



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, 17 GORFFENNAF 2014
1.00pm, THURSDAY, 17 JULY 2014

Lleoliad / Location

Siambr Dafydd Orwig
Swyddfa'r Cyngor, Caernarfon

Pwynt Cyswllt / Contact Point

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(DOSBARTHWDYD / DISTRIBUTED 11/07/14)

Harry Thomas
Prif Weithredwr / Chief Executive

www.gwynedd.gov.uk

11 Gorffennaf/July 2014

Annwyl Gyngorydd,

CYFARFOD O GYNGOR GWYNEDD – 17 GORFFENNAF 2014

FE'CH GWYSIR TRWY HYN i gyfarfod o **GYNGOR GWYNEDD** a gynhelir am **1.00PM**, **DYDD IAU** nesaf, **17 GORFFENNAF 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 – 17 JULY 2014

YOU ARE HEREBY SUMMONED to attend a meeting of **GWYNEDD COUNCIL** which will be held at **1.00PM** on **THURSDAY** next, **17 JULY 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

RHAGLEN

1. YMDDIHEURIADAU

Derbyn unrhyw ymddiheuriadau am absenoldeb.

2. COFNODION

Bydd y Cadeirydd yn cynnig y dylid llofnodi cofnodion Cyfarfod Blynyddol y Cyngor a gynhaliwyd ar 1 Mai, 2014 fel rhai cywir (ynghlwm).

3. DATGAN BUDDIANT PERSONOL

Derbyn unrhyw ddatganiad o fuddiant personol.

4. CYHOEDDIADAU'R CADEIRYDD

Derbyn unrhyw gyhoeddiadau gan y Cadeirydd.

5. GOHEBIAETH, CYFATHREBIADAU, NEU FUSNES ARALL

Derbyn unrhyw ohebiaeth, gyfathrebiadau neu fusnes arall a ddygir gerbron yn arbennig dan gyfarwyddyd y Cadeirydd.

6. MATERION BRYD

Nodi unrhyw eitemau sy'n fater bryd ym marn y Cadeirydd fel y gellir eu hystyried.

7. CYFLWYNO DEISEBAU

- (a) Nodi bod cais i gyflwyno deiseb wedi'i dderbyn gan y Cynghorydd Louise Hughes yn unol â Rheol Gweithdrefn 13.
- (b) Nodi bod cais i gyflwyno deiseb wedi'i dderbyn gan y Cynghorydd Stephen Churchman yn unol â Rheol Gweithdrefn 13.

8. CWESTIYNAU

Ystyried unrhyw gwestiynau y rhoddwyd rhybudd priodol ohonynt o dan Reol Gweithdrefn 15.

9. CYFLWYNIAD GAN YR AELOD CABINET CYNLLUNIO

Derbyn cyflwyniad llafar gan yr Aelod Cabinet Cynllunio.

10. ADDASU'R POLISI TÂL

Cyflwyno adroddiad y Darpar Brif Weithredwr (ynghlwm).

11. Y CYFANSODDIAD NEWYDD

Cyflwyno adroddiad y Swyddog Monitro (ynghlwm).

12. SWYDDOG COFRESTRU ETHOLIADOL / SWYDDOG CANLYNIADAU

Cyflwyno adroddiad y Swyddog Monitro (ynghlwm).

13. ADRODDIAD BLYNYDDOL Y CYFARWYDDWR STATUDOL GWASANAETHAU CYMDEITHASOL 2013/14 (YN YMGORFFORI ADRODDIADAU BLYNYDDOL Y PANEL RHIANT CORFFORAETHOL A'R PANEL STRATEGOL DIOGELU)

Cyflwyno adroddiad y Cyfarwyddwr Statudol a Chyfarwyddwr Corfforaethol yn amgau:-

- (a) Adroddiad Blynyddol y Cyfarwyddwr Statudol Gwasanaethau Cymdeithasol Gwynedd (ynghlwm).
- (b) Adroddiad Blynyddol a Rhaglen Waith 2014-17 y Panel Rhiant Corfforaethol (ynghlwm).
- (c) Adroddiad Blynyddol y Panel Strategol Diogelu Plant ac Oedolion (ynghlwm).

14. ADRODDIAD BLYNYDDOL GAN Y PENNAETH GWASANAETHAU DEMOCRATAIDD AR RAN Y PWYLLGOR GWASANAETHAU DEMOCRATAIDD YNG NGHYSWLLT CEFNOGAETH I AELODAU

Cyflwyno adroddiad Cadeirydd y Pwyllgor Gwasanaethau Democrataidd, y Cynghorydd Lesley Day (ynghlwm)

15. CYDBWYSEDD GWLEIDYDDOL Y CYNGOR

Cyflwyno adroddiad y Rheolwr Democratiaeth (ynghlwm).

16. MATER A GYFEIRIWDYD O'R PWYLLGOR IAITH - YMGYRCH MYNYDDOEDD PAWB

- (a) Cyflwyno adroddiad y Swyddog Datblygu Iaith a gyflwynwyd i'r Pwyllgor Iaith ar 26 Mehefin, 2014 (ynghlwm)
- (b) Adrodd bod y Pwyllgor Iaith wedi penderfynu fel a ganlyn:-

PENDERFYNWYD

- (a) **Cyfeirio'r mater i'r Cyngor llawn er mwyn rhoi cryfder gwleidyddol i'r ymgyrch.**
- (b) **Cysylltu a'r Cynghorau Cymuned i'w hatgoffa ei bod yn bwysig iddynt hwythau roi eu cefnogaeth i'r ymgyrch.**
- (c) **Enwebu Cadeirydd ac Is-gadeirydd y Pwyllgor Iaith i fod yn bresennol yng Nghynhadledd nesaf Mynyddoedd Pawb.**

17. CYNLLUN STRATEGOL Y CYNGOR

Cyflwyno adroddiad Arweinydd y Cyngor a'r Pennaeth Strategol a Gwella (ynghlwm).

18. RHYBUDD O GYNNIG

Yn unol â'r Rhybudd o Gynnig a dderbyniwyd oddi wrtho dan Reol Gweithdrefn 17, bydd y Cyngorydd Alwyn Gruffydd yn cynnig fel a ganlyn:-

“Bod y Cyngor hwn yn estyn ei ddymuniadau gorau i lywodraeth a phobl yr Alban yn y refferendwm ar annibyniaeth i'w gwlad ym mis Medi, ac mai gobaith y Cyngor hwn yw y bydd canlyniad y refferendwm yn rhoi buddugoliaeth ddi-gwestiwn i'r ymgyrch o blaid rhoi'r hawl i'r Alban sicrhau ei lle ymysg cenedloedd y byd fel gwlad rydd a dilyffethair.”

Derbyniwyd rhybudd trefniadaethol gan yr aelod hefyd yn unol â Rheol Gweithdrefn 17(12) yn gofyn am gael trafod y mater ar y diwrnod yn hytrach na'i gyfeirio i'r pwyllgor perthnasol.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. MINUTES

The Chairman shall propose that the minutes of the Annual Meeting of the Council held on 1 May, 2014 be signed as true record (attached).

3. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

4. THE CHAIRMAN'S ANNOUNCEMENTS

To receive any Chairman's announcements.

5. CORRESPONDENCE, COMMUNICATIONS OR OTHER BUSINESS

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

6. URGENT BUSINESS

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

7. PRESENTATION OF PETITIONS

- (a) To note that a request to submit a petition has been received from Councillor Louise Hughes in accordance with Procedural Rule 13.
- (b) To note that a request to submit a petition has been received from Councillor Stephen Churchman in accordance with Procedural Rule 13.

8. QUESTIONS

To consider any questions the appropriate notice for which have been given under Procedural Rule 15.

9. PRESENTATION BY THE CABINET MEMBER PLANNING

To receive a verbal presentation by the Cabinet Member Planning.

10. ADJUSTMENT TO PAY POLICY

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

11. THE NEW CONSTITUTION

To submit the report of the Monitoring Officer (attached).

12. ELECTORAL REGISTRATION OFFICER / RETURNING OFFICER

To submit the report of the Monitoring Officer (attached).

13. THE ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2013-14 (INCORPORATING THE ANNUAL REPORTS OF THE CORPORATE PARENT PANEL AND THE SAFEGUARDING STRATEGIC PANEL

To submit the report of the Statutory Director and Corporate Director enclosing:-

- (a) The Annual Report of the Gwynedd Statutory Director of Social Services (attached)
- (b) The Annual Report and 2014-17 Work Programme of the Corporate Parent Panel (attached)
- (c) The Annual Report of the Safeguarding Children and Adults Strategic Panel (attached).

14. ANNUAL REPORT FROM THE HEAD OF DEMOCRATIC SERVICES ON BEHALF OF THE DEMOCRATIC SERVICES COMMITTEE WITH REGARDS TO SUPPORT FOR MEMBERS

To submit the report of the Chairman of the Democratic Services Committee, Councillor Lesley Day (attached).

15. THE COUNCIL'S POLITICAL BALANCE

To consider the report of the Democracy Manager (attached).

16. MATTER REFERRED FROM THE LANGUAGE COMMITTEE – MYNYDDOEDD PAWB CAMPAIGN

- (a) To submit the report of the Language Development Officer which was submitted to the Language Committee on 26 June, 2014 (attached).
- (b) To report that the Language Committee resolved as follows:-

RESOLVED

- (a) To refer the matter to full Council in order to give political strength to the campaign.
- (b) To contact the Community Councils to remind them that it is important for them also to lend their support to the campaign.

- (c) **To nominate the Chairman and Vice-chairman of the Language Committee to attend the next Mynyddoedd Pawb Conference.**

17. THE COUNCIL'S STRATEGIC PLAN

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

18. NOTICE OF MOTION

In accordance with the notice of motion received under Procedural Rule 17, Councillor Alwyn Gruffydd will propose as follows:

“That this Council extends its best wishes to the government and people of Scotland in the referendum on independence for their country in September, and that this Council hopes that the result of the referendum will bring unequivocal victory to the campaign to enable Scotland to ensure its place amongst the world’s nations as a free and unfettered country.”

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

THE COUNCIL, 1.05.14

Present: Councillor Dewi Owen (Chairman);
Councillor Dilwyn Morgan (Vice-chairman).

Councillors: Stephen Churchman, Anwen Davies, Lesley Day, Eddie Dogan, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Trevor Edwards, Thomas Ellis, Alan Jones Evans, Jean Forsyth, Gweno Glyn, Simon Glyn, Gwen Griffith, Selwyn Griffiths, Alwyn Gruffydd, Sian Gwenllian, Annwen Hughes, John Brynmor Hughes, Louise Hughes, Jason Humphreys, Peredur Jenkins, Anne Lloyd Jones, Charles W.Jones, Dyfrig Jones, Elin Walker Jones, Eric Merfyn Jones, John Wynn Jones, Llywarch Bowen Jones, Sion Wyn Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, Dafydd Meurig, Linda Morgan, Michael Sol Owen, W.Roy Owen, William Tudor Owen, Nigel Pickavance, Peter Read, Caerwyn Roberts, John Pughe Roberts, Liz Saville Roberts, W.Gareth Roberts, Mair Rowlands, Angela Russell, Dyfrig Siencyn, Mike Stevens, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed Williams, Gethin Glyn Williams, Hefin Williams, John Wyn Williams, Owain Williams, R.H.Wyn Williams, Mandy Williams-Davies, 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), Dewi Jones (Head of Education Department), Aled Davies (Head of Regulatory Department), Alwyn Evans Jones (Head of Human Resources Department), Arwel E. Jones (Senior Manager – Corporate Commissioning Service), Geraint Owen (Senior Human Resources Manager), Iwan Evans (Legal Services Manager), Darren Griffiths (Strategic Planning Manager) and Eirian Roberts (Member Support and Scrutiny Officer).

Apologies: Councillors Endaf Cooke, Aled Evans, Aeron Jones, Brian Jones, Linda Wyn Jones, June Marshall, Chris O'Neal and Gruffydd Williams.

The meeting was opened with a prayer from Councillor Selwyn Griffiths.

It was noted that the Chairman's Charity Concert, held in Galeri during March, had raised £2,000 for the Alzheimer's Society, and Councillor Huw Edwards, the 2013/14 Chairman presented a cheque to Carol Anne Jones and Sian Evans who were representing the Society.

This was followed by a speech from Councillor Huw Edwards.

1. CHAIRMAN

Councillor Dewi Owen was elected Chairman for 2014/15.

Councillor Dewi Owen signed the declaration accepting the post of the Chairman of Gwynedd Council for 2014/15.

2. VICE-CHAIRMAN

Two names were proposed and seconded for the post of vice-chairman, namely Councillor Dilwyn Morgan and Councillor Dilwyn Lloyd.

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

In favour of Councillor Dilwyn Morgan: (44) Councillors Lesley Day, Eddie Dogan, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Alan Jones Evans, Jean Forsyth, Gwen Griffith, Selwyn Griffiths, Sian Gwenllian, Annwen Hughes, John Brynmor Hughes, Peredur Jenkins, Anne Lloyd Jones, Charles W.Jones, Dyfrig Jones, Elin Walker Jones, John Wynn Jones, Beth Lawton, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Dewi Owen, Michael Sol Owen, William Tudor Owen, Caerwyn Roberts, John Pughe Roberts, Liz Saville Roberts, W.Gareth Roberts, Mair Rowlands, Dyfrig Siencyn, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed Williams, Gethin Glyn Williams, Hefin Williams, John Wyn Williams, R.H.Wyn Williams, Mandy Williams-Davies and Eurig Wyn.

In favour of Councillor Dilwyn Lloyd: (16) Councillors Stephen Churchman, Anwen Davies, Thomas Ellis, Gweno Glyn, Alwyn Gruffydd, Louise Hughes, Jason Humphreys, Llywarch Bowen Jones, Sion Wyn Jones, Dilwyn Lloyd, Nigel Pickavance, Peter Read, Angela Russell, Mike Stevens, Owain Williams and Robert J.Wright.

Abstentions: (3) Councillors Eric Merfyn Jones, Eryl Jones-Williams and W.Roy Owen.

Councillor Dilwyn Morgan was elected Vice-chairman for 2014/15.

Councillor Dilwyn Morgan signed the declaration accepting the post of Vice-Chairman of Gwynedd Council for 2014/15.

3. MINUTES

The Chairman signed the minutes of the previous meeting of the Council, held on 6 March, 2014 as a true record.

4. DECLARATION OF PERSONAL INTEREST

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

The Legal Services Manager declared a personal interest in item 14 on the agenda – Appointment of Monitoring Officer – as the report referred to him, and withdrew from the Chamber during the discussion on the item.

5. CHAIRMAN'S ANNOUNCEMENTS

(a) Condolences

Condolences were expressed to the following:-

Councillor Nigel Pickavance on the death of his father.

Councillor Dilwyn Lloyd on the death of his father-in-law.

The family of Mr Ceredig Davies, former Personnel Officer with Gwynedd County Council.

The family of former Councillor David Francis Jones.

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) Best Wishes

Best wishes were extended to:-

Eisteddfod yr Urdd Meirionnydd and the county's youth who were competing.

Children from Gwynedd who were visiting Cape Town, South Africa with the '*Only Kids Aloud*' choir.

Mari Davies from Caernarfon, a member of Gwynedd's Swimming Squad, on being chosen to compete in the freestyle event in the European Youth Championships in the Netherlands in July, the only swimmer from Gwynedd to be picked for this squad.

(c) Congratulations

The following were congratulated:-

Councillor Jean Forsyth was congratulated for being nominated as Bangor City Mayor.

Councillor Selwyn Griffiths on recently becoming a grandfather again.

Pupils from Ysgol Pont-y-Gof, Botwnnog who had been to the Assembly and had been successful with their presentation following the school's enterprise to create retail products.

6. QUESTIONS

A question by Councillor Sion Jones

"How seriously does the Cabinet Member for Planning take the growth in housing throughout the new Local Development Plan, together with working with the Government to ensure a reduction in the numbers of additional houses?"

Councillor John W. Williams, Cabinet Member for Planning, answered

(The Cabinet Member's written answer was distributed to members in the group meetings on the morning of the Council meeting.)

"I take it seriously, and I hope that all other Council members take it seriously as the Local Development Plan belongs to everyone, and it is important that everyone contributes to the process from the start to the end. The Joint Planning Policy Committee with Anglesey Council is a cross-party body with Labour members from Gwynedd serving on it, and the Chair is the Leader of Labour's Anglesey Group. The final decisions on the numbers of houses are not made during the process of preparing the Local Development Plan, but rather, towards the end. The projections regarding the initial housing allocations are made with the best evidence that is available at the time. As we gather evidence and undertake further research, the plan proceeds, and if the evidence changes, then the housing figures can change. The Welsh Government are in discussions with us and are constantly challenging us. If they are of the opinion that the figures are too high, they challenge us, and I would also hope that they would challenge us if the figures were too low. They have

challenged in some places across North Wales, but as far as I am aware, they haven't queried that they are too high in any location. If our evidence proves that fewer houses are needed, then we will advocate that. In the past, members' attendance at the seminars which were arranged on the preparation of the Local Development Plan, including housing matters, was not particularly good, and I hope that everyone will be present during the next series. This is the opportunity to contribute to, and influence the Local Development Plan, and I would urge everyone to be present and to argue their case. But we must bear in mind that the evidence to support the arguments must be completely sound."

A supplementary question by Councillor Sion Jones

"A letter from a Plaid Cymru Councillor to Plaid Cymru members states that "it's totally obvious what's happening here isn't it. If we proceed with this plan to build thousands of additional houses without knowing exactly what the local demand is, we will be risking both seats in the next elections". Is this a political game from Plaid Cymru?"

Councillor John W. Williams, Cabinet Member for Planning, answered

"The only political game is being played by Councillor Sion Jones. I am not aware of the letter to which he refers and I am not going to respond to his supplementary question apart from saying that if the member is serious about the Welsh language, he should speak to the First Minister, Carwyn Jones, about the new TAN 20, which is weaker than the original, and does not give any rights to the Welsh language. The Government is trying to use the language as a political game, and the only loser will be the Welsh language."

7. EXCLUSION OF PRESS AND PUBLIC

RESOLVED to exclude the press and public from the meeting during the discussion on the following item because of the likely disclosure of exempt information as defined in paragraph 12, Part 4, Schedule 12A of the Local Government Act 1972. This paragraph applies because the report contains information relating to specific individuals and those individuals have a right to privacy. There is no public interest that calls for disclosing personal information regarding individuals or for them to be identified. Consequently, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

8. APPOINTMENT OF CHIEF EXECUTIVE

The Chair of the Chief Officers Appointment Committee presented the committee's recommendation made at their meeting held on 29 April, for the Council to appoint a candidate as Chief Executive.

He also noted that the committee was of the view that the candidate should be invited to make the same presentation to the Full Council as he made to the committee, and that 10 minutes of questions should be allowed at the end.

The Chair of the Chief Officers Appointments Committee proposed that the candidate should be invited to make a presentation, and he was seconded.

The candidate was invited to make a presentation, and he responded to a series of questions from members.

RESOLVED to appoint Mr Dilwyn Williams as Chief Executive, in accordance with the recommendation of the Chief Officers Appointment Committee.

9. RE-OPENING OF MEETING TO PRESS AND PUBLIC <<

RESOLVED to re-open the meeting to the press and public. >>

10. PRESENTATION BY COUNCIL LEADER

A presentation was made by Councillor Dyfed Edwards, Council Leader, detailing his responsibilities internally within the Council, as well as locally, regionally and nationally, and addressing these in the context of the opportunities and threats facing the Council.

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

The Leader was challenged that he and his party should have faced the financial difficulties sooner, when resources were available and the challenges less severe. In response, the Leader noted that, in looking objectively at past years, there had been successes in all fields. The fact that the Council was still in existence was itself a success. It was surprising that we, and our communities, still existed, that the Welsh language was still alive and that the Welsh language continued to be the main language of this county and the language of this Council. This was contrary to the trends and contrary to the natural flow. There was now a better understanding of what was needed. The financial crisis had forced the Council to look at itself and its activities, and to ask whether those led to making a difference. Although he accepted some of the member's observations, he was also optimistic about what could be done in order to make a difference for the future.

The Leader was thanked for the presentation.

11. APPOINTMENT OF MONITORING OFFICER

The Cabinet Member for Customer Care presented the Chief Executive's report recommending that the Council appointed Iwan Evans as its next Monitoring Officer following the retirement of the current incumbent.

The recommendation was proposed by the Cabinet Member and was seconded.

There was some discussion on the principle that members made the decision, and a suggestion that this should have been a matter for the Chief Officers Appointment Committee. In response, the Chief Executive noted that this did not relate to the post of a chief officer, but rather the function of monitoring officer. This did not fall into the remit of the Appointment Committee, and only the Council could designate the function of the monitoring officer. He also referred to the engagement with members over the past few months regarding this matter.

An amendment was proposed and seconded that the matter should be referred to the Chief Officers Appointment Committee.

A vote was taken on the amendment and it fell.

RESOLVED to appoint Iwan Evans as the Council's next Monitoring Officer, with effect from 1 September 2014.

12. THE COUNCIL'S STRATEGIC PLAN

The Council Leader presented his report jointly with the Head of the Strategic and Improvement Department, recommending that the Council adopted a specific Strategic Plan for the coming year.

The Leader further noted that there were some data gaps in the Plan, relating to the 2013/14 final performance, as the information was not yet available. He noted that those additional facts could be submitted to the Council's next meeting.

The recommendation was proposed by the Leader and was seconded.

RESOLVED to adopt the Strategic Plan including the submission of the additional facts at the Council's next meeting.

13. THE FUTURE OF THE AREA FORUMS

Submitted - report by the Cabinet Member for Customer Care recommending that the Council should continue with the operation of area forums.

The recommendation was proposed by the Cabinet Member and was seconded.

General support was expressed for the continuation of the area forums. On the matter of whether they should be open to the public, the Cabinet Member noted that it was a matter for each forum to decide upon its own arrangements.

Councillor Louise Hughes requested for her dissatisfaction with the fact that the Meirionnydd Area Forum was not open to the press and public be recorded.

RESOLVED to continue with the operation of the area forums.

14. THE COUNCIL'S POLITICAL BALANCE

The Leader presented the report of the Head of Democracy Services reviewing the Council's political balance.

The recommendation was proposed by the Leader and was seconded.

In response to an observation, the Head of Democracy and Legal Department / Monitoring Officer explained that the only legal statutory rules regarding the allocation of chairpersonships was that the chairpersonships of the three scrutiny committees must be allocated on the basis of political balance, and that the chairpersons of the Audit Committee and the Democratic Services Committee were not to be members of a political group represented in the Cabinet. There were no rules regarding the allocation of vice-chairpersonships.

It was suggested that the chairpersonships and vice-chairpersonships of all the committees (with the exception of the statutory ones) should be on the basis of political balance, and an amendment was proposed and seconded that the Business Groups could investigate the possibilities and report back to the next Council meeting.

During the ensuing discussion the following observations were noted:-

- There was a risk that the minority groups on the Council would lose out if the arrangements changed as currently it was possibly for anyone to be considered for these posts with no political consideration.

- The posts of chairperson and vice-chairperson of the Council should be free from any political consideration.
- The chairpersons and vice-chairpersons should not be elected on any grounds apart from merit and competency.
- That there was a need to appoint women to the Cabinet.

A vote was taken on the amendment and it fell.

RESOLVED

- (a) To adopt seat allocation on the Council's committees in accordance with the table below and in accordance with what was adopted for 5 December, 2013:-

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			
Chief Officers Appointment	7	4	2	1	1	
Employment Appeals	4	1	1	1		

Number of seats	76	37	28	8	4	1	154
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	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Pensions	3	2	1		1	
SACRE	3	2	2			

Local Consultative Joint Committee	6	2	2	1		
Special Educational Needs Joint Committee	4	2	1			
Joint Planning Policy Committee	4 (3 seats and one substitute)	2	1	1		0

Total seats	96	47	36	10	5	0	194
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- (b) 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.
- (c) 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

15. CHAIR OF THE DEMOCRATIC SERVICES COMMITTEE

It was reported that the Chair of the Democratic Services Committee needed to be elected for 2014/15.

RESOLVED to elect Councillor Lesley Day as Chair of the Democratic Services Committee for 2014/15.

The meeting commenced at 1.00pm and concluded at 4.30pm

Meeting	Full Council
Date	17 July 2014
Title	Adjustment to Pay Policy
Purpose	To recommend an adjustment to the Council Pay Policy in order to facilitate recruitment
Author	Chief Executive Designate – Dilwyn O Williams
Cabinet Member	Council Leader – Councillor Peredur Jenkins

1. The Pay Policy for 2014/15 approved by the Council on 6th March this year, was originally considered by the Chief Officer Appointment Committee on 26 February. In the report to that Committee the following points were made:-

“Given all the circumstances, including the Council’s historical attitude regarding senior pay levels, I do not recommend pay changes (to senior pay levels) for 2014/15.

With regard to the Head of Education post, this is of greater concern in the short term. If the post was to become vacant, then the Council would have to consider market conditions at the time and consider any need for a re-rating of the pay”

2. The current Head of Education, Dewi Jones, is 60 this financial year and, in order to facilitate recruitment, applied to vacate his post at the end of August. This was approved and the Chief Officer Appointment Panel acted swiftly to advertise the post externally in order to make an appointment for the 1st September – the beginning of the new school year.
3. Although the Council has experienced difficulty in attracting quality external candidates for senior manager posts for many years, it was hoped the situation would be different for the education service. This is because there is a larger pool of potential Welsh speaking candidates (namely head teachers) than for other senior posts.

When the Chief Officer Appointments Panel met in May to consider the results of the job advert, there was general disappointment that the Council only attracted two candidates – one internal and one external.

4. The Panel considered the relative pay of the post and noted that three Secondary Head teachers in Gwynedd earn more than the Head of Education

and three early only slightly less. After due consideration, a sizeable majority of members voted to ask the Council to increase the pay of the post in order to try and increase the choice of candidates for this very important post. Due to recent legislation such a decision can only be taken by the full Council.

5. Members will recall that all other Heads of Service are paid at the median level of the public sector market for similar sized jobs. The current benchmark for the Head of Education post is on the lowest quartile. Changing the pay scale to the median benchmark in order to be consistent with other Heads of Service would entail changing the maximum pay for the Head of Education from £75,000 to £83,000. This additional cost would have to be met as unavoidable additional expenditure in next year's budget.

6. CONCLUSIONS AND RECOMMENDATIONS

Although an increase in pay cannot guarantee an increase in the choice of candidates available to the Council for this very important post, it is considered that, given the current market conditions, there is no point in re-advertising the post on the same salary. The Council is requested to adopt the recommendation of the Chief Officer Appointment Panel and change the Council Pay Policy in respect of the Head of Education post such that the maximum of the pay scale is consistent with the median benchmark.

Meeting:	THE COUNCIL
Date:	17 July, 2014
Title:	The New Constitution
Purpose of the Report:	To ask the Council to adopt the amendments to the Constitution following a review.
Submitted by:	Councillor John Pughe Roberts, Chairman of the Audit Committee
Cabinet Member:	Councillor Dyfed Edwards, Council Leader
Officer:	Dilys Phillips, Monitoring Officer

BACKGROUND

1. An explanation was given to the Council on 2 May 2013 that work was underway to draw up a standard Constitution for all Unitary Councils in Wales. The work was motivated by the substantial differences that became apparent between the legal requirements on local government in Wales compared with those in England as a result of the Welsh Government's legislative powers. This, combined with the fact that each Council in Wales now had executive arrangements (Leader and Cabinet), made it timely to present a new constitutional document that would allow better consistency of interpretations across Wales. Advantage was also taken of the opportunity to simplify the document and present it in a more coherent format.
2. The Audit Committee is the committee that is responsible for reviewing governance matters within the Council and it was this committee that undertook the work of reviewing the Constitution. It did so by establishing a Working Group which proceeded to consider various sections of the document in detail and consult with relevant bodies within the Council.
3. Consultations were undertaken specifically with the Democratic Services Committee, the Cabinet, the Scrutiny Chairs and Vice-chairs Forum, the Planning Committee, the Standards Committee, the Employment Appeals Committee and the Heads of Department on various elements of the Constitution. The observations were collated by the Working Group and it submitted its final report to the Audit Committee on 6 May.
4. In addition, an attempt was made to raise awareness of the changes amongst the Council's members by submitting a report to the four Area Forums, and then on 1 May a summary of the main changes were sent via e-mail to all Council members along with an invitation to make observations.

THE NEW CONSTITUTIONAL DOCUMENT

5. The format of the new Constitution is very different to the current format,; however, not many substantial changes are made. Although the Constitution is in a standard format and is consistent with all Welsh Councils, there is an opportunity to obtain local variations and the Working Group has attempted to keep the changes to the existing arrangements to a minimum. There are 23 Sections in the new constitutional document and they are listed in Appendix 1. The full document is 250 pages long.
6. Nevertheless, the main changes affecting members and the Council's governance arrangements are restricted to seven sections of the Constitution only.
7. Appendix 2 includes a brief summary detailing the main changes to these seven sections and the relevant sections are all attached to the report.

MATTERS TO CONSIDER

8. Along its journey through the various consultative bodies, the Working Group and the Committee, there was only a difference of opinion regarding two matters. The Council is requested to specifically address these matters and reach a decision on them.
9. On the whole, all other amendments proposed in the new standard Constitution received support from the Working Group, the body consulted with and the Audit Committee, and they make up the Audit Committee's recommendations to the Council.
10. The two matters where there was no full consensus are as follows:-
 - (a) placing a restriction on the duration of Full Council meetings; and
 - (b) reaching a decision on proposals to close or establish individual schools under the schools organisation plan.
11. In relation to the duration of the Full Council meetings, the standard Constitution proposes that a condition should be imposed stating that the meeting will close after a specific period of time and that any remaining business is deferred until the next meeting. The Democratic Services Committee was of the opinion that no fixed timescale should be set for Full Council meetings. The Working Group was of the opinion that it was appropriate to set a fixed timescale of 4 hours and give the Chair the discretion to continue with the meeting beyond that if he/she deems that this is appropriate. This is the recommendation received from the Audit Committee. 7
12. In relation to schools organisation plans, the matter requiring consideration derives from the recent change to legislation rather than from the contents of the standard Constitution.

13. Despite reaching a decision regarding a proposal to reorganise a school or schools, the local authority is required to follow a certain procedure. After holding a statutory consultation with a wide-range of stakeholders, a decision needs to be made regarding proceeding with the proposals made by publishing a formal public standard notice, the Cabinet's decision. A fixed timescale is set for submitting objections to the Notice. In the past, if an objection was received then the decision to be confirmed would be submitted before the Minister for Education. Now, this decision (with some exceptions), be there an objection or not, will be submitted before the local authority. The Schools Organisation Code 2013 was published which provides guidance on the system.

Under the new legal system, there is a choice regarding whether the Cabinet or Council or Local Decision Committee is the appropriate body to make this decision. The Working Group was of the opinion that the Cabinet was the most appropriate body to make the decision for the reason that any reorganisation that had commenced would be the Cabinet's plan and thus it would be fair for the Cabinet to take full responsibility for the decision rather than sharing it between two bodies. The Audit Committee was dissatisfied with this recommendation and was of the opinion that the Full Council should have a role in the decision process. A request was made for a report to the Full Council encompassing the information and taking into account the committee's wish that the Cabinet submits a recommendation to the Full Council on the final decision. Another option, e.g. a Scrutiny Committee could give attention to the proposal before the Cabinet considered the matter.

RELEVANT FACTORS

- 14.
- The Guidance of the Schools Organisation Code which states that the Cabinet, due to its understanding of the organisation field, is best placed to make such decisions.
 - The Council's function in setting strategies and policies and the executive responsibility of the Cabinet.
 - The existence of the Scrutiny Committees' right to call in.
 - That the Council would not have been involved in the process leading up to the proposal.
 - The frequency and meeting timetable and the implications to scheduling schools organisation decisions which are also affected by funding and construction timescales, along with factors such as school holidays. A maximum of 16 weeks is permitted from the end of the objecting period to a decision being made, otherwise the Notice will fall.
 - The complexity of the final decision process and the importance of being familiar with the reasons for the proposals and the requirements of the Organisation Code when weighing up the decision as to whether or not the Statutory Notice will be confirmed.

- The need to prepare and publish a report on the objections and the Authority's response to the objections within 7 days of the decision.

The concept of a Local Decision Committee derives from the provisions of the Organisation Code. There are guidance and suggestions on the nature of such a committee in the Code, although it does not set out completely clear recommendations, but rather provides proposals on the type of options that would be possible when forming such a committee. It is also suggested that an independent clerk and legal support should be available for the committee along with an obvious requirement for training. It is not anticipated that this option could be recommended.

The factors outlined above are relevant to the alternative options noted. Such arrangements would result in submitting the matter before two separate meetings. It cannot be stated that this would be impossible; however, one can imagine that it would add to the risk regarding the timetable outlined above.

15. Subject to the above, the Audit Committee approves the recommendations of the Working Group and recommends that the Full Council adopts the new Constitution.

RECOMMENDATION

16. The Council is asked to:
 - (a) make a decision on the matters highlighted in paragraph 10(a) and (b) above.
 - (b) adopt the new Constitution in accordance with the Committee's recommendations and the summary given in the Appendices.

BACKGROUND DOCUMENT: Schools Organisation Code 2013 – Welsh Government

List of the Constitution's various sections:

Section 1	Introduction
Section 2	Purpose, definitions, interpretations and amendment
Section 3	Obtaining information and participation
Section 4	The Full Council
Section 5	The Cabinet
Section 6	The Leader
Section 7	Scrutiny Committees
Section 8	The Standards Committee
Section 9	Regulatory and other committees
Section 10	Joint-committees
Section 11	Officers
Section 12	Contracts, finance and legal matters
Section 13	Responsibility for functions
Section 14	Access to Information Procedure Rules
Section 15	Budget and Policy Framework Procedure Rules
Section 16	Financial Procedural Rules
Section 17	Contracts Procedural Rules
Section 18	Members' Code of Conduct
Section 19	Planning Code of Practice and Member Protocol
Section 20	Officers' Code of Conduct
Section 21	Protocol for Member/Officer Relations
Section 22	Whistleblowing Policy (Confidential Reporting Code)
Section 23	Descriptions of the Role of Members

APPENDIX 2.

Reviewing the Constitution – Summary of the main changes.

The main change between the new Constitution and the current one is its format. Consequently, it is impossible to compare it clause by clause. See below a summary of the main changes to the Constitution whereby reference is made to the relevant section in the new Constitution.

