

Complete Agenda

CABINET

GWYNEDD COUNCIL

DATE	Tuesday, 7th May, 2019
TIME	1.00 pm
LOCATION	Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH
CONTACT POINT	Annes Siôn 01286 679490 cabinet@gwynedd.llyw.cymru

GWYNEDD COUNCIL CABINET MEMBERS

Members	
Dyfrig L. Siencyn	Leader
Dafydd Meurig	Deputy Leader, Cabinet Member for Adults, Health and Wellbeing
Craig ab Iago	Cabinet Member for Housing
Gareth Wyn Griffith	Cabinet Member for Environment
Nia Wyn Jeffreys	Cabinet Member for Corporate Support
Dilwyn Morgan	Cabinet Member for Children and Young People
Gareth Thomas	Cabinet Member for Economic Development and Community
Ioan Thomas	Cabinet Member for Finance
Catrin Elen Wager	Cabinet Member for Highways and Municipal
Cemlyn Rees Williams	Cabinet Member for Education

AGENDA

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6	PUBLIC TOILETS STRATEGY	Cyng / Cllr. Catrin Wager	Steffan Jones	11 - 79
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8	CORONER'S PAY ARRANGEMENT	Cyng / Cllr Nia Jeffreys	Iwan Evans	84 - 88
9	<p>MANAGEMENT REVIEW</p> <p>A separate Appendix is available for Committee Members.</p> <p>The appendix is exempt under Paragraphs 12 of Schedule 12A of the Local Government Act 1972 – Information relating to a particular individual.</p> <p>The appendix to the report discusses matters relating to the employment of particular members of staff, their condition of employment and discussion in relation to those matters which are inherently confidential.</p>		Dilwyn Williams	89 - 115

THE CABINET 2/04/19

Present-

Councillors: Dyfrig L. Siencyn, Dafydd Meurig, Craig ab Iago, Gareth Wyn Griffith, Nia Wyn Jeffreys, Peredur Jenkins, Dilwyn Morgan, W. Gareth Roberts, Gareth Thomas and Ioan Thomas

Also present:

Dilwyn Williams (Chief Executive), Iwan Evans (Head of Legal Services), Ffion Madog Evans (Senior Finance Manager), Annes Sion (Members Support Officer)

Items 6, 7 and 8: Garem Jackson (Head of Education Department), Debbie Jones (Education Corporate Services Officer), Gwern ap Rhisiart (Gwynedd Area Education Officer)

Items 9 and 10: Caren Rees Williams (Principal Capital and Management Accountant)

1. APOLOGIES

Cabinet Members and Officers were welcomed to the meeting.
No apologies were received.

2. DECLARATION OF PERSONAL INTEREST

There were no declarations of interest.

3. URGENT ITEMS

There were no urgent items.

4. MATTERS ARISING FROM OVERVIEW AND SCRUTINY

There were no matters arising from overview and scrutiny.

5. MINUTES OF THE MEETING HELD ON 12 MARCH

The Chairman signed the minutes of the Cabinet meeting held on 12 March 2019, as a true record.

6. RESTRUCTURING OF GWYNEDD LANGUAGE CENTRES

The item was submitted by Cllr Gareth Thomas

RESOLVED

Resolved to:

- i. Implement a teacher and assistant staffing structure pilot, increasing the teacher : pupil ratio at one Language Centre for a year, and to monitor it closely to identify whether it affects the quality of the education and the children's attainment.
- ii. Remove the TLR allowance for teachers at every Language Centre, and incorporate the after-care as part of the core Language Centres provision, thus abolishing the existing after-care post.
- iii. Enable more time to consider the pilot findings, to approve funding to bridge the gap that will continue to exist after implementing ii above until the findings of the pilot are known.

DISCUSSION

Submitted - the report noting there would be a need to decide how the Council would address the need to reduce the Language Centres' budget by £96,000. Attention was drawn to the fact that the language centres were achieving outstanding work.

It was added that an internal consultation had been held with staff, unions and at various Council meetings. The background of the Language Centres was explained noting that they had been funded by a grant from the Welsh Language Board, with the Council providing match funding. It was expressed that when the Welsh Language Board had been abolished, the Welsh Government's Welsh in Education Grant had gone on to fund the Centres. It was added that Welsh Government had brought 11 of the education grants together under the heading of the Education Improvement Grant (EIG) and this included the Welsh in Education Grant. It was expressed that the Education Improvement Grant had been cut every year since 2014/15, and by taking inflation into account, the cut was 34% in real terms, but it was added that over the years, the Language Centres had received full protection throughout all of these cuts. It was expressed that in 2018/19 that a cut of 10% had been made to the Welsh Government's Education Improvement Grant, leading to a £61,000 deficit in the Welsh Language Centres' budgets. It was noted that the Council had been able to bridge this deficit for this year.

Attention was drawn to the Foundation Phase which had seen a reduction of 32% since 2014/15 which equated to £1.2 million or approximately 70 classroom assistants. It was expressed that the work of immersing Foundation Phase children in the Welsh language was outstanding. It was expressed that the Welsh Government's settlement for this year was neutral, however it was a cut in real terms given inflation in salaries and pensions. Consequently, it was noted that the reorganisation was needed in order to be cost efficient.

