

Complete Agenda

CABINET

GWYNEDD COUNCIL

DATE	Tuesday, 16th January, 2018
TIME	1.00 pm
LOCATION	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH
CONTACT POINT	Annes Siôn 01286 679490 cabinet@gwynedd.llyw.cymru

GWYNEDD COUNCIL CABINET MEMBERS

Members	
Dyfrig L. Siencyn	Leader
Mair Rowlands	Deputy Leader
Craig ab Iago	Cabinet Member for Housing, Leisure and Culture
Gareth Wyn Griffith	Cabinet Member of Highways and Municipal
Peredur Jenkins	Cabinet Member for Finance
Dafydd Meurig	Cabinet Member for the Environment
Dilwyn Morgan	Cabinet Member for Children and Young People
W. Gareth Roberts	Cabinet Member for Adults, Health and Wellbeing
Gareth Thomas	Cabinet Member for Education
Ioan Thomas	Cabinet Member for Economic Development

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THE CABINET 12/12/17

Present-

Councillors: Dyfrig L. Siencyn, Mair Rowlands, Craig ab Iago, Gareth Wyn Griffith, Peredur Jenkins, Dafydd Meurig, Dilwyn Morgan, Gareth Thomas and Ioan Thomas

Also present:

Dilwyn Williams (Chief Executive), Morwena Edwards (Corporate Director), Iwan Trefor Jones (Corporate Director), Dafydd Edwards (Head of Finance Department), Iwan Evans (Head of Legal Services).

Item 6: Geraint Owen (Head of Corporate Support Department).

Item 7: Sioned Williams (Head of Economy and Community Department) and Nia Bowden (High Value Jobs Programme and Snowdonia Enterprise Zone Manager).

1. APOLOGIES

Cabinet Members and officers were welcomed to the meeting.

Apologies were received from Cllr W. Gareth Roberts and Cllr Annwen Hughes, as the Local Member for item 7.

2. DECLARATION OF PERSONAL INTEREST

There were no declarations of personal interest.

3. URGENT ITEMS

There were no urgent items to discuss

4. MATTERS ARISING FROM OVERVIEW AND SCRUTINY

There were no matters arising from overview and scrutiny.

5. MINUTES OF THE MEETING HELD ON 24 OCTOBER

The Chair signed the minutes of the Cabinet meeting held on 21 November 2017, as a true record.

6. HUMAN RESOURCES ANNUAL REPORT

The item was submitted by Cllr Mair Rowlands

RESOLVED

The Annual Report was approved.

DISCUSSION

The report was submitted noting that the latest report drew attention to the main challenges that were facing Human Resources. Attention was drawn to developing the Apprenticeship Scheme that the Council had identified as a priority over the last year and that the work programme within the People Plan needed to be updated to reflect this.

It was also noted that it was appropriate to note that since publishing the report, the Council had received a Gold Health assessment again this year. It was explained that the number of sickness days had increased during the year; nevertheless, the number of staff members who had not missed a day of work due to sickness had also increased.

It was outlined that the percentage of women who worked in the Council was currently much higher than men - the percentage was 75%. It was emphasised that the percentage was higher in departments with the largest budgets. Nevertheless, the Council's age profile was higher and there would be a need to keep an eye on this. It was emphasised that this was not a Human Resources annual report, but a report on the Council's employment.

Observations arising from the discussion

- It was asked whether it would be possible to have input from the field of Children, and specifically looked after children, when looking at Apprenticeships to see whether it would be possible for looked after children to gain access to the jobs. It was noted that there had been a discussion on this at the Departmental Management Team and they had agreed to do this.

7. APPLICATION FOR EUROPEAN FUNDS TO IMPROVE INFRASTRUCTURE AND ACCESS AT SNOWDONIA AREOSPACE CENTRE, LLANBEDR

The item was submitted by Cllr Ioan Thomas

RESOLVED

Resolved:

1. To support the principle that Gwynedd Council is taking on the role of Lead Body for the project
2. Subject to receiving a confirmation of the other contributions:

- i. That the Cabinet gives its approval to the Economy and Community Department's decision to commit £250,000,000 of its Joint Funding Fund towards a plan of approximately £25,000 to develop appropriate infrastructure to support the development of the Snowdonia Aerospace Centre in Llanbedr.
- ii. That Gwynedd Council commit another £250,000 to the plan in advance of the proposed Asset Management Plan.

DISCUSSION

The report was submitted as there was a need for further investment on the location. It was estimated that developing the Snowdonia Aerospace Centre, Llanbedr to be a centre for excellence for developing and trialling remotely-piloted vehicles could lead to the creation of 100 jobs. It was noted that in order to enable the development of the site, further investment was needed, including improvements to the facilities on the airfield and a new access road which would by-pass Llanbedr village centre.

It was emphasised that the Airfield was a significant asset which could develop the economy of Meirionnydd by creating high value jobs. The site was also part of the Snowdonia Enterprise Zone, and the Council had been working closely with the company that operated the site and Welsh Government to develop it. It was emphasised that Welsh Government owned the site and they had leased the site to the Snowdonia Aerospace company on a long-term contract.

It was emphasised clearly that Gwynedd's contribution was going entirely towards improving access to the site, which would include improvements to local roads.

Observations arising from the discussion

- It was noted that many individuals and organisations had asked whether there would be an investment into the companies that were located on the site, as there were companies that developed weapons. It was emphasised again that the Council's funding would be used to develop the road and not the location itself.
- It was noted that Meirionnydd had seen a decrease in the number of high value jobs in recent years, and it was noted that there was a need to invest in infrastructure in order to attract high value jobs and enable local people to stay in the area. It was added that 10 local companies used the site and the existing road was poor; there was a need to invest in the road in order to enable a local company to expand.
- It was asked why it would be Gwynedd Council taking the Lead role - it was noted because Welsh Government received the funding from Europe, and therefore could not give them finance themselves, and the Company running the site had no experience and therefore the Council was the only option.
- It was asked what the company who owned the lease was doing - it was noted that the company was in the process of developing a business plan in order to be able to lease parts of the location to local companies, to upgrade places on the site and they were making an application to become an Aerospace Centre. It was noted that they were aiming to maintain the site and to increase the value of the site and acquire more tenants.

- A discussion was held for the management of the future and whether the developments would continue to have to follow the Council's planning rules - it was noted that they would and that the investment on the road would not impact the arrangement.
- It was noted that there was no mention of a Plan to develop weapons / drones in the report, asked whether anyone had any plans to do this. It was noted that the QinetiQ company, who carried out work in the field of drones, was a tenant on the site but that the site was not specifically for them.
- In terms of the Council, it was noted that making improvements to the road was a good deal as it contributed towards creating more jobs locally.
- It was asked about the opinion of the local people of Llanbedr to the application - it was noted that they had been asking for a bypass to the village since the 1950s, and that they encouraged the Council to move forward with the application.

8. FORWARD WORK PROGRAMME

The report was submitted by Cllr Dyfrig Siencyn

RESOLVED

The Forward Work Programme included with the meeting papers was approved.

DISCUSSION

The forward work programme was submitted, noting that there would be some additions to the forward work programme nearer to the dates.

The meeting commenced at 1.00 pm and concluded at 1.50 pm

CHAIRMAN

Report to the Cabinet

Date of meeting:	16 January, 2018
Cabinet Member:	Councillor Gareth Roberts
Contact Officer:	Morwena Edwards, Corporate Director
Contact Number:	Telephone 01286 679 468
Title of Item:	Integration Agreement within the care and health field regionally

THE DECISION SOUGHT

Members are asked to accept the Integration Agreement as set out in Appendix 1. This agreement provides the governance arrangements for Social Care Services to work in partnership across the region and to satisfy legislative requirements as noted in Part 9 of the Social Services and Well-being (Wales) Act.

Members are asked to accept that the cabinet member will approve individual agreements for specific projects unless there are specific implications for which it would be appropriate to seek the Cabinet's opinion.

1. Background

- 1.1 For some years now, the six Local Authorities in north Wales together with Betsi Cadwaladr University Health Board (the Health Board) have worked together informally, as a collaboration, in order to ensure improvements for the social care field regionally.
- 1.2 This collaboration was instructed by a memorandum of understanding, but the emergence of the Social Services and Well-being (Wales) Act 2014 (the Act) has required the formalisation of these arrangements via an integration agreement.
- 1.3 The Report submitted requests that members consider the Integration Agreement (Appendix 1).

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- 1.4 This agreement notes the desire and agreement of the six authorities in north Wales and the Health Board to collaborate on specific projects in terms of identifying opportunities for improving services for people by introducing integrated services. This could lead to using pooled budgets arrangements. This agreement is in accordance with Part 9 of the Act which provides guidance on partnership arrangements between authorities and the Health Board.
- 1.5 Since 2014, the six Local Authorities and the Health Board have collaborated using the Collaboration framework (memorandum of understanding) to agree strategically on service developments including the use of the Integrated Care Fund.
- 1.6 In order to ensure accurate governance and in accordance with the duties set out in the Act and Code of Practice provided under Part 2 section 9 (1) (General Functions) of the Act, these arrangements need to be formalised.
- 1.7 As members will be aware, part of the formal arrangements was to create a Regional Partnership Board (sometimes referred to as the Part 9 Board). The Board's Terms of Reference can be seen in Annex C, Appendix 1. The Board has been operational since 2015, and oversees specific pieces of regional work as noted in the Act.
- 1.8 Some specific activities or fields have been noted in part 9 of the Act as fields which should be considered as suitable to be looked at in terms of integration options. There is also a responsibility on the parties to identify other services which could be suitable for the delivery of integrated, co-operative or pooled functions. The intention is that the services put forward as options should satisfy the five principles (page 3, Appendix 1) developed by the Regional Partnership Board.
- 1.9 Two areas have been noted within the Act which will require the Parties to join a formal partnership (with one or more partnership arrangements underway) with a lead commissioner and a pooled fund manager, namely:
- Care Home Accommodation Functions
 - Integrated Family Support Service Functions (namely IFSS)
- The Act does not insist that these partnerships are regional partnerships, they are local partnerships due to our view that this provides the best service for the people of Gwynedd.
- 1.10 Discussions are taking place on a national level with Welsh Government in terms of the care home accommodation field in relation to the requirement to create a pooled fund for care home accommodation.
- 1.11 The Council is in the process of trialling the use of a pooled fund with the Health Board on a local level within the adults field, which would include budgets for care homes. This follows logically from the work that has taken place to create integrated teams (Alltwn project). The lessons learned from this work in Gwynedd will be shared regionally.
- 1.12 In terms of the Integrated Family Support Service (IFSS) functions, arrangements are already in place in Gwynedd, with the Health Board and the Isle of Anglesey County Council in terms of providing an integrated service which includes a pooled fund. The Isle of Anglesey County Council is the lead authority with this work.

2. The Integration Agreement

- 2.1 Therefore, the intention of the Integration Agreement is to set a formal foundation for the region so that we can ensure that we provide services in the most effective and sustainable way for the people of north Wales.
- 2.2 This agreement acknowledges that every organisation will retain statutory responsibility for their functions carried out under any pooled arrangements and that therefore the pooled fund partnership agreement or such other agreement that is developed is an important document that will cover accountability, decision-making and financial management in order to satisfy all Parties.
- 2.3 There are individual agreements for specific fields e.g. ICF (Integrated Care Fund) in place, and have been approved by me as the cabinet member. The intention is to authorise any individual agreement as a cabinet member decision unless the specific agreement has implications which should be considered by the Cabinet.

3. Considerations

- 3.1 The Integration Agreement (Appendix 1) is a basis to formalise the collaboration arrangements regionally, and part of this is the consideration of developing pooled budgets. Clearly, members will welcome any regional activity which improves services for the people of Gwynedd.
- 3.2 Section 1.9 to 1.11 above explains the local developments the Council have been part of and which involve pooled budgets, at present the Act does not require the establishment of regional pooled budgets. However, discussions are underway nationally and Welsh Government guidance suggests that they are eager to see this happening. It is unclear as yet what the benefits of creating regional pooled budgets would be for the people of Gwynedd.
- 3.3 Therefore, the question is would agreeing to the Integration Agreement submitted commit the Council to establishing regional pooled budgets? This is not the intention of this agreement, which clearly states:
 - The Parties agree that they will carry out a detailed and tested options appraisal as to the most appropriate form of service integration in respect of the Projects in Annex A
 - The Parties agree that they will carry out a joint (or multi party) consultation exercise in accordance with Part 9 of the Act, with those persons who appear to be affected by the Projects as and when each Project is initiated.
 - The Parties enter into this Agreement fully intending to honour their legal obligations subject always to each Party's obligation of acting in the best interests of their home authority and in compliance with their fiduciary duties.

4. REASONS FOR RECOMMENDING THE DECISION

- 4.1 In order to comply with the requirements of Part 9 of the Social Services and Well-being (Wales) Act 2014 in terms of the need to collaborate.
- 4.2 In order to ensure that robust governance arrangements are in place, it is essential that an integration agreement is in place so that all parties are clear what the requirements are.

5. WELL-BEING OF FUTURE GENERATIONS ACT

- 5.1 Long Term – the aim of the integration is to see the sustainability of the care sector given the increase demand. They provide the opportunity to develop the services and drive up quality.
- 5.2 Prevention – this is at the heart of the Social Services and Wellbeing Act 2014 and a fundamental part of the integration agenda.
- 5.3 Integration – the purpose of the reports is based around the integration of provision across the region.
- 5.4 Collaboration – the agreements provide the Social Care Services with the opportunity to further collaborate whilst ensuring there is a strong governance in place.
- 5.5 Involvement – the agreements will ensure the governance around the development of pooled budgets is based on consultation and involvement and further scrutiny will be provided as these are individually developed.

Views of the Statutory Officers:

i. Monitoring Officer:

As noted in the Report, there is now a statutory obligation under the Social Service and Wellbeing (Wales) Act 2014 to ensure that a formal collaboration agreement exists between the Local Authorities and the Health Board. The Integrated Agreement satisfies this requirement. The Legal Service has been advising on the contents of the Agreement, and there will be a need to ensure legal input with regard to any subsequent individual agreement. No further comments in terms of propriety.

ii. Head of Finance Department:

In accordance with the Social Service and Well-being (Wales) Act 2014, establishing an Integrated Agreement is a statutory requirement. I am satisfied that Gwynedd Council has given input into the contents of the draft agreement before it has been presented to the Cabinet.

From a financial perspective, there are clear risks with the establishment of pooled funds (principally deriving from the loss of local contract), but I am satisfied that the draft agreement shows an effort on the part of all partners to ensure that such steps only occur when they are for the benefit of all partners and their residents, and criteria have been set. I therefore support the intention of this agreement to tread carefully before

committing to any pooled fund arrangements beyond the local developments that are already in progress (as described in parts 1.9 to 1.11 of the report).

Appendices:

**Appendix 1
Integration
Agreement**



CYDWEITHREDFA GWELLA GWASANAETHAU
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**NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE**

2017

INTEGRATION AGREEMENT
made under Part 9 of the
SOCIAL SERVICES AND WELLBEING ACT (WALES) 2014

between

BETSI CADWALADR UNIVERSITY HEALTH BOARD

CONWY COUNTY BOROUGH COUNCIL

DENBIGHSHIRE COUNTY COUNCIL

FLINTSHIRE COUNTY COUNCIL

GWYNEDD COUNCIL

ISLE OF ANGLESEY COUNTY COUNCIL

WREXHAM COUNTY BOROUGH COUNCIL

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THIS AGREEMENT is dated

2017

PARTIES

- (1) Betsi Cadwaladr University Health Board (**BCUHB**)
- (2) Conwy County Borough Council (**CCBC**)
- (3) Denbighshire County Council (**DCC**)
- (4) Flintshire County Council (**FCC**)
- (5) Gwynedd Council of (**GC**)
- (6) Isle of Anglesey County Council (**IOACC**)
- (7) Wrexham County Borough Council (**WCBC**)

Hereinafter referred to as the ‘Parties’ or singularly a ‘Party’

1. BACKGROUND

- 1.1 The Parties have agreed to work together on the projects detailed in Annex A (**Projects**).
- 1.2 The Parties wish to record the basis on which they will collaborate with each other on the Projects. This Agreement sets out:
 - (a) the key objectives of the Projects ;
 - (b) the principles of collaboration;
 - (c) the governance structures the Parties will put in place; and
 - (d) the respective roles and responsibilities the Parties will have during the Projects.

2. KEY OBJECTIVES OF THE PROJECTS

- 2.1 The Parties shall undertake the Projects to achieve the key objectives set out in Annex A (**Key Objectives**); in particular, to identify opportunities for integrated services, that may also lend themselves to a formalised pooled fund arrangement.
- 2.2 The Parties agree that conditional upon entering into any pooled fund agreement that the arrangements are:
 - 2.2.1 Likely to lead to an improvement in the way in which those functions are exercised (taking into account value for money considerations); and

- 2.2.2 The partners have consulted jointly those persons who may be affected by the arrangements; and
- 2.2.3 the partnership arrangements fulfil the objectives set out in any Annual Operation Plan and any Health Improvement Plan of the Local Health Board in whose area the arrangements are to operate.
- 2.3 The Projects that will require the Parties to sign up to a formalised partnership (with one or more partnership arrangements in place) with a lead commissioner and pooled fund manager are (1) Care Home Accommodation Functions and (2) Family Support Functions.
- 2.4 The Parties acknowledge that the list of Projects in Annex A are as directed by Part 9 Social Services and Well Being (Wales) Act 2014, (the 'Act'), but that there is an obligation on the Parties to identify other services that could also be suitable for pooled or non pooled collaborative delivery of functions, which may meet the 5 Principles that have been developed by the North Wales Regional Partnership Board (the 'Regional Partnership Board').
- 2.5 The Parties acknowledge that there may be circumstances where a step change approach may be appropriate in some areas, such as contributions to a 'Lead' fund until the time is right for a fully pooled fund.
- 2.6 The Parties acknowledge there are existing formalised shared arrangements in place and the contributions already made (financial and otherwise) are as detailed in Annex B.
- 2.7 The Parties agree that they will carry out a detailed and tested options appraisal as to the most appropriate form of service integration in respect of the Projects in Annex A that are identified as such.
- 2.8 The Parties agree that they will carry out a joint (or multi party) consultation exercise in accordance with Part 9 of the Act, with those persons who appear to be affected by the Projects as and when each Project is initiated.
- 2.9 The Parties acknowledge that the programme of Projects and the integration services are consistent with the Regional Partnership Board's objectives and those of the Parties to this Agreement.
- 2.10 The Parties acknowledge that each will retain statutory responsibility for their functions carried out under any pooled arrangements and that therefore the pooled fund partnership agreement or such other agreement that is developed is an important document that will cover accountability, decision making and financial management in order to satisfy all Parties.

- 2.11 The integration direction will in time be influenced by the development of Joint Area Plans which are required to be developed under the Act with the direction of integration reflecting the fluidity of knowledge the Parties will gather.

3. PRINCIPLES OF COLLABORATION

- 3.1 The Parties affirm the 5 principles as developed by the Regional Partnership Board on the 10th November 2016 for the delivery of sustainable and improved health and wellbeing for all people in North Wales. This means:

- 1) Whole system change and reinvestment of resources to a preventative model that promotes good health and well-being and draws effectively on evidence of what works best
- 2) Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers and communities)
- 3) People are enabled to use their confidence and skills to live independently, supported by a range of high quality, community based options
- 4) Embedding co-production in decision making so that citizens and their communities shape services
- 5) Recognise the broad range of factors that influence health and wellbeing and the importance of the links to these areas (including education, housing, welfare, reduced homelessness, economic growth, regeneration, leisure and the environment)

- 3.2 In order to underpin these principles and achieve the Key Objectives the Parties agree to adopt the following important key behaviours :

- (a) collaborate and co-operate. Establish and adhere to the governance structure set out in this Agreement to ensure that activities are delivered and actions taken as required;
- (b) be accountable. Take on, manage and account to each other for performance of the respective roles and responsibilities set out in this Agreement;
- (c) be open. Communicate openly about major concerns, issues or opportunities relating to the Projects;
- (d) learn, develop and seek to achieve full potential. Share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;

- (e) learn lessons. Carry out a lessons learned exercise at the end of each Project, report the findings to the Regional Partnership Board and apply the learning to the next Project.
- (f) adopt a positive outlook. Behave in a positive, proactive manner;
- (g) adhere to statutory requirements and best practice. Comply with the obligations laid down in Part 9 of the Act mandated upon the Parties and any other applicable laws and standards including EU and/or domestic procurement rules, data protection and freedom of information legislation. In particular the Parties agree to comply with the requirements of any Information Sharing obligations the Parties have signed up to in accordance with the WASPI Information Sharing Framework and as set out in the Partnership Arrangement (Wales) Regulations 2015; and in line with Welsh Government guidance and practice notes in relation to Welsh Government Procurement and Commissioning policy, whilst commissioning or procuring services to support delivery of any integrated services.
- (h) act in a timely manner. Recognise the time-critical nature of the Projects and respond accordingly to requests for support;
- (i) work with stakeholders and co-producers ; notably service users and staff.
- (j) deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this Agreement ; and
- (k) act in good faith to support achievement of the Key Objectives and compliance with the 5 Principles set out in clause 3.1

4. PROJECT GOVERNANCE

4.1 Overview

The governance structure defined below provides a structure for the development of the Projects.