Section of the Constitution	The New Constitution	The Current Constitution
Section 4	The Council	
4.13.2	The duration of the Full Council meetings to be restricted to 4 hours, with discretion to the Chair to allow more time.	There is no similar provision in the current Constitution.
4.18	Questions from the public are allowed at Full Council meetings, subject to conditions.	There is a similar provision in the current Constitution, however it has not been implemented.
4.20	If the relevant notice has been given, proposals to the Full Council will be discussed on the day.	The rule which dictates that proposals are referred to a committee unless the Council votes to discuss them is being abolished.
4.20.4	A proposal to dismiss the Leader must be signed by 20% of the Council's members.	There is no similar provision in the current Constitution.
4.20.6	The time for discussing proposals is restricted to 30 minutes, unless the Council agrees to extend this timeframe.	There is no similar provision in the current Constitution.

4.23	The Leader can call a general discussion on the condition of the county.	The rule that dictates that a specific subject can be discussed at each Council meeting is being abolished.
Section 5	The Cabinet	
5.4	Specific functions for the deputy Leader are noted.	There is no provision for the deputy Leader in the current Constitution.
5.9.5	Powers are given to statutory officers to demand that matters are discussed by the Cabinet.	There is no similar provision in the current Constitution.
Section 7	Scrutiny Committees	
7.7	There is a right to appoint up to 2 co-opted members, without a vote, on each scrutiny committee.	The number of possible co-opted members has not been noted in the current Constitution.
7.18	Members who wish to include items on the agenda of a Scrutiny Committee must give at least seven days' notice.	The current Constitution does not state the notice period required.
7.25	A restriction is placed on the number of the Cabinet's decisions that a committee or a member is allowed to call in for scrutiny within a specific period. (Calling In is the formal process which prevents the Cabinet from taking action until the Scrutiny Committee has considered the matter).	The rule in the current Constitution whereby a matter cannot be called in unless it is in breach of the law or a process is abolished.
7.28	The Chairs will decide which committee will deal with a matter that falls within the remit of more than one committee.	The current Constitution states that matters within the remit of more than one committee are discussed at both committees.
7.29 and appendices 1-3	Detailed guidance is provided to councillors on how to implement the "councillor's call for action" procedure which allows a member to bring a matter relating to his/her ward to the attention of a scrutiny committee if he/she has failed to solve the matter in any other way.	There is no similar provision in the current Constitution.

Section 13	Responsibility for Functions (Appendix 1 – Non-executive Functions)	
Employment Appeals Committee	<p>The responsibilities of the Committee will be to:</p> <p>Promote high standards of conduct amongst staff; monitor the implementation of the Officers' Code of Conduct; disseminate good practice amongst managers.</p> <p>Deal with appeals from Chief Officers.</p>	<p>The current responsibilities are to:</p> <p>Deal with each appeal from staff.</p>
Section 13	Responsibility for Functions (Appendix 3 - Delegation Scheme to Officers)	
Corporate Directors	<p>To delegate to a corporate director (or head of department nominated by the corporate director), in consultation with a member of the Employment Appeals Committee and a human resource advisor, the right to determine appeals lodged by staff against disciplinary steps taken against them in appeals under any of the Council's employment policies where the right of appeal is permitted.</p>	<p>There is no such provision in the current Constitution.</p>
3.20 (Setting fees)	<p>To delegate the right for each chief officer, in consultation with the Chief Executive, Head of Finance Department and Monitoring Officer and relevant Cabinet Member, to set fees for its service.</p>	<p>The current Constitution shares the responsibility between the Cabinet, some committees (i.e. Licensing) and the chief officer.</p>
Section 15	Budget and Policy Framework Procedure Rules	
15.1	<p>The purpose of these rules is to explain the relationship between the Council's responsibilities to establish a budget and adopt some plans within the policy framework (e.g. the Strategic Plan) and the Cabinet's rights to implement and prioritise within the budget and policy framework.</p>	<p>These rules are not included in the current Constitution.</p>

15.2	The process for developing a policy framework is that the Cabinet submits a recommendation to the Council; if a member wishes to propose an amendment to it at the Council a day's notice must be given; if the Council refuses the Cabinet's recommendation, the Leader is entitled to object and send it back to the Council for a final decision.	See above.
15.3	The process for establishing a budget is that the Cabinet consults on its initial proposals (with the Audit Committee amongst others), and at the end of the consultation that it submits its final proposals to the Council for a decision.	See above.
15.4 – 15.8	The remainder of the rules deal with the process to follow if the Cabinet's decisions are contrary to the Budget or policy Framework.	See above.
Section 19	Planning Protocol	
(19).3.5	A clause was added to clarify that a member with an interest does not have the right to act as a local member, but he/she can ask another member to take the role of representing the area's electors.	This was not clear in the current Constitution.
(19).6	The new clause follows the Ombudsman's guidelines on pre-determination, as a result of a change in the law.	The current Constitution is based on the law as it stood previously.
Section 21	Protocol for Member - Officer Relations	
21.5 and 21.7	Description of the roles of members and officers included.	No similar description in the current Constitution.
21.14	Explanation of the restriction on the political activity of officers.	No detailed explanation included in the current Constitution.

SECTION 4

4. FULL COUNCIL

4.1 Introduction

The Full Council is a formal meeting of all Councillors. The Full Council is required by law to take certain important decisions including setting the Council's budget and Council Tax and approving a number of key plans and strategies, which together form the Policy Framework (listed below). It is responsible for all of the functions not the responsibility of the Cabinet. It will carry out some functions itself, but others will be delegated to Committees or named Officers.

4.2 The Policy Framework

The Policy Framework means the following plans and strategies:

- The Strategic Plan;
- The Best Value Performance Plan;
- The Economic Development Strategy;
- The Local Transport Plan;
- Plans and amendments that together form the Local Development Plan;
- The Welsh Language Scheme;
- The Youth Justice Plan;
- The Housing Strategy and Operational Plan;
- Powers to approve the Young People's Partnership Strategic Plan and the Children and Young Persons Framework Partnership;
- Policy agreements; and
- Rights of Way Improvement Plan.

4.3 The Single Integrated Plan

This plan replaces four of the existing plans and strategies which formed part of the Policy Framework, namely the Community Strategy, the Children and Young People's Plan, the Health, Social Care and Wellbeing Strategy and the Community Safety Partnership Plan.

4.4 The Budget

The budget includes the allocation of financial resources to different services and projects, proposed contingency funds, the Council Tax base, setting the Council Tax and decisions relating to the control of the Council's borrowing requirement, the control of its capital expenditure and the setting of virement limits. The Full Council will decide the Council's overall revenue budget and overall capital budget and any changes to these. (See Section **Error! Reference source not**

found. for how the Council can change the Policy Framework or Budget referred to it for approval by the Cabinet.)

4.5 **Housing Land Transfer**

Housing Land Transfer means the approval or adoption of applications (whether in draft form or not) to the National Assembly for Wales for approval of a programme of disposal of 500 or more properties to a person under the Leasehold Reform, Housing and Urban Development Act 1993 or to dispose of land used for residential purposes where approval is required under section 32 or 43 of the Housing Act 1985.

4.6 **Functions of the Full Council**

Only the Full Council shall exercise the following functions:

- 4.6.1 adopting and changing the Constitution;
- 4.6.2 approving or adopting the Single Integrated Plan, Policy Framework, the budget and any application to the National Assembly for Wales in respect of any Housing Land Transfer;
- 4.6.3 subject to the urgency procedure contained in the Access to Information Procedure Rules in Section **Error! Reference source not found.** of this Constitution, making decisions about any matter in the discharge of an Executive Function which is covered by the Policy Framework or the budget where the decision maker is minded to make it in a manner which would be contrary to the Policy Framework or contrary to/or not wholly in accordance with the budget;
- 4.6.4 appointing and removing the Leader;
- 4.6.5 agreeing and/or amending the terms of reference for Committees, deciding on their composition and making appointments to them (in accordance with the Local Government and Housing Act 1989) unless the appointments have been delegated by the Council;
- 4.6.6 changing the name of the area;
- 4.6.7 making or confirming the appointment of the Head of Paid Services;;
- 4.6.8 making, amending, revoking re-enacting or adopting bylaws and promoting or opposing the making of local legislation or Personal Bills;
- 4.6.9 all Local Choice Functions set out in Section **Error! Reference source not found.** of this Constitution which the Council decides should be undertaken by itself rather than the Cabinet; and
- 4.6.10 all matters which by law must be reserved to the Council. For example, appointing the Chair of the Democratic Services Committee and the pay policy statement;
- 4.6.11 appointing representatives to outside bodies unless the appointment has been delegated by the Council.

4.7 **Membership**

- 4.7.1 All Members of the Council shall be Members of Full Council.
- 4.7.2 Substitution is not possible at meetings of the Council.

4.7.3 Chairing the Council

- i. The Councillor elected annually by the Council as its chair will be called the "Chair".
- ii. The Chair will cease to be Chair if they resign, are dismissed by a vote of Full Council, cease to be a Member of the Council, or are unable to act as a Member of the Council. They continue to act as Chair after an election until their successor has been appointed.

4.7.4 Role and Function of the Chair

The Chair of the Council and in his/her absence, the Vice Chair will have the following roles and functions:

i. Ceremonial Role

The Chair of the Council:

- (i) is the civic leader of Gwynedd Council;
- (ii) promotes the interests and reputation of the Council and Gwynedd Council as a whole and acts as an ambassador for both; and
- (iii) undertakes civic, community and ceremonial activities and fosters community identity and pride.

ii. Responsibilities of the Chair

- (i) to uphold and promote the purpose of the Constitution, and to interpret the Constitution when necessary;
- (ii) to preside over meetings of the Council so that its business can be carried out fairly and efficiently and with regard to the rights of Councillors and the interests of the Community;
- (iii) to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not on the Cabinet are able to hold the Cabinet and Committee Chair to account;
- (iv) to promote public involvement in the Council's activities;
- (v) to be the conscience of the Council; and
- (vi) to attend such civic and ceremonial functions as the Council and he/she determines appropriate;

4.8 Council Meetings

There are three types of Council meeting:

- 4.8.1 the annual meeting;
- 4.8.2 ordinary meetings; and
- 4.8.3 extraordinary meetings

4.9 Rules of Procedure and Debate

The Council Procedure Rules contained in the Sections below shall apply to meetings of the Full Council.

4.10 **Council Procedure Rules - Annual Meeting of the Council**

4.10.1 **Timing and Business**

In a year when there is an ordinary election of councillors, the annual meeting will take place within 21 days of the retirement of the outgoing councillors. In any other year, the annual meeting will take place in March, April or May. The annual meeting will:

- i. elect a person to preside if neither the Chair nor Vice Chair of the Council is present;
- ii. elect the Chair of the Council;
- iii. elect the Vice Chair of the Council;
- iv. approve the minutes of the last meeting;
- v. receive any announcements from the Chair and/or the Head of Paid Service;
- vi. elect the Leader of the Council, except where the Leader was appointed for a period of four years at the initial annual meeting of the Council;
- vii. be informed by the Leader of the number of Members to be appointed to the Cabinet;
- viii. appoint the Scrutiny Committees, a Standards Committee and such other committees and sub-committees as the Council considers appropriate to deal with matters which are neither reserved to the Council nor are Executive Functions (as set out in Section **Error! Reference source not found.** of this Constitution);
- ix. receive from the Leader the scheme of delegations (as set out in Section **Error! Reference source not found.** of this Constitution);
- x. approve a programme of ordinary meetings of the Council for the year; and
- xi. consider any business set out in the notice convening the meeting.

4.10.2 **Selection of Councillors on Committees**

At the annual meeting, the Council meeting will:

- i. decide which committees and sub-committees to establish for the municipal year;
- ii. decide the size and terms of reference for those committees;
- iii. decide the allocation of seats to political groups in accordance with the political balance rules;

4.11 **Ordinary Meetings**

Ordinary meetings of the Council will take place in accordance with a programme decided at the Council's annual meeting. The order of business at ordinary meetings will be as follows:

- 4.11.1 elect a person to preside if the Chair and Vice Chair are not present;
- 4.11.2 approve the minutes of the last meeting;

- 4.11.3 receive any declarations of interest from Members;
- 4.11.4 receive any announcements from the Chair;
- 4.11.5 receive a report from the Leader and members of the Cabinet and receive questions and answers on the report;
- 4.11.6 receive a report from the Cabinet and receive questions and answers on the report;
- 4.11.7 receive reports from the Council's committees and receive questions and answers on those reports;
- 4.11.8 receive reports about and receive questions and answers on the business of joint arrangements and external organisations;
- 4.11.9 consider any other business specified in the summons to the meeting, including consideration of proposals from the Cabinet in relation to the Council's Budget and Policy Framework, Single Integrated Plan and reports of the Scrutiny Committees;
- 4.11.10 consider motions;
- 4.11.11 deal with questions from Members in accordance with Rule 4.19; and
- 4.11.12 receive questions from, and provide answers to, the public in relation to matters which in the opinion of the Chair are relevant to the Council's functions.

4.12 **Extraordinary Meetings**

4.12.1 **Calling Extraordinary Meetings**

The Proper Officer may call Council meetings in addition to ordinary meetings. Those listed below may request the Proper Officer to call additional Council meetings:

- i. the Council by resolution;
- ii. the Chair of the Council;
- iii. the Chief Executive;
- iv. the Monitoring Officer;
- v. any five Members of the Council if they have signed a requisition presented to the Chair of the Council and he has refused to call a meeting or has failed to call a meeting within seven days of the presentation of the requisition.

4.12.2 **Business**

The business to be conducted at an extraordinary meeting shall be restricted to the item or items of business contained in the request for the extraordinary meeting and there shall be no consideration of previous minutes or reports from committees etc., except that the Chair may at his/her absolute discretion permit other items of business to be conducted for the efficient discharge of the Council's business.

4.13 **Time, Place and Duration of Meetings**

4.13.1 **Time and Place of Meetings**

The time and place of meetings will be determined by the Head of Democratic Services and notified in the summons.

4.13.2 Duration of Meetings

At an ordinary meeting of the Council, when 4 hours have elapsed after the commencement of the meeting, the Chair shall, if he/she deems appropriate, adjourn immediately after the disposal of the item of business being considered at the time. Remaining business will be considered at a time and date fixed by the Chair. If he/she does not fix a date, the remaining business will be considered at the next ordinary meeting.

4.14 Notice of and Summons to Meetings

The Head of Democratic Services will give notice to the public of the time and place of any meeting in accordance with the Access to Information Procedure Rules in Section **Error! Reference source not found.** At least 5 clear days before a meeting, the Head of Democratic Services will send a summons signed by him/her to every Member of the Council. The summons will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such reports as are available.

4.15 Chair of Meeting

The individual presiding at the meeting may exercise any power or duty attributed to the Chair. Where these rules apply to committee and sub-committee meetings, references to the Chair should instead be read as reference to the chair of that committee or sub--committee.

4.16 Quorum

The quorum of a meeting will be one quarter of the whole number of Members. During any meeting, if the Chair counts the number of Members present and declares there is no quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Chair. If he/she does not fix a date, the remaining business will be considered at the next ordinary meeting.

4.17 Remote Attendance

[To be completed when the Welsh Government publishes the relevant guidance]

4.18 Questions by the Public

4.18.1 General

- i. Members of the public may ask questions of Members of the Cabinet at ordinary meetings of the Council.
- ii. The total time allocated for questions by the public should be limited to 30 minutes.

4.18.2 Order of Questions

Questions will be asked in the order notice of them was received, except that the Chair may group together similar questions.

4.18.3 Notice of Questions

A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Head of Democratic Services no later than midday, 10 working days before the day of the meeting. Each question must give the name and address of the questioner.

4.18.4 Number of Questions

At any one meeting no person may submit more than one question and no more than one such question may be asked on behalf of one organisation.

4.18.5 Scope of Questions

The Head of Democratic Services may reject a question if it:

- i. is not about a matter for which the Council has a responsibility or which affects the county;
- ii. is defamatory, frivolous or offensive;
- iii. is substantially the same as a question which has been put at a meeting of the Council in the past six months;
- iv. requires the disclosure of confidential or exempt information.
- v. relates to a complaint (complaints should be presented through the Council's complaints procedure);
- vi. relates to a specific application for permission, a licence, consent, approval or registration, or any enforcement action relating to such a matter;
- vii. relates to a particular member, a member of Council staff or a member of the public;
- viii. involves unreasonable costs and effort in order to provide an answer; or
- ix. if it relates to a local matter that has no wider significance to the County.

4.18.6 Record of Questions

- i. The Head of Democratic Services will enter each question in a format open to public inspection and will immediately send a copy of the question to the Councillor to whom it is to be put. Rejected questions will include reasons for rejection.
- ii. Copies of all questions will be circulated to all Councillors and will be made available to the public attending the meeting.

4.18.7 Asking the Question at the Meeting

The Chair will invite the questioner to put the question to the Councillor named in the notice. If a questioner who has submitted a written question is unable to be present, they may ask the Chair to put the question on their behalf. The Chair may ask the question on the questioner's behalf, indicate that a written reply will be given or decide, in the absence of the questioner, that the question will not be dealt with.

4.18.8 Supplementary Question

A questioner who has put a question in person may also put one supplementary question without notice to the Councillor who has replied to his or her original question. A supplementary question must arise directly out of the original question or the reply. The Chair may reject a supplementary question on any of the grounds set out in Rule 4.18.5 above.

4.18.9 Written Answers

Any question which cannot be dealt with during public question time, either because of lack of time or because of the non-attendance of the Councillor, to whom it was to be put, will be dealt with by a written answer.

4.18.10 Reference of Question to the Cabinet or a Committee

Unless the Chair decides otherwise, no discussion will take place on any question, but any Member may move that a matter raised by a question be referred to the Cabinet or the appropriate committee or sub-committee. Once seconded, such a motion will be voted on without discussion.

4.19 Questions by Members

4.19.1 On Reports of the Cabinet or Committees

A Member of the Council may ask the Leader, Cabinet Member or the Chair of a Committee any question without notice directly arising from an item of the report of the Cabinet or a Committee, when that item is being received or is under consideration by the Council

4.19.2 Questions on Notice at Full Council

Subject to Rule 4.19.4, a Member of the Council may ask:

- i. the Chair;
- ii. a Member of the Cabinet;
- iii. the chair of any committee or sub-committee;

a question on any matter in relation to which the Council has powers or duties or which affects the county of Gwynedd.

4.19.3 Questions on Notice at Committees and Sub-Committees

Subject to Rule 4.19.4, a Member of a committee or sub-committee may ask the chair of it a question on any matter in relation to which the Council has powers or duties or which affects the county and which falls within the terms of reference of that committee or sub-committee.

4.19.4 Notice of Questions

A Member may ask a question under Rule 4.19.2 or 4.19.3 if:

- i. they have given at least two working days' notice in writing or by electronic mail of the question to the Head of Democratic Services; or
- ii. the question relates to urgent matters, they have the consent of the Chair or Member to whom the question is to be put and the content of the question is given to the Head of Democratic Services at least four hours before the meeting.

4.19.5 Maximum Number of Questions

A Member may ask only one question under Rule 4.19.2 or 4.19.3 except with the consent of the Chair of the Council, committee or sub-committee.

4.19.6 Order of Questions

Questions of which notice has been given under Rule 4.19.2 or 4.19.3 will be asked in the order determined by the Chair of the Council, committee or sub-committee.

4.19.7 Content of Questions

Questions under Rule 4.19.2 or 4.19.3 must, in the opinion of the Chair:

- i. contain no expressions of opinion;
- ii. relate to matters on which the Council has or may determine a policy;
- iii. not relate to questions of fact.

4.19.8 Response

An answer may take the form of:

- i. a direct oral answer at the meeting;
- ii. where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- iii. where the reply cannot conveniently be given orally, a written answer circulated within five working days to the questioner.

4.19.9 Supplementary Question

A Member asking a question under Rule 4.19.2 or 4.19.3 may ask one supplementary question without notice to the Member to whom the first question was asked. The supplemental question must arise directly out of the original question or the reply.

4.19.10 Length of Speeches

A Member asking a question under Rule 4.19.2 or 4.19.3 and a Member answering such a question may speak for no longer than five minutes unless the Chair consents to a longer period.

4.19.11 Time Allowed for Questions at Council Meetings

- i. The time allowed for consideration of questions submitted under Rule 4.19.2 shall not, without the consent of the Council, exceed 30 minutes.
- ii. At the conclusion of the answer to the question under consideration at the expiry of 30 minutes (or such longer period to which the Council has consented) from the time when the first questioner started to speak, the Chair shall conclude the questions.
- iii. Any remaining questions shall be responded to in writing before the next ordinary meeting of the Council.

4.20 Motions on Notice

4.20.1 Notice

Except for motions which can be moved without notice under Rule 4.21 and in cases of urgency, notice in writing or by electronic post of every motion, must be delivered to the Head of Democratic Services not later than 5pm on the tenth working day before the Council meeting at which it is to be considered. Motions received will be entered in a format open to public inspection.

4.20.2 Motion Set Out in Agenda

Motions for which notice has been given will be listed on the agenda in the order determined by the Chair.

4.20.3 Scope

Motions must be about matters for which the Council has a responsibility or which affect the wellbeing of the administrative area of the Council.

4.20.4 Motion to Remove the Leader

- i. A motion to remove the Leader cannot be moved unless the notice of motion is signed by a number of councillors which is at least equivalent to 20% of the total number of councillors on the Council and which includes councillors from at least two political groups.
- ii. In order for such a motion to be carried it must have the support of at least two thirds of those Members voting and present in the room at the time the question was put.
- iii. A motion to remove the Leader cannot be moved more than once in any rolling 12 month period.

4.20.5 One Motion per Member

No Member may give notice of more than one motion for any Council meeting, except with the consent of the Chair.

4.20.6 Time Allowed for Motions

The time allowed for consideration of motions submitted under this Rule shall not, without the consent of the Council, exceed 30 minutes. At the conclusion of the speech being delivered at the expiry of 30 minutes (or such longer period to which the Council has consented) from the commencement of the Council's consideration of the first such motion, the Chair shall put to the vote, without further discussion, all the questions necessary to dispose of the motion then under debate provided that:

- i. if the speech to be concluded is a speech proposing a motion, the Chair shall allow the motion to be formally seconded (without comment);
- ii. if the speech to be concluded is a speech moving an amendment, the Chair shall allow the amendment to be formally seconded (without comment) and the mover of the motion to exercise his right of reply; and
- iii. otherwise, the Chair shall allow the mover of the motion to exercise his right of reply.

Any remaining motions submitted under this Rule shall be deferred to the next ordinary meeting of the Council and shall be dealt with at that meeting in the same order and before any other motions of which notice is given for that meeting.

4.21 **Motions without Notice**

The following motions may be moved without notice:

- 4.21.1 to appoint a Chair of the meeting at which the motion is moved;
- 4.21.2 in relation to the accuracy of the minutes;

- 4.21.3 to change the order of business in the agenda;
- 4.21.4 to refer something to an appropriate body or individual;
- 4.21.5 to appoint a committee or Member arising from an item on the summons for the meeting;
- 4.21.6 to receive reports or adoption of recommendations of committees, Cabinet Members or Officers and any resolutions following from them;
- 4.21.7 to withdraw a motion;
- 4.21.8 to amend a motion;
- 4.21.9 to proceed to the next business;
- 4.21.10 that the question be now put;
- 4.21.11 to adjourn a debate;
- 4.21.12 to adjourn a meeting;
- 4.21.13 to suspend a particular Council Procedure Rule;
- 4.21.14 to exclude the public and press in accordance with the Access to Information Procedure Rules;
- 4.21.15 to not hear further from a Member named under Rule 4.29.3 or to exclude them from the meeting under Rule 4.29.4; and
- 4.21.16 to give the consent of the Council where its consent is required by this Constitution.

4.22 **Rules of Debate**

4.22.1 No Speeches until Motion Seconded

No speeches may be made after the mover has moved a proposal and explained the purpose of it until the motion has been seconded.

4.22.2 Right to Require Motion in Writing

Unless notice of the motion has already been given, the Chair may require it to be written down and handed to him before it is discussed.

4.22.3 Secunder's Speech

When seconding a motion or amendment, a Member may reserve their speech until later in the debate.

4.22.4 Content and Length of Speeches

Speeches must be directed to the question under discussion or to a personal explanation or point of order and no speech may exceed 10 minutes in the case of the mover of a motion or the local member for the area in which the establishment or land under discussion is situated and 5 minutes in the case of every other speaker without the consent of the Chair.

4.22.5 When a Member may Speak Again

A Member who has spoken on a motion may not speak again whilst it is the subject of debate, except:

- i. to speak once on an amendment moved by another Member;
- ii. to move a further amendment if the motion has been amended since he last spoke;

- iii. if his first speech was on an amendment moved by another Member, to speak on the main issue (whether or not the amendment on which he spoke was carried);
- iv. in exercise of a right of reply;
- v. on a point of order; and
- vi. by way of personal explanation.

4.22.6 Amendments to Motions

- i. An amendment to a motion must be relevant to the motion and will either be:
 - (i) to refer the matter to an appropriate body or individual for consideration or reconsideration;
 - (ii) to leave out words;
 - (iii) to leave out words and insert or add others; or
 - (iv) to insert or add wordsas long as the effect of 4.22.6i(ii) to 4.22.6i(iv) is not to negate the motion.
- ii. Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been decided.
- iii. If an amendment is not carried, other amendments to the original motion may be moved.
- iv. If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.
- v. After an amendment has been carried, the Chair will read out the amended motion before accepting any further amendments, or if there are none, put it to the vote.

4.22.7 Alteration of Motion

- i. A Member may alter a motion of which he has given notice with the consent of the meeting. The meeting's consent will be signified without discussion.
- ii. A Member may alter a motion which he has moved without notice with the consent of both the meeting and the seconder. The meeting's consent will be signified without discussion.
- iii. Only alterations which could be made as an amendment may be made.

4.22.8 Withdrawal of Motion

A Member may withdraw a motion which he/she has moved with the consent of both the meeting and the seconder. The meeting's consent will be signified without discussion. No Member may speak on the motion after the mover has asked permission to withdraw it unless permission is refused.

4.22.9 Right of Reply

- i. The mover of a motion has a right to reply at the end of the debate on the motion, immediately before it is put to the vote.
- ii. If an amendment is moved, the mover of the original motion has the right of reply at the close of the debate on the amendment, but may not otherwise speak on it.
- iii. The mover of the amendment has no right of reply to the debate on his/her amendment.

4.22.10 Motions which may be Moved During Debate

When a motion is under debate, no other motion may be moved except the following procedural motions:

- i. to withdraw a motion;
- ii. to amend a motion;
- iii. to proceed to the next business;
- iv. that the question be now put;
- v. to adjourn a debate;
- vi. to adjourn a meeting;
- vii. to exclude the public and press in accordance with the Access to Information Procedure Rules; and
- viii. to not hear further a Member named under Rule 4.29.3 or to exclude them from the meeting under Rule 4.29.4.

4.22.11 Closure Motions

- i. A Member may move, without comment, the following motions at the end of a speech of another Member;
 - (i) to proceed to the next business;
 - (ii) to act that the question be now put;
 - (iii) to adjourn a debate; or
 - (iv) to adjourn a meeting.
- ii. If a motion to proceed to next business is seconded and the Chair thinks the item has been sufficiently discussed, he will give the mover of the original motion a right of reply and then put the procedural motion to the vote. Should that motion be carried, the original motion shall fail.
- iii. If a motion that the question be now put is seconded and the Chair thinks the item has been sufficiently discussed, he/she will put the procedural motion to the vote. If it is passed he will give the mover of the original motion a right of reply before putting his/her motion to the vote.
- iv. If a motion to adjourn the debate or to adjourn the meeting is seconded and the Chair thinks the item has not been sufficiently discussed and cannot reasonably be so discussed on that occasion, he/she will put the procedural motion to the vote without giving the mover of the original motion the right of reply.

4.22.12 Point of Order

A point of order is a request from a Member to the Chair to rule on an alleged irregularity in the procedure of the meeting. A Member may raise a point of order at any time. The Chair will hear them immediately. A point of order may only relate to an alleged breach of these Council Rules of Procedure or the law. The Member must indicate the rule or law and the way in which he considers it has been broken. The ruling of the Chair on the matter will be final.

4.22.13 Personal Explanation

A Member may make a personal explanation at any time. A personal explanation may only relate to some material part of an earlier speech by the Member which may appear to have been misunderstood in the present debate. The ruling of the Chair on the admissibility of a personal explanation will be final.

4.22.14 Language

- i. In all meetings, the Welsh language and the English language shall have the same status and validity.
- ii. All persons shall have the right when speaking in any meeting to speak in either Welsh or English.
- iii. The proper officer shall arrange for instantaneous translation from Welsh into English (and from English to Welsh when requested), to be provided at all meetings.
- iv. In the absence of instantaneous translation, the business of the meeting may proceed, but the person presiding shall ensure, at the request of any member (including the speaker), that the exact words of any motion, amendment, question, answer or point of order and at least the substance of any speech or comment are translated provided that any inadvertent failure to comply with this rule, or any inadvertent error in translation, shall not invalidate any resolution.

4.23 **State of the County Debate**

4.23.1 Calling of Debate

The Leader may call a state of the county debate annually on a date and in a form to be agreed with the Chair.

4.23.2 Form of Debate

The Leader will decide the form of the debate with the aim of enabling the widest possible public involvement and publicity. This may include holding workshops and other events prior to or during the debate.

4.23.3 Chairing of Debate

The debate will be Chaired by the Chair.

4.23.4 Results of Debate

The results of the debate will be disseminated as widely as possible within the community and to agencies and organisations in the area which work in active partnership with the Council and considered by the Leader in proposing the Budget and Policy Framework to the Council for the coming year.

4.24 **Previous Decisions and Motions**

4.24.1 **Motion to Rescind a Previous Decision**

A motion or amendment to rescind a decision made at a meeting of Council within the past six months cannot be moved unless the notice of motion is signed by at least 15 Members, except in the case of new information becoming available.

4.24.2 **Motion Similar to One Previously Rejected**

A motion or amendment in similar terms to one that has been rejected at a meeting of Council in the past six months cannot be moved unless the notice of motion or amendment is signed by at least 15 Members. Once the motion or amendment is dealt with, no one can propose a similar motion or amendment for six months.

4.25 **Voting**

4.25.1 **Majority**

Unless this Constitution provides otherwise, any matter will be decided by a simple majority of those Members voting and present in the room at the time the question was put.

4.25.2 **Chair's Casting Vote**

If there are equal numbers of votes for and against, the Chair will have a second or casting vote. There will be no restriction on how the Chair chooses to exercise a casting vote.

4.25.3 **Method of Voting**

Unless a secret ballot is demanded under Rule 4.25.4 or a recorded vote under rule 4.25.5 the Chair will take the vote by show of hands, or by use of the Council's electronic voting system if any, or if there is no dissent, by the affirmation of the meeting.

4.25.4 **Secret Ballot**

The vote will take place by ballot if at least two thirds of the voting members present at the meeting demand it. The chairman will announce the results of the ballot immediately the result is known.

4.25.5 **Recorded Vote**

If at least a quarter of the Members present at the meeting demand it, the names for and against the motion or amendment or abstaining from voting will be taken down in writing and entered into the minutes. A demand for a secret ballot will override a demand for a recorded vote.

4.25.6 **Right to Require Individual Vote to be Recorded**

Where any Member requests it immediately after the vote is taken, their vote will be so recorded in the minutes to show whether they voted for or against the motion or abstained from voting.

4.25.7 **Voting on Appointments**

If there are more than two people nominated for any position to be filled and there is not a clear majority of votes in favour of one person, then the name of the person with the least number of votes will be taken off the list and a new vote taken. The process will continue until there is a majority of votes for one person.

4.26 **Minutes**

4.26.1 **Signing the Minutes**

The Chair will sign the minutes of the proceedings at the next suitable meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.

4.26.2 **No Requirement to Sign Minutes of Previous Meeting at Extraordinary Meeting**

Where in relation to any meeting, the next meeting for the purpose of signing the minutes is a meeting called under paragraph 3 of Schedule 12 to the Local Government Act 1972 (an extraordinary meeting), then the next following meeting (being a meeting called otherwise than under that paragraph) will be treated as a suitable meeting for the purposes of paragraph 41(1) and (2) of Schedule 12 relating to signing of minutes.

4.26.3 **Form of Minutes**

Minutes will contain all motions and amendments in the form and order the Chair put them.

4.27 **Record of Attendance**

All Members present during the whole or part of a meeting (except those in remote attendance) must sign their names on the attendance sheets before the conclusion of every meeting to assist with the record of attendance.

4.28 **Exclusion of Public**

Members of the public and press may only be excluded either in accordance with the Access to Information Procedure Rules in Section **Error! Reference source not found.** of this Constitution or Rule 4.30 (Disturbance by Public).

4.29 **Members' Conduct**

4.29.1 **Speaking at Meetings**

When a Member speaks at Full Council he/she must stand and address the meeting through the Chair. If more than one Member signifies their intention to speak, the Chair will ask one to speak. Other Members must remain silent whilst a Member is speaking unless they wish to make a point of order or a point of personal explanation.

4.29.2 **Chair Standing**

When the Chair stands during a debate, any Member speaking at the time must stop and sit down.

4.29.3 **Member not to be Heard Further**

If a Member persistently disregards the ruling of the Chair by behaving improperly or offensively or deliberately obstructs business, the Chair may move that the Member be not heard further. If seconded, the motion will be voted on without discussion.

4.29.4 **Member to Leave the Meeting**

If the Member continues to behave improperly after such a motion is carried, the Chair may move that either the Member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, the motion will be voted on without discussion.

4.29.5 General Disturbance

If there is a general disturbance making orderly business impossible, the Chair may adjourn the meeting for as long as he thinks necessary.

4.30 **Disturbance by Public**

4.30.1 Removal of Member of the Public

If a member of the public interrupts proceedings, the Chair will warn the person concerned. If they continue to interrupt, the Chair will order their removal from the meeting room.

4.30.2 Clearance of Part of Meeting Room

If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part to be cleared.

4.31 **Use of Social Media During Meetings**

The use of social media is permitted during meetings so long as there is no disturbance to the conduct of the meeting.

