

# Complete Agenda

# CABINET

## GWYNEDD COUNCIL

<b>DATE</b>	Tuesday, 29th January, 2019
<b>TIME</b>	1.00 pm
<b>LOCATION</b>	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH
<b>CONTACT POINT</b>	Annes Siôn 01286 679490 cabinet@gwynedd.llyw.cymru

### GWYNEDD COUNCIL CABINET MEMBERS

<b>Members</b>	
Dyfrig L. Siencyn	Leader
Dafydd Meurig	Deputy Leader, Cabinet Member for the Environment
Craig ab Iago	Cabinet Member for Housing, Leisure and Culture
Gareth Wyn Griffith	Cabinet Member of Highways and Municipal
Nia Wyn Jeffreys	Cabinet Member for Corporate Support
Peredur Jenkins	Cabinet Member for Finance
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

## AGENDA

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## GWYNEDD COUNCIL CABINET



### Report to the Cabinet

**Meeting Date:** 29 January 2019  
**Cabinet Member:** Councillor Dyfrig Siencyn  
**Contact Officer:** Vera Jones  
**Contact Number:** 01286 679267  
**Item Title:** Gwynedd Council response to the White Paper: Consultation on reform of the Fire and Rescue Authorities in Wales' governance and funding arrangements

#### 1 DECISION SOUGHT

1.1. The Cabinet's agreement to form a final response to the above consultation based on the draft response to the consultation on the governance and funding arrangements for the Fire and Rescue Authorities in Wales (appendix A) to be adjusted according to any comments from Cabinet members during the meeting.

#### 2 REASON WHY DECISION IS NEEDED

2.1 To ensure agreement on the response from Gwynedd Council to the consultation document following input by Cabinet members.

#### 3 INTRODUCTION AND REASON AND JUSTIFICATION BEHIND THE DECISION

3.1 The White Paper: Consultation on reform of the Fire and Rescue Authorities in Wales' governance and funding arrangements was published on 13<sup>th</sup> November, 2018. The closing date for responses is 5<sup>th</sup> February 2019.

3.2 The paper consults on five main elements as follows:

- The Case for Change – aims for reforming the service(Chapter 1)
- Designing a New System (Chapter 2)
- Governance and Membership (Chapter 3)
- Proposals for funding (Chapter 4)
- Performance Management (Chapter 5)

With specific questions asked per chapter.

The report in Appendix A outlines the key issues per chapter, along with the consultation questions and the draft response from Gwynedd Council.

#### **4 NEXT STEPS & TIMETABLE**

- 4.1 Formal response on behalf of the Council by the closing date of 5th February 2019

#### **5 ANY CONSULTATIONS UNDERTAKEN PRIOR TO MAKING THE DECISION**

##### **Statutory Officers response:**

##### **i. Monitoring Officer:**

I have co-operated with the author on this response. From the perspective of the proposed democratic arrangements the exact nature of the case for change, the link between that case and the proposed changes and realising outcomes are difficult to follow at times. This is reflected in the draft responses.

##### **ii. Head of Finance:**

I have co-operated with the author on this response and support the content.

In the response in Chapter 4, I agree that the funding arrangements for the Fire Service needs to be reviewed, and a precept system would be much more transparent rather than the current levy arrangements for the region's local authorities. Of course, we are happy to continue to collect the money on behalf of the Fire Authority, however the amount and increase should appear separately on the council tax bill, like the precept for the police and the community councils. This would lead to improved accountability from the Fire Authority for its expenditure.

In accordance with improved accountability, I also agree with the response to Chapter 3, where it is noted that strategic and Financial decisions should be in the hands of elected members on the Fire Authority, rather than the responsibility of the Chief Fire Officer.

## **Appendix**

**White Paper: Reform of Fire and Rescue Authorities in Wales - consultation on reform of the Fire and Rescue Authorities in Wales’ governance and funding arrangements**

The consultation was published on 13<sup>th</sup> November 2018. The consultation closes on 5 February 2019.

It is recommended that in order to get a fuller picture of the proposals, that you refer to the consultation document:

<https://beta.gov.wales/sites/default/files/consultations/2018-11/181112-reform-of-fire-and-rescue-authorities-in-wales.pdf>

**Chapter 1 The Case For Change**

**Key issues noted**

“Reform of the current governance, finance and performance management arrangements for Fire and Rescu Authorities should:

- Preserve the current high standards of service and allow the Fire Service to sustain and enhance it to the fullest extent possible.
- Create clear and effective leadership of, and accountability for, the development and delivery of fire and rescue services.
- Create genuine external accountability for FRA budget and spending decisions, while recognising the particular features of resourcing emergency services.
- Encompass the changing role of the service and provide clear, fair and sustainable funding mechanisms for it.
- Increase the expertise and capability of FRAs to provide strategic leadership, to sustain effective collaboration and to hold senior officers to account.
- Provide for Fire and Rescu Authoritie members to be fewer in number, but to have a more clearly defined remit and the capability to carry it out.
- Include a new performance management system which should better reflect the particular operating contexts and challenges which FRAs face.
- Be as limited in scope as possible, and avoid any changes to front-line operations or resources.’

Chapter 1 – Consultation Questions:

1. Do you agree the objectives for reform are appropriate and important?
2. Are there other objectives that the reform programme should pursue?

Chapter 1 – Gwynedd Council draft response:

**It is noted that the governance arrangements and ensuring Democratic accountability in the white paper only refers to the Fire and Rescue Authorities. For several other bodies that provide a public service (such as the Ambulance Service, Health Authority),**

**there are no democratic accountability procedures. Why does Welsh Government single out the Fire and Rescue Service?**

**In light of the current situation with this public body and the specific consultation on reforming the governance and finance arrangements of the North Wales Fire and Rescue Service, we have considered the proposed direction.**

**It is difficult to argue against the principle of basing any changes on the need to improve the service's ability to maintain current successes and build on them, whilst understanding long term challenges and responding accordingly. Furthermore, it is difficult to disagree with the need for public bodies to be accountable to those they serve in a clear way, whilst ensuring clear, democratic arrangements.**

**However, the connection between the argument for change and the proposals in terms of democratic structures has not been presented clearly. There may be room to change the current democratic accountability arrangements, especially the role of elected members and the financing arrangements for the service. In addition, clarity would have to be ensured on the way in which practical arrangements would ensure delivery of the principles.**

**We are of the opinion that the main change is the change to the Fire and Rescue Service's funding arrangements. Currently, the Fire and Rescue Service charges a levy on the relevant authorities. Despite consulting on the increase, it is the service itself that determines the size of the budget.**

## **Chapter 2 Designing a New System**

### **Key issues noted**

- it is important to maintain that Fire and Rescue Service 'brand' and the core skills and values of firefighters. That means FRAs should remain as separate and distinctive entities. They should have their own governance and funding arrangements, although these will need to be reformed to allow them to maximise collaboration with other organisations.'
- Fire and rescue services should not be transferred to the control of Police and Crime Commissioners (PCCs), as is taking place in parts of England.'
- transferring control of the Service back to local authorities should not happen
- current pattern of three FRAs should remain.
- there is no case for changing the current boundaries of FRAs.
- The current relationship between FRAs and the Welsh Government is complex. The Welsh Government's National Framework for Fire and Rescue Services contains objectives and priorities for FRAs, and the Welsh Ministers can issue directions to FRAs which fail to act in

accordance with it, but it is only guidance to which FRAs should 'have regard'. The Welsh Government has no control at all over FRAs' plans, performance or budgets.

- It is also noted that control should largely continue at the current level, and new arrangements should also reflect the legitimate but limited national interests in the development and delivery of the Service. It may be more appropriate for that to entail clarifying and tightening up the current status of the National Framework and the related performance management arrangements. We are not persuaded that extensive and direct involvement by government in the day-to-day governance of the Service would be justified.'

Chapter 2 – Consultation Questions:

3. Do you agree that FRAs should remain as separate and distinct entities, with the same boundaries as now?
4. Do you agree that transferring control of fire and rescue services to Police and Crime Commissioners or local authorities would not be appropriate?
5. Do you agree that there are legitimate but limited national interests in the Service that need to be reflected in its governance arrangements?

Chapter 2 – Gwynedd Council draft response:

**Chapter 2 of the consultation states the reason why the current arrangements should not change. There are some mixed messages, however, when pushing to retain the separateness of authorities (question 3), whilst also emphasising the national interests (question 5).**

**We agree that no clear benefit would stem from having one Fire and Rescue Service for the whole of Wales and that current arrangements should be maintained: three Authorities with no change to current boundaries. The current boundaries of the North Wales Fire and Rescue Service coincides with the boundaries of the six Local Authorities and Betsi Cadwaladr University Health Board; and a great deal of work is taking place and being developed on this regional basis. We must ensure a strong voice for North Wales, with a service based on a strong understanding of the area and the needs of the area served.**

**We also agree that Fire and Rescue Service should not transfer to the management of the Police and Crime Commissioner. If a move were made toward this model, it must be noted that there would be further implications, as the Police and Crime Commissioner comes under the jurisdiction of the Home Office, which has not been devolved, even though the service itself has been devolved. Such a situation would not be ideal, and combining responsibilities for the services could lead to confusion about roles, powers and responsibilities.**

**We also agree that responsibility of the Fire and Rescue Service should not be directly transferred to Local Authorities. Breaking up a service that works regionally across the six regions of North Wales would be unreasonable. It would lead to a loss of the regional collaborative element, and the benefit that stems from that, and it would be far, far, less effective and efficient. It is anticipated that it would be necessary to**

**establish a joint-committee to manage the service, without a clear benefit stemming from such an arrangement.**

**We have already stated our opinion that the Fire and Rescue Services should continue to be separate entities in order to address local demands (this differs vastly between north Wales and the other two areas), and retain local expertise. We place an emphasis on providing services locally, and accept any national interests that emerge in the wake of national policies in the field.**

### **Chapter 3 Governance and Membership**

#### **Key issues noted**

- local authorities should continue to nominate members, though some important changes need to be made.
- each local authority should nominate one member of the Fire and Rescue Authority (which would lead to 6 members in North Wales)
- the member nominated should not be a ‘backbench’ member
- The member should be a Cabinet Member. To facilitate such change, it may be necessary to remove the current restriction on cabinet members receiving an extra salary.
- FRAs should also have non-executive members to assist decision-making, their numbers should be modest – 2 in north Wales. The most straightforward approach would be for the Welsh Ministers to appoint non-executive members on the basis of fair and open competition. They are also open to FRAs appointing their own non-executive members, provided there were an agreed process and set of criteria for this.’
- if and when legislative change were possible, we believe the best means of generating accountability would be to separate the role of the FRA from that of the Fire and Rescue Service (FRS) itself. The latter would be formally responsible for all aspects of service provision. It would be headed by a statutory Chief Fire Officer who had all of the service delivery functions which currently vest in the FRA, as well as the power to employ staff and own assets. The FRA, by contrast, would hold the Chief Fire Officer and FRS to account. It would not make decisions itself, but would endorse the most major decisions such as setting a budget, publishing a strategic plan or significantly reshaping front-line capacity.’



Chapter 3 – Consultation Questions:

6. Do you agree that local authorities should continue to nominate FRA members?
7. Do you think that local authorities should nominate one FRA member each, drawn from their cabinets?
8. Do you believe any changes are needed to the size and remuneration of council cabinets, if their members were also to serve on FRAs?
9. Do you agree that FRAs should also have non-executive members?
10. Who should appoint non-executive members of FRAs?
11. Do you have any views on the longer term proposal that responsibility for the service should vest in a statutory Chief Fire Officer, with FRAs fulfilling a scrutiny and oversight role? If so, would that require any change to membership arrangements?
12. Do you have any other proposals for how to reform FRA governance which meet the criteria in Chapters 1 and 2?

