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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, 1 MAI 2014
1.00pm, THURSDAY, 1 MAY 2014

Lleoliad / Location

Siambr Dafydd Orwig
Swyddfa'r Cyngor, Caernarfon

Pwynt Cyswllt / Contact Point

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(DOSBARTHWDYD / DISTRIBUTED 24/04/14)

Harry Thomas
Prif Weithredwr / Chief Executive

www.gwynedd.gov.uk

24 Ebrill/April 2014

Annwyl Gyngorydd,

CYFARFOD O GYNGOR GWYNEDD – 1 MAI 2014

FE'CH GWYSIR TRWY HYN i gyfarfod o **GYNGOR GWYNEDD** a gynhelir am **1.00PM**, **DYDD IAU** nesaf, **1 MAI 2014 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 – 1 MAY 2014

YOU ARE HEREBY SUMMONED to attend a meeting of **GWYNEDD COUNCIL** which will be held at **1.00PM** on **THURSDAY** next, **1 MAY 2014** 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 – Siambr Hywel Dda
Llais Gwynedd – Ystafell Gwyrfai
Democratiaid Rhyddfrydol/Liberal Democrats - Ystafell Llyfni
Llafur/Labour – Cefn Siambr Dafydd Orwig/Rear of Siambr Dafydd Orwig

AGENDA

1. CHAIRMAN

Elect a Chairman for 2014/15.

2. VICE-CHAIRMAN

Elect a Vice-chairman for 2014/15.

3. APOLOGIES

To receive any apologies for absence.

4. MINUTES

The Chairman shall propose that the minutes of the last meeting of the Council held on 6 March, 2014 be signed as true record (attached).

5. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

6. THE CHAIRMAN'S ANNOUNCEMENTS

To receive any Chairman's announcements.

7. CORRESPONDENCE, COMMUNICATIONS OR OTHER BUSINESS

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

8. URGENT BUSINESS

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

9. QUESTIONS

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

10. EXCLUSION OF PRESS AND PUBLIC

The Chairman shall propose that the press and public be excluded from the meeting during the discussion on the following item due to the likely disclosure of exempt information as defined in paragraph 12, Part 4, Schedule 12A of the Local Government Act 1972. This paragraph should

apply because the report contains information regarding individuals and the individuals in question are entitled to privacy and there is no overriding public interest that requires the disclosure of personal information relating to those individuals, nor their identities. Consequently the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

11. APPOINTMENT OF CHIEF EXECUTIVE

To receive a presentation and consider the recommendation of the Chief Officers Appointments Committee.

12. RE-OPENING OF MEETING TO PRESS AND PUBLIC

The Chairman shall propose that the meeting be re-opened to the press and public.

13. PRESENTATION BY THE COUNCIL LEADER

To receive a verbal presentation by the Council Leader.

14. APPOINTMENT OF MONITORING OFFICER

To submit the report of the Chief Executive (attached).

15. THE COUNCIL'S STRATEGIC PLAN

To consider the report of the Council Leader and the Head of Strategy and Improvement (attached).

16. THE FUTURE OF THE AREA FORUMS

To submit the report of the Cabinet Member – Customer Care (attached).

17. THE COUNCIL'S POLITICAL BALANCE

To submit the report of Head of Democratic Services (attached).

18. CHAIRMAN OF THE DEMOCRATIC SERVICES COMMITTEE

To select a Chairman for 2014/15.

THE COUNCIL, 6.03.14

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

Councillors: Craig ab Iago, Stephen Churchman, Anwen Davies, Lesley Day, Eddie Dogan, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Trevor Edwards, Thomas Ellis, Alan Jones Evans, Aled Evans, Jean Forsyth, Gweno Glyn, Gwen Griffith, Simon Glyn, Alwyn Gruffydd, Sian Gwenllian, Annwen Hughes, John Brynmor Hughes, Louise Hughes, Jason Humphreys, Peredur Jenkins, Anne Lloyd Jones, Brian Jones, Charles W. Jones, Dyfrig Jones, Eric Merfyn Jones, John Wynn Jones, Linda Wyn Jones, Sion Wyn Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, June Marshall, Dilwyn Morgan, Linda Morgan, Christopher O'Neal, Michael Sol Owen, W. Roy Owen, William Tudor Owen, Nigel Pickavance, Caerwyn Roberts, John Pughe Roberts, W. Gareth Roberts, Angela Russell, Dyfrig Siencyn, Mike Stevens, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed Williams, Gethin Glyn Williams, Gruffydd Williams, Hefin Williams, John Wyn Williams, Owain Williams, R. H. Wyn Williams, Robert J. Wright and Eurig Wyn.

Also present: Harry Thomas (Chief Executive), Morwena Edwards, Iwan Trefor Jones and Dilwyn Williams (Corporate Directors), Dilys Phillips (Head of Democracy and Legal Department / Monitoring Officer), Dafydd Edwards (Head of Finance Department), Geraint George (Head of Strategic and Improvement Department), Arwel E. Jones (Senior Manager – Corporate Commissioning Service), Geraint Owen (Senior Human Resources Manager), Iwan Evans (Legal Services Manager) and Eirian Roberts (Member Support and Scrutiny Officer).

Apologies: Councillors Endaf Cooke, Simon Glyn, Chris Hughes, Elin Walker Jones, Llywarch Bowen Jones, Dafydd Meurig, Peter Read, Liz Saville Roberts, Mair Rowlands and Mandy Williams-Davies.

The meeting was opened with a prayer from Councillor John Wynn Jones.

1. MINUTES

The Chairman signed the minutes of the previous meeting of the Council held on 5 December, 2013 as a true record.

2. DECLARATION OF PERSONAL INTEREST

Members had received a guidance note from the Monitoring Officer in advance regarding item 9 on the agenda – Pay Policy Statement for 2014/15.

Members were advised to declare an interest in the item and leave the chamber if they had a very close family member who would be affected by the proposal in the pay policy statement.

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

Attention was also drawn by the Monitoring Officer to the fact that this item affected all officers who were present, especially the chief officers, and that they would withdraw from the chamber during the entire discussion on this item, with the exception of the Chief Executive and the Head of Finance Department, who were required to lead the members

through part of the report which dealt with the proposal for the lowest paid staff, before withdrawing from the chamber afterwards in case any matter affected them.

Although there was no proposal to modify their terms, the Chief Executive, the three Corporate Directors and the Head of Democracy and Legal Department / Monitoring Officer, the Head of Finance Department and the Head of Strategic and Improvement Department declared a personal interest in this item as the report related to their salaries.

They were of the opinion that it was a prejudicial interest and the three Corporate Directors and the Head of Democracy and Legal Department / Monitoring Officer and the Head of Strategic and Improvement Department withdrew from the room during the entire discussion, and the Chief Executive and the Head of Finance Department during part of the discussion on the item.

3. CHAIRMAN'S ANNOUNCEMENTS

(a) Condolences

Condolences were expressed to the family of former Councillor Emyr Pugh who had died recently.

It was also noted that the Council wished to remember others within the county's communities who had lost loved ones recently.

The Council members stood as a mark of respect.

(b) Congratulations / Best Wishes / Thanks

The following were congratulated:-

- (i) Haf Thomas, Clerical Assistant in the Human Resources Department, on her success in raising over £45,000 towards charities and good causes.
- (ii) Mirain Evans from Chwillog on winning *Song for Wales 2014*. She was wished every success representing Wales in the Pan-Celtic Festival.

Best wishes were extended to Llyr Hughes from Rhydyclafdy who was aiming for the title of 'The World's Strongest Man'.

The Council's workforce were thanked for their hard work in responding to the problems caused by the recent period of severe weather.

(c) Note

Members were encouraged to support the Fair Trade Fortnight. It was noted that one of the objectives of Fair Trade was to ensure that workers in the developing world received a fair price for their work and had better access to markets in the richer countries.

It was noted that there were some tickets left for the Chairman's Charity Concert on 8 March in Galeri, Caernarfon. It promised to be a memorable night and profits would go towards the Alzheimer's Society. Sian Ellis Williams, the Civic Officer, was thanked for facilitating the arrangements.

4. QUESTIONS

A question by Councillor Sion Jones

“What has the Council done to ensure investment for Caernarfon since 2012?”

Response from Councillor John Wynn Jones, Cabinet Member for the Economy.

“The Council was successful in securing capital investment worth approximately £3.5m for the Caernarfon Town Centre Scheme as part of the 2007-13 European Convergence Programme which was implemented prior to 2012.

Since 2012, the Council’s efforts to secure investment for the town include:

- Support from the Local Investment Fund offering grants worth £58,645 to 7 businesses leading to investments of £187,939.
- Support from the Town Improvement Scheme offering grants worth £664,904 leading to investments of approximately £1.5m and improvements to 26 properties within the town centre.
- Working with various partners as part of the Caernarfon Waterfront Initiative, which has already secured investments worth £1.1m primarily through the Môn Menai Programme and private investment.
- Disposal of the Goleuad Building leading to its £2m redevelopment.
- Since 2013, the Council has also been responsible for administering the Communities First Programme which targets resources within specific wards within the town.

In addition to the above, investment have also been secured by various services across the Council (e.g. £9.3m investment in Ysgol yr Hendre which brought a lot of local investment and local work).

The Council’s own investment resources are limited, therefore any success to attract investment is dependent on external resources.

The Council also submitted a bid in July 2013 as part of the Welsh Government Regeneration Framework. The bid was based on the wider Caernarfon Catchment area, and targeting £11m from the Regeneration Fund which included an investment package of £34.5m to the area – but the bid was not approved by the Welsh Government.”

A supplementary question by Councillor Sion Jones

“Can you assure me that more work will be done to secure funding for Caernarfon and towns throughout Gwynedd the next time this funding pot will be open?”

Response from Councillor John Wynn Jones, Cabinet Member for the Economy.

“As a Council, we are doing our best to obtain this funding. Gwynedd’s application was a very strong one and we are yet to be informed by the Welsh Labour Government why we did not receive it. We have persistently asked why it has not come to Gwynedd and has gone to other areas, and that is what we need to know.”

5. PRESENTATION BY THE CABINET MEMBER FOR HEALTHY GWYNEDD

A PowerPoint presentation was given by Councillor Paul Thomas, Cabinet Member for Healthy Gwynedd, on the Council’s work to improve the health of the population, which highlighted the challenges and the possibilities in terms of influencing.

Members were given an opportunity to ask questions or make observations. During the discussion the following main matters were highlighted:-

- (i) Referring to the National Exercise Referral Scheme (NERS), it was suggested, although the Council was expected to provide the facilities, that the Health Service were the ones benefitting from this. In response, the Cabinet Member noted that there was a risk of getting into factions with that way of thinking and that the aim was to get people to start associating their health with visiting a leisure centre rather than a hospital.
- (ii) It was suggested that elected members should aim to become health champions within their communities.
- (iii) It was noted that children from poor families could not take advantage of the Free Swimming scheme as parents had to pay to swim with their children. The Cabinet Member responded by noting that there was an opportunity for disadvantaged children to receive free swimming lessons.
- (iv) It was noted that disadvantaged people did not have the money to buy the best food and that they depended on processed foods, that contained a lot of sugar, which led to various health conditions. The Cabinet Member responded by stating that there was a clear link between disadvantaged areas and specific health conditions, and although the Council did not have much influence on a number of these fields, it should do the best it could to influence in a positive way.
- (v) It was noted that the recent decision of the Planning Committee to refuse an application to construct a small weightlifting room was contrary to the Council's objective to improve the population's health. The Cabinet Member replied that he could not comment on the planning application, but that there were plenty of opportunities for people to undertake weightlifting within the county.
- (vi) As the Council was expected to subsidise the Health Service and provide a service that would benefit them, a suggestion was made to ask the Government for financial support to do that. The Cabinet Member agreed with the observation and noted that there was evidence that being healthy led to savings for the Health Service. However, this evidence was currently insufficient to change the minds of ministers.
- (vii) Concern was expressed that sugary drinks and snacks were being sold to children in vending machines and cafes at the leisure centres. The Cabinet Member replied that quite a substantial financial loss had been made at the leisure centres due to the decision to remove unhealthy foods from the vending machines, but it was hoped to remove them completely next year so that it would be a neutral cost. At the moment, café menus could not be changed as some of the tenders had some years left to run, but the matter would be addressed at the appropriate time.
- (viii) It was noted that schemes such as NERS could be very beneficial, but there was not enough information available regarding how to go about such things. The Cabinet Member explained that people were currently referred to the NERS scheme by their GP. He added that the work was being done by a small specialist team at the leisure centres and that the ultimate aim was to ensure that all staff at the centres specialised in these fields. He also noted that there was an attempt to combine this with the work being undertaken by the Gyda'n Gilydd Team and Families First in the hope of reaching more people and referring them to expertise that could assist them with any health conditions.

The Cabinet Member for Healthy Gwynedd was thanked for his presentation.

6. PAY POLICY STATEMENT FOR 2014/15

Submitted – a report by the Leader recommending that the Council approved the Pay Policy Statement in accordance with Section 38(i) Localism Act 2011, as well as the

Cabinet's recommendation to increase the pay of the Council's lowest paid staff by deleting the two lowest pay points from the Council pay structure.

Consideration was first given to the recommendation to increase the pay of the lowest paid staff so that the Head of Finance Department could be present to respond to any questions / observations.

Great support was expressed by several members to the recommendation but, although supportive of the principle to pay more to staff receiving the lowest salaries, others either questioned the timing of the proposal and the fact that it was funded by an increase in Council Tax or were concerned that it was not going far enough. During the discussion the following main matters were highlighted:-

- (i) It was enquired when would the Council catch up with those councils that already paid the living wage to their staff. The Chief Executive responded by stating that this was a matter for members, and he trusted that making the decision this year to delete the two lowest points from the pay structure meant that it would be possible to review the situation next year. However, he warned against undermining the work that had been done during the Job Evaluation period. The Leader added that a number of councils had tried to implement a living wage policy and that this Council should retain it as an aim. However, some of those councils had also made hundreds of workers redundant at the same time and he did not wish to see Gwynedd implementing a policy that offered a living wage on the one hand and made workers redundant on the other. The aim of this Council was to offer an honourable salary to the entire workforce and it was possible to do this one step at a time over a period of time.
- (ii) Concern was expressed regarding the timing of the proposal on the basis that the Westminster Government already intended to increase the national minimum wage from £6.31 to £6.50 per hour. As this would be higher than the minimum of £6.49 currently paid by this Council, the Council did not have much choice in the matter. It was further noted that the salaries paid to these workers were much too low and it was asked whether or not it would be possible to give more than what was recommended to them. In response, the Leader noted that the total cost of the proposal for 2,000 workers was £250,000. This was the only proposal put forward, but he was willing to examine the situation on an annual basis.
- (iii) It was suggested that the national minimum wage kept wages down and that the Council was being fair with the workforce by increasing salaries above this. It was acknowledged that this would affect Council Tax, but this was money that would be directly invested within Gwynedd communities.
- (iv) Concern was expressed that the timing of the proposal was associated with the decision on Council Tax and that a 0.4% additional increase in the tax would pay for it. Although it was accepted that it was right for the Council workers to receive fair pay, the rest of the Gwynedd workforce would have to remain on the national minimum wage of £6.31 per hour and face the increase in tax. In response, the Head of Finance Department explained that the proposal had been coupled with the higher tax increase in order to be able to increase the salaries of staff on the lowest level without having to make other staff redundant to finance this..
- (v) It was enquired what impact would implementing a living wage policy have on the Council Tax level. The Head of Finance Department replied that the cost of deleting two additional pay points would be in the region of £1,250,000 as there would be implications for many more staff by separating posts on adjacent scales. £250,000 equated to an increase of 0.4% in tax, therefore, an additional £1,000,000 would take the Council over the 5% cap set by the Welsh Government.

Although no changes to the salaries of chief officers had been recommended, the Head of Finance Department withdrew from the chamber before the rest of the report was discussed.

In response to an enquiry from a member, the Chief Executive explained that the Chief Officer Appointment Committee was responsible for developing the Pay Policy for the Council's attention and that no matter had been raised regarding the salaries of senior officers at the meeting on 26 February.

The Chief Executive withdrew from the chamber so that the Council could discuss any other matters, such as the salary of the Chief Executive. As a result, all chief officers left the chamber during the vote on the matter.

It was proposed and seconded to accept the recommendation to increase the salaries of the lowest paid staff and to increase the Council Tax by an additional 0.4% to finance the change, and to review the policy on an annual basis.