4.32 **Suspension and Amendment of Council Procedure Rules**

4.32.1 Suspension

All of these Council Rules of Procedure except Rule 4.20.5, 4.25.67 and 4.26.2 may be suspended by motion on notice or without notice if at least one half of the whole number of Members of the Council are present. Suspension can only be for the duration of the meeting. Rule 4.20.5 can only be suspended by motion on notice and the motion must have the support of at least two thirds of those Members present and voting.

4.32.2 Amendment

Any motion to add to, vary or revoke these Council Rules of Procedure will, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Council.

4.33 **Interpretation**

The regulation of the individual presiding at the meeting with regard to the interpretation or the contents of this Constitution or regarding any of the Council's proceedings shall not be challenged at any of the Council's meetings.

4.34 **Application to Committees and Sub-Committees**

All of the Council Rules of Procedure apply to meetings of Full Council. None of the rules apply to meetings of the Cabinet. Only Rules 4.13 to 4.16, 4.19 to 4.22, 4.24 to 4.33 (but not Rule 4.29.1) apply to meetings of committees and sub-committees.

SECTION 5

5. THE CABINET

5.1 Introduction

The Cabinet is appointed to carry out all of the Council's functions which are not the responsibility of any other part of the Council, whether by Law or under this Constitution.

5.2 Form and Composition of the Cabinet

The Cabinet will consist of:

5.2.1 the Leader of the Council (the "Leader"); and

5.2.2 at least two but not more than nine other Councillors appointed to the Cabinet by the Leader.

5.3 Leader

5.3.1 Election

The Leader will be a Councillor elected to the position of Leader by the Council.

5.3.2 Term of Office

The Leader is appointed for the term of the Council.

5.3.3 Role of the Leader

The Leader will Chair meetings of the Cabinet and determine the portfolios of Members of the Cabinet. Further information is contained in Section 13.

5.4 Deputy Leader

5.4.1 The Leader will appoint a Deputy Leader to act as Leader in the Leader's absence and the Leader may also remove the Deputy Leader from Office at any time if it is considered appropriate.

5.4.2 The Deputy Leader may exercise all of the functions of the Leader where the position is vacant or where the Leader is absent or otherwise unable to act.

5.5 Other Cabinet Members

Other Cabinet Members will be Councillors appointed to the position of Cabinet Member by the Leader. Each Cabinet Member shall hold office until:

5.5.1 he/she resigns from that office; or

5.5.2 he/she is removed from that office by the Leader upon such period of notice (if any) as the Leader considers appropriate; or

5.5.3 he/she ceases to be a Councillor.

The Leader may at any time appoint a Cabinet Member to fill any vacant posts.

5.6 **Delegation of Functions**

The Leader may exercise Executive Functions himself/herself or may otherwise make arrangements to delegate responsibility for their discharge. The Leader may delegate Executive Functions to the following:

- 5.6.1 the Cabinet as a whole;
- 5.6.2 a Committee of the Cabinet (comprising executive Members only);
- 5.6.3 an individual Cabinet Member;
- 5.6.4 a joint committee;
- 5.6.5 another local authority or the executive of another local authority;
- 5.6.6 a delegated Officer.

5.7 **Rules of Procedure and Debate**

The proceedings of the Cabinet shall take place in accordance with the Executive Procedural Rules in Section 5.8.1 below.

5.8 **Cabinet Procedural Rules**

5.8.1 **Delegation by the Leader**

Following the annual meeting of the Council, the Head of Democratic Services, at the direction of the Leader, will draw up a written record of executive delegations made by the Leader for inclusion in the Council's scheme of delegation at Section 13 to this Constitution. This will contain the following information about Executive Functions in relation to the coming year:

- (a) the extent of any authority delegated to Cabinet Members individually, including details of the limitation on their authority;
- (b) the terms of reference and constitution of such Cabinet committees as the Leader appoints and the names of Cabinet Members appointed to them;
- (c) the nature and extent of any delegation of Executive Functions to any other authority or any joint arrangements;
- (ch) the nature and extent of any delegation to Officers with details of any limitation on that delegation, and the title of the Officer to whom the delegation is made;

5.8.2. **Sub-Delegation of Executive Functions**

- a) Where the Cabinet, a committee of the Cabinet or an individual Member of the Cabinet is responsible for an Executive Function, they may delegate further to joint arrangements or an Officer.

- b) Unless the Leader directs otherwise, a committee of the Cabinet to whom functions have been delegated by the Leader may delegate further to an Officer.
- c) Where Executive Functions have been delegated, that fact does not prevent the discharge of delegated functions by the person or body who delegated.

5.8.3 The Council's Scheme of Delegation and Executive Functions

- (a) The Leader may amend the scheme of delegation relating to Executive Functions at any time. In doing so the Leader will give written notice to the Head of Democratic Services and to the person, body or committee concerned. The notice must set out the extent of the amendment to the scheme of delegation, and whether it entails the withdrawal of delegation from any person, body or committee. The Head of Democratic and Legal Services will present a report to the next ordinary meeting of the Council setting out the changes made by the Leader.
- (b) Where the Leader seeks to withdraw delegation from a committee of the Cabinet, notice will be deemed to have been served on that committee when he has served it on its chair.

5.8.4 Conflicts of Interest

- (a) Where the Leader has a conflict of interest, this should be dealt with as set out in the Council's Code of Conduct for Members in Section 18 of this Constitution.
- (b) If any Member of the Cabinet has a conflict of interest, this should be dealt with as set out in the Council's Code of Conduct for Members in Section 13 of this Constitution.
- (c) If the power to exercise an Executive Function has been delegated to a committee of the Cabinet, an individual Member or an Officer, and should a conflict of interest arise, then the function will be exercised in the first instance by the person or body by whom the delegation was made and otherwise as set out in the Council's Code of Conduct for Members in Section 18 of this Constitution.

5.8.5 Cabinet Meetings – When and Where?

The frequency and timing of meetings of the Cabinet will be determined by the Leader. The Cabinet will meet at the Council's main offices or another location to be agreed by the Leader.

5.8.6 Public or Private Meetings of the Cabinet?

The Cabinet will hold its meetings in public, except in the circumstances set out in the Access to Information Procedure Rules in Section 14, for example where confidential or exempt information is being discussed.

5.8.7 Quorum

- (a) The quorum for a meeting of the Cabinet shall be one quarter of the members including the Leader or Deputy Leader.
- (b) The quorum for a meeting of a committee of the Cabinet shall be two.

5.8.8 How are Decisions to be Taken by the Cabinet?

- (a) Executive Decisions made by the Cabinet as a whole will be taken at a meeting convened in accordance with the Access to Information Procedure Rules in Section 14 of this Constitution.
- (b) Where Executive Decisions are delegated to a committee of the Cabinet, the rules applying to Executive Decisions taken by them shall be the same as those applying to Executive Decisions taken by the Cabinet as a whole.

5.9 How are Cabinet Meeting Conducted?

5.9.1 Who Presides?

The Leader will preside at any meeting of the Cabinet or its committees at which he is present. In his absence, the Deputy Leader will preside. In his/her absence, then a person appointed to do so by those present shall preside.

5.9.2 Who May Attend?

These details are set out in the Access to Information Procedure Rules in Section 14 of this Constitution. See also Section 3 in relation to Member participation in meetings.

5.9.3 What Business?

At each meeting of the Cabinet the following business will be conducted:

- (a) consideration of the minutes of the last meeting;
- (b) declarations of interest, if any;
- (c) matters referred to the Cabinet (whether by Scrutiny Committees or by the Council) for reconsideration by the Cabinet in accordance with the provisions contained in the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules set out in Sections 7 and 15 of this Constitution;
- (ch) consideration of reports from Scrutiny Committees;
- (d) consideration of reports from Cabinet Committees;
- (dd) reports from Cabinet Members and/or Officers of the Authority.

5.9.4 Consultation

All reports to the Cabinet from any Member of the Cabinet or an Officer on proposals relating to the Budget and Policy Framework must contain details of the nature and extent of consultation undertaken with stakeholders and with the Scrutiny Committee and the outcome of that consultation. Reports about other matters will set out the details and outcome of consultations as appropriate. The level of consultation required will be appropriate to the nature of the matter under consideration.

5.9.5 Who can put Items on the Cabinet Agenda?

- (a) The Leader will decide upon the schedule for meetings of the Cabinet. He/she may put any matter on the agenda of any Cabinet meeting whether or not authority has been delegated to the Cabinet, a committee of it or any Member or Officer in respect of that matter.

- (b) Any Member of the Cabinet may require the Head of Democratic Services to make sure that an item is placed on the agenda of the next meeting of the Cabinet for consideration.
- (c) The Head of Paid Service, the Monitoring Officer and/or the Chief Financial Officer may include an item for consideration on the agenda of a Cabinet meeting and may require that such a meeting be convened in pursuance of their statutory duties.
- (ch) In other circumstances, where any two of the Heads of Paid Service, the Chief Finance Officer and the Monitoring Officer are of the opinion that a meeting of the Cabinet needs to be called to consider a matter that requires a decision they may jointly include an item on the agenda of a Cabinet meeting. If there is no meeting to deal with the issue in question, then the person(s) entitled to include an item on the agenda may also require that a meeting be considered at which the matter will be considered.

5.10 Disturbance by the Public and Use of Social Media

- 5.10.1 The provisions in Council Procedural Rules in Section 4 in relation to disturbance by the public apply to meetings of the Cabinet.
- 5.10.2 The provisions in Council Procedural Rules in Section 4 relating to the use of social media apply to meetings of the Cabinet.

SECTION 7

7. SCRUTINY COMMITTEES

7.1 Introduction

7.1.1 The Council is required by Law to discharge certain overview and scrutiny functions. These functions are an essential component of local democracy. Scrutiny Committees should be powerful committees that can contribute to the development of Council policies and also hold the Cabinet to account for its decisions. Another key part of the overview and scrutiny role is to review existing policies, consider proposals for new policies and suggest new policies.

7.1.2 Overview and scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local inhabitants. Scrutiny Committee should not shy away from the need to challenge and question decisions and make constructive criticism.

7.2 Scrutiny Committees

In order to achieve this, the Council have appointed 3 Scrutiny Committees which between them will:

7.2.1 review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council;

7.2.2 make reports or recommendations to the Council or the Cabinet in connection with the discharge of any functions;

7.2.3 consider any matter which affects the Council's area or its inhabitants; and

7.2.4 exercise the right to call in for reconsideration decisions made but not yet implemented by the Cabinet and Officers.

7.3 Role, Scope and Membership

The role, scope and Membership of the Scrutiny Committees are described in the table below:

Committee and Membership	Role and Scope
Corporate Scrutiny Committee 18 members	To scrutinise matters relating to the internal operation of the Council such as: <ul style="list-style-type: none">• Corporate Strategy• Partnerships• Engagement• Business transformation• Service efficiency• Outcomes Agreement• Workforce• Customer Care
Communities Scrutiny Committee	To scrutinise matters relating to services for the wider community such as:

18 members	<ul style="list-style-type: none"> • Economy and Regeneration • Green Gwynedd • Environment • Transportation Network and Community Transport • Empowering Communities • Waste • Housing • Language • Carbon Footprint Reduction • Local Development Plan
Services Scrutiny Committee 18 members	<p>To scrutinise matters relating to services to individuals such as:</p> <ul style="list-style-type: none"> • Older people and adults • Families • Children and Young Persons • Education • Pathway to employment • Health

7.4 **Specific Functions**

7.4.1 **Policy Development and Review**

The Scrutiny Committees may:

- (a) consider the impact of policies to assess if they have made a difference;
- (b) assist the Council and the Cabinet in the development of its Budget and Policy Framework by in depth analysis of policy issues;
- (c) conduct research, community and other consultation in the analysis of policy issues and possible options;
- (d) question Members of the Cabinet and/or Committees and Chief Officers from the Council about their views on issues and proposals affecting the area; and
- (e) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interest of local people are enhanced by collaborative working.

7.4.2 **Scrutiny**

The Scrutiny Committees may:

- (a) review and scrutinise the decisions by and performance of the Cabinet and/or Committees and Council Officers in relation to individual decisions and over time;

- (b) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (c) question Members of the Cabinet and/or Committees and Chief Officers from the Council about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or project;
- (d) make recommendations to the Cabinet and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;
- (e) review and scrutinise the performance of other public bodies and designated persons in the area and invite reports from them by requesting them to address the Scrutiny Committees and local people about their activities and performance; and
- (f) question and gather evidence from any person (with their consent).

7.4.3 Finance

Scrutiny Committees may exercise overall responsibility for the finance made available to them.

7.4.4 Annual Report

The Scrutiny Committees must report annually to the Council members on their workings with recommendations for their future work programme and amended working methods if appropriate.

7.5 **Head of Democratic Services**

One of the roles of the Head of Democratic Services under section 8 of The Measure is to promote the role of the Council's Scrutiny Committees and to promote support and guidance to Council Members and Officers generally about the functions of the Scrutiny Committees .

7.6 **Who May Sit on Scrutiny Committees?**

All Councillors except Members of the Cabinet may be Members of the Scrutiny Committees. However, no Member may be involved in scrutinising on decisions in which he has been directly involved.

7.7 **Co-Optees**

Each Scrutiny Committee shall be entitled to recommend to Council the appointment of a maximum of 2 people as non-voting co-optees. In exercising or deciding whether to exercise a co-option, the Authority must, under section 76 of The Measure, have regard to guidance given by the Welsh Ministers and comply with directions given by them.

7.8 **Education Representatives**

The Services Scrutiny Committee shall include in its Membership voting representatives of religious faiths and of parent governors, as required by law and guidance from the National Assembly of Wales.

7.9 **Who Chairs?**

The arrangements included in sections 66-75 of the Local Government (Wales) Measure 2011 will be followed for appointing persons to chair Scrutiny Committees .

7.10 **Role of the Chair and the Scrutiny Committees**

7.10.1 The role of the Chair of the Scrutiny Committees will be essential in implementing the new method of working. The Chairs will liaise with the Cabinet and supervise the Work Programme and identify cross cutting themes arising from the various Scrutiny Committees .

7.10.2 In summary, therefore, the Chair will:

- (a) be accountable for delivering the new way of working for scrutiny;
- (b) will meet regularly to monitor Work Programmes;
- (c) will liaise with the Cabinet on issues affecting the Scrutiny Work Programme; and
- (d) [report to the four standing business meetings of the Council on progress in implementing the new methods of working.]

7.11 **Work Programme**

The Scrutiny Committees will be responsible for setting their own Work Programme and in doing so they should take into account wishes of Members of that who are not Members of the largest political group on the Council. It may also consider urgent and unforeseen matters not included in the Work Programme.

7.12 **Meetings**

7.12.1 The Scrutiny Committees will have 5 meetings a year.

7.12.2 Extraordinary meetings may be called from time to time in order to deal with call-ins (Section 7.25) where the Chair of a Scrutiny Committee is of the opinion that it is necessary for that Scrutiny Committee to consider the called in decision before the Scrutiny Committee's next programmed meeting.

7.13 **Joint Overview and Scrutiny Committees**

Under section 58 of The Measure, regulations may be made to permit two or more local authorities to appoint a joint Overview and Scrutiny Committee. This is set out in the Local Authority (Joint Overview and Scrutiny) (Wales) Regulations 2012.

7.14 **Rules of Procedure and Debate**

The Overview and Scrutiny Procedure Rules will apply to meetings of the Scrutiny Committees .

7.15 **What will be the Number and Arrangements for Scrutiny Committees?**

7.15.1 The Council will have 3 Scrutiny Committees set out in the table in Section 7.3 and will appoint to them as it considers appropriate from time to time. The Scrutiny Committees may appoint smaller groups to carry out detailed examination of particular topics for report back to them. Such groups may be appointed for a fixed period on the expiry of which they shall cease to exist.

7.15.2 The terms of reference of the various Scrutiny Committees will be as set out in the table in Section 7.3.

7.15.3 Each Scrutiny Committees will be Chaired by a Chair appointed from the membership of that Scrutiny Committees :

- (a) there will be cross party Membership of all Scrutiny Committees;
- (b) the Scrutiny Committees shall undertake the following:

- (i) investigate or review a particular matter in depth and without delay, reporting their conclusions and making any recommendations to the Council or Cabinet as appropriate;
- (ii) conduct research, community (and other) consultation for the purposes of analysing issues and developing where appropriate; possible options, through liaison with the area/community partnerships;
- (iii) consider and report on mechanisms to encourage and enhance community participation in the development of service delivery options;
- (iv) question Cabinet Members and Officers about their views and actions on issues and proposals affecting the county;
- (v) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working; and
- (vi) question and gather evidence from any person (with his/her consent) whilst conducting investigative and reporting processes.

7.16 **Meetings of the Scrutiny Committees**

The Council may determine a cycle of meetings for the Scrutiny Committees. If the Council do not set the cycle, each such Scrutiny Committees shall determine their own cycle of meetings. The Chair, or in their absence the Vice Chair, may change the date or cancel meetings, or call additional meetings as they consider necessary to deal with the Scrutiny Committees's work programme. A meeting of an Scrutiny Committees may be called by the Chair (or in his or her absence, the Vice Chair) or by the Head of Democratic Services, if he or she considers it necessary or appropriate.

7.17 **Quorum**

The quorum for Scrutiny Committees shall be one quarter of the Members of the committee.

7.18 **Agenda Items**

7.18.1 Any Member of a particular Scrutiny Committee shall be entitled to give notice to the Head of Democratic Services that he wishes an item relevant to the functions of the that Scrutiny Committee to be included on the agenda for the next available meeting. Seven working days' notice of the item should be given to the Head of Democratic Services together with sufficient information to enable the Officer to advise about the nature and purpose of the item.

7.18.2 On receipt of such a request, so long as it is an appropriate matter to be considered, the Head of Democratic Services will ensure that it is considered by the Chair for inclusion on the next available agenda.

7.18.3 Scrutiny Committees shall also respond, as soon as their work programme permits, to requests from the Council and/or the Cabinet to review particular areas of Council activity. Where they do so, the particular Scrutiny Committee shall report their findings and any recommendations back to the Cabinet and/or Council. The Council and/or the Cabinet shall consider the report of the Scrutiny Committees within one month of receiving it.

7.19 **Policy Review and Development**

- 7.19.1 The role of the Scrutiny Committees in relation to the development of the Council's Budget and Policy Framework is set out in detail in the Budget and Policy Framework Procedure Rules in Section **Error! Reference source not found.**
- 7.19.2 In relation to the development of the Council's approach to other matters not forming part of its Budget and Policy Framework, Scrutiny Committees may make proposals to the Cabinet for developments in so far as they relate to matters within their terms of reference.
- 7.19.3 Scrutiny Committees may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

7.20 **Reports from the Scrutiny Committees**

- 7.20.1 All formal reports from the Scrutiny Committees will be submitted to the Head of Democratic Services for consideration by the Cabinet (if the proposals are consistent with the existing Budget and Policy Framework), or to the Council as appropriate (eg if the recommendation would require a departure from or a change to the agreed Budget and Policy Framework).
- 7.20.2 If a Scrutiny Committee cannot agree on one single final report to the Council or Cabinet as appropriate, one minority report may be prepared and submitted for consideration by the Council or Cabinet with the majority report.
- 7.20.3 The Council or Cabinet shall consider the report of an Scrutiny Committees within one month of it being submitted to the Head of Democratic Services.

7.21 **Making sure that Overview and Scrutiny Reports are considered by the Cabinet**

- 7.21.1 The agenda for Cabinet meetings shall include an item entitled "Issues Arising from Overview and Scrutiny". The reports of the Scrutiny Committees referred to the Cabinet shall be included at this point in the agenda (unless they have been considered in the context of the Cabinet's deliberations on a substantive item on the agenda) as soon as practicable. Where an item is not considered by the Cabinet within two months, the Cabinet will give an explanation of the reasons to the Chair of the relevant Scrutiny Committees as soon as practicable.
- 7.21.2 Where the Cabinet has delegated decision making power to another individual Member of the Cabinet Scrutiny Committees will submit a copy of their report to him or her for consideration. At the time of doing so the Scrutiny Committees shall serve a copy on the Head of Democratic Services. The Member with delegated decision making power must consider the report and respond in writing to the Scrutiny Committees within four weeks of receiving it. A copy of his written response to it shall be sent to the Head of Democratic Services and the Leader. The Member will also attend a future meeting of that Scrutiny Committees to present their response.

7.22 Rights of Members of the Scrutiny Committees to Documents

- 7.22.1 In addition to their rights as Councillors, Members of the Scrutiny Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Section **Error! Reference source not found.** of this Constitution.
- 7.22.2 Nothing in this paragraph prevents more detailed liaison between the Cabinet and the Scrutiny Committees as appropriate depending on the particular matter under consideration.

7.23 Members and Officers Giving Account

- 7.23.1 The Scrutiny Committees may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the Scrutiny role, it may require any Member of the Cabinet, the Chief Executive and/or any senior Officer to attend before it to explain in relation to matters within their remit:
- (a) any particular decision or series of decisions;
 - (b) the extent to which the actions taken implement Council policy; and/or
 - (c) their performance
- and it is the duty of those persons to attend if so required.
- 7.23.2 For this purpose, senior Officer includes any chief Officer, deputy chief Officer and other appropriate senior Officer. Where there are concerns about the appropriateness of the Officer who should attend, the relevant chief Officer shall discuss this with the appropriate Overview and Scrutiny Chair or Vice Chair with a view to achieving consensus.
- 7.23.3 Where any Member or Officer is required to attend a Scrutiny Committee under this provision, the Chair of that Committee will inform the Head of Democratic Services. The Head of Democratic Services shall inform the Member or Officer, if necessary in writing, giving at least 15 working days' notice of the meeting at which he or she is required to attend (unless agreed otherwise). Any notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required to be produced for the Committee.
- 7.23.4 Where the account to be given to a Scrutiny Committee will require the production of a report, then the Member or Officer concerned will be given sufficient notice to allow for preparation of that documentation.
- 7.23.5 Where, in exceptional circumstances, the Member or Officer is unable to attend on the required date, then the Scrutiny Committees shall in consultation with the Member or Officer arrange an alternative date for attendance.

7.24 Attendance by Others

Scrutiny Committees may invite people other than those people referred to in paragraph 7.23 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and Officers in other parts of the public sector and shall invite such people to attend.

7.25 Call-In

7.25.1 Rules

- (a) Where a decision is made by the Cabinet an individual Member of the Cabinet or a Committee of the Cabinet or under joint arrangements, the decision shall be published by the Head of Democratic Services, including where possible by electronic means, and shall be available at the main offices of the Council normally within 5 clear working days of it being made. All Members of the Scrutiny Committees will be sent copies of the records of all such decisions within the same time scale, by the person responsible for publishing the decision.
- (b) That notice will bear the date on which it is published and will specify that the decision will come into force and may then be implemented, on the expiry of [five] clear working days after the publication of the decision, unless a Scrutiny Committee objects to it and calls it in for review.
- (c) During that period the Monitoring Officer shall call-in a decision for scrutiny by a Scrutiny Committee if so requested in the specified format by the Chair (or in his/her absence the Vice-chair) and any two Members of that Scrutiny Committee and, shall then notify the decision taker of the call-in. He/she shall call a meeting of that Scrutiny Committee on such a date as he/she may determine, where possible after consultation with the Chair or Vice Chair of that Scrutiny Committee, and in any case within 15 clear working days of the decision to call-in (only in exceptional circumstances will the Chair of the Scrutiny Committee consider extending this time limit).
- (d) If, having considered the decision, the Scrutiny Committee is still concerned about it, then it may refer it back to the decision making body for reconsideration, setting out in writing the nature of its concerns or refer the matter to Full Council. If referred to the decision maker they shall then reconsider within a further 15 clear working days, amending the decision or not, before adopting a final decision.
- (e) If following an objection to the decision, a Scrutiny Committee does not meet within the period set out above, or does meet but does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the Scrutiny Committee meeting, or the expiry of that further 5 working day period, whichever is the earlier.
- (f) If the matter was referred to Full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, the Council will refer any decisions to which it objects back to the decision making person or body, together with the Council's views on the decision. That decision making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Cabinet as a whole, or a Committee of it, the matter will be reconsidered at the next meeting of the Cabinet or Committee. Where the decision was made by an individual, the individual will reconsider within ten working days of the Council's request.

- (g) If the Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is earlier.
- (h) In order to ensure that call-in is not abused, nor causes unreasonable delay, certain limitations are to be placed on its use. These are:
 - (i) a Scrutiny Committee may only call-in a total of three decisions per three month period;
 - (ii) three Members of a Scrutiny Committee from at least two political groups), including the Chair (or in his/her absence the Vice-chair) are needed for a decision to be called in;
 - (iii) once a Member has signed a request for call-in under this paragraph, he/she may not do so again until the period of three months has expired.
 - (iv) No Co-opted Members may report a decision be called in.
- (i) The Monitoring Officer may veto any request for call-in if it falls outside the remit of this scheme.
- (j) Save in exceptional circumstances all Members requesting a matter be called in must attend the meeting at which the matter is being considered.

7.25.2 Call-In and Urgency

- (a) The call-in procedure set out above shall not apply where the decision being taken by the Cabinet is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would, for example, seriously prejudice the Council's or other public interests. The record of the decision, and notice by which it is made public, shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Chair of the Council must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. In the absence of the Chair the Vice -Chair's consent shall be required. In the absence of both, the Head of Paid Service or his/her nominee's consent should be required. Decisions taken as a matter of urgency must be reported at the next available meeting of the Council, together with the reasons for urgency.
- (b) The operation of the provisions relating to call-in and urgency shall be monitored annually and a report submitted to Council with proposals for review if necessary.

7.26 The Party Whip

- 7.26.1 A member of a scrutiny committee must not vote on a question at a meeting of the committee if, before the meeting, the member has been given a party whip relating to the question (a "prohibited party whip").
- 7.26.2 A vote that is given in breach of 7.26.1 must be disregarded.
- 7.26.3 Each member of the committee must declare any prohibited party whip which the member has been given in relation to the meeting.
- 7.26.4 All such declarations made under 7.26.3 must be recorded in the minutes of the meeting.

- 7.26.5 It is for the person presiding over the meeting of the Scrutiny Committee to determine whether a member of the committee has been given a prohibited party whip in relation to the meeting.

7.27 Procedure at Scrutiny Committee Meetings

- 7.27.1 Scrutiny Committees shall consider the following business:

- (a) minutes of the last meeting;
- (b) declarations of interest;
- (c) consideration of any matter referred to that Scrutiny Committee for a decision in relation to call in of a decision;
- (d) responses of the Cabinet to reports of that Scrutiny Committee;
- (e) the business otherwise set out on the agenda for the meeting.

The Rules of Procedure at a Scrutiny Committee will be the same as the Council procedure Rules except that the Chair of the meeting may allow the rules of debate to be relaxed to enable a full contribution by those attending the meeting whether a Members of a Scrutiny Committee or in any other capacity which allows them to contribute to the worth of the meeting.

- 7.27.2 Scrutiny Committee may ask people to attend to give evidence or answer questions about any items on their agenda. Meetings should be conducted in accordance with the following principles:

- (a) that the business be conducted fairly and all Members of the Scrutiny Committees be given the opportunity to ask questions of attendees, and to contribute and speak;
- (b) that those assisting by giving evidence be treated with respect and courtesy;
- (c) that the business be conducted as efficiently as possible.

- 7.27.3 Following any investigation or review, a Scrutiny Committee shall prepare a report, for submission to the Cabinet and/or Council as appropriate and shall make its report and findings public.

7.28 Matters within the Remit of more than one Scrutiny Committee

Where a matter for consideration by a Scrutiny Committee also falls within the remit of one or more other Scrutiny Committees, the decision as to which Scrutiny Committee will consider it will be resolved by the respective Chairs or, if they fail to agree, the decision will be made by the Chairman of the Council.

7.29 Councillor Call for Action

- 7.29.1 The Councillor Call for Action is a mechanism for enabling elected Members to bring matters of local concern to the attention of the Council via the Scrutiny process. It should be an option of "last resort".
- 7.29.2 Any Member may request that an item is placed on the agenda of a Scrutiny Committee for consideration.
- 7.29.3 The procedure for dealing with a Call for Action is set out in the Councillor Call for Action - Guidance for Councillors attached to these Rules at Appendix 1.

Appendix 1 to Section 7

Councillor Call for Action - Guidance for Councillors

1. INTRODUCTION

- 1.1 The Local Government Wales Measure 2011 introduced a number of new provisions aimed at strengthening local democracy. Section 63 of the Measure introduced a provision for “Councillor Calls for Action” (CCfA) which enables Councillors to refer issues of local importance to Scrutiny Committees .
- 1.2 CCfAs are intended to enable local Councillors and their electors to obtain a response from their Council Leadership on issues of local importance. CCfAs should be regarded as one of a series of tools which elected Members have at their disposal to resolve local issues and make a positive difference in their community. Previously in Wales, only local Crime and Disorder issues could be referred by the local Member to the designated Crime and Disorder Scrutiny Committees for action and it should be noted that these local crime and disorder referrals will remain in place under separate legislation.
- 1.3 As part of their community leadership role, councillors have always attempted to resolve issues on behalf of their local residents and CCfAs provide an additional avenue for councillors to follow if the normal ways of resolving an issue have not been successful and the issue meets the criteria for a referral. It should be noted that a referral under this process should be seen as a last resort after all other avenues have been exhausted.
- 1.4 CCfAs have been introduced alongside other powers for scrutiny, including powers to scrutinise a wide range of bodies not previously subject to local authority scrutiny. CCfAs are intended to enable any Member for the Council to refer to an Scrutiny Committees , “a local government matter” which falls within the Scrutiny Committees remit.

2. HOW SHOULD I NORMALLY ATTEMPT TO RESOLVE A LOCAL ISSUE IN MY AREA?

- 2.1 Local issues can be resolved in a number of ways by councillors on behalf of their residents as listed in the Welsh Government’s Statutory Guidance from the Local Government Measure 2011:
 - 2.1.1 informal discussions with Officers or other councillors;
 - 2.1.2 informal discussions with partner representatives;
 - 2.1.3 referral to other “scrutiny” bodies such as Community Health Councils or internal audit committee;
 - 2.1.4 formal discussions with Officers and councillors;
 - 2.1.5 formal letters to the Cabinet Members;
 - 2.1.6 asking questions at Full Council;
 - 2.1.7 submitting a motion to Full Council;
 - 2.1.8 organising public meetings;
 - 2.1.9 use of petitions;
 - 2.1.10 making a complaint;
 - 2.1.11 information requests;
 - 2.1.12 communication with local AMs or MPs;
 - 2.1.13 use of social media or email based campaigns.
- 2.2 This is not an exhaustive list and councillors may choose different routes for specific issues. If an issue has not been resolved after exhausting all possible

alternative routes, then a local councillor can refer it to the appropriate Scrutiny Committees .

3. WHAT IS A COUNCILLOR CALL FOR ACTION

- 3.1 In order for the Scrutiny Committees to accept a CCfA as an agenda item for discussion at one of their meetings, the issue must affect either all or part of a councillor's electoral area or it must affect someone who lives or works in that area.
- 3.2 A Councillor does not however need a referral from a constituent in order to start the process. It is important to recognise that an a CCfA is not guaranteed to solve a given problem, though it can provide a method for discussing such problems and, through discussion, attempt to overcome them.

4. HOW AND WHEN SHOULD I MAKE A CCFA

- 4.1 A flowchart showing the process is provided at Annex A. A councillor may initiate the process by completing the form at Annex B. Further copies are available from the Head of Democratic Services. It is important that the local councillor specifies what outcome is expected from the referral. After completion the form should be returned to the Head of Democratic Services who will log and acknowledge the referral within five working days.
- 4.2 The Head of Democratic Services will confirm whether or not the referral satisfies the requirements outlined in paragraph 4.1 above to enable it to be placed on the agenda for discussion at a meeting of the Scrutiny Committees. The Head of Democratic Services reserves the right to exclude from the agenda any matter which is vexatious, discriminatory or otherwise potentially unlawful; and the Councillor will be informed of this outcome as soon as practicable.

5. CRITERIA TO BE FOLLOWED BY A SCRUTINY COMMITTEE

- 5.1 It is up to the Members of a Scrutiny Committee to decide whether, and in what form, to take the matter further. The Scrutiny Committee will use the following criteria to decide whether or not the referral is appropriate to be considered by that Scrutiny Committee :
 - 5.1.1 Is that Scrutiny Committee satisfied that all reasonable attempts have been made to resolve the issue by the local councillor? Do the responses received by the referring councillor demonstrate that the matter is not being progressed?
 - 5.1.2 Has that Scrutiny Committee considered a similar issue recently? If so, have the circumstances or evidence changed?
 - 5.1.3 Is there a similar or related issue which is the subject of a review on the current work programme? It may be more appropriate to link the new issue to an existing review, rather than hold a separate CCfA hearing. Relevant time pressures on resolving the CCfA should be taken into account.
 - 5.1.4 Have all relevant service areas or partner organisations been informed and been given enough time to resolve the issue? What response has the councillor received?
 - 5.1.5 Is this a case that is being or should be pursued via the Council's corporate complaints procedure?
 - 5.1.6 Is it relating to a "quasi-judicial" matter or decision such as planning or licensing?
 - 5.1.7 Is the matter an issue of genuine local concern which impacts on the local community rather than a personal matter?

5.1.8 Is this an issue currently being looked at by another form of local scrutiny?

5.1.9 And, as with all scrutiny, does the matter have the potential for scrutiny to produce recommendations which could realistically be implemented and lead to improvements for anyone living or working in the Member's electoral division?

NB: Crime and Disorder referrals should be directed to the designated Crime and Disorder Scrutiny Committees .

5.2 If a Scrutiny Committee decides not to accept the CCfA it must inform the councillor of the decision and the reasons for it.

5.3 If a Scrutiny Committee decides to accept the CCfA the Councillor will be informed and advised of the agreed Protocol, eg the Councillor will be given adequate notice (a minimum of 10 clear days) of the date of the Scrutiny Committee meeting. The Councillor will be requested to attend to the Scrutiny Committee and informed that he/she will have ten minutes in which to address the Scrutiny Committee. The Scrutiny Committee may then wish to question the Councillor further before deciding how it intends to take the matter forward. This could include:

5.3.1 asking the relevant responsible authorities to respond to the CCfA;

5.3.2 setting up a research or task and finish group to undertake a more in-depth review;

5.3.3 asking for further evidence and/or witnesses to be brought to a future meeting. The Scrutiny Committee has the power to request "designated persons" such as representatives from other public bodies/agencies to attend, where relevant, and to request information. (The Welsh Government have yet to publish a list of "designated persons".)