Chapter 3 – Gwynedd Council draft response:

**Current governance arrangements for the Fire and Rescue Service need to be reviewed. A request is made for democratic representation (five elected members from Gwynedd at present) to serve on the Fire and Rescue Authority Board. Democratic representation is based on the population of each local authority, and is based on political balance. Elected members from the different Authorities that sit on the Fire and Rescue Authority board are accountable and serve the Fire and Rescue Service itself. It is not a role in which the local authority is represented, and it does not represent the populations of the areas.**

**We agree that there is some room to adjust the numbers of elected members serving on the Fire and Rescue Authority board. However, we believe that they should be appointed by individual Councils. If Local Authorities ceased to nominate a member or members to the Fire and Rescue Authority, it is difficult to imagine a different way of identifying members to serve. We must remember that elected members from all the authorities bring local expertise and a local voice to the Fire and Rescue Authority, for the purpose of safeguarding the interests of their local constituents. They have also been democratically elected to represent their electorate.**

**We do not agree, however, with the suggestion that individual Authorities should nominate one member to serve on the Fire and Rescue Authority; with the nomination to be from amongst Cabinet Members.**

**We are unclear about the reason for suggesting that a specific role should be sought for the Cabinet Member on the Fire and Rescue Authority. Cabinet Members' workloads are already heavy, and a cabinet member's priority is to serve the people of his/her authority and ensure the best service for them. We must bear in mind that the Independent Remuneration Panel for Wales stated that Cabinet Members' salaries were based on a working week of approximately 40 hours (but not 9-5). The expected level of commitment for the Panel, therefore, suggests that they would be unable to cope with the additional expectations. Furthermore, the Panel has noted that no**

member should be awarded more than one higher salary. Again, this is based on the expectations and level of commitment by higher salary earners.

We do not believe that one member, and a Cabinet Member at that, is the right solution. Any committed member could acquire expertise in the field, especially given that back benchers may have a little more time to commit to the work. We also believe that more than one member is needed from the authority, bearing in mind that members represent large geographic areas and a large population. Appointing more than one member would also ensure representation for the electors at meetings of the Fire and Rescue Authority.

Nevertheless, if the idea of having a Cabinet Member as a member of the Fire and Rescue Authority were to go ahead, it would be necessary to consider legal changes to the size of the cabinet in order to cope with the additional demands. Furthermore, it would be necessary to consider the effect that paying higher salaries would have on the budget of the Fire and Rescue Authority; whilst ensuring that any changes to the arrangements would not lead to additional costs especially in the current economic climate and with ongoing savings. In addition, we would have to accept that membership of the Fire and Rescue Authority would not be based on the region's political balance.

With regard to non-executive members, one must question how the role would add value and ensure clarity about the requirements and the role, before pursuing this. However, if consideration were given to moving down this route, a transparent appointment process would have to be ensured; one that is clear to the public and is led by the body responsible for appointing them.

It is noted that "responsibility for the service should be in the hands of the statutory Chief Fire Officer". Does this relate to the administrative side of the service? The Fire and Rescue Authority usually determines the strategic direction and budget for the service. It must be emphasised that the ideas consulted upon are simply for establishing scrutiny and overview arrangements by placing the responsibility for the service in the hands of the statutory Chief Fire Officer, with the Fire and Rescue Authority, which is a step removed from the strategic and budget decisions, in the hands of elected members.

## Chapter 4 Funding

### Key issues noted

- Some of the possible future sources of FRA funding noted in the consultation are:
  - a. Contributions from local authorities, as now, but with some form of external control on, or agreement about, the level of such contributions. . . .

- b. Direct grant funding from the Welsh Government. This would mean the current funding route via local authorities would end. In the context of continuing austerity, such funds could have to be ‘top-sliced’ from the local authority revenue support grant (RSG) in the first instance. . . .
  - c. A council tax precept, i.e. an extra charge on local council tax bills determined by the FRA, to pay for fire and rescue services. . . .
  - d. A combination of (a) or (b) and (c).’
- The preferred option is noted as modifying the current system of FRAs levying contributions from local authorities. This would provide greater accountability and control if FRAs are required to agree the level of funding each year with their constituent local authorities
  - It is also noted that in the event that agreement could not be reached, the Welsh Ministers would have a default power to arbitrate between the positions of the FRA and its constituent authorities. In practice this power would involve Welsh Ministers setting a budget by default if it appeared that an FRA could not agree a budget which fairly reflected the specific demands of operating an effective emergency service.’

Chapter 4 – Consultation Questions:
<p>13. Do you agree that FRAs and local authorities should agree the level of FRA funding each year, with a reserve arbitration power for the Welsh Ministers?</p> <p>14. Do you have any views on whether, and if so how, the funding model should change in the longer term?</p> <p>15. Do you have any other proposals for how to reform FRA funding which meet the criteria in Chapters 1 and 2?</p>
Chapter 4 – Gwynedd Council draft response:
<p><b>We agree that current arrangements for financing the Fire and Rescue service need to be reviewed. Despite increased consultation by the Fire and Rescue Authority, the Authority determines the size of its own budget, and the size of local authority contributions are not managed externally or challenged independently.</b></p> <p><b>Current arrangements are unclear for those who pay council tax and can lead to difficult decisions for elected members as they endeavour to ensure that any increases to council tax are as low as possible. The Fire and Rescue Authority may wish to increase its budget by 6%, which would lead to an additional levy of approximately 0.5% on council tax in Gwynedd. It is, subsequently, unclear for residents in the County that 0.5% of the increase they face is beyond the Council’s control.</b></p> <p><b>We are of the opinion that a move should be made toward a precept system for funding the Fire and Rescue Service. Collecting the funds on behalf of the Fire and Rescue Service would be an improvement on the current arrangements of a levy on the region’s local authorities.</b></p>

**A praecept would ensure consistency with the way in which resources are collected on behalf of the Police and Community Councils. Thus, ensuring transparency for those paying council tax when funding the Fire and Rescue Service.**

## Chapter 5 Performance Management

### Key issues noted

- It is proposed to create a new system under which:
  - a. The Framework would continue to be reviewed and reissued every 3-5 years, and would contain strategic objectives for the Service.
  - b. The current practice of developing the Framework in full collaboration with the FRAs and with firefighters' unions would also continue, as would the alignment of the Framework with the Wellbeing of Future Generations (Wales) Act 2015.
  - c. For each iteration of the Framework, FRAs would decide whether to adopt each of the objectives in it, to adopt them with local modifications, or not to adopt them at all. FRAs could also decide to include their own objectives if they wished.
  - d. Each FRA would then be required to publish a plan for the lifetime of that Framework, setting out the objectives they have adopted, and (if appropriate) reasons for not adopting others. That plan would also set out the means by which the FRA would monitor progress towards those objectives – which might in some cases be derived from the Framework itself.
  - e. Each FRA would also produce periodic progress reports. The timing of these would depend on the objectives they covered. An objective which reflected day-to-day operations would lend itself to annual (or even more frequent) reporting, whereas one relating to the long-term transformation of the Service would not.
  - f. Welsh Ministers would retain their current duty to report to the National Assembly every two years on progress in delivering the Framework, and their intervention powers.'

#### Chapter 5 – Consultation Questions:

16. Do you agree that the performance management system for FRAs should be grounded in the National Framework for Fire and Rescue Services?
17. Do you agree with the need for such a system to give FRAs flexibility on planning and reporting cycles, and on the sources of information about performance that they use?
18. Do you agree that the Welsh Ministers should retain their duty to report to the Assembly about delivery of the Framework, and their powers of intervention?

#### Chapter 5 – Gwynedd Council draft response:

**The performance management element of the service depends entirely on other changes to the governance and finance arrangements of the Fire and Rescue Service.**

## Report to the Cabinet

<b>Date of meeting:</b>	29 January 2019
<b>Cabinet Member:</b>	Councillor Gareth Roberts
<b>Contact Officer:</b>	Morwena Edwards, Corporate Director
<b>Contact Telephone Number:</b>	01286 679 468
<b>Title of Item:</b>	Performance Report of the Adults, Health and Well-being Department

### 1. INTRODUCTION

- 1.1 The purpose of this report is to update my fellow members on what has taken place 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 I am generally satisfied with the performance of the Adults, Health and Well-being Department in relation to the services for which I am responsible.

## 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 DEPARTMENT'S PRIORITIES

4.1 The Members will be aware that the Council has prioritised improvement plans within the Council's Plan. The Adults, Health and Well-being Department is leading on three projects, namely:-

- Re-designing Care Services
- Community Resilience
- Recruitment within the Care Field

4.2 The Department has prepared action plans for the three priorities, and milestones have been set for the period of the Plan.

4.3 The purpose of the **Redesigning Care Services Project** is to ensure we work in a way that focuses on what is important for people who receive health and care services, by trialling new and innovative ways of working.

4.4 The Cabinet will be aware of the Welsh Government 'A Healthier Wales: Plan for Health and Social Care. This sets a clear direction for developing new care models that concentrates services around the individuals and their families, as close to their homes as possible. It emphasises the need for high quality preventative services, that are easy to use. The report confirms the direction of travel the Adults Department in Gwynedd, as you will be aware, has been working on this for some years.

4.5 The five Area Teams (TAF) have already been established and in order to embed the change, reinforce the vision, and ensure the continuation of the change of culture, engagement sessions were held in early October 2018 with Council staff, the Health Board, and Third Sector in the five Areas. There was excellent attendance across the services. A support programme has now been created to support staff and leaders in the five areas, in order to support them further with the journey of practice and cultural change.

4.6 Work is also taking place to improve people's experience when transferring from hospital back into the community. Our vision for the future is to strengthen our community teams in order to improve our ability to respond and provide support as people transfer from hospital to the community.

4.7 The number of individuals unable to be discharged from hospital on time because of social reasons has fallen over the past three months. As the figures

show, the average number of individuals awaiting domiciliary care between July and September 2018 was 10. This figure fell to five in October 2018. During the three weeks preceding the performance challenge meeting no one had been awaiting domiciliary care in order to be discharged from hospital. The development of the community resource teams (CRT) and the development of domiciliary care plans in the Tywyn and Bethesda areas had contributed to this reduction. The challenge for the service will be to continue to keep statistics low over the busy winter period, especially in light of the precarious situation with Allied and other providers pulling out of care packages in several areas.

- 4.8 It is encouraging to report that the first tenants of the Hafod y Gest Extra Care Housing moved in during the week of 7 January. The Council's internal provision will provide care at Hafod y Gest and the surrounding area, and we have been successful in recruiting carers for the site. It is likely that 203 hours of care will be provided initially, which is a little below the 250 hours anticipated.
- 4.9 The Learning Disabilities Transformation Board is evolving and advancing. Detailed plans are in place and providers report that they appreciate the value of the Board. Good collaboration and joint planning is taking place. The preventative intervention offer is driving the field of Learning Disabilities, and it focuses on developing community services. The Department is currently working on plans to develop Canolfan Gwystl as a community hub, whilst Hwb Arfon is still progressing well.
- 4.10 The Purpose of the **Community Resilience** project is to promote and build on the strengths within our communities and endeavour to co-produce a full range of preventative support. This will make it easier for people to continue to live independently in their communities.
- 4.11 A change of culture is more difficult to achieve and prove. The Department has, however, made arrangements to hold a review this month to see where we have reached and to identify the way in which the Information, Advice and Support (IAS) service needs to be further developed. You will be aware that this Service is a statutory requirement and is a new service within the Department. Under the previous system, officers did not have enough information about what was available in local communities; consequently, it was drawing people into the system rather than promoting their well-being. The purpose of the new service is to provide accurate and timely information for the people of Gwynedd about the resources and contacts available to them locally. The IAS Service is a collection of working arrangements, behaviours and culture that, collectively, gives us the confidence to know that we are always putting the people of Gwynedd first; and, as such, it is congruent with the principles of 'Ffordd Gwynedd'. I look forward to updating you on the evaluation and the work programme stemming from it, which will enable us to be more proactive in our communities.
- 4.12 The Community Connectors Scheme started in September 2017 and has placed individuals sponsored by a third sector agency within three of the TAF. They map services and groups within communities and link individuals requiring assistance with those services. It also identifies gaps in the service and promotes community enterprises.