It was expressed that an internal consultation had been carried out, in line with

Human Resources guidelines. A list of organisations and individuals the Cabinet Member and the Education Department had received correspondence from in relation to the Language Centres was noted, namely Cymdeithas yr Iaith Gymraeg, Cylch yr Iaith, Popeth Cymraeg, CYDAG, RhAG, Town and Community Councils, Merched y Wawr branches, along with a vast number of individuals. Attention was drawn to three areas of concern that had arisen in this correspondence, namely objecting to the change, changing demography and the quality of the education (in the event of changing the structure).

The Head of Education and the Education Corporate Services Officer noted the current situation noting the staffing structure for the five Welsh Language Centres across the county, namely 4 primary centres and one secondary centre and drawing attention to the number of pupils attending the centres. They expanded upon the consultation process and emphasised that it was not a public consultation, rather an internal process of consulting with staff and unions only, because of the possibility of a change to their terms of employment. The options that were consulted upon were noted, and the department had drawn up criteria for the options.

A summary of the Unions' observations was provided noting the need for teachers to be specialists in order to ensure effective language immersion, to be able to plan lively, carefully structured lessons and the need to lead the centres in each other's absence. In addition, the Union had asked for clarity on some points in the context of the restructuring, suggesting the need to trial the teacher : assistant ratio for 16 children first, before making any decisions. It was expressed that the Dolgellau Language Centre, which was currently staffed by a Teacher and an Assistant had submitted their observations individually noting that they had been operating on an Option 2 basis for 16 years, and with great success. It was expressed that they were full and at times they had more than full capacity and were able to deliver the requirements of the course with a Teacher and an Assistant.

Attention was drawn that following the consultation on the four options that a further consultation had been held following a procedure from Human Resources on the option noted below:

Option under Consideration

- Every Language Centre to remain open.
- One non-contact Leader for all Language Centres, with the ability to teach at any of the Language Centres as required.
- A staffing structure of a Teacher and Level 4 Assistant at every Language Centre.
- After-care provision to become a part of the core provision of every Language Centre.

A summary was provided of the observations made by the unions on behalf of the Language Centre staff on the option in question noting that some educational issues included the need to consider arrangements relating to the number of children educated in a classroom. The Unions' observations regarding the role and responsibilities of the teacher and the management of the centres were provided, including a consideration of TLR responsibility payments. Additionally, there was the need to consider the possible challenges regarding the role of the

Leader in being responsible for the primary and secondary provision and any differences between the two curriculums was noted.

It was expressed that discussions had been held at the Welsh Language Committee, the Education and Economy Scrutiny Committee and at the Full Council and the main concerns were noted including concern about losing specialist teachers; the impact of increasing the teacher : pupil ratio on the quality of the education and children's attainment; along with the lack of evidence to show that the changes consulted upon would not have a negative impact on the provision. It was emphasised there were three proposals that would address the concerns:

- I. It would be possible to maintain the current staffing situation and address some of the deficit by changing the staff's terms of employment, i.e. remove the teachers' TLR, remove the leadership tier in relation to terms of employment at every Language Centre, and incorporate the after-care as a part of the core provision of the Language Centres, thus abolishing the existing after-care post.
- II. A pilot could be held of the staffing structure of a teacher and assistant, increasing the teacher : pupil ratio at one Language Centre only for a period, and for it to be closely monitored.
- III. Implement any of the options consulted upon and meet the financial deficit in full.

It was noted that options I and II would not meet the budget shortfall in full, and there would be a need to find the shortfall every year if option I was chosen. In relation to option II it was noted that bridging funding would be required.

Observations arising from the discussion

- It was asked how the Teacher : Pupil Language Centres' ratio compared with the ratio in schools. It was expressed that following the Grant cuts the ratio was higher in schools, and it was noted that Estyn had noted that Gwynedd schools were maintaining standards of education despite the higher ratio.
- It was emphasised that Gwynedd Council had to make the decision to cut the grant to the Welsh Language Centre but it was the Welsh Government that was cutting grants. It was expressed that these cuts made the Councillors question whether the Government was serious about its target of a million Welsh speakers. It was added that there was a need to press on the Education Minister and the Welsh Language Minister to end cuts to school grants. It was expressed that the Department and the Cabinet Member had been lobbying and holding regular conversations with the Ministers but that so far there was no mention of any more money being available. It was reiterated that it was heart-breaking that the Government was offering additional money with one hand and then cutting grants with the other.
- It was emphasised that the Cabinet was not prepared to support any option that enabled any of the Language Centres to be closed, noting, that they did not want the level of quality to fall either.
- After-care was discussed noting that the after-care work varied from Primary to Secondary. It was expressed in relation to Secondary that after-care work was part of the Centre's core provision. It was reiterated