6. POTENTIAL OUTCOMES FROM A CCFA

6.1 A Scrutiny Committee could:

6.1.1 determine that it is a complex issue that requires further investigation and commission a scrutiny review of the issue;

6.1.2 write a response and make recommendations on the CCfA to a relevant responsible authority;

6.1.3 decide that further action is not appropriate giving its reasons.

6.2 Once a Scrutiny Committee has completed its work, the Councillor who made the referral will receive a copy of any response or recommendations made.

7. TIMESCALES FOR DEALING WITH A CCFA

7.1 In exceptional circumstances, for example where there are unavoidable time constraints, a special Scrutiny Committees meeting may be convened.

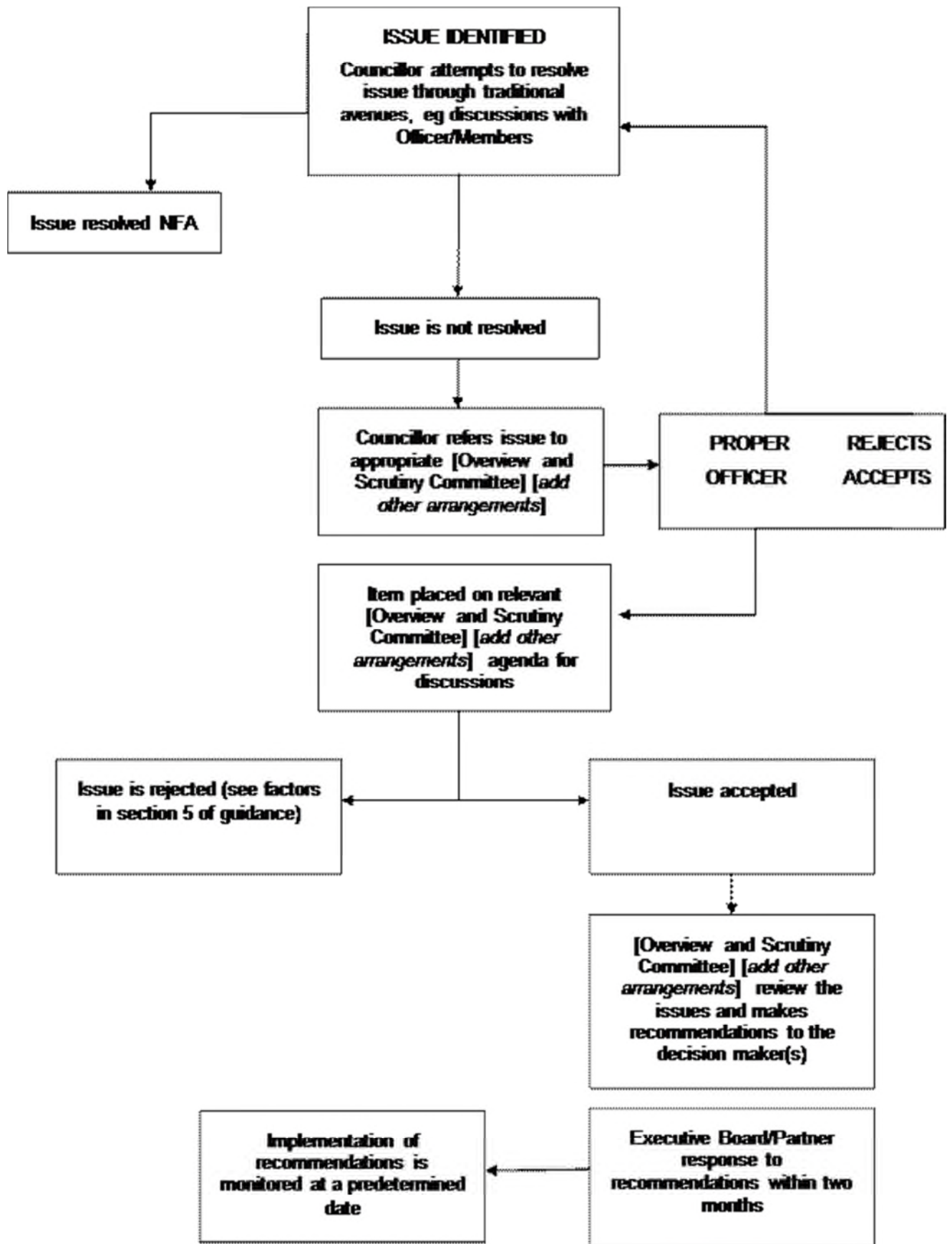
7.2 Should a CCfA result in recommendations to the Cabinet responsible authorities, they will be requested to make a response to the recommendations within 28 days and two months respectively.

7.3 A Scrutiny Committee will monitor implementation of any recommendations as part of its Forward Work Programme.

8. REVIEW OF THIS GUIDANCE

This guidance is based on a model prepared and approved by the Association of Council Secretaries and Solicitors (ACSeS) in October 2009. ACSeS will review their model guidance in light of experience of the use of these procedures by local authorities in Wales, and this guidance may therefore be modified accordingly.

APPENDIX 2 TO SECTION 7



Appendix 3 to Section 7

Councillor Call for Action Referral

For the attention of (name and title of Proper Officer)	
From	Councillor
Electoral Division	
Contact details	
Telephone	
E-mail	
SUBJECT	
Details Please briefly explain what the issue is and how it affects your electoral division.	
Action taken to date Please explain what steps have been taken, with whom, to try to resolve the issue (please tick the actions you have taken to date) or add additional.	<ul style="list-style-type: none">• Informal discussions with Officers or other councillors• Informal discussions with partner representatives• Referral to other “scrutiny” bodies such as Community Health Councils or internal audit committee• Formal discussions with Officers and councillors• Formal letters to the Cabinet Members• Asking questions at Full Council• Submitting a motion to Full Council• Organising public meetings• Use of petitions• Making a complaint• Information requests• Communication with local AMs or MPs• Use of social media or email based campaigns
Expected Outcome Please describe the outcome you hope to gain via this referral.	

Papers attached	
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Please list documents attached which should evidence the impact of the issue, the steps taken and any responses received.	
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9. The following criteria will be taken into consideration when Scrutiny Committees decide whether to progress with your CCfA:
 - 9.1 Have all reasonable attempts been made to resolve the issue? Do the responses received by you demonstrate that the matter is not being progressed?
 - 9.2 Has the committee considered a similar issue recently – if yes have the circumstances or evidence changed?
 - 9.3 Is there a similar or related issue which is the subject of a review on the current work programme? It may be more appropriate to link the new issue to an existing review, rather than hold a separate LCDR hearing. Relevant time pressures on resolving the CCfA should be taken into account.
 - 9.4 Have all relevant service areas or partner organisations been informed and been given enough time to resolve the issue? What response have you received?
 - 9.5 Is this a case that is being or should be pursued via the Council's corporate complaints procedure?
 - 9.6 Is it relating to a "quasi-judicial" matter or decision such as planning or licensing?
 - 9.7 Is the matter an issue of genuine local concern, which impacts on the local community rather than a personal matter?
 - 9.8 Is this an issue currently being looked at by another form of local scrutiny?
 - 9.9 And, as with all scrutiny, does the matter referred have the potential for scrutiny to produce recommendations, which could realistically be implemented and lead to improvements for anyone living or working in your electoral division.
10. Please consider whether your referral might be considered premature by the Scrutiny Committees. Consider whether other potential remedies have been exhausted, before a referral is made. Members should be aware that if a premature referral is made, the Committee is likely to refuse to deal with the issue, based on the criteria outlined above. If the Proper Officer believes that the referral is premature, he/she will advise you accordingly.

SECTION 13 – APPENDIX 1

NON-EXECUTIVE FUNCTION

SCHEME OF DELEGATION TO COMMITTEES

EMPLOYMENT APPEALS COMMITTEE

Membership

1. The committee will be composed of seven members of the Council appointed on the basis of political balance.
2. The majority of the members of the committee shall be members of the Council who are not members of the Cabinet.

Functions

The committee will fulfil the following functions:-

1. Determine appeals lodged by chief officers (namely the Chief Executive, Director or Head of Department) against disciplinary steps taken against them following gross misconduct or under any of the Council's employment policies where the right of appeal is permitted.
2. Promote and maintain high standards of conduct among Council staff, monitor the implementation of the Officer Code of Conduct and the Council's employment policies and promote good practice amongst managers.

SECTION 13 – APPENDIX 3

SCHEME OF DELEGATION TO OFFICERS

1. Definitions

- 1.1 In this scheme, “chief officer” means the Chief Executive, any Corporate Director or any Head of Department, depending on the context.
- 1.2 Any reference to an Act in this scheme includes a reference to any amendment thereto or re-enactment thereof of any order or secondary legislation made thereunder.

2. Conditions and limitations on the exercise of delegated powers

- 2.1 Under this scheme, each chief officer is authorised to act on behalf of the Council in relation to any matter within his/her service area **SUBJECT TO THE FOLLOWING:-**
 - 2.1.1 policies approved by the Council or Cabinet;
 - 2.1.2 any matters reserved to the Council, Cabinet, Committee or sub-committee or delegated to a Leader;
 - 2.1.3 the Constitution of the Council (including the Council's Procedure Rules, the Financial Procedure Rules and the Contracts Procedure Rules).
- 2.2 Where the exercise of delegated powers is likely to affect more than one service, the chief officer must consult with any other chief officer whose service may be so affected.
- 2.3 Without prejudice to his/her delegated powers or to that of the relevant Committee, and in appropriate circumstances only, each chief officer should, when exercising his/her powers:-
 - 2.3.1 keep the Cabinet fully informed, in particular members of the Cabinet who act as portfolio holders for the service fields in question and also have due regard to any comments made by the relevant scrutiny committee regarding the matter in question;
 - 2.3.2 ensure that he/she consults with/or informs the local member(s);
 - 2.3.3 ensure that he/she consults with/or informs the Chief Executive, as the head of the paid service, the Chief Finance Officer of the Council and the Council's Monitoring Officer.
- 2.4 Before exercising a delegated power, each chief officer must consider whether the decision is one that should be referred to the Cabinet, or appropriate committee or sub-committee for a decision.
- 2.5 In deciding whether to refer a matter to the Cabinet, committee or sub-committee the chief officer will have regard to the following considerations:-
 - 2.5.1 day to day decisions on technical or professional issues will normally be taken without reference to members;

2.5.2 the views of the local member, portfolio leader and Chief Executive must be taken into account, if a decision is likely to have a significant impact on the Council's profile or is likely to attract unfavourable comment in the press, there will be a presumption in favour of referring it to members.

2.6 Any new function which becomes the Council's responsibility will be included within this scheme without the need for the full Council to amend the scheme and if any doubt should arise as to which chief officer is responsible for the function, the Chief Executive shall decide.

3. General Powers

Protecting the Council's interests

3.1 Each chief officer (having consulted with the relevant portfolio leader where appropriate) is authorised to take any action necessary to protect or promote the Council's interests, subject to the restrictions above.

3.2 Without prejudice to the generality of the above provisions, this includes exercising his/her professional judgement to take such decisions as necessary to implement the Council's policies and to promote the management and delivery of the services which are his/her responsibility.

Authorising officers

3.3 Any powers granted to a chief officer may be discharged either in his/her absence by such officer(s) as may be authorised by him/her or in accordance with any general instructions or provisions made by him. In the absence of the chief officer, any officer appointed by him/her to deputise on his behalf may also authorise the exercise of the delegated powers. For the avoidance of doubt such authorisations may be granted to persons who are not officers of the Council.

3.4 Each chief officer may authorise his/her staff to exercise such powers as necessary to enter or inspect any land, buildings or properties and to provide any evidence or authority as necessary for discharging their duties in accordance with the Council's statutory powers.

3.5 Each chief officer is authorised to decide upon the presence of officers at external meetings, seminars or conferences which are not on the approved list.

3.6 Each chief officer is authorised to approve a list of authorised signatories.

Urgent Action

3.7 In relation to matters reserved to the Council, a committee or sub-committee, the relevant chief officer will be permitted to act in between meetings if urgent, in consultation with the appropriate Chairperson and also, if required, with local members and leaders of the political groups as necessary, on condition that any such action is consistent with the Council's general policies and that a report on the action taken is presented to the next meeting of the Council, committee or sub-committee.

Staffing Matters

- 3.8 In consultation with the Head of Human Resources Department, each chief officer is authorised to act in relation to staffing matters including the recruitment, appointment, review of structure, approving accelerated increments within the grade for the post, awarding a temporary honorarium, disciplining and dismissal of staff, subject to any matters which have been reserved to the Council or the Chief Officer Appointments Committee and subject (in cases of a change of structure which involves the virement of finance from other budget headings) to compliance with the Financial Procedure Rules and to receiving the approval of the relevant Portfolio Leader to the business case.
- 3.9 Jointly with the Head of Finance Department and Head of Human Resources Department, each chief officer is authorised to approve applications for early retirement or flexible retirement from staff, in accordance with Council policy.

Procurement/disposal of property and goods and matters relating to contracts

- 3.10 Each chief officer is authorised to act in relation to procurement and contracts within the approved budget and in accordance with the Contracts Procedure Rules.
- 3.11 Each chief officer is authorised to act in relation to matters under the standing orders in relation to contracts relating to his/her department, where there is a need to suspend the rules to extend contracts, accept tenders which are not the lowest, etc. within the financial guidelines in the financial standing orders.
- 3.12 Each chief officer is authorised to purchase property required for improvements within the department's budget (e.g. highways, small plots only).
- 3.13 Each chief officer is authorised to sell or dispose of plots of land and/or buildings owned by the service following consultation with the local member(s) and on terms to be agreed with the Corporate Property Manager and subject to the following:-
- (a) where a freehold is sold, that the value of the land is less than £25,000;
 - (b) where the land is let by means of leasehold or tenancy, that the annual rent is less than £10,000;
 - (c) in each case where the local member(s) object, the matter is referred to the Executive for a decision;
 - (d) that the sale or disposal is not contrary to the Council's Asset Management Plan.

Asset management

- 3.14 Each chief officer is authorised to sell goods that are surplus to requirements, e.g. old computers, furniture, etc.
- 3.15 Each chief officer is authorised to manage the assets, vehicles and equipment belonging to the Service for which he/she has responsibility. This includes the granting of permission for any event to be held on Council land and the letting of rooms in buildings for which he/she is responsible for periods of 24 hours or less.
- 3.16 Each chief officer is authorised to demolish a building owned by the service, provided that resources are available to fund such action.

Opening Hours

- 3.17 Each chief officer is authorised to determine and vary (after considering the factors of use, public opinion and finance) the opening hours of all sites belonging to the service.

Financial, Grants and Fees Matters

- 3.18 Each chief officer is authorised to act on financial matters in accordance with the Financial Rules.
- 3.19 Each chief officer is authorised to approve grant applications submitted to his/her department of up to £5,000.
- 3.20 Each chief officer is authorised to act in consultation with the Chief Executive, Head of Finance Department, Monitoring Officer and relevant Cabinet Member to set fees for their service.

Variation of operational policy

- 3.21 Each chief officer is authorised to vary the service's operational policy (e.g. opening hours of a Leisure Centre over Christmas; construction of cattle grids, cemeteries).

Draft plans

- 3.22 Each chief officer is authorised to accept draft plans, following assessment by the relevant Scrutiny Committee, before going out to consultation. (The plan will subsequently return to the Cabinet).

Requests for support

- 3.23 Each chief officer is authorised to respond to requests for support by members of parliament, assembly members or any national campaign where it is obvious that the campaign is consistent with the Council's policies.

Trusts

- 3.24 Each chief officer is authorised to administrate trusts that are within the department's responsibility, in consultation with the local member where appropriate.

4. Specific delegation

- 4.1 The following specific powers and duties are delegated to the named chief officer.

5. Corporate Directors

In the "Scheme of Delegation to Committees" in Part 3 of the Constitution, it is noted where functions that are not the responsibility of the Executive have been delegated to Chief Officers. Where no chief officer has been named in that document, the power has not been delegated rather it has been reserved by the committee.

The functions delegated to the Corporate directors are to be allocated between them by the Chief Executive.

Functions delegated by the Council

- 5.1** In consultation with a member of the Employment Appeals Committee and the human resources advisor, determine appeals lodged by staff against disciplinary steps taken against them in appeals under any of the Council's employment policies where the right of appeal is permitted. (The director may delegate this right to an independent head of department as needed).

Functions delegated by the Cabinet

- 5.2** Implement the statutory duties of the Director of Social Services.
- 5.3** Act as the Lead Director - Children and Young People Services under the Children Act 2004.
- 5.4** Exercise the Council's powers under the Civil Contingencies Act 2004 and general rights to act in a civil emergency.
- 5.5** Day to day implementation of Communications matters.

SECTION 15

1. BUDGET AND POLICY FRAMEWORK PROCEDURE RULES

1.1 The Framework for Executive Decisions

The Council will be responsible for the adoption of its Budget and Policy Framework as set out in Section **Error! Reference source not found.** Once a Budget or a Policy Framework is in place, it will be the responsibility of the Cabinet to implement it.

1.2 Process for Developing the Framework

1.2.1 The Cabinet, following detailed reports from respective Chief Officers, (following appropriate consultation with stakeholders) will present to Council, proposed plans, policies and the associated annual budgets. This will be done allowing adequate time for Council to deal with the matter and, if needed, refer the matter back to the Cabinet for further consideration.

1.2.2 The Council will consider the proposals of the Cabinet and may adopt them, amend them, refer them back to the Cabinet for further consideration, or substitute its own proposals in their place. In considering the matter, the Council shall have before it the Cabinet's proposals and any related report from an Scrutiny Committees .

1.2.3 Any amendments to the proposals of the Cabinet to be proposed by Members at Council may not be considered by Council unless notice of the proposed amendment has been given to the [Proper Officer] in writing and signed by the proposer and seconder not later than 17.00 at least 1 clear day before the date of the Council meeting.

1.2.4 The Council's decision will be publicised and a copy shall be given to the Leader. The notice of decision shall be dated and shall state either that the decision shall be effective immediately (if the Council accepts the Cabinet's proposals without amendment) or (if the Cabinet's proposals are not accepted without amendment), that the Council's decision will become effective on the expiry of 5 working days after the publication of the notice of decision, unless the Leader objects to it in that period.

1.2.5 If the Leader objects to the decision of the Council, he/she shall give written notice to the Chief Executive to that effect, prior to the date upon which the decision is to be effective. The written notification must state the reasons for the objection. Where such notification is received, the Chief Executive shall convene a further meeting of the Council to reconsider its decision and the decision shall not be effective pending that meeting.

1.2.6 The Council meeting must take place within [*insert number*] working days of the receipt of the Leader's written objection. At that Council meeting, the decision of the Council shall be reconsidered in the light of the objection, which shall be available in writing for the Council.

1.2.7 The Council shall, at that meeting, make its final decision on the matter on the basis of a simple majority. The decision shall be made public in accordance with Section **Error! Reference source not found.** and shall be implemented immediately.

1.2.8 All policy and budget reports presented to Council for decision shall subsequently be presented to the next calendar relevant Scrutiny Committees .

1.3 **Process for Developing the Budget**

- 1.3.1 The Cabinet will follow the process set out in the Financial Procedure Rules in Section **Error! Reference source not found.** of the Constitution. In addition the following process shall apply to the development of the Budget:
- (a) The Cabinet will publicise a timetable for making proposals to the Council for the adoption of the Budget, and its arrangements for consultation after publication of the initial proposals. The Chair of the Audit Committee will also be notified.
 - (b) At the end of the consultation period, the Cabinet will draw up firm proposals having regard to the responses to the consultation. If the Audit Committee wishes to respond to the Cabinet in that consultation process then it may do so. The Audit Committee shall report to the Cabinet on the outcome of its deliberations.
- 1.3.2 The Cabinet will take any response from the Audit Committee into account in drawing up firm proposals for submission to the Council, and its report to Council will reflect the comments made by consultees and the Cabinet's response.
- 1.3.3 Once the Cabinet has approved the firm proposals, it will refer them at the earliest opportunity to the Council.

1.4 **Decisions Outside the Budget or Policy Framework**

- 1.4.1 Subject to the provisions of paragraph 1.6 (Virement) the Cabinet, committees of the Cabinet, individual Members of the Cabinet or any Officers or joint arrangements discharging Executive Functions may only take decisions which are in line with the Budget and Policy Framework. If any of these bodies or persons wishes to make a decision which is contrary to the Policy Framework, or contrary to or not wholly in accordance with the Budget approved by Full Council, then that decision may only be taken by the Council, subject to paragraph 1.5 below.
- 1.4.2 If the Cabinet, committees of the executive, individual Members of the Cabinet or any Officers or joint arrangements discharging Executive Functions want to make such a decision, they shall take advice from the Monitoring Officer and/or the Chief Finance Officer as to whether the decision they want to make would be contrary to the Policy Framework, or contrary to or not wholly in accordance with the budget.
- 1.4.3 If the advice of either of those Officers is that the decision would not be in line with the existing Budget and/or Policy Framework, then the decision must be referred by that body or person to the Council for decision, unless the decision is a matter of urgency, in which case the provisions in paragraph (urgent decisions outside the Budget and Policy Framework) shall apply.

1.5 **Urgent Decisions Outside the Budget or Policy Framework**

- 1.5.1 The Cabinet, a committee of the Cabinet, an individual Member of the Cabinet or Officers or joint arrangements discharging Executive Functions may take a decision which is contrary to the Council's Policy Framework or contrary to or not wholly in accordance with the budget approved by Full Council if the decision is a matter of urgency. However, the decision may only be taken:

- (a) if it is not practical to convene a quorate meeting of the Full Council;
and
- (b) if the Chair of the Council agrees that the decision is a matter of urgency.

1.5.2 The reasons why it is not practical to convene a quorate meeting of Full Council and the Chair of the Council's consent to the decision being taken as a matter of urgency must be noted on the record of the decision. In the absence of the Chair of the Council the consent of the Vice Chair of the Council and in the absence of both the Head of the Paid Service will be sufficient.

1.5.3 Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.

1.6 **Virement**

Steps taken by the Cabinet, a committee of the Cabinet, individual Members of the Cabinet or Officers or joint arrangements discharging Executive Functions to implement Council policy, shall not exceed those budgets allocated to each budget head. In the event that virement across budget heads or budgets becomes necessary or desirable, it shall be carried out in accordance with the Financial Procedure Rules in Section **Error! Reference source not found.** of this Constitution.

1.7 **In-Year Changes to Policy Framework**

The responsibility for agreeing the Budget and Policy Framework lies with the Council and decisions by the Cabinet, a committee of the Cabinet, an individual Member of the Cabinet or Officers or joint arrangements discharging Executive Functions must be in line with it. No changes to any policy or strategy which make up the Policy Framework may be made by those bodies or individuals except those changes:

- 1.7.1 which will result in the closure or discontinuance of a service or part of service to meet a budgetary constraint;
- 1.7.2 necessary to ensure compliance with the law, ministerial direction or government guidance;
- 1.7.3 in relation to the Policy Framework in respect of a policy which would normally be agreed annually by the Council following consultation, but where the existing policy document is silent on the matter under consideration;
- 1.7.4 which relate to policy in relation to schools, where the majority of school governing bodies agree with the proposed change; or
- 1.7.5 for which provision is made within the relevant budget or policy.

1.8 **Call-In of Decisions Outside the Budget or Policy Framework**

1.8.1 Where the relevant Scrutiny Committee is of the opinion that an Executive Decision is, or if made would be, contrary to the Policy Framework, or contrary to or not wholly in accordance with the Council's Budget, then it shall seek advice from the Monitoring Officer and/or Chief Finance Officer.

1.8.2 In respect of functions which are the responsibility of the Cabinet, the Monitoring Officer's report and/or Chief Finance Officer's report shall be to the Cabinet with a copy to every Member of the Council. Regardless

of whether the decision is delegated or not, the Cabinet must meet to decide what action to take in respect of the Monitoring Officer's or Chief Finance Officer's report and to prepare a report to Council in the event that the Monitoring Officer or the chief finance Officer conclude that the decision was a departure, and to the relevant Scrutiny Committee if the Monitoring Officer or the Chief Finance Officer conclude that the decision was not a departure.

- 1.8.3 If the decision has yet to be made, or has been made but not yet implemented, and the advice from the Monitoring Officer and/or the Chief Finance Officer is that the decision is or would be contrary to the Policy Framework or contrary to or not wholly in accordance with the Budget, the relevant Scrutiny Committee may refer the matter to Council. In such cases, no further action will be taken in respect of the decision or its implementation until the Council has met and considered the matter. The Council shall meet within 15 working days of the request by the Scrutiny Committee. At the meeting it will receive a report of the decision or proposals and the advice of the Monitoring Officer and/or the Chief Finance Officer. The Council may either:
- (a) endorse a decision or proposal of the Executive Decision taker as falling within the existing Budget and Policy Framework. In this case no further action is required, save that the decision of the Council be minuted and circulated to all councillors in the normal way; or
 - (b) amend the Council's Financial Procedure Rules or policy concerned to encompass the decision or proposal of the body or individual responsible for that Executive Function and agree to the decision with immediate effect. In this case, no further action is required save that the decision of the Council be minuted and circulated to all councillors in the normal way; or
 - (c) where the Council accepts that the decision or proposal is contrary to the Policy Framework or contrary to or not wholly in accordance with the Budget, and does not amend the existing framework to accommodate it, require the Cabinet to reconsider the matter in accordance with the advice of either the Monitoring Officer or Chief Finance Officer.

SECTION 19

19. PROTOCOL FOR COUNCILLORS.

The following protocol seeks to clarify the roles of the members of the Planning Committee (“the Decision Maker”), Local Members and Councillors generally.

19.1 INTRODUCTION

- 19.1.1 The Council has one Planning Committee comprising 15 members which determines those Planning Applications referred to it for decision in accordance with the Gwynedd Planning Delegation Scheme.
- 19.1.2 A planning application will, however, in accordance with the Gwynedd Planning Delegation Scheme more often than not be determined by the Head of Regulatory rather than the Planning Committee. In this situation those Members who sit on the Planning Committee will have no role to play in the decision making process.
- 19.1.3 In respect of a Planning Application in his/her electoral division or which affects his/her electoral division a Councillor may exercise the power of call-in (so that the application is dealt with by the Planning Committee and not the Head of Regulatory).
- 19.1.4 A Councillor may also in respect of a Planning Application in his/her electoral division or which affects his/her electoral division attend a meeting of the Planning Committee when that application is determined to put forward the views of those constituents he/she represents.
- 19.1.5 The roles and powers of Councillors may be restricted where there are conflicts between their position as Councillors and their private or outside interests.
- 19.1.6 These roles and powers of members are defined in more detail below.

19.2 “DECISION MAKER” ROLE

- 19.2.1 A Councillor who is a member of the Planning Committee and who takes part (or who intends to take part) at a meeting of the Planning Committee in the determination of particular Planning Application will for the purposes of this Protocol be a “Decision Maker” in relation to such Planning Application.
- 19.2.2 A Councillor who is a Decision Maker shall comply with the provisions of the Members’ Code of Conduct generally.

19.3. “LOCAL MEMBER” ROLE.

- 19.3.1 When a Planning Application is in a Councillor’s electoral division, the Councillor may attend a meeting of the Planning Committee to make representations about the planning application on behalf of his/her constituents, and for the purposes of this Protocol he/she will be a “Local Member” in relation to that Planning Application.

- 19.3.2 When a Councillor is a member of the Planning Committee, the Councillor cannot be a Decision Maker in relation to planning applications in his/her electoral ward. In relation to any planning application in his/her electoral ward every councillor shall be a Local Member in the context of this protocol.
- 19.3.3 When a Local Member, for whatever reason, cannot be present at the Planning Committee where an application in his/her electoral ward is to be discussed, he/she may arrange for another Councillor to attend the Planning Committee and make representations about the Planning Application on behalf of his/her constituents. In such circumstances this Councillor shall be the Local Member in the context of this Protocol.
- 19.3.4 A Councillor who is a Local Member shall comply with the Public Speaking Provisions and the Members' Code of Conduct generally. Further provisions relating to the "Local Members" role are also contained in the next following section.
- 19.3.5 When a councillor who is a Local Member has a prejudicial personal interest in accordance with the Members' Code of Conduct, he/she will not be entitled to address the Committee. In such circumstances he/she can arrange for another councillor to attend the Committee in order to submit observations regarding the planning application on behalf of the electorate.

19.4 NON-PLANNING COMMITTEE MEMBER ROLE.

- 19.4.1. Subject to the provisions of the Members' Code of Conduct generally a Councillor who is not a Member of the Planning Committee (whether or not he/she plays or intends to play the role of "Local Member") will be free to :
- discuss any planning application with the applicant/agent/objector/lobby group, etc.
 - attend any locally organised meeting concerning the application;
 - attend any Town or Community Council Meeting concerning the application and speak about the application (including expressing a view either for or against the application) and (if a member of the Town or Community Council) vote upon the application;
 - relay relevant information about the application to a planning officer;
 - seek information/clarification about the application from a planning officer;
 - should follow the rules on lobbying in accordance with Section 13 of this Protocol.

19.5 "CALL-IN"

- 19.5.1 A Councillor (whether a Member of the Planning Committee or not), in respect of a planning application in his/her electoral division, or which affects his/her electoral division, or any other two Councillors (whether a Member of the Planning Committee or not), may submit a written request to the Gwynedd Planning Manager within the established timescale so that the Planning Application be referred for determination to the Planning Committee. The written request should contain clear planning reasons for requesting an application to go to the Planning Committee.

- 19.5.2 Where a Councillor exercises the right to “call in” a planning application to the Planning Committee in accordance with 5.1 above, the prescribed period for notification shall be 16 calendar days from the date of the letter of notification.
- 19.5.3 Where two Councillors (not being a Local Member) exercise the right to “call in” a planning application to the Planning Committee in accordance with 5.1 above, a letter of notification should be sent to the Local Member.
- 19.5.4 Where two Councillors (not being a Local Member) exercise the right to “call in” a planning application to the Planning Committee in accordance with 5.1 one of the said Councillors may make representations to the Planning Committee in relation to that specific application. Such Councillor shall comply with the Public Speaking Provisions and the Members’ Code of Conduct.
- 19.5.5 For the avoidance of doubt where a Councillor exercises his right to speak in accordance with 5.4 above, this is in addition to the rights of the Local Member in accordance with 4.1 above.

19.6. PREDETERMINATION.

- 19.6.1. Whilst taking part in meetings of the authority, or whilst making decisions about an item before the Planning Committee, a Decision Maker should do so with an open mind and objectively. During the decision making process a Decision Maker must act fairly taking proper account of the public interest. In planning decisions, the decision must always be made on the basis of the facts submitted, and a Decision Maker’s mind must not be made up in advance to the extent that he/she is entirely unprepared to consider all the evidence and advice given.
- 19.6.2 Having a completely closed mind is known as pre-determination. A Decision Maker is entitled to hold a preliminary view about a particular matter in advance of a meeting (pre-disposition) as long as he/she keeps an open mind and is prepared to consider the merits of all the arguments and points made about the matter under consideration before reaching a decision.
- 19.6.3 Pre-determination on the other hand would be where a Decision Maker has clearly decided on a course of action in advance of a meeting and is totally unwilling to consider the evidence and arguments presented on that matter during the meeting. Pre-determination could not only invalidate the decision, it would also amount to a breach of the Code.
- 19.6.4 Therefore, a Decision Maker should consider the above carefully before taking part in the Committee as a Decision Maker. The advice of the Monitoring Office should be sought in advance and if it is considered that a Decision Maker has predetermined in relation to a specific item an open declaration should be made before the item is considered by the Planning Committee, and the person should not speak or vote on the item and should leave the Chamber during the discussion.

19.7 A COUNCILLORS' DIRECT CONNECTIONS WITH APPLICANTS AND OTHERS.

- 19.7.1. If a Councillor advises applicants, agents, objectors or other interested parties about the likely acceptability of planning proposals then in relation to planning applications relating to those proposals that Councillor cannot undertake the role of "Decision Maker"
- 19.7.2 A member who wishes to ensure that he/she remains eligible to carry out the role of "Decision Maker" should advise prospective applicants to contact a Planning Officer for advice on both merits and procedures.

19.8. MEMBERS SHOULD SEEK ADVICE.

- 19.8.1. A Councillor in any doubt as to his position under this Protocol or Members' Code of Conduct should always seek the advice of the Monitoring Officer.

19.9 OBLIGATIONS OF "DECISION MAKER"

- 19.9.1. A Decision Maker in relation to any planning application to be determined by the Planning Committee:
- **shall not** lobby or influence or attempt to lobby or influence another Decision Maker or the Head of Regulatory concerning such a planning application and its determination prior to the Planning Committee considering and determining that planning application;
 - **shall not** accept any gifts or hospitality from anyone connected with such planning application and take immediate steps to register any offers or gifts or hospitality refused in the register kept for that purpose by the Head of Democracy and Legal;
 - **shall not** accept or indicate that he/she will accept any letter, pamphlet or other written material (including e-mail and fax) concerning such a planning application before it is determined by the Planning Committee. Where a Decision Maker gratuitously receives such material he/she forthwith forwards it to the Head of Regulatory (who shall notify the sender, if known, that the material has been forwarded to him/her and will be referred to, as appropriate, in the Officer's Committee Report)
 - **shall not** attend any Meeting, Briefing or Discussion concerning such planning application which is not arranged by or attended by the Head of Regulatory or otherwise authorised in writing by the Monitoring Officer and shall have regard to the provisions relating to attending public meetings in Section 10 below;
 - **shall not** indicate or express publicly or privately the likely decision on or the merits of/objections to, such planning application prior to the Planning Committee considering and determining that planning application. In the event of a Decision Maker doing so he/she must take advice from the Monitoring Officer regarding him/her continuing in the role of the Decision Maker;

- **shall not** give a commitment in relation to that planning application prior to its consideration at the Planning Committee. **It is of vital importance that Councillors come to meetings with an open mind and can demonstrate that they are open-minded;**
- **shall not** bring detailed presentations with him/her to be read out at the meeting. This could be perceived as indicating that the Councillor had already decided in favour of, or against an application prior to attending the meeting. (It is recommended that Councillors make notes of points raised at the meeting as they occur for use in any presentations);
- **shall not** vote or take part in the Planning Committee meeting of he/she has not been present to hear the entire debate, including the officer's presentation concerning the application;
- **shall not** resume his/her seat in the Planning Committee room or chamber (having left the room or chamber before the debate on the application began or during the debate on the application) until consideration of the application being determined at that time is concluded;
- **shall not** propose, second or support a decision contrary to the Development Plan or the recommendations of the Head of Regulatory without clearly identifying and articulating the planning reasons supporting that proposed decision. Those reasons must be given prior to the vote and be recorded in the Minutes;
- **shall not** move a motion that the planning application be deferred without clearly identifying and articulating the reasons justifying such deferral. Those reasons must be recorded in the Minutes if the planning application is deferred;
- **shall not** vote on the application at an earlier meeting of a Town or Community Council. In the event of a Decision Maker doing so he/she must take advice from the Monitoring Officer regarding continuing in the role of Decision Maker.