- 4.13 In the Llŷn area, a local partnership has been set up which focuses on developing well-being services and ensures effective collaboration across several boundaries. The community transportation agency "O Ddrws i Ddrws" has been critical to its development. Likewise, a project funded by the Big Lottery Fund called "Be wnawn ni heddiw" (What shall we do today). The Local Community Connector administrates meetings known as "Cydweithio er Lles Llŷn" (Collaborating for the benefit of Llŷn) and brings stakeholders and community champions together from as different walks of life as the vicar who runs the Food Bank to the community police officer.
- 4.14 The Department is eager to ensure that the Community Connector is part of the Five TAF in future and that he/she bridges all adult services, not simply the older people services. It is, therefore, intended to develop partnerships similar to "Lles Llŷn" across Gwynedd.
- 4.15 The purpose of the pioneering project 'Bridging the Generations' is to prevent loneliness between children, young people and older people by bringing them together for fun and interesting activities. The scheme is being developed with further education students at Coleg Meirion Dwyfor and will be evaluated by Masters Students from the Ageing & Dementia Research Centre, Bangor University. Following two successful six-week series of 'Bridging the Generations' in Bangor and Nefyn, the Well-being Unit has arranged activities between tenants of Sheltered Housing in Barmouth and children at Ysgol y Traeth. The Well-being Unit is also working with the Head of Grŵp Llandrillo Menai Site in Dolgellau on creating links between the students and older people, and it is anticipated that this could help with recruiting more young people to the social care field.
- 4.16 Within the carers field, the North Wales Regional Partnership Board has created a strategy which acknowledges the importance of working in partnership with carers of all ages. The strategy has led to developing and co-producing an 'offer' for carers, which includes the service standards that partners are committing to deliver. Locally, over the coming months, we will consider the strategy and create an action plan to ensure that we commit in full to the standards.
- 4.17 The purpose of the **Workforce and Recruitment within the Care Field** project is to ensure a genuine understanding of the recruitment problem in the care field in Gwynedd.
- 4.18 A great deal is happening within the project with various plans endeavouring to address different aspects in order to better understand the problem. You will be aware of the Domiciliary Care project that has been operational in Bethesda which aims to address the problem within the domiciliary care field.
- 4.19 Work has also been commissioned to improve our understanding and identify main messages in the older people field. A session was held in September to improve members' understanding of the recruitment challenges that exist and ascertain their views and opinion on future opportunities.
- 4.20 In addition, the Area Teams are conducting a joint exercise with our partners to gather information about cases in one specific area. The team will scrutinise



cases in detail in order to better understand the need within one small area. Conclusions can, thereafter, be reached on possible solutions.

## 5. PERFORMANCE

- 5.1 As I have already noted, I am satisfied with the Department's performance measures, although some work is still needed to ensure that the measures of a developmental nature are complete and correct. I have asked the department to undertake further work to ensure the purpose of these in the future.
- 5.2 Work has taken place to develop Mental Health measures and I am confident that I will be in a position to discuss these in my next report. A matter that must be brought to your attention is the shortage of psychiatrists (s12 Doctors) across north Wales, especially in South Gwynedd and Arfon. There is currently no consistency of care for individuals and this shortfall affects the care available for those living with dementia, for example. The Department reports that it is difficult to support people with mental health conditions in the community without psychiatric support. This matter has been escalated by the Statutory Director to the Health Board and I understand that it is being addressed, although there are no short term solutions to the problem, talks continue.
- 5.3 Nevertheless, there are many positive and exciting developments taking place in the field of Mental Health. There has been some concern about the field for some time, but we are now seeing developments that emphasise early intervention and preventative work. Through the 'Together for Mental Health' Board, barbers, beauty centres, hairdressing salons and so on, have been given basic mental health training in order to encourage open conversations that will remove the stigma associated with mental health. It will also provide an early response to any problem.
- 5.4 The Safeguarding Hub measures indicate a slippage in performance. The **percentage of adult safeguarding referrals completed during the year where the risk has been managed is 85.7%**. During the period, five individuals have refused intervention. The Department continues to offer support to the individuals who refuse intervention and their families. The **percentage of adult safeguarding enquiries completed within the statutory timetable stands at 71%**. The Department reported that the slippage was due to a staff member leaving post. The Department is confident that the safeguarding work has taken place but not within the statutory timetable. A new member has been appointed to the role, which will lead to better performance in future.
- 5.5 The safeguarding unit has scrutinised cases in detail over the past two years and confirms that there is no clear pattern as to the type of abuse. The Department states that there is good collaboration between agencies in response to any allegations.
- 5.6 The way we report on measuring our purpose needs to be reviewed, and this is acknowledged. Current statistics show that **100%** of individuals are able to **achieve what is important to them**. Only a small number of cases have been reported here. A task group has been reviewing and amending the assessment

documents; the new documentation is being trialled at present, and a final version will be operational from this month onward. The new documentation reinforces the strengths of individuals and has simplified the method of reporting on progress on personal outcomes. It will be possible to generate more accurate reports from the new documents, and generate detailed information about any needs that are not being met. This information will help leaders develop and improve support in the TAF and will feed into the population needs assessment for commissioning appropriate services locally.

## **6. FINANCIAL/SAVINGS SITUATION**

- 6.1 Since reporting to Cabinet in September, the value of the remaining savings plans for the 2017/18 year that are moving towards being realised has fallen from £683,240 to £371,740. £222,500 of the savings have already been realised and £89,000 are on track to be delivered on time.
- 6.2 89% of savings and cuts plans for 2018/19 have been realised. The remaining £70,000 are on track to be completed on time.
- 6.3 The October review shows that the Department continues to be under pressure with the service overspending by £150,000. One off funding from Welsh Government has reduced the overspend.
- 6.4 Threats to future contributions by Health (Community Health Council - CHC) in future adds to the challenge. The Health Board is reassessing all its CHC plans and there is a danger that contributions will fall with the cost being transferred to local authorities. Of course, there are risks to enabling people with high needs to live alone within the community. This matter is being given attention on a regional level with efforts made to ensure that the needs of people rather than funding drive decisions. There are several other impending challenges that could make the coming financial year a very challenging one.
- 6.5 The Department intends to analyse expenditure in detail within the field of Provision and compare it with other services. Work is underway to identify and understand reasons for the overspend. I will update members in my next report.

## **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 observations in relation to propriety.

#### **ii. Head of Finance Department:**

I confirm the accuracy of the financial figures presented in paragraphs 6.1 – 6.3 of the report; and I agree with the author's words in paragraph 6.4 that we will face many other challenges in 2019/20.

I agree with the proposal in paragraph 6.5 that the expenditure of the Provision Service be analysed, because of the tendency toward increased overspending in recent 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.

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**Appendices:**

**Appendix 1** Performance Measures

# National Performance Indicator

Summary of national performance indicator with trends over time

Date	Indicator	Worth	Status	Target	Wales	Against Wales	Trends
31/10/2018	The percentage of safeguarding adults referrals that have been made during the year where the risk has been managed	85.7	-11.27%	96.6			
31/10/2018	The percentage of safeguarding adults referrals that have been made during the year where the risk has been managed – excluding those that declined	88.9	-9.57%	98.3			
31/10/2018	The percentage of adult protection enquiries completed within statutory timescales	71.1	-19.17%	87.9	80.00	-11.18%	
31/10/2018	The percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year	54.4			67.70	-19.69%	
31/10/2018	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	7.9	+57.95%	5.0	4.74	+66.28%	
31/10/2018	The average length of time older people (aged 65 or over) are supported in residential care homes	850.9			800.80	+6.25%	
31/10/2018	Average age of adults entering residential care homes	86.1			82.80	+3.96%	
31/10/2018	The percentage of adults who completed a period of reablement and have no package of care and support 6 months later	54			82.80	-34.76%	
31/10/2018	The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	31.1			28.00	+11.24%	

## OED23 – WE DID WHAT MATTERED – ADULTS

Date	2017-18	2018-19	Total
GW – Adult Team Alltwen (Central)	100.0%	100.0%	100.0%
GW – Adult Team Bangor	100.0%	100.0%	100.0%
GW – Adult Tim Caernarfon	100.0%	100.0%	100.0%
GW – Adult Team South Meirionnydd	100.0%	100.0%	100.0%
GW – Adult Team Llyn	97.6%	100%	97.9%
<b>Total</b>	99.0%	100%	99.3%

## OED24 – WE DID WHAT MATTERED – LEARNING DISABILITY

Date	2017-18	2018-19	Total
Learning Disability	97%	98.4%	97.5%
<b>Total</b>	97%	98.4%	97.5%

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## SAFEGUARDING AND QUALITY INDICATORS

Date	Indicator	Worth	Status	Target	Previous Period	Comparison to the previous	Trends
31/10/2018	The percentage of safeguarding adults referrals that have been made during the year where the risk has been managed	85.7	-11.27	96.6	83.33	+2.86%	
31/10/2018	The percentage of safeguarding adults referrals that have been made during the year where the risk has been managed – excluding those that declined	88.9	-9.57	98.3	90.91	-2.22%	
31/10/2018	The percentage of adult protection enquiries completed within statutory timescales	71.7	-19.17	87.90	79.17	-10.25%	

## PMA 19 – Rate of delay for Social Care reasons per 1000 of the population over 75 years of age

FinancialYr	QtrFinYr	SCA001_YM	SCA001_Gwynedd	SCA001_Conwy	SCA001_Dinbych	SCA001_Fflint	SCA001_Wrexham	SCA001_Wales	SCA001_BCUHB
2017-2018	Qtr4 2017-2018	1.99	1.03		0.20	0.47	1.64	1.02	0.79
	Qtr3 2017-2018	1.72	1.35	0.14		0.55	0.27	0.97	0.61
	Qtr2 2017-2018	1.59	1.90	0.14	0.20	0.32	0.73	0.86	0.76
	Qtr1 2017-2018	1.33	0.71	0.07	0.10	0.63	0.73	0.78	0.54
	<b>Total</b>	<b>6.63</b>	<b>4.99</b>	<b>0.34</b>	<b>0.50</b>	<b>1.97</b>	<b>3.36</b>	<b>3.62</b>	<b>2.70</b>
2018-2019	Qtr1 2018-2019	2.39	1.74	0.14	0.20	0.71	2.45	1.17	1.17
	Qtr2 2018-2019	1.86	2.46	0.14	0.60	0.71	2.27	1.12	1.27
	Qtr3 2018-2019	0.27	0.40		0.20	0.39	0.73	0.43	0.32
	<b>Total</b>	<b>4.51</b>	<b>4.60</b>	<b>0.27</b>	<b>1.00</b>	<b>1.82</b>	<b>5.45</b>	<b>2.72</b>	<b>2.76</b>
<b>Total</b>		<b>11.14</b>	<b>9.59</b>	<b>0.61</b>	<b>1.50</b>	<b>3.79</b>	<b>8.81</b>	<b>6.34</b>	<b>5.46</b>

### Report to the Cabinet

<b>Date of Meeting:</b>	29 January 2019
<b>Cabinet Member:</b>	Councillor Dilwyn Morgan Cabinet Member for Children and Young People
<b>Contact Officer:</b>	Morwena Edwards, Corporate Director
<b>Contact Telephone Number:</b>	01286 679468
<b>Title of Item:</b>	Children and Supporting Families Performance Report

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#### 1. INTRODUCTION

- 1.1. The purpose of this report is to update you on the performance within the field for which I am responsible as the Cabinet Member for Children and Supporting Families. This will include outlining the latest with the pledges in the Strategic Plan; where the performance measures have reached; and the latest in terms of the savings and cuts schemes.
- 1.2 I will remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the relevant management teams, which also included a representation from the scrutiny committee.
- 1.3 I am generally satisfied with the performance of most projects and measures for which I am responsible. Nevertheless, the Department faces significant financial challenges. There are no easy or short term answers to the increasing demand for services but I will work closely with the Department on plans that are under-way in which we attempt to address the challenge over the coming months.