- that concerns had been raised about the lack of after-care contact with pupils within the Primary Centres.
- The new Language Centre in Bangor was discussed noting that money had been approved for a capital bid to build a new Centre, however there was no revenue funding available to fund it in future. It was added that the application for a new centre emphasising the Council's commitment to the Language Centres.
 - It was asked why the department had not reviewed the provision sooner. It was expressed that the main reason was success in terms of standards and that children were fluent but it was noted that it had become apparent that it would have been sensible for the department to consider the Language Centres over the years.
 - It was asked why teachers of the Language Centres received a TRL allowance in addition to their salaries, and it was explained that this was because it was a historical addition and there was possibly a need to look into the matter further.
 - A discussion was held on Option II asking how the department would monitor the impact. It was noted that there was a need to monitor the Centres as schools and they would be discussed at the Cabinet's performance monitoring meetings which would be discussed at the Cabinet. It was added that there was no specific performance monitoring procedure in place at present.
 - Option III was discussed expressing the need to disregard it although this was the only option that met the financial deficit. It was expressed that it was not wise to change the Teacher : Pupil ratio without first holding a pilot scheme.
 - It was asked that if it were decided to go for a pilot scheme, how much money would be needed to bridge the financial gap. It was expressed that it would be possible for the Council to find the money to bridge the temporary gap but there would be a need to be explicit on what the structure would be.
 - It was expressed that it would be possible to use some elements of option I to specifically abolish the after-care post and to incorporate the function in the core provision of the Language Centres and to abolish TLR allowance for every Teacher. It was anticipated that this would be a saving of approximately £45,000 a year.
 - A discussion was held on combining some elements of Option I and II, noting that if a pilot scheme were needed there would be a need to measure it for a year and then assess the teacher : pupil ratio and whether it would have any impact on the quality of the education and the children's attainment.

7. REVIEW OF THE GWYNEDD STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION CONSTITUTION

Submitted by Cllr Gareth Thomas

DECISION

To change the membership of Group A in the constitution as follows:

- Group A - Christianity - keep at 6
Propose to invite one representative from the beliefs
Buddhism, Islam, Hinduism, Judaism, Sikhism and the Humanists
- Group B - Representation of Teachers and Headteachers - keep at 5
- Group C - Elected Members - keep at 7
- Co-opted - SACRE Committee to retain the right to co-opt members
- There are 3 votes, namely 1 for each Group - the Co-opted members do not have a vote

It was resolved to approve the Humanists' request to join Group A on the Gwynedd SACRE committee.

DISCUSSION

The report was submitted noting that the Council had not considered the SACRE constitution since 1996. It was added that a letter from the Education Minister in May 2018 had confirmed that it was possible to appoint representatives from non-religious belief systems to Group A to ensure that SACRE reflected the beliefs of the community. It was expressed that a request had been received from Bangor Humanists to join as member(s) of Group A on the Gwynedd SACRE Committee.

It was expressed when considering the request of the Humanists to join as a member of Group A, that it was timely to give consideration to other beliefs to cover the variety of beliefs in Gwynedd on the SACRE committee.

Observations arising from the discussion

- Attention was drawn to the fact that the number of beliefs outside Christianity that were members of SACRE was very low, but it was expressed that SACRE reflected the situation across the county.

8. BEGIN LOCAL DISCUSSIONS ON OPENING A NEW PRIMARY SCHOOL IN CRICIETH

The report was submitted by Cllr Gareth Thomas

DECISION

Resolved

- a) To approve the right to commence local discussions in order to identify options for the construction of a new primary school in Cricieth, due to the poor condition of Ysgol Treferthyr's existing buildings.
- b) To approve the inclusion of Ysgol Llanystumdwy in the local discussions

DISCUSSION

The report was submitted noting the need to approve the right to commence local discussions in order to identify options for the construction of a new primary school in Cricieth, and to authorise including Ysgol Llanystumdwy in the discussions.

It was expressed that the Ysgol Trefferthyr building was in poor condition and the surveys had identified several issues in terms of significant defects in the construction which had designated the school in category C in terms of its condition. It was added that Welsh Government had now commenced its second phase of the 21st Century Schools Programme (Band B) which would begin in April 2019. It was expressed that the Council had submitted an application following the prioritisation exercise noting that improving primary provision in Cricieth had been identified in this application. It was noted that the department had learnt from the first wave of the 21st Century Schools Programme (Band A), that after constructing new buildings for schools, their numbers tended to increase. Consequently, it was noted that the number of pupils included in the applications would be based on the pupil numbers of the school catchment rather than the numbers at the school when the application was drawn up.

It was noted that Ysgol Llanystumdwy was attended by a number of children from the Cricieth catchment-area and it was noted that initial discussions had been held with the Governing Body, Staff and Parents to discuss the possible impact of building a new school. As a result of these discussions, it was expressed that the Governors had noted they were eager to be part of the discussions.

Observations arising from the discussion

- It was asked whether including the catchment-area schools in the discussions added to the statutory process. It was noted that holding the discussions with Ysgol Llanystumdwy would add to the work, as there would be a need to follow the Schools' Organisation Code.
- Councillor Gareth Thomas was thanked for his work in his role as the Cabinet Member for Education and the Education Department's staff were also thanked.

9. FURTHER EFFICIENCY SAVINGS 2019/20

Submitted by Cllr Ioan Thomas

DECISION

Resolved to utilise £1,666,560 from the Transformation Fund to repay the loan used to carry out the LED lamps saving scheme and to bridge the period for delivering the scheme to take the whole of the £184, 500 saving into account in 2019/20.

DISCUSSION

Submitted - the report noting that the matter being discussed today was a relatively technical matter. It was expressed that he was eager for the Cabinet to agree to utilise £1,666,560 from the Transformation Fund to repay the loan used to carry out the LED lamps saving scheme and to bridge the period for delivering the scheme to take the whole of the £184, 500 saving into account in 2019/20.

