Service's End to End Review • Implement the recommendations of the Children and Families Service's "End to End" review in relation to the preventative agenda • Collaborate with the Team Around the Family to establish / develop preventative plans for families to include parenting, financial literacy, play and active leisure opportunities and early years work • Undertake a review to discover the strengths of individual communities in relation to supporting children, young people and vulnerable adults to achieve their full potential, identify the gaps and find methods of strengthening the support <p>Empty Housing</p> <ul style="list-style-type: none"> • Bring back 95 empty houses to use with an emphasis on smaller units <p>Housing supply for specific needs</p> <ul style="list-style-type: none"> • Identify alternative methods of using sheltered housing in the Meirionnydd area • Identify options to reduce the time it takes to complete disability adaptations • Increase the building and care planning work for the Extra Care Housing in Bangor • The Older People Accommodation Strategy to be put in place <p>Homelessness Prevention Project</p> <ul style="list-style-type: none"> • Safeguard and maintain 40 vulnerable tenancies.

		<ul style="list-style-type: none"> • Provide support for approximately 50 families to prevent homelessness • Provide 7 new units for those who would otherwise be placed in a bed and breakfast, and better prepare the residents of the units for more permanent accommodation • Target, lease, administer and manage 70 private sector units in order to reduce the numbers that would otherwise be homeless
<p>Promoting and maintaining the welfare of individuals, families and carers</p>	<p>.....by increasing preventative work and targeting health inequalities</p>	<ul style="list-style-type: none"> • Create a suitable provision for the family from the outset by considering the way in which the Health service and the Council could collaborate in relation to the Early Years of children and their parents • Offer a better service to individuals by considering collaboration and joint provision opportunities for rehabilitation treatments, services and programmes • Undertake a Health Needs Assessment in order to obtain a current picture of health inequalities in the County • Agree on the type of specific and intensive interventions that could be targeted in the areas or the identified cohorts of people by developing a long term strategy • Raise awareness and increase the contribution of Council services to improving health • Secure corporate ownership of the Healthy Living brand by establishing a procedure, standards and guidelines to be delivered
<p>Co-production</p>		<ul style="list-style-type: none"> • Establish a co-production strategy that will include service users, prospective service users, carers and communities in planning, developing, implementing and evaluating interventions • Establish and strengthen service user forums • Strengthen the advocacy process by providing clear and fair guidelines • Strengthen the voice of children and young people who receive services / who are looked after

7. Closing Statement

I very much hope that you will agree that substantial work has been accomplished within Gwynedd Social Services during 2012-2013. Nevertheless, we are very aware of the substantial agenda ahead of us in 2013-2014 and beyond. With increasing demand for formal services and pressures on diminishing budgets, we cannot continue as we are. Incremental change will not suffice; rather we are faced with significant transformation. Transformation that will involve each and every one of us thinking differently.

I know that social services alone cannot respond to this agenda. I know that individuals, families and communities are eager to contribute to the discussion on the future of care in Gwynedd and are also eager to be equal partners in the process of planning, developing, providing and evaluating services – co-production. This is also my wish and I shall be continuously promoting this message over the next period.

Further Information

If you wish to receive more information or to discuss the Annual Report further, we welcome you to contact the service directly. Any questions or comments should be sent to the Customer Care Unit:

Customer Care Unit, Social Services, Housing and Leisure Department, Gwynedd Council, Shirehall Street, Caernarfon, Gwynedd LL55 1SH, e-mail gcgc@gwynedd.gov.uk : 01286 679 268

8. Useful Links

Relevant websites

Cyngor Gwynedd

www.gwynedd.gov.uk

Cyngor Gwynedd Housing and Social Services

http://www.gwynedd.gov.uk/gwy_doc.asp?cat=2637&doc=23293&Language=1&p=1&c=1

Cyngor Gwynedd's fostering webpage

www.gwynedd.gov.uk/fostering

Care Council for Wales

<http://www.cgcmru.org.uk>

North Wales Adoption Service

<http://www.northwalesadoption.gov.uk/english/index.cfm>

Wales Audit Office (WAO)

<http://www.wao.gov.uk/home.asp>

Care and Social Services Inspectorate Wales (CSSIW) website

<http://wales.gov.uk/cssiwsubsite/newcssiw/?skip=1&lang=en>

Action for Children website

<http://www.actionforchildren.org.uk/>

Children in Wales website

<http://www.childreninwales.org.uk/index.html>

Betsi Cadwaladr University Health Board website

<http://www.bcu.wales.nhs.uk/>

National Youth Advisory Service website (NYAS)