4.2 Guiding principles

The following guiding principles are agreed. The Project's governance will:

- (a) provide strategic oversight and direction;
- (b) be based on clearly defined roles and responsibilities at organisation, group and, where necessary, individual level;
- (c) align decision-making authority with the criticality of the decisions required;

- (d) be aligned with Project scope and each Project stage, (and may therefore require changes over time);
- (e) leverage existing organisational, group and user interfaces;
- (f) provide coherent, timely and efficient decision-making; and
- (g) correspond with key objectives.

4.3 **Regional Partnership Board (Board)**

- (a) The Board has been established under s.168 of the Act and provides overall strategic oversight and direction to the Projects and plays a vital role in the direction and oversight of any partnership arrangements that are developed, together with ensuring that the governance and accountability is sufficiently in place. This Board consists of the members listed at Annex C.
- (b) The Board is managed in accordance with the terms of reference at Annex C. The Board is required to report to the Welsh Government on progress in the priority areas that are set out in Part 9 of the Act.
- (c) The Parties agree that the Board is central to the success and effectiveness of any integrated services that are developed, as is identified in the governance overview chart at Annex C.
- (d) The Board shall approve any written agreements giving effect to integrated services and any delegation of functions that are required, before such written agreements are submitted to the respective Parties to this Agreement, for approval, formal adoption and delegation of powers, to a receiving Host or Lead Authority.

4.4 **Pooled budgets regional project team**

- (a) The pooled budgets regional project team will provide strategic management at Project and work stream level. It will provide assurance to the Regional Partnership Board that the Key Objectives are being met and that the Projects are developing within the boundaries set by the Regional Partnership Board.
- (b) This team consists of representatives from each of the Parties. The team shall have responsibility for the creation and execution of the project plan and deliverables, and therefore it should draw technical, commercial, financial, legal and communications resources as appropriate into this team. The team shall meet monthly.
- (c) Parties should consider how best to utilise any funding streams available to secure the appropriate resources to support the region in delivering the Projects identified.

4.5 Reporting

Project reporting shall be undertaken at four levels:

- (a) **Pooled Budgets Regional Project Team:** Minutes and actions will be recorded for each Team meeting. Any additional reporting requirement shall be at the discretion of the Team.
- (b) **Regional Partnership Board:** Reporting shall be quarterly from the team set out in clause 4.4 above, to this Board. The Board shall receive reports on progress; issues being managed; issues requiring help (that is, escalations to the Regional Partnership Board or the Regional Leadership Board) and progress planned for the next period.
- (c) **Organisational:** the Pooled Budgets Regional Project Team members shall be responsible for drafting reports into their respective sponsoring or home organisation as required for review or approval of integrated services, in accordance with their own internal processes. Such reports will be ordinarily be in a standardised format with the communication agreed by the Pooled Budgets Project Team.
- (d) **Regional Leadership Board:** reporting to this Board (whose membership consists of cross-sector Chief Executive Officers/Leaders) will be as requested by the North Wales Regional Leadership Board or where the Regional Partnership Board considered appropriate.

5. ROLES AND RESPONSIBILITIES

- 5.1 The Parties identified below shall undertake the following roles and responsibilities in order to guide and support progress, with individual authorities/officers working with this core team in order to reach project completion:

Activity	Lead Responsible Party/s	Assured by
Integrated Services Project Management (regional)	NW SCW-BSC (North Wales Social Care and Well-Being Services Collaborative)	Pooled Budgets Regional Project Team.
Local Projects	Regional Collaboration Team	Local Project Managers on a case by case basis

Financial/Pooled budget parameters and related advice	Conwy County Borough Council & Denbighshire County Council s.151 Officers and Betsi Cadwaladr University Health Board Chief Finance Officer	Any Party affected by any Integration projects.
Procurement support	Local Procurement Unit	Any Party affected by the Integration projects.
Communications	Denbighshire County Council (BJE)	Comms team of the affected Parties
Legal Support	Denbighshire County Council	Pooled Budgets Regional Project Team.
HR relations	Betsi Cadwaladr University Health Board HR specialist	Pooled Budgets Regional Project Team and Any Party affected by the HR proposals.
Service User Consultation and Engagement	Nominated Representatives selected from the Regional Partnership Board including Service User, Carer, third sector and citizen panel representatives.	Regional Partnership Board

5.2 For the purpose of the table above:

- (a) **Lead:** the party that has principal responsibility for undertaking the particular task stated, with approval being given by the Pooled Budgets Regional Project Team. The Lead must act in compliance with the Objectives and Principles as set out in clause 3.1 at all times, and consult with any agreed Lead Authority affected in advance, if they are identified as having a role to Assure the relevant activity;

- (b) **Assure:** the party that will defer to the Lead on a particular task, but will have the opportunity to review and provide input to the Lead before they take a final decision on any activity. All assurance must be provided in a timely manner. Any derogations raised must be limited to raising issues that relate to specific needs that have not been adequately addressed by the Lead and/or concerns regarding compliance with the Key Objectives and Principles as set out in clause 3.1

5.3 Once the integration model for a particular Project has been agreed, the party with the lead role for any aspect of a particular Project shall develop a delivery plan for that part of the Project which shall identify the following:

- (a) the key milestones for the delivery of the Key Objectives;
- (b) what employees (other than employees identified in this Agreement) will be required to work on the Project;
- (c) whether any staff will need to be seconded from one party to another;
- (d) what staff will require access to the premises of another Party;
- (e) the HR activities required to communicate key messages to staff affected

Each delivery plan must be approved by the Parties and the Regional Partnership Board prior to being implemented.

6. ESCALATION

6.1 If any Party has any issues, concerns or complaints about the Project, or any matter in this Agreement, that Party shall notify the other parties and the Parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Regional Pooled Budgets Team, which shall decide on the appropriate course of action to take. If the matter cannot be resolved by the Team within 60 calendar days the matter may be escalated to the Regional Partnership Board for resolution.

6.2 If any Party receives any formal inquiry, complaint, claim or threat of action from a third party (including, but not limited to, claims made by a supplier or requests for information made under the Freedom of Information Act 2000) in relation to a Project, the matter shall be promptly referred to the Integrated Services Project Manager to enable consultation to be co-ordinated before any response is issued.

7. INTELLECTUAL PROPERTY

7.1 The Parties intend that [notwithstanding any secondment] any intellectual property rights created in the course of the Project shall vest in the party whose employee created them (or in the case of any intellectual property rights created jointly by employees of

all parties in the party that is lead party noted in clause 5 above for the part of the project that the intellectual property right relates to).

- 7.2 Where any intellectual property right vests in any Party in accordance with the intention set out in clause 7.1 above, that party shall grant an irrevocable licence to the other parties to use that intellectual property for the purposes of the Project.

8. TERM AND TERMINATION

- 8.1 This Agreement shall commence on the date of signature by all parties, and shall expire on a date to be agreed by the Parties.

- 8.2 All parties may terminate this Agreement by giving at least six months' notice in writing to all Parties. Termination of any arrangement developed as proposed in Annex A will be in accordance with the terms of that arrangement that is agreed between two or more Parties at the time.

- 8.3 Such notice to terminate shall be reported to the next Regional Partnership Board meeting.

9. VARIATION

This Agreement, including the Annexes, may only be varied by written agreement of the Parties.

10. CHARGES AND LIABILITIES

- 10.1 Except as otherwise provided, the Parties shall each bear their own costs and expenses incurred in complying with their obligations under this Agreement.

- 10.2 All Parties shall remain liable for any losses or liabilities incurred due to their own or their employee's actions and no party intends that the other parties shall be liable for any loss it suffers as a result of this Agreement.

- 10.3 All Parties shall remain liable for any claims or challenges made directly against them and any lead responsible party will not be liable for any losses. Each organisation is responsible for assurance of any project they become a signatory to, in accordance with their own internal decision making, governance and oversight rules.

11. STATUS

- 11.1 This Agreement is intended to be legally binding, and such legal obligations or legal rights that may arise between the parties from this Agreement will emanate from the

integration that the Parties shall progress in accordance with the spirit and intention of Part 9 of the Social Services and Wellbeing (Wales) Act 2014, any s.33 National Health Service (Wales) 2006 agreements or any other collaborative or integrated services that are developed.

11.2 The Parties enter into this Agreement fully intending to honour their legal obligations subject always to each Party’s obligation of acting in the best interests of their home authority and in compliance with their fiduciary duties.

11.3 Nothing in this Agreement is intended to, or shall be deemed to, establish any partnership under the Partnership Act 1890 or commercial joint venture between the Parties, constitute other Parties as the agent of the other Parties, nor authorise either of the Parties to make or enter into any commitments for or on behalf of the other Parties.

12. GOVERNING LAW AND JURISDICTION

This Agreement shall be governed by and construed in accordance with Welsh and English law and, without affecting the escalation procedure set out in clause 6, each Party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

Signed for and on behalf of :
Betsi Cadwaladr University Health Board
Signature:
Name:
Position:
Date:

Signed for and on behalf of :
Conwy County Borough Council

Signature:
Name:
Position:
Date:

Signed for and on behalf of:
Denbighshire County Council

Signature:
Name:
Position:
Date:

Signed for and on behalf of :
Flintshire County Council

Signature:
Name:
Position:
Date:

Signed for and on behalf of:
Gwynedd Council

Signature:
Name:
Position:
Date:

Signed for and on behalf of:
Isle of Anglesey County Council

Signature:
Name:
Position:
Date:

Signed for and on behalf of:
Wrexham County Borough Council

Signature:
Name:
Position:
Date:

Annex A. The Projects

Project	Key Objectives and Dates *	Pooled Fund?	Parties
Integrated Family Support Services	By 6 April 2018	Yes	To be agreed
Care Home Accommodation Commissioning (residential and nursing home)	By 6 April 2018	Yes	To be agreed
Children with complex needs due to disability or illness	To be developed	Options appraisal required on form of integration	To be agreed
Learning Disabilities	To be developed	Options appraisal required on form of integration	To be agreed
Carers	To be developed	Options appraisal required on form of integration	To be agreed
Integrated Care Fund (ICF) Governance and Written Agreement	Stat Guidance stipulates that the written agreement must apply from the 1 st April 2017. Written agreement to be signed off by the Regional Partnership Board Chair and HB CEO on behalf of the Parties. Objectives are that the agreement should set out the governance requirements and reporting arrangements in order for the ICF to	Not a 'true' s.33 Pooled Fund under the Health Act, but fund will be held by one partner on behalf of all. Robust governance arrangements are key together with a Revenue and Investment Plan.	All NW Councils and BCUHB

	be a mechanism to support the delivery of the Act.		
Older People services	To be developed	Options appraisal required on form of integration	To be agreed

ANNEX B - LIST OF EXISTING (NORTH WALES) S.33 NATIONAL HEALTH SERVICE (WALES) ACT 2006 AGREEMENTS (this may not be an exhaustive list)

ANNEX C**REGIONAL PARTNERSHIP BOARD TERMS OF REFERENCE and
POOLED BUDGETS GOVERNANCE OVERVIEW (chart attached)**

CYDWEITHREDFA GWELLA GWASANAETHAU
GOFAL A LLESIANT GOGLEDD CYMRU
NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

North Wales Regional Partnership Board Terms of Reference

Background and Context

The Social Service and Well-Being (Wales) Act 2014 came into effect on 6th April 2016. Part 9 of the Act sets out specific responsibilities for partners in terms of partnership working and the forming of new governance arrangements.

The Act requires that Local Authorities and their Local Health Board establish a Regional Partnership Board to manage and develop service to secure strategic planning and partnership working between local authorities and Local Health Boards and to ensure effective services, care and support are in place to best meet the needs of the population. The objectives of the Regional Partnership Boards are to ensure the partnership bodies work effectively together.

Key Requirements for the Regional Partnership Board

- To respond to the population needs assessment carried out in accordance with section 14 of the Act
- To ensure that the partnership bodies provide sufficient resources for the partnership arrangements
- To promote the establishment of pooled budgets where appropriate
- To ensure that services and resources are used in the most effective and efficient way to improve outcomes for people in their region
- To ensure that information is shared and used effectively to improve the delivery of services, care and support, using technology and common systems to underpin this
- To ensure progress on integration of services for the following:
 - Older people with complex needs and long terms conditions, including dementia
 - People with learning disabilities
 - Carers, including young carers
 - Integrated Family Support Service and pooled budgets and resources

- Children with complex needs due to disability or illness
- To ensure that pooled funds are established and managed in relation to care home accommodation to take effect from 6th April 2018
- To ensure that the Regional Implementation plan is being delivered
- To report annual on the work and progress of the Board to Welsh Government on an annual basis
- To have oversight of regional grant funding and reports on their usage for example – Delivering Transformation Grant; Intermediate Care Fund; Primary and Community Grant; Carer’s grant.

Role of the Regional Partnership Board

The crucial roles for the Regional Partnership Board will be to:

- Ensure that there is an agreed shared vision and a clear direction of travel for service development and integration of health, care and wellbeing
- Ensure that there are shared plans and strategies in place (supported by appropriate business cases) for delivering on the vision
- Ensure that the strategic plans are evaluated and reviewed against agreed and understood outcomes and performance indicators
- Lead a strategic approach to communicating and publicising the direction of travel and the progress made
- Ensure that the principles of the board are upheld
- Maintain an effective overview of the resources allocated by the CTSSWPB
- Report to the Regional Leadership Board on progress, key issues and exceptions. escalating any barriers to progress within the Regional Partnership Board for resolution
- Ensure that an annual report on progress is prepared and delivered as required to the Welsh Government.

Membership

Membership of the Regional Partnership Board must include the following:

- At least one elected member of a local authority which established the regional partnership board
- At least one member of a Local Health Board which established the regional partnership board
- The person appointed as director of social services under section 144 of the Act in respect of each local authority which established the regional partnership board, or his or her nominated representative
- A representative of the Local Health Board which established the regional partnership board
- Two persons who represent the interests of third sector organisations in the area covered by the regional partnership board

- At least one person who represents the interests of care providers in the area covered by the regional partnership board
- One person to represent people with needs for care and support in the area covered by the regional partnership board
- One person to represent carers in the area covered by the regional partnership board

The Regional Partnership Board may co-opt other persons to be members of the board as appropriate. The regulations refer to the minimum membership of the boards but the number of representatives and range of people involved is a matter for local determination.

Chairing Arrangements

Members of the Regional Partnership Board will elect a Chair from within its membership whether this member is required or co-opted.

Members of the Regional Partnership Board will elect a Vice Chair from within its membership whether this member is required or co-opted.

The Chair and Vice Chair cannot represent the same organisation. The Chair and Vice Chair will rotate across the sectors.

The Chair's term will be 1 year and the Vice Chair will then become the Chair; the members will then elect a new Vice Chair.

Business Support for the Board

The Business support and secretariat for the Regional Partnership Board will be provided by the Regional Collaboration Team. The Head of Regional Collaboration will have a seat on the Regional Partnership Board.

Frequency of Meeting

Meetings will be held at least quarterly and dates will be agreed at the beginning of each year.

Quorum

The meeting will be quorate when half the core members are present i.e.

- 3 Directors of Social Services or his or her nominated representative
- 1 Health Board representative
- 3 Elected members
- 1 person who represents the interests of third sector organisations (this does not include co-opted members).

Communication

Agenda and papers for the Regional Partnership Board will be available in Welsh and English. Meetings will be conducted in Welsh and English through the use of a Welsh Language translator. Members of the Board will participate in their own language choice. Other forms of communication will be available as required for members.

Board papers

Papers will be circulated a week before the meetings are scheduled. Papers are public documents and can be shared wider.



CYDWEITHREDFA GWELLA GWASANAETHAU
GOFAL A LLESANT GOGLEDD CYMRU
NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

RPB Membership

Name	Title
Cllr Aled Jones	Lead Member, Isle of Anglesey County Council
Awen Edwards	Director, Gwynedd Council
Cllr Bobby Feeley	Lead Member, Denbighshire County Council
Caroline Turner	Director, Isle of Anglesey County Council
Cllr Christine Jones	Lead Member, Flintshire County Council
Clare Field	Director, Wrexham County Borough Council
Cllr Sue Lloyd-Williams	Lead Member, Conwy County Borough Council
David Worrall	Third Sector Rep
Debbie Shaffer	Service User Rep
Jenny Williams	Director, Conwy County Borough Council
Cllr Joan Lowe	Lead Member, Wrexham County Borough Council
Lynda Colwell	Third Sector Rep
Margaret Hanson	BCUHB
Mary Wimbury	Provider Rep
Morag Olsen	Chief Operating Officer, BCUHB
Neil Ayling	Director, Flintshire County Council
Nicola Stubbins	Director, Denbighshire County Council
Richard Weigh	Chief Finance Officer (section 151) (Co-opted)
Vin West	Carer Rep
Wendy Jones	Third Sector Rep
Cllr William Gareth Roberts (Chair)	Lead Member, Gwynedd Council

[Insert governance overview chart]

Agenda Item 7

Meeting	Cabinet
Date	16th of January 2018
Title	Proposed Governance Arrangements for Gwynedd Council's Leisure Company
Author	Sioned Williams, Head of Economy and Community
Member	Councillor Craig ab Iago
Purpose	Present the proposed governance terms for Cabinet approval

1 The decision sought

- 1.1 To delegate authority to the Head of Economy and Community, in consultation with the Head of Legal Services, to prepare constitutional documents for a company limited by guarantee and to incorporate the main issues and principles that are recommended within this report.
- 1.2 To authorise the Head of Economy and Community, in consultation with the Head of Legal Services, to progress with registering the Company with Companies House in accordance with the Project timetable and to take any necessary steps to ensure this.
- 1.3 To confirm that the process for appointing the Board of Directors and Managing Director may begin.

2. Introduction

- 2.1 On the 3rd and 5th of October the Cabinet and Full Council approved the establishment of a Council Controlled Company, Limited by Guarantee, to provide leisure facilities in Gwynedd..
- 2.2 The report presented today offers a summary of the key governance terms. Further details regarding the legal relationship will be presented later in the Spring of 2018.
- 2.3 The proposed terms were presented to the Education and Economy Scrutiny Committee on the 13th of December and their comments and recommendations have been considered within this report. Some of the other issues will also be considered when developing the other legal documents.
- 2.4 The Cabinet is asked to consider the proposed terms in order to establish the Company's legal documentation and begin the process of appointing Directors. This in turn will provide the new Company with authorised representation as we progress to the next phase of the transfer.

3. The Governance Structure and membership

- 3.1 It is proposed that at least 5 directors are on the Board and that they are elected members of the Council. Consideration towards appointing the Managing Director to the Board can be considered at a later date.
- 3.2 In principle, the term of the appointments would coincide with the Council term, plus a 3 month transition period if they are re-elected as Councillors.
- 3.3 It is recommended that Cabinet Members and Officers are not appointed due the likelihood of conflicts of interest. This stems out of the statutory duty placed on Directors to promote the interests of the company and their could be instances where those interests are in conflict with those of the Council. However, it is considered appropriate that a Council Officer attend the Board meetings, in an observational role only.
- 3.4 In accordance with comments made by the Scrutiny Committee, further consideration will be given to the option of supplementing the Board with Partnership and/or advisory Boards. Such arrangements can ensure stakeholder input on Company developments but further consideration towards the effective design of the arrangements will be necessary.
- 3.5 It is proposed that the Board would meet at least quarterly and would require a quorum of 3. During the implementation, it is likely to have to meet more often than this.
- 3.6 At the Scrutiny Committee in September, members expressed a concern regarding losing democratic control when establishing a Company. It is proposed that the Company report to the Council in accordance with the current performance management arrangements, in addition to presenting their annual business plan to the Council, their annual accounts to the Cabinet, and that their performance is subject to a Scrutiny Committee, again in accordance with current arrangements.
- 3.7 The structure of the Board and its membership is a matter for the Council to determine and can be reviewed at any time. The key constraints lie around maintaining a sufficient level of control to satisfy the requirements of the “Teckal” exemptions and the need for a acceptable level of independence from a taxation perspective.