19.9.2 A Councillor who is a Member of the Planning Committee and who wishes to undertake the "Local Member" role in relation to a planning application which is to be determined by the Planning Committee shall comply with the provisions in this Protocol relating to the "Local Member" particularly those in Sections 4 and 13.

19.9.3 A Councillor who is a Member of the Planning Committee shall comply with the **Members' Code of Conduct** and is reminded in particular that if he/she has in respect of a planning application to be determined by the Planning Committee

- i) a Personal Interest - the requirements as to disclosure;
- ii) a Prejudicial Interest - the need to obtain a dispensation from the Standards Committee - or otherwise be unable to undertake the role of a Decision Maker.

19.10. DECISION MAKER WHO HAS EXERCISED POWER OF CALL-IN.

19.10.1. If a specific planning application falls to be determined by the Planning Committee as a result of a Call-in request from a member of the committee then that member needs to consider carefully the role which he/she is able to play when the Planning Committee comes to consider and determine the application in question. In particular where the Member of the Planning Committee who has made the Call-in request :-

- has couched the Call-in request in language which might indicate that he/she has already formed a clear and settled view as to the appropriate outcome of the application; or
- has made the Call-in request following discussions with the applicant/ agent/objector and/or any third party (including another Councillor whether a Member of the Planning Committee or not). The member should seek advice from the Monitoring Officer regarding him/her continuing in the role of the Decision Maker.

19.11. OBLIGATIONS OF “LOCAL MEMBER”

19.11.1 A Councillor acting as a Local Member (whether a member of the Planning Committee or not):

- **shall not** sit with members of the Planning Committee, when attending a meeting of the Planning Committee concerning the planning application in question and must wait to be called to make any representations in the public area of the room;
- **shall not** speak to any member of the Planning Committee in relation to the planning application in question, either during a meeting of the committee or otherwise;
- **may**, in relation to the planning application in question with the consent of the Chair, respond to questions from members of the committee, the applicant or his agent and any other party allowed to speak at the meeting;
- **shall not** accept any gift of hospitality from anyone connected with the planning application in question and take immediate steps to register any offers of gifts or hospitality refused in the register kept for that purpose by the Head of Democracy and Legal.

19.11.2 Members who are not on the Planning Committee are expected to undertake training provided by the Council at least once annually to enable them to properly carry out their role as local representative.

19.11.3 A Councillor acting as a local member who requires further information on the planning application in question should seek such information from the relevant planning officers and not from members of the Planning Committee.

19.12. RIGHTS OF “LOCAL MEMBER”

19.12.1 For the avoidance of doubt a “Local Member” will have those rights set out in Section 4.1. of this Protocol under the heading of “Non-Planning Committee Member Role”.

19.13. LOBBYING.

- 19.13.1 It is important to recognise that lobbying is a normal and perfectly proper part of the political process. Those who may be affected by a planning decision will often seek to influence it through an approach to their elected ward member or to a member of the Planning Committee. As the Nolan Committee's Third Report states.. "It is essential for the proper operation of the Planning system that local concerns are adequately ventilated. The most effective and suitable way this can be done is via the local elected representatives, the Councillors themselves."
- 19.13.1.2 However, such lobbying can, unless care and common sense are exercised by all parties concerned, lead to the impartiality and integrity of a councillor being called into question.
- 19.13.1.3 When being lobbied, a Decision Maker should take care about expressing an opinion which may be taken as indicating that they have already made up their mind on an issue before they have been exposed to all of the evidence. They should restrict themselves to procedural advice only.
- 19.13.1.4 It is recommended that Councillors should not lobby Councillors who are members of the Planning Committee regarding their concerns or views not attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken.
- 19.13.1.5 Councillors should not decide or discuss how to vote on any application at any sort of political group meeting, or lobby any other member to do so. Political Group Meetings should never dictate how members should vote on a planning issue. Political Group Meetings should not be held prior to Planning Committee.

19.14 TRAINING OF PLANNING COMMITTEE MEMBERS.

- 19.14.1. The Council shall ensure that Members of the Planning Committee satisfactorily complete induction training before first serving on the Planning Committee and undertake from time to time additional/refresher training in accordance with a training programme agreed by the Council.
- 19.14.2 Attendance records for planning training events shall be monitored. A six monthly report shall be presented to the Principal Scrutiny Committee regarding presence by members on training events. A member of the Planning Committee who fails to attend the training sessions shall not be permitted to sit on the Planning Committee until such training has been completed. A new member of the Council shall undertake a training session before he/she is permitted to sit on the Planning Committee.

19.15 TRAINING OF OTHER MEMBERS.

- 19.15.1 Appropriate training for members who do not sit on the Planning Committee will be arranged so as to enable them to properly discharge the role of a Local Member.

19.16. PLANNING APPLICATIONS BY MEMBERS.

- 19.16.1. Where a planning application is made by a member, any such member should comply with the Members' Code of Conduct generally. However, the member will have the right to address the Committee as the applicant in accordance with the Rules on Public Speaking. Immediately after addressing the Committee the member should leave the Chamber whilst the application is discussed in accordance with the Members Code of Conduct.

SECTION 21

1. PROTOCOL ON MEMBER / OFFICER RELATIONS

1.1 Introduction

The purpose of this Protocol is to guide Members and Employees of the Council in their relations with one another.

1.2 Mutual respect between Members and Employees is essential to good local government. However, close personal familiarity between individual Members and Employees can damage this relationship and prove embarrassing to other Members and Employees.

1.3 The relationship has to function without compromising the ultimate responsibilities of Employees to the Council as a whole, and with due regard to such technical, financial, professional and legal advice that Employees can legitimately provide to Members. The Protocol seeks to set a framework that assists the working relationships between Members and Employees.

1.4 Members and Employees are subject to their respective Codes of Conduct which are available in this Constitution. This Protocol provides guidance on work relations between Members and Employees. It is essential that both are familiar with the detailed obligations in their individual Codes of Conduct which will be the overriding factor should there be any conflict between the Codes and this Protocol.

1.5 Roles of Members

Members undertake many different roles. Broadly these are:

1.5.1 Members express political values and support the policies of the party or group to which they belong (if any).

1.5.2 Members represent their electoral division and are advocates for the citizens who live in the area.

1.5.3 Members are involved in active partnerships with other organisations as community leaders.

1.5.4 Members contribute to the decisions taken in Full Council and in its various bodies on which they serve, as well as joint committees, outside bodies and partnership organisations.

1.5.5 Members help develop and review policy and strategy.

1.5.6 Members monitor and review policy implementation and service quality.

1.5.7 Members are involved in quasi-judicial work through their Membership of regulatory committees.

1.6 Conduct of Members

Member conduct is controlled by the Code of Conduct for Members which states:

"You must -

1.6.1 *undertake your duties and responsibilities by giving due attention to the principle that everyone shall have an equal opportunity regardless of their gender, race, disability, sexual orientation, age or religion;*

1.6.2 *show respect to others and be mindful of them;*

1.6.3 *not behave in a bullying or harassing manner towards any person; and*

- 1.6.4 *not do anything which compromises or which is likely to compromise the impartiality of those who work for the council or on its behalf.”*

1.7 **Roles of Employees**

Briefly, Employees have the following main roles:

- 1.7.1 Managing and providing the services for which the Council has given them responsibility and being accountable for the efficiency and effectiveness of those services.
- 1.7.2 Providing advice to the Council and its various bodies and to individual Members in respect of the services provided.
- 1.7.3 Initiating policy proposals.
- 1.7.4 Implementing agreed policy.
- 1.7.5 Ensuring that the Council always acts in a lawful manner.

1.8 **Conduct of Employees**

Employee conduct is controlled by the Code of Conduct for Employees which states:

- 1.8.1 *“Contact with members, the public and other employees.*
- 1.8.2 *Joint respect between qualified employees and members is essential for good local government, and work relationships should remain on a professional level.*
- 1.8.3 *The competent employees of the relevant authorities should deal with the public, members and other employees in a sympathetic, efficient and impartial manner.”*

1.9 **Respect and Courtesy**

- 1.9.1 For the effective conduct of Council business there must be mutual respect, trust and courtesy in all meetings and contacts, both formal and informal, between Members and Employees. This plays a very important part in the Council's reputation and how it is seen in public. It is very important that both Members and Employees remember their respective obligations to enhance the Council's reputation and to do what they can to avoid criticism of other Members, or other Employees, in public places.

1.9.2 **Undue Pressure**

- (a) It is important in any dealings between Members and Employees that neither should seek to take unfair advantage of their position.
- (b) In their dealings with Employees (especially junior Employees) Members need to be aware that it is easy for them to be overawed and feel at a disadvantage. Such feelings can be intensified where Members hold senior official and/or political office.
- (c) A member should not place officers under inappropriate pressure to act in accordance with the member's wishes and an officer shall retain the right to offer a professional opinion that is contrary to the views of the member.
- (d) A Member should not apply undue pressure on an Employee either to do anything that he is not empowered to do or to undertake work outside normal duties or outside normal hours. Particular care needs to be taken in connection with the use of Council property and services.

- (e) Similarly, an Employee must neither seek to use undue influence on an individual Member to make a decision in his favour, nor raise personal matters to do with their job, nor make claims or allegations about other Employees. *(The Council has formal procedures for consultation, grievance and discipline, and Employees have the right to report possible wrongdoing under the Council's Confidential Reporting Code.)*

1.9.3 Bullying or harassment

It is unacceptable for a member to bully or harass an officer. Any act against an officer is deemed to be bullying or harassment if it was intended to have an inappropriate or unfair influence on his/her views or actions. There is no room for disparaging personal remarks during discussions between members and officers and it is not considered appropriate for either party to voice a complaint against the other publically in a committee or in the press, without first referring to the Council's internal procedure in an attempt to resolve that complaint.

1.9.4 Familiarity

- (a) Close personal familiarity between individual Members and Employees can damage the principle of mutual respect. It could also, intentionally or accidentally, lead to the passing of confidential information or information which should not properly be passed between them, such as personal details.
- (b) Such familiarity could also cause embarrassment to other Members and/or other Employees and even give rise to suspicions of favouritism.
- (c) For these reasons close personal familiarity must be avoided.

1.9.5 Breach of Protocol

- (a) If a Member considers that he has not been treated with proper respect or courtesy he may raise the issue with the Employee's line manager. If direct discussion with the manager does not resolve the complaint it should be referred to the Head of Service or Director responsible for the employee concerned. Breach of the Protocol may give rise to disciplinary proceedings against an Employee if the circumstances warrant it.
- (b) If an employee considers that a Member has contravened the protocol he should consult his line manager who will if necessary involve the Head of Service or Director. In certain circumstances breach of the Protocol may also constitute a breach of the Members' Code of Conduct. If the breach is sufficiently serious this may warrant a formal reference to the Monitoring Officer as a complaint to be considered for potential investigation by the Standards Committee. Many complaints will be capable of informal resolution. The Monitoring Officer or the Chief Executive will assist in this process if necessary.

1.10 Provision of Advice and Information to Members

- 1.10.1 Members are free to approach Employees of the Council to provide them with such information and advice as they may reasonably need in order to assist them in discharging their role as a Member of the Council. This can range from a request for general information about some aspect of the Council's activities to a request for specific information on behalf of a constituent.
- 1.10.2 Employees should always endeavour to respond to requests for information promptly and should in any event inform the Member if there is likely to be any appreciable delay in dealing with an enquiry. As a minimum the timescale for responding to correspondence should be

observed ie either a full response or, if this is not possible, an acknowledgement that fully explains what is happening within [five] working days of the receipt of the enquiry.

- 1.10.3 The legal rights of Members to inspect Council documents are covered partly by statute and partly by common law.
- 1.10.4 The Access to Information Procedure Rules of this Constitution explain the position with regard to access to papers relating to the business of a Council body.
- 1.10.5 The exercise of the common law right depends upon a Member's ability to demonstrate a "need to know". In this respect a Member has no right to "a roving commission" to examine any documents of the Council. Mere curiosity is not sufficient.
- 1.10.6 The information sought by a Member should only be provided by the respective Service as long as it is within the limits of the Service's resources. For their part, Members should seek to act reasonably in the number and content of the requests they make.
- 1.10.7 It is important for Services and their staff to keep Members informed both about the major issues concerning the Council and, more specifically, about issues and events affecting the area that he represents. Local Members should be informed about proposals that affect their electoral division and should also be invited to attend Council initiated events within their electoral division.
- 1.10.8 If a Member asks for specific information relating to the work of a particular Service, and it appears possible or likely that at a subsequent meeting an issue could be raised or question asked on the basis of the information provided, then the appropriate Cabinet Member or Committee Chair concerned should be advised about the information provided.
- 1.10.9 Officers have to advise Members from time to time that a certain course of action cannot be carried out. Members sometimes assume that this is a case of Officers deliberately obstructing the wishes of politicians. In fact this is hardly ever the case. Officers are employed to give unbiased professional advice even if it is not what Members want to hear. They do this as much for the protection of Members as for any other reason. However, the mark of an effective Officer is that if they do have to give negative advice, this will be accompanied by suggestions as to how Members might achieve some or all of their objectives in other ways. Such Officers are invaluable to any Council.
- 1.10.10 Members may be entitled under the Freedom of Information Act 2000 to receive information which falls outside their common law rights based on the "need to know". Employees are encouraged to supply documents to Members without the need for a formal FOI request if it is apparent from the Member's enquiry that any individual would be entitled to receive such documentation. The Council's Information Manager will be able to advise in consultation if necessary with the Monitoring Officer on whether any request would fall within the Freedom of Information Act.
- 1.10.11 It is important to have a close working relationship between the Council Leader, Cabinet Member and the director, heads of service and the senior officers of any department that deals with the relevant portfolio. Nevertheless, these relationships should never be allowed to develop to

be too close, or to appear that way, so that it throws doubt on the officer's ability to deal impartially with other members and other political groups.

1.10.12 It must be borne in mind that officers are accountable to their head of service and although officers should always seek to assist the chair, portfolio leader (or indeed any member), in doing so they must not venture beyond the limits of whichever authority they have been granted by their chief officer.

1.11 **Confidentiality**

1.11.1 In accordance with the Code of Conduct for Members, a Member must not disclose information given to him/her in confidence by anyone, or information acquired which he/she believes, or ought reasonably to be aware, is of a confidential nature, except where:

- (a) he/she has the consent of a person authorised to give it;
- (b) he/she is required by law to do so;
- (c) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
- (d) the disclosure is:
 - (i) reasonable and in the public interest; and
 - (ii) made in good faith and in compliance with the reasonable requirements of the authority.

1.11.2 Confidential Committee papers (exempt papers) are to be treated as confidential information unless the relevant Committee resolves not to exclude press and public. Members are reminded that the author of the report makes the initial decision as to whether or not the papers are to be treated as confidential. The decision as to whether they remain confidential is for the Committee. Other information may be confidential because to disclose it would be against the Council's or the public interest. Information may also be confidential because of the circumstances in which it was obtained.

1.11.3 Information and correspondence about an individual's private or business affairs will normally be confidential.

1.11.4 Officers should make it clear to Members if they are giving them confidential information. If a Member is not sure whether information is confidential, he or she should ask the relevant Officer, but treat the information as confidential in the meantime.

1.11.5 Any Council information provided to a Member must only be used by the Member in connection with the proper performance of the Member's duties as a Member of the Council.

1.11.6 If a Member receives confidential information and considers it should be disclosed to another person because it is reasonable and in the public interest to do so then he or she must first consult with the Monitoring Officer and shall not disclose the information without having regard to any advice given by that Officer.

1.12 **Provision of Support Services to Members**

1.12.1 The only basis on which the Council can lawfully provide support services (eg stationery, word processing, printing, photocopying, transport, etc) to Members is to assist them in discharging their role as Members of the Council. Such support services must therefore only be used on Council business. They should never be used in connection with party political or campaigning activity or for private purposes.

1.12.2 **Correspondence**

Official letters on behalf of the Council should be sent in the name of the appropriate Employee, rather than over the name of a Member. There are circumstances where a letter sent in the name of a Member is perfectly appropriate, for example, in response to a letter of enquiry or complaint sent direct to that Member. Letters which, for example, create obligations or give instructions on behalf of the Council should never be sent out in the name of a Member.

1.12.3 Usually, an officer should not send a copy of correspondence between an individual member and that officer to any other member. When there is a specific case where a copy of correspondence needs to be sent to another member, this should be explained clearly to the original member. In other words, a system of "blind carbon copies" should not be used.

1.12.4 **Media**

Communication with the media can be an important part of a Member's workload. In general, Members provide comment and views while Employees provide factual information. If a Member is unsure about the circumstances of a particular issue he should contact the appropriate Director or Head of Service concerned or ask the Press Office to do so.

1.13 **The Council's Role as Employer**

In their dealings with Officers, Members should recognise and have regard to the Council's role as employer. Members should be aware that Officers could rely on inappropriate behaviour of a Member in an employment case against the Council.

1.14 **Political Activity**

1.14.1 There are a number of constraints that apply to an employee who occupies a post that is designated as "politically restricted" under the terms of the Local Government and Housing Act 1989.

1.14.2 In summary, such employees are prevented from:

- (a) being a Member of Parliament, European Parliament or local authority;
- (b) acting as an election agent or sub-agent for a candidate for election as a Member of any the bodies referred to in (a);
- (c) being an Officer of a political party or any branch of a political party or a Member of any committee or sub-committee of such a party or branch, if his duties would be likely to require him to:
 - (i) participate in the general management of the party or branch; or
 - (ii) act on behalf of the party or branch in dealings with persons other than Members of the party;
- (d) canvassing on behalf of a political party or a candidate for election to any the bodies referred to in (a);

(e) speaking to the public with the apparent intent of affecting public support for a political party; and

(f) publishing any written or artistic work of which he is the author (or one of the authors) or acting in an editorial capacity in relation to such works, or to cause, authorise or permit any other person to publish such work or collection - if the work appears to be intended to affect public support for a political party.

1.14.3 Officers will provide advice to committees, member forums etc., rather than to political groups. Nevertheless, from time to time it may be unavoidably necessary to advise a political group. In such circumstances, it is appropriate for political groups to call on Employees to assist and contribute to their considerations provided that they maintain a stance that is politically impartial. Employees are employed by the Council as a whole. They serve the Council and are responsible to the Chief Executive and their respective Directors/Heads of Service, and not to individual Members of the Council whatever office they might hold.

1.14.4 Both Members and Employees are subject to their own Codes of Conduct which can be found in the Constitution. This Protocol provides guidance on working relationships between Members and Employees. It is essential that both are familiar with the detailed obligations in their respective Codes of Conduct which will prevail in the event of any conflict between the Codes and this Protocol. You should always register with the Monitoring Officer each occasion when an officer (except for the political assistant) attends a meeting of a political group.

1.15 **Sanctions**

1.15.1 Complaints about any breach of this Protocol by a Member may be referred to the Monitoring Officer. It should be noted that certain breaches may also amount to breaches of the Code of Conduct for Members.

1.15.2 Complaints about any breach of this protocol by an Officer may be referred to the relevant Chief Officer, the Chief Executive or the Head of Democratic Services.

1.16 **Conclusion**

It is hoped that, by following good practice and securing sensible and practical working relationships between Members and Employees, we can provide one of the cornerstones of a successful local authority and thereby enhance the delivery of high value quality services to the people of the area. Mutual understanding, openness and respect are the greatest safeguard of the integrity of the Council, its Members and Employees.

Meeting:	THE COUNCIL
Date:	17, July, 2014
Title	Electoral Registration Officer/Returning Officer
Purpose of the Report	Appoint the Above Officer.
Cabinet Member	Councillor Ioan Thomas, (Customer Care).
Officer:	Dilys Phillips, Monitoring Officer.

1. Under Section 8 of the Representation of the People Act 1983 the Council is required to appoint an Electoral Registration Officer for each constituency, or part of the constituency within the County.
2. Under the same Act the Electoral Registration Officer shall be the Acting Returning Officer for parliamentary elections.
3. Under Section 35 of the same Act the Council is required to appoint one of its officers to act as Returning Officer for local elections (County and Community).
4. In addition, the Act states that any appointment of a deputy for the Electoral Registration Officer is to be made by the Council. (Deputies for elections are appointed by the Returning Officer).
5. The role of the Returning Officer (and that of the Electoral Registration Officer) is entirely separate to the role of a Council officer and the responsibility for discharging the duties of electoral registration and running elections is a personal one on the individual post-holder.
6. As the present Electoral Registration Officer/Returning Officer is retiring, the post will become vacant on the 1st September 2014 and the Council is required to appoint a successor from that date
7. Usually (but not always), the Council's Chief Executive is appointed as Electoral Registration Officer and Returning Officer. It is recommended therefore that this role be given to the Chief Executive.
8. The day to day work of maintaining the electoral register is the responsibility of the new Monitoring Officer as a result of the recent restructuring. It is therefore recommended that the Monitoring Officer be appointed as Deputy Electoral Registration Officer.

9. It is recommended that the Council resolves as follows:

- (a) To appoint the Chief Executive as Electoral Registration Officer for every constituency and part of a constituency within the County in accordance with Section 8(2A) Representation of the People Act 1983.
- (b) To appoint the Monitoring Officer as Deputy Registration Officer for the purposes mentioned in (a) above in accordance with Section 52(2) of the Act.
- (c) To appoint the Chief Executive as Returning Officer for the election of councillors to the Council and the election of community councillors within the county in accordance with Section 35(1A) Representation of the People Act 1983.

All to be effective from the 1st September, 2014.

MEETING:	The Full Council
DATE:	17 July 2014
CABINET MEMBER:	Councillor R. H. Wyn Williams
TITLE:	The Annual Report of the Statutory Director of Social Services 2013/14 (incorporating the Annual Reports of the Corporate Parent Panel and the Safeguarding Strategic Panel)
OBJECTIVE:	Report on the efficiency of Social Services 2013/14 Members are requested to accept the report.
AUTHOR:	Morwena Edwards, Statutory Director and Corporate Director

1. Introduction

- 1.1 It is a statutory requirement for the Council to publish the 'Annual Report of the Statutory Director for Social Services' which reports on the efficiency of Social Care Services.
- 1.2 This report must be in a language that is easy to understand that tells residents and shareholders how good we think the Social Care Services are performing in Gwynedd. At the end of the process, we are expected to submit the report to Council Members.

2. The system

- 2.1 This system was introduced in 2010. It is unique to Wales and to Social Services and the Statutory Director of Social Services is required to accept personal responsibility to report publicly on the performance of services as well as the experience of providing services in a local context.
- 2.2 The Statutory Director is requested to consider the range of information and experiences that can affect the ability of Social Services to provide high quality, reliable and sustainable services.
- 2.3 Although this is a specific responsibility on the Statutory Director, the work and task in question must be completed in a way that reflects and empowers the collaborative element, which is an integral part of the field.
- 2.4 There are four steps to the process, namely:

i. The Annual Report (submitted as an attachment).

A public document that summarises the Director's opinion on service efficiency during 2013/14 noting the priorities in order to ensure service improvement for the future. Following the meeting of the Full Council, the document will be designed in a more colourful format and will include some additional quotations, photographs and graphs. It will then be published on the Council's website.

ii. An analysis of Services' effectiveness

A detailed process of self-assessing the efficiency of a service, agreeing on an analysis and identifying priorities for improvement. There is a need to ensure that shareholders have had an opportunity to challenge the assessment. It is not a public document but it is available for everyone who wishes to see it.

iii. Evidence Trail

Evidence justifying the assessment and judgement in the self-assessment must be gathered.

iv. Business plan

The business plan is drawn up in order to achieve the amendments noted in the report.

3. Appendices

3.1 In the body of the Annual Report above, reference is made to the Annual Reports of the Corporate Parent Panel and the Safeguarding Strategic Panel. Both reports have been included as attachments to this report (Corporate Parent Panel – Appendix A, Safeguarding Strategic Panel – Appendix B).

4. Recommendation

4.1 The Council is requested to accept the report as an accurate and balanced summary of social services' performance in Gwynedd during 2013/14, and the strategic aims for 2014/15. Also, a request is made for editorial rights for the Strategic Director to add photographs, graphs and additional quotations as appropriate, to enliven the format of the report prior to its formal publication.

**Annual Report of the Gwynedd Statutory Director of
Social Services
2013-14**

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1. Opening statement by the Director

Welcome to my Annual Report for 2013-2014. Its purpose is to reflect on the performance of social services in Gwynedd during the past year and report on our priorities and intentions for 2014/15. I hope that you will find time to browse through it and see whether or not the priorities correspond with what you believe is important to you, your family and your communities. I would welcome any observations that you may have. We would particularly like to hear about ideas regarding how we can continue, together, to improve and develop the way Gwynedd residents are supported to live content, full and safe lives.

This is my second year in my role as Statutory Director of social services in Gwynedd. It is now my pleasure to announce that the Council has established two key posts to support me – and has made appointments to them – namely the Head of Adults, Health and Well-being Department and the Head of Children and Supporting Families Department.

The Social Services and Well-being Act has been adopted by the Government this year, which imposes new responsibilities on us as local authorities and sets a direction regarding the provision of sustainable services for the future. We are also aware of the financial challenge at a time where expectations are higher and demand for services is increasing. Through all of this, as last year, our priority as services is to safeguard and protect children, young people and the most vulnerable adults in our society, and try and continually improve services for them.

On the whole, the performance in 2013-14 is good, with several fields making progress. However, if we are to succeed in meeting our statutory responsibilities in future, our change and delivery programmes must speed up in their entirety. I believe there is a real opportunity to broaden and develop interventions that can support the most vulnerable people in our society. In order to achieve this, this important agenda must be addressed as one whole community. We must all work together and ensure that we build on the strengths of communities and individuals. In doing so, I am certain that we can respond to the challenge in a way that also offers better outcomes for individuals.

We have established a new department for children and families in Gwynedd. This means that all children and young people's services, with the exception of Education, have been brought together under the leadership of a specialist Head of Department. We have undertaken considerable research in this field and we are moving towards focussing on early interventions with an emphasis on assisting parents and giving children and young people the opportunity to develop in a supportive atmosphere.

In the Adults field, we have created a specific focus for the field again by creating the Adults, Health and Well-being Department. During the next year, our intention is to undertake a review of every aspect of the field in order to ensure that our practices are of the best standard and that we can provide evidence of value for money throughout. There is also a focus here on seeking to ensure that early interventions are in place to enable people to remain healthy for as long as possible and on improving arrangements to provide services.

There is one totally clear message by everybody and that is the need for our services and the health services to be less complex and more integrated. It is often said that it does not matter who provides, as far as the provision is of the highest standard and that it is accessible when the need arises. Simply, "the right care, at the right time, at the right cost". This is what is required and this is the agenda for us jointly with Health over the next year or two. We have already signed a formal agreement and we have a work programme to drive the agenda forward in the adults field. We have also received a one year budget to ensure that we drive the agenda, as a matter of urgency.

What is essential throughout all the necessary changes is that we keep our users, or the people of Gwynedd, as a central focus. Obviously, a vital part of this is ensuring that everyone has an opinion and that services are offered based on the needs of individuals. There are clear requirements here regarding respect, responding to language needs and ensuring that we consistently meet care principles. I am certain that we have room for improvement but I also believe that we are clear regarding what is the best care.

I wish to take this opportunity to thank all of our staff, providers and partners for their commitment and hard work in ensuring that children, young people, vulnerable adults and their families receive the best possible services. Also, a special thanks to everyone who cares informally all year round for a member of the family or a neighbour. I would also like to thank the Cabinet Member for Care for his tireless guidance and support throughout the year.

A handwritten signature in black ink, reading 'A Edwards'. The signature is written in a cursive style with a large, stylized 'A' and 'E'.

Awen Morwena Edwards
Corporate Director and Statutory Director of Social Services
Gwynedd Council

2. Creating Sustainable Social Services

During 2013/14, Gwynedd Council has made a substantial effort to set firm foundations to ensure that we will have viable and sustainable social services for the future and that we respond to the requirements of the Social Services and Well-being (Wales) Act ('the Act') and the local context.

2.1 Leadership

The functions of the 'Statutory Director' have now been transferred to Corporate Director level within the Council, which ensures leadership and accountability on the appropriate level. During 2013/14, by creating new departments and two new posts at Head of Department level (Head of Adults, Health and Well-being Department and Head of Children and Supporting Families), the leading capacity in the Social Services field has been substantially strengthened. During 2014/15, the heads of department will draw up new structures for their departments.

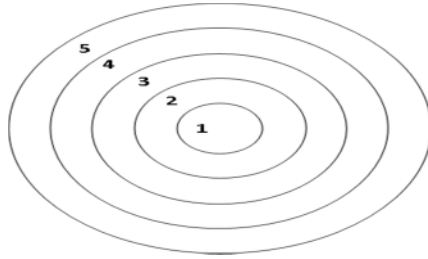
"Increasing the social services' statutory role to Corporate Director level creates more structural flexibility at the head of service level to respond to opportunities and future challenges" (Gwynedd Council Leader)

In terms of political leadership, the Cabinet Member for the Care field has remained constant which has been very beneficial in terms of offering leadership in a period of change. A key decision that was made during 2013/14 was that the Council Leader should take ownership of the need to ensure that the implications of the Act are communicated effectively to Gwynedd communities and that there is a corporate understanding of them. This indicates the status level that is now given to the field. During the past year, the valuable contribution of the Services Committee was seen. Value was added by means of the constructive challenge given, especially during the scrutiny investigation that was undertaken to examine our joint arrangements with the relevant Health Boards as Gwynedd residents left hospital.

2.2 Vision

During 2013/14, energy was invested to refine our vision across social services and ensure that the vision in question corresponded with the ethos of the new Act whilst also reflecting local priorities. In the past, we have talked a lot about the attempt to keep people independent but by now we can interpret our vision in a much clearer manner. We can see how there is a need for social services to have an influence beyond traditional boundaries. An earlier version of the diagram below was submitted in the previous Annual Report as a way to summarise the Director's priorities. This has now been developed into a tool to communicate our vision in its entirety.

1. Intensive, statutory services, at the right time, in the right place, for the right price
2. Assisting vulnerable people to stay at home independently and be content
3. Effective social work, when needed
4. Creating strong and resilient communities that support people in need
5. Encourage everyone's well-being and health



By moving from the outer circle (5) towards the inner circle (1), the numbers in terms of people reduce, but the cost to us and our partners increase substantially.

We simply want to broaden our horizons in terms of social services and focus on what we can achieve across Council departments, and, with our partners, do it to support people in their communities in creative, flexible and cost effective ways. At the same time, we want to improve the experiences and choices that people with intensive needs have and direct our resources to services of the highest quality. We deem the nature and suitability of a person's home as entirely central to the effectiveness of our care and the quality of life and we can now see a much tighter link between housing and accommodation considerations and care considerations. Managing demand is important to us but there is a need for us to understand the nature of current demand and interpret demographic information in more detail before we can do it effectively.

The above vision corresponds completely with the national direction that has been outlined in the Social Services and Well-being Act. When formulating priorities for 2014/15 and beyond, the Council has planned to respond to different aspects of the Act, and has mainstreamed these projects within a broader corporate improvement programme.

2.3 Financial Situation

The budget of social services in Gwynedd is currently very close to £60m, with 78% being spent on intensive, statutory services (the central circle in the above diagram). With a budget of this size, we have a key contribution to make in terms of ensuring that the Council will meet its financial strategy, which will mean significantly reducing expenditure. We are planning to save nearly £10m by the end of 2017/18, which is equivalent to 16% of our budget, and a contribution towards the total savings across the Council.

See below a summary which provides details of this:

	2014/15 Budget £	Savings to be found £	Remainder £
Children	14,479,170	-2,885,000	11,594,170
Adults	40,571,410	-6,206,000	34,365,410
Central / Business Support	4,006,070	-598,000	3,408,070
Total	59,056,650	-9,689,000	49,367,650

There is an intention to aim for savings equating to £4.3m in the Older People's field, and this will undoubtedly be the greatest challenge over the next few years as focus is provided on realising the vision noted above. At the end of 2013/14, we had overspent £498k against our Adults budgets, with a high proportion of this in the Older People's field. We know that we were buying more intensive care

packages, both for home care and nursing care, than we were a year ago, but we need to continue analysing our expenditure in detail and understand what is at the root of the trends. An underspend of £138k was seen against Children's budgets.

2.4 Integration and collaboration

Over the past year, we have gathered momentum in terms of moving towards an integrated way of working with the Betsi Cadwaladr University Health Board, and despite the instability in terms of structures and governance arrangements, we have strengthened our relationship. This has resulted in success with a number of projects to improve experiences for the patient or the service user, such as extensive day care provision for those with acute dementia, and arrangements to discharge people from hospitals on weekends.

A key development in terms of setting a strategic direction is establishing a County Forum for Gwynedd and reviewing the Local Area Management Group. These groups will provide a suitable platform to discuss and act on what we have committed to in the North Wales Statement of Intent in response to the 'Framework for Providing Integrated Health and Social Care for Older People who have Complex Needs', and the broader collaboration agenda.

By means of £1.3m revenue and £600 capital which came through the Welsh Government Intermediate Care Fund, we have created a secondment for a senior officer to drive the integrated agenda forward across the Council, Health and the Third Sector. We have an exciting programme of schemes to be implemented which will positively influence people's experiences and provide us with opportunities to experiment with innovative ideas. As well as implementing this programme, our intention is to plan to be able to continue with the integrated working agenda once the lifespan of the fund has ended.

2.5 Gwynedd's Unique Language and Culture

Gwynedd, like every other county, has its own features. Gwynedd is recognised as one of the strongholds of the Welsh language and Welsh is the Council's administrative language. This, in turn, has influenced very favourably on our ability to offer services through the medium of Welsh to our citizens. We are very proud of the fact that we have been victorious in two categories in the 'Words into Action' awards this year, and that another nomination has reached the shortlist.