It was expressed that the Council's Financial Strategy was based on delivering a series of savings to limit the Council Tax increase to 5.8%. It was added in order to limit this increase the strategy envisaged the need to find further efficiency savings of £500,000. It was expressed that changing the procedure for repaying the scheme to install LED lamps in the remainder of the county's street lights was one way of finding further efficiency savings.

It was noted that the intention for the time being was to obtain a loan from Salix to fund the work and to repay the loan from the savings that would be realised. It was expressed that there was a difference between the savings that would be delivered and the repayment profile and it would be possible to realise £45,900 from next year's saving in light of this difference however it would increase significantly after repaying the loan in full in 2032/33. It was reiterated that the Scheme would be realised over a three year period and there would be a need to bridge the delivery phase to obtain the saving in full from 1 April 2019 and £1.39m would therefore be required as repayment and £0.28m required for the bridging period

10. CAPITAL PROGRAMME 2019/2, 2020/21 AND 2021/22

Submitted by Cllr Ioan Thomas

DECISION

The schemes shown in Appendix A were included in the capital programme for the three year period 2019/20; 2020/21 and 2021/22.

DISCUSSION

The report was submitted noting the need to set the schemes for the Council's capital programme for the next three years. It was expressed that the Council had adopted an Assets Plan for the next 10 years on 7 March. It was reiterated that normally, the capital programme was included in the report on the budget but as the Council had not yet adopted the Assets Plan, it was had not been possible to do this in detail.

It was noted that consultation had taken place with the departments to establish the likely profile for the individual schemes within the Assets Plan, and therefore it was recommended that the Cabinet approved including the schemes in the programme in the next three years.

It was expressed that the amount for 2019/20 did not correspond to the £11.728m noted in the report for the budget. It was added that the reason for this was that the schemes were not advanced enough to commence until 2021/22. Consequently, it was noted that re-profiling work had been done to coincide with the spending and the budget will be amended.

11. CABINET FORWARD WORK PROGRAMME

The item was submitted by Cllr Dyfrig Siencyn

DECISION

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

The meeting commenced at 1.00 pm and concluded at 2.50 pm

CHAIRMAN

GWYNEDD COUNCIL CABINET



Date of Meeting: 7 May 2019
Cabinet Member: Councillor Catrin Wager
Contact Officer: Steffan Jones, Head of Highways and Municipal
Contact Telephone Number: 32402
Title of Item: Public Toilets Strategy

Report to a meeting of Gwynedd Council Cabinet

1. THE DECISION SOUGHT

That the Cabinet accept and adopt the attached Public Toilets Strategy

2. THE REASON FOR THE NEED FOR A DECISION

Section 8 of Public Health Act (Wales) 2017 places a responsibility on every local authority in Wales to produce and publish a local toilets strategy for its area by 31 May 2019.

3. INTRODUCTION

LOCAL TOILETS STRATEGY

The Public Health Act (Wales) 2017 received Royal Assent on 3 July 2017. Section 8 came into force on 31 May 2018. The Act brings a range of practical measures together to improve and safeguard health. Section 8 of the Act presents the work of providing toilets, and specifically local toilet strategies.

The aim of Section 8 is to improve the way public toilet provision is planned, by ensuring that every local authority in Wales assesses the needs of its communities with regard to toilets, and then uses a strategic and transparent method of meeting that need in the best possible way.

The process of developing the strategy has made it possible for us to consider wider options available for providing toilets for the public. The way this is provided can vary from traditional public toilets to new solutions. The aim of this is to address the current challenges relating to providing facilities within communities, with a considerable reduction in the service's budget.

Consultation exercises have taken place in order to draw up the strategy. The Strategy incorporates the feedback received from the consultation exercise with the public, equality characteristic groups, and community and town councils' that was held in November and December 2018. The consultation was drawn up to assess the needs of the residents and the people who visit or work in Gwynedd. The responses received were used to inform the content of the draft strategy. A further consultation was held on the draft Local Toilets Strategy.

The Draft Strategy was presented at the Communities Scrutiny Committee on 7 February 2019. It was resolved to accept the report and to recommend that the Cabinet Member address the observations when drawing up the final Toilets Strategy.

The public consultation on the Draft Strategy took place between 11 February 2019 and 1 May 2019. At the time of writing this report, the consultation had not yet closed, therefore the observations received so far are summarised, and further information and an update on the report will be provided before the meeting, along with any additional responses received before the closing date and whether they affect the recommended resolution.

4. A SUMMARY OF THE RESULTS OF THE CONSULTATION ON THE DRAFT STRATEGY

Respondents were asked whether they Agreed or Disagreed with the objectives of the Local Toilets Strategy.

It was noted:

- 97.5% Agreed with the objective of 'The provision of appropriately maintained clean and safe facilities'
- 94.5% Agreed with the objective of 'Maximising the availability of toilets through a partnership with the Council and another provision'
- 89.3% Agreed with the objective of 'Advertise and promote information about toilet facilities via websites and other media.'
- 95.1% Agreed with the objective of 'Easy to find facilities with good directional signage and individual facilities information signs'
- 77.9% Agreed with the objective of 'Assess the availability and distribution of facilities based on the demand'
- 68.9% Agreed with the objective of 'A suitable provision within the available budget'

There was an opportunity to comment on any of the above objectives. The main observation referred to the importance of keeping as many toilets open as possible, in suitable locations, which included rural locations. Respondents noted that there was a need to ensure that there was a suitable budget to maintain public toilet provision.