4 The process of appointing to the Board

- 4.1 The Cabinet or Cabinet Member will appoint the Board of Directors as with any other external body. The initial appointment will be in shadow form until the Company is formally registered.
- 4.2 The following guiding principles are suggested for deciding the membership of the Board; their intention is to form a framework to support the process but the need to strike the best balance of skills and qualities will ultimately drive the process. In accordance with Company Law 2006 Directors are required to have the necessary skills and knowledge to run a company and there are other factors which will lead to forming an effective and representative board:

- 4.2.1 The Board achieve spatial, political, gender and age balance
 - 4.2.2 Candidates have a demonstrable understanding of the role of a Board of Directors
 - 4.2.3 Candidates have strong communication qualities and the ability to express balanced opinions and listen to the opinions of others; ability to challenge and debate
 - 4.2.4 Candidates have strong analytical qualities; ability to read complex subject matter and question / comment
 - 4.2.5 Able to commit time to the role
 - 4.2.6 The Board have the appropriate balance of skills, knowledge and experience
- 4.3 In accordance with the usual process for appointing to external bodies the Cabinet Member for Housing, Leisure and Culture, in this case, will announce the decision in the form of a Decision Notice following the formal approval of the governance arrangements by the Cabinet. It's proposed that this is completed no later than January 2018.
- 4.4 Consideration of induction arrangements and training will be considered at a later date.
- 4.5 No further remuneration should be paid to the Board as this is precluded under the relevant regulations.

5 Key terms of the Memorandum and Articles of Association

- 5.1 The recommended legal structure is of a company limited by guarantee with the company as the sole member (the equivalent of a shareholder for a commercial structure) and a board of directors. This is a familiar model to banks and other third parties and the legislation is more up to date compared to a registered Society. Similarly, it is more flexible in relation to changing the memorandum and articles of the Company. This is the model presented within the business case that was confirmed by the Council on the 5th of October.
- 5.2 The entity must have philanthropic and non-profit-distributing objects and purposes to achieve the taxation based savings which make this model financially advantageous. This means that the Council cannot obtain a dividend or annual payment out of any profits or obtain any financial benefit if the company is wound up. In reality, this is unlikely to be an issue considering the significant changes to income and expenditure over the last few years. Arrangements will be put in place to monitor performance and financial performance in order to ensure early and decisive action in the event of failure.
- 5.3 The specific objects would be confined to include leisure, recreation, health and well-being, although additional service areas could be added now or at a future date if required. It is proposed that there are no geographic limits, therefore allowing the possibility of wider trading outside of Gwynedd.

- 5.4 However, commercial growth would be controlled in order to ensure that the threshold of 20% external trading is not breached. It is anticipated that this, in turn, would also ensure that the service's focus remains towards the citizens of Gwynedd.
- 5.5 Their will be control on the Company's ability to borrow and dispose of or procure significant assets.
- 5.6 It is proposed that the Company's ability to change the terms and conditions of senior management is a reserved matter that requires Council approval.
- 5.7 The articles are to include a provision that the internal language of the Company is Welsh and that it adopts the Council's Language Policy. The same expectation is relevant for all other Council policies and this will form part of the contract.
- 5.8 The Council will commission at least 80% of the Company's business through the contract and this will include requirements in relation to raising fees, use by schools and performance standards etc. A further report on the terms and conditions of the contract between the Council and Company will be the subject of further attention of the Scrutiny Committee and Cabinet in the Spring of 2018.

6 Process for appointing the Managing Director

- 6.1 It is proposed that the recruitment process for appointing a Managing Director begins within the month.
- 6.2 When considering the possible timetable and that the appointment and timing of the appointment is, to some extent, beyond our direct control it is important to allocate sufficient time to the process. There is a significant amount of preparatory work required in order to ensure as smooth a transition as possible in addition to work in preparing the Company's business plan. The requirement to have a legal split at some point before the transfer is unavoidable, and therefore authorised representation on behalf of the Company is required.
- 6.3 As the Company will not exist for some months yet the Council will need to appoint in the first place, with the intention of transferring the Managing Director once the Company is established.
- 6.4 The intention is to appoint the Board of Directors in good time to allow the opportunity for the Board of Directors to be consulted on the appointment, however, it should be noted that this is will be a Council appointment and will be subject to the relevant appointment process.

7 Relevant timetable

- 7.1 Appointments to the Board of Directors: no later than 31/01/18
- 7.2 Appointment of Managing Director: 24/02/18

Comments from the Head of Finance

“The decision that is being sought is a key step in implementing the Council’s previous decision to establish the company. The Finance Department gives continuous input to this project, and I am satisfied that the contents of the report is a correct reflection of the agreed implementation steps. I am also satisfied that the financial consequences of the decision sought were included in the business case that was the basis of the decision to proceed with the project.”

Comments from the Head of Monitoring

“The Legal Service has already had an input to the report and have no further comments from a propriety perspective.”

GWYNEDD COUNCIL CABINET



Report to the Cabinet

DATE OF MEETING: 16 January 2018
CABINET MEMBER: Councillor Peredur Jenkins
CONTACT OFFICER: Dilwyn Williams, Chief Executive
TITLE: Developing a New Asset Strategy for the period 2019-20 to 2028/29

Decision sought

To approve the procedure for developing a new asset strategy for the period 2019/20 up to 2028/29 as noted in paragraphs 18 to 21 of this report.

Background

1. In 2009, the Council made an assessment of the Council's capital spending requirements for the ensuing 10 years.
2. We also developed an assessment of the capital resources which should be available to us for this period, and following this assessment, and in view of the fact that our resources would not allow us to meet all our capital requirements, a series of workshops were held with Council members to try and establish our capital priorities for the ensuing 10 years.
3. As a result of these discussions an Asset Strategy was established, and it was adopted by the Council on 22nd October 2009.
4. I informed the Cabinet on the 28th March 2017 what had been accomplished within the strategy, and it is fair to say that we have accomplished quite a lot during the last 10 years, in spite of the fact that capital resources provided to local government has diminished greatly during this period.
5. 2019/20 will be the last year of the present strategy and we therefore need to establish a new strategy for the next 10 years.
6. The aim of this report is to update the Cabinet on the current situation and to suggest a way forward in establishing a new strategy.

The matter requiring attention

7. The Council has a financial revenue strategy that attempts to identify what the cost of running our services will be over the next 3 or 4 years so that we can create a financial plan on the basis of these assumptions.
8. Every year thereafter we establish a yearly budget and adjust assumptions in accordance with what actually happens and the actual resources available to us.
9. In addition however, services will have capital requirements to enable them to run their services. It is also likely that further capital requirements will become apparent when the Council considers its Corporate Plan in February.
10. In the same way as we create a revenue financial plan, a more long term strategy needs to be developed for capital spending so that we establish what our capital spending priorities are likely to be for the next 10 years and consider our ability to meet the costs.
11. As a starting point, we have therefore asked every Department to consider their capital requirements for the next 10 years and we have collated these requirements.
12. A high level summary of the output of this work is contained below in Table 1.

Table 1
Summary of capital requirements identified up to now

	£'000
Education	
Various schemes to improve schools under the Welsh Government 21 st Century scheme	25,641
Finance	
Renewal of I.T. equipment	7,215
Economy & Community	
Various alterations and renovation of libraries; leisure facilities; maritime facilities and country parks, museums and galleries.	3,125
Adults	
Redesign the residential care provision within the County	8,625
Extend the extra care housing provision within the County	5,500
Housing Improvement Grants	20,000
Highways and Municipal	
Preventing further road surface deterioration	10,000
Bridge renovation	1,779
Renew street lighting; safety fences; responding to road flooding	2,650

Renewing equipment within playing fields; providing burial grounds; renewing public conveniences	1,363
Renewing water pipes within housing estates	2,400
Renewing the Council's fleet	2,037
Works to Waste Sites	928
Environment	
Feasibility works for preparing schemes	1,000
Work to Lonydd Glas (Recreational Cycle Routes)	200
Building maintenance work	28,108
Consultancy	
Coastal Protection /Flooding	3,463
Total up to now	124,034

13. It should be noted that this summary does not include capital resources which will be identified as part of the preparation for the Council's Corporate Plan, and it is therefore possible that these requirements will increase.
14. Unless there is a change in the capital resources awarded to Local Government, based on the capital resources financed currently through the settlement, it is estimated that approximately £67m will be available to us over the 10 years under consideration.
15. Clearly therefore the requirement of £124m is far higher than the resources available and we therefore need to prioritize.
16. We experienced a similar situation when the Council tried to establish the present strategy in 2009 but at that time the restrictions on revenue spending were not as extreme as we are now experiencing, and there was an option available to the Council to find efficiency savings in order to fund capital spending, and that is what happened. It was possible to fund approximately £23m capital spend by doing so.
17. Due to the substantial constraints on the revenue grant we receive from Welsh Government, and the extreme pressure it places on our revenue budgets, this is not likely to be an option this time.
18. I suggest that we follow a similar pattern to what we did last time by holding a series of workshops so as to enable all Council members to voice their opinion on the priorities before the Cabinet submits its formal recommendations to the Council.
19. In 2009, the workshop recommendations were submitted to the Corporate Scrutiny Committee so as to get their opinion before consideration by the Cabinet and I further recommend that we follow a similar pattern this time.

20. The Audit and Governance Committee would exercise the role this time, and it may be an idea to appoint a small group of individuals from that committee to scrutinise the workshop recommendations, but this could be discussed with the Chairman when the Cabinet meets with Scrutiny Chairs and Vice Chairs.

21. If the Cabinet agrees, it is suggested that the following timetable be agreed :

Task	When
Establish any requirements for the Corporate Plan	By the end of February
Hold workshops to enable all Council members to express an opinion	By the end of May
Results from the workshops to be presented to the Audit Committee for their views	By the end of July
Cabinet to consider the recommendations before submitting the Draft Strategy to the Council	September
Asset Strategy to be submitted to the Council for approval	October

Views of the Statutory Officers:

Monitoring Officer:

It is considered that the consultation and decision making process is appropriate in the circumstances referred to in the report. No other comment in terms of propriety.

Head of Finance

Finance officers have collaborated with the Cabinet Member and the Chief Executive to prepare this report, and confirm the contents.

REPORT TO THE CABINET

16 January 2018

Cabinet Member: Councillor Peredur Jenkins, Finance Cabinet Member

Subject: Revenue Budget 2017/18 –
Third Quarter Review (December 2017)

Contact Officer: Dafydd L Edwards, Head of Finance

1. The decision sought

The Cabinet is requested to:

- Accept the report on the end of the third quarter review (31 December 2017 position) of the Revenue Budget, and consider the latest financial position in respect of all departments / services, and request the Cabinet Members and the heads of the relative departments take appropriate steps in respect of the matters under their leadership/management.
- Harvest (£270k) of the underspend from Council Tax Reduction, (£12k) one-off underspend on bids, and (£803k) as a result of receipt of a grant, and favourable circumstances on other Council budgets, and transfer it to the Financial Strategy Reserve to assist with unavoidable one-off pressures on the Council's budgets, with an element to be earmarked to compensate for the effect of a possible overspend on school taxi transport at the end of the year.

2. Introduction / Background

It is the Cabinet's responsibility to take steps, as necessary, to ensure appropriate management over the Council's budgets (e.g. approving substantial transfers or additional budgets).

The second quarter review report was presented to the Cabinet on 21 November 2017. The report before you today is presented earlier than usual, in preparation for the challenge of tightening the timescale for completing the final accounts of Local Authorities.

This third quarter review report is presented based upon the Council revenue budget for 2017/18, and a summary of the position by Department is outlined in **Appendix 1**.

In **Appendix 2**, further details are given in respect of the main matters and budget headings where substantial variances are forecasted, together with specific recommendations where appropriate.

3 Update since the Second Quarter

Overall, the third quarter review is similar to the second quarter, with the financial position of most departments having improved, and their success in endeavoring to manage their budgets is appreciated. However, there has been an increase in the overspend in Children and Families.

3.1 Children and Families Department

The overspend trend seen earlier in the year continues, with an overspend on placement services and operations. The Head of Finance and the Head of Children and Families are already in discussions to try to find a solution for 2018/19.

3.2 Corporate

A reduction in the Council Tax Reduction claims, bids that will not be used this year, and an underspend as a result of receipt of a grant and recent favourable circumstances. It is recommended that it is transferred to the Financial Strategy Reserve to assist with unavoidable one-off pressures on the Council's budgets, with part of this being to compensate for the effect of the possible overspend on school taxi transport at the end of the year.

4. Current Matters

4.1 Adults, Health and Wellbeing Department

The proposal is that the Head of Department and the Cabinet Member for Adults, Health and Wellbeing present a report to Cabinet shortly, re-packaging savings schemes in order that they may be realised.

4.2 Education Department

In the second quarter review, the Cabinet Member for Education was requested to ensure that the Head of Education in conjunction with the Head of Environment review the increase in spend on school taxi transport to manage the position. Whilst policies and transport arrangements are being reviewed and a programme is being established with a view to improving the financial position, there will be a need to transfer bridging finance to the Department at the end of the year, when the overspend amount will be more certain.

5. General

Overall, the third quarter review of the budgets reflects acceptable financial management by a number of the Council's departments, but a combination of decisive implementation steps are recommended for the Education, Adults, Health and Wellbeing, Children and Families, and Highways and Municipal Departments, to ensure management of their budgets by 31 March 2018.

6. Next steps and timetable

Act upon the presented recommendations and submit a follow up report to the Cabinet at the end of the financial year.

Local member's views

Not relevant

Opinion of the Statutory Officers

Monitoring Officer:

No observations in relation to propriety.

Head of Finance:

I have collaborated with the Cabinet Member in the preparation of this report and I confirm the content.

Appendices

Appendix 1 - Summary of each department's position

Appendix 2 - Budget details and substantial variances

Revenue Budget 2017/18 - Summary of position by Department

	Third Quarter Review				Second Quarter Review £ '000
	Proposed Budget 2017/18	Gross Over / (Under) spend 2017/18	Recommended Adjustments	Adjusted Overspend / (Underspend)	
	£'000	£ '000	£'000	£ '000	
Adults, Health and Wellbeing	50,612	98	0	98	216
Children and Supporting Families	13,960	595	0	595	396
Education	89,927	238	0	238	264
Economy and Community	11,468	(61)	0	(61)	(33)
Highways and Municipal	23,333	404	0	404	600
Environment	7,717	(61)	0	(61)	(100)
Gwynedd Consultancy	1,107	(9)	0	(9)	35
Corporate Management Team and Legal	691	(67)	0	(67)	(71)
Finance (and Information Technology)	776	(72)	0	(72)	(68)
Corporate Support	314	(88)	0	(88)	(100)
Corporate Budgets <i>(Variances only)</i>	*	(1,583)	1,085	(498)	(365)
Totals (net)	199,905	(606)	1,085	479	774

Revenue Budget 2017/18 - Third Quarter Review						
Adults, Health and Wellbeing Department	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Adults Services						
Older Peoples Services						
Residential and Nursing - Homes	10,478	10,404	(74)	0	(74)	47
Home Care	6,223	6,139	(84)	0	(84)	(206)
Other	2,678	2,407	(271)	0	(271)	(254)
	19,379	18,950	(429)	0	(429)	(413)
Physical Disability Services						
Residential and Nursing	492	485	(7)	0	(7)	(14)
Home Care	994	1,045	51	0	51	69
Other	713	554	(159)	0	(159)	(136)
	2,199	2,084	(115)	0	(115)	(81)
Learning Disability Services	14,934	14,552	(382)	0	(382)	(219)
Mental Health Services						
Residential and Nursing	1,492	1,745	253	0	253	220
Other	1,983	1,874	(109)	0	(109)	(95)
	3,475	3,619	144	0	144	125
Other Services (Adults)						
Management	418	402	(16)	0	(16)	(5)
Older People and Physical Disability Team	2,378	2,430	52	0	52	30
	2,796	2,832	36	0	36	25
Adults Services Total	42,783	42,037	(746)	0	(746)	(563)

Revenue Budget 2017/18 - Third Quarter Review						
Adults, Health and Wellbeing Department	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
<u>Provider Services (showing net budget)</u>						
Residential Care	9	280	271	0	271	184
Day Care	5	18	13	0	13	60
Community Care	2	341	339	0	339	331
Other	0	(79)	(79)	0	(79)	(66)
<u>Total Provider Services</u>	16	560	544	0	544	509
<u>Other Services</u>						
Housing Services	4,393	4,430	37	0	37	49
Departmental Central Services (including the Department's savings schemes)	3,420	3,683	263	0	263	221
<u>Total Other Services</u>	7,813	8,113	300	0	300	270
<u>Adults, Health and Wellbeing Total</u>	50,612	50,710	98	0	98	216

Adults, Health and Wellbeing

Older Peoples Services - an increase in income and a number of factors responsible for a reduction in the costs, including a reduction in the number in residential care and fewer packages with the need for two home carers.

Physical Disability Services - an underspend on direct payments and supported accommodation has assisted in reducing the effect of the overspend seen on home care.

Learning Disability Services - backdated income from health is responsible for the increase in the underspend. All areas within the field are underspending except for supported packages which are overspending as a result of slippage in realising the savings schemes.

Mental Health Services - two new residential cases, but an underspend on vacant positions and receipt of a grant on other services has somewhat mitigated the position.

Provider Services - a continuation of the overspend trend mainly stemming from costs relating to staffing matters. Travelling costs account for £101k of the overspend in community care.

Other Services - Central Services - the forecasts reflect the risk that it will not be possible to realise £436k of savings, with a number of the savings schemes having slipped from 2016/17. It is proposed that the Head of Department and Cabinet Member for Adults, Health and Wellbeing present a report to Cabinet shortly re-packaging the savings schemes so that they can be realised. Vacant positions and receipt of income has reduced the reported overspend to £263k.

Revenue Budget 2017/18 - Third Quarter Review						
Children and Families Department	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Service Management	511	492	(19)	0	(19)	(21)
Operational Services	1,995	2,151	156	0	156	138
Placement Services						
Out of County Placements	1,947	2,272	325	0	325	213
Agency Fostering	928	1,014	86	0	86	114
Internal Fostering	1,675	1,730	55	0	55	31
Other Support services	1,572	1,651	79	0	79	43
	6,122	6,667	545	0	545	401
Post-16 Services	913	903	(10)	0	(10)	(34)
Specialist Services/Derwen	1,565	1,627	62	0	62	43
Youth Justice Services	234	195	(39)	0	(39)	(31)
Early Years Services	126	73	(53)	0	(53)	(54)
Other Services	2,494	2,447	(47)	0	(47)	(46)
Children and Families Total	13,960	14,555	595	0	595	396

Children and Families

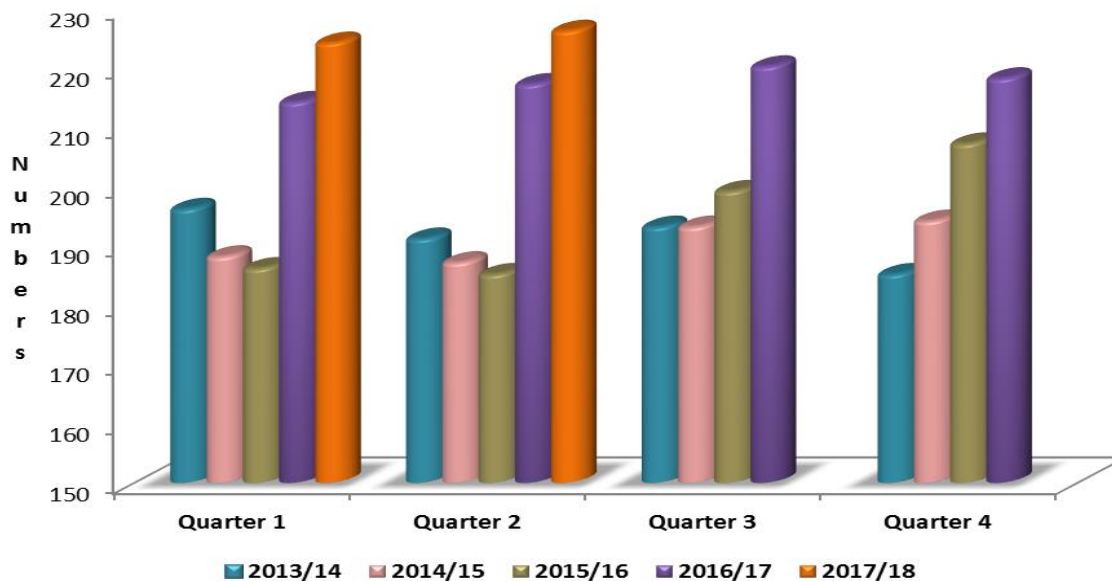
Operational Services - the overspend continues, with an increase in the overspend to £156k as a result of staffing costs in excess of the budget level, together with an increase in the number of children in care but not in fostering placements.