In accordance with Procedural Rule 22(6), the following vote was recorded on the proposal.

In favour: (63) Councillors Craig ab Iago, Stephen Churchman, Anwen Davies, Lesley Day, Eddie Dogan, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Trevor Edwards, Thomas Ellis, Alan Jones Evans, Aled Evans, Jean Forsyth, Gweno Glyn, Gwen Griffith, Selwyn Griffiths, Alwyn Gruffydd, Sian Gwenllian, Annwen Hughes, John Brynmor Hughes, Louise Hughes, Peredur Jenkins, Anne Lloyd Jones, Brian Jones, Charles W. Jones, Dyfrig Jones, Eric Merfyn Jones, John Wynn Jones, Linda Wyn Jones, Sion Wyn Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, June Marshall, Dilwyn Morgan, Linda Morgan, Christopher O'Neal, Dewi Owen, Michael Sol Owen, W. Roy Owen, William Tudor Owen, Nigel Pickavance, Caerwyn Roberts, John Pughe Roberts, W. Gareth Roberts, Angela Russell, Dyfrig Siencyn, Mike Stevens, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed Williams, Gethin Glyn Williams, Gruffydd Williams, Hefin Williams, John Wyn Williams, Owain Williams, R. H. Wyn Williams, Robert J. Wright and Eurig Wyn.

Against: (0)

Abstentions: (1) Councillor Jason Humphreys

The Chairman reported that the proposal had been carried.

It was proposed and seconded to adopt the Pay Policy Statement and not to make any changes to the salaries of chief officers.

An amendment was proposed and seconded to remove the first clause under the heading "Redeployment" from the Statement on the basis that former officers who had received redundancy payments should not be re-employed, and that young people seeking employment in the county should be employed instead.

In response to the amendment, the Senior Human Resources Manager explained that there was a legal precedent based on equality and discrimination which meant that this clause had to be included in the Pay Policy Statement. He also noted that only 11 former officers had been re-employed during 2012/13, not including matters involving schools, and that each one of them had been employed on an occasional basis and had worked for a very small number of hours or for a very short-term fixed period.

In response to a request from a member, the Senior Human Resources Manager agreed to provide statistics regarding the number of people re-employed by schools and within the Education Department.

In light of legal requirements regarding the clause, the Legal Services Manager advised the Council that they should not proceed with the amendment.

The seconder of the amendment noted that she was withdrawing her support to the amendment based on the legal advice received.

A vote was taken on the original proposal and it was carried.

RESOLVED

- (a) To increase the pay of the Council's lowest paid staff by deleting the two lowest pay points from the Council pay structure.**
- (b) To incorporate this change in the Council's Pay Policy Statement for 2014/15 and to increase the Council Tax by an additional 0.4% to finance the change, and to review the policy on an annual basis.**
- (c) To adopt the Pay Policy Statement (Appendix A of the report) provided that the necessary finance for the change in the lowest pay points is included in next year's financial strategy.**
- (ch) Not to make any changes to the salaries of chief officers.**

7. 2014/15 BUDGET

Submitted – a report by the Cabinet Member for Resources on the budget to be set for 2014/15. He noted that, historically, and in accordance with best practice, this Council had established its annual budget within the context of the medium-term financial strategy in order to ensure that the budget was prepared for the situation ahead rather than meeting the requirements of one year at a time. This had proven to be of benefit as it was possible for the Council to plan any required savings in a rational way without having to take rash decisions, which could lead to the wrong decisions in terms of the benefits to our citizens. To conclude, he thanked the officers for their prudential work to try and keep the Council on a firm foundation.

Members were given an opportunity to ask questions or make observations.

The Cabinet Member and the staff were congratulated for their work and it was noted that the fact that there was no recommendation in the 2014/15 budget to cut services or make staff redundant was a sign of the careful financial planning that had taken place over the past few years.

It was proposed and seconded that the Council Tax should be increased by 3.9%.

It was noted that what had not been referred to in the budget was the cause for concern, particularly the measures the Council could undertake to increase income and compensate for some of the losses. As an example of this, reference was made to demography costs, especially in caring for the elderly. A substantial increase had been seen in the number of people who came to Gwynedd to retire and this placed additional serious pressures on Council services. The situation was not sustainable and it was enquired whether efforts were being made to trace these people's roots. It was also noted that house prices in the countryside were beyond the reach of local people and as a method of assisting the county's rural communities, it was suggested that the Council could create a fund to establish a joint equity scheme or offer local people a mortgage. Under such a scheme, should someone be unable to pay the mortgage, the Council would

step in, sell on the property and reclaim its money. It was further noted that Gwynedd was the poorest county in Western Europe and that it was unfair to expect the county's residents to pay an additional 0.4% in Council Tax in order to increase the salaries of 2,000 Council staff members.

An amendment was proposed and seconded to increase the Council Tax by 3.5% and that the £250,000 required to increase the pay of the Council's lowest paid staff came from the balances.

In response, Dilwyn Williams, Corporate Director, explained that balances could not be used to fund permanent expenditure and although, technically, it was possible to do this for one year only, it would ultimately lead to more savings.

During the subsequent discussion, the following main observations were noted:-

- (i) Increases in the Council Tax did not affect the poorest within society as they did not pay the tax. The richest people contributed the most towards protecting the services that were so important to the poor people.
- (ii) There was too much talk of the poor and the rich and that the majority of the county's population were in the middle, or the lowest middle, and were having difficulties facing the increase in Council Tax.
- (iii) The balances were reserves and this was very important money. The county could face further inclement weather and have to use the balances again.
- (iv) Jobs were already being lost and it was time for the Leadership to realise that they had a huge task ahead. In response, the Cabinet Member for Resources emphasised that the Cabinet fully realised the extent of the problem and that there was a need for everyone to be part of this.
- (v) It was very easy to pull figures out of thin air. Sufficient opportunity for discussion had been provided at the member seminars and that it was now too late. It had been believed that the report struck a balance between ensuring efficiency savings and protecting services.
- (vi) It would make sense to use the balances as a solution to the problem for one year only as there was talk that the economy was improving.

A vote was taken on the amendment and it fell.

A vote was taken on the original proposal and it was carried.

RESOLVED

(1) To approve the recommendations of the Cabinet, namely:-

- (a) A budget of £231,860,660 should be set for 2014/15 to be funded by £174,970,570 of Government Grant and an increase of 3.9% in the Council Tax which would generate Council Tax income of £55,186,100 with the remaining gap being funded by utilising £1,703,990 of Council balances.**
- (b) A capital programme of £16.193m should also be established in 2014/15 and £17.974m in 2015/16 to be funded from the following sources:-**

£'000	2014/15	2015/16
Capital requirements	16,193	17,974
To be funded by		
Capital provision in the settlement	6,630	6,630
Grant towards schools	724	5,503
Capital receipts	1,476	930

Revenue contribution	1,988	2,860
Prudential borrowing	5,375	2,051
Funding total	<u>16,193</u>	<u>17,974</u>

- (2) That it be noted that the Cabinet Member for Resources, in a decision notice dated 7 November 2013, approved the calculation of the following amounts for 2014/2015 in accordance with Regulations made under Section 33 (5) of the Local Government Finance Act 1992 (“The Act”):-

(a) 49,669.55 being the amount calculated in accordance with the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995 as amended, as its Council Tax base for the year.

(b) Part of the Council’s Area – Community -

Aberdaron	527.00	Llanegryn	151.58
Aberdyfi	934.66	Llanelltyd	279.33
Abergwyngregyn	113.64	Llanengan	1,963.04
Abermaw	1,094.53	Llanfair	314.56
Arthog	610.39	Llanfihangel y Pennant	210.18
Bala	752.60	Llanfrothen	215.34
Bangor	3,547.47	Llangelynnin	395.03
Beddgelert	314.13	Llangywair	127.18
Bethesda	1,633.31	Llanllechid	330.18
Betws Garmon	132.11	Llanllyfni	1,361.97
Bontnewydd	436.15	Llannor	883.51
Botwnnog	433.86	Llanrug	1,103.16
Brithdir a Llanfachreth	396.31	Llanuwchllyn	308.36
Bryncrug	328.58	Llanwnda	765.56
Buan	224.79	Llanycil	192.12
Caernarfon	3,429.57	Llanystumdwy	854.90
Clynnog Fawr	429.16	Maentwrog	279.91
Corris	294.42	Mawddwy	335.21
Criccieth	924.85	Nefyn	1,379.36
Dolbenmaen	607.33	Pennal	212.68
Dolgellau	1,189.94	Penrhyndeudraeth	737.36
Dyffryn Ardudwy	793.90	Pentir	964.63
Ffestiniog	1,662.17	Pistyll	238.74
Harlech	742.30	Porthmadog	1,956.57
Llanaelhaearn	428.08	Pwllheli	1,664.21
Llanbedr	312.06	Talsarnau	307.26
Llanbedrog	684.27	Trawsfynydd	501.03
Llanberis	756.11	Tudweiliog	444.48
Llanddeiniolen	1,781.23	Tywyn	1,541.52
Llandderfel	490.73	Waunfawr	555.55
Llandwrog	985.92	Y Felinheli	1,055.79
Llandygai	962.52	Y Ganllwyd	85.16

being the amounts calculated as the Council Tax Base amounts for the year for dwellings in those parts of its area to which one or more special items relate.

- (3) That the following amounts now be calculated by the Council for the year 2014/2015 in accordance with Sections 32 to 36 of the Act.

(a) £347,872,620	Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2)(a) to (e) of the Act.
(b) £116,365,580	Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3)(a) to (c) of the Act.
(c) £231,507,040	Being the amount by which the aggregate at 3 (a) above exceeds the aggregate at 3 (b) above, calculated by the Council, in accordance with Section 32 (4) of the Act, as its budget requirement for the year.
(ch) £174,722,289	Being the aggregate of the sums which the Council estimates will be payable for the year into its council fund in respect of redistributed Non-Domestic Rates and Revenue Support Grant, along with the Council Tax reduction scheme grant less the estimated cost to the Council of discretionary non-domestic rate relief granted.
(d) £1,143.25	Being the amount at 3 (c) above less the amount at 3 (ch) above, all divided by the amount at 2 (a) above, calculated by the Council, in accordance with Section 33 (1) of the Act, as the basic amount of its Council Tax for the year.
(dd) £1,598,520	Being the aggregate amount of all special items referred to in Section 34 (1) of the Act.
(e) £1,111.07	Being the amount at 3 (d) above less the result given by dividing the amount at 3 (dd) above by the amount at 2 (a) above, calculated by the Council, in accordance with Section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

- (f) Parts of the Council's area - Community

	£		£
Aberdaron	1,126.25	Llanegryn	1,137.46
Aberdyfi	1,135.91	Llanelltyd	1,132.55
Abergwyngregyn	1,128.67	Llanengan	1,133.99
Abermaw	1,147.07	Llanfair	1,131.73
Arthog	1,126.63	Llanfihangel y Pennant	1,131.65
Bala	1,132.99	Llanfrothen	1,131.97
Bangor	1,195.34	Llangelynnin	1,126.26
Beddgelert	1,136.04	Llangywair	1,127.91
Bethesda	1,143.86	Llanllechid	1,124.70
Betws Garmon	1,120.91	Llanllyfni	1,138.19
Bontnewydd	1,139.73	Llannor	1,125.40
Botwnnog	1,120.29	Llanrug	1,132.37
Brithdir a Llanfachreth	1,126.21	Llanuwchllyn	1,139.61
Bryncrug	1,131.38	Llanwnda	1,134.84
Buan	1,127.75	Llanycil	1,128.25
Caernarfon	1,165.64	Llanystumdwy	1,128.62
Clynnog Fawr	1,127.38	Maentwrog	1,130.72
Corris	1,130.67	Mawddwy	1,125.24
Criccieth	1,147.83	Nefyn	1,146.17
Dolbenmaen	1,127.54	Pennal	1,136.46
Dolgellau	1,152.25	Penrhyndeudraeth	1,157.18
Dyffryn Ardudwy	1,135.00	Pentir	1,141.01
Ffestiniog	1,157.09	Pistyll	1,129.92
Harlech	1,132.62	Porthmadog	1,138.16
Llanaelhaearn	1,141.44	Pwllheli	1,152.23
Llanbedr	1,143.12	Talsarnau	1,143.62
Llanbedrog	1,132.92	Trawsfynydd	1,135.02
Llanberis	1,136.20	Tudweiliog	1,124.12
Llanddeiniolen	1,118.37	Tywyn	1,140.91
Llandderfel	1,125.13	Waunfawr	1,132.67
Llandwrog	1,145.56	Y Felinheli	1,136.64
Llandygai	1,131.81	Y Ganllwyd	1,146.30

being the amounts given by adding to the amount at 3(e) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount of 2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

- (ff) In respect of part of the Council's area, the figures noted in Appendix 1, being the amounts given by multiplying the sums specified in 3(f) above by the number which, in the proportion set out in Section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in

valuation band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (4) That it be noted that for the year 2014/2015 the Police Commissioner's Office has stated the following amounts in a precept issued to the Council, in accordance with Section 40 of the Local Government Finance Act, 1992, for each of the categories of dwellings shown below:

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
151.74	177.03	202.32	227.61	278.19	328.77	379.35	455.22	531.09

- (5) That, having calculated the aggregate in each case of the amounts at 3 (ff) and 4 above, the Council, in accordance with Section 30 (2) of the Local Government Finance Act, 2013, hereby sets the amounts noted in Appendix 2 as the amounts of Council Tax for the year 2014/2015 for each of the categories of dwellings shown therein.

8. 2014/15 – 2017/18 – FINANCIAL STRATEGY

Submitted – a report by the Cabinet Member for Resources outlining the Cabinet's intention to deal with the medium term financial situation in order to obtain the Council's opinion on it.

It was noted that there was no reference in the report to the possibility of merging with other councils and that this would change all figures and projections. In response, the Cabinet Member for Resources noted that the table in point 2.2 of the report referred to the Williams Commission, but it was not considered that there would be a great shift forward on this during the financial programme over the next four years.

The Cabinet's proposal was noted, viz:-

- In relation to the position over the next 4 years, we should find the £34m funding gap projected for the period by keeping all options open (including the possibility of raising the Council Tax by more than 3.5% and finding savings from the schools budget) and that we should find the majority of the gap by maximising efficiency savings and demand management we can deliver.
- An inclusive system should be established in order to establish efficiency savings plans and prioritisation which needs to be made in order to establish where we should cut services.
- In the meantime, advantage must be taken of any opportunity to deliver savings even if it means not waiting for the regime in question so as not to lose the opportunity.

RESOLVED to support the Cabinet's Financial Strategy.

9. TREASURY MANAGEMENT – TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION STRATEGY AND ANNUAL INVESTMENT STRATEGY FOR 2014/15

Submitted – the report of the Head of Finance Department by the Cabinet Member for Resources asking the Council to adopt the Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15, the Prudential Indicators, the Minimum Revenue

Provision Strategy and the merger arrangements with the Pension Fund in terms of investing daily cash flow.

The Vice-chair of the Audit Committee noted that the committee had examined the risks and that they were satisfied with the situation.

RESOLVED to adopt the Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15 (Appendix A), the Prudential Indicators (Appendix C), the Minimum Revenue Provision Statement (Appendix D) and the merger arrangements with the Pension Fund for the investment of daily cash flow.

10. COMMITTEES CALENDAR 2014/15

The Leader submitted the calendar of dates of Council meetings for 2014/15.

RESOLVED to adopt the Committees Calendar for 2014/15.

11. NON-ATTENDANCE OF A MEMBER OF THE COUNCIL

The Head of Democracy and Legal Department / Monitoring Officer explained that there was no need for the Council to consider this item as Councillor Nigel Pickavance had managed to attend this meeting.

12. PROTOCOL ON THE USE OF SOCIAL MEDIA BY COUNCILLORS

The Chair of the Democratic Services Committee submitted a protocol and attached appendices on the use of social media by Councillors for the Council's approval.

Members were invited to make observations on the contents of the document.

- (i) It was noted that the observation in paragraph 10 that this protocol was relevant to members in their roles as councillors and also as private members was contrary to national guidelines and a legally set precedent, namely that every member had the right to a private life that was separate to their life as a councillor. In response, the Head of Democracy and Legal Department / Monitoring Officer noted that the Code of Conduct stated clearly that a councillor could bring the Council or his/her function as a councillor into disrepute when acting as a councillor or when acting as a private individual. Either case would be contrary to the Code of Conduct and the Ombudsman would have an interest in both types of scenarios.
- (ii) The purpose of the third bullet point in paragraph 12 was not understood, namely that the details of meetings should not be tweeted, as the Council intended to webcast its meetings in any case.