<http://www.nyas.net/>

Improving Social Care in Wales website (SSIA)

<http://www.ssiacymru.org.uk/index.cfm?articleid=4127>

Young People and Children Strategic Partnership Website

<http://www.gwynedd-ni.org.uk>

MEETING	The Council
DATE	19 Medi 2013
SUBJECT	Members' Development Charter
PURPOSE	To ensure corporate commitment to the intention of applying for the Charter and ensure the signing of the statement of intent.
AUTHOR	Councillor Les Day
RELEVANT OFFICER	Geraint George, Head of Democratic Services

1. The Welsh local Government Association (WLGA) has set up the Wales Charter for Member Support and Development, which is known as 'the Charter'. The Charter was jointly reviewed in 2012/13 with political circles and the member support officers of every authority.
2. WLGA acknowledges that elected members today face increasing challenges, and that there are heightened expectations on them to undertake a diversity of roles ranging from that of a community leader to their specific responsibilities within the Council. The Charter was developed to provide structure to the national programme of support throughout Wales in order to assist members within their roles.
3. There are three levels to the process, namely:
 - The Charter – the basic level that the majority of authorities could achieve following only a few months of work.
 - The Advanced Charter – which is more extensive as there is a need to undertake preparation work for a year to achieve the Charter having reached the basic level.
 - Award of Excellence – means the need to show very detailed support and clear outcomes to the work

(See a summary of what achieving the charter will achieve for the Council in **Appendix A**)
4. To apply for the charter, the Authority will need to follow the actions noted below:
 - Express its corporate commitment to applying the Charter by signing the statement of intent at a meeting of the full Council.
 - Undertake a brief self assessment against the relevant criteria and establish an action plan for any development work to meet the Charter requirements.
 - To implement an action plan and submit the self assessment to the WLGA.
 - A peer team will review the application and provide constructive and supportive feedback. Some peers will make an informal visit to the authority as part of their application.
5. A number of the elements contained within the Charter build upon the requirements of the Local Government Measure 2011. Achieving the

Charter, along with making arrangements for the Annual Personal Development Reviews endorse the Council's principle for continuously supporting the development of elected members to enable them to participate successfully in their roles.

6. The above also builds on the work achieved by the training sub-group as part of the Democratic Services Committee in the period up to February 2013.
7. Information about the Charter was submitted before members of the Democratic Services Committee on 4 June 2013. Members of the committee believe that the Council already meets a number of the requirements of the Charter, and welcomed the idea as a means of increasing the status of training and development of elected members. On this basis, the members agreed to recommend to the full Council to express an interest in applying for the Charter for Member Support and Development during 2013/14.

Recommendations:

8. It is recommended that the full Council agrees to express an interest in applying for the Charter during 2013/14.
9. It is recommended that the full Council agrees to express its corporate commitment to applying the Charter by signing the statement of intent at this meeting of the full Council.

APPENDIX 1

The Charter will:

- Include all aspects of member support including constitutional arrangements, a strategic and practical framework for member development, member services and member facilities.
- Be awarded according to agreed guidelines and be voluntarily monitored and assessed by Welsh local government through the Association. Progress will be shared with the Welsh Assembly Government.
- When awarded, provide a statement of the commitment by the authority to member support, which can be used to encourage people to stand for office.
- Recognise that each authority will have its own approach, structure and priorities, which are to be encouraged.
- Support the need for all members to have equal access to support and development activities regardless of political allegiance, and recognise the contribution of the political parties to the political development of members.
- Recognise that every elected member brings their own unique skills and attributes to the authority. The Charter initiative is not designed to “clone” members or restrict their behaviour to any “model” but to empower them with the knowledge, skills and opportunities to undertake their chosen role.
- Encourage authorities to examine the way that business is conducted to ensure the equality of access and involvement of all people as councillors.