Placement Services - an increase in the overspend on out of county placements to £325k following on from two new expensive cases with no contribution from health. An increase in the overspend on fostering allowances and residential order allowances in the quarter. There was no new agency fostering during the quarter and therefore a reduction in the overspend to £86k. There is pressure on the service on account of the number of cases, as highlighted in the chart below, and together with the failure to realise savings has resulted in the overspend.

Early Years Services - it is forecasted that there will be a (£53k) underspend following receipt of a new child care grant.

The Cabinet Member for Children and Young People and Head of Department are requested to take decisive steps to try to reduce the overspend by ensuring that the budget is under control by the end of the financial year.

Children in Care 2013/14 to 2017/18



Revenue Budget 2017/18 - Third Quarter Review						
Education Department	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Delegated Schools	73,208	73,208	0	0	0	0
Transport	4,246	4,486	240	0	240	264
Redundancy and Early Retirement	358	351	(7)	0	(7)	6
Out of County	953	917	(36)	0	(36)	0
Catering and Cleaning	294	492	198	0	198	146
Nursery Education	600	596	(4)	0	(4)	(4)
School Improvement Grant	564	529	(35)	0	(35)	(40)
Management	1,534	1,453	(81)	0	(81)	(66)
Additional Learning Needs and Inclusion	3,088	3,102	14	0	14	14
Further Education	24	17	(7)	0	(7)	(7)
Education Contribution to Joint-Committees	1,202	1,168	(34)	0	(34)	(34)
Other	3,856	3,846	(10)	0	(10)	(15)
Education Total	89,927	90,165	238	0	238	264

Education

The latest forecasts suggest a reduction in the overspend to £238k, as compared to the £264k reported in the second quarter. The main fields contributing to the position are:

Transport - the overspend trend continues since the second quarter review, but a reduction in the forecasts to £240k, with a shortfall of £54k on the sale of post-16 transport ticket sales, an underspend of (£9k) on school buses, but an overspend of £195k on school taxi transport following an increase in the applications since the budget was established. In the previous reviews the Education Head, in conjunction with the Environment Head, was requested to review the increase in the spend on school taxi transport and then act to manage the position. Whilst the transport policies and arrangements are being reviewed with a view to improving the financial position, it is recommended that bridging finance is transferred to the Department at the end of the year, when the overspend sum is more certain.

Catering and Cleaning - an increase in the overspend is forecasted to £198k, mainly on costs stemming from sickness and staffing matters, together with a delay in realising the savings from the Free Breakfast scheme. A reduction was also seen in the last forecasts in the income from school meals.

Management - an increase in the underspend forecasts of (£66k) to (£81k) during the quarter as a result of staff turnover and success in attracting income and grants.

Revenue Budget 2017/18 - Third Quarter Review						
Economy and Community Department	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Management	875	875	0	0	0	0
Community Learning	3,458	3,414	(44)	0	(44)	(40)
Tourism and Heritage	1,434	1,444	10	0	10	12
Economy and Community	2,117	2,109	(8)	0	(8)	(4)
Healthy Communities	3,584	3,565	(19)	0	(19)	(1)
Economy and Community Total	11,468	11,407	(61)	0	(61)	(33)

Economy and Community

The underspend forecasts have by now increased to (£61k) from the (£33k) forecasted in the second quarter review. Within this position it is forecasted that some services will overspend, including Marine, Galleries and Museums, but balanced by an underspend in other fields such as Healthy Communities and Sport Development, Country Parks, Business Support and Halls. In preparation for 2018/19 savings, the Department has realised some savings early this year.

Community Learning - an underspend of (£44k) is forecasted, which is a combination of an underspend of (£28k) on the Youth Services as there is a reduction in the youth club provision, staff turnover is responsible for an underspend of (£20k) on Community Regeneration, and a £4k overspend on Libraries.

Revenue Budget 2017/18 - Third Quarter Review						
Highways and Municipal Department (including Trunk Roads Agency)	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Highways Services (including Trunk Roads)	9,930	10,076	146	0	146	275
Engineering Services	401	482	81	0	81	89
Municipal Services						
Waste	9,324	9,466	142	0	142	213
Other	3,692	3,758	66	0	66	49
Municipal Provider Units	(14)	(45)	(31)	0	(31)	(26)
<u>Highways and Municipal Total (including Trunk Roads Agency)</u>	23,333	23,737	404	0	404	600

Highways and Municipal (including Trunk Roads Agency)

Highways Services - The forecasts suggest there will be an increase in the external contracts income, together with a reduction in the slippage on the Highways and Lighting savings.

Engineering Services - a combination of the failure to realise savings schemes, staffing matters and loss of an external contract are responsible for the overspend of £81k forecasted.

Waste - a reduction in the overspend as the income forecasts are by now more promising, but an overspend stemming from higher operating costs and increasing costs of handling and transporting recyclable materials.

Municipal Services - Other - an increase in street cleaning operating costs.

Progress is evident in the financial position since the second quarter review, but it is expected that the Highways and Municipal Cabinet Member and the Head of Department continue to take decisive steps to ensure that they operate within the budget by the end of the financial year.

Revenue Budget 2017/18 - Third Quarter Review						
Environment Department	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Department Management	541	538	(3)	0	(3)	(3)
Planning Services						
Development Control	363	363	0	0	0	(12)
Other	(51)	(64)	(13)	0	(13)	(3)
	312	299	(13)	0	(13)	(15)
Street Works and Transport Services						
Forward Planning	2,434	2,435	1	0	1	0
Road Safety	228	213	(15)	0	(15)	(6)
Traffic and Statutory Arrangenets	527	520	(7)	0	(7)	(12)
Parking and Parking Enforcement	(1,444)	(1,449)	(5)	0	(5)	1
Integrated Transport	1,969	1,929	(40)	0	(40)	(18)
Enforcement and Traffic	135	141	6	0	6	(44)
	3,849	3,789	(60)	0	(60)	(79)
Countryside and Access Services	1,014	1,027	13	0	13	21
Joint Planning Policy Unit	288	288	0	0	0	0
Public Protection Services	1,675	1,673	(2)	0	(2)	(14)
Catering, Cleaning and Caretakers	3	2	(1)	0	(1)	(1)
Property	35	40	5	0	5	(9)
Environment Total	7,717	7,656	(61)	0	(61)	(100)
Environment						
A continuation of the underspend trend across the majority of the Department's services, which is a combination of vacant positions and income in excess of target.						
Street Works and Transport Services - Integrated Transport is responsible for (£40k) of the Department's underspend, with lower costs on contracts. Despte this, increasing costs are forecasted following the re-tendering of the bus contracts of one operator recently.						

Revenue Budget 2017/18 - Third Quarter Review						
Consultancy Department	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Roads and Engineering Services	(62)	(119)	(57)	0	(57)	(40)
Building Services	34	59	25	0	25	70
Flood Risk Management Unit Services	935	935	0	0	0	0
Building Control	200	223	23	0	23	5
Consultancy Total	1,107	1,098	(9)	0	(9)	35

Consultancy

Roads and Engineering Services - the latest forecasts suggest an increase in the underspend to (£57k), following the Department's success in attracting additional income from a combination of internal and external work.

Building Services - a reduction in the overspend as a result of attracting more income for work from external bodies and an underspend on staff costs.

Revenue Budget 2017/18 - Third Quarter Review						
Central Departments	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Management Team and Legal	691	624	(67)	0	(67)	(71)
Finance (and Information Technology)	776	704	(72)	0	(72)	(68)
Corporate Support	314	226	(88)	0	(88)	(100)
Central Departments Total	1,781	1,554	(227)	0	(227)	(239)

Central Departments

Corporate Management Team and Legal - an underspend of (£67k) forecasted with (£46k) of this stemming from receipt of additional income by the Legal Department, (£9k) of savings realised early in the Emergency Planning field, with the remainder being a general underspend.

Finance (and Information Technology) - the trend continues since the second quarter review with a one-off underspend on jobs across the Department, together with attracting income in excess of the budget.

Corporate Support - the underspend of (£88k) forecasted is a combination of one-off staffing savings stemming from staff turnover, together with the Department's success in attracting external income in excess of the budget level in the Occupational Health field, Translation, and Publishing.

Revenue Budget 2017/18 - Third Quarter Review						
Corporate (Only reflecting the variances)	Proposed Budget 2017/18	Estimated Final Position 2017/18	Estimated Overspend / (Underspend) 2017/18	Use of Other Sources or Other Recommended Adjustments	Adjusted Overspend / (Underspend)	Net Overspend / (Underspend) Quarter 2
Area:-	£'000	£'000	£'000	£'000	£'000	£'000
Council Tax	*	*	0	0	0	0
Council Tax Reduction	*	*	(270)	270	0	0
Net Interest Receipts	*	*	57	0	57	(7)
Bids returned by Departments	*	*	(12)	12	0	0
Other	*	*	(1,358)	803	(555)	(358)
Corporate Total	*	*	(1,583)	1,085	(498)	(365)

Corporate

Council Tax Reduction - the underspend trend on the Council Tax Reduction scheme continues, with a reduction in the number of applications following a pattern seen at present by other North Wales Local Authorities.

Net Interest Receipts - an overspend is forecasted stemming from the present economic climate, together with the need to borrow externally to meet the current spending requirements.

Other - the latest forecasts suggest it will be possible to release (£803k) as a result of receipt of a grant from the Welsh Government after setting the budget, together with unforeseen changes in circumstances when setting the budget.

It is recommended that (£270k) of the Council Tax Reduction is harvested, (£12k) one-off underspend on bids, and (£803k) as a result of favourable circumstances on other Council budgets, with these being transferred to the Financial Strategy Reserve to assist with unavoidable one-off pressures on the Council's budgets, with an element to be used to compensate for the effect of the possible overspend on school taxi transport at the end of the year.

Agenda Item 10

REPORT TO THE CABINET

16 January 2018

Cabinet Member: Councillor Peredur Jenkins - Finance Cabinet Member

Subject: Capital Programme 2017/18 –
Third Quarter Review (December 2017 position)

Contact Officer: Dafydd L Edwards - Head of Finance

The decision sought / Purpose of the report

To accept the report on the third quarter review (December 2017 position) of the capital programme, and approve the revised financing as shown in part 4 of the report, that is:

- (£21,000) decrease in the use of borrowing
 - £567,000 increase in the use of grants and contributions
 - £27,000 increase in the use of capital receipts
 - £71,000 increase in the use of revenue contributions
 - £132,000 increase in the use of renewal and other reserves
-

1. Introduction / Summary

This technical report is presented as part of the 2017/18 budget monitoring procedure. The main purpose of the report is to present the revised capital programme and to approve the relevant financing sources. There is a summary in parts 3 and 4 of the report, with the recommendation in part 5:

Part 3: Analysis by Department of the £47.718m capital programme for the 3 years 2017/18 – 2019/20.

Part 4: The sources of finance for the net increase of approximately £0.776m since the previous review.

The Cabinet has the authority to adapt the capital programme. Approval is sought for the programme (part 3) and financing (part 4).

The remainder of the report is for information:

- Appendix A: Main changes per source of finance
- Appendix B: Movement from 2017/18 to 2018/19
- Appendix C: First 9 months expenditure in 2017/18

2. Main Findings:

The main conclusions that arise from the revised position are:

- There are firm schemes in place to invest approximately £30.6m in 2017/18, with £5.8m of it being financed by attracting specific grants.

3. CAPITAL PROGRAMME 2017/18 to 2019/20

See below the revised proposed capital programme.

DEPARTMENT	END OF DECEMBER REVIEW				INCREASE/ (DECREASE) SINCE THE PREVIOUS REVIEW £'000
	2017/18	2018/19	2019/20	TOTAL	
	£'000	£'000	£'000	£'000	
Education	12,837	615	-	13,452	24
Environment	5,532	4,925	-	10,457	55
Corporate Support	43	109	-	152	-
Finance (and Information Technology)	547	709	-	1,256	-
Economy and Community	910	152	200	1,262	(9)
Adults, Health and Wellbeing - Housing Unit	3,063	3,608	-	6,671	1
Adults, Health and Wellbeing - Other	947	-	-	947	-
Children and Families	207	-	-	207	50
Highways and Municipal	6,172	3,686	2,377	12,235	412
Consultancy	162	125	-	287	243
Corporate	222	570	-	792	-
TOTAL	30,642	14,499	2,577	47,718	776

4. CHANGES TO THE SOURCES OF FINANCE

The budget for the three-year programme shows an increase of £0.776m since the second quarter review position. The proposed sources of financing for this are noted below:

SOURCE OF FINANCE	END OF DECEMBER REVIEW				INCREASE/ (DECREASE) SINCE THE PREVIOUS REVIEW £'000
	2017/18	2018/19	2019/20	TOTAL	
	£'000	£'000	£'000	£'000	
Supported Borrowing	6,675	6,399	-	13,074	-
Other Borrowing	8,116	804	992	9,912	(21)
Grants and Contributions	5,831	927	200	6,958	567
Capital Receipts	1,137	292	-	1,429	27
Departmental & Corporate Revenue	2,356	-	-	2,356	71
Capital Fund	(842)	3,248	-	2,406	-
Renewals & Other Funds	7,369	2,829	1,385	11,583	132
TOTAL	30,642	14,499	2,577	47,718	776

5. RECOMMENDATION

The Cabinet is asked to:

- accept the 2017/18 to 2019/20 revised capital programme and
- approve the relevant sources of finance (para. 4 above).

6. Reasons for recommending the decision

It is necessary to ensure appropriate financing arrangements for the Council's plans to spend on capital, and the Cabinet must approve the capital programme and its sources of funding.

Incorporating funding via grant is a point of order, but it is also necessary to deal with situations where there has been a change in expenditure profiles between years and the value of capital receipts and contributions.

These are recommendations to ensure definite sources of funding for the 2017/18 – 2019/20 capital schemes.

7. Relevant considerations

These are technical issues regarding the financing of schemes and relevant implications and debates have already been addressed when the individual schemes were adopted. Please note that the significant capital schemes are scrutinised at the responsible Cabinet Member's Performance Scrutiny meetings, and reference is made to these in the relevant Performance Reports.

8. Next steps and timetable

To implement the recommendations to finance the programme.

View of the Local Member

Not relevant.

Views of the Statutory Officers

Monitoring Officer:

Nothing to add from a propriety perspective.

Head of Finance:

I have collaborated with the Cabinet Member in the preparation of this report and I confirm the content.

Appendix

Appendices A, B and C.

MAIN CHANGES PER SOURCE OF FINANCING:

See below the relevant schemes that have caused the main changes to the sources of finance during the last quarter:

	2017/18 £'000	2018/19 £,000
Other Borrowing		
<ul style="list-style-type: none"> Various minor schemes 	(21)	
Grants and Contributions		
<ul style="list-style-type: none"> Coastal Protection (Consultancy Department) – a grant received from the Welsh Government for coastal protection work to extend the sea wall in Borth y Gest. 	53	103
<ul style="list-style-type: none"> Improvements to Public Conveniences (Highways and Municipal department) - additional grants received from the Welsh Government via the Tourism Amenity investment Support (TAIS) Rural Development Programme for improvements to public conveniences in Bethesda, Beddgelert, Bala, Harlech and Aberdaron. 	134	
<ul style="list-style-type: none"> Improvement Scheme for Amenity Sites in Caerylchu and Llandygai (Environment Department) – a grant from the Welsh Government towards improvements to both recycling sites. 	105	
Capital Receipts		
<ul style="list-style-type: none"> Various minor schemes 	27	
Departmental Revenue		
<ul style="list-style-type: none"> Various minor schemes 	71	
Renewals and Other Funds		
<ul style="list-style-type: none"> Adaptations to Coed Ffridd Arw (Highways and Municipal Department) – an increase in the use of the renewals reserve to extend the provision of recycling bunkers, locate a weighbridge and extend the provision for separating cans from plastics. 	134	

Budget Re-profiling – Main Schemes:

See below the main schemes that have been re-profiled since the original budget:

	2017/18 £'000	2018/19 £'000
Repair and Maintenance to Council Buildings and Carbon Management Schemes (Environment Department- Property Unit)	(1,641)	1,641
Vehicles Renewals (Highways and Municipal Department)	(1,226)	1,226
Housing Grant Schemes (Adults, Health and Wellbeing Department – Housing Unit)	(758)	758
Computer Renewal Schemes (Finance and Information Technology Department)	(360)	360
21 st Century Schools (Education Department)	(269)	269
Resurfacing of Car parks (Environment Department)	(219)	219

Note:

The above re-profiling will not result in any loss in grant.

There are a variety of valid reasons behind the re-profiling in many cases, but the delay prior to implementing these schemes can mean that the services have to cope for longer with current assets which have not been improved.

APPENDIX C

Capital Expenditure First 9 Months 2017/18

SUMMARY	CAPITAL PROGRAMME FULL YEAR (reviewed December)	ACTUAL EXPENDITURE FOR THE 9 MONTHS TO
	2017/18 £'000	13/12/2017 £'000
Education	12,837	8,746
Environment	5,532	2,156
Corporate Support	43	28
Finance (and Information Technology)	547	354
Economy and Community	910	801
Adults, Health and Wellbeing - Housing Unit	3,063	882
Adults, Health and Wellbeing - Other	947	470
Children and Families	207	48
Highways and Municipal	6,172	1,986
Consultancy	162	32
Corporate	222	-
TOTAL	30,642	15,503

Note: The percentage that has been spent this year (51%) is comparably lower than the position this time last year (59%).

REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET

Date of Meeting:	16 January, 2018
Cabinet Member:	Councillor Craig ab Iago, Cabinet Member for Housing, Culture & Leisure
Contact Officer:	Iwan T. Jones, Corporate Director
Contact Telephone No:	01286 679685
Title of Item:	Housing, Culture & Leisure Performance Report

1. INTRODUCTION

- 1.1. The purpose of this report is to update you on what has been achieved in the field for which I, as Cabinet Member for Housing, Culture & Leisure, have responsibility. This will include outlining the latest with the pledges in the Council Plan; where the performance measures have reached; and the latest in terms of the savings and cuts schemes.
- 1.2. I would remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Economy & Community and the Adults, Well-being and Housing Management Teams, which also included representation from the Scrutiny Committee.
- 1.3. Since I last reported to you, I have spent time with the Economy Department and the Housing Service to look at their services and attempt to understand how the measures that are reported to me are reflected in the daily work of the Council.
- 1.4. The Youth Service and the Leisure Service are going through a period of change and re-modelling, and I have highlighted some of the arising risks in my report. In addition, the field of Housing is facing many challenges with increasing pressure on the Supporting People Unit and the Homelessness Unit, and the change in the benefits system. In general, I am happy with the performance. My priority during the coming months is so ensure a short term plan for how we will respond to help families and residents to cope with the arrival of the Universal Credit and changes in the benefits system.

2. DECISION SOUGHT

- 2.1. To accept and note the information in the report.

3. REASONS FOR RECOMMENDING THE DECISION

- 3.1. In order to ensure effective performance management.

4. STRATEGIC PLAN PROJECTS

4.1. E3 Working Together against Poverty

4.1.1 The purpose of this project is to implement a programme of initiatives to reduce the impact of poverty in Gwynedd jointly with partners. By the end of the project, individuals will have access to the advice and support they need to meet the challenges of their individual circumstances.

4.1.2 As I have already noted, I am eager to give priority to this work and to ensure that the Council, in collaboration with external partners, work together as the county moves over to Universal Credit. We are aware that this will affect 6,800 people, with the service being rolled-out to job centres across Gwynedd (excluding Caernarfon) in July, and the service being rolled-out to Caernarfon in November 2018. To respond to this, we are training the Council's front-line staff to understand the implications of this for our residents.

4.1.3 I recently held a meeting with each Head of Department to discuss the poverty agenda and how and what role each Department within the Council has to play as we address the effects of poverty. It is fair to say that our response to the agenda has been fragmentary, but with the support of each Head of Department, I am eager to change this and ensure co-ordination across the Council. At this meeting, it was decided that there was a need to ensure that specific attention would be given to Early Years and the Supporting Families Strategy. In addition, it was noted that the Education Department has a central role to play in raising the awareness of school Headteachers and the teaching staff of the changes with the Universal Credit. It is crucial that the staff are aware of how these changes in benefits could impact the child that comes to the school. There is also further work to be done to raise the awareness of Governors and local members of these changes.

4.1.4 By the beginning of the year, I am eager to ensure that we are clear on the direction with the Poverty agenda in the Council, and that the Heads of Department and our staff are aware of the leading role they have to play.