## 2. THE DECISION SOUGHT

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

## 3. REASONS FOR RECOMMENDING THE DECISION

- 3.1. To ensure effective performance management and that we respond pro-actively to the need to achieve efficiency savings as expected.

## 4. THE DEPARTMENT'S PRIORITIES

- 4.1 The Cabinet is aware that the 2 projects led by the Children and Supporting Families Department as part of the Council's improvement plan are the:

- Supporting Families Strategy
- Corporate Parenting Strategy

- 4.2 The purpose of the **Supporting Families Strategy** is to develop services, within the Council and with partners, that are far more integrated; focusing our interventions on the early identification of needs, targeting families correctly, and providing services that reduce the need for more serious interventions.

- 4.3 I can confirm that the work programme on the agenda is moving forward with updating needs assessments and analysing them at a local level for the Gwynedd population assessment. Further work has taken place to identify the demand for support for families across the Council's departments, in addition to mapping out the provisions that are already available to support Families across Gwynedd, and the way people gain access to these services. This work will improve our understanding of the current situation and will guide the way we plan our response to the needs, jointly with our partners.

- 4.4 The work of developing the **Supporting Families Strategy** and the recent Welsh Government announcement that it will merge its preventative grants, gives us an opportunity to reflect on the direction we are taking. Along with some of my fellow members, I am eager to look more broadly at the preventative field and the support we provide the residents of the County, across all our services, in order to tackle some of the barriers they face. Some residents need more support, and the Council invests in, provides and plans many services and interventions that tackle various issues such as: difficulties with parenting and raising a family, having and maintaining a home, maintaining healthy relationships, dealing with substance misuse, alcohol, violence, crime and the effects they have, living healthy and active lives, insufficient income and lack of work, inability to stay in education, lack of qualifications and basic skills, care, ageing, loneliness and lack of social contacts; and supports people to deal with them.

- 4.5 We, therefore, intend to establish a **Supporting People's Well-being Board** to look objectively at the way we support people. This will, of course, include looking at our systems through their eyes. The Board will include all contacts / services that operate under this agenda. The first meeting of the Board has been arranged for this month at which we will discuss our vision with our Departmental Heads and agree on the direction, scope and work programme. Thus, we will ensure that the best use is made of the available resources to meet needs without delay, jointly



plan services and appropriate interventions, and consider the efficiency of our current provision arrangements.

- 4.6 The purpose of the **Corporate Parenting Strategy** is to improve the opportunities available for looked-after children in every aspect of their lives.
- 4.7 Considerable work has taken place during the period to identify where improvements need to be made and identify good practice through the task groups that have already been established. I am of the opinion that this improvement priority has now been completed. The Panel has identified fields that require attention and a work programme has been drawn up to address this. This was reflected in the Care Inspectorate Wales report, which described the Corporate Parenting Panel as 'ambitious for looked-after children'.

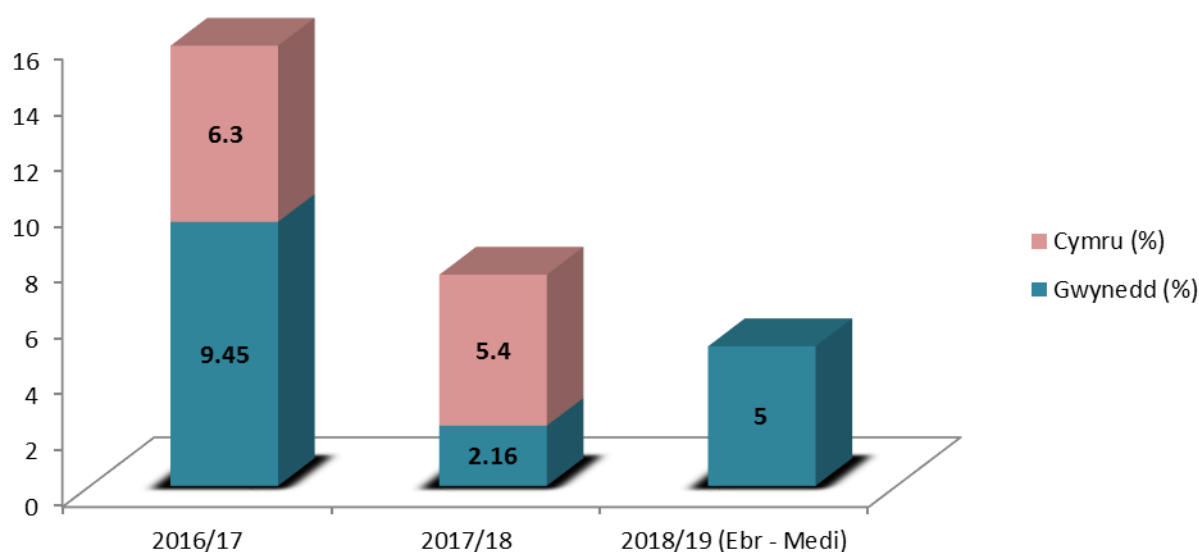
## 5. PERFORMANCE

- 5.1 In terms of the Department's Performance, the measures continue to suggest a strong performance in practice and safeguarding. The measures that showed some slippage since the previous quarter were scrutinised in detail by the Department's Management Team, and during the Department's performance challenge meeting. I can confirm that there is a reasonable explanation for all these fields to the level of individual cases.
- 5.2 The **Team Around the Family** and the **Edge of Care Team** continue perform satisfactorily, and the interventions seem to have a positive effect on children and their families who receive a Service. Nevertheless, the Department reported that it had some concern about the response among schools to concerns about individuals, specifically children who do not attend school. The Department takes the stance that better collaboration is needed between departments to ensure correct interventions are available early on to support the children and their families. There is concern that problems are being allowed to escalate within the Education system and opportunities to address some matters at a much earlier time are being missed. I can confirm that this discussion between the Departments has begun and I will update you about the situation as talks develop.
- 5.3 The **Referrals Team** have experienced some slippage to performance this quarter. **85% of assessments are completed within the statutory timetable (compared with 94%)**. I can confirm that the number of days beyond the statutory timetable are not very high. It is, however, worth noting that the measure includes statutory cases as well as preventative cases. I have suggested that the Department look at the measure in order to differentiate between cases.
- 5.4 The **Sef1** measure, '**Of the children who have moved school once or more during the time or times of receiving care, how many of the movements took place for positive reasons and for the well-being of the child**', remains high. We need to be vigilant in discussing this measure, as changing schools because of changing homes for the well-being of the child, could be a very positive thing. There are plans in place and a detailed understanding of the needs of each child, and a number of moves is not necessarily a negative sign. Because of these reasons, I have asked the Department to consider the purpose of this measure and whether there is a better way of measuring success in future.
- 5.5 The performance measures involving the Active Teams demonstrate a generally strong performance. The **SCC/015 Measure - Percentage of initial core group meetings that should have been held during the year that were held within 10**

**working days of the initial child protection conference**, shows some slippage (**85%**). There is a 10 day window to hold an initial core group conference. It is a challenging timetable and the slippage represents a very small number of late days. I can confirm that these cases have been thoroughly scrutinised and I believe the reasons to be acceptable.

- 5.6 The increase against the **PMC27 measure - Percentage of child re-registration on the child protection register (2 children, 5.6%)** is acceptable after hearing the reasons during the performance meeting. It relates to Safeguarding matters and is an appropriate response under the circumstances.

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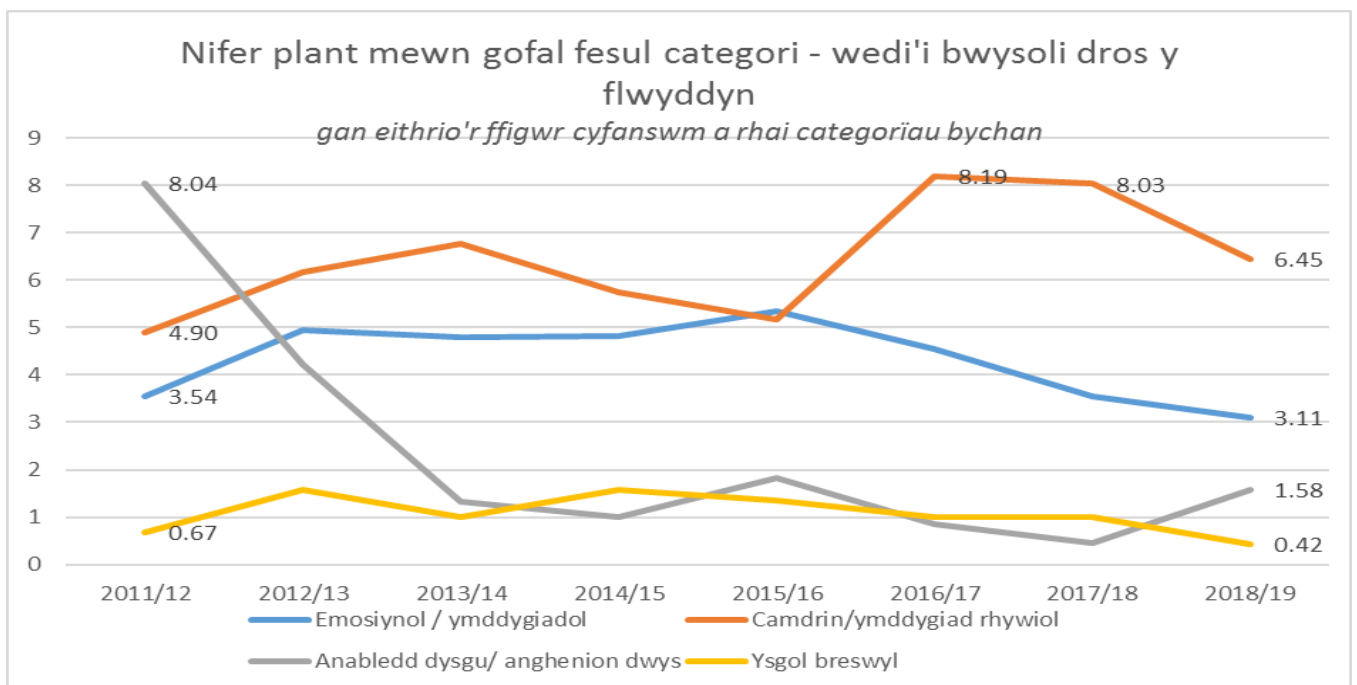
- 5.7 Two young people experienced homelessness during the period. **PMC35 Percentage of children who have experienced homelessness during the year 2.4%**. The Department noted that it was a lack of cooperation that had led to the individuals' situation, and individuals establishing themselves outside the County and losing contact with the Department. In response to the situation, the Department worked on developing contact, offering support, and arranging appropriate accommodation for them. The Department reported at the performance meeting that the matter had been resolved and that there were no longer any homeless young people. I have requested that the Department considers their response in the future i.e. improving links with neighbouring Counties.

- 5.8 Of the measures involving the Safeguarding field (**SCC21 and SCC14**), both these measures have slipped somewhat. The **SCC14** measure has slipped substantially (**SCC14 - Percentage initial child protection conferences that should have been held during the year and which were held within 15 working days of the strategic discussion 59%**). The Department is highly dependent on the IT System in order to coordinate conferences without delay and within a challenging statutory timetable. The main reason for the slippage in Quarter 2 was the problem with IT: the Council's system was down for three days. Consequently, the Department was unable to obtain information and documentation for the Conferences and this had a huge impact on the measure, as well as on the families in question.