RESOLVED to adopt the Protocol on the Use of Social Media by Councillors.

13. NOTICE OF MOTION

Submitted – for information, a letter received from the Department for Work and Pensions' Ministerial Correspondence Team in response to Councillor Dilwyn Morgan's notice of motion to the last meeting regarding reforms to Housing Benefit.

RESOLVED to note the letter.

The meeting commenced at 1.00pm and concluded at 4.30pm.

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
Aberdaron	750.83	875.97	1,001.11	1,126.25	1,376.53	1,626.81	1,877.08	2,252.50	2,627.92
Aberdyfi	757.27	883.49	1,009.70	1,135.91	1,388.33	1,640.76	1,893.18	2,271.82	2,650.46
Abergwyngregyn	752.45	877.85	1,003.26	1,128.67	1,379.49	1,630.30	1,881.12	2,257.34	2,633.56
Abermaw	764.71	892.17	1,019.62	1,147.07	1,401.97	1,656.88	1,911.78	2,294.14	2,676.50
Arthog	751.09	876.27	1,001.45	1,126.63	1,376.99	1,627.35	1,877.72	2,253.26	2,628.80
Bala	755.33	881.21	1,007.10	1,132.99	1,384.77	1,636.54	1,888.32	2,265.98	2,643.64
Bangor	796.89	929.71	1,062.52	1,195.34	1,460.97	1,726.60	1,992.23	2,390.68	2,789.13
Beddgelert	757.36	883.59	1,009.81	1,136.04	1,388.49	1,640.95	1,893.40	2,272.08	2,650.76
Bethesda	762.57	889.67	1,016.76	1,143.86	1,398.05	1,652.24	1,906.43	2,287.72	2,669.01
Betws Garmon	747.27	871.82	996.36	1,120.91	1,370.00	1,619.09	1,868.18	2,241.82	2,615.46
Bontnewydd	759.82	886.46	1,013.09	1,139.73	1,393.00	1,646.28	1,899.55	2,279.46	2,659.37
Botwnnog	746.86	871.34	995.81	1,120.29	1,369.24	1,618.20	1,867.15	2,240.58	2,614.01
Brithdir a Llanfachreth	750.81	875.94	1,001.08	1,126.21	1,376.48	1,626.75	1,877.02	2,252.42	2,627.82
Bryncrug	754.25	879.96	1,005.67	1,131.38	1,382.80	1,634.22	1,885.63	2,262.76	2,639.89
Buan	751.83	877.14	1,002.44	1,127.75	1,378.36	1,628.97	1,879.58	2,255.50	2,631.42
Caernarfon	777.09	906.61	1,036.12	1,165.64	1,424.67	1,683.70	1,942.73	2,331.28	2,719.83
Clynnog Fawr	751.59	876.85	1,002.12	1,127.38	1,377.91	1,628.44	1,878.97	2,254.76	2,630.55
Corris	753.78	879.41	1,005.04	1,130.67	1,381.93	1,633.19	1,884.45	2,261.34	2,638.23
Criccieth	765.22	892.76	1,020.29	1,147.83	1,402.90	1,657.98	1,913.05	2,295.66	2,678.27
Dolbenmaen	751.69	876.98	1,002.26	1,127.54	1,378.10	1,628.67	1,879.23	2,255.08	2,630.93
Dolgellau	768.17	896.19	1,024.22	1,152.25	1,408.31	1,664.36	1,920.42	2,304.50	2,688.58
Dyffryn Ardudwy	756.67	882.78	1,008.89	1,135.00	1,387.22	1,639.44	1,891.67	2,270.00	2,648.33
Ffestiniog	771.39	899.96	1,028.52	1,157.09	1,414.22	1,671.35	1,928.48	2,314.18	2,699.88
Harlech	755.08	880.93	1,006.77	1,132.62	1,384.31	1,636.01	1,887.70	2,265.24	2,642.78
Llanaelhaearn	760.96	887.79	1,014.61	1,141.44	1,395.09	1,648.75	1,902.40	2,282.88	2,663.36
Llanbedr	762.08	889.09	1,016.11	1,143.12	1,397.15	1,651.17	1,905.20	2,286.24	2,667.28
Llanbedrog	755.28	881.16	1,007.04	1,132.92	1,384.68	1,636.44	1,888.20	2,265.84	2,643.48
Llanberis	757.47	883.71	1,009.96	1,136.20	1,388.69	1,641.18	1,893.67	2,272.40	2,651.13
Llanddeiniolen	745.58	869.84	994.11	1,118.37	1,366.90	1,615.42	1,863.95	2,236.74	2,609.53
Llandderfel	750.09	875.10	1,000.12	1,125.13	1,375.16	1,625.19	1,875.22	2,250.26	2,625.30
Llandwrog	763.71	890.99	1,018.28	1,145.56	1,400.13	1,654.70	1,909.27	2,291.12	2,672.97
Llandygai	754.54	880.30	1,006.05	1,131.81	1,383.32	1,634.84	1,886.35	2,263.62	2,640.89
Llanegryn	758.31	884.69	1,011.08	1,137.46	1,390.23	1,643.00	1,895.77	2,274.92	2,654.07
Llanelltyd	755.03	880.87	1,006.71	1,132.55	1,384.23	1,635.91	1,887.58	2,265.10	2,642.62
Llanengan	755.99	881.99	1,007.99	1,133.99	1,385.99	1,637.99	1,889.98	2,267.98	2,645.98
Llanfair	754.49	880.23	1,005.98	1,131.73	1,383.23	1,634.72	1,886.22	2,263.46	2,640.70
Llanfihangel y Pennant	754.43	880.17	1,005.91	1,131.65	1,383.13	1,634.61	1,886.08	2,263.30	2,640.52
Llanfrothen	754.65	880.42	1,006.20	1,131.97	1,383.52	1,635.07	1,886.62	2,263.94	2,641.26
Llangelynnin	750.84	875.98	1,001.12	1,126.26	1,376.54	1,626.82	1,877.10	2,252.52	2,627.94
Llangywair	751.94	877.26	1,002.59	1,127.91	1,378.56	1,629.20	1,879.85	2,255.82	2,631.79
Llanllechid	749.80	874.77	999.73	1,124.70	1,374.63	1,624.57	1,874.50	2,249.40	2,624.30
Llanllyfni	758.79	885.26	1,011.72	1,138.19	1,391.12	1,644.05	1,896.98	2,276.38	2,655.78
Llannor	750.27	875.31	1,000.36	1,125.40	1,375.49	1,625.58	1,875.67	2,250.80	2,625.93
Llanrug	754.91	880.73	1,006.55	1,132.37	1,384.01	1,635.65	1,887.28	2,264.74	2,642.20
Llanuwchllyn	759.74	886.36	1,012.99	1,139.61	1,392.86	1,646.10	1,899.35	2,279.22	2,659.09
Llanwnda	756.56	882.65	1,008.75	1,134.84	1,387.03	1,639.21	1,891.40	2,269.68	2,647.96
Llanycil	752.17	877.53	1,002.89	1,128.25	1,378.97	1,629.69	1,880.42	2,256.50	2,632.58
Llanystumdwy	752.41	877.82	1,003.22	1,128.62	1,379.42	1,630.23	1,881.03	2,257.24	2,633.45
Maentwrog	753.81	879.45	1,005.08	1,130.72	1,381.99	1,633.26	1,884.53	2,261.44	2,638.35

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
Mawddwy	750.16	875.19	1,000.21	1,125.24	1,375.29	1,625.35	1,875.40	2,250.48	2,625.56
Nefyn	764.11	891.47	1,018.82	1,146.17	1,400.87	1,655.58	1,910.28	2,292.34	2,674.40
Pennal	757.64	883.91	1,010.19	1,136.46	1,389.01	1,641.55	1,894.10	2,272.92	2,651.74
Penrhyndeudraeth	771.45	900.03	1,028.60	1,157.18	1,414.33	1,671.48	1,928.63	2,314.36	2,700.09
Pentir	760.67	887.45	1,014.23	1,141.01	1,394.57	1,648.13	1,901.68	2,282.02	2,662.36
Pistyll	753.28	878.83	1,004.37	1,129.92	1,381.01	1,632.11	1,883.20	2,259.84	2,636.48
Porthmadog	758.77	885.24	1,011.70	1,138.16	1,391.08	1,644.01	1,896.93	2,276.32	2,655.71
Pwllheli	768.15	896.18	1,024.20	1,152.23	1,408.28	1,664.33	1,920.38	2,304.46	2,688.54
Talsarnau	762.41	889.48	1,016.55	1,143.62	1,397.76	1,651.90	1,906.03	2,287.24	2,668.45
Trawsfynydd	756.68	882.79	1,008.91	1,135.02	1,387.25	1,639.47	1,891.70	2,270.04	2,648.38
Tudweiliog	749.41	874.32	999.22	1,124.12	1,373.92	1,623.73	1,873.53	2,248.24	2,622.95
Tywyn	760.61	887.37	1,014.14	1,140.91	1,394.45	1,647.98	1,901.52	2,281.82	2,662.12
Waunfawr	755.11	880.97	1,006.82	1,132.67	1,384.37	1,636.08	1,887.78	2,265.34	2,642.90
Y Felinheli	757.76	884.05	1,010.35	1,136.64	1,389.23	1,641.81	1,894.40	2,273.28	2,652.16
Y Ganllwyd	764.20	891.57	1,018.93	1,146.30	1,401.03	1,655.77	1,910.50	2,292.60	2,674.70

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
Aberdaron	902.57	1053.00	1203.43	1353.86	1654.72	1955.58	2256.43	2707.72	3159.01
Aberdyfi	909.01	1060.52	1212.02	1363.52	1666.52	1969.53	2272.53	2727.04	3181.55
Abergwyngregyn	904.19	1054.88	1205.58	1356.28	1657.68	1959.07	2260.47	2712.56	3164.65
Abermaw	916.45	1069.20	1221.94	1374.68	1680.16	1985.65	2291.13	2749.36	3207.59
Arthog	902.83	1053.30	1203.77	1354.24	1655.18	1956.12	2257.07	2708.48	3159.89
Bala	907.07	1058.24	1209.42	1360.60	1662.96	1965.31	2267.67	2721.20	3174.73
Bangor	948.63	1106.74	1264.84	1422.95	1739.16	2055.37	2371.58	2845.90	3320.22
Beddgelert	909.10	1060.62	1212.13	1363.65	1666.68	1969.72	2272.75	2727.30	3181.85
Bethesda	914.31	1066.70	1219.08	1371.47	1676.24	1981.01	2285.78	2742.94	3200.10
Betws Garmon	899.01	1048.85	1198.68	1348.52	1648.19	1947.86	2247.53	2697.04	3146.55
Bontnewydd	911.56	1063.49	1215.41	1367.34	1671.19	1975.05	2278.90	2734.68	3190.46
Botwnnog	898.60	1048.37	1198.13	1347.90	1647.43	1946.97	2246.50	2695.80	3145.10
Brithdir a Llanfachreth	902.55	1052.97	1203.40	1353.82	1654.67	1955.52	2256.37	2707.64	3158.91
Bryncrug	905.99	1056.99	1207.99	1358.99	1660.99	1962.99	2264.98	2717.98	3170.98
Buan	903.57	1054.17	1204.76	1355.36	1656.55	1957.74	2258.93	2710.72	3162.51
Caernarfon	928.83	1083.64	1238.44	1393.25	1702.86	2012.47	2322.08	2786.50	3250.92
Clynnog Fawr	903.33	1053.88	1204.44	1354.99	1656.10	1957.21	2258.32	2709.98	3161.64
Corris	905.52	1056.44	1207.36	1358.28	1660.12	1961.96	2263.80	2716.56	3169.32
Criccieth	916.96	1069.79	1222.61	1375.44	1681.09	1986.75	2292.40	2750.88	3209.36
Dolbenmaen	903.43	1054.01	1204.58	1355.15	1656.29	1957.44	2258.58	2710.30	3162.02
Dolgellau	919.91	1073.22	1226.54	1379.86	1686.50	1993.13	2299.77	2759.72	3219.67
Dyffryn Ardudwy	908.41	1059.81	1211.21	1362.61	1665.41	1968.21	2271.02	2725.22	3179.42
Ffestiniog	923.13	1076.99	1230.84	1384.70	1692.41	2000.12	2307.83	2769.40	3230.97
Harlech	906.82	1057.96	1209.09	1360.23	1662.50	1964.78	2267.05	2720.46	3173.87
Llanaelhaearn	912.70	1064.82	1216.93	1369.05	1673.28	1977.52	2281.75	2738.10	3194.45
Llanbedr	913.82	1066.12	1218.43	1370.73	1675.34	1979.94	2284.55	2741.46	3198.37
Llanbedrog	907.02	1058.19	1209.36	1360.53	1662.87	1965.21	2267.55	2721.06	3174.57
Llanberis	909.21	1060.74	1212.28	1363.81	1666.88	1969.95	2273.02	2727.62	3182.22
Llanddeiniolen	897.32	1046.87	1196.43	1345.98	1645.09	1944.19	2243.30	2691.96	3140.62
Llandderfel	901.83	1052.13	1202.44	1352.74	1653.35	1953.96	2254.57	2705.48	3156.39
Llandwrog	915.45	1068.02	1220.60	1373.17	1678.32	1983.47	2288.62	2746.34	3204.06
Llandygai	906.28	1057.33	1208.37	1359.42	1661.51	1963.61	2265.70	2718.84	3171.98
Llanegryn	910.05	1061.72	1213.40	1365.07	1668.42	1971.77	2275.12	2730.14	3185.16
Llanelltyd	906.77	1057.90	1209.03	1360.16	1662.42	1964.68	2266.93	2720.32	3173.71
Llanengan	907.73	1059.02	1210.31	1361.60	1664.18	1966.76	2269.33	2723.20	3177.07
Llanfair	906.23	1057.26	1208.30	1359.34	1661.42	1963.49	2265.57	2718.68	3171.79
Llanfihangel y Pennant	906.17	1057.20	1208.23	1359.26	1661.32	1963.38	2265.43	2718.52	3171.61
Llanfrothen	906.39	1057.45	1208.52	1359.58	1661.71	1963.84	2265.97	2719.16	3172.35
Llangelynnin	902.58	1053.01	1203.44	1353.87	1654.73	1955.59	2256.45	2707.74	3159.03
Llangywair	903.68	1054.29	1204.91	1355.52	1656.75	1957.97	2259.20	2711.04	3162.88
Llanllechid	901.54	1051.80	1202.05	1352.31	1652.82	1953.34	2253.85	2704.62	3155.39
Llanllyfni	910.53	1062.29	1214.04	1365.80	1669.31	1972.82	2276.33	2731.60	3186.87
Llanmor	902.01	1052.34	1202.68	1353.01	1653.68	1954.35	2255.02	2706.02	3157.02
Llanrug	906.65	1057.76	1208.87	1359.98	1662.20	1964.42	2266.63	2719.96	3173.29
Llanuwchllyn	911.48	1063.39	1215.31	1367.22	1671.05	1974.87	2278.70	2734.44	3190.18
Llanwnda	908.30	1059.68	1211.07	1362.45	1665.22	1967.98	2270.75	2724.90	3179.05
Llanycil	903.91	1054.56	1205.21	1355.86	1657.16	1958.46	2259.77	2711.72	3163.67
Llanystumdwy	904.15	1054.85	1205.54	1356.23	1657.61	1959.00	2260.38	2712.46	3164.54
Maentwrog	905.55	1056.48	1207.40	1358.33	1660.18	1962.03	2263.88	2716.66	3169.44