4.2. E4 Housing Supply Strategy

4.2.1 The purpose of this project is to implement our strategy to increase the supply and the housing mix in order to ensure that our housing supply is suitable for the needs of the people of Gwynedd. The project will lead to different solutions in different areas.

4.2.2 Establishing Affordable Housing for Gwynedd residents in rural areas

The work of submitting three planning applications is ongoing and a local consultation has been completed in the Penygroes and Bethesda areas in order to discuss possible plans. Planning applications for rented housing and affordable housing in the three areas will be submitted during January to March 2018, depending on the analysis of the housing needs within these specific areas. Should the three planning applications be successful, up to 39 homes could be provided throughout Gwynedd.

4.2.3 **Bringing empty homes back into use**

Work to bring empty housing back into use is continuing and is within the target that has been set. Discussions are taking place in terms of attempting to extend further than the target. In a recent meeting with the Department, there was an eagerness to move forward with this, and a feeling that we are missing an opportunity. The assigned resources limit further extension and should we want to extend the ambition, additional investment would need to be considered. Discussions have been held with Welsh Government and Horizon to attempt to identify possible investment to respond to additional demand and consideration may need to be given to whether it is possible to denote funding from the second homes and empty housing premium to target more property. The Department also intends to intertwine with the financial application of Plan Three in the Bangor area.

4.2.4 **Provision for homeless people**

The Homelessness Service is looking at options for using empty properties in order to have a Supported Housing model in the area. There have also been efforts to tie empty housing investment to schemes that increase housing supply for homeless services purposes. Discussions are ongoing in terms of getting a resource within the asset plan to find new accommodation in Dolgellau.

4.2.5 **Provision for older persons to promote independence**

The need to meet the demographic challenge has recently been discussed at the Housing Symposium, and the recognition that this is a field that needs prioritisation. Work has shown that suitable housing could save costs but that unsuitable housing creates additional costs to care and health. We have identified that solutions need to be discussed and we are looking at well-being areas to attempt to identify relevant answers on a local level as it is possible that requirements differentiate from area to area. A comprehensive analysis is being undertaken in order to consider existing demands and supply within the different areas to confirm what needs to be prioritised. We have asked that funding is assigned within the assets plan in order to have two specific provisions for older people and to consider possibilities in terms of using external grant sources to support partnership initiatives.

5. **MEASURING PERFORMANCE**

- 5.1. **Appendix 1** reports on performance measures that are associated with my portfolio in the Economy and Community Department. As I have previously noted, I have spent time with staff in the Economy & Community Department to consider meaningful measures. I am eager for the Department to attempt to report on measures in a visual way in future.
- 5.2. In terms of the Economy & Community Department, my portfolio includes the Leisure Service, Youth, Community Regeneration, Museums and the Arts, Archives and Libraries and Information.
- 5.3. Several of these services have been, or are going through a period of change and re-modelling. The purpose of every service has now been agreed, and measures have been decided. I'm going to go through these measures by service.

- 5.4. The **Leisure Service** provides Healthy Living and Sports programmes which provide a range of inclusive physical activities and Healthy Living Centres facilities in the County. The service has adapted and refined its measures since April in order to capture the information most important to the people of Gwynedd and clearly explain the direction of the work. I believe that further work is to be done on some measures and this is part of the discussion I have commenced with the service.
- 5.5. I am satisfied with the service's performance, with acceptable progress having been made since April 2017. The **% of 11 year old children who have attained the National Curriculum Standard for swimming** has been increasing annually, and this is because the service has been carrying out targeted work with the schools where children did not reach the level. A Swimming Development Plan is in the process of being developed, which means that there will be an emphasis on further developing swimming in the County, including a Disabilities Swimming Track. One thing I am eager for the service to consider as we develop this plan is to obtain feedback from the children and parents on the swimming lessons - this could be beneficial when shaping the service offered.
- 5.6. The service is also responsible for implementing the Exercise Referral and Dementia Go schemes. The department has drafted measures which assess the quality of life score of the people who take part in these programmes. Both measures show a strong result since April compared with last year. Good preventative work is done by these two teams, but I still feel that further work is needed to capture the impact of this work as a whole. I want to see how far the journey has been for the individuals who were part of these schemes. I feel that it is difficult to capture the entire impact of the work in the measures therefore I asked for examples of cases studies that show the journey of some residents as they participate in the schemes. I hope to share copies of these case studies with you over the next few months.
- 5.7. The Healthy Living Centres are going through a period of change as we consider a new Alternative Model. The timetable for this work is tight. Work has also been done to complete the centres' self-service systems to allow the public to book equipment and fitness sessions on-line, which is a positive step forwards.
- 5.8. On the other hand, the customer satisfaction figure is down this year to 87.7% compared to 89.36% last year. The method of seeking the opinion of customers has changed this year, with the electronic use of questionnaires. When analysing the data, matters such as lockers and hygiene have been brought up, and therefore the team will consider the solutions. I feel that the team has further work to do in contacting the customers who do not continue with their membership as this information would be useful, especially if we are going to improve the service offered.
- 5.9. The purpose of the **Libraries and Information Service** is to secure the access of Gwynedd residents to support, resources and information which gives them the opportunity to learn and gain skills, read and enjoy. The service has been through a period of change and has now reached a fairly stable period, and a new manager has been in post since July.
- 5.10. The performance of the service's measures is quite stable so far. The figure for the **number of visits to libraries during the year** is lower for 2016/17 (3,067) compared with the previous year, but there are reasons for this, including reducing the

opening hours of some libraries. I am not overly worried about this as the figure seems to be increasing this year, with 3,150 visits up to October 2017.

- 5.11. I feel that the Service has further work to do on its measures, and with the service manager now having been on a Ffordd Gwynedd course, she intends to consider other measures.
- 5.12. The **Museums and Arts Service** runs two museums in Gwynedd and is responsible for the collections and creating exhibitions at both, namely: Storiol and the Lloyd George Museum. Recently, the service has been in discussions with Friends of Neuadd Buddug and the new plan to develop the new school in Bala about the community elements. I will be keeping an eye on this in future. Since April, **96% of customers have stated that they are happy with the service provided.**
- 5.13. The purpose of the **Youth Service** is to ensure access for young people (aged 11-25) to a range of informal learning experiences that give them opportunities to gain skills, to venture, to enjoy and to play a full part in their communities. The service is going through a period of change, and has been engaging on a new delivery model for the County. The report will be submitted to the Scrutiny Committee in January, and I will be submitting a report to you in March 2018. I believe that further work is to be done on Youth measures as well, and it would be beneficial to have the opinion of young people on what is being offered at the clubs. On a positive note, the service has successfully ensured that **309 young people received accreditations through the service** since July 2017.
- 5.14. In the same way as the work that has taken place within the Economy Department, I have asked the **Housing Department** to review the purpose of its Units and its measures in order to ensure its measures the right things and shows where we make a difference to the people we serve. I will be working with the Housing Service over the coming months to develop this further. In addition to the Performance Challenge Meeting, jointly with the Housing Service, I have held a workshop to look at establishing priorities for the field. See **Appendix 2** for a copy of the Services' measures.
- 5.15. Together with this work, we need to understand the demand for housing within our areas in order to prioritise the Housing supply that is needed within our areas. The Department is currently working on mapping the demand for housing within our well-being areas. This work will lead to our response to the need to improve our Housing supply.
- 5.16. **Homelessness Unit** - Some decline can be seen in the time it **takes to achieve what is important (TAI 002)** (103 days in quarter 1 compared with 69 average for 2015/16 and 54 in 2016/17). The **length of stay in temporary accommodation (TAI003)** (80 days) also shows some decline when comparing with 2015/16 but it compares well with last year and with other authorities that also report that there is similar pressure. A recent Homelessness Census notes that there are 33 people who could currently be sleeping rough in Gwynedd, which is an increase on last year.
- 5.17. A number of reasons for the decline in performance were reported, such as the fact that some individuals, who are difficult to accommodate for various reasons such as Mental Health and Substance Misuse, remain in temporary accommodation for long periods of time. It was reported that 17 single people were currently in a B&B due to difficulty in finding affordable one bedroom accommodation for them. It was reported that two people had been in B&B accommodation at the Council's cost for nearly a year. We also see difficulty in

finding suitable accommodation due to some individuals who demonstrate anti-social behaviour and those who are leaving prison. In my opinion, better solutions are needed for these individuals, although I do not feel that this is the Council's responsibility alone. I will be holding further discussions with the Department and our partners to look at this further.

- 5.18. Welsh Government presented homelessness statistics at the end of July 2017. These figures provide an overview of the national homelessness picture over the past two years since the changes to the Housing Act and the shift in emphasis to working in a more preventative way. The figures confirm the local picture we are seeing in Gwynedd, namely the increase in homelessness and the trend that this will continue. The number of referrals to the Unit has increased substantially - 560 in 2014/15, 648 in 2015/16 and 722 in 2016/17 which again reflects the national trend.
- 5.19. The picture is similar with the Supporting People Unit, with increasing pressure relating to the increase in referrals and the increase in the complex nature of referrals. Benefit changes are placing pressure on our service users and our users need more support in terms of budgeting.
- 5.20. The performance of the **Supporting People Unit** for the January-June period can be seen in **Appendix 1**, which shows good performance. As I have already noted, I will be working with the Unit to ensure that we are measuring the right things. I want the Unit to revisit the purpose of the Unit and develop measures that show us that we make a difference, and where we should prioritise our resources.
- 5.21. In addition, a request has been made for the Grants and Enforcement Unit to reconsider its measures in order to ensure that we are measuring the right things. The measure of **average number of days taken to issue a Disabled Facilities Grant (PSR002)** is performing much better during Quarter 2. I believe that this measure needs to be divided into complex cases and simpler cases in order to ensure a clearer picture of what is being achieved.
- 5.22. I am pleased to report that the performance of the **'Strat6' Number of affordable units secured for Gwynedd** measure is performing satisfactorily. The Department anticipates that we will meet our target of 50 affordable units in the 2017/18 year.

6. FINANCIAL/SAVINGS SITUATION

- 6.1. The Economy Department has realised all of its schemes for 2017/18. In general, the Department is also making very acceptable progress towards realising the 2018/19 plans, which include implementing the Full Council's decision on 5 October, 2017 to approve the business case for establishing a "Gwynedd Council Controlled Company" to undertake the leisure facilities provision, which would be operational during Quarter 3 of 2018/19. It is anticipated that this will enable the Council to create substantial annual savings.
- 6.2. In terms of schemes in the field of Housing within the Adults, Health and Well-being Department, in general, there are no concerns in terms of the ability to realise the efficiency savings or cuts. However, it is anticipated that there will be some slippage in realising the "TAI4 - Review the existing structures and locations of the Housing Service" scheme in full by the end of the 2017/18 financial year, in accordance with the aim.

7. NEXT STEPS AND TIMETABLE

7.1. None to note.

8. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

8.1. Views of the Statutory Officers:

i. Monitoring Officer:

"No comment from a propriety perspective."

ii. Head of Finance Department:

"I am satisfied that the contents of part 6 of the report is a fair reflection of the progress of savings projects in the housing, culture and leisure services. The report reflects the situation that the achievement of savings remains extremely challenging, and officers from the Finance Department will continue to support and advise the Cabinet Member and relevant officers as required."

8.2. Views of the Local Member:

8.2.1 Not a local matter.

8.3. Results of Any Consultation:

8.3.1 None to note.

Appendices:

Appendix 1: Economy & Community Measures of the Cabinet Member for Housing, Leisure and Culture

Appendix 2 Housing Service Measures

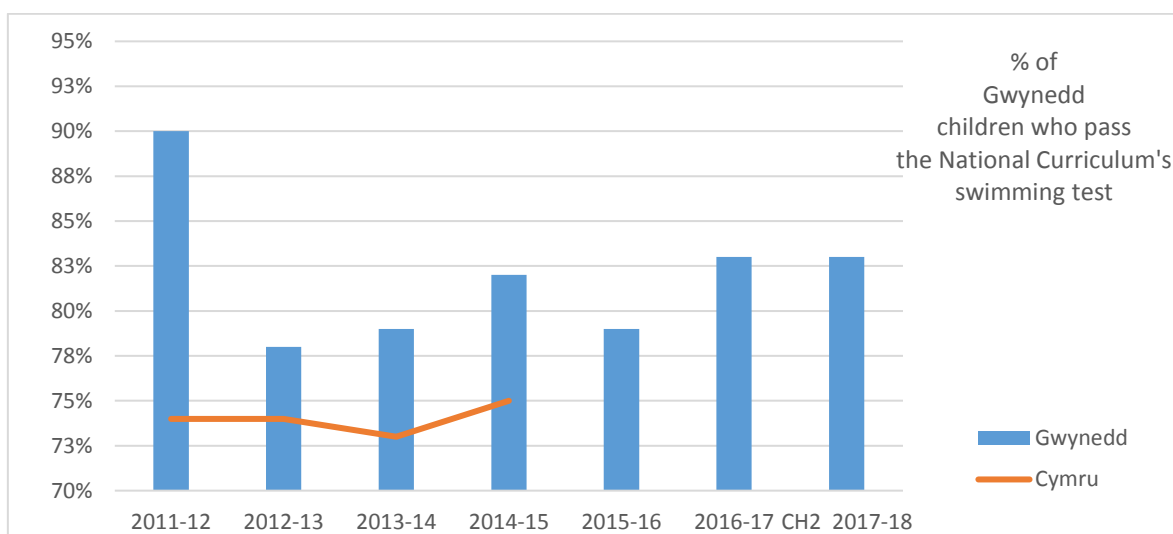
Background Documents:

None.

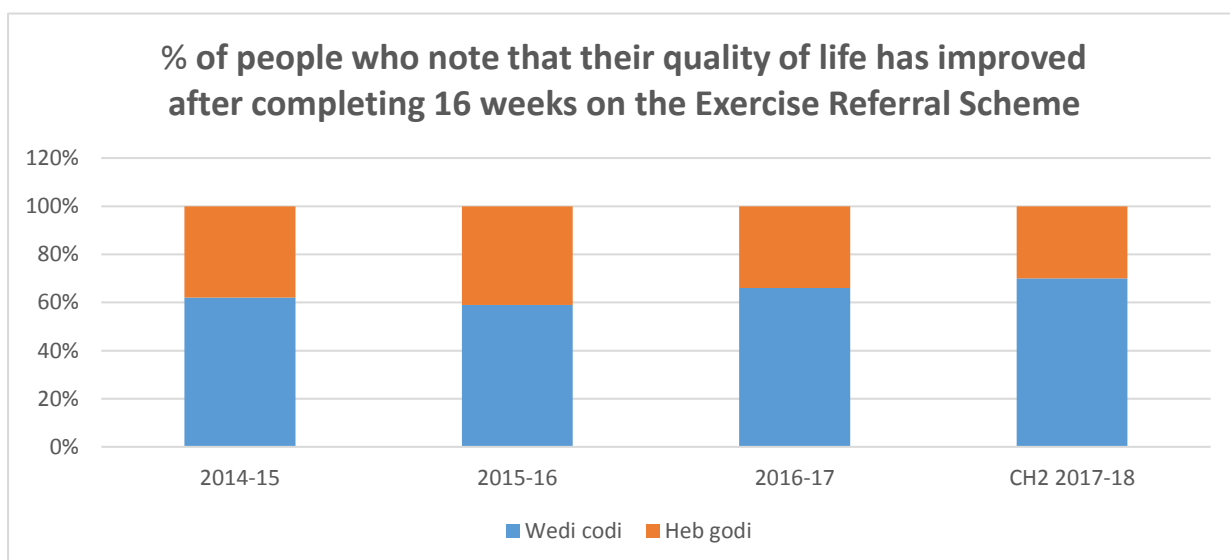
MEASURES OF THE CABINET MEMBER FOR HOUSING, CULTURE & LEISURE – ECONOMY & COMMUNITY DEPARTMENT (up to the end of Quarter 2 2017/18, September 2017)

Leisure

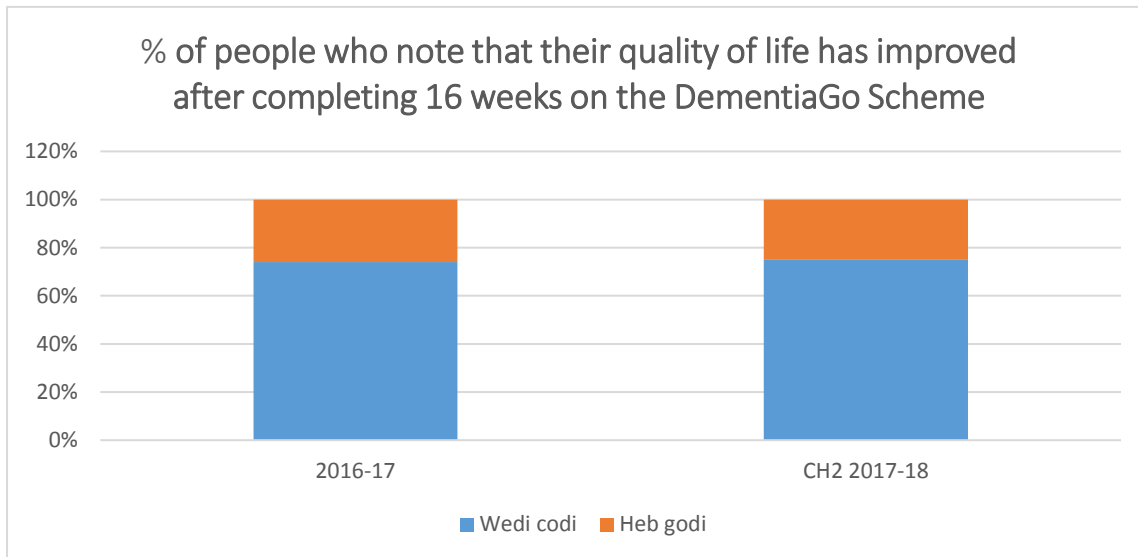
1. % of 11 year old children who have attained the National Curriculum Standard for swimming



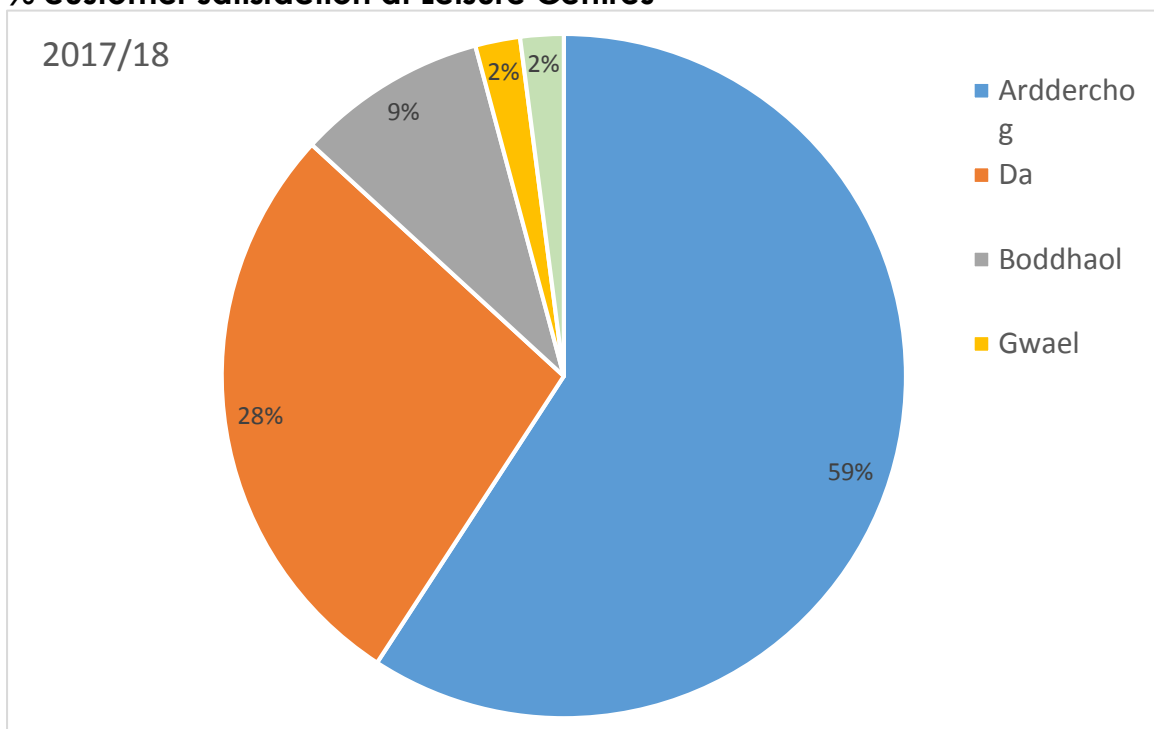
2. % of people who note that their quality of life has improved after completing 16 weeks on the Exercise Referral Scheme