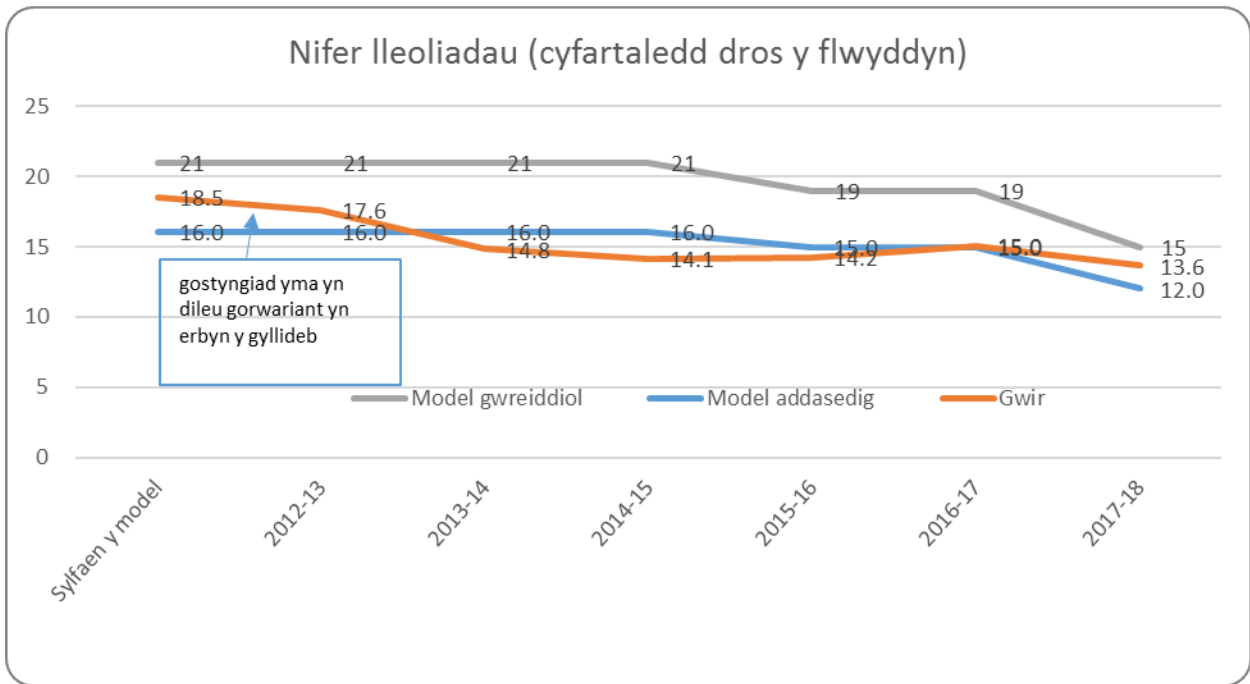
- 5.9 The Department also reported increasing pressure on workers to attend court cases because of the increase in the number of children that are subject to legal proceedings. This affects the ability to hold conferences and child reviews promptly. The Department is attempting to ensure consistency with workers; consequently 11 cases were rescheduled because of workers having to attend Court cases. This is a matter that has been raised regionally and which the Child Protection Board is looking into.
- 5.10 The **percentage of child protection reviews held within the statutory timetable during the year stands at 93%**. This is a good performance in my opinion. But, I must highlight the lack of commitment on behalf of our key partners. It appears as though the economic climate means that agencies are finding it difficult to attend key meetings within the safeguarding system. This is a matter that has previously been raised here and has been escalated by the Departmental Head to the Regional Safeguarding Board.
- 5.11 Improving the experience of children and families that go through the Safeguarding procedure is something that the Department is looking into. Less emphasis is placed on the timetable set and more on the quality of the contact the children and young people have with our officers. This is something that the inspectorate recently highlighted. Our Independent Review Officers are looking at the way they work and the way we can improve and develop practice. I will be receiving an update in our next performance meeting.
- 5.12 The **SCC24 measure: Percentage of looked after children during the year who have a Personal Education Plan within 20 school days of being admitted to care or joining a new school during the year ending 31 March** has received a great deal of attention from the Department jointly with the Education Department. Meetings have been held with the Education Department and the Education Plan Document has been reviewed and revised. A high percentage have now been completed (not reflected against the Quarter 2 measure). An extended period of monitoring the success of the tool-kit is needed, but early findings show that it is better at identifying the needs of the children, it includes the opinion and input of the children, and workers report that the quality of the tool-kit is better. I will monitor the situation with the Department.
- 5.13 At the end of September 2018, 242 children were being looked after by the Council. This is an increase of 7% on the number that were looked after at the end of September 2017. At the end of September, 64% of children were looked after at fostering placements. 155 children were placed with foster carers, of whom 31% were kinship placements or placements with friends. 26% of looked after children had been placed with their parents. There continues to be an increase in the number of children placed with their parents.
- 5.14 As you can see, the service is facing a difficult and challenging time in light of the increased demand for services and the financial pressure this entails. You will, therefore, be aware that the Head of Department has requested a service transformation resource in order to carry out a full and thorough review of all duties and associated tasks across the service. This is to gain certainty that the service, as a whole, is operating as efficiently as possible, for the benefit of the people of Gwynedd and that it implements any required changes to this end. I look forward to providing updates on this specific work programme.

## 6. FINANCIAL/SAVINGS SITUATION

- 6.1 As you are aware, a report was submitted to the Cabinet entitled "Improving Benefits by Transforming Children Services" in January 2014. This report anticipated that as much as £3m could be saved by reducing the number of looked-after children and reviewing the residential provision.
- 6.2 The 'End to End' review, which is a £2.04 million savings scheme in total (£250,280 for 2018/19), has been the subject of a joint review between the Children and Supporting Families Department, Finance and the Research and Information Manager, in which the predictions of the original model were revisited. This was because it appeared as though financial savings from the Scheme had been too ambitious in light of the changes to the situation in the field of Children. The profile of the population of looked-after children has changed, the average cost of residential placements has increased, along with the complexity and profundity of cases. The increase was not considered in the profile and the complexity of the cases within the original projections and, therefore, was not considered in the increase in cost per unit either.

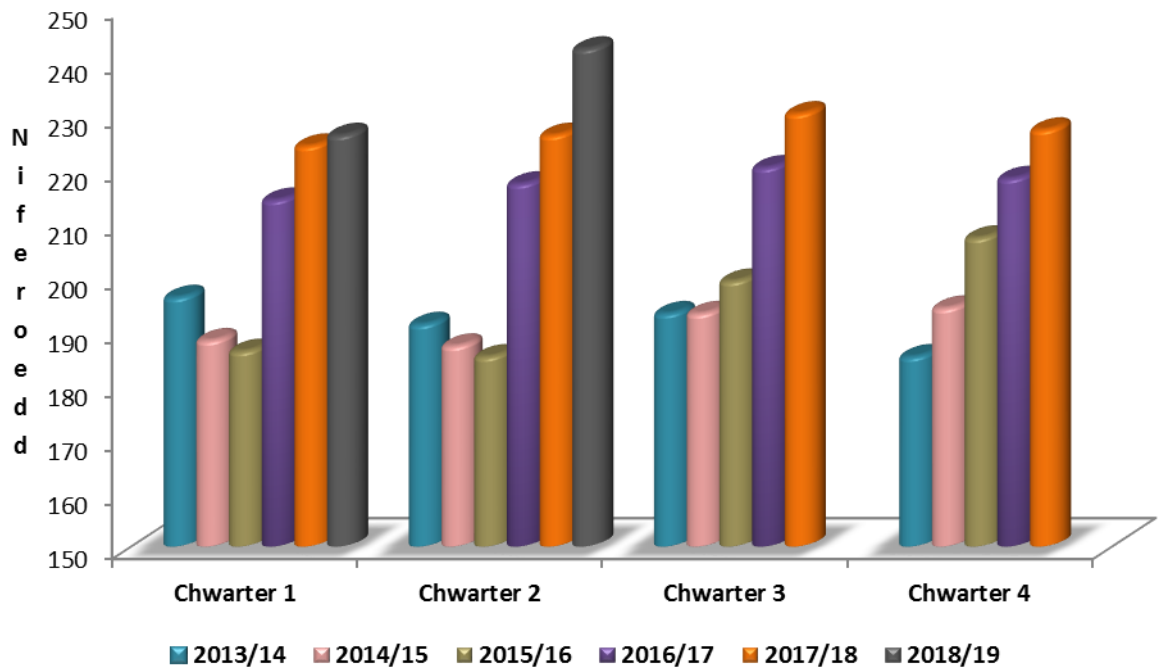


- 6.3 The work, that has now been completed, has confirmed that the number of nights for looked-after children fell during the period. However, the type of residential placements has changed and, therefore, affects the cost of placements. The contributions received by the Health Board have also fallen. As the graph above demonstrates, the number of Learning Disability cases (that cost approximately £100k per annum per case) has fallen from around eight to one a year. The sexual behaviour/abuse category, however, has seen an increase of about five up to eight over the year - and these cost approximately £175 - £200k a year. The reduction in the number of children in residential placements over the period almost all relate to the reduction in Learning Disabilities placement, often coinciding with the age of the individuals.



6.4 In light of the fact that there are very few Learning Disability cases left to generate any more savings from this element - the question is raised as to which categories could lend themselves to further savings. Because of changing needs and more cases relating to complex behavioural needs, fewer placements qualify for contributions by the Health Board (CC - Continuing Care). In response to this, the Department is seeking a detailed analysis of costs for residential placement providers, in order to secure fairer contributions for the future.

### Plant mewn gofal ar ddiwedd chwarter



6.5 Based on the review at the end of August 2018, after receiving an additional Welsh Government grant, a substantial overspend by the Department of £1.3 million is anticipated. A recent increase in the number of looked-after children recently means that a further overspend is expected by the end of the financial year.

6.6 As regards the budget level for Gwynedd compared with the child care budget for 'family' councils, we in Gwynedd equal the family average; and the Councils of Ceredigion, Anglesey, Monmouthshire and Powys spend more on child care. However, in response to the concern the Department and I share about the substantial overspending, several work within the department are underway to respond to the situation. I would like to take this opportunity to outline some of these for you.

#### 6.7 **Residential Placements Regional Project**

The lack of available residential placements and the increased costs associated with them is a matter receiving national and regional attention. The matter was recently the subject of a 'Welsh Government Parliamentary Accounts Committee'. On a regional level, under the leadership of the North Wales Heads of Children's Departments, work is taking place on a regional feasibility assessment to run a residential placement jointly, or to look at options with current providers for children and young people in north Wales. The task group is expected to report back at the beginning of March. However, this will not generate a short term solution to the problem of residential placements and will not obviate the need for specialist residential placements in future.

#### 6.8 **Improving capacity and availability of Fostering**

On a national level, again, the lack of fostering placements is being acknowledged. The Ministerial Advisory Group on Outcomes for Children published its Action Framework for 2017-2020 that aims to:

- o Reduce the number of looked-after children
- o Improve care experiences and outcomes
- o Provide better support for young people leaving care
- o Tackle the crisis in care

As part of the National Fostering Framework, a detailed work programme is in place to try to deal with the matter. The regional project manager leads on the work of analysing the needs of local authorities, care pathways, the profile of the care cohort, the outcomes of court proceedings and placements, the levels of placement breakdowns in North Wales. On a local level, work is ongoing to improve the marketing work to attract foster carers, improve recruitment and the profile of Gwynedd as a fostering agent. As corporate parents, we need to be cognisant of this challenge and support this work wherever we can.