5. THE WELL-BEING OF FUTURE GENERATIONS (WALES) ACT (2015)

Whilst developing this strategy, the Council must give full consideration to the Well-being of Future Generations (Wales) Act 2015. The aim of the Act is to improve social, economic, environmental and cultural well-being of Wales. It makes local authorities think more about the long-term, work better with people and communities and with each other, attempt to prevent problems, and work in a more joined-up manner. The Act also imposes a 'sustainable development principle' which informs establishments on how to fulfil their duty with regard to the Act, which means that Gwynedd Council must operate in a more sustainable manner.

The Local Toilets Strategy incorporates the five ways of working that Gwynedd Council must follow to ensure that we develop a sustainable strategy:

- Consider the importance of balancing short-term needs with the need to also safeguard the ability to satisfy long-term needs;
- Work in an integrated manner;
- Work with others in order to seek sustainable resolutions;
- Include people in the decisions that will affect them; and
- Work to prevent problems from happening or from exacerbating.

6. EQUALITY ACT 2010

There is a statutory requirement to prepare and consider the findings of an equality impact assessment when preparing the strategy in accordance with the requirements of the Equality Act 2010 as is implemented in Wales.

Generally, the Local Toilets Strategy will have a positive impact on the equality characteristics. The aim of the strategy is to seek to improve the way the provision of toilets available for public use is provided. In developing the strategy, the Council has assessed the needs of its communities for toilets, and has used the information to propose six objectives in order to meet this need in the best possible way within budget, and where appropriate. The full assessment can be seen in Appendix 5.

7. NEXT STEPS AND TIMETABLE

The following key actions and timescales are noted:

Next Steps	When
Cabinet - Submit the Local Toilets Strategy to the Cabinet for approval.	7 May 2019
Publication - It is a statutory requirement that the Council publish its Local Toilets Strategy by 31 May 2019.	31 May 2019
Interim progress statement - The Council needs to produce and publish an 'interim progress statement' explaining the measures it has taken in accordance with its strategy over the previous two years.	Before the end of May 2021
Review the Strategy - submit a period end progress statement - within a year following all usual local government elections.	November 2021

Appendices

Appendix 1 - Local Toilets Strategy

Appendix 2 - Current provision

Appendix 3 – Needs assessment

Appendix 4 - Results of the Consultation on the Draft Strategy

Appendix 5 - Equality Assessment

Background Documents:

"The Provision of Toilets in Wales: Local Toilets Strategy, Statutory Guidance, August 2018"

8. VIEWS OF THE STATUTORY OFFICERS

Monitoring Officer:

The need to adopt a Public Toilets Strategy is a new statutory arrangement. The statutory requirements associated with preparing the Strategy is outlined appropriately in the report along with the steps taken to address them. It is also noted that an update on the results of the consultation process will be provided after the full period is closed.

Head of Finance Department:

I'm advised that the Public Toilets Strategy is a process, to fulfil a new statutory requirement, and that there is no financial commitment linked to the recommendation presented here.

Views of the Local Member:

Irrelevant.



Gwynedd Council

Local Toilet Strategy

May 2019



1. Background

The Welsh Government agreed the adoption of the Public Health (Wales) Bill in May 2017. This Act brings together a range of practical actions for improving and protecting health. Part 8 of the Act introduces provision of toilets and specifically local toilet strategies. In terms of public conveniences the overall aim of the legislation is to ensure that all local authorities assess the needs of its community in relation to the provision of public conveniences and that it takes a strategic and transparent approach to best meet that need.

The intended effect of Part 8 is not to prevent local authorities from taking decisions which they need to take during the course of their activities, which may include decisions to close a traditional public toilet or building when appropriate to do so. Instead, the intended effect is to improve the planning of provision so that any such decisions are taken within the overall context of meeting their communities' identified needs. A strategic approach will also help to mitigate any negative impacts of changes to provision.

Local authorities in Wales now have the responsibility to:

- Assess the need for toilet provision for their communities;
- Plan to meet those needs;
- Produce a local toilets strategy; and
- Review the strategy, update and publicise revisions.

Gwynedd Council as such in line with these recommendations will set out to address the needs of the community and improving the standards of public conveniences under the local authority's control.

2. Introduction

Our objective in this strategy is to ensure that we continue to meet the needs of the people of Gwynedd despite the fact that the Council's resources are becoming scarcer. The emphasis in this strategy will be to ensure that Gwynedd has adequate provision for the future and we are able to work closely with our stakeholders to provide alternative delivery models in order to achieve this.

This strategy is also being prepared in a period of financial hardship therefore, that context has to be considered. The provision of public conveniences provides infrastructure necessary to facilitate the enjoyment of areas within Gwynedd by residents and visitors. They can make a significant impact upon the comfort of individuals and families who visit public spaces within the area and their perception of Gwynedd as a desirable place to visit.