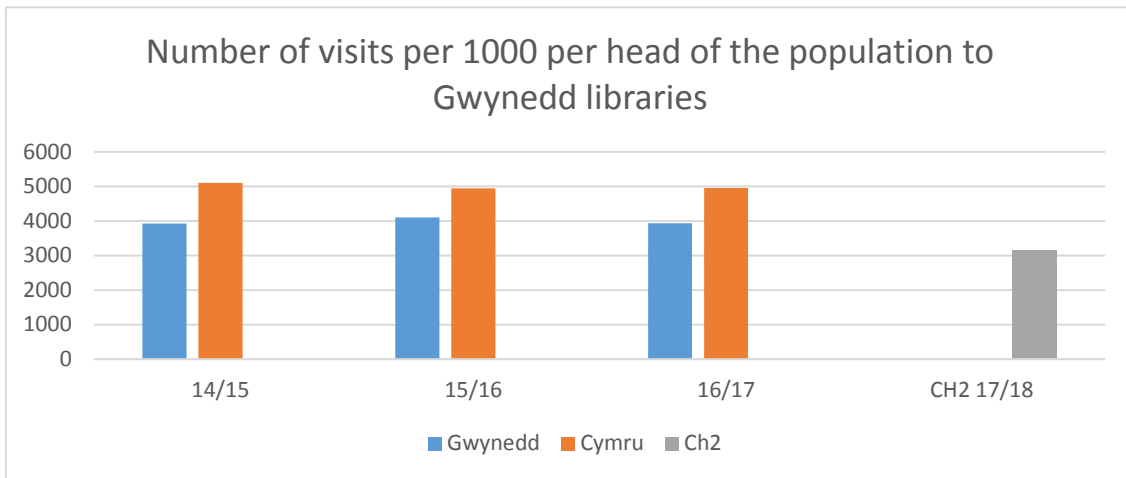
3. % of people who note that their quality of life has improved after completing 16 weeks on the DementiaGo Scheme



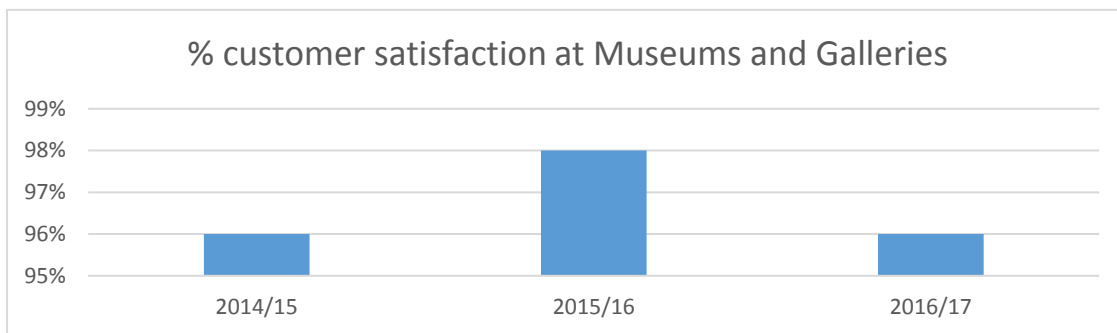
4. % customer satisfaction at Leisure Centres



Libraries



Museums and the Arts



APPENDIX I – Measures for Cabinet Member for Housing, Leisure and Culture - Housing Service

Ref.	Measure	2014-15	2015-16	2016-17	Latest information
Housing Service					
TAI008	Number of individuals that have moved to sustainable accommodation after receiving support	-	-	90	41 (81.64%)
TAI009	Number of individuals where housing needs have been met	-	-	233	65 (29.54%)
TAI015	Number of individuals where Health needs have stabilised	-	-	4	1 (0.45%)
TAI002	Time it takes to achieve what matters (number of days)	85	70	54	103
TAI003	Length of stay in temporary accommodation (number of days)	76	70	104	80
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	318	271	311	196
Strat 6'	Number of affordable unit secured in Gwynedd	144	48	71	-

REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET

Date of Meeting: 16 January, 2018

Cabinet Member: Councillor Ioan Thomas,
Cabinet Member – Economic Development

Contact Officer: Iwan T. Jones, Corporate Director

Contact Telephone Number: 01286 679685

Title of Item: Economic Development Performance Report

1. INTRODUCTION

- 1.1. The purpose of this report is to update you on what has been achieved in the field I am responsible for as the Cabinet Member for Economic Development. This will include outlining the latest on the pledges in the Strategic Plan; the position of the performance measures; and the latest in terms of the savings and cuts plan.
- 1.2. I will remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Economy Department management team, which also included representation from the scrutiny committee.
- 1.3. On the whole, I am satisfied with the performance of most projects and they are all on the right track. The department has further work to do to develop measures, and I will expand on this in section 5 of the report.

2. DECISION SOUGHT

- 2.1. To accept and note the information in the report.

3. REASONS FOR RECOMMENDING THE DECISION

- 3.1. In order to ensure effective performance management.

4. STRATEGIC PLAN PROJECTS**4.1. E2 High Value and Quality Jobs**

- 4.1.1 ***The purpose of this project is to work pro-actively in order to create the correct conditions to develop high value and quality jobs in Gwynedd.***
- 4.1.2 The one to one work programme with prospective investors is continuing, with high praise from those businesses who receive the support. 14 investors have received support since I reported to you last, and consequently, 10 high value jobs have been created in the County and 92 high value jobs (salary in excess of £26k) have been safeguarded.

- 4.1.3 I requested that the Department scrutinise these job figures as I was eager to see in which areas and sectors the jobs are based. This analysis shows that the jobs created/safeguarded are based in the Arfon area. 75% of these jobs have been created in the digital sector and 25% in the food sector. It appears that the main reason for this is because the high value sectors are more developed in Arfon.
- 4.1.4 Every effort is being made to work on developments in the Meirionnydd area, especially the Trawsfynydd and Llanbedr Aerospace Centre sites. These developments are still not developed enough to create jobs, however we must continue to lay the foundations to enable significant developments that are likely to create hundreds of jobs in the area.
- 4.1.5 It has become apparent that there are fewer enquiries about setting up and growing high value businesses in the Dwyfor area, and there are also fewer strategic sites for locating high value businesses. In acknowledging that the situation in that area is difficult and challenging, I have asked the department to revisit the Llŷn and Meirionnydd Employment Plan to see if we can focus on specific matters within those areas.

4.2. E5 Digital Gwynedd

- 4.2.1 ***The purpose of the project is to support efforts to transform the use of technology by Gwynedd businesses, services and residents by ensuring that there is a provision of up-to-date broadband across the county.***

Infrastructure

The project is continuing to collaborate with Welsh Government / BT to deliver the Superfast Wales project in the county. There is some delay in the Government's new scheme but I've recently received confirmation that Superfast Cymru 2 will begin in 2018. By now: **86% of homes and businesses can receive superfast broadband in the county**, with the number of subscribers at 43%, namely the highest in Wales. Though these figures are encouraging, I am eager for us to increase the number of businesses subscribing by raising awareness.

In terms of the mobile phones infrastructure, the county has witnessed a constant flow of planning applications for installing 4G equipment. Nevertheless, I am aware that companies at Parc Menai, Bangor are having great difficulty as they do not receive 3G coverage. I am eager for this project to influence and to press on mobile phone operators to improve provision at the park.

Businesses

To date, 125 of Gwynedd's businesses have benefited from the Superfast Cymru programme. I am eager for the department to consider whether or not there is any evidence that businesses' use of technology is increasing in the County because of this intervention.

4.3. E6 Rural Gwynedd Innovation Scheme

- 4.3.1 ***The purpose of this project is to create the conditions to strengthen Gwynedd's rural economy and encourage local enterprises to establish and develop in order to maintain employment. This will be achieved through Gwynedd Rural Innovation - Rural Development Programme LEADER.***

- 4.3.2 A number of small exciting innovative developments have been approved since I last reported to you. A scheme to trial a model for supporting mothers in the countryside to develop their Information Technology skills with the Techmums charity and Coleg Meirion Dwyfor has commenced, and a bid for funding has been submitted to extend the community Wi-Fi model developed in Aberdaron. I feel that the scope to trial new ideas under this fund gives our rural communities an opportunity to consider different methods of working.
- 4.3.3 A copy of the latest Gwynedd Rural Innovation newsletter can be found in this link
<http://www.arloesigwyneddwledig.com/gwybodaeth/cylchlythyrau/?lang=en>.
This newsletter shows the wide range of trials that are being held here.
- 4.3.4 I feel that further work is needed to seek to capture and consider the impact of these trials in the long term, as I am eager for us to secure the future of these plans, beyond their trial period.

4.4. E7 World Heritage Site

- 4.4.1 ***The purpose of this project will be to create economic benefit from Gwynedd's rich heritage. We will focus on the existing Edward 1 Castles World Heritage Sites at Harlech and Caernarfon and will introduce World Heritage Site status for the heritage of the slate industry.***

Caernarfon

Work has commenced on the implementation of an improvements programme of £15m to develop Caernarfon Waterfront, with work to be seen at Galeri and the Eryri Train Station. The spending on this Capital Plan is in line with the spending timetable. As the construction work goes ahead, the work of identifying marketing opportunities for the developments has begun.

Harlech

The work of supporting local partners to respond to the needs and opportunities in Harlech has taken a step forward, with a report on Prioritising Strategic Opportunities in the area now concluded.

In relation to the nomination for World Heritage Site status, we have received positive feedback from the Westminster Government Arts Department following a technical appraisal which has set a clear direction and a new timetable for the bid. We aim to submit the nomination by March 2018.

4.5. T7 High-profile and strategic events

- 4.5.1 ***The purpose of this project is to attract nationally or internationally high-profile events to Gwynedd in order to take advantage of the economic and social benefit that will ensue.***
- 4.5.2 The project has been working closely with organisations and businesses and has identified more than 80 events that will take place in the County next year. We have managed to attract three year investment to the Hardline Red Bull Mountain Biking event in Dinas Mawddwy thus securing its future within the County.

- 4.5.3 Further work has also been undertaken to attract additional investment in events at Plas Heli and Festival No. 6. One challenge faced by this project is Welsh Government's expectation that the Council should fund a number of these major events.
- 4.5.4 Up to the end of September 2017, it was reported that a benefit of £2.5m had been generated (37% of the outcome for 2016/17) but having challenged this I have been given to understand that a number of the major events, including Festival No. 6 are yet to report. It should also be noted that I am confident that this figure will be more than £6m by the end of the financial year.

5. MEASURING PERFORMANCE

- 5.1. **Appendix 1** reports on the performance measures that are associated with my portfolio. I have already referred to some of these measures whilst discussing the above projects.
- 5.2. I have had a number of discussions with the department during recent months regarding the measures that are being introduced, in an attempt to ensure that they are meaningful to the residents of Gwynedd. I have held discussions with them about redefining their measures in order to ensure that they capture the information that will be of greatest benefit to them in shaping their services in future. I have also emphasised that I wish to see these measures being reported visually.
- 5.3. Following discussions, it was agreed that the Department would undertake further work on its measures and submit its Business Plan for 2018/19. In acknowledging that further work is to be done, I am comfortable that the department is on the right track and I will continue to work with them as they find new measures.
- 5.4. Meanwhile, I have agreed for them to submit the department's current measures, but in a visual format.
- 5.5. The Department collects field measures (where more than one service feeds into the measure) and measures for each service.

5.6 Field Measures

- 5.6.1 **Secured Grants / Match-funding for the County** - Up until the end of September 2017 seven schemes have received financial bids this year including Slate Quay, Ad-Trac, two schemes that have targeted funding from Visit Wales and a scheme that is about to receive funding from the Rural Development Programme.
- 5.6.2 **Jobs created by enterprises that receive the Department's support** - It can be seen that 39 jobs have been created since April 2017. In light of the department's support, a distillery has been set-up resulting in new jobs. These jobs also include those which have derived from the Caernarfon regeneration scheme. The rate of high value jobs is lower than what was achieved in 2016/17 (46%), and consequently I have asked for this to receive further attention during the remainder of 2017/18.
- 5.6.3 **Jobs safeguarded by enterprises that receive the Department's support** - 105 jobs have been safeguarded in the County. A vast majority of the jobs have been protected as a result of providing advice to local businesses in the digital field to

persuade their new owners to maintain their presence in the county. 92 of these jobs are high value jobs, as I mentioned under project T1 - High Value Jobs.

5.7. Service Measures

- 5.7.1 The **Business Support Service** provides information, advice and support to businesses to enable them to set up, be competitive and to develop in Gwynedd. The service is responsible for implementing, managing and promoting loan funds such as the Caernarfon Town Centre Loans Fund and the Bangor Area Fund. The budget for the Caernarfon Fund has now been earmarked, with six empty buildings brought back to commercial use. However, the situation is disappointing in Bangor, and only one full application has been received so far. I feel that this reflects a deeper problem in Bangor and that there is a real need to consider how we can regenerate the town centre.
- 5.7.2 The '**Business Enquiries acted upon**' measure has fallen in recent years (494 in 2014/15 to 94 in 2017/18), mainly because of the lack of financial support schemes to help the businesses. I feel that the service has more work to do to consider its measures and I want it to capture the experiences of the businesses it works with, as this is something that could give us invaluable information about the quality of the support. The Council has a wider role in supporting businesses. I am eager to consider how the Council could provide a single point of contact for businesses - this would provide a much better service and experience for the businesses.
- 5.7.3 The **Maritime and Country Parks Service** seeks to ensure secure resources of high quality in our rural parks, harbours, marinas and on Gwynedd beaches. The unit is responsible for managing 301km of the Gwynedd coastline, concentrating on seven blue flag beaches, four harbours and two marinas, including Hafan Pwllheli that offers accommodation to 700 boats. Over the past months, the service has been going through a Ffordd Gwynedd exercise, therefore a number of the measures will be amended in light of that review. In terms of the main improvements achieved by the service, the work of demolishing the Trefor Pier is now completed, and the work of preparing a new strategy for our Gwynedd Beach Management Plan which will be ready by January, 2018.
- 5.7.4 The **Pwllheli Marina Moorings** measure is full and demonstrates the performance of the Maritime and Rural Parks Service in terms of meeting its income targets and also suggests there is user satisfaction with the Marina. To date, this year's performance is better than expected, which reflects the Service's efforts to improve provision and maintain access to the Marina.
- 5.7.5 The purpose of the **Tourism, Marketing and Events Service** is to maximise benefit and value of visitors to the Gwynedd economy. During recent months the work of creating the Snowdonia Mountains and Coast tourism website continues, with the intention of including the details of more than 2000 businesses on the website. One of the main measures is the **number of visitors to the Snowdonia Mountains and Coast website**. The numbers visiting the Snowdonia Mountains and Coast website have fallen during the year up to the end of September 2017. This fall reiterates the need to deliver a new website - one of the service's main tasks for 2017/18. I have challenged the Service and received assurance that the new modern website that is compatible with mobile devices will be in place before the 2018 tourist season begins.

6. FINANCIAL/SAVINGS SITUATION

- 6.1. I am pleased to be able to report that the Department has realised all of this year's schemes (2017-18) for the fields of economic development. Generally, the department is also making acceptable progress towards realising the remaining schemes for 2018/19 and 2019/20 also.

7. NEXT STEPS AND TIMETABLE

- 7.1. None to note.

8. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

8.1. Views of the Statutory Officers:

i. Monitoring Officer:

"No comment from a propriety perspective."

ii. Head of Finance Department:

"I can confirm the accuracy of financial aspects of the report. The contents of part 4.4.1 are an accurate reflection of the expenditure on the capital scheme, and it is encouraging to note from part 6.1 of the Cabinet Member's report not only that the 2017/18 savings plans relating to the portfolio have been realised, but that there is acceptable progress on implementing the plans that have already been established for future years."

8.2. Views of the Local Member:

- 8.2.1 Not a local matter.

8.3. Results of Any Consultation:

- 8.3.1 None to note.

Appendices:

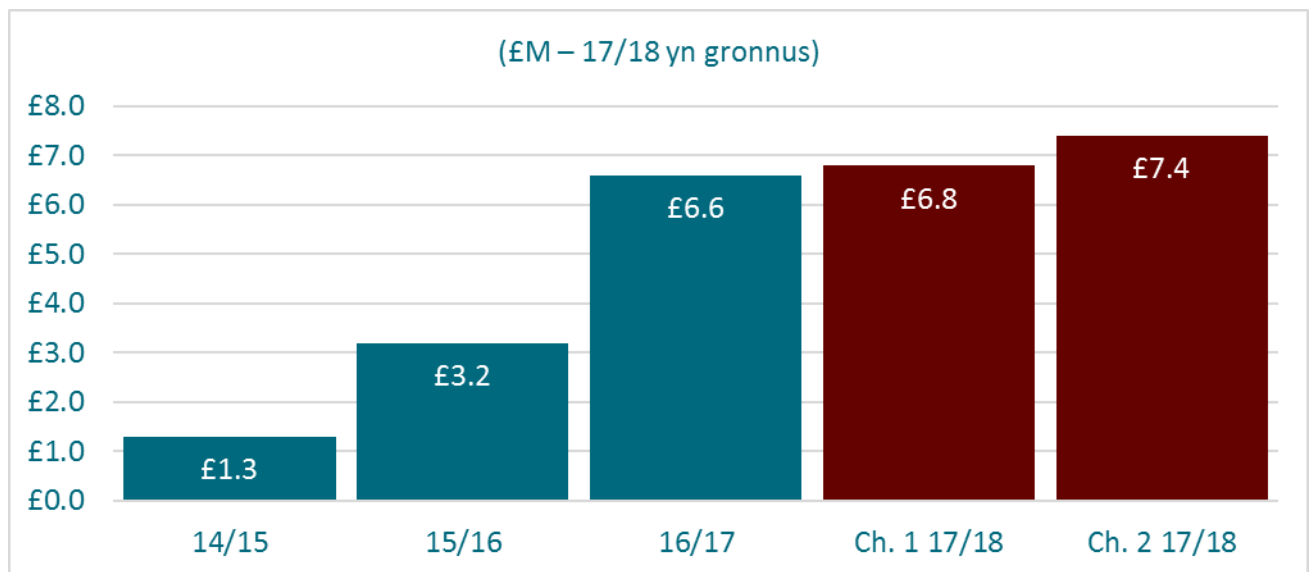
Appendix 1 Measures of the Economy & Community Department
(Economic Development)

MEASURES OF THE CABINET MEMBER FOR ECONOMIC DEVELOPMENT

(up to the end of Quarter 2, 2017/18, September 2017)

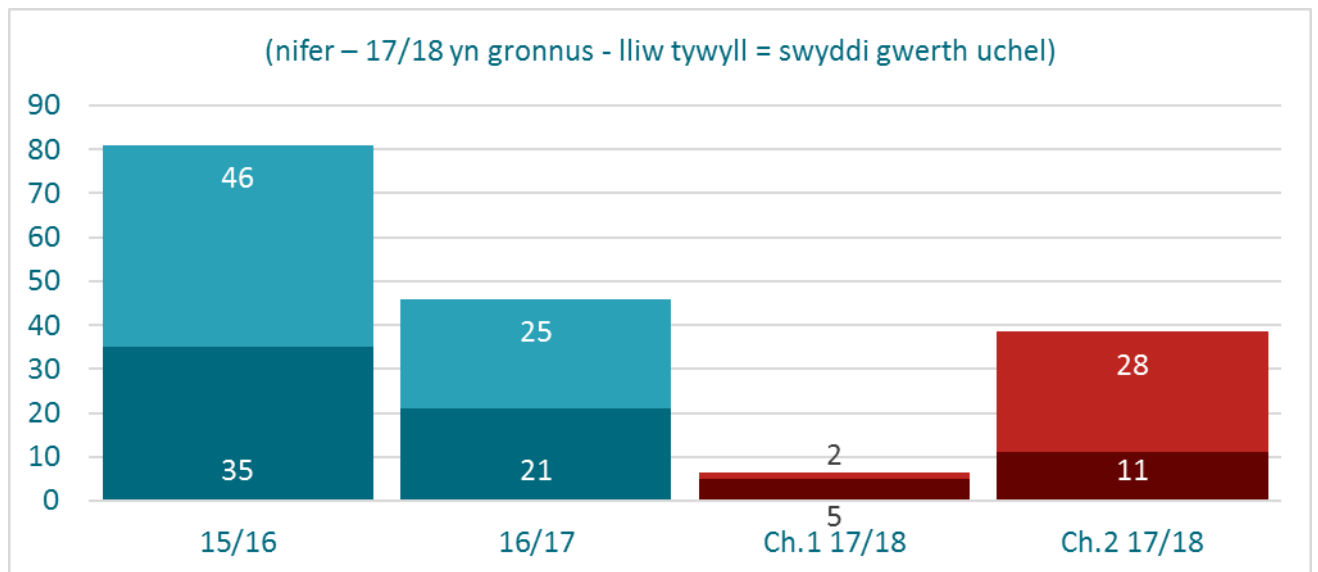
Field Measures

1. Secured Grants / match-funding for the County



The measure shows that the Department's performance secures resources to realise the Council's aspirations to develop the local economy.