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
Mawddwy	901.90	1052.22	1202.53	1352.85	1653.48	1954.12	2254.75	2705.70	3156.65
Nefyn	915.85	1068.50	1221.14	1373.78	1679.06	1984.35	2289.63	2747.56	3205.49
Pennal	909.38	1060.94	1212.51	1364.07	1667.20	1970.32	2273.45	2728.14	3182.83
Penrhyndeudraeth	923.19	1077.06	1230.92	1384.79	1692.52	2000.25	2307.98	2769.58	3231.18
Pentir	912.41	1064.48	1216.55	1368.62	1672.76	1976.90	2281.03	2737.24	3193.45
Pistyll	905.02	1055.86	1206.69	1357.53	1659.20	1960.88	2262.55	2715.06	3167.57
Porthmadog	910.51	1062.27	1214.02	1365.77	1669.27	1972.78	2276.28	2731.54	3186.80
Pwllheli	919.89	1073.21	1226.52	1379.84	1686.47	1993.10	2299.73	2759.68	3219.63
Talsarnau	914.15	1066.51	1218.87	1371.23	1675.95	1980.67	2285.38	2742.46	3199.54
Trawsfynydd	908.42	1059.82	1211.23	1362.63	1665.44	1968.24	2271.05	2725.26	3179.47
Tudweiliog	901.15	1051.35	1201.54	1351.73	1652.11	1952.50	2252.88	2703.46	3154.04
Tywyn	912.35	1064.40	1216.46	1368.52	1672.64	1976.75	2280.87	2737.04	3193.21
Waunfawr	906.85	1058.00	1209.14	1360.28	1662.56	1964.85	2267.13	2720.56	3173.99
Y Felinheli	909.50	1061.08	1212.67	1364.25	1667.42	1970.58	2273.75	2728.50	3183.25
Y Ganllwyd	915.94	1068.60	1221.25	1373.91	1679.22	1984.54	2289.85	2747.82	3205.79

Meeting	Full Council
Date	1 st May 2014
Title	Appointment of Monitoring Officer
Purpose	To appoint a new Monitoring Officer
Author	Chief Executive – Harry Thomas
Portfolio Leader	Customer Care – Councillor Ioan Thomas

1. On the 11th March this year, the Cabinet approved a report which recommended restructuring the senior management of the Council. The changes will result in almost £500,000 of annual savings which will contribute to the overall savings target for the period 2015/16 - 2017/18.
2. This package entails deleting the Democracy and Legal Department and redistributing the department's services to other parts of the Council. Part of the savings will be realised by deleting the post of Head of Democracy and Legal Services who also performs the role of Monitoring Officer. The decision is implemented by approving the application to retire early from the current post holder which takes effect from the end of August.
3. The Council now has to nominate another officer to be its Monitoring Officer. There is no legal requirement for the Monitoring Officer to be a lawyer or to have a legal background. It has been my experience however that such a background is useful for the effective execution of the role. The statutory duties of the role are as follows:-
 - (a) To report on any proposal, decision or failure by the authority contrary to the law or which could lead to maladministration; and
 - (b) Oversee the implementation of the Members Code of Conduct.
4. The Council already has a Deputy Monitoring Officer who also performs the role of managing the Legal Services Unit – Iwan Evans. Having discussed the matter with the current Monitoring Officer and the relevant Cabinet Members, I recommend, as the Statutory Head of the Paid Service, that the Council appoints Iwan Evans as its next Monitoring Officer with effect from the 1st September.
5. I also recommend that Iwan Evans, who already has considerable experience as the Council's Deputy Monitoring Officer, should be supported by a development package consistent with this level of appointment.

6. If this recommendation is accepted, the new Monitoring Officer will be responsible for appointing a Deputy Monitoring Officer from the talented pool of potential applicants from within the authority.

7. **RECOMMENDATION**

It is recommended that the Council appoints Iwan Evans as its next Monitoring Officer with effect from 1st September 2014.

MEETING	FULL COUNCIL
DATE	1 MAY 2014
SUBJECT	THE COUNCIL'S STRATEGIC PLAN
AUTHOR(S)	Councillor Dyfed Edwards, Leader of the Council Geraint George, Head of Strategy and Improvement
RECOMMENDATION	To Adopt the Strategic Plan

1. Introduction

- 1.1 In May 2013, the Council adopted its Strategic Plan for 2013 - 17. The main purpose of the Strategic Plan is to set the Council's vision for 2013 - 17, which is "Supporting the People of Gwynedd to Thrive in Difficult Times." The Strategic Plan also sets the Council's priorities for the period and describes what the Council will do to achieve them.
- 1.2 Again this year, the Council must adopt a specific plan for the coming year. Members will be aware of the work that has been undertaken to review the Strategic Plan in light of the enormous financial challenge and the savings that the Council must find over the coming years as well as likely discussions on re-organisation on the horizon.

2. The Content of the Plan

- 2.1 What is presented is the product of months of review work and internal discussions. In addition, Members, the public and the Council's partners were invited to share their views on the draft priorities. In terms of Members, specific sessions were held with the four Area Forums to invite views on the proposed priorities.
- 2.2. Once again this year, we have tried to improve on the clarity in terms of the reasons for addressing some of the issues in the Plan and also in terms of the outcomes we are promising to the residents of Gwynedd.

- 2.3 The Plan includes different types of projects, some that transform services and save money, some where we must respond to the requirements of statute or regulators and others that, although discretionary, where there is a clear priority for their implementation. In addition, some projects will deliver definite outcomes during 2014 - 15 and developmental schemes where preparatory work is being undertaken but where any outcomes are likely to be delivered after 2014 - 15.

3. The Challenge

- 3.1 One of the hardest things at this time when we are facing the challenge of the Savings Programme, is ensuring enough capacity to deliver those and, more crucially, in terms of the time of members and officers. There are possible financial implications with some of the commitments in the Plan and they will be considered case by case in considering the individual business cases.
- 3.2 The document itself notes that the scale of the financial challenge facing the Council makes it difficult to gauge whether we will be able to realise all the promises in the document. The ambition is clear but we must keep a close eye on things during the year to see whether we will be able to realise that ambition in every priority area.

4. Recommendation

- 4.1 The Council is invited to adopt the Strategic Plan.**

GWYNEDD COUNCIL STRATEGIC PLAN

2013 - 17



www.gwynedd.gov.uk

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1. INTRODUCTION BY THE COUNCIL LEADER AND CHIEF EXECUTIVE

It is clear to state that the period we are facing as a County and as a Council is extremely challenging. There is pressure on public services arising from higher expectations and also a reduction in the resources available for the provision of services the likes of which have never been seen before.

During this challenging time, it is vital to have a clear and definite focus. The focus of this Plan is **“supporting the people of Gwynedd to thrive in difficult times”**. The aim of the Council therefore is to maintain a high standard of services on a day to day basis and also change and improve in ways that save money and provide good outcomes for the people of Gwynedd.

Therefore, even in challenging times, we have a very clear ambition as a Council and this Plan highlights that ambition across 6 thematic areas where the Council wants to make a difference to the residents of the County. However, due to the unprecedented financial circumstances, the Council must be flexible in responding to all the threats and opportunities arising over the coming period and practice the agility associated with the spirit of public entrepreneurialism.

However, the Council is committed to aiming towards achieving the outcomes that are being proposed in this document for the benefit of our residents. One thing that is clear is the Council cannot do this all on its own. We will rely on partners from the public sector, business and third sectors and also on residents to identify and implement solutions that are going to work on the ground.



Dyfed Edwards

Dyfed Edwards
Council Leader



Harry Thomas

Harry Thomas
Chief Executive

2. PROFILE OF GWYNEDD AND THE COUNCIL

Presented below are some facts about the County of Gwynedd and the Council:



- 75 Elected Member sit on Gwynedd Council. The Council is responsible for providing a wide range of public services for 122,100 residents, including: education and schools, social services, leisure centres, libraries, planning services, highways, waste management, public protection, youth services and economic development.
- Since 2001, Gwynedd's population has increased by 4.5% (5,298 people). This compares with an increase of 5.6% in Wales.
- Gwynedd is a large rural area that is 2,535 square kilometres in size in geographical terms. Gwynedd is the second largest County in Wales and represents 12% of the total area of the country.
- 65% of Gwynedd's residents speak Welsh and it is also the Council's internal administrative language.
- In 2013 - 14, the Gross Revenue Expenditure of the Council was £369.3 million. Among a wide range of other services, this money was used to educate over 16,000 residents, maintain 2,882 kilometres of highways and 301 kilometres of coastline.
- There are 97 Primary Schools, 14 Secondary Schools and 3 Special Schools in Gwynedd.
- The Council is responsible for running 14 Leisure Centres and 17 Libraries within the County.
- Gwynedd's natural environment is a valuable attraction to tourists. In 2011, approximately 7.2 million visitors came to Gwynedd, creating £916 million in revenue.
- 67.5% of the land within Gwynedd is located in the Snowdonia National Park, the largest national park in Wales.
- A large part of the Llŷn Peninsula was designated as an Area of Outstanding Natural Beauty in 1956, one of five in Wales.
- In 2013, the median household income in Gwynedd (£22,111) was 11% below the figure for Wales (£24,721) and 20% lower than the figure for Britain (£27,510).
- In 2012, the median price for a house sold in Gwynedd was £136,000 which is an increase of 3.0% compared with 2011.

- It is estimated that the number of households in Gwynedd will increase by 12.5% by 2036. This is less than the estimated increase for all of Wales, which is 14.6%.
- According Gwynedd Residents Panel Survey (2013):
 - 92.3% of people were satisfied or very satisfied with Gwynedd as a place to live;
 - 63.4% were satisfied or very satisfied with the way the Council runs things;
 - 54.5% agreed or strongly agreed that Gwynedd Council provides value for money. 14.4% disagreed or strongly disagreed that Gwynedd Council provides value for money;
 - 39.3% disagreed that they can influence decisions in their local area, but 37.0% agreed that they could influence the services they use.

More information about the Council and its services can be found on the website - www.gwynedd.gov.uk

3. REVIEWING THE PLAN

The original Strategic Plan for 2013 - 17 was adopted by the Council in May 2013. It was prepared in several stages, as follows:

- Stage One - Assessing Needs and Horizon Scanning:

The process of preparing the Plan began with identifying the main social, economic, environmental and policy drivers that influence the Council and the County, and which are likely to do so in the coming years. In addition, surveys were conducted with residents of the County and staff and Elected Members of the Council to gather information about their experiences of living and working in Gwynedd, and to give them an opportunity to voice their opinions on the issues that should be prioritised in the Plan.

- Stage Two - Identifying Draft Priorities:

The second stage in the process was to use the data and key information gathered during Stage One to identify draft priorities for the Plan. As part of this, consideration was given to the main opportunities and challenges facing the County across several areas, their potential impact on the residents of Gwynedd and the Council's ability to make a significant difference in those areas. The residents of the County and our partners were given the opportunity to share their views on the draft priorities.

- Stage Three - Confirming the Priorities and Developing Delivery Proposals:

The next stage was to confirm the priorities for the Plan and to develop a series of proposals to achieve them. Proposals for specific areas were developed and the need to complete further work during 2013 - 14 on developing concrete proposals for other areas was identified. Careful consideration was given to equality, language and sustainability issues throughout the preparation of the Plan in order to ensure it has a positive impact on specific groups within the population, the environment and the Welsh language.

In preparing the proposals for 2014 - 15, consideration was given to two important issues that will have an impact on the priorities and shape of the Council in the future:

- Firstly, less money will be available over the next few years to maintain services. This means that we must find new and different ways of delivering quality services in future for the residents of the County.
- Secondly, the Sir Paul Williams Commission report on the future of public services in Wales suggests reducing the number of North Wales councils from six to three. Depending on the Welsh Government response to the report, any reorganisation and change in the pattern of services will certainly have an influence on the way we work over the next few years.

Consideration was also given to new social, economic, environmental and policy drivers which influence the Council and the County now, and which are likely to do so in the coming years. In addition, the residents of the County and our partners were given the opportunity to share their views on the priorities for the next period.

Listed below are the main changes made to the Plan following the review:

Priorities:

The number of priorities has been reduced from 24 to 21:

- We have combined two priorities in the Care, Health and Well-being Theme (*Responding better to the needs of vulnerable people to ensure sustainable care services* and *Increasing preventive work in the field adult and older people social care*) in order to establish a new priority, namely: *Responding Better to the Needs of People who Need Support, Increasing the Community Support Available and Ensuring Sustainable Care Services*.
- We have removed *Promoting community pride and responsibility* as a priority from the Strong Communities Theme. However, aspects of the work will continue to be addressed under the *Reducing the Demand for Services By Prevention and Early Intervention* priority within the Culture and Business Arrangements of the Council Theme.
- We have removed *Capitalising on the 'size' of the Council for the benefit of the people of Gwynedd* as a priority from the Culture and Business Arrangements of the Council Theme. However, aspects of the work will continue to be addressed under the *Reducing the Demand for Services By Prevention and Early Intervention* priority within the Culture and Business Arrangements of the Council Theme.

Outcomes:

All of the outcomes are focused on the people of Gwynedd and are clearer and more explicit in terms of the difference sought by the end of the period of the Plan.

Projects:

We have decided to discontinue some projects to free up capacity and money to focus on other issues. Listed below are the projects that have been removed from the Plan:

- Gwynedd Supplier Programme Project
- Responding to the Threats of Climate Change (Long Term) Project
- Language Project – 'Conditions of Working in Partnership'

Measures:

We have also adapted and refined some of the outcome measures so that we can better measure the impact of our work on the residents of Gwynedd.

4. STRUCTURE OF THE PLAN

Our aim is to ensure the *Best for the People of Gwynedd Today and Tomorrow* and we do this primarily through our normal business, that is the services that are provided on a daily basis. This Plan, however, focusses in particular on our priorities and the main changes we are committing ourselves to over the next few years.

This document has been structured around the following thematic areas:

- Children and Young People
- Care, Health and Well-being
- The Economy
- The Environment
- Strong Communities
- Culture and Business Arrangements of the Council

We have a **vision** for each thematic area. Each thematic area vision contributes to the Plan's main vision, namely: *Supporting the people of Gwynedd to thrive in difficult times*, and describes our ambition for the thematic area over the coming years.

Vision for the Children and Young People Theme	Vision for the Care, Health and Well-being Theme
<i>Supporting all children and young people to live fulfilled lives</i>	<i>Inspiring the people of Gwynedd to live healthy lives</i> <i>Supporting vulnerable people to live fulfilled lives</i>
Vision for The Economy Theme	Vision for The Environment Theme
<i>Improving opportunities for the people of Gwynedd to live, work and succeed locally</i>	<i>Promoting a suitable supply of homes for people in Gwynedd</i> <i>Promoting a safe and sustainable environment, with convenient connections</i>
Vision for the Strong Communities Theme	Vision for the Culture and Business Arrangements of the Council Theme
<i>Working together to create a confident and Welsh future</i> <i>Reducing the impact of deprivation on the people of Gwynedd</i>	<i>The people of Gwynedd central to everything we do</i>

We have identified a series of **priorities** for each thematic area. The priorities focus on the issues we will give our full attention to over the next few years. The priorities are the Council's **improvement objectives** for the period of the Plan. We have identified a total of 21 priorities:

<p>Priorities for the Children and Young People Theme</p> <p>P1: Raising the Educational Standards of Children and Young People P2: Improving Experiences and Opportunities for Vulnerable Groups of Children, Young People and Families P3: Improving the Suitability of the Schools System P4: Better Preparing Young People for Living and Working Locally</p>
<p>Priorities for the Care, Health and Well-being Theme</p> <p>GOF1: Responding Better to the Needs of People who Need Support, Increasing the Community Support Available and Ensuring Sustainable Care Services GOF2: Safeguarding Children and Adults GOF3: Improving the Conditions for Gwynedd's Residents to Live Healthily</p>
<p>Priorities for The Economy Theme</p> <p>ECON1: Strengthening Business Resilience within the County and Retaining Local Economic Benefit ECON2: Improving the Quality of Jobs and Salary Levels ECON3: Improving Access for the People of Gwynedd to Work and Responding to Barriers</p>
<p>Priorities for The Environment Theme</p> <p>AMG1: Promoting a Suitable Supply of Housing for Local People AMG2: Reducing Carbon Emissions AMG3: Responding to Threats of Climate Change AMG4: Reducing the Amount of Waste Going to Landfill</p>
<p>Priorities for the Strong Communities Theme</p> <p>CC1: Promoting the Welsh Language CC2: Tackling Poverty and Deprivation CC3: Promoting Sustainable Rural Communities</p>
<p>Priorities for the Culture and Business Arrangements of the Council Theme</p> <p>DT1: Promoting a Culture Across the Whole Council of Putting the People of Gwynedd at the Heart of All Our Decisions DT2: Engaging Effectively with the People of Gwynedd and Ensuring their Participation and Ownership of the Future DT3: Making More Efficient Use of Resources, Seeking to Minimise the Impact of Cuts on the People of Gwynedd DT4: Reducing the Demand for Services By Prevention and Early Intervention</p>