The publication of the 'More than Words' strategic framework was welcomed by the Welsh Government. The Council has established a cross-departmental task group, which is chaired by the Head of the Human Resources Department and includes three elected members, in order to respond to the requirements of the framework. We have an action plan in order to ensure that we meet all expectations. The most significant development during 2013/14 was implementing the recommendations of the Language Planning Centre's detailed report, which was commissioned by us to review the contents of all our contracts, in terms of clauses which relate to what is expected of providers in terms of the language and the proactive approach. We have now reviewed clauses in a substantial portion of agreements and have strengthened our contract monitoring arrangements. All of this has been aimed at ensuring that every person who requires a service through the medium of Welsh receives it, and that it ultimately has a positive impact on his/her well-being.

During 2014/15, we will drive ahead to act upon the requirements of the strategic framework's second year. We will also need to ensure that we respond to some conclusions that were reached as we establish a baseline in relation to our ability to respect the proactive approach in every aspect of our work.

3. Safeguarding

In last year's Annual Report, it was noted that safeguarding and protecting children and adults was one of the priorities for 2013/14, and this will definitely be a field that will continue to be a priority.

3.1 Strategic developments

Under the guidance of the Strategic Panel for Safeguarding Children and Vulnerable Adults, the safeguarding agenda has now been embedded on a corporate level. Managers' feedback confirms that there is a much broader understanding of their duty to contribute towards people's safety, rather than believing that it is something that should only be left to social workers. A copy of the Strategic Panel's Annual Report can be viewed on the Council website: www.gwynedd.gov.uk. During 2014/15, we have committed to continue with our training programme on Safeguarding, by targeting staff and external service providers and ensuring that awareness of the important issues in question extends further. This will include ensuring that everyone who requires one has an up-to-date criminal record check.

During 2013/14, Gwynedd Council's Policy and Guidelines for Safeguarding Children and Adults were adopted. Every Department drew up its own Safeguarding Policy and designated managers were appointed in every Service so that an initial point of contact is available for any member of staff who is concerned about the safety of any vulnerable individual. A training programme was introduced for staff and elected members, and a corporate e-learning model was developed to support this training.

"Looking back, if I knew what I know and understand today – I would have realised how important it was for me to have reported some of the situations that I came across in the past. I completely understand and accept that safeguarding children and adults is relevant to me and that it is not something that only the Social Services and the Education Departments deal with" (Neil Garton Jones, Senior Manager, Gwynedd Consultancy, one of Gwynedd Council's designated managers)

The operational responsibility for safeguarding Children and Adults procedures have been merged within the duties of the Head of Children and Supporting Families Department and work is in the pipeline to establish a new Safeguarding unit.

3.2 Safeguarding Children

The Risk Model that we developed a few years ago was still in use and there is continual evidence that this enables us to establish effective protection plans in order to work with families to minimise risks in a timely manner. Also during 2013/14, the service trialled the 'Graded Care Profile' assessment tool on a multi-agency basis for cases of registered negligence. We will review the pilot period at the end of 2014.

The number of children on the child protection register increased slightly, from 79 at the end of 2012/12 to 85 at the end of 2013/14. We have a local indicator to measure the 'rate of children who were discussed in supervision, where consideration was given to significant harm (and the solution was recorded)' and our performance was 100% during 2013/14. Another element that we measure is the 'percentage of risk assessments submitted to Case Conferences exhibiting quality decision making.' Our performance for 2013/14 was 95%.

During 2013/14, the main focus of the Corporate Parent Panel was to ensure that the Council took corporate ownership of the responsibility to act as a parent of looked after children and give them the best possible experiences. A strategic decision was made to keep the responsibility for this agenda on a corporate level, as it is a corporate responsibility. The Annual Report of the Corporate Parent Panel notes the desire to develop a new strategy for the future. The strategy will focus on appropriate healthcare, continuing to improve educational point scores and on offering work experience or temporary posts. By adopting a public statement that pledges support for looked after children and effective collaboration, the Panel will be able to use the strategy to have a positive influence for the benefit of looked after children. A copy of the full report can be viewed on Council's website: www.gwynedd.gov.uk

Our Local Safeguarding Board already operates across Gwynedd and Anglesey Councils and there are arrangements in the pipeline to work on a regional basis. It is expected that this will be established during 2014/15.

3.3 Safeguarding Adults

During 2013/14, we have collaborated with Anglesey County Council and have established the Gwynedd and Anglesey Safeguarding Adults Shadow Board. During 2013/14, 187 Protection of Vulnerable Adults (POVA) referrals were received in Gwynedd, compared with 167 in the previous year. In eight cases, the individual had the mental capacity to decide whether or not to continue with the case. It was managed to respond appropriately to all of the other cases, which gives us confidence in our ability to safeguard people when risks are highlighted.

In terms of Escalating Concerns cases, we dealt with three cases in 2012/13 and two in 2013/14. We have already dealt with three cases during the first quarter of 2014/15. Over recent months, we have strengthened our collaboration procedures and processes in order to ensure the safety and sustainability of services, and a much bigger share of the Contracts Unit's time was assigned to monitor the quality of the establishments in question and to offer them support. We have collaborated with the remainder of north Wales authorities to agree on a regional Escalating Concerns procedure, and during 2014/15 we will be trialling an assessment tool which is part of that procedure.

Following Chester West's judicial verdict, the criteria to implement Deprivation of Liberty Safeguard (DOLS) regulations have been adapted. As a result, we have seen a substantial increase in the number of referrals, from seven in 2013/14 to 25 during the first 11 weeks of 2014/15. We have a number of employees who are qualified to undertake a DOLS assessment and we have arrangements in place to train more staff this year. However, meeting the substantial increase in demand will be challenging and we are reviewing practice to meet legal requirements and good practice.

There were many occasions during the past year when we were required to put our emergency planning arrangements into practice. Safeguarding vulnerable people during the extremely stormy weather meant acting very quickly and effectively with stakeholders. We are proud of our success and continue to learn lessons every time we are faced with critical circumstances.

4. Improving Services for Adults

4.1 Indicators

Mixed performance was seen in the Adults field in 2013/14. Of the four statutory national indicators, the performance of one was better than last year, but the other three (75%) were worse. This service has also got 29 other indicators, which are a combination of non-statutory, national and local indicators. For 24 of them, the performance can be compared with the performance in 2012/13. Of the 24, the performance of 13 of them (54%) improved, one remained consistent and ten (42%) had worsened between 2012/13 and 2013/14.

Our success in completing statutory reviews of care plans has gradually increased over the past six years. The performance is now 85.3%. Although this is encouraging, we need to aim higher as these reviews are key if we are to remain aware of people's needs and succeed in re-designing care packages so that they achieve the best possible outcomes for people in the most cost effective way.

We succeeded to perform particularly well in terms of avoiding delay when discharging patients from hospital for social care reasons, which is testament to the way we continually endeavour to collaborate on a practical level with the Health Board. Our performance for 2013/14 was 0.9 per 1,000 of the population of people over 75 years old. The figure for Wales for 2012/13 was 4.57 per 1,000 of the population.

At the end of 2013/14, our performance for the rate of people receiving support to live at home was 46.21 per 1,000 of the population of people over 65 years old, compared with a very similar figure for the previous year, namely 46.53. This is a field where there is a need for us to interpret in detail and identify the performance level that would be, in our opinion, an excellent performance. We will also continue to develop local indicators to be able to differentiate effectively between services that offer early intervention and those of a very intensive nature such as comprehensive home care packages. We are aware that home care is a growing field and that we do not understand the trend entirely. We will analyse this information in detail during 2014/15.

Figures for 2013/14 indicate that we continue to perform contrary to our vision in terms of the percentage of elderly people we support in residential and nursing homes. At the end of 2012/13, across Wales, an average of 20.63 people per 1,000 of the population of people over 65 years old were being supported in a residential or nursing home. Our corresponding figure was 24.69 for 2012/13 and 25.59 for 2013/14. When analysing figures it appears that we are placing more people in homes than we were a year ago. In addition, it appears that fewer people have left residential and nursing placements during the second half of 2013/14 compared with the previous year. We have started to analyse these trends in fine detail by considering our practice, the cleanliness of our data and demographic trends.

In accordance with our vision to increase people's independence, and provide them with more flexibility and choice, we are eager to increase the number of people who receive direct payments. The figures that were reported on note that approximately 60 people were receiving them at the end of 2012/13 and 2013/14, but following a thorough data cleansing exercise we are now aware that the figure is 106.

During 2014/15, increasing the use of direct payments and reviewing our procedure and support will be a priority for us.

4.2 Improvement Programme

2014/15 will be a period of setting firm foundations for Adult services in Gwynedd. Work is already in the pipeline to undertake an 'End to End' review, as was done in the Children's field last year. We will analyse all types of information to be able to assess where we are in comparison with our vision, the requirements of the new Act and good practices in other areas. The findings will be fed into our strategic commissioning plans. Alongside this review, we will begin a thorough exercise to review our service delivery systems to ensure focus on the user by initially concentrating on access to services.

In the meantime, while the above reviews are being completed we are proceeding with our very extensive programme of schemes to transform services, as described in the Council's Strategic Plan.

Preventative and Early Intervention Services

During 2013/14, our main and most successful efforts were in relation to services to promote independence in the Enablement and Telecare field. In 2013/14, 462 enablement packages were commenced and out of those people whose package ended during that year, it was managed to regain the independence of 58.4% of them to a degree where they did not require a care package. During 2014/15, we intend to continue with the on-going work to review, and amend as required, our procedures to provide Telecare support.

On a positive note, over 75% of people who received a service at the Lleu Unit, namely a six bed unit to recover older people's independence following a period of ill-health, had returned home after spending time there. However, we are uncertain whether or not the usage level is sufficient, with only 31 people being admitted during 2013/14. Over the coming year, we will consider further what use should be made of such temporary support, and combine this with discussions regarding the future of respite care. Another service we will continue to review is day care, by building on positive work during 2013/14 to offer more socialising opportunities for those with low level needs, and a joint provision with the Health Board for those with acute dementia. By the end of 2014/15, there is an intention to obtain clarity on the future of day care in the county for a wide range of needs.

Before implementing any substantial developments, there is a need for us to undertake more analytical work in order to find where exactly we should focus our efforts in terms of early intervention and prevention. In 2014/15, we have committed to find out the nature of the community assets that exist within the county, to try and define the nature of the necessary preventative intervention and seek an agreement on what the third sector's role and contribution should be in terms of meeting these needs. In considering the future of our services for people with relatively low level needs, our aim is to think creatively and to collaborate with partners. An example of this is work we have underway to review the support provided by Sheltered Housing wardens, so that they are able to have a wider input to positively influence on the general well-being of vulnerable residents. A simple idea, but an opportunity to have a substantial impact.

We welcome the emphasis placed in the Act on the contribution of Carers to the care agenda. It is estimated that there are approximately 14,000 unpaid carers in Gwynedd, and our work to consider our preventative services will incorporate the contribution of this vital group of people. During 2013/14, the Gwynedd Carers Partnership published the 'Are you looking after someone?' booklet which offers useful information to any individual who cares for someone. We need to refine our understanding of the contribution of carers within the county, review the way we assess our needs and re-examine the provisions that offer the best quality of life to carers and those they care for.

Work has commenced in the Learning Disabilities field to incorporate the principles of the 'Moving Forward' model in every aspect of services offered. In essence, the vision is to ensure that every individual achieves to the best of his/her ability and is always encouraged to aim higher and nurture new skills and experiences. There is an intention to continue with the work commenced during 2013/14, to review individual packages and to re-examine care plans to reflect the expected outcomes for the service users. We will consider undertaking such reviews across every service field, particularly in the Mental Health field. In some fields, we are aware that there is a need to transform care packages by changing to packages that provide more focus on the expected outcomes for every individual. We have work to manage expectations and to change the way of thinking as we move towards a new way of working.

Intensive provisions

In terms of the number of users and expenditure, we know that our performance indicates a very high level of dependency on day care, residential and nursing care services. We already mentioned our intentions to analyse and interpret our practices. One field we are evaluating to see whether or not we can extend it is the Adult Placement Scheme, where carers who are called connecting lives enablers support people to develop life skills and provide emotional support, amongst other things. This service has received praise from the CSSIW and has won three national awards.

"The best thing about being a connecting lives enabler is witnessing the change in people who come to live with us. We have adults coming to us with no confidence at all. Some of them have spent most of their lives being overprotected and it is nice to see them developing as independent people. Some people will ultimately move on to live in their own homes" (Connecting Lives Enabler)

We have established a project team to review the models of home care provided to people and to consider whether or not there are some alternative methods that could be adopted such as making use of technology, of support workers or volunteers for fairly simple aspects of the care package. A key part of the work will involve reviewing our cost efficiency and the ability of the internal and external market to sufficiently meet the level of demand, with emphasis on the south of the county.

Since the beginning of this financial year, construction work has commenced on the Pant yr Eithin site, in Harlech, to develop seven units to accommodate eight people with learning disabilities. The development should be open before the end of 2014/15, and it will be a modern, purpose-built resource on the site of the former residential home that was decommissioned in 2013. Engagement work has been undertaken with regards to another residential home, namely Frondeg in Caernarfon. During summer 2014, we will prepare a feasibility study on the potential to provide new accommodation for

people with very intensive learning disabilities. We will have clarity regarding the way forward by the end of 2014/15.

During the past year, a discussion was opened with Cabinet members as well as members of the Services Committee (scrutiny committee) regarding the future direction in terms of our residential care. We have a higher percentage of internal residential beds than any other authority in Wales, but unlike the situation a year ago, we now provide services that are fairly competitive in terms of price. Having said this, we must consider our lack of capital in developing and modernising, our vision to reduce the use of traditional residential beds and the external market in the county before recommending a future direction.

By the end of 2014/15, we will be publishing the Older People Accommodation Strategy which will incorporate residential and nursing care. This will establish a direction in terms of the future of our residential homes. It will also facilitate the work of having an influence on the Local Development Plan and on private providers and some third sector providers that could be interested in collaborating with us to develop the best possible range of accommodation opportunities for older people.

Whilst this strategy is being formulated, work on individual sites has been on-going in close partnership with Housing Associations. Within the next few months, the Cae Garnedd Extra Care Housing development in Bangor will have opened and a planning application for Extra Care Housing on the site of the former Hafod y Gest residential home in Porthmadog will have been submitted.

5. Improving Services for Children

5.1 Indicators

A very encouraging performance was seen in the Children's field in 2013/14. Of the eight national indicators, the performance of five was better than last year, and the performance of one had remained consistent (75% as good as, or better than 2012/13). This service has also 72 other indicators, which are a mixture of non-statutory national and local indicators. With 56 of them, the performance can be compared with the performance in 2012/13. Of the 56, the performance of 41 of them (73%) had improved or remained consistent between 2012/13 and 2013/14.

The performance in 2012/13, the latest year where we have comparative data, was among the best in Wales for the number of indicators, which provides us with certainty that there is a positive impact on children's lives. Specific reference can be made to looked after children's placement stability, educational results and rate of case reviews. In addition, performance was particularly good in terms of responding to referrals to the service in a timely manner, with a decision made on 99.3% of them within 24 hours. A substantial improvement was seen in the field of completing statutory reviews for looked after children on time, with the result improving from 75.4% in 2012/13 to 94.3% in 2013/14.

A field which is moving in the right direction, but still requires improvement, is the number of statutory visits for looked after children. Thus far, we have reached a performance of 83.7%. We are confident in our ability to target underperformance effectively, as was done in the case of the indicator ensuring that every looked after child has a Personal Education Plan. By collaborating and offering guidance to the appropriate staff, it arose from 50.9% in 2012/13 to 87.5% in 2013/14.

One issue that concerns us is the fact that it was only managed to secure a health assessment for 46% of the looked after children in 2013/14. This compares with an average performance of 80.3% across Wales in 2012/13. We will continue our discussions with Health in order to find resolutions to the situation. A small reduction was seen in the performance of the percentage of initial assessments that were completed within seven working days, with an achievement of 67.1% in 2013/14 against a target of 75%. As a means of improving the performance, we have now created an additional post within the Referrals Team.

5.2 Improvement Programme

Preventative and Early Intervention Services

For some time, the Council has committed to try to ensure an appropriate intervention to try to keep children and young people out of statutory social services. To this end, the input of the Lead Director for Children and Young People has been critical and his role has contributed extensively towards the development of this agenda.

In accordance with our vision for social services, efforts continued during 2013/14 to develop and disseminate the Gyda'n Gilydd scheme, in order to offer effective preventative service for families, before they reached a level of need where they required the input of the teams of social workers. Thus far, over 250 families have received support by a specialist team of people within the Council and from

external agencies, and the support varies from parenting classes to practical help to find employment. By the end of 2014/15, our target is that 400 vulnerable families will have had access to preventative services by means of support funded through the Families First grant, and that 80 other families will have received integrated support from the Gyda'n Gilydd team.

A strong element of our vision is that people should be equipped and empowered to help themselves. In this respect, an example of a recent development by us is a scheme where intensive work is undertaken with the families of disabled children where there is a need to develop communication skills between the family and the child, which is done through play. Also, advice is provided when there is a need to change the child's sleeping habits. The support is provided by the Assistant Psychologist and the Family Support Officer, and intensive input is provided for a relatively short period.

During 2013/14, the 'End to End' review, that had been commenced in the Children's field, was completed. Its main conclusion was that there was a need to reduce the number of looked after children, as well as the costs that derive from this. Most of the work programme for the Children and Supporting Families Department for 2014/15 is based on the recommendations made in light of the review.

The priority is establishing an edge of care team that will provide intensive support for vulnerable families to try to prevent children from becoming looked after children, as well as working with families so that children who are already looked after can return home. We hope that we will be operational by the beginning of 2015. It is an exciting scheme which is full of potential and reflects our aim to help people, however vulnerable they may be, to try to remedy and improve their situation.

Intensive provisions

It is inevitable that there will be situations where we cannot prevent children from becoming looked after children in the interest of their long-term safety and well-being. For those children, the stability of their care is one of the criteria when measuring success. An effort was made with this as one of the main fields for improvement during the past year, and as noted above, our performance is encouraging. A permanent policy and planning guidance were developed for children and we are confident that we are developing our workforce to implement them effectively. Evidence can already be seen that this system of scrutinising cases in detail when making decisions demonstrates success in the field of care planning.

Praise was received from the Care and Social Services Inspectorate Wales (CSSIW) for our fostering service during 2013, and a review of the adoption service which has been established across north Wales was also very positive. Our target is assessing and registering 20 new fostering units on an annual basis, and we are very successful. We believe that the support provided to foster carers in their day-to-day work after we recruit them is a core element of our success.

"The children and young people who are placed with foster carers can be certain that the fostering service will promote their safety and well-being and endeavour to ensure that the placement can satisfy their needs and we felt that the children have a voice and that they are provided with opportunities to express their opinions, and that they can influence the way a service is provided ... children and young people experience well-being and a sense of

achievement as the service promotes participation in leisure and social activities and educational attainment.”
(CSSIW Fostering Inspection Report 2013)

The aim of the Welsh Government was that the Integrated Family Support Service (IFSS) would be operational in all parts of Wales by 2013. The main purpose of the service is to focus on families where alcohol, drugs or both are problems amongst the parents, in order to safeguard the children who are in their care. The multi-agency IFSS team on a joint basis with Anglesey is now operational.

When the time comes for a young person to leave care and face the world as an adult, the support he/she receives in order to face this change and to adjust is key in terms of the individual's well-being and quality of life. During 2013/14, Gwynedd Council, together with Merthyr Tydfil and Rhondda Cynon Taf councils, were part of the 'When I am Ready' pilot scheme. It is a scheme that encourages young people to extend the duration of their placement and help them to take advantage of opportunities to train or gain qualifications, without having to face moving out to live entirely independently. In addition, with the support of the Corporate Parent Panel, the Council collaborated with the careers service to try to secure work placements for young people who are looked after or about to leave care.

6. Governance

There are a number of supportive functions that need to be achieved effectively across the fields of Children and Adults in order to set foundations that will enable us to maintain standards.

6.1 Performance and Quality

During 2013/14, our ability to report correctly on performance and submit managerial information on time visually has continued to develop. This was beneficial as we supported the 'End to End' review in the Children's field, to prepare for a similar review in the Adults field and analyse our over expenditure during the second half of the year.

It was also managed to strengthen our risk management arrangements during the year, and the risk register for social services is now regularly updated and is the basis of managerial decisions. However, there is a scope to improve the relationship between risk management and the way we prioritise work and direct our capacity and skills.

In response to feedback from providers and carers, work is in the pipeline to review all our contract monitoring processes. We aim to provide a much clearer focus on outcomes. To this end, we are collaborating with the third sector to consider using volunteers to strengthen the monitoring process, and are reviewing the skills we have to see whether or not input from those with a background in social work is required for some monitoring aspects.

The number of complaints we received remained very similar between 2012/13 and 2013/14. One investigation was undertaken by the Ombudsman during the past year, and attention was given to the way we dealt with those undertaken in the past. By now, we have much more robust arrangements to identify strategic issues that arise from individual complaints and Ombudsman investigations, and every Ombudsman issue is brought directly to the attention of the Corporate Director. We have adapted our complaints procedure in response to criticism from CSSIW, and during 2014/15 we will undertake further changes in order to meet the requirements of the Welsh Government's new guidance.

Although we gather a lot of information about our performance, we have not yet got a comprehensive quality assurance arrangement in place and we will develop procedures during 2014/15 in order to bring relevant information together from different sources. This information will include performance results, details of complaints and observations, regulators' reports and similar information.

6.2 Information Governance and our IT and Communication Strategy

Our progress towards ensuring that we work on a paper-free basis across social services was an important step during 2013/14. Our aim during 2014/15 is to disseminate the good practice to the Learning Disabilities services. Work is continuing to ensure the cleanliness of our data, and continuing examples are becoming apparent where our ability to use managerial information is hindered by uncertainty regarding the integrity of the data or information. By September 2015, we will have published an Information Booklet to provide staff with specific guidance on Governance Information issues. Over recent months, there was an increasing number of cases where data had not been effectively protected, and a broad training programme is in the pipeline to increase staff understanding

of the importance of respecting information. Since January 2014, we have a formal procedure in place to respond to cases of failure to protect data, which includes action to remedy the situation and learn lessons. Another step in the right direction is the long awaited work that is about to commence to review our electronic filing arrangements. This will set firm foundations to move towards using the EDRMS (Electronic Document and Records Management System) system which is being bought on a corporate level. It will assist us to manage our information and tighten some of our business processes.

We are playing a leading and central role in the work with Consortium Wales Systems to follow a procurement process for a community health and care management system, for when our current care management system reaches the end of its lifespan. Corporate capital and revenue funding was put aside for this development, which is to be implemented as part of our broader IT and Communication Strategy, when we will have clarity on the way we would like to review our business processes and on our future integrated working methods. For about three years, we have hoped to be able to establish an information sharing and self-referral system on the internet. With the help of the Intermediate Care Fund that was established by the Welsh Government, and national developments to try to respond to the need for better advice and information, it is now hoped that we will see this coming to fruition.

6.3 Commissioning and Procurement

Strategic Commissioning

Over the last few years, a substantial increase was seen in terms of our strategic commissioning skills and our Requirements and Resources Mapping Model has been an important development in terms of enabling us to map demographic trends, finance and activities. We have gone through a period of staff instability and some momentum was lost, but following a period of staff training and restoring skills, we are now re-commencing the work properly. We are in the process of reviewing our commissioning plans for Older People and Learning Disabilities and have commenced the work of formulating the plan for Mental Health. These three plans will be completed by 2014/15, and plans for Physical and Sensory Impairment and Children and Young People are in the pipeline. In order to communicate the contents of our commissioning plans to our providers and prospective providers we will be preparing Market Position Statements, and taking advantage of the expertise of our colleagues in the Economy and Regeneration Department.

A major step forward is that we are now starting the journey of collaboration with the Health Board on every part of the commissioning cycle. This is an enormous challenge, but it is pivotal that we succeed in order to turn our vision in terms of integrated services into a reality for people in our communities. We are in the process of reviewing all our third sector agreements on a joint basis with the Health Board, and we have already agreed on some fields where we will be merging our funding and offering one agreement across both bodies.

Developing our relationship with the third sector has generally been a field where we have reflected on the observations of our stakeholders, and realised that there is a need to strengthen our communication and move towards working on a much more joint productive basis with the sector. We now meet with the Learning Disabilities Consortium on a monthly basis, and this group has a very practical input into the Learning Disabilities Commissioning Plan. Also, social services have been represented on a much

broader level in the Voluntary Sector Liaison Group and they share information on a much more timely basis and play a more prominent part in the Health, Care and Well-being Network that this sector has. This relationship assists us as we develop our strategy for preventative and early intervention services, which are fields that were not widely included in our previous commissioning plans.

Procurement and Contracts

During 2013/14, several aspects of social services' procurement and contracts work were reviewed. We know that not all activity in this field takes place under the supervision of the Contracts Unit, which is a risk in itself as we cannot ensure quality and consistency. There are steps in the pipeline to rectify this situation. We are also aware that our working relationship with the Regional Commissioning Hub is completely effective, and we have started on the work of reviewing this. Since the beginning of 2014/15, the Council's Statutory Director has been the chair of the management board for the Commissioning Hub, which will give a regional direction to the work.

Gwynedd Council has been part of the 'Procuring 3 Counties' regional project, and in light of this work we have now committed, on a joint basis with Flintshire and Denbighshire, to move towards a system of Category Management. Within the next few months, we will play a key part in a pilot project in the field of Care procurement in Gwynedd, which will be a further opportunity for us to review our arrangements. Our priority will be to ensure that agreements exist for every location and that we extend our brokerage arrangements beyond the field of Home Care only.

6.4 Workforce Development and Training

For some time, we have identified the need to prepare a workforce development strategy that would analyse our existing workforce and plan for the future. The work of establishing a baseline is about to commence, and as work proceeds to undertake a 'Systems Thinking' review in the Adults field, the type of workforce we want to see in future will become more apparent. We know that we want to review our structures and ensure that decisions are made as closely as possible to the citizen. The aim across social services is to ensure that all staff, at every level, have the right skills to be able to ensure that our vision is realised. This includes the ability to have constructive and innovative discussions with service users and their families or carers.

In the past, the CSSIW noted that we could strengthen our supervision arrangements. During 2013/14, our supervision policy was reviewed, and guidelines on clear principles to be followed have been shared with each team. In addition, a mechanism was established to measure performance in this field and we will establish a baseline during 2014/15. Our aim is to develop our workforce in a way that leads to services of the highest quality and safety for our most vulnerable citizens.

Extensive training was offered to our staff during the past year, in accordance with our Workforce Development Plan. In the Children's field, the main focus was on training linked with the risk model. Following a review by the 'Alder' company for those with learning disabilities, we have commenced a training programme on the principles of the Moving Forward Model, starting with managers, before moving on to staff and other stakeholders. A considerable investment was made in specialist training on specific conditions, dementia in particular, but also on multiple sclerosis and motor neurone disease.

Over the next few months, we will continue to be a part of regional work that is in the pipeline to consider potential models to provide a training service across north Wales. Ensuring a high-quality service, without losing our ability to give deserving attention to the Welsh language, will be extremely important to us.

6.5 Engagement and joint-production

When taking action to realise the requirements of the Act, we will be required to take steps to continue to improve our engagement arrangements and move further towards a joint-productive way of working. This will put the citizen or the stakeholders at the heart of any development. During the past few months, steps were taken to revive and redefine the role of some key engagement groups, such as the Providers Forum and the Learning Disabilities Service Improvement Group. Mental Health was identified as one field where our engagement activity was very poor, and we now have representatives in stakeholder groups in this field. Before the end of 2014/15, we want to establish effective arrangements in order to meet all of the necessary engagement activity which is identified as part of the Engagement Plan of every improvement programme in the Adults field.

A positive step forward during 2013/14 is the way we have turned complaints about services by service users, carers and providers into an opportunity to hold an open discussion about the way we can improve. We have also invited these people to assist us in drawing up new solutions.

7. Looking to the Future

7.1 Gwynedd Council Strategic Plan 2013-17

In order to reflect the changes seen since the publication of the original plan in a context for the Council, the Council's Strategic Plan for 2013-2017 has been reviewed for this year. Major changes were seen in the financial climate along with the publication of the report of Sir Paul Williams, involving the reorganisation of Local Government in Wales. We have welcomed the review as it provided an opportunity to ensure that the contents of the Strategic Plan reflected the work undertaken during 2013/14 to refine our vision in the social services field.

We have a huge contribution to make to realise the contents of the Strategic Plan and we have committed to formulate our improvement programme to meet the following strategic priorities:

- Safeguarding Children and Adults;
- Improving Experiences and Opportunities for Vulnerable Groups of Children, Young People and Families;
- Responding Better to the Needs of People who Require Support, Increase the Community Support Available and Ensure Sustainable Care Services;
- Reduce the Demand on Services Through Early Prevention and Intervention;
- Make More Effective Use of Resources, and Try to Reduce the Impact of Cuts on the People of Gwynedd.

In the body of this report, there are several references to what we intend to do during 2014/15 to improve our services. They are things that have been planned in the context of the abovementioned priorities and contents of the Strategic Plan. A copy of the Plan, which includes details regarding all projects, outcomes and individual indicators per priority, can be viewed on the Council's website by following the link <http://www.gwynedd.gov.uk> (a full link required).

7.2 Ensuring success

The Adults, Health and Well-being Department has established a Programme Management system which includes a series of strategic programmes to keep an overview and ensure that the various projects of the Strategic Plan fully achieve their outcomes. We have reflected a lot on lessons that we have learnt from the past. We will collaborate with the corporate Project Management Unit to ensure that the members of every Programme Board or Project Board have a full understanding of their roles and responsibilities.

The Children and Supporting Families Department will continue with robust project management arrangements which led to the completion of the 'end to end' review, in order to ensure that the review's action plan is realised in full.

7.3 Close

2013/14 has been a year of substantial changes to social services in Gwynedd. As well as responding to legislative and economic changes at a whole Wales level, significant structural and governance changes were seen within the Council and the Local Health Board. At the end of such a year, it is very encouraging that we are able to report that we have managed to maintain the safety of our residents,

have continued improving our performance in a number of key areas and made moderate, but very positive, progress in terms of our transformation programme.

What is very encouraging is that we now have very firm foundations to meet the expectations of the Social Services and Well-being Act. We have the confidence in our ability to do this whilst facing a reduction in our budgets at the same time. Our aim is to include the communities of Gwynedd in every step of the way, and produce solutions on a joint basis for the future. It is very possible that we will see different solutions for different parts of the county, and the contribution and role of our partners as a result will also vary from place to place. It is essential that the people of Gwynedd are central at all times, and this will be crucial in our new way of working.

You are welcome to offer any observations or ask questions in relation to this plan if you would like to do so. Please contact the Customer Care Unit, Adults, Health and Well-being Department, Gwynedd Council, Castle Street, Caernarfon, Gwynedd, LL55 1SH or e-mail: gccg@gwynedd.gov.uk, or phone: 01286 679268. The unit can also assist you if you would like to receive a copy of this report in a different format or language.

Appendix A
Annual Report of the Gwynedd Corporate Parenting Panel
2013-14

Introduction

The report is divided into four parts relating to the role and responsibilities of the Council, the contribution of Council departments, the contribution of partners and a discussion of what has been achieved and what actions need to be taken in the future.

1.0 Role and Responsibilities of the Council

The Corporate Parenting Panel has been established in Gwynedd, as in every other county in Wales, as a body to oversee the welfare and interests of children in care. The Welsh Government's expectation is that members of staff in every county have positive attitudes to their corporate parenting role. In 2009 the Government in conjunction with the Welsh Local Government Association, released a document entitled 'If this were my child ...' which highlights the role and responsibility of members as corporate parents.

The role of the corporate parent includes the expectation that the parent will strive to ensure that children in care receive appropriate care, that the accommodation where they live that is of a suitable standard, they have good health care and that they make good educational progress. This is all to happen without the corporate parent ever meeting with the individual child in care. It is important that the children themselves feel that they have the support of members and staff of the Council and the Council's partners in a very challenging time in their lives.

To sustain this role, the Council has established the Corporate Parenting Panel consisting of the Lead Member for Children and Young People, the Leader of the Council, Cabinet Members for Care and Education, the Young People's Champion and a member chosen by the Scrutiny Committees. The Panel also includes the Chief Executive, Corporate Director and the Lead Officer for Children and Young People, the Corporate Director and Statutory Director of Social Service, the Head of Children and Family Support and the Head of Education. Through the Panel the Council - that is, all elected members, delegate their responsibility in the area to the Lead Member for Children and Young People. The Panel has the right to ask for issues of concern to be scrutinized by the Services Scrutiny Committee on its behalf.

1.1 Member Training

A training session took place on January 8, 2014 for Council members. It was an opportunity for members to receive information about their role and consider different scenarios regarding the needs of children in care in the county. There were 24 members present. Feedback from members suggests that a more practical session for their role as members and as school governors would be useful. The next training session will be held on the 14th of January, 2015.

1.3 A Strategy for the Panel for 2014-17

The Panel has identified the need to act more strategically in the future. As a result, a developmental program has been designed to assist the Panel map out its future direction, ensuring that it will hear the voice of children and response to the challenge of ensuring appropriate standards of provision by Council departments and external partners. The program needs to include opportunities for children and young people in care and who have been in care, the opportunity to provide feedback and suggestions based on their experiences. Some work on this has already been achieved. Development sessions and self-evaluation of the Panel have been held as well as two sessions with children, young people and carers but there is much to do. A draft strategy will be produced for discussion at the Panel meeting in October 2014.

2. 0 Voice of Children in Care

2.1 'Speak-Out' Sessions

Speak-out sessions with children in care were held during the year with an opportunity for young people to meet with council members and staff. The group has started looking at the outline 'pledge' of service delivery standards by the Council and the LacPac, a comprehensive package of information for children in care.

The Post 16 Team of the Child and Family Support Service has started a discussion group for young people in care between 16 and 25 years old with the aim of developing a method of collecting the views and on the needs of the older group and on the quality of service they are receiving.