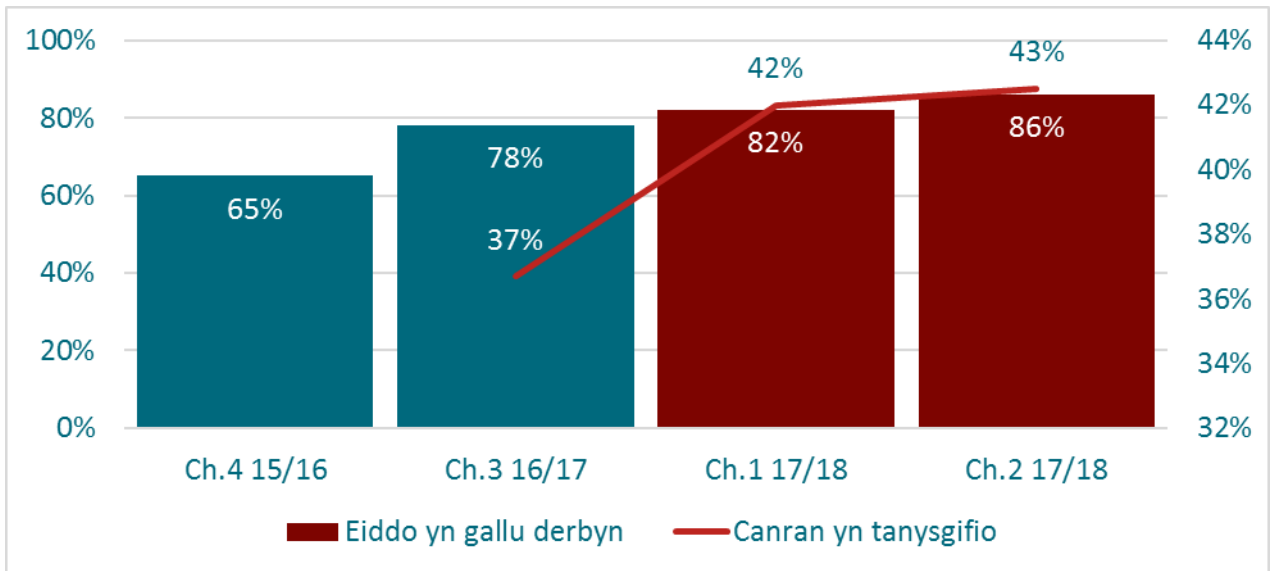
2. Jobs created by businesses receiving support



The measure shows the impact of the Department's activities in creating new jobs and high value jobs in particular.

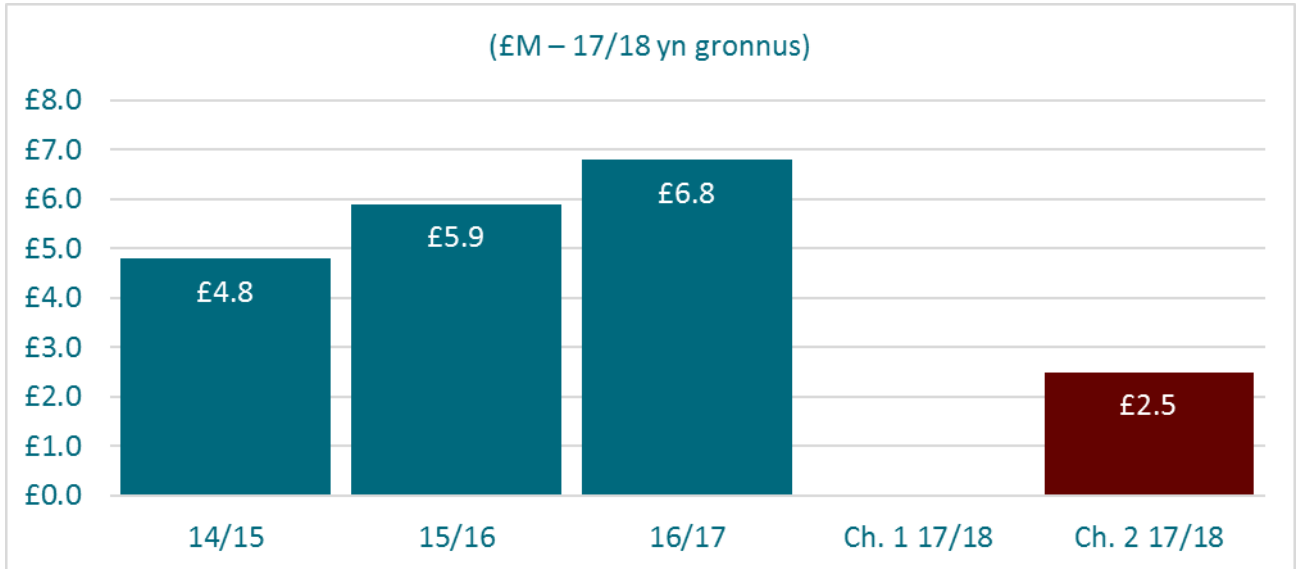
During Quarter 2 support was provided to companies within the digital sector in Parc Menai after they were procured by international businesses. The intervention of the High Value Jobs Programme has helped to secure nearly 100 jobs of high value in the county.

3. Percentage of property able to receive superfast broadband and the subscription rate



I believe that ensuring quality digital connectivity is key to supporting economic development and to maintain our communities in future. See information about this measure in **4.2 - Project E5 Digital Gwynedd**.

4. Benefits to the economy from supporting high profile and strategic events

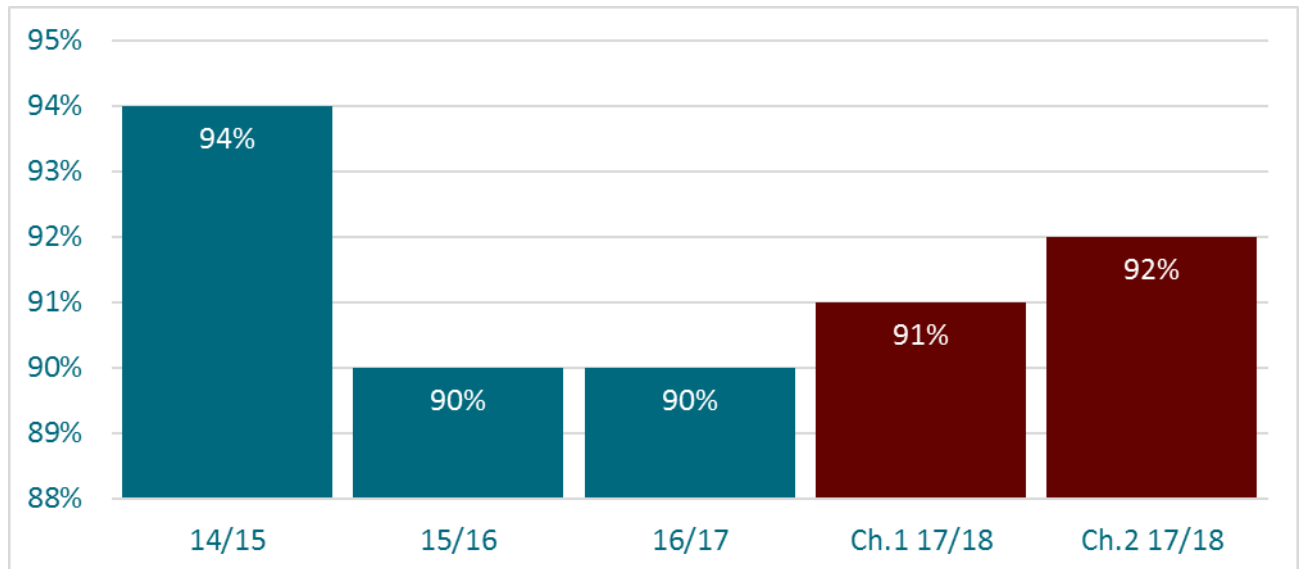


The measure shows the economic benefit of the Council's investment in supporting events.

Festival Number Six has been a success and is looking ahead to the future following problems in 2016/17 and the Council has been acknowledged as a supportive Council by the organisers at a reception during the festival. And an hour long programme on Festival No 6 was broadcast on the SKY ARTS channel for the first time this year promoting the county to a wide audience.

Service Measures

5. % of occupied Council owned industrial / commercial space



The measure shows the Business Support Service's performance in terms of meeting its income targets. I believe that the performance of the measure also indicates the business community's confidence in the county.

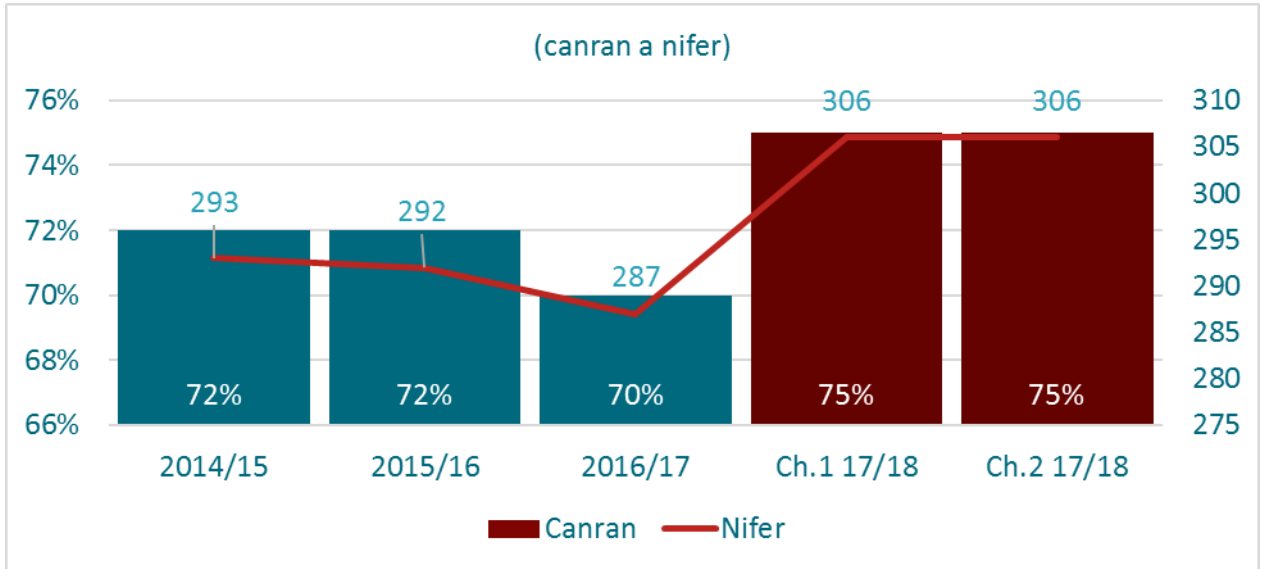
To date, this 2017/18's performance is better than expected, mainly due to filling space that has been dormant for some time in the Council's Enterprise Centres.

Caernarfon Town Centre Loans Fund

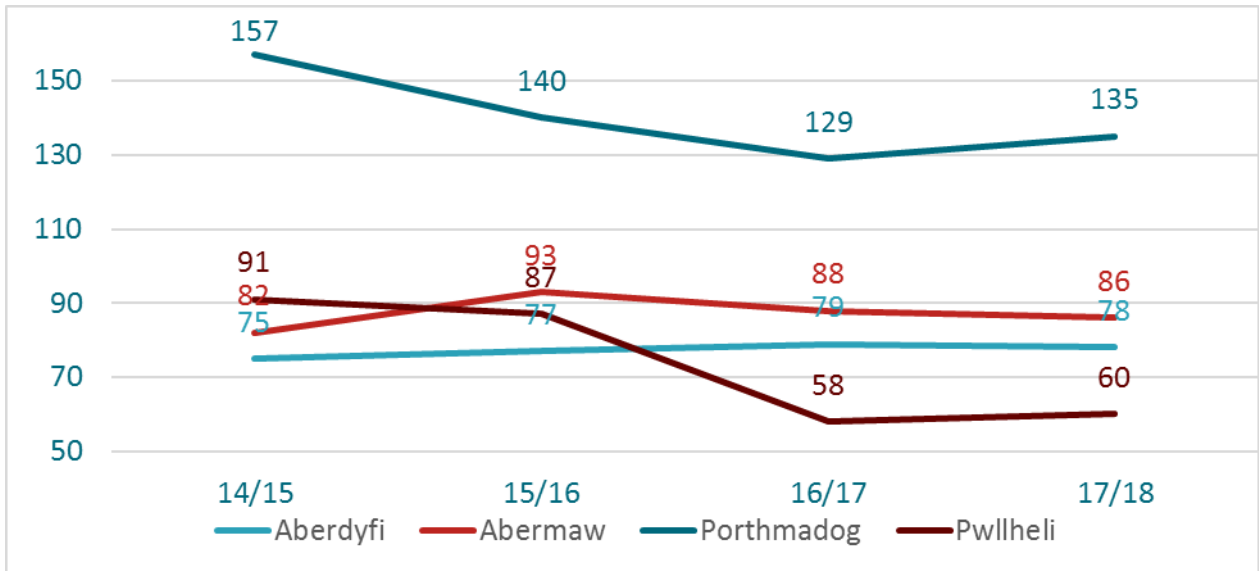
Six empty buildings are being brought back to commercial use as a result of receiving support from the Caernarfon Town Centre Loans Fund. 14 jobs will be created.

Rhys Davies, owner of the Tŷ Glyndwr Bunkhouse: "We are very proud to have been able to receive support. In a time where public money is much scarcer, the availability of these loans is a great support to small local businesses."

6. The Pwllheli Marina moorings are full



7. Number mooring every year within harbours



Again, the measure shows the performance of the Maritime and Rural Parks Service in terms of meeting its income targets and suggests customer satisfaction.

The majority of harbours are stable and Porthmadog has improved following a period of decline in numbers.

Report to the Cabinet

Date of meeting:	16 January, 2018
Cabinet Member:	Councillor Gareth Roberts
Contact Officer:	Morwena Edwards, Corporate Director
Contact Telephone Number:	01286 679 468
Title of Item:	Performance Report of Adults, Health and Well-being

1. INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has happened in the areas within my remit as Cabinet Member for Adults, Health and Well-being. This includes outlining the latest developments against pledges within the Strategic Plan; where we have reached with the performance measures; and the latest in terms of plans for savings and cuts.
- 1.2 I would remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Departmental Management Team.
- 1.3 On the whole, I am comfortable with the performance of the Adults, Health and Well-being Department in relation to the services under my responsibilities.

2. THE DECISION SOUGHT

- 2.1. To accept and note the information in the report.

3. THE REASON FOR THE NEED FOR A DECISION

- 3.1. In order to ensure effective performance management.

4. THE REASONING AND JUSTIFICATION FOR RECOMMENDING THE DECISION

4.1. Strategic Plan Projects

- 4.1.1. Brief progress reports are submitted below on the projects of the Strategic Plan 2017-18.

4.2. **G1 Care Challenge - Try to ensure that the people of Gwynedd truly understand the challenge which faces us to motivate and support communities to contribute by taking action.**

- 4.3 It was reported last time that we had held sessions with staff to discuss the development of the information, advice and assistance service in Gwynedd. A clear message was how essential and current is the need to ensure that the people of Gwynedd are clear about the challenge facing the field. The work programme being developed focuses on ensuring that an information, advice and assistance service can be offered on a local level, also noting what needs to be prioritised over the coming months.

- 4.4 Specifically, in terms of attempting to increase the preventative and local focus, the role of the 'Community Link' is being trialled within three of our Integrated Community Teams. The role offers an opportunity to consider the advantages of weaving a member of the third sector into our teams and is a development of what is in progress already in the Eifionydd area. The purpose of the Community Link role is to enrich the understanding of team members regarding the opportunities that exist within communities, and stimulating community activity that promotes the well-being of residents. The role is of course developmental in nature and at the end of the pilot period, there will be a need to evaluate the plan and learn, reflect and understand more about the contribution of these roles towards assisting people to live their lives as they wish.

4.3 **G2 Integrated Working Project, focusing on what counts to individuals - redesigning our current way of working.**

- 4.3 It was reported last time that there is an agreement with the Health Board to establish a structure to work in an integrated way in the older people field. One of the two Transformation Leader posts has also been filled at the beginning of July. There is an agreement with the Health Board to adapt the role of the second post and it will be advertised in the near future. Teams of the Council and Health Board staff are in the process of transferring into the new area structure. Training sessions have been held for staff and work locations are being

adapted. A series of workshops have been held to support the Leaders of the Council and the Health Board to implement changes and maintain momentum. A work programme is in place to establish an Information, Advice and Assistance (IAA) service within the integrated teams which is based on what we have learnt by implementing the Ffordd Gwynedd principles in Health and Care at Alltwen and the views of staff during consultation sessions held during the spring.

4.4 G3 Restructuring the Adults, Health and Well-being Department - Ensure that the department's staffing structure is suitable for the future.

4.5 It is considered that this scheme was completed separate to the minor adaptations and completion of human resources' administrative arrangements. The Department will implement further changes to the staffing structure if developmental opportunities arise or opportunities to work more efficiently.

4.5 G4 Extra Care Housing - Extra Care Housing Buildings in Porthmadog.

4.5.1 The schedule of Anwyl has slipped further due to lack of availability and a lack of construction workers; they are now looking to complete in May 2018. Substantial progress has been made in the past months with work now commenced on the roof. 58 applications have been received for the scheme. A marketing campaign will start again at the beginning of the year in order to have show flats and an open day.

4.6 G5 Frondeg - Ensure clarity at Frondeg site and decide on the way forward.

4.6.1 Following observations on the draft plans from the main stakeholders, we are now waiting to receive a comprehensive business case from Grŵp Cynefin. They also wish to receive confirmation from the service that they are prepared to commit a capital contribution as well as the land for the new development. Once the terms will be agreed, they will be in a position to submit a planning application, on condition that the main stakeholders and councillors have an opportunity to see the plans first before the public consultation takes place.

4.7 G6 Internal provision - Determine how we run the Provider Service (that provides care services) and act on that.

4.7.1 A decision has been made by the Leadership Team to put this work to one side for at least two years (October 2018) in order to consider broader options for the Council and its partners in a changing and vulnerable market.

4.8 G7 Capacity and Sustainability of the Care and Health system - Respond to the current problems that exist in terms of care and health provisions specifically within the field of older people.

4.8.1 Construction work on Part 2 of the Llys Cadfan project has now been completed and arrangements are being made to move towards completing the interior work and the individuals will make use of the new resource at the new Early Dementia Unit. There is a continued risk that the Health Board's failure to recruit nurses in the area could affect when the scheme will reach its full potential in terms of care and health services. In cooperation with the Health Board, plans are being developed to invest in early dementia beds at three other locations across the County and the hope is that investment can be secured from the ICF fund to implement at least one of these plans, and it is hoped that work will

commence in the first location, Plas Hafan, Nefyn, which will correspond to the phase 1 investment at Llys Cadfan, during the 2017-18 financial year.