In addition, we have identified a series of **outcomes** for the residents of Gwynedd. These outcomes describe the main difference we want to achieve for residents by 2017. Presented below is an overview of the outcomes for the people of Gwynedd per thematic area. Arrows are used to describe the difference being sought:

- ↑ - More / Increase
- ↓ - Less / Reduce
- ↔ - Maintain

Outcomes for the Children and Young People Theme
<ul style="list-style-type: none"> ↑ Performance of pupils in the Threshold Level 2+ Standard ↑ Performance of pupils in Level 2 Mathematics ↑ Pupils receive the same high standard of education in schools across the County ↑ Children and young people ready for the next stage of education ↑ Attendance of Primary and Secondary School pupils ↓ Pupils excluded for fixed periods (Primary and Secondary) ↓ Pupils permanently excluded (Secondary) ↑ Children and young people educated in a quality learning environment to improve standards ↑ Young people with appropriate skills for life and work ↑ Educational performance of pupils receiving Free School Meals ↑ Educational performance of Looked After Children ↓ Vulnerable families developing severe and complex problems ↓ Children considered as Children in Need ↓ Children taken into care ↓ Children with Special Educational Needs ↑ Children and young people with Special Educational Needs achieving against their targets ↓ Young people not in Education, Employment or Training or claiming Jobseekers Allowance
Outcomes for the Care, Health and Well-being Theme
<ul style="list-style-type: none"> ↑ People receive community support ↑ People of Gwynedd have a wide range of preventive services ↑ People of Gwynedd have a wider and more appropriate choice of accommodation across the County ↑ People of Gwynedd receive services that better meet their needs ↑ Disclosure and Barring Service Check for people who need it ↑ Quality of risk assessments presented to Case Conference ↑ New and existing staff members receive dedicated safeguarding training ↑ Implementation of safeguarding arrangements in organisations / agencies commissioned by the Council ↑ Health of the people of Gwynedd
Outcomes for The Economy Theme
<ul style="list-style-type: none"> ↑ Jobs for the people of Gwynedd safeguarded and created ↑ Local businesses competitive and able to survive ↑ High value jobs available to people in the County ↑ Choice of variety jobs for people across Gwynedd ↑ People of the County with the skills required by local employers ↑ People moving from benefits to work
Outcomes for The Environment Theme
<ul style="list-style-type: none"> ↑ People of Gwynedd have suitable housing units ↓ Council's carbon emissions ↑ People of Gwynedd coping better with floods ↑ Reusing, recycling and composting by the people and businesses of Gwynedd
Outcomes for the Strong Communities Theme
<ul style="list-style-type: none"> ↑ Social use of Welsh by children and young people outside of school ↔ Communities with over 70% of the population speaking Welsh ↔ Communities that have fallen below 70% ↓ Comparative decline in public resources due to the rural nature of the County ↑ People able to cope independently with the financial challenge arising from Welfare Reform ↓ People accepted as homeless ↓ People disadvantaged by poverty
Outcomes for the Culture and Business Arrangements of the Council Theme
<ul style="list-style-type: none"> ↑ People receiving services that meet their needs and offer value for money ↑ People of Gwynedd are involved in decisions that affect their lives and their area ↔ Achieve savings of £15m without making cuts ↓ Demand for services ↓ Cost of providing services ↑ Results for the residents of Gwynedd

We will implement a series of **projects** in order to realise the above outcomes and achieve our priorities. Each project is listed by priority and particular attention is given to the pledges the projects will aim to achieve in 2014 - 15.

We will use **outcome measures** to measure the progress of projects in terms of realising the outcomes and achieving the priorities. We have set an **ambition** for each outcome measure, which is the size of the difference we want to achieve for the residents of Gwynedd.

We will also measure other key measures that are relevant to the thematic areas of the Plan, namely the **Council's Key Measures** and **National Strategic Indicators**.

The Council's Key Measures either:

- Contribute to the realisation of strategic priorities and outcomes;
- Are important to the day to day life of the people of Gwynedd;
- Reflect the Council's corporate health.

National Strategic Indicators are used to measure the performance of Local Authorities at a national level. Each indicator is aligned to one or more of the Welsh Government's strategic priorities. Some of the Outcome Measures and the Council's Key Measures are also National Strategic Indicators.

Finally, we have prepared a **Financial Strategy** for the duration of the Strategic Plan by ensuring that the appropriate resources are in place to achieve what is included in the Plan. The strategy can be found in Appendix 1.

5. DELIVERING THE PLAN

Delivering the Plan is an important priority in itself. We have put appropriate arrangements in place at all levels of the Council to deliver the Plan and everyone has an important role to play in this.

The Full Council is responsible for adopting the Strategic Plan and setting the direction for the work of the Council over the next four years.

The Council's Cabinet Members, through the Delivery Panels, are responsible for implementing the Plan within their areas of responsibility and for ensuring that project management and performance management arrangements are in place to realise the outcomes and achieve the priorities.

The Scrutiny Committees will hold Cabinet Members to account for their performance in terms of achieving the priorities and will scrutinise the impact of the Plan on the residents of Gwynedd.

The Council will continue to work with its partners across the public sector, Third Sector and private sector to achieve priorities that need input from more than one partner to ensure their delivery.

As part of our commitment to putting the people of Gwynedd at the centre of everything we do, we will continuously engage with residents and communities in order to give them opportunities to influence the work of the Council and to empower them to take ownership and responsibility for the future.

6. CHILDREN AND YOUNG PEOPLE THEME

What are our priorities for the theme?

P1: Raising the Educational Standards of Children and Young People

P2: Improving Experiences and Opportunities for Vulnerable Groups of Children, Young People and Families

P3: Improving the Suitability of the Schools System

P4: Better Preparing Young People for Living and Working Locally

Why are they priorities?

- The performance of Gwynedd schools is inadequate in terms of the Threshold Level 2+ Standard and the results of Mathematics compared with results in other subjects in Key Stage 4. In addition, there is a need to close the results gap between pupils by improving the attainment of specific groups of pupils who are underperforming (e.g. pupils receiving Free School Meals, Looked After Children). There is also a need to reduce discrepancies between the results of different schools.
- The current provision for vulnerable groups of children, young people and families is unsustainable for the future and the Council can achieve significant financial savings by investing more in prevention and early intervention work. In addition, there is a need to strengthen collaboration between agencies to provide co-ordinated and integrated services that have been effectively planned around the needs of vulnerable groups of children, young people and families.
- The current education system is unsustainable and does not offer the best learning environment for children, young people and staff. This makes it much more challenging to achieve our ambition of improving education standards in the County.
- The young people of Gwynedd are not suitably prepared for adult life. There is a lack of emphasis in schools on teaching life skills (e.g. money management and cooking) and a high percentage of businesses state that they face recruitment difficulties because of the lack of relevant skills and qualifications from applicants.

What are the outcomes we are seeking to achieve for the residents of Gwynedd?

This is the difference we want to achieve for *all children and young people* in Gwynedd:

- ↑ Performance of pupils in the Threshold Level 2+ Standard
- ↑ Performance of pupils in Level 2 Mathematics
- ↑ Pupils receive the same high standard of education in schools across the County
- ↑ Children and young people ready for the next stage of education
- ↑ Attendance of Primary and Secondary School pupils
- ↓ Pupils excluded for fixed periods (Primary and Secondary)
- ↓ Pupils permanently excluded (Secondary)
- ↑ Children and young people educated in a quality learning environment to improve standards
- ↑ Young people with appropriate skills for life and work

This is the difference we want to achieve for *vulnerable groups of children, young people and families* in Gwynedd:

- ↑ Educational performance of pupils receiving Free School Meals
- ↑ Educational performance of Looked After Children
- ↓ Vulnerable families developing severe and complex problems
- ↓ Children considered as Children in Need
- ↓ Children taken into care
- ↓ Children with Special Educational Needs
- ↑ Children and young people with Special Educational Needs achieving against their targets

What will we achieve during 2014 - 15?

Listed below are the projects we will implement per priority in order to deliver the above outcomes. Also noted are the pledges each project will deliver during 2014 - 15.

P1: Raising the Educational Standards of Children and Young People:

Promoting Quality in Secondary Schools Project

- 100% of middle managers and 65% of senior managers will have had the opportunity to be up-skilled in leadership by the end of the 2014 – 2015 school year. Good practice will have been shared at each meeting of head teachers and in workshops to management teams.
- Every Secondary School will be part of at least one good practice collaboration network by 2015.
- Common principles for assessing and tracking the progress of the Authority's Secondary Schools will have been established.
- 14 Secondary Schools will be part of catchment area literacy / numeracy schemes.
- 100% of Free School Meals learners will have been supported to reach their educational goals.
- 100% of Looked After Children will have received co-ordinated support to meet their targets within the personal education plan.
- At least 72% of learners will possess operational literacy and numeracy skills in the transition from Key Stage 2 to Key Stage 3.
- Governors' understanding of their role as a critical friend and their contribution to raising the standards of learners will have been improved.

P2: Improving Experiences and Opportunities for Vulnerable Groups of Children, Young People and Families:

Gyda'n Gilydd Project

- 400 vulnerable families will have had access to Families First preventive services.
- 80 vulnerable families will have received integrated support from the Gyda'n Gilydd Team.
- The future direction of the service will be established.

Children's Services Transformation Project

- Clarity will be in place regarding the use of residential care in the future following a review of the Care Strategy.
- New arrangements will be in place for managing placements in order to control the quality and costs for the Council.

Inclusion and Behaviour Project

- The Council will have continued to work with the County's schools to implement plans and programmes to improve inclusion and behaviour.

P3: Improving the Suitability of the Schools System:

School Organisation Project

- Construction work on the Groeslon, Carmel and Fron District School will have started and other necessary steps will have been taken to establish the new District School successfully.
- Final models will have been approved for Y Gader catchment area and Y Berwyn catchment area.
- The vision for the spatial planning of education and public services in Meirionnydd will be implemented.
- A definite plan will have been identified for the Dwyfor Meirion Special School and consultation held on it.
- There will be agreement in place on the community / educational vision for Maesgeirchen.

P4: Better Preparing Young People for Living and Working Locally:

Education and Training Provision 16 - 19 Project

- Learners in each of the Secondary Schools with sixth forms and Further Education Colleges will begin to take advantage of the new system that is in place for jointly planning and delivering the curriculum for education and training in Gwynedd and Anglesey.

How will we measure the impact of our work?

We will use the following measures to measure the progress of projects in terms of achieving the outcomes and the priorities. Also noted is the ambition for each outcome, namely the size of the difference we want to achieve for the residents of Gwynedd.

Outcome Measures	Baseline	Ambition for 2014 - 15	Ambition for 2017
Outcome = ↑ Performance of pupils in the Threshold Level 2+ Standard			
<ul style="list-style-type: none"> • Percentage of pupils aged 15 at the preceding 31 August, in schools 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 [National Strategic Indicator]. 	54.99%	62%	65%
Outcome = ↑ Performance of pupils in Level 2 Mathematics			
<ul style="list-style-type: none"> • Percentage of 16 year olds achieving Level 2 Standard in Mathematics. 	62.17%	64%	70%
Outcome = ↑ Pupils receive the same high standard of education in schools across the County			
<ul style="list-style-type: none"> • Percentage gap between pupils aged 16 that achieve Level 2+ Standard Threshold between schools. 	24%	15%	12%
Outcome = ↑ Children and young people ready for the next stage of education			
<ul style="list-style-type: none"> • Percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessments [National Strategic Indicator]. 	86.22%	97.5%	99%
<ul style="list-style-type: none"> • Percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessments. 	85.4%	87%	90%
Outcome = ↑ Attendance of Primary and Secondary School pupils			
<ul style="list-style-type: none"> • Percentage attendance of pupils in Primary Schools. 	94.60%	Improvement	95%
<ul style="list-style-type: none"> • Percentage attendance of pupils in Secondary Schools. 	92.10%	Improvement	95%
Outcome = ↓ Pupils excluded for fixed periods (Primary and Secondary)			
<ul style="list-style-type: none"> • Number of school days lost to fixed term exclusions during the academic year in Primary Schools. 	126.50	Improvement	Improvement

<ul style="list-style-type: none"> Number of school days lost to fixed term exclusions during the academic year in Secondary Schools. 	706.50	Improvement	Improvement
Outcome = ↓ Pupils permanently excluded (Secondary)			
<ul style="list-style-type: none"> Number of permanent exclusions in Secondary Schools. 	15	4	Maintain
Outcome = ↑ Children and young people are educated in a quality learning environment to improve standards			
<ul style="list-style-type: none"> Number of schools in the 'A' and 'B' condition category [Category A = Good. Is performing as expected and operating efficiently / Category B = Satisfactory. Is performing as expected but small deteriorations are emerging]. 	113 (out of 116)	Maintain	Improvement
<ul style="list-style-type: none"> Percentage of Empty Places (combined) in the County's Schools. 	28.2%	Improvement	Improvement
Outcome = ↑ Young people with appropriate skills for life and work			
<ul style="list-style-type: none"> Percentage of 16 year olds achieving Level 1 Standard Threshold. 	97.1%	Maintain	Maintain
<ul style="list-style-type: none"> Attainment rates based on the results of examinations in vocational courses across institutions. 	To be established	To be established	To be established
Outcome = ↑ Educational performance of pupils receiving Free School Meals			
<ul style="list-style-type: none"> Percentage gap between performance of Free School Meals / Non-Free School Meals learners who achieve Level 2+ Standard Threshold. 	32.2%	Maintain	20%
Outcome = ↑ Educational performance of Looked After Children			
<ul style="list-style-type: none"> Percentage gap score between Looked After Children and other pupils. 	13.8%	Improvement	Improvement
Outcome = ↓ Vulnerable families developing severe and complex problems			
<ul style="list-style-type: none"> Percentage progress made by families following the intervention of the Gyda'n Gilydd Team. 	15%	18%	15 - 20%
Outcome = ↓ Children considered as Children in Need			
<ul style="list-style-type: none"> Total Children in Need. 	720	Improvement	Improvement
Outcome = ↓ Children taken into care			
<ul style="list-style-type: none"> Total Looked After children or on the Child Protection Register. 	244	244	235

What else will we be measuring?			
We will also measure other key measures that are relevant to the thematic area, namely:			
<ul style="list-style-type: none"> The Council's Key Measures National Strategic Indicators 			

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Transition plan has been agreed for disabled children at 16 years of age. 	-	-	Maintain
<ul style="list-style-type: none"> Pathway plan has been agreed for children in care. 	-	-	Maintain
<ul style="list-style-type: none"> Percentage of children looked after at 31 March who have had three or more placements during the year [National Strategic Indicator]. 	4.4%	-	Maintain
<ul style="list-style-type: none"> Percentage of referrals that are re-referrals within 12 months. 	31.7%	-	Improvement
<ul style="list-style-type: none"> Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. 	81.3%	-	Improvement
<ul style="list-style-type: none"> Percentage of young carers known to Social Services who were assessed. 	100%	95 - 100%	Maintain
<ul style="list-style-type: none"> Number of primary schools in one of ESTYN's official categories [substantial improvement and special measures]. 	1	1 to 2	Significant Improvement
<ul style="list-style-type: none"> Number of secondary schools in one of ESTYN's official categories [substantial improvement and special measures]. 	2	1	Improvement
<ul style="list-style-type: none"> Percentage 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 an approved external qualification. 	0%	0 - 0.21%	Maintain
<ul style="list-style-type: none"> Percentage difference between the performance of KS2 pupils who are entitled to free school meals and KS2 (7-11 old) pupils who are not eligible for free school meals in the Core Subjects Indicator. 	13.7%	12%	Improvement
<ul style="list-style-type: none"> Percentage 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. 	26.6%	23%	Improvement
<ul style="list-style-type: none"> Percentage of pupils who gained a good level 3 or above in KS2 (7-11 years old) who received a Teacher Assessment in first language Welsh at the end of KS3 (11 - 14 years old). 	97.2%	97.5%	Maintain

National Strategic Indicators	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Percentage of children looked after at 31 March who have experienced one or more school moves during the period or periods of being looked after, for reasons other than transitional arrangements, in the 12 months to March 31. 	14.5%	-	Improvement
<ul style="list-style-type: none"> Percentage of eligible, relevant and former relevant children that have pathway plans as required. 	100%	-	Maintain
<ul style="list-style-type: none"> Percentage of initial assessments that took place during the year where there is evidence that the social worker has seen the child alone. 	40%	-	Improvement
<ul style="list-style-type: none"> Percentage of young people formerly looked after with whom the authority is in contact with them when aged 19. 	87.5%	-	Improvement
<ul style="list-style-type: none"> Percentage of young people formerly looked after with whom the authority is in contact with them, and know that they are in non-emergency suitable accommodation when at age 19. 	85.7%	-	Improvement
<ul style="list-style-type: none"> Percentage of young people formerly looked after and the authority is in contact with them, and know that they receive education, training or are employed at the age of 19. 	35.7%	-	Improvement
<ul style="list-style-type: none"> Average score, from the external qualifications points for children aged 16 years that are in care, in any learning setting that's maintained by the authority. 	289	-	Improvement
<ul style="list-style-type: none"> Percentage of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification. 	0%	0 - 0.65%	Maintain
<ul style="list-style-type: none"> Percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3. 	86.10%	-	Maintain
<ul style="list-style-type: none"> Percentage of final statements of special educational need issued within 26 weeks: a) Including exceptions. 	87.80%	-	Improvement
<ul style="list-style-type: none"> Percentage of final statements of special educational need issued within 26 weeks: b) Does not include exemptions. 	100%	100%	Maintain
<ul style="list-style-type: none"> Average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority. 	335	353	Improvement

What else will we be planning during 2014 - 15?