#### 6.9 **Regional Transformation Plan for Children's Services**

The Cabinet will be aware of the Welsh Government 'Healthier Wales' Scheme. In response to this scheme, the region has put forward a bid for transformational funds for four specific fields, of which the field of Children is one. The transformation bid in the children's field attempts to tackle the issues on a national level; namely, increasing the number of children and young people with complex needs who enter the care system, and it attempts to ensure that a range of specific responses are developed. The transformation bid emphasises the need to develop more integrated services that would be available on a more local level. These would focus on offering early assistance, building on the edge of care provision and would offer more intensive support via the assessment and assistance teams.

6.10 This bid is yet to be approved, if successful, it will certainly help drive our vision forward. I will update you in due course.

#### 6.11 **Safeguarding Children Effectively Model Project**

The Department has been successful in attracting a regional grant to move forward with the pioneering scheme of 'Safeguarding Children Effectively'. The plan attempts to respond to the practice needs of workers in the challenging field of child protection. In brief, it has been developed in order to prevent abuse as effectively as possible, thus leading to timely decisions in which safeguarding services can take a step back. The aim is to collaborate with the University in order to review and appraise the plan and, if successful, extend it across the region as a model of good practice. A manager has been appointed to lead on the work. This work stream should strengthen the quality and timeliness of decisions.

#### 6.12 **Review of the Integrated Family Support Service (IFSS)**

You will be aware that we have a statutory requirement to establish an IFSS service that offers intensive intervention for families facing difficulties with substance misuse and domestic violence. The service is currently run jointly with Anglesey County Council. Following a full appraisal of the service, the Department believes that providing the service within our operational and edge of care teams would generate better results for families. The new service is being shaped by the Department, whilst the original principles and purpose are being maintained. We will monitor the situation with the Department in order to ensure better results and a more financially efficient Service.

6.13 As is evident from this report, the Supporting Children and Families Department is facing several challenges, increase in demand, increase in complex needs and the financial challenge. As the performance measures indicate, practice is good and the department is committed to respond to the challenges ahead. I trust that the above overview gives you some certainty.

## 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 observations in relation to propriety.

#### ii. **Head of Finance Department:**

In line with the trend in several local authorities, the overspend in the Children and Supporting Families Department has deepened during 2018/19. This overspend occurs across several budgets, but 'out-of-county placements' is the field which is overspending the most. Finance officers have assisted the Children Department to hold a detailed review of the expenditure on 'out-of-county placements', including comparing Gwynedd with the situation of similar local authorities. This year, fortunately, a grant of £552k has been received from Welsh Government, which

helps to alleviate some of the overspend, but the Children Department will have to look at definite steps to manage expenditure in 2019/20.

**8.2. Views of the Local Member:**

Not a local matter.

**8.3. Results of Any Consultation:**

None to note.

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**Appendices:**

**Appendix 1** Performance Measures



## APPENDIX 1 – Children and Supporting Families Measures

Ref.	Achievement Measure	2014-15	2015-16	2016-17	2017-18	Quarter 2
<b>Children and Supporting Families Department</b>						
TTG01	The percentage of cases that have shown an increase in line with the purpose of the intervention	-	-	65%	68%	70%
TTG02	The percentage of cases where a reduction is shown in the obvious factors prior to the team's intervention	-	-	79%	70%	60%
SCC/024	The percentage of looked after children during the year who have a Personal Education Plan within 20 school days of entering care or joining a new school during the year	82.1%	37.9%	64%	17.5%	3.4%
SCC/025	The percentage of statutory visits to looked after children that were supposed to be held during the year that were held in accordance with the regulations.	89%	86.9%	90%	91%	92%
SCC/041 (a)	The percentage of eligible, relevant and previously relevant children that have pathway plans as required	100%	100%	100%		99%
SCC/039	The percentage of health assessments for Looked After Children undertaken during the year	56%	60%	68%	65%	100%
SCC/041(b)	The percentage of eligible, relevant and previously relevant children that have been allocated a personal advisor	100%	100%	100%		67%
SCC021	The percentage of reviews of looked after children held within the statutory timetable during the year.	93.8%	90.8%	91%	89%	100%
Lles PMG 2	Clear pathway plan has been agreed for looked after children	100%	100%	100%		99%
PMG 11	The percentage of looked after children, discussed at a review, where the Independent Review Officer was of the opinion that they did not continue to be at risk of significant harm at their current location	-	89%	91%	95%	96%
PMG 12	The percentage of looked after children, discussed at a review, where the Independent Review Officer was of the opinion that the current location had ensured stability for the child	-	90%	95%	95%	95%
PMG 13	The percentage of looked after children, which was discussed in a review where the Independent Review Officer was of the opinion that the health and well-being of the child has received appropriate attention in the Care Plan	-	90%	94%	95%	94%
PMG 14	The percentage of looked after children, discussed at a review, where the Independent Review Officer was of the opinion that the child's Care Plan was ambitious for the child (as though he/she were our own child)	-	91%	94%	94%	97%
Diogelu 1	The rate of children who were discussed in supervision, where significant harm had been considered	100%	100%	100%	100%	100%

Diogelu 2	The percentage of risk assessments submitted to a Case Conference which were considered as exhibiting quality in decision making	98%	97%	94%	96%	100%
CSP - local	The percentage of families who have reported 'progress' after receiving a service from the TAF (Team Around the Family)	-	25.3%	95%	92%	92.9%
SCC021	The percentage of reviews of looked after children held within the statutory timetable during the year.	93.8%	90.8%	91%	89%	85%
PMC32	The percentage of looked after children on 31 March, who have experienced moving school once or more during their period or periods of receiving care and if that move was not because of transition arrangements in the 12 months up to 31 March.	16.10%	18.1%	17.7%		60%

**REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET**

<b>Date of Meeting:</b>	29 January 2019
<b>Cabinet Member:</b>	Councillor Gareth Thomas, Cabinet Member for Education
<b>Contact Officer:</b>	Dilwyn Williams, Chief Executive
<b>Contact Telephone Number:</b>	01286 679685
<b>Title of Item:</b>	Education Department Performance Report

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**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 Education, 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 Department's savings and cuts schemes.
- 1.2. I wish to remind you that all the matters have already been discussed and scrutinised in Performance Challenging meetings, which also included representatives from the Scrutiny Committee.
- 1.3. We have now started to implement the Council Plan 2018-23 that was approved at the Full Council meeting in March 2018. Here, I report on progress from October 2018 to December 2018.

**2. THE DECISION SOUGHT**

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

**3. REASONS FOR RECOMMENDING THE DECISION**

- 3.1. To ensure effective performance management.

**4. STRATEGIC PLAN PROJECTS****4.1. Transforming the Education System**

- 4.1.1 In 2016, we consulted on a series of principles that should form the basis to any future change. the purpose of this project is to establish a plan to embed those principles to secure a viable education system that will ensure that every child in the county is given a fair opportunity to develop his/her potential.
- 4.1.2 These principles were adopted by the Cabinet on 18 December 2018. The principles consider sustainable models for the county's primary and secondary schools, along with the leadership models for our schools. The principles are already being considered in the delivery of the Band A and Band B C21 Schools

projects, and these will be the fundamental principles for consideration when we respond to any opportunities for the future.

## **4.2. Strengthening Leadership**

- 4.2.1 This project will encourage and promote the professional development of the current leaders of our schools, committing to the leadership development programmes that are available. We will also identify and target future leaders, ensuring that they have access to these programmes. This project is crucial for the success of the Education System Transformation project.
- 4.2.2. The Council, in collaboration with GwE, is already planning to put relevant training arrangements in place to support the development of future leaders. However, following the adoption of the above noted principles, further scoping work will be conducted on the options and additional opportunities to further strengthen leadership, the intention being to set work streams and clear targets for the project.

## **4.3. 21 Century Schools Programme**

### **4.3.1 Bangor Catchment Area**

This project aims to review the primary education provision in Bangor, and will seek to put a new plan into action that will improve the future provision.

#### **Ysgol y Garnedd**

An official decision was made on 21 November to build a new school for Ysgol y Garnedd and close Ysgol Coedmawr and Ysgol Glanadda. The planning application has been approved, and the land surveys and design have been completed. The builders will be on site in January 2019.

#### **Ysgol y Faenol**

The statutory consultation ended on 30 October, and was followed by a meeting of the Governing Body to report back on the observations received. The Body decided to proceed to issue statutory notices. Once the outline plan and the design have been agreed the detailed design can be produced.

### **4.3.2 Bala Catchment Area**

The purpose of this project is to create a 3-19 Welsh-medium Learning Campus on the current site of Ysgol y Berwyn by September 2019 that will offer services to the local community.

The School has now been named Ysgol Godre'r Berwyn. The Head Teacher will commence in post during January 2019. On 29 November the staffing structure, job descriptions and appointment process were submitted, with a consultation period until 14 January. A draft appointments timetable has been established, and it anticipated that interviews will take place during February. The lessons learned from the process in Dolgellau have been used to facilitate the arrangements in Bala. An agreement has been drafted for the use of the social space.

This project is progressing in line with the schedule and there are no financial (capital) risks at present.

### **4.3.3 Post-16**

As we have encountered difficulties in finding a suitable company to conduct an inclusion assessment across the county, we have concluded that we will have to undertake much of the work ourselves. Therefore, an internal team has been established deliver some elements within Step 1 of the brief, which is the desktop research. As a result of the delay in trying to find a qualified company, I have asked the Department to ensure that we invest the necessary resources in order to avoid any further delays, and to adhere as closely as possible to our timetable.

## **4.4 Transforming the Provision of Additional Learning Needs and Inclusion**

4.4.1 The purpose of this project is to transform the additional learning needs and inclusion service, in order to ensure that children and young people who need it have access to the most suitable support to enable them to fulfil their potential.

4.4.2 Phase 1 of the work of transforming the Additional Learning Needs and Inclusion Service has been completed (the necessary restructuring). However, there are a number of other aspects that require attention in Phase 2 in relation to the new act, the application of the Act, and the new arrangements within work processes across our schools. Regional Transformation work is ongoing in order to set a direction for the implementation of ALN Legislation.

4.4.3 A new website was launched for the ALN&I Service on 5 November, [www.adyach.cymru](http://www.adyach.cymru)

## **4.5 Young People using the Welsh language socially**

4.5.1. The purpose of this project is to ensure a robust follow-up to the Language Charter project that is operational in Gwynedd's primary schools, and build upon it. A Secondary Language Strategy Coordinator was appointed during this period. The Coordinator will set the challenge for our secondary schools and will support them; thus, ensuring that every secondary school has an individual action plan that will reflect the linguistic context of the school and the community.

4.5.2. All the secondary schools have received support to the implement the language web with Years 7 and 8 during the 2018 autumn term.

4.5.3 Each secondary school has received support to implement the main priorities of the Language Strategy and to review their individual Action Plans, giving attention to the theme across the Curriculum. In this respect, an Action Plan has been produced to support the workforce of Ysgol Friars to develop its language skills.

4.5.4 A Welsh Government Commission has funded pilot Language Psychology: Training the Trainer sessions at a number of schools across the region, including Ysgol Bro Idris.

## **5. MEASURING PERFORMANCE**

- 5.1. The final summer 2018 results will be submitted to the Scrutiny Committee on 24 January 2019. I would like to draw your attention to the summary below of the high number of English results 2018 and the impact on Gwynedd.
- 5.2. Approximately 58% of year 11 pupils in Gwynedd were registered for GCSE English for the first and only time in June 2018. Although it was a linear two-year course, schools were permitted to register learners early. Following this, Qualifications Wales published a report noting 'On balance, we believe the continued widespread use of early and multiple entry at GCSE poses risks to students and to the system, which are not easily justified. The practice also poses significant costs to the system'. The Cabinet Secretary for Education approved the report and there was a change in national policy that only the first grade attained by a pupil would count towards a school's whole-school performance indicator results.
- 5.3. Subsequently, almost all Gwynedd schools decided to register pupils for English once, at the end of the two year course. However, on the day of the results in August 2018, it was found that the C grade threshold had risen by 20 marks compared to the summer 2017 mark. There was a 11.8% reduction in A\*-C grades attained by Gwynedd pupils compared to the previous summer. Although Qualifications Wales has published a highly technical report to justify its processes, Gwynedd head teachers and officers remain extremely dissatisfied and are of the opinion that the justification is inadequate.
- 5.4. The significant increase in the English C grade threshold, whatever the justification for it, has led to the following outcomes for learners and staff in Gwynedd.
  - a significant number of learners in Gwynedd attained a mark that was higher than the previous threshold for a C grade, but were awarded a D grade
  - as the B grade mark also increased by 10 marks, a number of learners missed out on a crucial qualification to enter teaching
  - learners have been unable to access their first choice of colleges and sixth form courses and their future opportunities have been affected because they do not have a C grade in English
  - impact on staff morale, their confidence in measuring standards; when a C grade rises by 20 marks in a year, how to they target, forecast, advise and support?
  - The confidence of our school leaders in the system is naturally fragile.