- 4.8.2 Collaboration with Betsi Cadwaladr University Health Board and the Isle of Anglesey Council is continuing in an attempt to respond to some of the barriers faced in terms of availability and the quality of some care services in the north-west. As noted in the previous reporting cycle, a work programme is now in place and initial work is being undertaken on some of the recommendations for improvement.
- 4.8.3 Recruitment to the care and nursing workforce continues to be extremely challenging. Efforts to attract and retain workers continue and are reinforced. Unfortunately, we are not seeing enough success to fill the gaps to date, and so the change is too slow to assist in the short-term. With other legislative changes regarding registration of workforce coming into effect in April 2018, it is envisaged that achieving the aim of attracting and retaining a health and care workforce will continue for some time yet. The private sector is also facing similar difficulties and work is under-way to establish joint pilot schemes with providers to test new methods of working. The aim is to have one pilot scheme in each of the five areas over the coming 18 months. It is hoped that over time this will enable us to provide services that focus on the aims of individuals and are more efficient and in turn will contribute towards our ability to reduce gaps/ waiting periods for a service/returning to the home for the County's vulnerable residents.
- 4.8.4 **Carers** - Work continues to see whether our arrangements and our current situation is suitable bearing in mind the expectations of the Act. Steps have been taken to incorporate carers support work on the Well-being/preventative agenda. One of the Department's officers is leading and coordinating the work of supporting carers regionally, and this will contribute to our understanding of the situation and our ability to strengthen the provision based on robust information. We will continue to ask for the views of professional officers, carers in Gwynedd and champions in the field in order to consider whether our arrangements are suitable. This work will enable us to decide whether or not there is a basis to commission a specific project or projects to support unpaid carers and/or how to make better use of IAA and preventative services. The Gwynedd and Anglesey Carers Strategy has been adopted. The next step will be to draft an action plan and sub-groups in Gwynedd and Anglesey have started to meet to undertake this. The Gwynedd sub-group includes Department members, third sector partners, Health and carers.
- 4.8.5 The Department is putting robust arrangements in place to support the carers of persons with mental health difficulties because of the feedback that the service was not effective. Two internal support workers have taken on the work and early feedback about their support to these carers is very positive. We have also received very positive feedback about our carers' emergency cards scheme and Carers Outreach have also started to advertise the scheme.

5. **Performance Measures**

- 5.1 *Appendix 1* reports on the performance measures associated with my portfolio.
- 5.2 The **OED23** measure provides a general overview on the direction the department is going and identifies a positive shift in achieving 'what matters' for older people with physical disabilities. In general, **OED 23, Percentage of older people with physical disabilities where progress can be seen in achieving what**

- matters**, is **90%**. The department acknowledges that some work still needs to be done on this measure as well as continuing with the Collaborative Conversations training. I believe that we are on the right track with this measure but that the Department needs to continue with the work of identifying barriers and those needs that we do not succeed to achieve. The Department confirms that they will carry out further work on this measure.
- 5.3 With the measure **OED24**, 93% of the *Learning Disability Clients have seen an improvement in what matters* which is progress since the previous quarter. Of those cases who have not seen progress in what matters to them, the Department has identified those specific cases and it is worth noting from the cases reviewed that slippage has only been seen in one case. Work is in progress at the unit to identify the reasons for any slippage and the cases where unsatisfactory progress can be seen.
- 5.4 Concern continues with the *Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (PMA/19)*. Considerable work has been done within the department to scrutinise in detail the Delayed Transfers of Care from hospitals figures to ensure that they are correct. The fruition of this work can be seen in the performance of October when improvement was seen, with one Delayed Transfer of Care case in the month (October) which means a performance of 3.2 thus far, which brings down the projection for the year. We have identified concerns about the methodology and the definition used by Health when reporting on Gwynedd's performance and so we would continue to review this to ensure that correct data is being reported.
- 5.5 There is some concern that a high number of individuals cannot be discharged from hospital as they are waiting for intensive nursing care locations, despite families agreeing to a second and third choice. We are beginning to see a situation where the needs of nursing home residents are much more intensive. The developments taking place at Llys Cadfan and Plas Hafan will assist to lighten the burden in the short-term but further discussions will be needed regarding any long-term solutions.
- 5.5 As well as this work, the Cabinet will be aware of the 'week in a room' work programme that seeks to respond to the above. In cooperation with the Health Board we have reviewed the care and health system, by following cases from beginning to end and try to create a system that works better for patients and by removing any obstacles that arise. As a result of this work a new way of working will be piloted at Ysbyty Gwynedd and I very much look forward to the results of this innovative work and I will update you soon.
- 5.6 You will also be aware that the Betsi Cadwaladr University Health Board has developed a new mental health strategy for all ages: 'Together for Mental Health in North Wales'. A range of specific measures will be provided by the board to improve quality, availability and access to Mental Health services in north Wales. The intention in Gwynedd is to develop measures that are in keeping with this strategy.
- 5.7 Establishment of the Safeguarding and Quality Assurance Unit has enabled the Council to respond more effectively to the new and increasing requirements within the adult safeguarding field. The performance of **SCA/019 Of the adult protection referrals completed during the year, the percentage where the risk is being controlled**, has been 100% for this quarter.

5.8 It is encouraging to see that we continue to see progress with the measure *PMA/20b Percentage of cases that have received a period of enablement - and have no care and support package six months later* which is 88%. In addition, measure *PMA/20a Percentage of adults who have completed an enablement package - and who have a smaller care and assistance package six months later* is also on the right track and is 90%.

6. **Financial Position / Savings**

6.1 I can report that all savings schemes for 2015/16 have been realised, and that the percentage of 2016/17 schemes yet to be achieved has dropped to 6%, which is a total of £95,600. A range of savings schemes for the 2017/18 year are being implemented but the timetable has slipped somewhat (a total of £606,500 (43%)). Despite the small reduction since the previous report, achieving this on time is an ongoing substantial risk. This contributes towards the overspend anticipated for the year.

6.2 Reference has been made for some time to more modern arrangements of responding to the needs of Gwynedd residents. There is now a firm foundation to conclude that this procedure is productive and has led to a reduced demand for some services, and to firm savings in the Older People care field as a whole. However, it has been difficult to report for certain on the exact size of the savings from the various individual schemes as they currently exist.

6.3 I have also been reporting for a while that the Cabinet has been supporting the Head of Department's efforts to address the concern that has existed in relation to the underachievement and slippages with many of the individual schemes. Furthermore, that the Head of Department has submitted a report on the developments partly deriving from "Alltwen", and his wish to expand on this system of operating. This would involve combining many of the individual plans within different headings, and would include an alternative way of recording the financial benefit of the changes. The principle of what was in mind was approved. However, we are continuing to await a full report from the Head of Department and I can confirm that this report will be submitted to the Cabinet soon for consideration.

6.4 It is also intended to submit a range of additional savings equivalent to £1.355m in various fields, savings that partially supersede the savings that had been anticipated from the "Provider Arm's Length Company" which has been put to one side for the time being.

6.5 There has been some delay with progress of the Re location of Segontium Day Services, but I am (as Cabinet Member responsible) along with the Department (as commissioner) encouraging the contractor and relevant technical services to complete the work in order to realise the asset and secure outcomes for the people of Gwynedd as soon as possible.

7. **NEXT STEPS AND TIMETABLE**

7.1 None to note.

8. **ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

8.1. **Views of the Statutory Officers:**

i. Monitoring Officer:

The issues from a proprietary perspective.

ii. Head of Finance Department:

I am satisfied that the contents of the report are a fair reflection of the financial situation. The substantial challenges in achieving the Department's savings plans continue, but as can be seen from the report there are continuous efforts by the Adult, Health and Wellbeing Department to identify alternative ways of achieving the necessary savings. I expect further reports to the Cabinet in relation to this, as stated.

I also note that part 6.5 of the report refers to a slippage with one of the Council's major Capital projects, 'The Relocation of Segontium Day Service', but that the Cabinet Member has taken steps to minimise any further delay before the introduction of the asset and ensuring its outcomes.

8.2. Views of the Local Member:

8.2.1 Not a local matter.

8.3. Results of Any Consultation:

8.3.1 None to note.

Appendices:

Appendix 1 Performance Measures

Appendix I - Performance Measures

Ref.	Achievement measure	2013-14	2014-15	2015-16	2016-17	Latest information
OED23	Percentage of Older People and People with Physical Disabilities where an increase is seen in achieving what is important to them.	New Measure	New Measure	New Measure	88%	90%
SCA/001	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75+. *	1.55	1.05	2.38	4.44	3.4
OED003	Enablement - Percentage of cases who have received a period of enablement who leave without a care package.	54%	45%	55%		90.4%
SCA/002a	Proportion of older people (65 years old or over) receiving assistance to live at home per 1,000 of the population. *	46 (4.6%)	45 (4.5%)	43 (4.3%)	42 (4.2%)	43 (4.3%)
SCA/002a LOCAL	Proportion of older people (65 years old or over) receiving assistance to live at home per 1,000 of the population. *	79 (7.9%)	78 (7.8%)	73 (7.3%)	74 (7.4%)	85 (8.5%)
SCA/002b	The proportion of older people (65 years old or over) that the authority assisted in care homes per 1,000 of the population who were 65 years old or over on 31 March. *	26 (2.6%)	24 (2.4%)	23 (2.3%)	22 (2.2%)	22 (2.2%)
SCA/002b LOCAL	The proportion of older people (65 years old or over) that the authority assisted in care homes per 1,000 of the population that were 65 years old or over on 31 March except for those who are self-funded. *	20 (2.0%)	18 (1.8%)	17 (1.7%)	16 (1.6%)	16 (1.6%)
SCA/019	Of the % of the adult protection referrals completed during the year, the percentage where the danger has been controlled	96%	100%	97%	100%	100%

* = Ffigwr is yn welliant

SCA/019 LOCAL	Of the % of the adult protection referrals completed during the year, the percentage where the danger has been controlled (except for those who have refused intervention)	-	-	99%	100%	96%
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Gofal - SCA/002a - Nid yw'r mesur cenedlaethol hwn yn cyfrifo'r bobl hynny sy'n derbyn gwasanaethau mwy ataliol eu natur e.e. Teleofal a Galluogi. Mae'r mesur yn cynnwys yn unig y gwasanaethau traddodiadol e.e. Gofal Cartref. Er mwyn cael darlun llawn o'r bobl hynny sy'n cael cefnogaeth yn eu cartref, mae fersiwn lleol o'r mesur wedi cael ei greu (**SCA/002a LLEOL**).

Gofal - SCA/002b - Mae'r mesur cenedlaethol hwn yn cyfrifo'r 'hunan arianwyr' sydd yn byw yng Nghartrefi Preswyl y Sir. Mae gan Wynedd nifer o gartrefi mewnol o gymharu â gweddill Cymru, ac mae cyfiri 'hunan arianwyr' yn gallu drysu'r sefyllfa wrth gymharu'n genedlaethol. Mae fersiwn lleol wedi ei greu ar gyfer eithrio'r 'hunan arianwyr' (**SCA/002b LLEOL**).

Gofal - SCA/019 - Nid yw'r mesur cenedlaethol hwn yn eithrio'r unigolion sydd wedi gwrthod ymyrraeth. Mae fersiwn lleol wedi ei greu sy'n eithrio'r unigolyn sydd wedi gwrthod ymyrraeth (**SCA/019 LLEOL**) a thbyr fod hyn yn rhoi gwell darlun o'r gwir sefyllfa.

Agenda Item 14

REPORT TO THE CABINET

Date	16 January 2018
Cabinet Member	Councillor Peredur Jenkins
Subject	Savings Overview: Progress report on realising savings schemes
Contact Officer	Dafydd L Edwards, Head of Finance

DECISION SOUGHT

To note the encouraging progress towards realising the 2015/16 – 2017/18 savings schemes.

1. INTRODUCTION / BACKGROUND

The progress of realising the savings which are in the 2015/16 – 2017/18 Savings Strategy is reported here.

In the Council's Financial Strategy, we had planned for savings of £7,414,751 in 2017/18. Realising the individual schemes is the responsibility of the relevant Cabinet members, and the Cabinet Member for Finance keeps an overview of the whole picture in order to identify any problems with the procedure, or any specific department.

The individual Cabinet Members' performance reports to the meetings on 2nd, 9th and 16th January have already detailed, as necessary, on the individual savings schemes within their own portfolios.

2. 2016/17 (and previous) DEPARTMENTAL SCHEMES

Appendix 1 summarises the achievements of each department against the savings target set for them for the year 2016/17, and updates the position in respect of the schemes that remain to be realised. Of the 144 schemes, 142 have been realised in full or in part, and it is expected that the few schemes that remain will be fully realised shortly. In financial terms (£), this means that 99% of the 2016/17 schemes have by now been realised. It is also pleasing to note that only one scheme from 2015/16 remains un-realised, and a method of realising this scheme soon has been identified.

3. 2017/18 DEPARTMENTAL SCHEMES

Likewise, **Appendix 2** summarises the present forecast in respect of realising the 2017/18 schemes and savings. Of the 122 schemes, 103 have been realised and a further 7 are on track to be realised on time. In financial terms (£), this means that 77% of the financial savings have by now been realised, with a further 3% on track to be realised.

The “slippage” figures include the substantial challenge in realising a number of schemes in the Adults Department and the Children’s Department.

In my previous report to Cabinet on 19 September, there was reference to the proposal by the Head of the Adults Department to submit a report outlining his wish to amalgamate a number of the individual schemes within various headings. This would include an alternative way of recording the financial benefit arising from working in a more efficient manner. By now, I understand that it is proposed that this report will be presented to Cabinet on 13 February 2018 and if the proposal is approved, it is expected that a substantial amount of the savings within the 2017/18 schemes will be realised on time.

The Children’s Cabinet Member’s report, presented to Cabinet on 9 January, refers to the challenge of realising this year’s savings schemes and, possibly, the remainder of the savings from the “Improving Benefits by Transforming Children’s Services” scheme as had been forecasted. It is clear that financing child care is an area of concern to many local authorities, and I encourage the Children’s Cabinet Member to submit the results of the review as referred to in his report as soon as possible, to enable Cabinet to consider the need for the Children’s Department to submit an alternative proposal to realise the relative financial savings.

There is one scheme in the Highways Department that continues to cause concern, and steps are being taken to submit a report for consideration by the Scrutiny Committee, and possibly to support an alternative means of fully realising this saving.

4. CONCLUSION

Generally, I am very satisfied with progress seen recently to realise the savings from the historical schemes that had slipped. Further, the forecast in respect of the remaining 2017/18 schemes is also on the whole very promising. Naturally, it will of course be necessary for the Cabinet Members to continue to monitor the savings schemes and I am aware that this work is progressing. Therefore, I request that the Cabinet notes the encouraging progress towards realising the 2015/16 – 2017/18 savings schemes.

View of the Local Member

Not relevant

Views of the Statutory Officers

Monitoring Officer:

No observations from a propriety perspective.

Head of Finance:

I have collaborated with the Cabinet Member in the preparation of this report and I confirm the content.

Appendices:

Appendix 1 – 2016/17 Savings Schemes Overview by department

Appendix 2 – 2017/18 Savings Schemes Overview by department

OVERVIEW OF 2016/17 SAVINGS SCHEMES BY DEPARTMENT

APPENDIX 1

Department	Total Savings 2016/17 and historical savings (H) to be realised	Realised schemes	Schemes being implemented, but with slippage	Schemes not fully developed or have failed	Comments by the Head of Finance
	£ (number)	£ (number)	£ (number)	£ (number)	
Education	94,089 (3)	55,408 (2)	38,681 (1)	-	Work to realise the “Education Contract and Employment Unit” scheme has been expanded and continues. Whilst the system is operational since April 2017, it is forecast that the savings will be realised in 2018/19.
Schools	2,095,000 (1)	2,095,000 (1)	-	-	The 2016/17 savings have been realised.
Environment	656,480 (21)	656,480 (21)	-	-	All of this year’s schemes have been realised.
Corporate Support	575,039 (16)	575,039 (16)	-	-	All of this year’s schemes have been realised.
Finance	374,601 (17)	374,601 (17)	-	-	All of this year’s schemes have been realised.
Economy and Community	801,283 (17)	801,283 (17)	-	-	All of this year’s schemes have been realised.
Adults, Health and Wellbeing	1,559,219 (30)	1,463,619(30*)	95,600 (4*)	-	Progress has been seen over recent months in the realisation of historic savings schemes, and the Department operated within its revenue budget in 2016/17. Work is progressing to realise what remains of the 4 schemes that remain partly in portal 5.2 (implementing, but behind schedule).

Department	Total Savings 2016/17 and historical savings (H) to be realised	Realised schemes	Schemes being implemented, but with slippage	Schemes not fully developed or have failed	Comments by the Head of Finance
	£ (number)	£ (number)	£ (number)	£ (number)	
Children and Families	753,000 (11)	753,000 (11)	-	-	All of this year's schemes have been realised.
Highways and Municipal	1,934,100 (20) (H) 40,000 (1)	1,934,100 (20)	- (H) 40,000 (1)	-	All of the 2016/17 have been realised, but there has been slippage with the historical scheme – "Rationalise Recycling Banks". By now, it is anticipated that there will be a revised method of realising the saving.
Consultancy	146,000 (4)	146,000 (4)	-	-	All of this year's schemes have been realised.
Corporate Management Team	-		-	-	No schemes programmed for 2016/17.
Cross-departmental	212,600 (3)	212,600 (3)	-	-	All of this year's schemes have been realised.
TOTAL	9,201,411 (144) (H) 40,000 (1)	9,067,130 (142*)	134,281 (5*) (H) 40,000 (1)	-	In financial terms (£), 99% of the 2016/17 savings schemes have been realised, and slippage (rather than failure) is forecast with the remainder.

(*A proportion of schemes in more than one gateway)

OVERVIEW OF 2017/18 SAVINGS SCHEMES BY DEPARTMENT

APPENDIX 2

Department	Total Savings 2017/18 £ (number)	Realised schemes £ (number)	Schemes on track to be realised timely £ (number)	Schemes being implemented, but with slippage £ (number)	Schemes not fully developed or have failed £ (number)	Comments by the Head of Finance
Education	417,116 (5)	358,816 (4)	-	58,300 (1)	-	Making satisfactory progress towards achievement. There has been a small slippage in implementing the "Reduced hours and / or introduce a fee for the care element within the free breakfast scheme for primary school children".
Schools	990,000 (1)	691,010 (1)	-	-	-	Following a Cabinet decision on 13 December 2016, the secondary schools proportion of this scheme, that is £298,990, is being bridged by the Council for two years.
Environment	962,483 (25)	861,773 (21)	75,710 (2)	25,000 (2)	-	Making satisfactory progress towards achievement but some work is required to move forward the "Smallholdings Rent Review" scheme (£20,000) and there is a delay until 2018/19 before implementing the "Public Protection – charge a fee for giving advice" scheme.

Department	Total Savings 2017/18	Realised schemes	Schemes on track to be realised timely	Schemes being implemented, but with slippage	Schemes not fully developed or have failed	Comments by the Head of Finance
	£ (number)	£ (number)	£ (number)	£ (number)	£ (number)	
Corporate Support	408,469 (11)	408,469 (11)	-	-	-	All of the year's schemes have been realised.
Finance	115,215 (9)	115,215 (9)	-	-	-	All of the year's schemes have been realised.
Economy and Community	848,208 (20)	848,208 (20)	-	-	-	All of the year's schemes have been realised.
Adults, Health and Wellbeing	1,412,000 (29)	728,760 (22)	76,740 (2)	606,500 (9*)	-	A substantial realisation challenge remains, with a range and high percentage of the schemes continuing in portal 5.2 (implementing, but behind schedule). As a result of operating in a more efficient way, the Head has attributed savings to the various schemes and is to submit a proposal to consider merging a number of schemes on a theme basis (there will be a report to the Cabinet on 13 February).
Children and Families	339,500 (4)	25,000 (1)	-	314,500 (3)	-	A substantial challenge to realise the savings has become apparent of late, with a high percentage of the savings and schemes in the "children in care placements" field now in portal 5.2 (implementing, but behind schedule).

Department	Total Savings 2017/18 £ (number)	Realised schemes £ (number)	Schemes on track to be realised timely £ (number)	Schemes being implemented, but with slippage £ (number)	Schemes not fully developed or have failed £ (number)	Comments by the Head of Finance
Highways and Municipal	1,831,450 (13)	1,587,450 (9*)	98,000 (3*)	96,000 (1)	50,000 (1)	Making satisfactory progress. Some work needs to be done with the Recycling Centres scheme (£96,000) to move this forward, and a report will be presented to Cabinet shortly. A report will also be presented to the Scrutiny Committee in respect of the "Reduction in the Frequency of the Municipal Grass Cutting and Collection" scheme (£50,000) where it will possibly be necessary to find an alternative method of realising the saving.
Consultancy	105,000 (4)	105,000 (4)	-	-	-	All of the year's schemes have been realised.
Corporate Management Team	7,000 (1)	7,000 (1)	-	-	-	The scheme has been realised.
Sub-total	7,436,441 (122)	5,736,701 (103*)	250,450 (7*)	1,100,300 (16)	50,000 (1)	In financial terms (£), 77% of the year's savings schemes have been realised, and 3% with a "green" assessment (portal 5.3).
Less						
Cross- departmental	-21,690	-21,690				Over achievement adjustment.
Sub-total	7,414,751	5,715,011	250,450	1,100,300	50,000	
Schools	-298,990					2 year Bridging adjustment.
TOTAL	7,115,761	5,715,011	250,450	1,100,300	50,000	

(*A proportion of schemes in more than one gateway)