In addition to delivering the specific pledges noted above, we are also planning ahead in the following areas. We are doing this either to confirm the pledges to be delivered, or to ensure clarity during or by the end of the year on what can be achieved for the residents of Gwynedd to enable us to decide whether or not to offer specific pledges in those areas from 2015 - 16 onwards.

P2: Improving Experiences and Opportunities for Vulnerable Groups of Children, Young People and Families:

Transformation of Special Educational Needs and Inclusion

- Clarity will be in place about the nature and structure of the provision for implementation in September 2015 and its impact on children, young people, families, schools and partners.

P4: Better Preparing Young People for Living and Working Locally:

Preparing Young People for Living and Working in Gwynedd

- The project will have prepared a strategy and an implementation programme.
- 14 Secondary Schools will be working together to develop challenges to be introduced from September 2015.

7. CARE, HEALTH AND WELL-BEING THEME

What are our priorities for the theme?

GOF1: Responding Better to the Needs of People who Need Support, Increasing the Community Support Available and Ensuring Sustainable Care Services

GOF2: Safeguarding Children and Adults

GOF3: Improving the Conditions for Gwynedd's Residents to Live Healthily

Why are they priorities?

- Our wish is to ensure that people can continue to live in their own homes and communities as long as possible. Currently, our care services tend to 'draw in people' to formal care, by not adequately appreciating the ability of individuals and communities to remain 'healthy and at home' for longer. In order to prioritise this, we will ensure integrated services that support people to live in their own homes as long as they want to and that it is practical to do so. In addition, we will ensure appropriate governance strategies and a workforce that focuses on the needs of the person receiving the service in a cost effective manner.
- We need to ensure that our child and adult protection policies and procedures are clearly understood by all who work for the Council, and that they are regularly updated and disseminated.
- We need to consider whether the current model of leisure provision is sustainable for the future, given the current financial situation. We also needs to be clear about our role within the area of health improvement and in the context of partnership work.

What are the outcomes we are seeking to achieve for the residents of Gwynedd?

This is the difference we want to achieve for *people who need support* in Gwynedd:

- ↑ People receive community support
- ↑ People of Gwynedd have a wide range of preventive services
- ↑ People of Gwynedd have a wider and more appropriate choice of accommodation across the County
- ↑ People of Gwynedd receive services that better meet their needs

This is the difference we want to achieve for *all the people* of Gwynedd:

- ↑ Disclosure and Barring Service Check for people who need it
- ↑ Quality of risk assessments presented to Case Conference
- ↑ New and existing staff members receive dedicated safeguarding training
- ↑ Implementation of safeguarding arrangements in organisations / agencies commissioned by the Council
- ↑ Health of the people of Gwynedd

What will we achieve during 2014 - 15?

Listed below are the projects we will implement per priority in order to deliver the above outcomes. Also noted are the pledges each project will deliver during 2014 - 15.

GOF1: Responding Better to the Needs of People who Need Support, Increasing the Community Support Available and Ensuring Sustainable Care Services:

Accommodation Project

- An Accommodation Strategy for Older People will have been agreed.
- There will be 7 dedicated units ready in Harlech for 8 individuals with learning disabilities.
- Construction work will have started on Extra Care Housing in Porthmadog.
- 40 units of Extra Care Housing will be available for older people in Bangor.

- There will be clarity on the future of the Frondeg site.
- The use of an alternative model of sheltered housing will have been trialled in Meirionnydd and the results evaluated.

Structure and Governance Arrangements Project

- Agreement on a new divisional structure will be in place, and will have been implemented, in conjunction with the Betsi Cadwaladr University Health Board if applicable.
- Clear lines of accountability and governance arrangements will be in place across the Department in terms of day to day work and projects.

Integrated Working Project (Intermediate Care Fund)

- All Intermediate Care Fund projects will have been completed in accordance with the application submitted to the Welsh Government.
- A Work Programme will have been developed as a follow up to the Intermediate Care Fund.

GOF2: Safeguarding Children and Adults:

Child and Adult Protection Project

- All managers and staff within the Council and the organizations that have been commissioned will have received training appropriate to their role and responsibility.
- All staff and volunteers who need a Disclosure and Barring Service check (DBS, formerly CRB) will have received one.
- All Council staff will be aware of the 'Policy and Guidance for Safeguarding Children and Adults' and will comply with it.

GOF3: Improving the Conditions for Gwynedd's Residents to Live Healthily:

Sports and Active Recreation Project

- Opportunities will be available for the people of Gwynedd to become more active.
- Gwynedd people will be more aware of opportunities to be more active.

How will we measure the impact of our work?

We will use the following measures to measure the progress of projects in terms of achieving the outcomes and the priorities. Also noted is the ambition for each outcome, namely the size of the difference we want to achieve for the residents of Gwynedd.

Outcome Measures	Baseline	Ambition for 2014 – 15	Ambition for 2017
Outcome = ↑ People receive community support			
<ul style="list-style-type: none"> • Percentage of users who report that Telecare has enabled them to live independently at home. 	To be established	To be established	Improvement
Outcome = ↑ People of Gwynedd have a wide range of preventive services			
<ul style="list-style-type: none"> • Rate of contacts with the adults service referred to partner agencies for advice / support or alternative provision. 	To be established	To be established	Improvement
Outcome = ↑ People of Gwynedd have a wider and more appropriate choice of accommodation across the County			
<ul style="list-style-type: none"> • Percentage of residents who have become resident in care homes who have seen a positive difference to their lives. 	To be established	To be established	Improvement

Outcome = ↑ People of Gwynedd receive services that better meet their needs			
<ul style="list-style-type: none"> Percentage of Enablement Service users leaving the service without the need for continued services commissioned by Adult Social Care. 	To be established	To be established	Improvement
Outcome = ↑ Disclosure and Barring Service Check for people who need it			
<ul style="list-style-type: none"> Percentage of all staff working directly with children, young people and vulnerable adults with a current DBS check. 	To be established	To be established	100%
Outcome = ↑ Quality of risk assessments presented to Case Conference			
<ul style="list-style-type: none"> Percentage of risk assessments presented to Case Conference which are considered to be ones showing quality when making a decision. 	94.64%	95% - 100%	95% - 100%
Outcome = ↑ New and existing staff members receive dedicated safeguarding training			
<ul style="list-style-type: none"> Percentage of all Gwynedd staff will have received training in Level 1 protection and safeguarding. 	To be established	To be established	100%
Outcome = ↑ Implementation of safeguarding arrangements in organisations / agencies commissioned by the Council			
<ul style="list-style-type: none"> Of the adult protection referrals completed during the year, the percentage where the risk was managed [National Strategic Indicator]. 	94.47%	90% - 100%	90% - 100%
Outcome = ↑ Health of the people of Gwynedd			
<ul style="list-style-type: none"> Percentage of adults in Gwynedd reaching the Welsh Government's guidelines on active recreational activities. 	34%	34% - 36%	36% - 38%
<ul style="list-style-type: none"> Percentage of adults who are overweight or obese. 	55%	55% - 53%	53% - 51%
<ul style="list-style-type: none"> Percentage of children who are measured overweight or obese by the Child Measurement Programme. 	30%	30% - 28%	28% - 26%
<ul style="list-style-type: none"> Percentage of NERS (National Exercise Referral Scheme) Participants with improvement in their mental health - EQ5L5D results (a toolkit to demonstrate measurable improvement in clinical outcomes of patients). 	To be established	70% - 75%	75% - 80%
<ul style="list-style-type: none"> Percentage of walkers who state that they have been physically active on a regular basis in the last 6 months. 	To be established	75% - 80%	80% - 85%

What else will we be measuring?
We will also measure other key measures that are relevant to the thematic area, namely:
<ul style="list-style-type: none"> The Council's Key Measures National Strategic Indicators

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Percentage of homeless referrals decided within 33 working days. 	77.4%	-	Improvement
<ul style="list-style-type: none"> Enablement - Percentage of Enablement service recipients who returned within 2 years. 	11.07%	-	Improvement
<ul style="list-style-type: none"> Rate of older people (65 or over) the authority supports in care homes per 1,000 population aged 65 or over on the 31 March - excluding self funders. 	22.71	-	Improvement
<ul style="list-style-type: none"> Percentage of carers of adult service users who were offered a direct assessment during the year. 	82.27%	-	Improvement (for now)
<ul style="list-style-type: none"> Percentage of relevant staff who have received a Disclosure and Barring Service (DBS) check within 2 months of their appointment. 	-	99 - 100%	Maintain
<ul style="list-style-type: none"> 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. 	12408	-	Maintain
<ul style="list-style-type: none"> Percentage of children that by the age of 11 have reached national curriculum standard in swimming. 	80%	85%	Improvement

National Strategic Indicators	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Rate of older people (aged 65 or over) supported to live at home per 1,000 population aged 65 or over. 	46.53	-	See Below
<ul style="list-style-type: none"> Rate of older people (65 or over) the authority supports in care homes per 1,000 population ages 65 or over at 31 March. 	24.69	-	Improvement
<ul style="list-style-type: none"> Rate of delayed transfers of care for the Social Care per 1,000 population aged 75 or over. 	1.16	-	Improvement
<ul style="list-style-type: none"> Average number of calendar days taken to deliver a Disabled Facilities Grant. 	298	-	Improvement

What else will we be planning during 2014 - 15?

In addition to delivering the specific pledges noted above, we are also planning ahead in the following areas. We are doing this either to confirm the pledges to be delivered, or to ensure clarity during or by the end of the year on what can be achieved for the residents of Gwynedd to enable us to decide whether or not to offer specific pledges in those areas from 2015 - 16 onwards.

GOF1: Responding Better to the Needs of People who Need Support, Increasing the Community Support Available and Ensuring Sustainable Care Services:

Older People End-to-End Review

- The review will have been completed and a clear action plan will have been approved by Cabinet and published.

- Clarity will be in place for the future direction of the Service.

Early Intervention / Preventative

- Community assets and informal support opportunities across Gwynedd will have been identified.
- Clarity will be in place on the type of support and preventative service that need to be developed across the County.
- Clarity will be in place on the role and contribution of the Third Sector to fulfil needs.

Targeted Intervention

- The Telecare and Enablement Service will have delivered £318,000 of savings.
- A plan will be in place to ensure appropriate provision of day care throughout the County.
- A complete review of the Direct Payments service will have been undertaken.

GOF3: Improving the Conditions for Gwynedd's Residents to Live Healthily:

Leisure Provision Sufficiency Review

- Clarity will be in place on the way forward for the provision of the Council's leisure centres, with a clear vision for the area.

Health Interventions

- A clear direction and ambition for the health improvement field in Gwynedd will have been developed.

8. THE ECONOMY THEME

What are our priorities for the theme?

ECON1: Strengthening Business Resilience within the County and Retaining Local Economic Benefit

ECON2: Improving the Quality of Jobs and Salary Levels

ECON3: Improving Access for the People of Gwynedd to Work and Responding to Barriers

Why are they priorities?

- Particular attention needs to be given to the ability of businesses to survive and provide employment. They need to be supported to identify and reach new markets, and to compete for contracts, so they can grow and thrive and ensure that the County and its people have access to emerging economic benefits.
- There is a need to address: low wage levels within the County, the lack of variety in the work that is available locally especially in sectors that pay well, and the dearth of job vacancies, especially in some areas.
- We need to ensure that the people of Gwynedd - be they highly qualified or under threat of losing income because of the new Benefits arrangements - have the right skills to take advantage of employment opportunities within the area, and that Gwynedd's businesses can find suitable local workers when recruiting.

What are the outcomes we are seeking to achieve for the residents of Gwynedd?

This is the difference we want to achieve for *all the people* of Gwynedd:

- ↑ Jobs for the people of Gwynedd safeguarded and created
- ↑ Local businesses competitive and able to survive
- ↑ High value jobs available to people in the County
- ↑ Choice of variety jobs for people across Gwynedd
- ↑ People of the County with the skills required by local employers

This is the difference we want to achieve for *specific groups within the labour market* in Gwynedd:

- ↑ People moving from benefits to work

What will we achieve during 2014 - 15?

Listed below are the projects we will implement per priority in order to deliver the above outcomes. Also noted are the pledges each project will deliver during 2014 - 15.

ECON1: Strengthening Business Resilience within the County and Retaining Local Economic Benefit :

Keeping Economic Benefit Local Project: Council Procurement

- The Council will have changed its arrangements as the basis for increasing its spending with local businesses.

Investing in Gwynedd Projects

(A) Digital Gwynedd

- The availability of the new provision to the County's businesses will have been promoted.
- Attention will have been given to the use of other advanced technologies for businesses and homes that will not receive the Accelerate Wales provision.
- The most effective support for the County's indigenous businesses will have been identified and promoted for establishing the use of e.business and e.commerce as a result of the evaluation of the pilot held in the County in conjunction with the Welsh Government.

- Businesses will have begun to take advantage as the work of rolling out the e.business and e.commerce support programme starts across the County.

(B) This is Where Things Happen

- People and businesses will have taken advantage of 5 high profile national or international events attracted to Gwynedd, and 6 smaller events, across the County.
- Approximately £3.5m will have been added to the County's economy through these events.
- Young people will be more aware of the opportunities in the field of events.
- Expertise will have been developed in 3 community groups within event location areas.

ECON2: Improving the Quality of Jobs and Salary Levels:

Quality High Value Jobs Project

- Clarity will be in place on the high value sectors to be targeted for Trawsfynydd and Llanbedr sites, and also the key steps in the work of targeting businesses and jobs.
- Sector Proposals will be in place for 3 sectors (Energy and Environment; Digital and Data; Advanced Manufacturing); and relevant business clusters will have started to be supported.
- The service to assist with inward investment will be in place, for the establishment of high value work and jobs in the County.
- Clarity will be in place on how the County's residents will be connected with high value employment opportunities.

How will we measure the impact of our work?

We will use the following measures to measure the progress of projects in terms of achieving the outcomes and the priorities. Also noted is the ambition for each outcome, namely the size of the difference we want to achieve for the residents of Gwynedd.

Outcome Measures	Baseline	Ambition for 2014 – 15	Ambition for 2017
Outcome = ↑ Jobs for the people of Gwynedd safeguarded and created			
• Number of jobs safeguarded within County businesses as a result of the Council's procurement activity.	To be established	To be established	To be established
• Number of jobs created within County businesses as a result of the Council's procurement activity.	To be established	To be established	To be established
• Percentage Council spending with local businesses.	40.33%	To be established	To be established
Outcome = ↑ Local businesses competitive and able to survive			
• Number of County businesses reporting their use of technology (e.business / e.commerce) as a result of <i>Digital Gwynedd's</i> intervention.	0	250 new	750 new (cumulative)
• Money attracted into the local economy from high profile events.	£6.3m	£3.5m	£10.5m (cumulative)
Outcome = ↑ High value jobs available to people in the County			
• The number of high value jobs created.	To be established	30	150 – 200 (cumulative)

Outcome = ↑ Choice of variety jobs for people across Gwynedd			
• The number of jobs created within Gwynedd's Areas.	To be established	To be established	To be established

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
• Number of new jobs created with the support of the Council	60	To be established	Prepared to see a decline

There are no National Strategic Indicators for this thematic area.