## **5.2 . Education Department Measures**

- 5.2.1 As I reported in October, the Education Department is in the process of reviewing all its measures as every department goes through the Ffordd Gwynedd process. Also, proposed changes are being made to national indicators; therefore, I will be in a position to report further on the new measures and indicators next time.

## **6. FINANCIAL/SAVINGS SITUATION**

### **2017/18 - 2018/19 Schemes**

- 6.1. The 2018/19 element of the Additional Learning Needs and Inclusion Strategic Review has now been completed, with the 2019/20 element on track to be completed on time.
- 6.2 In relation to the Schools Additional Savings plan, savings of £198,000 and £65,000 are on track to be realised on time, with the savings already identified from the

schools restructuring schemes. In relation to the saving of £298,990, the schools are already aware of the time at which their budgets will be cut.

- 6.3 The scheme to increase the price of primary schools meals from £2.30 to £2.50 has been realised in 2017/18 and the budget for 2018/19 has been amended to reflect the saving of £43,750.

The latest income projections suggest that the income is £163k short of its target for this year, but it should be noted that there is an underspend of £109k on food purchases.

- 6.4 The income target of £194k for the Pre School Child Care Scheme was set on the presumption that 55% of parents would pay for the care. The latest projections suggest that 38% of parents pay for the care, which would lead to an income deficit of £60k.

### 6.5 **Transport Overspend**

In our performance challenge meeting, we analysed the various reasons why there was an overspend in the school transport budget.

The main reasons are as follows:

£149,000 due to new contracts following the opening of Ysgol Hafod Lon – this was contrary to the initial assumption, and further work is needed to understand the reason for this.

£125,000 due to new contracts in the field of behaviour. There is no transport budget for this field and this will require attention when examining the additional learning needs arrangements.

£73,000 due to an increase in the Dolgellau and Cymerau ABC units as both units are open four days a week, while the previous provision at Ysgol Eifion Wyn was open five days a week.

£69,000 due to the impact of re-tendering over the summer.

£69,000 due to new mainstream contracts.

The remaining overspend was due to minor elements.

One other concern that was raised during our discussions was the fact, following detailed analysis, that the figures originally reported were not reliable. There are a number of possible factors responsible for this.

It was found that we have specific examples of extremely expensive journeys that raise questions about who is responsible for the overall monitoring of this.

At the performance challenge meeting I noted that all these matters needed to be considered in order to ensure appropriate management, and the Chief Executive intends to convene a meeting of relevant officers in January to address the matter.

I will report further at the next performance challenge meeting.

## 7. **ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION**

## **7.1. Views of the Statutory Officers:**

### **i. Monitoring Officer:**

No observations in relation to propriety.

### **ii. Head of Finance Department:**

I note that there are significant developments in Education which have financial implications, including the capital investment mentioned in part 4.3 of the report, and the delegation of additional learning needs budgets in part 4.4.

Regarding savings from increasing the price of primary school meals (part 6.3) and pre-school child care (part 6.4), it is logical that price increases will reduce demand initially. If the Department's savings schemes continue to generate insufficient income, then alternative measures must be considered in order to balance the departmental budget.

The increasing overspend in pupil transport costs (part 6.5 of the report) was noted in my budget review report submitted to the Cabinet meeting on 22 January. It is a concern that this overspend continues, and I note that the intention to call a meeting of the relevant officers (from the Education and Environment departments) to secure appropriate control, and to report to the Cabinet Member for Education's next performance meeting.

## **7.2. Views of the Local Member:**

7.2.1 Not a local matter.

## **7.3. Results of Any Consultation:**

7.3.1 None to note.

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### **Appendices:**

None.

### **Background Documents:**

None.



## CYNGOR GWYNEDD

### REPORT TO A MEETING OF GWYNEDD COUNCIL CABINET

<b>Date of Meeting:</b>	29 January 2019
<b>Cabinet Member:</b>	Councillor Craig ab Iago, Cabinet Member for Housing, Culture & Leisure
<b>Liaison Officers:</b>	Iwan T. Jones, Corporate Director Morwena Edwards, Corporate Director
<b>Contact Telephone Number:</b>	01286 679685
<b>Title of Item:</b>	Housing, Culture & Leisure Performance Report

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#### 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, am responsible. 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 would remind you that all matters have already been the subject of discussions and have been scrutinised at meetings of the Economy and Community and the Adults, Well-being and Housing management teams, which also included representation from the scrutiny committee.
- 1.3. I am generally satisfied with the performance, and am eager to see us continuing to succeed despite all the challenges the departments will face in the near future. My priority during the next period will be to ensure that the Housing Department moves forward to draw up a Strategy that will set a clear direction for the Housing field in future.

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## 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. The purpose of the **Suitable and Affordable Housing** project is to get a detailed understanding of the nature of the demand for housing within our communities so that we can plan for the future and make a difference. To this end, the Housing Department has been working on assessing Housing needs in Gwynedd and has consulted on the findings during the previous quarter. The work of completing the Housing Needs Assessment will form a strong foundation for the Housing Strategy for the People of Gwynedd (2018-2023) that is about to be submitted to the Cabinet next month. The Strategy sets a clear goal for the field of Housing in its entirety, with affordable and suitable housing driving our plans for the future.
- 4.2 The project to **Identify and Promote Housing Plans and Enterprises** aims to improve access for residents to assistance related to housing needs, and it identifies plans and enterprises available to help them. The challenges facing people vary greatly, and it is essential that we put what matters to people at the heart of our interventions. Again, the Housing Strategy for the People of Gwynedd addresses this. The Department will review the support available for people within the Housing field to ensure it is in keeping with what matters to people and that it is provided as effectively as possible.

## 5. MEASURING PERFORMANCE

- 5.1 **Appendix 1** reports on performance measures that are associated with my portfolio in the Economy and Community Department. There, I am responsible for the Leisure, Youth, Community Regeneration, Museums and the Arts, Archives and Libraries and Information Services.
- 5.2 The purpose of the **Libraries and Information Service** is to ensure that Gwynedd residents have access to support, resources and information, which gives them the opportunity to learn and acquire skills, read and enjoy. It is very encouraging to learn that 99% of users are satisfied with the service they receive.
- 5.3 The Bethesda Library leasehold has now been transferred to Partneriaeth Ogwen as part of the More than Books strategy, thus ensuring a future for the library service in Dyffryn Ogwen.
- 5.4 I am delighted that 2,422 children in Gwynedd have taken part in the Gwynedd Libraries Summer Reading Challenge during 2018, with 1,681 completing the challenge. This means that the children have visited their library at least three times during the summer holiday and up to the end of September, and have read at least six books. 46,851 children's books were read over the challenge period and over 1,000 children attended the *Hwyl Haf i Blant* activity arranged by Gwynedd Libraries. Compared with the national figure for Wales, Gwynedd came fifth (out of 22) in the number of participants. The results of the Challenge are very positive and show that local libraries are a vital resource to enabling access.

- 5.5 Excellent work has been taking place in Penygroes following some tension that had arisen between the needs of young people and other users of the library. A meeting of representatives from the area's children and young people services was held, and the group is looking to collaborate across sectors in order to support the leisure and learning offer for young people in Dyffryn Nantlle.
- 5.6 The **Museums and Arts Service** runs two museums in Gwynedd and is responsible for looking after collections and creating exhibitions at both, these are: Storiel and the Lloyd George Museum. A HLF grant has been secured in order to consider options for securing the future of the Lloyd George Museum. I am eager to review the Storiel business model, in order to ensure the best use of the resource in a sustainable way.
- 5.7 Neuadd Buddug closed at the end of December 2018 and resources will transfer to the school in January to provide a community arts resource.
- 5.8 The purpose of the **Archives Service** is to safeguard our public records and ensure people have access to them, by providing two Archives in Gwynedd. It is encouraging that 97% of users are very satisfied with the service. A reduction in the Schools Archives Service budget has been listed as a possible cut. I would like to draw your attention, however, to the importance of this service for our schools. It offers opportunities to gain relevant skills, as recommended in the Curriculum, and develops young audiences to become interested in the history of their community in order to create a feeling of belonging and to strengthen their identity.
- 5.9 The **Community Regeneration Service** supports people and local enterprises to play a key role in the regeneration process. I am pleased to see the team breaking new ground in Barmouth, by holding a pilot to transfer assets in Barmouth. The business planning work has been completed with agreement locally on the way forward.
- 5.10 The purpose of the **Youth Service** is to ensure access for young people (aged 11-25) to a range of informal learning experiences that gives them opportunities to acquire skills, to venture, to enjoy and to play a full part in their communities.
- 5.11 A new staffing structure is now in place and recruitment is ongoing. Staff are reporting that they are very happy in their work "I love my job". It is highly encouraging that 1,107 young people have received support from the service to date, through a range of activities including engagement work, volunteering in their communities, cookery skills and sports. There has been a great response from young people and parents, "I thought I'd give you feedback after my son attended a session in Penygroes last Thursday evening. He and his friends had thoroughly enjoyed themselves - in my son's own words when he got into the car - "Oh, mam. That was class!" (e-mail from a parent).
- 5.12 I recently had the honour of welcoming and launching the Post-16 Youth Service and it was great to hear from young people about their successes as a result of support from this team.
- 5.13 The work of supporting Community Councils continues. Social clubs have now been established and are open in Nefyn, Caernarfon, and Llanrug and recruitment work continues in Bryncrug, Porthmadog, and Blaenau Ffestiniog.

- 5.14 The **Leisure Service** manages a network of 12 centres across Gwynedd. Work is ongoing to establish the Byw'n lach Cyf. Company, with much effort going into the process, it's nice to see that the service is learning from the process. Work is continuing on schedule, and the service will transfer on April 1st 2019.
- 5.15 I wish to draw your attention to the risk of losing a substantial income from the centres due to the deteriorating condition of the 3G pitches. We have already seen the effect with the closure of the Plas Ffrancon 3G pitch. It poses a risk to the Service's financial performance; therefore, a plan needs to be in place for renovation arrangements. I am pleased to see an improvement in the performance of Plas Ffrancon after the completion of the Quest Assessment.
- 5.16 The Leisure Service also provides **Healthy Living and Sports programmes** that provide a range of inclusive physical activities. Changes have been made to the grant arrangements from Sports Wales. In December, Local Authorities and partners across the North Wales Region agreed to move forward to prepare a regional grant proposal for the future.
- 5.17 I am very pleased that there will be changes to the NERS plan funding model in Gwynedd. This gives flexibility to offer all NERS activities in all locations, thus ensuring that all Gwynedd residents have access to the same offer.
- 5.18 The Gwynedd Young Ambassadors Scheme remains successful with 255 Ambassadors giving up hours of their time to volunteer with the plan. I am delighted that eight Ambassadors have represented the Authority at the National Conference in Cardiff; and Hannah Hughes, who is responsible for the scheme, earning the title of Young Ambassador Officer of the year.
- 5.19 The purpose of the **Working Together to Tackle Poverty** project is to review our arrangements in the field of Poverty in order to ensure we target our efforts at the places where it will make the greatest difference. This project was transferred from the Economy Department to the Children and Supporting Families Department this year.
- 5.20 As the timetable for introducing Universal Credit in the County has slipped, it was decided to keep this project live up to the end of March 2019 in order to continue to support people to cope with changes to benefits. Work is progressing under the guidance of the Gwynedd Welfare Reform Group. A marketing campaign was launched through Newyddion Gwynedd and social media channels in order to raise awareness and inform residents about how to prepare for the changes. Universal Credit became operational in Gwynedd in December 2018.
- 5.21 The Council will continue to provide financial support assistance (PBS) for new Universal Credit claimants until the end of March 2019. CAB will subsequently offer the provision. The Council continues to implement the Discretionary Housing Payment fund and 1,370 applications have been approved this year to date.
- 5.22 An agreement needs to be reached about the way forward with this project, with consideration given to the interrelationship with the Supporting Families Strategy.
- 5.23 The Cabinet will already be aware of the increasing demand for the Homelessness Service following the inception of the Housing (Wales) Act 2014. There is also evidence to suggest that this increase will continue, with a very high proportion of single people who are homeless or at threat of becoming homeless. There has

been a 36% increase in the number of households receiving a service between 2014/15 and 2017/18.