Access to toilet facilities is important to all part of our population and not just older people. Lack of public toilets is commonly given as a reason that older people become socially isolated and loneliness can set it. However, many people (including younger people, families and people of all ages with a disability or health condition) require access to toilet facilities and a lack of provision can often lead to them also limiting their social contact with others.

Although the Public Health (Wales) Bill focuses on the 'Provision of Toilets', currently a local authority provision of public conveniences is not a statutory duty.

Increasingly the Council faces challenges to maintain standards of toilet provision, maintenance and cleaning due to limited funding and pressure on resources and yet Gwynedd still has the second highest number of council maintained toilets in Wales.

3. The aims of this strategy

The aim of this strategy is to meet the needs of the residents and visitors to Gwynedd by providing:-

- Provision of clean, safe, appropriately maintained facilities;
- Maximise availability of toilets through Council partnership and other provision;
- Publicise and promote toilet provision information through webpages and other media;
- Ensuring public awareness of toilet location, through good direction signage and individual facility information signs;
- Assess the availability and distribution of facilities based upon demand;
- Sustainable provision within the budget available;

4. How has this strategy been developed?

This strategy incorporates feedback following a public consultation exercise undertaken during November and December 2018. The consultation was designed to assess the needs of residents and people visiting or working within Gwynedd. The responses received have been used to inform the content of the draft strategy.

This strategy also fits into other Council priorities and services and contributes to our vision as a Council to support all the people of Gwynedd to thrive and live full lives in their community, in a county which is one of the best counties to live in.

In developing this strategy the Council must fully consider the Well-being of Future Generations (Wales) Act 2015. The aim of the Act is about improving the social, economic, environmental and cultural well-being of Wales. It makes local authorities think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The Act also puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act, this means that Gwynedd Council have to act in a more sustainable way.

The Local Toilets Strategy incorporates the five ways of working which Gwynedd Council must follow in order to ensure we develop a sustainable strategy:

- Consider the importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs;
- Taking an integrated approach;
- Working with others in order to find sustainable solutions;
- Involving people in decisions that will affect them; and
- Acting to prevent problems occurring or getting worse.

5. Reviewing the Strategy

Gwynedd Council will prepare an interim progress report setting out the steps taken in line with their strategy every two years commencing from the date of the last published strategy. An interim progress report will be published within six months of the end date of the two year period. Therefore, following publication in May 2019, the review will take place before the end of May 2021 and published before the end of November 2021.

6. Gwynedd Council Provision

Gwynedd has a mixture of toilet provision. We currently provide 63 traditional public toilets operated by the Council, as well as 35 community toilet facilities. A large part of the county is also part of the Snowdonia National Park which also provides toilet facilities.

Attached in Appendix 1 is a list of current provision within Gwynedd.

7. What is Gwynedd currently doing?

The Town and Community Council Partnership Scheme

Following the Gwynedd Challenge Engagement Exercise in 2016, the Cabinet revised its decision to achieve the £244,000 service cuts by agreeing to implement a proposed Partnership Scheme with Town and Community Councils in order to keep the majority of the County's existing toilets open for the future.

This scheme was developed as an alternative to the decision taken to close up to 50 toilets as part of the regime of cuts. We consulted with all the Town and Community Councils within Gwynedd to ascertain whether or not there would be sufficient interest in working in partnership in order to keep the toilets open. The Partnership Scheme works by the Town and Community Councils contributing towards the running costs of the toilets on an annual or seasonal basis.

Up to 63 toilets have now been kept open with the assistance of the local Town and Community Councils and others.

Working with Others

Where it has not been possible for the Town and Community Councils to contribute financially in order to keep the facilities open within their areas, the Council has sought to work with others, i.e. third sector partners, private businesses and local community groups in order to keep the provision open within their local areas.

For example in Fairbourne a local community group has been established and work is ongoing but other communities have also declared an interest in developing this way of working further.

Fairbourne Case Study

The coastal village of Fairbourne faced losing their toilet provision. The Council took every opportunity to speak to residents and the community council with regard to the financial challenge faced in order to keep the provision open. Public meetings were held to listen to the communities concerns and seek their views.

As a result, a group of residents came together and formed the Fairbourne Amenities Trust. By working with the Trust we had the opportunity to find a long term solution to ensure the future toilet provision for the village. A pilot scheme was developed which meant that the Trust has taken responsibility for the toilets. To ensure that we can support the group to succeed in this venture, it was decided that the Council would keep responsibility for the building in the short term. This was to ensure that we could support the group so that they have the resilience to provide the service.

It has been a positive experience for the Council in terms of working with others in order to have a sustainable outcome. In terms of planning for the long term, the Council have agreed to transfer the assets on a lease to the Trust from February 2019, with a continuous system for review in place.

Community toilet grant scheme

The Public Toilets Grant Scheme is funded and managed by Gwynedd Council. This Scheme allows members of the general public to use toilet facilities in a range of approved local establishments during their opening hours. The facilities are made available free of charge and without any expectation that users will purchase goods or services whilst on the premises. Participating premises will be required to keep their toilets safe, clean, accessible and well-stocked. The maximum grant is £500 per location per year. We have currently 35 premises across Gwynedd participating in the scheme and a current waiting list.