(WLGA – A Wales Charter for Member Support and Development)

MEETING OF	THE COUNCIL
DATE	19 September 2013
TITLE OF THE REPORT	THE COUNCIL'S POLITICAL BALANCE
PURPOSE	To review the Council's Political Balance
RECOMMENDATION	Allocation of seats on the Council's Committees
AUTHOR	Councillor Dyfed Edwards
RELEVANT OFFICER	Head of Democracy and Legal Department

1. INTRODUCTION

1.1 Notice has been received that

1.1.1 Councillor John Brynmor Hughes is no longer a member of the Llais Gwynedd Group and that he wishes to be treated as an individual member

1.1.2 Councillor Dilwyn Lloyd has moved from the Independent Group to the Llais Gwynedd Group

1.2 Consequently, the political constitution of the Council is as follows:-

Plaid Cymru	37
Independent	17
Llais Gwynedd	14
Labour	4
Liberal Democrats	2
Individual Member	1
Total	75

2. ALLOCATION OF SEATS ON COMMITTEES

2.1 To remind members, the four main rules included in the Local Government and Housing Act 1989 in relation to the allocation of seats are noted here:-

2.2 (a) Every seat on a committee cannot be allocated to the same political group;

(b) The majority of seats on a committee must be allocated to a political group if the number of persons who are members of that group constitute a majority of the Council's members;

(c) Subject to paragraphs (a) and (b) above, the number of seats on ordinary committees allocated to each political group will be the same as the number of all seats that members of that group has on the Council;

(ch) Subject to paragraphs (a), (b) and (c) above, the number of seats on a committee allocated to each political group will be the same proportion of seats on the committee as the number of seats that members of that group has on the Council.

2.3 In order to ensure that these rules are adhered to, the Council has been dealing with

committees in different blocks in the past. Also, this makes it easier to ensure that rule (c) in paragraph 2.2 above is adhered to.

3. CHANGES TO THE ALLOCATION OF SEATS ON COMMITTEES

- 3.1 The change to the political balance means that the Individual Member gains a seat on the Audit Committee at the expense of the Llais Gwynedd Group which loses a seat on the Audit Committee.
- 3.2 It also means that Llais Gwynedd gains a seat on the Services Scrutiny Committee, at the expense of the Independent Group which loses a seat on the Services Scrutiny Committee.
- 3.3 It also means that the Individual Member gains a seat on the Joint Planning Policy Committee, at the expense of the Independent Group which loses a seat on the Joint Planning Policy Committee.
(See **Appendix A**)

4. GWYNEDD COUNCIL'S REPRESENTATION ON OUTSIDE BODIES.

- 4.1 The changes to the political balance of the Council requires consideration of the allocation of seats on outside bodies, with specific attention in this case to the North Wales Fire and Rescue Authority and the Snowdonia National Park Authority, where representatives were appointed on the basis of political balance.
- 4.2 These recent changes are so marginal in number that there is no requirement on the Council to make any changes to the Council's representatives on these bodies in response to the changes in the political balance of the Council.
- 4.3 As it happens, John Brynmor Hughes represented the Group Llais Gwynedd on the North Wales Fire and Rescue Authority, and Dilwyn Lloyd represented the Independent Group on the Snowdonia National Park Authority.
- 4.4 Usually, members are appointed to these bodies for the term of the Council. However, the opinion of the Business Group on 3 September 2013 was to adhere to the principle of political balance for Council representatives on outside bodies.
- 4.5 This means that the number of seats that every Group has on the Snowdonia National Park Authority, and the North Wales Fire and Rescue Authority remains the same. However, the Independent Group will need to nominate another member to represent the Council on the Snowdonia National Park Authority, and the Llais Gwynedd Group will need to nominate another member to represent the Council on the North Wales Fire and Rescue Authority.
(See Appendix B)

5. RECOMMENDATION

The Council is asked to:

- discuss and agree to the change in the allocation of seats on the committees as noted in 3.1 – 3.3 above

- agree that the representation on the Snowdonia National Park Authority and the North Wales Fire and Rescue Authority should remain on the basis of political balance, and that the relevant groups would be invited to nominate other members to represent the Council on these bodies.

SCRUTINY COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Corporate	9	4	3	1	1	
Communities	9	4	3	1	1	
Services	9	4	4	1		
Audit	9	4	3	1		1

OTHER COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Democratic Services	7	4	3	1		
Planning	7	3	3	1	1	
Central Licensing	7	4	4	0		
Language	8	4	3			
Appointment of Principal Officers	7	4	2	1	1	
Employment Appeals	4	1	1	1		

Number of seats	76	37	28	8	4	1	154
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	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Pensions	3	2	1		1	
SACRE	3	2	2			
Local Consultative Joint Committee	6	2	2	1		
Special Educational Needs Joint Committee	4	2	1			
Joint Planning Policy Committee	4 (3 seats and one substitute)	1	1	1		1

Total seats	96	47	36	10	5	194
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OUTSIDE BODIES

Body	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Snowdonia National Park Authority	4	2	2	1	0	0
North Wales Fire and Rescue Authority	3	1	1	0	0	0