- 5.24 The Homelessness Unit reported at the performance meeting that a high proportion of those presenting to the Council as being homeless, were prison-leavers. To this end, the Unit has developed a prisoner rehabilitation programme, which is a new way of working that puts the individual at the centre. The Rehabilitation Officer is one point of contact that provides a service within prisons and after individuals have been released. We work closely with our key partners and during 2017/18 the Officer worked with 120 individuals, of whom 41% were given accommodation. The greatest obstacle for the majority of this group of individuals is the shortage of one-bedroom properties with support for vulnerable single people leaving prison.

*'A' is in his 50s and has a long history of offending and substance misuse. He has suffered abuse in the past. A received a service through the Rehabilitation Plan. A initially lived at one of our hostels, but after receiving support he succeeded in gaining tenancy through the Gwynedd Dispersed Housing and Support plan. He was given assistance to understand house rules, his rights and responsibilities as a tenant, help with budgets and financial capacity, and he is now managing his tenancy exceptionally well.*

*The effect of assistance and stable accommodation on A is huge. He no longer offends, and is happy to receive expert support for his substance misuse. A is not yet ready to find work, but is willing to receive support to participate in education.*

- 5.25 In responding to this barrier, the service works jointly with Cais, the third sector agency, to find property for single, vulnerable people in the Bangor Area. This scheme will provide accommodation and intensive support, with an emphasis on developing the skills of the person to enable him/her to live independently.
- 5.26 Another development in the field of homelessness is the 'intensive support for rough sleepers'. The Service is collaborating with North Wales Housing and with the aid of a Welsh Government grant, a support officer has been appointed to encourage people to work together to help solve their problems, and support them to move on to stable accommodation.

*A single person had been sleeping rough by a shop doorway in town for some months. The homelessness service had received several phone calls from the public and the shop's owner concerned about the person's health. It became evident that the individual was unwell; he had profound mental health needs and his physical health was also very poor. The support officer visited the person daily, very early in the morning, and managed to establish a relationship with the individual. He, consequently, received help and had hospital treatment for his medical condition. Contact was maintained whilst he was in hospital and arrangements are in hand to provide him with accommodation once he is ready to leave hospital.*

- 5.27 To this end, the Department has submitted an application for funding from Welsh Government's Innovative Housing Fund, and has been successful in attracting funds to develop flexible 'pods' units. These units will provide homes with support for the most vulnerable people in our society for whom it is difficult to find placements. The aim is to develop four pods for four individuals. Work will commence early in the new financial year.

- 5.28 The **number of calendar days taken on average to issue a disabled facilities grant (247 days)** measure shows some slippage. Nevertheless, the unit has interviewed 96 people who have had modifications carried out over the first two quarters of the year. 90% stated that they were very satisfied with the modifications, and 86% very strongly agreed that their quality of life had improved.
- 5.29 The modifications unit has been closely scrutinising cases and reports that the greatest obstacle to completing modifications on time is the current shortage of occupational therapists available to carry out the necessary assessments. Furthermore, the Unit believes that it would be possible to provide earlier preventative intervention that would obviate the need for complex assessments, at which points conditions have become worse. The unit has proposed several solutions to try to address the matters that will be considered over the coming weeks.
- 5.30 The **Empty Homes Team's** 'Grants for First-time Buyers' scheme has been hugely successful. Over the past nine months, the Team has received 115 applications for this grant, and has already approved over £1.5 million of the grant to 85 of these applications. This will house almost 200 individuals and families. Since its inception, the Team has seen an increase in the number of applications for mortgage deposits, available to help first-time buyers gain access to the housing market.
- 5.31 The Cabinet will be aware that there is a high number of empty houses around the County and that the Department is working to bring some of these houses back into use for the residents of Gwynedd. There are approximately 1300 empty houses across the County. There has been an increase against the **PSR/004 measure: The percentage of private sector dwellings that have been empty for more than six months on 1 April which were returned to occupation during the year as a result of direct action by the local authority**. By the end of this performance period, 14 houses have come back into use, with 33 people from Gwynedd being housed.

## 6. FINANCIAL/SAVINGS SITUATION

- 6.1 In terms of the more effective running of leisure facilities scheme, Cwmni Byw'n Iach Cyf will be responsible for managing the leisure facilities provision from 1 April 2019.
- 6.2 £100,000 of the 2018/19 savings from the HAM4 scheme: the more effective running of leisure facilities, has been achieved. However, on 16 October 2018 the Cabinet approved the re-profiling of £156,500 of the savings, as the leisure facilities provision would not transfer to Byw'n Iach Cyf until 1 April 2019. The £131,410 for 2019/20 is on track to be achieved on time.
- 6.3 Within the field of Housing, since reporting to the Performance Challenge Team in September, I can confirm that the Department is on track to achieve savings of £89,000.
- 6.7 The Likely Expenditure of 2017-18 Capital Plans is £4.1m. This includes £950k on grants for the disabled to adapt their homes (which includes a £150k Government grant); £1.35m on first-time buyer schemes and bringing empty homes back into use; and a Welsh Government grant of £1.36k to develop a Gypsy site; 250k for the TRIP Programme (Targeted regeneration investment programme) which is a joint initiative with Anglesey Council, £440k on other matters, including enforcement matters.

## **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 observations in relation to propriety.

#### **ii. Head of Finance Department:**

I confirm the accuracy of the financial figures presented in part 6 of the report.

### **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.

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### **Appendices:**

#### **Appendix 1 -**

Leisure and  
Culture  
Performance  
Measures

#### **Appendix 2 -**

Housing  
Performance  
Measures

### **Background Documents:**

None.

# MEASURES OF THE CABINET MEMBER FOR HOUSING, CULTURE AND LEISURE - ECONOMY & COMMUNITY DEPARTMENT

## 1. Healthy Living and Sports Programmes

Measure	Performance 2015-16	Performance 2016-17	Performance 2017-18	Performance 2018-19	Performance 2018-19 (Quarter 2)	Performance 2018-19 (Quarter 3)	Observations on the performance
% of 11 year old children who have attained the National Curriculum Standard	82% July 2015  75% Wales	78% July 2016  (will not be shared on Wales level from now on)	83% July 2017	85% July 2018	-	-	No statistics will be gathered until July 2019
% who improved their quality of life score with support from the Exercise Referral Team	59%	66%	68%	56%	71%	64%	



## 2. Healthy Living Centres

Measure	Performance 2015-16	Performance 2016-17	Performance 2017-18	Performance 2018-19 (Quarter 1)	Performance 2018-19 (Quarter 2)	Performance 2018-19 (Quarter 3)	Observations on the performance
Number of leisure centre visits per 1,000 of the population	10,278	11,010	9,968	2,402	4,624	7,163	Performance is now slightly better than the 17/18 profile. A hot summer led to a fall in Q2 visits.
Customer Satisfaction with the provision and quality of the leisure centres	-	89.36%	88.15%	89.54%	n/a	n/a	Positive outcomes from the first survey showing a slight improvement. Quality of staff continues to generate the best results. The outcomes of the second survey will be available in Q4.

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## 3. Archives Service

Measure	Performance 2015-16	Performance 2016-17	Performance 2017-18	Performance 2018-19 (Quarter 1)	Performance 2018-19 (Quarter 2)	Observations on the performance
Customer Satisfaction			96%	94%	97%	449 users completed the slips, 437 (97%) were very satisfied, 11 (3%) were satisfied: "Excellent, everyone more than happy to help"

						“Extremely fast document retrieval and staff were really friendly and helpful”
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#### 4. Libraries Service

Measure	Performance 2015-16	Performance 2016-17	Performance 2017-18	Performance 2018-19 (Quarter 1)	Performance 2018-19 (Quarter 2)	Observations on the performance
Number of items loaned out	-	-	<b>473,255</b>	<b>113,389</b>	<b>130,295</b>	<p>We have been successful in standing our ground. After a 25% cut to the books fund in 2016, our performance has started to stabilise. Any further cuts would affect our user offer, i.e. having a range of books that the people of Gwynedd want to read - this is our bread and butter.</p> <p>Encouragingly, Penygroes Library recorded the 6th highest borrowing rates - 7801 loans in Quarter 2. Quarter 2 is also unusual in reflecting an increase in use by children and young people, which is reflected in the increase materials for children and young people loaned out.</p>
Number of visits	-	-	<b>346,567</b>	<b>5386</b>	<b>6902</b>	<p>Visitors to each library are counted via a mechanical method (staff counting) four times a year. The reliability of the method of recording must be considered, especially where there are more</p>

						than one entrances and where users use self-service when using PCs and kiosks - traffic does not come via the front desk.
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**5. Youth Service**

Measure	Performance 2015-16	Performance 2016-17	Performance 2017-18	Performance 2018/19 (Quarter 1)  (end of academic year)	Performance 2018/19 (Quarter 2)	Performance 2018/19 (Quarter 3)	Observations on the performance
The number of individuals who are members of the Youth Service	-	-	5638	5638	No data collected during the re-modelling phase	1107	We engaged with a very high number of young people on the street, in leisure centres etc. but did not record those numbers. We worked on projects with fewer numbers and this is the number that appears
Number of accreditations that young people receive through the service	-	-	991	991	No data collected during the re-modelling phase	311	

## APPENDIX 2 - Measures of the Cabinet Member for Housing, Leisure and Culture - Housing Service

Ref.	Achievement Measure	2014-15	2015-16	2016-17	2017-18	Latest information
<b>Housing Service</b>						
<b>TAI008</b>	The number of individuals who have moved to sustainable accommodation when support has ended	-	-	90	41	Unavailable. Data is collected every 6 months
<b>TAI009</b>	The number of individuals where the support needs involving housing are met	-	-	233	65	
<b>TAI015</b>	The number of individuals where the health needs had stabilised	-	-	4	1	
<b>TAI002</b>	Time taken to achieve what matters.	85	70	54	103	130
<b>TAI003</b>	Length of stay in temporary accommodation	76	70	104	88	110
<b>PSR/002</b>	The average number of calendar days taken to issue a Disabled Facilities Grant.	318	271	311	196	247
<b>TAI014</b>	The average number of calendar days taken to issue a Disabled 'Enablement' Grant.	-	-	-	-	84
<b>TAI012</b>	The number of people supported through the removal of hazards from rented housing	-	-	1659	1453	414
<b>PSR004</b>	The percentage of private sector dwellings that had been empty for more than six months on 1 April which were reoccupied during the year as a result of direct action by the local authority	5.69	5.1	3.7	4.8	0.30
<b>Strat 6'</b>	Number of affordable units secured for Gwynedd.	144	48	54	21	14