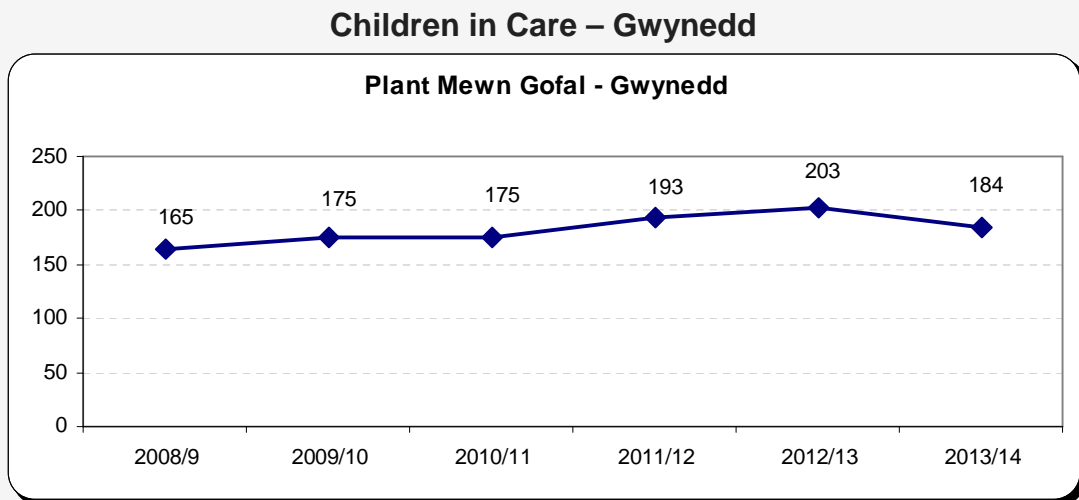
3.0 Support from the Council

3.1 Child and Families Service

Recent data on the numbers of children in care in Gwynedd

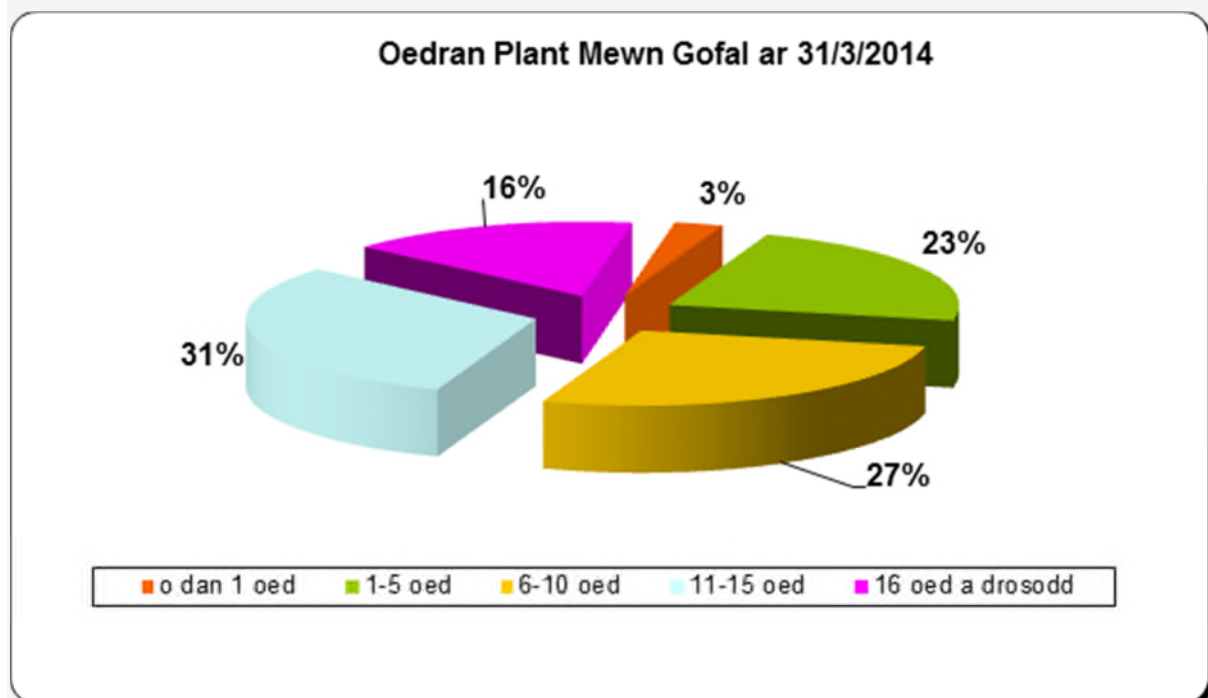
Children in care	2013/14	2012/13	2011/12
Number of children in care at the end of the year	184	203	195
Number of children who came into care during the year	46	56 (B.33/ G.23)	54
Number of children leaving care during the year	65	49	36
Number of children who have been adopted during the year	11	9	3

The Trend of the Number of Children in Care in Gwynedd



There was a reduction of 10% of children in care during the year. It is not clear why the number of children in care has decreased at this time. The number of referrals was similar to last year.

Age Range Children in Care, Gwynedd 31/3/14

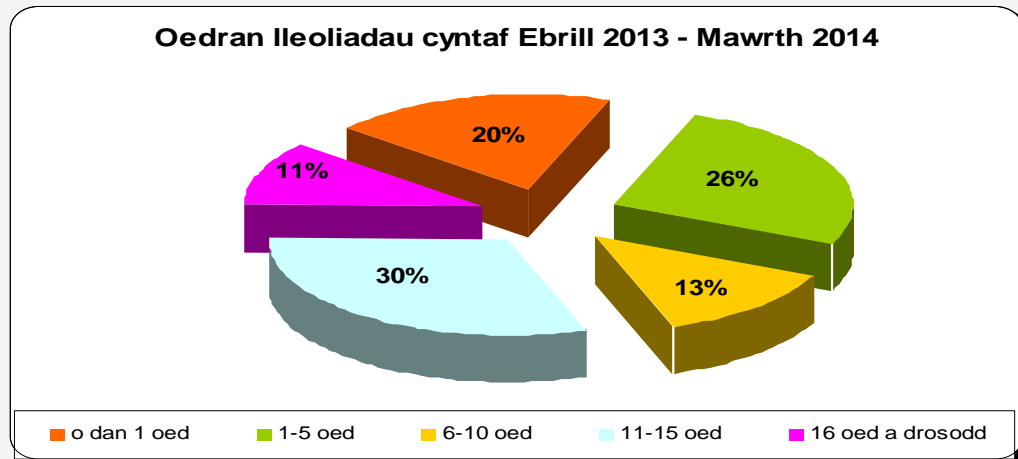


Eleven children were adopted during the year, taking an average of 24 months between the placement and the date of the adoption order. When adopted, a child is

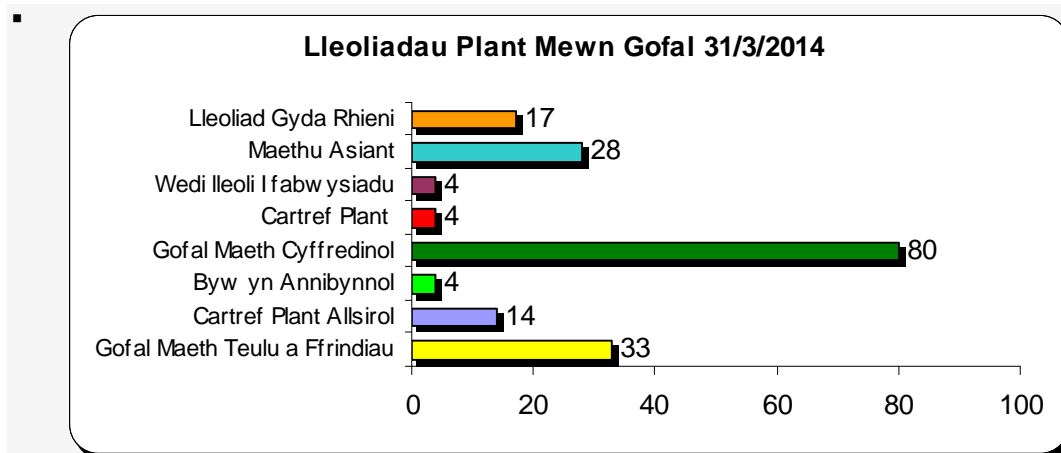
no longer in the care of the Council.

Children in Care Placements

Age at First Placement April 2013- March 2014



Placement of Children in Care 31/03/14



- Placements with Parents
- Agency Fostering
- Placed for Adoption
- Children's home
- General Foster Care
- Living Independently
- Out of County Children's Home
- Family & Friends Foster Care

Geographical Locations

At the end of the year there were 49 (27%) of children in care are located outside Gwynedd. 53% of these in Anglesey and Conwy. Residential settings represent 28%

of these locations and 69% of them are in England. There are a variety of reasons for residential placements; there are two placements in secure units (there is no secure unit in North Wales), and the remaining provisions are for specialized placements according to personal needs.

Very Young Children in Care

The latest data shows a continuous increase in the number of children under age 5 who come into care. This puts additional pressure on the service because there are not enough adoptive parents available at the moment. Many of these children are the children of adults who were in care themselves and it is proving very difficult to break this cycle.

Work and Training Scheme for Young People - "Moving Forward"

The scheme has been established between Coleg Menai, Careers Wales and Gwynedd Council to assist young people in care or who are about to leave care. There are 7 young people who are part of the initial group and a member of staff from Careers Wales will prepare them for work.

The Service has arranged a placement for 4 individuals in departments across the Council including within the Children's Service itself. The intention is to expand the level experience within the Council of providing placements for children in care and as a result receive more offers of work placements.

Enhanced Placement Scheme - "When I'm Ready"

Seven young people who have left care have joined the "When I'm Ready" pilot scheme, in which Gwynedd is involved, so that they can continue to live with their foster carers after their eighteenth birthday.

Reorganization of the Children and Families Services

Following a detailed 'end to end' assessment, the Children and Family Service has embarked on developing a new model for working with children and their families on the 'edge of care'. The intention is to create an Edge of Care Team to work with families where there is a likelihood that a child will come into care unless additional support is available, and to reduce the numbers coming into care. The future of the Drws y Nant, the residential home in Caernarfon, which is run by Action for Children, will be re-assessed. As part of the reorganization a Safeguarding and Quality Unit has been created, containing the Independent Reviewing Officers who report to the Independent Review Panel every 6 months on the standard of care of children in care.

2.2 Department of Education

The 17 (76% of the children) who sat external qualifications attend schools within the County, with the remainder attending schools in Denbigh, Anglesey, Conwy and Ceredigion.

Educational Results - educational score points

The scores include results from the following qualifications, GCSE, BTEC, ESKW, Onat, NVQ etc. Each qualification has a score equivalent which is calculated by

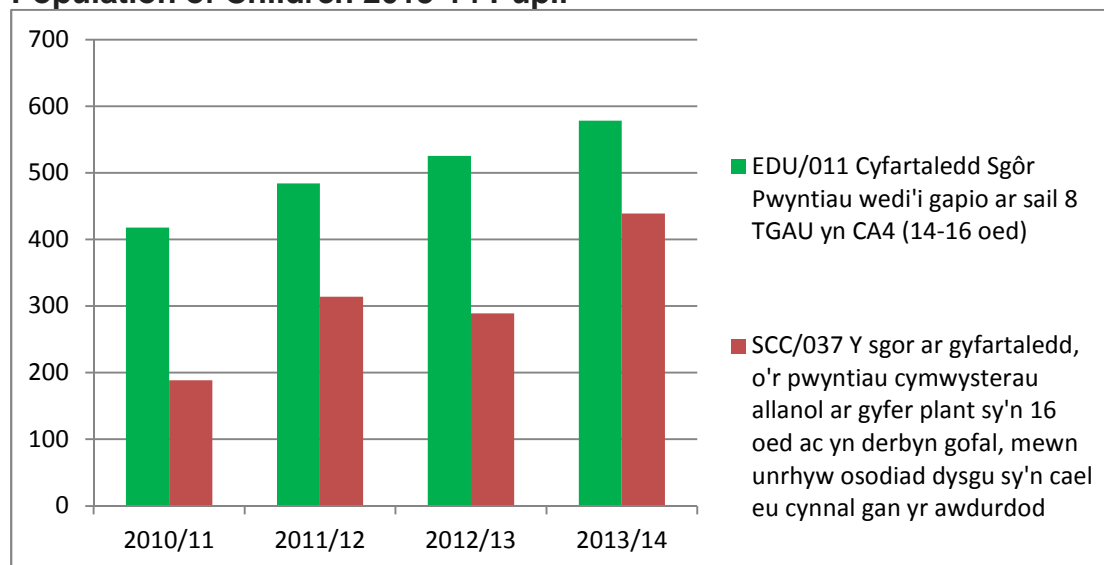
Cynnal. There were 17 children in care who were eligible for this measure in 2013/14 (have been in care for 12 months on 31/08/2013 and sat GCSE examinations in the summer of 2013).

The results reflect a wide range of ability, a number of various qualifications and a limited number of children in care who are with the age range of between 15 and 16 years old at the time.

The average score points of children in care in Gwynedd this year is 439 compared to 289 last year. This is a significant increase on last year but the figure can vary each year according to the nature of the individuals that make up the group. This compares with an average score of 525 points overall for Gwynedd's general population of children last year. Gwynedd was the highest overall point score (EDU/011) of all counties in Wales in 2013, and the score point for children in care (SCC/037) Gwynedd was the fifth in Wales.

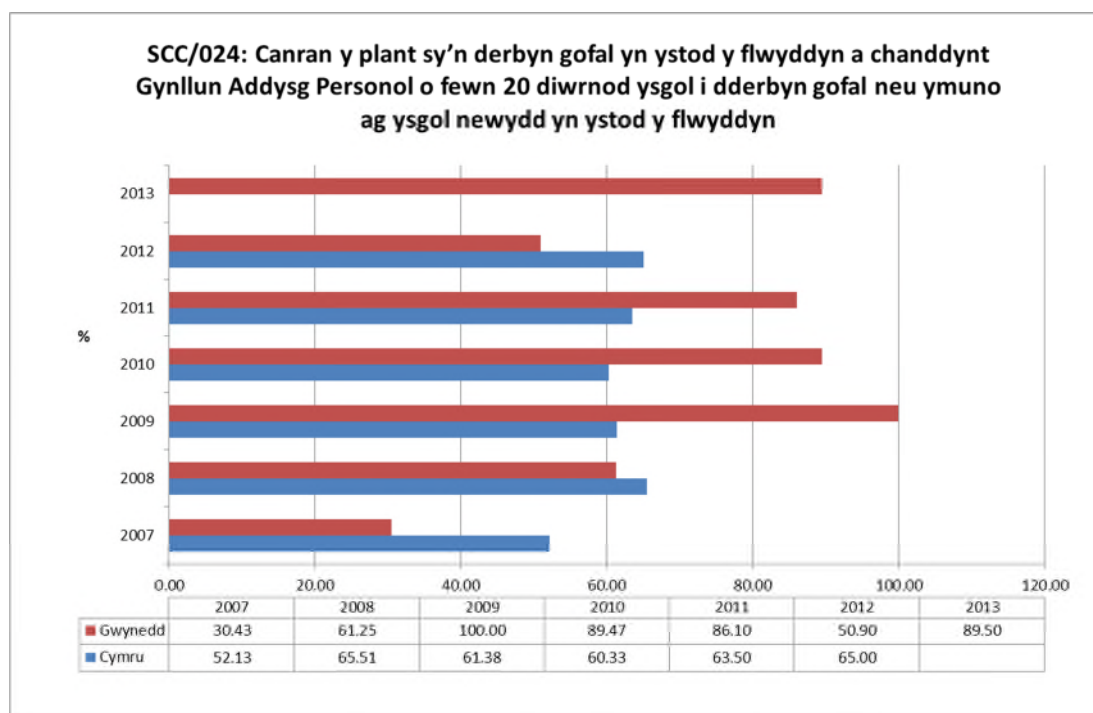
It is important to note there has been a substantial difference between the score point results for children in care and the general population pupils and action is needed to reduce the difference.

The comparison between Score Points for Children in Care and the General Population of Children 2013-14 Pupil



- EDU/11 The average point score capped at 8 GCSEs in KS4 (14-16years old)
- SCC/037 The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting

Personal Education Plan Performance



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

Schools are required to prepare a Personal Education Plan for each child in care within 20 days (4 weeks) for arrival at their school. There has been an improvement in the performance of providing PEPs this year with 91.6% of plans being prepared within 20 days by the third quarter. The Education Department has been working with schools in the Authority to ensure compliance and that will continue in the future.

The Panel has asked departments within the Council to look at ways to be able to share information more effectively on the movements of children in care within the educational system so as to ensure better support them.

Child Care in Health Care 3.0

The issue of the deficiencies of the delivery of children in care's health care remains a concern for the Panel again this year. A report was received by the Panel by the Health Board's Continuing Care Service Manager on the steps the Board is taking to provide services for children in care. It noted that the performance of health assessments completed in time for children in care has decreased to 48% in Gwynedd. The other health boards are required to provide for children in out of county placements outside north Wales. Discussions have taken place with the Service to deal with this but the lack of staffing capacity following the Looked After Children Nurse's maternity period means that even less provision than has been available of late.

Due to this situation, the Panel has asked the Chairman to communicate with the Board of Health to voice dissatisfaction with these arrangements and to prioritize support for children in care in the county.

Conclusion

As noted in the report, the Corporate Parenting Panel has identified the need to be more strategic in its approach in the future. Some work has been accomplished on this but there is considerable work that still needs to be done.

In order to move closer to best practice it is necessary for the Panel, Council departments and partners to ensure that children in care receive:

- * Appropriate health care which compares well with peers across Wales.
- * Increased educational support so that the educational score points moves closer to the county's overall average score points.
- * Work experience within Council departments and partners and perhaps temporary jobs in order to expand their work experience.

By adopting a public declaration of the promise of support for children in care and effective collaboration within the Council and with external partners the Panel will be able to use the strategy to influence effectively for the benefit of children in care.

CORPORATE PARENTING WORK PROGRAMME 2014-2017

Field	Issue	Action	Lead Responsibility	Date	Result
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1.0 Amcanion

1.1	Formulate a strategy in conjunction with children in care to provide practical guidance to the Council.	Consultation with children in care, with Panel members and use information about best practice to underpin the strategy	RP/ITJ/PT	October 2014	Provision of a strategic document which outlines the steps that the Council will take to support children in care has been approved by Cabinet and Council
1.2	Corporate Parenting Strategy - Gwynedd Council	Approval, distribution strategy and ensure awareness of	ITJ/AME/RP Heads of Service	January 2015	<p>A clear understanding among members, staff and those working on behalf of the Council of the corporate parenting strategy.</p> <p>Evidence of the impact will be measured by the Corporate Parenting Panel annually.</p> <p>Performance Measures have been developed for the Corporate Parenting Panel Annual Report to Cabinet and Full Council</p>
1.3	Impact of the strategy on the lives of children in care Lead	Lead Members receive appropriate	RP/ITJ/PT	May 2015	Parenting Panel Members receive evidence that the

CORPORATE PARENTING WORK PROGRAMME 2014-2017

Field	Issue	Action	Lead Responsibility	Date	Result
	Members receive appropriate evidence of performance	evidence of performance			strategy has a positive impact on the lives of children in care.
1.4	Strategic Plan – Gwynedd Council	Corporate Parenting issues are reflected in the Strategic Plan	RP/ITJ/PT	May 2015	Strategic Plan includes how Gwynedd Council will fulfil its obligations in the field of corporate parenting.

2.0 Awareness Raising

2.1	Corporate Parenting Training for elected members.	A program of training / awareness has been established.	MPH/RP/PT/ITJ/AME	November 2014	Members are familiar with the policy the Council's corporate parenting strategy
2.2	Raise awareness amongst staff of the work of Corporate Parenting Panel	A programme of awareness raising corporate parenting has been agreed, established within the Council's corporate training matrix.	RP/ITJ/AME Corporate Heads	November 2014	All employees of the Council had received information about their corporate parenting role
2.3	Promote awareness of the needs of children in care partners	Identify areas of partner's contact with the needs of children in care and agree support level with partners	RP/MPH/ITJ	May 2015	The Council and it's partners work closely to increase their positive impact on children in care services.

CORPORATE PARENTING WORK PROGRAMME 2014-2017

Field	Issue	Action	Lead Responsibility	Date	Result
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Appendix B

Annual Report of the Children and Adults Strategic Panel

2013-14

Introduction

The work was started on developing a comprehensive corporate strategy for safeguarding children and vulnerable adults in Gwynedd in the spring of 2013 and as a consequence of the inspection by Estyn, Her Majesty's Inspectorate for Education and Training in Wales, on the quality of the education services for the authority's children and young people. In addition, and at the same time, the Statutory Director of Social Services noted that she needed a structure which would be a means of ensuring the Council's commitment on a corporate basis to safeguarding issues as this was a statutory requirement. She was also eager to establish a high level structure that would be a means of identifying and respond to any problems that would arise in the field on a corporate level.

In the Report following Estyn's inspection, the following were noted as a recommendation:

Recommendation 1: Improve safeguarding by ensuring that the Council's procedures and policies are clearly understood by all employees of the authority and that the procedures and policies are regularly updated and disseminated.

Consequently, a Children and Adults Strategic Safeguarding Panel was established which includes relevant lead members and senior officers. The Panel is supported by the Safeguarding Children and Adults Operational Panel which includes designated managers from all departments of the Council. By means of these Panels, the Council has reviewed and substantially widened its arrangements in relation to safeguarding, including developing corporate and departmental policies, raising awareness and providing training and ensuring compliance with the requirements of employment checks.

Estyn notes in its report in the first post-inspection monitoring session dated 25 April, 2014:

Since the inspection, the authority has prioritised safeguarding appropriately in its strategic strategy. This has established appropriate foundations for the improvement process. Within a short period of the end of the inspection, the authority had adopted an appropriate corporate safeguarding policy. This has led to the development and adoption of corresponding policies for nearly every service.

The report raises a further action point in the field of monitoring implementing the corporate safeguarding policy to enable senior managers to:

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Annual Report of the Children and Adults Strategic Panel

... determine to what extent everyone who works for the authority clearly understands the procedures and policies and implement them appropriately and effectively.

Estyn will return during the 2014 autumn educational term to assess general progress of the work of implementing the safeguarding policies and especially the methods of monitoring staff awareness and implementation of the corporate safeguarding policies.

What has been achieved during the year:

1. The Corporate Safeguarding Policy was adopted by the Council's Cabinet on 30/3/2013. This corporate policy and relevant departmental policies are in place and available to staff through the Council's intranet site.
2. A series of workshops for raising awareness have been provided – one for members and six for staff. As a result 25 members and 200 members of staff have attended these sessions. It is proposed to hold two additional sessions for staff. In addition, an information bulletin has been prepared for managers to disseminate information on safeguarding to staff. Electronic training packs have also been developed.
3. Methods of assessing staff awareness of safeguarding issues are being developed.
4. The process of reviewing the policies by means of the Safeguarding Operational Panel and forward to approval to the Strategic Safeguarding Panel has commenced its first review cycle.

The Strategic Safeguarding Panel has developed an Action Plan which has been shared into work fields as follows:

1. Ensure an understanding of the corporate safeguarding policies and procedures within the Council

- i. The Strategic Panel for Safeguarding Children and Adults and the Operational Safeguarding Children and Adults Panel were established in November 2012 to ensure that the policies and procedures were developed and implemented appropriately in the safeguarding field. Membership of the Strategic Panel includes Cabinet Members; Cabinet Member for Social Services and Health (Strategic), Cabinet Member for Education, Cabinet Member for Healthy Gwynedd and Children and Young People, who is also the Lead Member for Children and Young People; Corporate Director and Statutory Strategic Director of Social Services and Corporate Director and Children and Young People Lead Officer and Heads of Department.
- ii. The Strategic Safeguarding Panel is leading on establishing the strategic direction and deals with practical issues which need a high level input. The

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Annual Report of the Children and Adults Strategic Panel

Operational Panel includes the designated managers from all Council departments and they develop work according to the direction established by the Strategic Panel.

2. Ensure awareness of and compliance with the corporate 'Children and Adults Safeguarding Policy and Guidelines'

- i. The Corporate Policy was approved by Gwynedd Council's Cabinet on 30/3/13. The Policy will be reviewed regularly on an annual basis. The corporate policy was reviewed this year in May 2014.
- ii. Every department in the Council has produced and confirmed their departmental safeguarding policy. These will also be reviewed annually by the Strategic Operational Panel. Within each department, one manager has been appointed a 'designated person' and it will be this manager who will lead and will be a contact point in the field of safeguarding within that specific Department.
- iii. A draft of the information pamphlets and posters are currently being produced with the intention of publishing them by the beginning of September 2014.
- iv. The computer programme CETIS is being used to familiarise staff with the Council's policies and the safeguarding policy has been installed on it with the expectation that every member of staff will familiarise themselves with the policy in its entirety. 350 members of staff have followed the on-line training thus far.
- v. The Safe Workforce System which ensures that all staff who need an employment check has been set in place and is operational. The Safe Workforce System Protocol has been developed and approved. Training on the system includes Safe Workforce model which has been arranged for every member of staff who is a manager, including Senior and Middle Management.

3. Providing safeguarding training for members, staff and managers

- i. Level 1 children training has been provided by means of the e-learning programme since February 2014 and it is expected that all Council staff will have completed it successfully. Every member of staff will take the refresher training programme every three years.
- ii. The content of the Level 1 adults training sessions is being developed jointly between the Workforce Development Unit, Social Services Department and the Corporate Learning and Development Service.
- iii. Training sessions were held on 'Management of Allegations of Professional Abuse' in February and March 2013 and January 2014 for professional workers of partner agencies by the Anglesey and Gwynedd Local Safeguarding Board.

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Annual Report of the Children and Adults Strategic Panel

4. Approve, distribute and ensure awareness of the 'Education Service's Safeguarding Policy and Guidelines'.

- i. The Child Protection Policy has been amended and re-submitted to schools and distributed amongst central teams of the Local Authority. Arrangements for confirming the policies and the training are in place for staff and schools by means of the Head Teachers.
- ii. Every employee on the education payroll will receive Level 1 training, either directly or via Educare, a computerised on-line training programme. The new catering and cleaning workforce has been transferred under the education department from February 2013 onwards and a training programme is in place to provide training for the new workforce. The Council's Learning and Development Service is developing an on-line bilingual training resource which will be available to everyone. Once this is in place, there will be no need to use Educare.
- iii. A series of dates of full-day, in-service training for Level 2 were held during 2012-13 and the programme for 2013-14 is now operational. These were held by an external consultant and the department's Vulnerable Groups Officer in addition to the former Education Senior Manager who is responsible for Safeguarding. Every Head Teacher and Designated Child Protection Governor has been invited. Over 90% of staff in the Education Department have attended training thus far and the remainder will attend this year.
- iv. Relevant officers of the Department have attended level 3 training and this programme will now be arranged for other managers this year.

5. Ensure an independent annual audit of the quality of the Safeguarding and Child Protection procedures in schools

- i. The Carmarthenshire model of assessing the willingness to respond to safeguarding needs within the education system has been adapted for monitoring visits for a sample of 11 schools during the summer term. Schools were given a prior warning of the authority's intention to hold the audit during the autumn term of 2013 by means of the secondary and primary strategic groups.
- ii. Every school visited will receive a report and an action plan and a timetable for implementing the recommendations. A composite report will be prepared for the Education Department with recommendations to be incorporated in the departmental Safeguarding action plan. There will also be a report to the Strategic Panel and to the Operational Panel. The report is awaited by the end of June 2014.

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Annual Report of the Children and Adults Strategic Panel

6. Ensure an annual independent audit of the quality of Safeguarding and Child Protection procedures across departments and services, by sampling operational Safeguarding procedures

- i. An external consultant has been commissioned to undertake the audit work on the quality of the child protection and safeguarding procedures in Council departments. It is expected that the report will be available by July 2014.

7. Ensure that the priority in the field of Safeguarding Children and Adults is reflected in the Council's Strategic Plan

- i. The strategic priority of the field of Safeguarding Children and Adults can be seen in the 2014-17 Strategic Plan as GOF 2. Safeguarding Children and adults

8. Lead Members to receive evidence of the Council's corporate / cross-departmental performance in relation to safeguarding children and adults matters

- i. Cabinet Members with responsibilities for the fields of Social Care and Children and Young People are members of the Strategic Panel for Safeguarding Children and Adults. The Chairman of the Panel is the Cabinet Member for Social Services and Health (Strategic). The Panel will receive reports on the basis of indicators which are being
- ii. developed.
The Corporate Director, the Head of Education Department and the Head of Children and Families Services are members of the Anglesey and Gwynedd Safeguarding Board

9. Supporting the functions and duties of the Statutory Director (Social Services) within the Council

- i. The work of safeguarding children and adults is not only part of the statutory requirement of the Statutory Director but also the duty of the Council as a whole. The work of the Strategic Panel demonstrates the support of the departments across the Council regarding these duties.
- ii. The Report of the Statutory Director is published annually. Specific reference is made in the foreword to the safeguarding work and a more detailed reference to it is made in page 17 of the 2012-13 report.

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Annual Report of the Children and Adults Strategic Panel

- iii. The annual report of the Strategic Panel highlighting activity in the field will be published in July 2014.
- 10. Sharing information on the vision, priorities and policies of the Safeguarding Panel**
 - i. By means of the Strategic Safeguarding Panels and the Safeguarding Operational Panel, the vision, priorities and policies of the Safeguarding Panel have been dissipated to managers and staff of the Council by means of policy documents and training. An update of the Procurement Handbook will be published in June, providing directions to Council staff when commissioning and to the bodies providing services to the Council of the expectations upon them in the safeguarding field.
 - 11. Strengthening the links between the Local Safeguarding Children Board and services within the Council**
 - i. Estyn's Post- inspection report was submitted to the Anglesey and Gwynedd Local Safeguarding Board in September 2013. The Statutory Corporate Director, the Head of Children Services and Family Support and Head of the Education Department are members of the Local Board.
 - 12. The Council's commissioning or regulatory work arrangements with children and young people by other agencies/bodies**
 - i. A report was commissioned by Internal Audit to assess the needs for developing good practice within the field of commissioning and procurement. As a result, a Procurement and Contracts Task Group was established which has produced an update to the Procurement Handbook. This handbook will be published in June 2014 and will include:
 - constant guidance on safeguarding issues
 - a specific appendix on safeguarding (including standard clauses and considerations in the procurement process)
 - a specific appendix on monitoring the safeguarding requirements in contracts.
 - 13. An integrated corporate database recording all staff employed by Gwynedd Council who work with children and young people.**
 - i. Work was commissioned by Internal Audit to assess the DBS check procedures and processes and on the basis of that work, improvements were made to the Disclosure and Barring Service checks process.
 - ii. A Safe Workforce Database was established to ensure that all staff working with children and young people and vulnerable adults have been identified as

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requiring a DBS check. A series of training sessions has been offered to managers to explain how the system works.

- 14. Ensure that there are arrangements and procedures for safeguarding Adults as a result of the recommendation of the Winterbourne review**
- i. An analysis of the current situation has been presented to the Strategic Panel and further work is being implemented by the Adults Service and partner agencies to ensure that the recommendations of the Winterbourne report are realised in Gwynedd.

The effect of the strategy

- i. Although it's early days to measuring the impact of the strategy, feedback from the designated officers suggests that, for example, head teachers are much more aware of safeguarding issues as a result of the awareness raising activities as outlined in point 4. The designated officers have also noticed an increase in the understanding of safeguarding issues among senior managers and managers following the awareness raising sessions.
- ii. We will have more evidence of the impact of the strategy as a result of the annual audit of council departments and schools as mentioned in point 5, 6 and 7.
- iii. The work on developing awareness measures noted in point 8 will assist the Panel in measuring the impact of the strategy and that staff are responding appropriately to safeguarding issues.

Recommendations

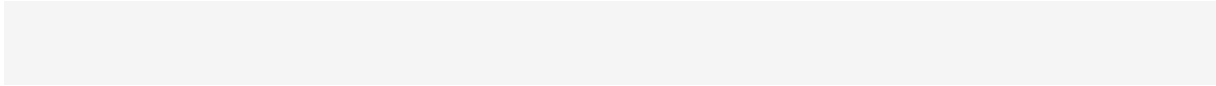
- i. That the Panel's Strategic Safeguarding Children and Adults to date is being recognized and that Estyn's comments on the achievement are noted .
- ii. The need for the Panel to consolidate the work achieved to date, ensure that work on the level of appropriate training for members and staff will be completed and that all the members and staff participate in awareness raising sessions or training appropriate to their role.
- iii. The need to ensure that local and national regulators feedback from their recent visits will be identified and incorporated where appropriate within the strategy and work program.

Conclusion

This report is presented to give a flavor of the activities that have taken place within safeguarding within the Council. The emphasis of the work is on the fact that safeguarding is a corporate responsibility and not only for the Education Department and the Social Services Department.

Appendix B

Annual Report of the Children and Adults Strategic Panel



MEETING	Full Council
DATE	17 July 2014
SUBJECT	Annual Report from the Head of Democratic Services on behalf of the Democratic Services Committee with regards to support for members
PURPOSE	To submit an update to members regarding the support available and developments realised and those in progress.
AUTHORS	Councillor Lesley Day Chair – Democratic Services Committee
RELEVANT OFFICER	Geraint George Head of Democratic Services

1. Under the new 2011 Local Government (Wales) Measure, the Democratic Services Committee is responsible for specific matters (Under Section 11), as follows:
 - Fulfil the local authority's role to appoint a Head of Democratic Services
 - Review the support available with regards to staff, buildings and other resources available to the Head of Democratic Services, in order to ensure they are sufficient for the requirements of the role
 - Produce a report, at least annually, to be presented to the full council in relation to the above.

2. As you are aware, Geraint George, Head of the Strategic and Improvement Department was appointed to the role of Head of Democratic Services on 29 May 2012.

3. On 2 May 2013, a report was submitted to the full Council outlining the support available for the Head of Democratic Services and elected members, including the support which was being developed.

4. The following provides an update of the current situation with regards to support for members.
 - A. Supporting effective communication?**
 1. **Information / Workshops/ Consultation** - Several workshops were held for Elected Members in 2013/14, including workshops on the preparation of the Strategic Plan, the Waste Strategy, engagement workshops and savings workshops. The informal feedback from members who attended the workshops was favourable and we will be seeking further similar opportunities over the coming year.