What else will we be planning during 2014 - 15?
<p>In addition to delivering the specific pledges noted above, we are also planning ahead in the following areas. We are doing this either to confirm the pledges to be delivered, or to ensure clarity during or by the end of the year on what can be achieved for the residents of Gwynedd to enable us to decide whether or not to offer specific pledges in those areas from 2015 - 16 onwards.</p> <p><u>ECON1: Strengthening Business Resilience within the County and Retaining Local Economic Benefit:</u></p> <p><i>Promoting Buying Locally</i></p> <ul style="list-style-type: none"> • The plan and brand will be in place for promoting buying in local shops and businesses, and the Council will have started its implementation. <p><i>Green Gwynedd – A More Self Sufficient Economy</i></p> <ul style="list-style-type: none"> • The project will have been developed in accordance with the timetable of the Wales Rural Development Programme (European funding programme) and appropriate bids will have been submitted to allow implementation in Gwynedd. <p><u>ECON2: Improving the Quality of Jobs and Salary Levels:</u></p> <p><i>Employment Plans</i></p> <ul style="list-style-type: none"> • The Council will have responded to the findings of the Llŷn and Eifionydd Employment Plan, by formulating an action plan as a basis for targeting opportunities and resources for the area in the future. <p><i>Building on Our Strengths</i></p> <ul style="list-style-type: none"> • Clarity will be in place on the beneficial value to the County and its residents from investing in a World Heritage Site . • Stakeholders including communities will have been included in establishing the intentions for the slate areas, and the sites for World Heritage nomination. • Applications for funding for the Caernarfon Waterfront project will have been submitted. <p><u>ECON3: Improving Access for the People of Gwynedd to Work and Responding to Barriers:</u></p> <ul style="list-style-type: none"> • The Council will have worked with other North Wales Local Authorities to identify the correct interventions in 2014 - 15 for implementing an appropriate programme of work in subsequent years.

9. THE ENVIRONMENT THEME

What are our priorities for the theme?

AMG1: Promoting a Suitable Supply of Housing for Local People

AMG2: Reducing Carbon Emissions

AMG3: Responding to Threats of Climate Change

AMG4: Reducing the Amount of Waste Going to Landfill

Why are they priorities?

- There are not enough suitable houses available to local residents in the County, of the right type and size, in the right location and at the right price.
- Carbon emissions in Gwynedd have a detrimental effect on the local environment as well as contributing to the effects of climate change on a global level. Although the Council and Gwynedd contribute only a very small amount, it is important that we play our part in reducing our carbon emissions at an appropriate level.
- The current arrangements for responding to the threats of climate change are not suitable or sustainable.
- There is an over-reliance on waste disposal to landfill and therefore we require increased levels of reusing, recycling and composting across the County.

What are the outcomes we are seeking to achieve for the residents of Gwynedd?

This is the difference we want to achieve for *all the people* of Gwynedd:

↑ People of Gwynedd have suitable housing units

↓ Council's carbon emissions

↑ People of Gwynedd coping better with floods

↑ Reusing, recycling and composting by the people and businesses of Gwynedd

What will we achieve during 2014 - 15?

Listed below are the projects we will implement per priority in order to deliver the above outcomes. Also noted are the pledges each project will deliver during 2014 - 15.

AMG1: Promoting a Suitable Supply of Housing for Local People:

Bringing Empty Homes Back to Use Project

- 70 people in Gwynedd (with priority for the homeless and applicants on the ordinary housing list in Gwynedd) will have benefited from bringing 35 empty homes back into use through the assistance of grants for local people for rent / affordable price.
- People will have benefited from bringing 25 empty homes back into use through the assistance from loans, enforcement measures and incentives available in the local open housing market.

Affordable Housing Project

- Between 139 - 187 Gwynedd people who cannot afford a suitable home will have taken advantage of the work to establish 115 units of affordable housing, which will be available to rent and buy in the County.
- Between 80 - 98 Gwynedd people who cannot afford a suitable home will have taken advantage of the increase of 61 in the number of smaller housing units in places with need.
- There will be a funding model in place that is approved by the Council to increase the provision of affordable housing in the County.

- A decision will have been taken whether there are suitable and viable Land Trust models for implementation in the County.
- A plan will be in place to help self builders overcome the barriers associated with 106 conditions.

AMG2: Reducing Carbon Emissions:

The Council's Carbon Management Plan

- 8 initiatives will have been implemented to bring carbon emissions down a further 5% in order to meet a target of a 25% reduction in carbon emissions by the Council by the end of 2014 - 15.
- A review of the plan will have been completed and options for New Carbon Management Plan will have been identified, together with a decision on the viability of the plan for the future.

AMG3: Responding to Threats of Climate Change:

Responding to the Threats of Climate Change Project

- 1,750 households in areas of flood risk will be aware of the risks they face and understand the steps that need to be taken to mitigate that risk.

AMG4: Reducing the amount of waste Going to Landfill:

Waste Reduction Project

- The people of Gwynedd will have reduced municipal waste sent to landfill and increased reusing / recycling / composting.
- The businesses of Gwynedd will have reduced commercial waste sent to landfill and increased reusing / recycling / composting.

How will we measure the impact of our work?

We will use the following measures to measure the progress of projects in terms of achieving the outcomes and the priorities. Also noted is the ambition for each outcome, namely the size of the difference we want to achieve for the residents of Gwynedd.

Outcome Measures	Baseline	Ambition for 2014 – 15	Ambition for 2017
Outcome = ↑ People of Gwynedd have suitable housing units			
<ul style="list-style-type: none"> • Percentage of residents who are housed as a result of work by the Council which have seen a positive difference to their lives. 	To be established	To be established	To be established
<ul style="list-style-type: none"> • Number of individuals / couples / families who have benefited as a result of the provision of vacant housing units brought back into use. 	To be established	70	To be established
<ul style="list-style-type: none"> • Number of individuals / couples / families who have benefited as a result of the provision of affordable housing. 	To be established	139 - 187	To be established
Outcome = ↓ Council's carbon emissions			
<ul style="list-style-type: none"> • Percentage reduction in the level of carbon emissions that are produced by the Council's activities. 	30,748 tCO ₂	25%	To be established

Outcome = ↑ People of Gwynedd coping better with floods			
<ul style="list-style-type: none"> Number of households engaged in order to enhance their understanding of flood risk and how to live with/mitigate the risk 	To be established	1,750	To be established
Outcome = ↑ Reusing, recycling and composting by the people and businesses of Gwynedd			
<ul style="list-style-type: none"> Percentage of Local Authority collected municipal waste prepared for reuse, recycling and composting [National Strategic Indicator]. 	51.52%	56%	60%
<ul style="list-style-type: none"> Percentage of Local Authority collected commercial waste prepared for reuse, recycling and composting. 	27.30%	32 - 35%	35 - 40%
<ul style="list-style-type: none"> Maximum tonnage amount of biodegradable waste going to landfill (landfill allowance). 	20,695t (Allowance = 21,567t)	19,731t	17,895t

What else will we be measuring?
<p>We will also measure other key measures that are relevant to the thematic area, namely:</p> <ul style="list-style-type: none"> The Council's Key Measures National Strategic Indicators

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Percentage of significant breaches corrected through intervention from Public Protection. 	87.5%	85 - 100%	Improvement
<ul style="list-style-type: none"> Percentage of food establishments that are in the system, which achieve a score of 4 / 5 with food hygiene standards. 	-	75 - 100%	Improvement
<ul style="list-style-type: none"> Percentage of all relevant planning applications determined within 8 weeks. 	70.1%	70 - 75%	Maintain
<ul style="list-style-type: none"> Measure of cleanliness and appearance of streets. 	71.88%	71%	Improvement
<ul style="list-style-type: none"> Percentage of principal (A) roads that are in overall poor condition. 	5.2%	5%	Prepared to see a decline
<ul style="list-style-type: none"> Percentage of non-principal/classified (B) roads, that are in overall poor condition. 	5.2%	5.1%	Prepared to see a decline

National Strategic Indicators	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Number of affordable housing units that have been provided as a percentage of all additional housing units that were provided in total for the year. 	30%	16	-
<ul style="list-style-type: none"> Percentage of adults aged 60 or over who hold a concessionary bus pass. 	84.93%	82.63 - 84.04%	-
<ul style="list-style-type: none"> Percentage of fly tipping incidents on relevant land cleared within 5 working days. 	93.8%	94 - 95%	Maintain
<ul style="list-style-type: none"> Percentage of municipal waste sent to landfill. 	46.92%	44%	Improvement
<ul style="list-style-type: none"> Percentage of private sector dwellings that had been vacant for more than 6 months on 1 April that were filled during the year as a result of direct action by the local authority. 	-	3.75 - 4.75%	-

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10. STRONG COMMUNITIES THEME

What are our priorities for the theme?

CC1: Promoting the Welsh Language
CC2: Tackling Poverty and Deprivation
CC3: Promoting Sustainable Rural Communities

Why are they priorities?

- There was a decrease of 3.6% in the number of Welsh speakers between 2001 and 2011 as well as a reduction in the number of electoral wards in Gwynedd where 70% or more of the population spoke Welsh. Fewer children and young people use Welsh in informal / social situations and there is diversity in the language policies of public bodies and agencies within the County.
- We need to shift the focus from simply mitigating the impact of poverty and deprivation to addressing the wider causal factors, as well as continuing with measures to reduce the impact of the changes in Welfare Reform, and working to reduce homelessness.
- The Local Government funding formula creates a disadvantage for the Council as it does not take into account the rural nature of the County. As a result, there is a relative decline in the Council's public resources and this, in turn, has an impact on service delivery in rural communities.

What are the outcomes we are seeking to achieve for the residents of Gwynedd?

This is the difference we want to achieve for *all the people* of Gwynedd:

- ↑ Social use of Welsh by children and young people outside of school
- ↔ Communities with over 70% of the population speaking Welsh
- ↔ Communities that have fallen below 70%
- ↓ Comparative decline in public resources due to the rural nature of the County

This is the difference we want to achieve for *vulnerable groups* of people in Gwynedd:

- ↑ People able to cope independently with the financial challenge arising from Welfare Reform
- ↓ People accepted as homeless
- ↓ People disadvantaged by poverty

What will we achieve during 2014 - 15?

Listed below are the projects we will implement per priority in order to deliver the above outcomes. Also noted are the pledges each project will deliver during 2014 - 15.

CC1: Promoting the Welsh Language:

Gwynedd Primary Schools Welsh Language Charter Project

- All Primary School will have been equipped to implement the requirements of the Bronze and / or Silver Award of Gwynedd Primary Schools Welsh Language Charter as a means of increasing children's social use of Welsh.

Welsh in Education Strategic Plan

- There will be an increase in the percentage of Year 9 students who are assessed in Welsh (First Language).
- An Action Plan will have been agreed as a result of the Scrutiny Investigation into Welsh Education.

Communities Promoting Welsh Project

- Communities will have been empowered to implement plans that will promote the use of Welsh.

Welsh in the Public Service Project

- The Council will have collaborated with other public bodies to work towards the Language Standards and plan good practice jointly.

CC2: Tackling Poverty and Deprivation:

Welfare Reform Project

- Families will have been supported to adjust to the changes caused by the bedroom tax and to avoid falling into debt by continuing to implement the Hardship Fund (Discretionary Housing Payment).
- Residents will have been supported to become more independent through structuring and targeting the assistance available e.g. through the Hardship Fund, and establishing a tapering arrangement over time.
- The ability of benefit recipients to become more independent will have strengthened by developing their skills.
- The ongoing impact of benefit changes on citizens will have been tracked, recognising the problematic side effects in order to provide prompt support to those most affected.
- The Council will have collaborated with the local DWP to identify service gaps and costs; and advance preparations will have been made for the new Local Support Services which will support Universal Credit claimants when it comes into force in 2016
- The Council will have ensured that people on benefits will have a quality, coherent and consistent service across organisations in order to answer questions, provide access to the precise specialist knowledge required, and direct them to nearby computer locations and to financial advice.
- The Council will have attracted new external resources to support its financial inclusion programme for those on benefits.
- Specialist advice will have been provided to claimants in historically depressed locations within the Caernarfon, Bangor and Talysarn areas.

Leasing Private Housing Project

- The County's stock of accommodation units will be better aligned with service-user demand in terms of the types of homes - and those homes for rent available in the right locations.
- There will be an increase in the units the Council has to offer through the private sector, with 5 additional units in 2014 - 15 contributing to a new total of 65 units.

Homelessness Prevention Project

- 60 individuals or families will have received a rent deposit to enable them to avoid homelessness and avoid moving into a bed and breakfast or unsuitable accommodation.
- 60 units will have been obtained in the private sector.
- The Council will have further addressed the needs of vulnerable groups at risk of becoming homeless by identifying what will alleviate landlords' concerns about the risks of arrears and encouraging them to agree to provide rental units, along with the types of packages to be provided, with 5 units being provided over the period.
- The Council will have identified the areas to be targeted as regards filling gaps in the supply of accommodation units through scoping work.

Fair Pay Project

- Council employees in 2,085 jobs will have benefited from eliminating the Council's 2 lowest pay points.

How will we measure the impact of our work?
We will use the following measures to measure the progress of projects in terms of achieving the outcomes and the priorities. Also noted is the ambition for each outcome, namely the size of the difference we want to achieve for the residents of Gwynedd.

Outcome Measures	Baseline	Ambition for 2014 – 15	Ambition for 2017
Outcome = ↑ Social use of Welsh by children and young people outside of school			
<ul style="list-style-type: none"> Number of Primary Schools in Gwynedd that have achieved the Bronze Award of the Gwynedd Primary Schools Welsh Language Charter. 	21 (out of 24)	43 - 50	Improvement
<ul style="list-style-type: none"> Number of Primary Schools in Gwynedd that have achieved the Silver Award of the Gwynedd Primary Schools Welsh Language Charter. 	0	15	Improvement
Outcome = ↑ People able to cope independently with the financial challenge arising from Welfare Reform			
<ul style="list-style-type: none"> Percentage of individuals that have demonstrated progress towards coping independently of those that have received advice and / or financial skills provision. 	To be established	To be established	To be established
Outcome = ↓ People accepted as homeless			
<ul style="list-style-type: none"> Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months [National Strategic Indicator]. 	92.47%	85%	85%
<ul style="list-style-type: none"> Average number of days every homeless family with children has spent in bed and breakfast accommodation. 	40.8	28	21
<ul style="list-style-type: none"> Average number of days every homeless family has spent in bed and breakfast accommodation. 	40.45	30	28

What else will we be measuring?
We will also measure other key measures that are relevant to the thematic area, namely: <ul style="list-style-type: none"> The Council's Key Measures National Strategic Indicators

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> The time (number of days) taken to process new Housing Benefit and Council Tax Benefit claims. 	21.03	21	Improvement
<ul style="list-style-type: none"> The time (number of days) taken to process changing events in Housing Benefit and Council Tax Benefit. 	6.57	7	Improvement

<ul style="list-style-type: none"> Percentage of adults that note that the Library service enable them to find the information that they need. 	-	85%	-
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National Strategic Indicators	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Number of visits to Public Libraries during the year, per 1,000 population. 	5040	5060	Improvement

What else will we be planning during 2014 - 15?

In addition to delivering the specific pledges noted above, we are also planning ahead in the following areas. We are doing this either to confirm the pledges to be delivered, or to ensure clarity during or by the end of the year on what can be achieved for the residents of Gwynedd to enable us to decide whether or not to offer specific pledges in those areas from 2015 - 16 onwards.

CC1: Promoting the Welsh Language:

Young People's Social Use of Welsh

- 2 pilots will be active in Secondary Schools as a means of increasing young people's social use of Welsh.

Housing and Language Survey

- Policy interventions will have been integrated into the field of community development, planning and housing to ensure that developments have a positive impact on the Welsh language.

CC2: Tackling Poverty and Deprivation:

Joint Action Against Poverty

- The Council will have established an action plan with its partners that will identify: the various current programmes within the field, the gaps, and the chief preventive interventions appropriate to the circumstances in Gwynedd - as a basis for implementing projects that will make a difference to the residents of the county in the period 2014 - 17.
- The Council will have identified the communities of need for targeting and the most effective way of supporting them.
- The Council will have collaborated with the Welsh Government and its partners across supporting people areas and programmes in order to promote efficiency, avoid duplication, and to ensure that we are all focused on implementing those plans that will make the biggest difference to the specific situation of poverty and deprivation in Gwynedd.
- The Council will have identified the capacity and external resources for action up to 2017.