2. **Champions** – A generic job description for the “champions role” is in place and several have been appointed although some of these appointments need to be reviewed, and others to be confirmed:

• Older People	Gareth Thomas
• Carers	Eryl Jones Williams
• Autism	Elin Walker Jones
• Member Development	Lesley Day
• Scrutiny	Peter Read
• Disability	Peter Read
• Poverty Prevention	Brian Jones
• The Welsh Language	Craig ab Iago
• Voice of Children and You People	Mair Rowlands
• Homelessness	(To be confirmed)
• Equality	(To be confirmed)
• Fairtrade	(To be confirmed)
• Health and Safety	(To be confirmed)
• Biodiversity	(To be confirmed)
• Armed Forces	(To be confirmed)

3. **Area Forums** – During 2013/14, the Council piloted a system of Area Forums. The four Area Forums (Bangor / Ogwen, Gwyrfai, Dwyfor (Area Committee) and Meirionnydd) have been operational during 2013/14. A review was undertaken of the Forums at the end of 2013/14. Overall, they were seen as a success and the consensus was that they should continue in the same form in 2014/15.

4. **Electronic Information and Communication** - Every elected member has received the offer and the opportunity to receive an i-pad and basic training on how to use it and a further session on how to make better use of the i-pad. During 2013/14, there were further training sessions and 1:1 sessions for those elected members who wished to receive further support in using the i-pad.

By now, nearly 70 of the 75 members have received an i-pad to assist them with their work as elected members and a substantial number use them as their main method of communication and they report that they receive information far more easily and in a timely manner through the i-pad.

Some elected members have no i-pad provision and others have made specific requests to receive paper copies of the documentation for some committees. Since implementing the system we have seen a gradual increase in the number of members who request paper copies despite the fact that they have an i-pad and we are keeping an eye on the situation. However, since introducing the i-pad for members, savings of over £17,000 per annum have been made in the Democratic Services budget alone with further savings made in individual departmental budgets. There is a possibility of a further £5,000 annual saving if members continue to make use of the i-pad instead of paper copies. In total, this saving

could contribute nearly £90,000 to the Councils deficit during the term of the Council.

During this time, there have been some difficulties with a few i-pad accounts and it is crucial for members to contact the IT Help Desk on 01286 679 114 for assistance. Work is in the pipe line to enable members to make more use of the i-pad and in the autumn, it is intended to trial some apps that would enable members to create short word processing documents

5. **Information Bulletins** – The *Rhaeadr* Information Bulletin is distributed usually every fortnight to update all members, covering Information about what the Cabinet or individual members of the Cabinet are doing, member support issues, what is happening more widely within the Council (latest news / press releases) and matters within wards (road works / disposal of properties etc.)

During 2013/14 a review was undertaken of *Rhaeadr* including gathering the opinion of members about their use of it. As a result of the review it was decided to continue to publish *Rhaeadr* every fortnight for an additional year and to fund it from a one-off budget for that year. It will be necessary to consider bidding for the resource if there is a desire to continue beyond that.

6. **Cabinet Members' Reports to the Council** – The system of having an individual Cabinet member reporting on an element of his / her work at every Council meeting, with an opportunity for questions has been in operation. The Cabinet Members for Resources, Environment and Healthy Gwynedd and Council Leader have all presented to the Council.
7. **Meetings between Scrutiny Chairs and the Cabinet** - A protocol has been established on the relationship between Scrutiny and the Cabinet to ensure respect and collaboration in order to achieve the best for the residents of Gwynedd. There are usually two meetings a year with the discussions being open and constructive to assess progress to date and share lessons learnt by the Scrutinisers and Cabinet. The direction of scrutiny was also agreed as members of the Scrutiny Forum and the Cabinet agreed on a Scrutiny Strategy for the next three years. There will also be a discussion on the Scrutiny Programme for the year to come.
8. **Social Media** – The full Council has, of course adopted a protocol on the use of social media by councillors to give members guidance on the opportunities and potential pitfalls in such use. Councillors have now been invited to express an interest in further training on this issue and arrangements to organise this are in hand.
9. **Web-casting and Community Council websites** – The Democratic Services Committee has agreed to the introduction of web-casting of some key council meetings. Work is underway to introduce this over the coming months in order to increase democratic accountability and public awareness of the work of the

Council. Specific training will be provided to members prior to the system going live. At the same time the Council has been promoting the development of Community Council web-sites, using a Welsh Government grant to do so. Approximately 29 community councils are keen to take advantage of the grant individually with 20 councils also expressing an interest in working with neighbouring councils to procure web-provision jointly. The Information Technology Department has recently prepared a specification to help with that.

B. Support for elected members to undertake their specific duties

10. **Personal Development Interviews** – In the last week or so, members outside the Cabinet have been contacted to offer the possibility of a Personal Development Interview to provide an opportunity to assess their development needs. The aim is for those interviews to have been completed by the end of September. Currently, we are awaiting replies from individual councillors as to whether they wish to take advantage of this opportunity.
11. **Developments in the local area** - Some such information is included in *Rhaeadr* but this is an area requiring further attention. A joint Task Group of elected members and officers will be looking at this over the coming months and bringing forward proposals for improvement.
12. **Responding to enquiries or complaints by Local Members** - A procedure is already in place to ensure that a local member contacts the specific service first to seek an answer to an enquiry. If the answer provided is not adequate, the specific matter should be referred to the attention of the relevant Cabinet Member to ensure a response is received. Members have been urged to use the appropriate systems as it is more likely to lead to a resolution to the enquiry.
13. **Individual Member's Right in Cabinet meetings** - The local member is invited to be present if a local matter arises. It is the Cabinet Team's responsibility to identify local members for local items and the local member's responsibility to ensure that he / she is aware of the content of the Cabinet's agenda.
14. **Promoting the role of the Councillor** – The Welsh Government commissioned a survey of Local Government Candidates for 2012 and published its findings during 2013/14. The main findings of the survey was that there is a lack of diversity amongst Local Government Candidates, in terms of young people, ethnic minorities and women. For example, only 32 per cent of elected councillors were female, 57% of councillors were over the age of 60 and 99.4% of elected councillors were white. As a result a national task group has been set up looking at widening participation. In Gwynedd, discussions have started on developing a forward plan in preparation for the 2017 Local Government elections that could include visiting schools - and speaking to primary classes about debates, speaking to secondary schools for 5th and 6th form pupils and contacts with other key groups.

15. **Disabled Access** – During the year, Councillor Peter Read, the Disability Champion and Geraint George, the Head of Democratic Services commissioned a report on accessibility to the Council Offices. The Democratic Services Committee has approved a sensible programme of adaptations to improve this.

C. Support for scrutiny members and other committees

16. **Independent advice and guidance for the Chairs and members of the Scrutiny Committees** – The Head of Democratic Services, Senior Manager (Corporate Commissioning) and the team within the Strategic and Improvement Department advise the committees on their work programme, hold preparatory meetings and advise on the live work programme to ensure that scrutiny adds value.

The three Scrutiny Committees have received training on their role and receive independent advice and guidance. Additionally, the Scrutiny Forum, which now includes the Chairs and Vice-chairs of the Audit Committee and Democratic Services Committee, considers the work programme and priority fields across all committees. At present it also considers performance issues and refers any issues of concern to the relevant Preparatory Meeting.

17. **Administer and record minutes of meetings and publish the minutes** (scrutiny and others) – The Support Team arrange and minute in brief the work of the scrutiny and other committees. The style of committee minutes are under review currently following observations in the governance review of the Audit Committee to make them more concise and clear.

It should be noted that there has been work undertaken to modernise Dafydd Orwig Chamber and Hywel Dda Chamber. The sound and translation systems have improved greatly at Dafydd Orwig Chamber, and the new voting system is easier to use although there have been some teething problems in its use.

The modernisation work prepares us further for the future requirements in the context of webcasting and remote attendance. Specific training on this issue will be offered as the system is introduced.

18. **Scrutiny Investigations** – The Investigations undertake work to examine the effect of policies on the ground. During 2013/14, members of the Scrutiny Committees supported by the Democratic Service Unit and the Senior Officers of the Strategic and Improvement Department undertook several 'start and finish' scrutiny investigations. Four have already reported to the Scrutiny Committees and the recommendations submitted to the relevant Cabinet Member whilst three other scrutiny investigations are ongoing.

Corporate Scrutiny Committee

- Sustainable Procurement
- The Rural Agenda

Services Scrutiny Committee

- Quality of Education
- Care (continuing)
- Welsh Language Education (continuing)

Communities Scrutiny Committee

- Bangor Pride
- Post 16 Education Transport (continuing)

Ch. Support for all members – administrative, practical and developmental

19. Administrative support for the political groups - Administrative support for political groups is implemented in accordance with the Council's decision in May 2012 with the three largest groups receiving administrative support according to their size.

20. Administrating, processing and paying wages and travelling costs - Administrating, processing and paying wages and travelling costs in line with the Independent Remuneration Panel for Wales's guidelines. The claiming guidelines are on the website.

A report from Internal Audit in 2012/13 confirmed that the arrangements are correct but that there was room to remind members to submit their application on a monthly basis in accordance with the guidance. As a result, in 2013/14 *Rhaeadr* was used to remind members of the guidelines and the need for them to submit their applications on a monthly basis.

There are developments ongoing regarding the possible taxation of members travelling allowances when attending meetings of the Council. Members were informed of this in *Rhaeadr* and we will be sharing further guidance when the position becomes clearer

21. Annual reports from elected members – The Council must make arrangements to enable elected members to produce and publish annual reports but it is not compulsory for any member to prepare such a report. A pilot of the procedure was implemented in 2012/13 and as a result, eight annual reports for 2012/13 were published. As a result, this year, we have produced a standard template to assist members in producing annual reports in 2013/14 with data on the number of committees attended and the number of training sessions attended by each individual member already included. Members have been asked to return their reports by 31st July, 2014. These reports will be published on the Council's website.

22. A comprehensive programme of training - A cross-party sub-group (a combination of new and more experienced members) gave advice on the areas of training that members wished to see and the Learning and Development

Service continued with plans and adapted the training programme for members based on the work of the group.

During 2013/14, a varied programme was offered to members including sessions on Schools Performance Data, Housing Allocation and Homelessness, Propriety and Planning Matters, Corporate Parenting and Chairing Skills. The better attended course have had 20 – 30 members attending but some have seen as few as 5-10 members in attendance. This is a matter of concern and the content and delivery of sessions are regularly reviewed in order to make them as useful and attractive as possible for members.

Further work is ongoing at the moment to respond to the requirements of the Local Government (Wales) Measure 2011 and to try to ensure that Gwynedd Council progresses to achieve the Welsh Local Government Association's Member Support and Development Charter.

MEETING OF	THE COUNCIL
DATE	17 July 2014
TITLE OF THE REPORT	THE COUNCIL'S POLITICAL BALANCE
PURPOSE	To review the Council's Political Balance
RECOMMENDATION	Allocation of seats on the Council's Committees
AUTHOR	Dyfed Wyn Edwards Council Leader

1. INTRODUCTION

1.1 Notice has been received that:

i.) Councillor Charles Wyn Jones is no longer a member of the Plaid Cymru Group and that he wishes to be treated as an individual member

ii.) Councillor Linda Ann Jones is no longer a member of the Plaid Cymru Group and that she wishes to be treated as individual member

iii.) Councillor Louise Hughes is no longer a member of the Llais Gwynedd Group and that she wishes to be treated as an individual member.

1.2 Consequently, the political constitution of the Council is as follows:-

Plaid Cymru	35
Independent	18
Llais Gwynedd	13
Labour	4
Liberal Democrats	2
Individual Member	3
Total	75

2. ALLOCATION OF SEATS ON COMMITTEES

2.1 To remind members, the four main rules included in the Local Government and Housing Act 1989 in relation to the allocation of seats are noted here:-

2.2 (a) Every seat on a committee cannot be allocated to the same political group;

(b) The majority of seats on a committee must be allocated to a political group if the number of persons who are members of that group constitute a majority of the Council's members;

(c) Subject to paragraphs (a) and (b) above, the number of seats on ordinary committees allocated to each political group will be the same as the number of all seats that members of that group has on the Council;

(ch) Subject to paragraphs (a), (b) and (c) above, the number of seats on a committee allocated to each political group will be the same proportion of seats on the committee as the number of seats that members of that group has on the Council.

2.3 In order to ensure that these rules are adhered to, the Council has been dealing with

committees in different blocks in the past. Also, this makes it easier to ensure that rule (c) in paragraph 2.2 above is adhered to.

3. CHANGES TO THE ALLOCATION OF SEATS ON COMMITTEES

- 3.1 The change to the political balance means that the Individual Member gains a seat on the Community Scrutiny Committee at the expense of the Plaid Cymru Group which loses a seat on the Community Scrutiny Committee.
- 3.2 It also means that the Individual Member gains a seat on the Audit Committee at the expense of the Plaid Cymru Group which loses a seat on the Audit Committee.
- 3.3 It also means that the Individual Member gains a seat on the Language Committee at the expense of the Plaid Cymru Group which loses a seat on the Language Committee.
- 3.4 It also means that the Individual Member gains a seat on the Employment Appeals Committee at the expense of the Plaid Cymru Group which loses a seat on the Employment Appeals Committee.
- 3.5 It also means that the Individual Member gains a seat on the Local Consultative Joint Committee at the expense of the Plaid Cymru Group which loses a seat on the Local Consultative Joint Committee.
- 3.6 It also means that the Individual Member gains a seat on the SEN Joint Committee at the expense of the Plaid Cymru Group which loses a seat on the SEN Joint Committee.
- 3.7 It also means that the Individual Member gains a seat on the Services Scrutiny Committee at the expense of the Llais Gwynedd Group which loses a seat on the Services Scrutiny Committee.
- 3.8 It also means that the Individual Member gains a seat on the Central Licensing Committee at the expense of the Llais Gwynedd Group which loses a seat on the Central Licensing Committee.
(See **Appendix A**)
- 3.9 Discussions are being held with the 3 Individual Members to confirm on which committee each individual member wishes to serve.

4. RECOMMENDATION

The Council is asked to:

- discuss and agree to the change in the allocation of seats on the committees as noted in 3.1 – 3.8 above in accordance with the agreement of the Group leaders.

APPENDIX A

SCRUTINY COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member
Corporate	9	4	3	1	1	
Communities	8	4	3	1	1	1
Services	9	4	3	1		1
Audit	8	5	3	1		1

OTHER COMMITTEES

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

Number of seats	74	37	29	8	4	2	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	5	2	2	1		1
Special Educational Needs Joint Committee	3	2	1			1
Joint Planning Policy Committee	4 (3 seats and one substitute)	2	1	1		

Total seats	94	47	36	10	5	2	194
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MEETING:	LANGUAGE COMMITTEE
DATE:	JUNE 27, 2014
TITLE:	MYNYDDEODD PAWB CAMPAIGN
AUTHOR:	LANGUAGE DEVELOPMENT OFFICER
PURPOSE OF REPORT:	REQUEST FOR SUPPORT TO THE MYNYDDOEDD PAWB CAMPAIGN.

THE MYNYDDOEDD PAWB STATEMENT

At a conference, under the banner of 'Mynyddoedd Pawb' (Everyone's Mountains) a number of organisations and individuals came together at Gwersyll Glan-Ilyn, Llanuwchllyn on November 23rd, 2013. The conference's aim was to discuss the threat to Welsh names for landscape features such as mountains, valleys and lakes in the face of a process of supplanting those names with English translations or the practice of coining completely different names in English.

Following the conference representatives from the following organisations were tasked with drafting a statement that would encompass the conference's concerns and objectives: Menter Iaith Conwy; Antur Stiniog; Cymdeithas Edward Llwyd, the Welsh Place-names Society; Clwb Mynydda Cymru, Yr Urdd, and the Welsh Language Society, see appendix 1.

Through the networking of the Mentrau Iaith in the north the Mynyddoedd Pawb campaign organisers sought hunaniaith's support.

The Mynyddoedd Pawb's campaign calls on public bodies, third sector organisations and those private concerns active in the environmental, tourism and outdoor pursuit sectors to respect the wealth of Welsh names carried by features of the Welsh landscape.

Specifically the campaign calls on:

- the Welsh Government to bring the changing of long established and traditional place-names under the control of the planning system;
- out-door pursuit centres to respect traditional native place –names;
- public agencies, third sector organisations and private concerns active in the environmental, heritage and tourism sectors to high-light the wealth of Welsh place-names that are an integral part of the Welsh landscape.

The Mynyddoedd Pawb campaign also calls on public bodies, third sector organisations and private concerns that support its aims to publically do so that the campaign will be placed in a stronger position to achieve its goal.

A letter of support has already been sent to the campaign organisers by the chair of hunaniaith's Strategic Direction Group confirming support, see appendix 2.

LANGUAGE COMMITTEE'S PAST DISCUSSIONS

During its meeting of October 1, 2012 the Language Committee discussed the standardisation of names given to streets, houses and locations. At that time it was noted that Gwynedd Council's Language Scheme states:

“.....the Welsh name only will be used by the Council in respect of places, rivers, mountains, etc. and also in respect of the Council's establishments except where the Council itself has authorised the use of another version/other versions.” (4.2.1.)

The Committee also noted at its meeting in June, 2012 the importance of using local Welsh names for geographical features such as headlands, islands and cliffs etc. and also to ensure the use of Welsh names on the Welsh Coastal Path.

Good will and support for the campaign's aims is widespread and the support of a range of organisations and agencies will assist the campaign in achieving its aims. The Ordnance Survey have already stated, as reported to the Language Committee in October, 2012 have that they are open to considering changing the language of specific names at the request of stake-holders such as local authorities and the Welsh Place-names Society.

THE COMMITTEE IS ASKED TO:

Comment on the request for support for the aims of the Mynyddoedd Pawb campaign.

To consider contacting the campaign organisers to declare the Gwynedd Council Language Committee's support for those aims.

Declaration agreed upon at the ‘Mynyddoedd Pawb’ conference at Gwersyll Glan-Ilyn, Llanuwchllyn on November 23rd, 2013.

“We wish to express our concern that there are processes at work that are endangering Welsh place names. The processes we refer to are **1.** Ignoring a Welsh name and placing an English name in its place. **2.** Needlessly placing an English name next to a Welsh name with the English name increasingly used in publications and in the media. **3.** Omitting Welsh place names from maps, with English names being conceived for those locations in their place. **4.** Replacing original Welsh place names through the use of English translations.

We are of the opinion that an awareness of the importance of safeguarding Welsh place names needs to be increased and that organisations and voluntary societies locally, regionally and nationally have a vital role in this task. Also, schools should ensure that children and young people are given the opportunity to appreciate the wealth of local Welsh names as part of their national heritage.

We believe that place names, together with the cultural inheritance and history inked to them should be an integral part of environmental courses within further and higher education as well as outdoor pursuit activities provided by other organisations. It must be ensured that training organisations, centres and clubs involved with mountaineering and outdoor pursuits respect Welsh place names.

We ask that the relevant organisations, such as the Welsh Government, Local Authorities, Natural Resources Wales, The National Trust and the National Park Authorities (who have a duty to “Protect and enhancecultural heritage of the National Park”) together with other organisations in the statutory, public, voluntary and private sectors to take appropriate steps to safeguard Welsh place names.”

We should celebrate the wealth of our place names:

- 1) to promote an interest in the Welsh language and to ensure and increase in its use;
- 2) to increase a sense of identity amongst local communities so that they may appreciate and share the richness of their inheritance with others;
- 3) so that an interest and increased awareness amongst tourists in the richness of our inheritance can bring educational and economic benefits.

(This statement was drafted and agreed by representatives from: Menter Iaith Conwy, Antur Stiniog, The Welsh Place-name Society, Clwb Mynydda Cymru, Cymdeithas Edward Llwyd, Yr Urdd, The Welsh Language Society)

May 15th, 2014

Esyllt Tudur
Mynyddoedd Pawb
Menter Iaith Conwy
Y Sgwâr
Llanrwst
LL26 0LG

Dear Esyllt

Thank you for this opportunity to place on record hunaniaith's support for the Mynyddoedd Pawb campaign.

I would, in the first place like to welcome the campaign's inauguration. Over a long period of our history as Welsh people the names of our mountains, our rivers and other features of our landscape have gradually changed. Governments, authorities, businesses and individuals have coined new names in English due to their lack of knowledge or their unwillingness to acknowledge the validity of Welsh names. Through this process some names have been lost for ever and with them a vital swathe of our history as Welsh people.

Speaking personally, I have been involved with safeguarding and promoting Welsh names for many years, as an activist with the Welsh Language Society or as a member of community and county councils.

I can declare here hunaniaith's total support for the campaign. I shall also be placing the Mynyddoedd Pawb campaign as an agenda item for the next meeting of hunaniaith's Strategic Group. We shall, at that meeting as a multi-agency group identify further actions for promoting the campaign here in Gwynedd.

We would also welcome the opportunity of working jointly with all the other Mentrau Iaith in Wales to ensure that the campaign gains a profile in all parts of Wales as well as at a national level.

I look forward to further cooperation.

Sincerely,

Dafydd Iwan,
Chair hunaniaith Strategic Direction Group.

MEETING	FULL COUNCIL
DATE	17 JULY 2014
SUBJECT	THE COUNCIL'S STRATEGIC PLAN
AUTHORS	Councillor Dyfed Edwards, Council Leader Geraint George, Head of Strategic and Improvement
RECOMMENDATION	To adopt the ambition for the measures highlighted in the Strategic Plan.

1. Introduction:

- 1.1 The Strategic Plan was adopted by the Full Council on the 1st of May 2014. At the time, there were a few gaps in the information relating to some of the measures within the plan. It was decided, therefore, to present further information about these measures at the next meeting of the Full Council on the 17th of July 2014.

2. The Strategic Plan Measures:

- 2.1 Complete information is now in place for most of the measures that required further attention. The only gaps now that need to be filled are those relating to the 13 Outcome Measures where there is a need to establish a baseline and set an ambition for them. This work will be completed in 2014 - 15.
- 2.2 A revised version of the Strategic Plan is presented in Appendix 1. The Full Council has already adopted the Strategic Plan, so the attention of Members is drawn in particular to the ambition set for the measures that have been highlighted in the document on pages 14, 16, 17, 18, 22, 23, 24, 28, 31, 33, 36 a 37.

3. Recommendation:

- 3.1 The Full Council is invited to adopt the ambition for the measures highlighted in 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



H. 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:

- 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.

Improving Attendance and Levels of Exclusions Project

- The Council will have continued to work with the County's schools to implement plans and programmes to improve pupils' attendance and reduce exclusions.

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	Performance in 2013 - 14	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%	57.98%	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. 	58.68%	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%	New Measure in 2014 - 15	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%	86.60%	87%	89%
<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. 	83%	85.4%	87%	90%

Outcome Measures	Baseline	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
Outcome = ↑ Attendance of Primary and Secondary School pupils				
• Percentage attendance of pupils in Primary Schools.	94.60%	94.60%	Improvement	95%
• Percentage attendance of pupils in Secondary Schools.	92.10%	93.40%	Improvement	95%
Outcome = ↓ Pupils excluded for fixed periods (Primary and Secondary)				
• Number of school days lost to fixed term exclusions during the academic year in Primary Schools.	126.50	111.50	Improvement	Improvement
• Number of school days lost to fixed term exclusions during the academic year in Secondary Schools.	706.50	320	Improvement	Improvement
Outcome = ↓ Pupils permanently excluded (Secondary)				
• Number of permanent exclusions in Secondary Schools.	15	4	4	Maintain
Outcome = ↑ Children and young people are educated in a quality learning environment to improve standards				
• 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)	113 (out of 116)	Maintain	Improvement
• Percentage of Empty Places (combined) in the County's Schools.	28.2%	28.2%	Improvement	18.5 - 21.6%
Outcome = ↑ Young people with appropriate skills for life and work				
• Percentage of 16 year olds achieving Level 1 Standard Threshold.	93.09%	97.1%	Maintain	Maintain
• Attainment rates based on the results of examinations in vocational courses across institutions.	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	To Be Established
Outcome = ↑ Educational performance of pupils receiving Free School Meals				
• Percentage gap between performance of Free School Meals / Non-Free School Meals learners who achieve Level 2+ Standard Threshold.	36.04%	32.20%	Maintain	20%
Outcome = ↑ Educational performance of Looked After Children				
• Percentage gap score between Looked After Children and other pupils.	34%	24%	Improvement	Improvement

Outcome Measures	Baseline	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
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%	15%	18%	15 - 20%
Outcome = ↓ Children considered as Children in Need				
<ul style="list-style-type: none"> Total Children in Need. 	720	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	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	Performance in 2013 - 14	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. 	New Measure in 2013 - 14	100%	100%	Maintain
<ul style="list-style-type: none"> Pathway plan has been agreed for children in care. 	New Measure in 2013 - 14	100%	95 - 100%	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%	4.9%	4.5 - 8%	Maintain
<ul style="list-style-type: none"> Percentage of referrals that are re-referrals within 12 months. 	31.7%	26.6%	25 - 30%	Maintain
<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%	83.7%	83 - 85%	Improvement
<ul style="list-style-type: none"> Percentage of young carers known to Social Services who were assessed. 	100%	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	5	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	1	Improvement

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	Ambition for 2014 - 15	Direction of Ambition
<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 [National Strategic Indicator]. 	0%	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. 	13.70%	18.9%	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. 	26.60%	28.5%	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). 	93.8%	95.6%	95.60%	Maintain

National Strategic Indicators	Performance in 2012 - 13	Performance in 2013 - 14	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%	22.8%	15%	Improvement
<ul style="list-style-type: none"> Percentage of eligible, relevant and former relevant children that have pathway plans as required. 	100%	100%	95 - 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%	47.2%	45 - 50%	Maintain

National Strategic Indicators	Performance in 2012 - 13	Performance in 2013 - 14	Ambition for 2014 - 15	Direction of Ambition
<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%	100%	100%	Maintain
<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%	86.7%	100%	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%	66.7%	65 - 70%	Maintain
<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	439	350 - 450	Maintain
<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%	6.3%	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%	82.5%	82.50%	Maintain
<ul style="list-style-type: none"> Percentage of final statements of special educational need issued within 26 weeks: a) Including exceptions. 	87.80%	43.1%	Improvement	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%	96.3%	96.3%	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	353.41	355	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	Performance in 2013 - 14	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. 	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	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. 	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	Improvement

Outcome Measures	Baseline	Performance in 2013 - 14	Ambition for 2014 – 15	Ambition for 2017
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. 	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	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. 	53.13%	53.13%	53 - 60%	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. 	New Measure in 2014 - 15	New Measure in 2014 - 15	100%	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. 	97%	95%	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. 	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	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]. 	95.7%	95.7%	90 - 100%	90 - 100%

Outcome Measures	Baseline	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
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%	34 - 36%	36 - 38%
<ul style="list-style-type: none"> Percentage of adults who are overweight or obese. 	55%	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%	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). 	New Measure in 2014 - 15	New Measure in 2014 - 15	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. 	New Measure in 2014 - 15	New Measure in 2014 - 15	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:

- The Council's Key Measures
- National Strategic Indicators

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Percentage of homeless referrals decided within 33 working days. 	77.4%	81.4%	82 - 89.5%	Improvement
<ul style="list-style-type: none"> Enablement - Percentage of Enablement service recipients who returned within 2 years. 	11.07%	12.60%	10 - 12.6%	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	20.04	Improvement	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%	78.52%	Improvement	Improvement

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	Ambition for 2014 - 15	Direction of Ambition
<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. 	New Measure in 2013 - 14	100%	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	10192	10192	Maintain
<ul style="list-style-type: none"> Percentage of children that by the age of 11 have reached national curriculum standard in swimming. 	80%	80%	85%	Improvement

National Strategic Indicators	Performance in 2012 - 13	Performance in 2013 - 14	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	46.21	Improvement	Improvement
<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	25.59	Improvement	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	0.9	0.8 - 1.2	Improvement
<ul style="list-style-type: none"> Average number of calendar days taken to deliver a Disabled Facilities Grant. 	298	271	240 - 260	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	Performance in 2013 - 14	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.	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	To Be Established
• Number of jobs created within County businesses as a result of the Council's procurement activity.	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	To Be Established
• Percentage Council spending with local businesses.	40.33%	40.33%	Improvement	40 - 45%
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.	New Measure in 2014 - 15	New Measure in 2014 - 15	250 new	750 new (cumulative)
• Money attracted into the local economy from high profile events.	£6.3m	New Measure in 2014 - 15	£3.5m	£10.5m (cumulative)

Outcome Measures	Baseline	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
Outcome = ↑ High value jobs available to people in the County				
• The number of high value jobs created.	New Measure in 2014 - 15	New Measure in 2014 - 15	30 new	150 – 200 (cumulative)
Outcome = ↑ Choice of variety jobs for people across Gwynedd				
• The number of jobs created within Gwynedd's Areas.	68.5	68.5	50	To Be Established

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	Ambition for 2014 - 15	Direction of Ambition
• Number of new jobs created with the support of the Council	60	80.38	36	Accept a reduction in the current climate

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.

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

- 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	Performance in 2013 - 14	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. 	82% note a positive effect in that the house is affordable; 77% note a positive effect in terms of social attitudes.	82% note a positive effect in that the house is affordable; 77% note a positive effect in terms of social attitudes.	Maintain	Maintain
<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. 	50	50	70	262 (Cumulative)

Outcome Measures	Baseline	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
<ul style="list-style-type: none"> Number of individuals / couples / families who have benefited as a result of the provision of affordable housing. 	New Measure in 2014 - 15	New Measure in 2014 - 15	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	24.84%	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 	New Measure in 2014 - 15	New Measure in 2014 - 15	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%	54.30%	56%	60%
<ul style="list-style-type: none"> Percentage of Local Authority collected commercial waste prepared for reuse, recycling and composting. 	27.30%	30.79%	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)	19,650t	19,731t	17,895t

What else will we be measuring?

We will also measure other key measures that are relevant to the thematic area, namely:

- The Council's Key Measures
- National Strategic Indicators

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	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%	92.00%	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. 	New Measure in 2013 - 14	91.00%	75 - 100%	Improvement
<ul style="list-style-type: none"> Percentage of all relevant planning applications determined within 8 weeks. 	70.1%	77.22%	70 - 75%	Maintain

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	Ambition for 2014 - 15	Direction of Ambition
<ul style="list-style-type: none"> Measure of cleanliness and appearance of streets. 	71.88%	71.85%	71%	Improvement
<ul style="list-style-type: none"> Percentage of principal (A) roads that are in overall poor condition. 	5.2%	4.4%	5%	Accept a reduction in the current climate
<ul style="list-style-type: none"> Percentage of non-principal/classified (B) roads, that are in overall poor condition. 	5.3%	4.7%	5.1%	Accept a reduction in the current climate

National Strategic Indicators	Performance in 2012 - 13	Performance in 2013 - 14	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%	41%	16 - 30%	Accept a reduction in the current climate
<ul style="list-style-type: none"> Percentage of adults aged 60 or over who hold a concessionary bus pass. 	84.93%	84.56%	82.63 - 84.04%	Maintain
<ul style="list-style-type: none"> Percentage of fly tipping incidents on relevant land cleared within 5 working days. 	93.8%	97.86%	94 - 95%	Maintain
<ul style="list-style-type: none"> Percentage of municipal waste sent to landfill. 	46.92%	46.07%	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. 	4.34%	5.24%	4.5 - 5.5%	Maintain

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	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
Outcome = ↑ Social use of Welsh by children and young people outside of school				
• Number of Primary Schools in Gwynedd that have achieved the Bronze Award of the Gwynedd Primary Schools Welsh Language Charter.	21 (out of 24)	21 (out of 24)	43 - 50	Improvement
• Number of Primary Schools in Gwynedd that have achieved the Silver Award of the Gwynedd Primary Schools Welsh Language Charter.	0	0	15	Improvement
Outcome = ↑ People able to cope independently with the financial challenge arising from Welfare Reform				
• Percentage of individuals that have demonstrated progress towards coping independently of those that have received advice and / or financial skills provision.	New Measure in 2014 - 15	New Measure in 2014 - 15	Establish Baseline	Improvement
Outcome = ↓ People accepted as homeless				
• Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months [National Strategic Indicator].	42.20%	42.20%	45%	45%
• Average number of days every homeless family with children has spent in bed and breakfast accommodation.	40.80	22.25	28	21
• Average number of days every homeless family has spent in bed and breakfast accommodation.	40.45	35.80	30	28

What else will we be measuring?
 We will also measure other key measures that are relevant to the thematic area, namely:

- The Council's Key Measures
- National Strategic Indicators

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	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	24.16	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	8.6	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. 	New Measure in 2013 - 14	85%	85%	Maintain

National Strategic Indicators	Performance in 2012 - 13	Performance in 2013 - 14	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	5040	5060	Improvement

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>CC1: Promoting the Welsh Language:</u></p> <p><i>Young People's Social Use of Welsh</i></p> <ul style="list-style-type: none"> 2 pilots will be active in Secondary Schools as a means of increasing young people's social use of Welsh. <p><i>Housing and Language Survey</i></p> <ul style="list-style-type: none"> 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. <p><u>CC2: Tackling Poverty and Deprivation:</u></p> <p><i>Joint Action Against Poverty</i></p> <ul style="list-style-type: none"> 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	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
Outcome = ↑ People receiving services that meet their needs and offer value for money				
• Percentage of Gwynedd residents who are satisfied with the way the Council runs things.	57%	63%	Improvement	Improvement
• Percentage of residents who think the Gwynedd Council provides value for money.	49%	54%	Improvement	Improvement
• Amount of savings achieved through interventions of <i>Ffordd Gwynedd</i> .	New Measure in 2014 - 15	New Measure in 2014 - 15	£200,000	To be established

Outcome Measures	Baseline	Performance in 2013 - 14	Ambition for 2014 - 15	Ambition for 2017
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%	32%	Improvement	Improvement
Outcome = ↔ Achieve savings of £15m without making cuts				
<ul style="list-style-type: none"> Savings achieved that are efficiencies. 	Not relevant	£3.2,	£4.4m	£15m (cumulative)

What else will we be measuring?

We will also measure other key measures that are relevant to the thematic area, namely:

- The Council's Key Measures
- National Strategic Indicators

Council's Key Measures (Tier 1)	Performance in 2012 - 13	Performance in 2013 - 14	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	4	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	5.82	Maintain	Maintain
<ul style="list-style-type: none"> Percentage of Strategic Plan projects that have achieved their pledges. 	New Measure in 2014 - 15	New Measure in 2014 - 15	70	Maintain
<ul style="list-style-type: none"> Council's actual expenditure in comparison with the budget. 	0.4%	To Be Established	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%	94%	93%	Maintain
<ul style="list-style-type: none"> Current Year Council Tax Collection Rate. 	97.15%	85.4%	96.5 - 97.5%	Maintain

There are no National Strategic Indicators for this thematic area.

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.

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

The Big Conversation

- 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.

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.