CC3: Promoting Sustainable Rural Communities:

Promoting Sustainable Rural Communities

- There will be examples of successful lobbying for resources in specific areas.
- A spatial planning pilot will have been undertaken in one area to develop an understanding of the spatial framework.

11. CULTURE AND BUSINESS ARRANGEMENTS OF THE COUNCIL THEME

What are our priorities for the theme?

DT1: Promoting a Culture Across the Whole Council of Putting the People of Gwynedd at the Heart of All Our Decisions

DT2: Engaging Effectively with the People of Gwynedd and Ensuring their Participation and Ownership of the Future

DT3: Making More Efficient Use of Resources, Seeking to Minimise the Impact of Cuts on the People of Gwynedd

DT4: Reducing the Demand for Services By Prevention and Early Intervention

Why are they priorities?

- We need to review the arrangements and the procedures of the Council, as our current arrangements do not ensure that the people of Gwynedd are central to everything we do.
- The Council's engagement arrangements for major projects are sometimes fragmented, but more than that there is strong evidence that we need to improve our engagement with the public.
- The Council had already planned for the need to save £25m over the next four years (starting in 2014-15) but this figure is now as high as £50m.
- The Council cannot cope with the increasing demand on services unless we make cuts to services. Therefore it has become clear that we need to identify new and innovative ways of delivering services, if we are to try and reduce the number of services that are being cut. This means increasing the investment and focus on prevention and early intervention in key areas.

What are the outcomes we are seeking to achieve for the residents of Gwynedd?

This is the difference we want to achieve for *all the people* of Gwynedd:

- ↑ People receiving services that meet their needs and offer value for money
- ↑ People of Gwynedd are involved in decisions that affect their lives and their area
- ↔ Achieve savings of £15m without making cuts
- ↓ Demand for services
- ↓ Cost of providing services
- ↑ Results for the residents of Gwynedd

What will we achieve during 2014 - 15?

Listed below are the projects we will implement per priority in order to deliver the above outcomes. Also noted are the pledges each project will deliver during 2014 - 15.

DT1: Promoting a Culture Across the Whole Council of Putting the People of Gwynedd at the Heart of All Our Decisions:

The Gwynedd Way Project - People are Central

- Gwynedd Way interventions will have been implemented within service units in order to realize £200,000 in savings.
- All managers will have had the opportunity to attend a presentation in order to understand the principles of the Gwynedd Way and performance procedure.
- 7 teams will have received support to implement the Gwynedd Way in their service.
- Leaders will have had individual Development Programme.
- Clarity will be in place on what further help managers need to fulfil their new role.
- A formal evaluation of the Supporting Change role will have been completed in order to identify any gaps, and a work programme will be in place to meet those gaps.

- 2 services will be provided through self-service.
- Plans will be in place to implement the IT strategy.

DT2: Engaging Effectively with the People of Gwynedd and Ensuring their Participation and Ownership of the Future:

Engagement Strategy Project

- There will be a common understanding and awareness across the Council, with branding and engagement standards where everyone is committed to them.
- An Engagement Forum will be in place in order to share good practice and learn from the experiences of engagement.
- An Engagement Gateway will be established on the Council's website in order to co-ordinate the engagement work to ensure public accountability.
- Appropriate support will be available to management, to ensure that the strategy is implemented.
- Awareness of managers of the engagement field will have been increased in order to ensure quality and their understanding of corporate standards.
- Arrangements will be in place to learn from the Council's experiences of engagement.

DT3: Making More Efficient Use of Resources, Seeking to Minimise the Impact of Cuts on the People of Gwynedd:

The Council's Strategic Efficiency Project

- £2m in savings schemes will have been implemented in 2014-15.

Outcome Agreement Project

- Robust arrangements will be in place to enable the Council to claim the full amount of £1.3m annually.

Realisation of Savings Project

- Savings of £3.5m already approved for 2014 - 15 will have been achieved.

Savings Programme

- Savings programme for 2015 - 16 onwards will be in place.

How will we measure the impact of our work?

We will use the following measures to measure the progress of projects in terms of achieving the outcomes and the priorities. Also noted is the ambition for each outcome, namely the size of the difference we want to achieve for the residents of Gwynedd.

Outcome Measures	Baseline	Ambition for 2014 – 15	Ambition for 2017
Outcome = ↑ People receiving services that meet their needs and offer value for money			
<ul style="list-style-type: none"> • Percentage of Gwynedd residents who are satisfied with the way the Council runs things. 	57%	Improvement	Improvement
<ul style="list-style-type: none"> • Percentage of residents who think the Gwynedd Council provides value for money. 	49%	Improvement	Improvement
<ul style="list-style-type: none"> • Amount of savings achieved through interventions of <i>Ffordd Gwynedd</i>. 	-	£200,000	To be established

Outcome = ↑ People of Gwynedd are involved in decisions that affect their lives and their area			
<ul style="list-style-type: none"> Percentage of residents in Gwynedd who state that it is possible for them to influence decisions that affect their area. 	32%	Improvement	Improvement
Outcome = ⇔ Achieve savings of £15m without making cuts			
<ul style="list-style-type: none"> Proportion of savings achieved that are efficiencies. 	-	£4.4m	£15m
<ul style="list-style-type: none"> Proportion of savings achieved that are service cuts. 	-	To be established	To be established

What else will we be measuring?			
We will also measure other key measures that are relevant to the thematic area, namely:			
<ul style="list-style-type: none"> The Council's Key Measures National Strategic Indicators 			

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Number of serious accidents as defined by the Health and Safety Executive (HSE). 	2	0 - 4	Maintain
<ul style="list-style-type: none"> Number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence. 	8.52	Maintain	Maintain
<ul style="list-style-type: none"> Percentage of Strategic Plan projects that have achieved their pledges. 	-	70	Maintain
<ul style="list-style-type: none"> Council's actual expenditure in comparison with the budget. 	0.4%	Spend within the budget or no more than 0.4% higher within the year	Maintain
<ul style="list-style-type: none"> Percentage of invoices paid within 30 days (across the Council). 	94%	93%	Maintain
<ul style="list-style-type: none"> Current Year Council Tax Collection Rate. 	97.15%	96.5 - 97.5%	Maintain

There are no National Strategic Indicators for this thematic area.

What else will we be planning during 2014 - 15?			
<p>In addition to delivering the specific pledges noted above, we are also planning ahead in the following areas. We are doing this either to confirm the pledges to be delivered, or to ensure clarity during or by the end of the year on what can be achieved for the residents of Gwynedd to enable us to decide whether or not to offer specific pledges in those areas from 2015 - 16 onwards.</p>			
<p><u>DT2: Engaging Effectively with the People of Gwynedd and Ensuring their Participation and Ownership of the Future:</u></p>			
<p><i>The Big Conversation</i></p> <ul style="list-style-type: none"> The Council will have developed a comprehensive work plan and started to implement it in order to hold the "Big Conversation" with the public and its partners. 			

DT4: Reducing the Demand for Services By Prevention and Early Intervention:

Demand Management

- There will be clarity in place on the direction and ambition of the demand management thematic projects (namely; Children, Young People and Families, Older People, Health, General Services and Channel Shift), and enabling projects will be in place to ensure the success of the thematic projects.
- The residents will have received financial / non-financial benefits from the Our Council project.

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12. APPENDIX 1 - FINANCIAL CONTEXT FOR THE STRATEGIC PLAN

1. The context for this Strategic Plan is the unprecedented reduction that the Welsh Government has imposed on Local Government in Wales for 2014 - 15 and 2015 - 16. For 2014 - 15, Gwynedd Council has seen a decrease of 4.4% in the grant money it receives from the Government in Cardiff Bay, with a projection of a further reduction of 1.5% in 2015 - 16.
2. With the expenditure projections in the Westminster Government's Autumn Statement showing the intention of the Government to reduce spending by more than 2% in 2016 - 17 and 3.5% in 2017 - 18, this suggests that the situation will intensify, not improve.
3. Whatever the final figures, there is no doubt that we are facing an extremely difficult situation for an extended period, but the Council is determined not to let that act as an excuse for not trying to improve things for the people of Gwynedd.
4. As around 80% of the Council's expenditure comes from the Government through the grant received, and because the Council must continue to face the impact of inflation and meet the increasing pressure that falls on our services, it is anticipated therefore that we will be facing a significant budget deficit over the next four years.
5. We have tried to predict what we might be facing as regards the potential deficit, and to consider how we will cope with such a situation.
6. The table below shows the size of the deficit we have planned for –

Budgetary projections for planning purposes 2014 - 15 – 2017 - 18

£M	2014-15	2015-16	2016-17	2017-18	Total
Additional Spending Requirements	6.4	7.7	10.2	6.7	31.0
Loss (increase) grant	6.7	4.4	3.5	6.1	20.7
Council Tax (*)	(2.7)	(1.8)	(1.9)	(2.0)	(8.4)
Planned Deficit	10.4	10.3	11.8	10.8	43.3
Budget Adjustments	(3.1)				(3.1)
Current programme plans	(5.5)	(0.7)	(0.2)		(6.4)
Use of balances and front savings	(1.8)	1.8			-
To be found -	(-)	11.4	11.6	10.8	33.8

7. The figure for the projected budget deficit of nearly £34m comes from projections made from possible scenarios in terms of the grant we are likely to receive from the Welsh Government and the inflation forecast, as well as the pressure that is likely fall on services. Naturally, this calculation has been made for planning purposes, and the actual situation is bound to change as time goes on.
8. The Council has agreed with the Cabinet that most of this gap should be met from even more efficiencies and that we should try and find ways to reduce the demands that are placed upon us.
9. By following this route we hope that we will be able to keep the level of cuts to services that will have to be made to a minimum.

10. This is the basis of many of the schemes identified under the Plan's Culture and Business Arrangements of the Council Theme.
11. Clearly, the work of finding savings will be a huge task and this is recognised in the Strategic Plan, but the Plan also defines our ambition for Gwynedd residents, even in a difficult financial climate.
12. It will be possible to achieve a number of the schemes set out in the Strategic Plan through the use of existing resources, but for some of them we will need to invest in order to achieve the relevant ambition.
13. The Council has already set aside funds in its specific reserves to fund those elements.
14. Therefore, the financial strategy as a whole drawn up for the coming period does two things – firstly, it ensures that we have a sustainable balanced budget, while secondly it ensures that we have the resources necessary to fulfil the ambitions of the Council for its residents through this Strategic Plan.

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MEETING	FULL COUNCIL
DATE	1 May, 2014
TITLE OF REPORT	THE FUTURE OF THE AREA FORUMS
PURPOSE	To decide on the continuation of the Forums
AUTHOR	Councillor Ioan Thomas

1. At the meeting of the full Council on 28th February, 2014, it was decided to move to a system of Area Forums after the Annual Meeting in May, 2013. However, it was noted in the debate that this should be reviewed again in a year.

2. In order to do so, discussions took place at all of the area forums and a questionnaire was sent out to every member through Rhaeadr largely to give an opportunity for members who do not attend the forums to express an opinion.

3. The views of the four Area Forums are noted in the table below together with a note of the attendance levels at the different forums during the year:-

FORUM	ATTENDANCE LEVEL	VIEWS
Gwyrfai	50%	The Area Forum is valuable, fulfils its purpose and should continue in the future
Ogwen	55%	The Area Forum; <ul style="list-style-type: none"> • duplicates the work of the Bangor Project Group • is more of a talking shop. Need to refer directly to problems • places too much emphasis on Bangor and not the area
Meirionnydd	69%	The Area Forum; <ul style="list-style-type: none"> • Is effective and important to the members • attendance is quite good in Meirionnydd • holding it at appropriate and informal locations rather than the Council Chamber at Dolgellau is important • it is a means of finding out information of more relevance to Meirionnydd and, as a result, members can follow up on issues • should continue to meet in the future
Dwyfor	70%	The Area Forum; <ul style="list-style-type: none"> • is beneficial and important for members • a way for Dwyfor area members to discuss openly • should continue to be held in the future

4. With regard to the questionnaire, few have been returned, probably, because most members have had an opportunity to express their views at the individual forums but the main messages at the time of writing the report are:-

- 79% of those who responded found the area forums useful or very useful
- 74% of those who responded were keen for the Council to continue to convene the forums

- The things that were of the greatest value to members were “The opportunity for brief training without having to travel to Caernarfon”, “The opportunity to question Cabinet Members and officers informally”, “The opportunity to raise matters of local concern and work through them with my fellow members.”, “The opportunity to hear from people outside the Council who were attending by invitation” and “The opportunity to be a local forum for engagement on important matters such as the Re-cycling Strategy”

5. It appears, therefore, that, although there is no full unanimity on the issue, the majority are in favour of the continuation of the area forums because they offer a means of holding an open dialogue between local councillors and Cabinet Members, Council officers and officers from other agencies on more local matters that would probably not receive attention at a Scrutiny Committee.

6. Some concern was expressed that the forums have no power as such but that is largely due to the governance arrangements that the Council has to adopt under the Cabinet System. However, the forums do provide more local accountability and provide members for an area with the opportunity to seek to influence those with powers in various fields within the Council and without.

7. The variable success of the experiment across the areas does raise a number of issues requiring attention:-

- The need to think creatively about items that it would be worthwhile discussing at a more local level
- The need for individual forums to learn from the experience of other forums on issues it would be worthwhile to discuss
- The need to give particular attention in the Ogwen area to the problem of possible duplication between the Forum and the Bangor Project Group

8. Subject to the above observations, **I recommend to the Council** that the forums should continue to operate.

MEETING	FULL COUNCIL
DATE	1 May 2014
TITLE OF THE REPORT	The Council's Political Balance
PURPOSE	Annual Review of the Council's Political Balance
RECOMMENDATION	Allocation of seats on the Council's Committees
AUTHOR	Geraint George, Head of Democratic Services

1. INTRODUCTION

1.1 In 2013/14, two reports were submitted before the Council reviewing the Council's political balance.

1.2 As a result of those reports, the Council's political balance is as follows:

Plaid Cymru	37
Independent	18
Llais Gwynedd	14
Labour	4
Liberal Democrats	2
Individual Member	0

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 total seats the members of that group have 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 the members of that group have 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. CHAIRPERSONSHIPS AND VICE-CHAIRPERSONSHIPS

3.1 In order to respond to the requirements of the Local Government Measure

(2011) in terms of allocation of chairpersonships and vice-chairpersonships the committees are divided into separate blocks.

- 3.2 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.
- 3.3 The only committees in which the chairs are to be allocated on the basis of political balance are the following Scrutiny Committees. In accordance with the agreement of the Council's Business Group, the chairpersonships are allocated as follows to reflect the custom whereby the vice-chairs step into the chair naturally.
- | | |
|-------------|---------------|
| Corporate | Plaid Cymru |
| Communities | Independent |
| Services | Llais Gwynedd |
- 3.4 In accordance with section 83 of the Measure, the chairperson of the Audit Committee cannot be a member of a political group which is represented on the executive.
- 3.5 It is recommended that the allocation to the chairpersonships remains consistent with the allocation in 2013/14, in line with the statutory rules.
- 3.6 There are 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 cannot chair the Licensing Committee).
- 3.7 However, the sense of vice-chairs stepping into the chairs of the scrutiny committees has been discussed by the Business Group and agreement was obtained that they would be divided between the Plaid Cymru, Independent and Llais Gwynedd groups so that vice-chairs can step into the chairs without obstruction in due course.
- 3.8 The committees themselves will elect their chairpersons in these cases subject to the procedural rules which limit the term of a Chairperson to two years.

4. RECOMMENDATION

- 4.1 The Council is asked to:
- adopt the allocation in Appendix A, which is consistent with what was adopted on 5 December 2013.
 - 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.
 - allocate the chairpersonships of scrutiny committees on the basis of political balance as follows:
- | | |
|--------------------------------|---------------|
| Corporate Scrutiny Committee | Plaid Cymru |
| Communities Scrutiny Committee | Independent |
| Services Scrutiny Committee | Llais Gwynedd |

APPENDIX A

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	5	3	1		0

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	0	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	4	2	1			

Committee						
Joint Planning Policy Committee	4 (three seats and one substitute)	2	1	1		0

Total seats	96	47	36	10	5	0	194
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