The service provider must display at least one sign provided by Gwynedd Council on their window(s) or door(s) to show that there are members of the scheme in order to inform the public of their right to use their toilets. We have received some feedback that in general the public are not aware of the scheme.

Improving Facilities through Grant Funding

To date we have been successful in attracting up to £300,000 in grant funding to carry out improvement work on some public conveniences. Funding from the Tourism Amenity Investment Support Grant will pay for improvement work at three public toilets in Bethesda, Y Bala and Beddgelert.

Furthermore, funding has also been secured from the Rural Community Development Fund to upgrade the facilities and improve energy efficiency at the toilets at Penllyn, Caernarfon; Marian y De, Pwllheli; Queen's, Harlech; the Quay, Barmouth and Ganllwyd. This work will be carried out during 2019/20.

We will aim to seek ways of attracting further grants and work with others to attract grant funding in order to improve the standard and sustainability of the facilities.

Changing Places

Standard accessible toilets do not meet the needs of all people with a disability. People with profound and multiple learning disabilities, as well people with other physical disabilities such as spinal injuries, muscular dystrophy and multiple sclerosis often need extra equipment and space to allow them to use the toilets safely and comfortably. These needs are met by Changing Places toilets. Here in Gwynedd the first changing place facility has recently opened in the newly refurbished Ffestiniog and Welsh Highland Railway Station in Caernarfon.

Mapping Locations

This is an important part of our strategy so that people who need to visit a toilet can easily access information about the location, opening times, accessibility and type of facilities available.



The Welsh Government have developed this logo so that residents and visitors will readily recognise it wherever they are in Wales and have recommended that local authorities incorporate the logo as part of their awareness raising of toilets for public use.

One of the other requirements of this strategy is to prepare a dataset to a given specification and make it available as open data on our website. Once we have identified the toilets that will be publicised as available for use by the general public, the dataset will be consumed by the Welsh Government system and joined to other local authority datasets to produce a national toilets dataset for the Lle map. Lle is a geo-portal that serves as a hub for data and information covering a wide spectrum of topics, but primarily around the environment. Lle

will generate all-Wales maps based on the datasets provided that can be configured to focus on either the national picture, or on more local areas. The data will be available in Welsh and English and available as an open data service accessible to everyone. The link to the Lle portal:

<http://lle.gov.wales/home>

The Council will annually review and update the Welsh Government “Lle” data to allow access to up to date information for residents and visitors.

8. What did we learn from conducting the Assessment of Need?

Gwynedd Council conducted an assessment of need to ensure that as many people as possible could engage in the process. This was achieved by coordinating quantitative information that already exists and we consulted with as many organisations and stakeholders as possible that we knew with an interest in the toilet provision.

Gwynedd Council has conducted an assessment of needs via:

- Public Toilets Questionnaire:
- Consultation 'Which services are important to you?'
- Equality Characteristics Groups
- Feedback from Town and Community Councils
- Gwynedd Profile
- Equality Assessment

Gwynedd Profile

Population Needs

According to the ONS Population estimates, the population of Gwynedd is 123,742. 23,410 of the population are under 18 years old and 27,971 are 65 or older. 61,335 of the population were men and 62,407 were women.

The ONS also provides population projections. These projections estimate an increase of around 10,000 people in Gwynedd over the next 20 years. However, we do not expect this increase to be consistent across age groups. We expect to see an increase in the population aged 0-15 of 5.6%, a reduction of 7.4% in the population aged 40-64 and an increase of 59.3% in the population aged 80 and over. This indicates a huge increase in the most vulnerable groups in our society - young people and older people.

Health Needs

The life expectancy of males in Gwynedd is 78.8 years, whilst female life expectancy is 83.1 years.

According to the Welsh Government Daffodil figures, 17,171 Gwynedd residents aged 18 years and over have a limiting long-term illness. Over 4,500 Gwynedd residents have bladder problems.

According to the Crohn's & Colitis UK charity at least 300,000 people in the UK have Crohn's Disease or Ulcerative Colitis, known as Inflammatory Bowel Disease (IBD).

According to the response of Crohn's & Colitis UK to the Public Health Act (Wales), 96% of those who responded to their own survey stated that every local authority in Wales should have a duty to produce and publish a local toilets strategy. 40% stated that they supported this due to their urgent and regular need to use a toilet.

Public Toilets Questionnaire

The Public Toilets Questionnaire was launched by the Council in order to ascertain information to help us draw a picture of community needs and to assist with preparing a Local Toilets Strategy.

There was an opportunity for residents and organisations to participate:

- On-line by visiting the website at www.gwynedd.llyw.cymru/consultations
- A paper questionnaire available through Siop Gwynedd, the Council's libraries and leisure centres
- Send a letter or e-mail with feedback or comments

A wide range of methods were used to promote and raise awareness of the opportunities to participate in the survey, including:

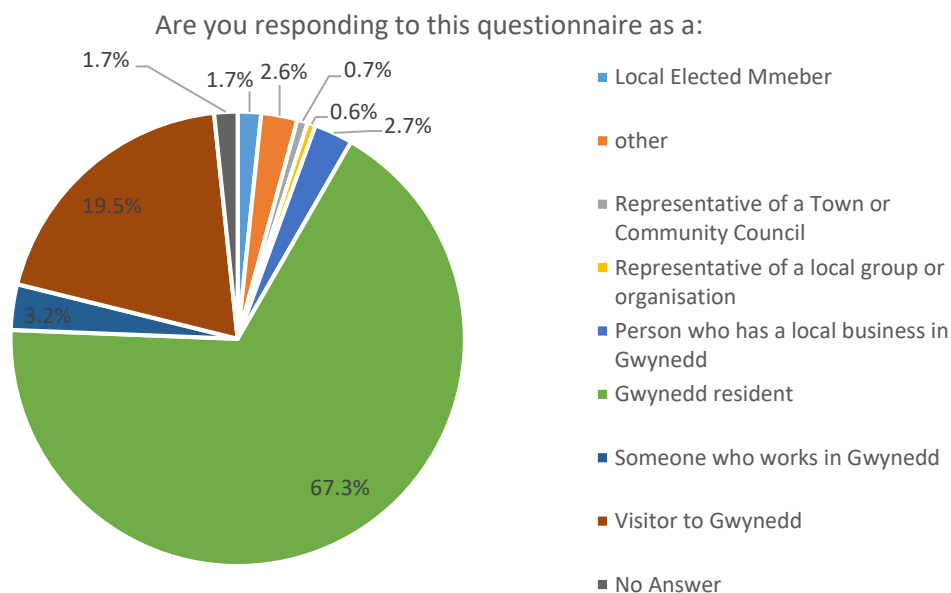
- press releases used as a basis for articles in the local and regional newspapers (Daily Post, Herald, Bangor Mail, Cambrian News, Y Cyfnod, Chronicle, and a number of the county's Papurau Bro);
- a proactive campaign on social media that included a regular series of messages promoted through the Council's Twitter, Facebook accounts and via several partners;
- publishing an article in the newsletter 'Rhaeadr' for Gwynedd Council elected members
- circulating details of the consultation to a number of bodies, characteristic groups and difficult to reach groups, to share with their members, including members of:
 - Gwynedd Third Sector Liaison Group;

- Town and Community Councils;
- Gwynedd and Anglesey Public Services Board;
- Young Farmers;
- Bangor University Students Union;
- Yr Urdd;
- Age Cymru Gwynedd and Anglesey;
- arts organisations;
- environmental organisation
- Gwynedd Equality Core Group
- Young people including LGBT+ young people (GISDA),
- Disabled people, Menter Fachwen
- Gwynedd Older People’s Council
- Gwynedd business sector representatives e.g.
<http://www.gwyneddbusnes.net/html/singleton/228/cy-GB>

See the full responses to the questionnaire in **Appendix 2**

Who completed the Public Toilets Questionnaire?

1,202 responses were received. The majority of the responders were Gwynedd residents (67.3%) and visitors to Gwynedd (19.5%).



The majority of the responders (47.7%) were in the 45-64 age group. Less than 4% of responses were from the under 25 age group. This is low in comparison with the 21.6% of population in Gwynedd that are under 25 years old.

Of the individuals who completed the questionnaire there were:

Gender	Number	Percentage
Female	755	62.8%
Male	380	31.6%
I prefer not to say	34	2.8%
Not answered	23	1.9%
Other	10	0.8%
Total	1202	100.0%

The following table shows the number and percentage of respondents who noted that they considered themselves as having a disability under Section 6 (1) of the Equality Act 2010. 100 individuals chose not to answer the question or chose the 'prefer not to say' option. Although it is not possible to make a direct comparison, according to the 2011 Census 9.7% of the Gwynedd residents declared that they had a condition that "severely limits their day to day activities" that compares with 9% of the questionnaire respondents who noted that they considered themselves disabled.

Do you consider yourself a disabled person?	Number	Percentage
No	994	82.7%
Yes	108	9.0%
I prefer not to say	82	6.8%
Not answered	18	1.5%
Total	1202	100.0%

Main Messages

How often are public toilets used?

For the questionnaire, 'public toilets' are defined as public toilets and toilets that are part of the community toilets grant scheme e.g. in cafes or shops. It is obvious from the questionnaire that the provision is important to responders in general, with 54.4% stating that they use them daily or weekly. However, 8.9% of those under 25 stated that they 'Never' use public toilets compared with 2.3% in general. In addition, 13.3% of those under 25 stated that they used the toilets 'Daily' compared with 17.3% in general.

Are the opening hours suitable?

70.6% stated that the opening hours of the provision were suitable, however, there were clear messages in the comments that seasonal provision was unpopular especially in rural locations. Many of the observations referred to the need to extend opening hours, and noted that many close too early in the evening or do not open early enough in the morning.

38% of those who stated that they had a disability under section 6 (1) of the Equality Act 2010, noted that public toilets opening hours were not suitable for them, compared with 26% in general.

Are the facilities suitable for baby/children changing?

73.6% noted that the facilities were not suitable for baby/children changing. Many of the comments noted that there were insufficient changing units available and those that exist need to be modernised.

Are the facilities accessible?

16.7% of those who stated they had a disability under section 6 (1) of the Equality Act 2010, said that the facilities are not accessible to them, compared with 6.7% in general.

Was there any equality characteristic that specifically had an impact on the suitability of the toilets?

It can be seen from the table that the three equality characteristics that have an impact on the suitability of the toilets are Disability, Age and Gender.

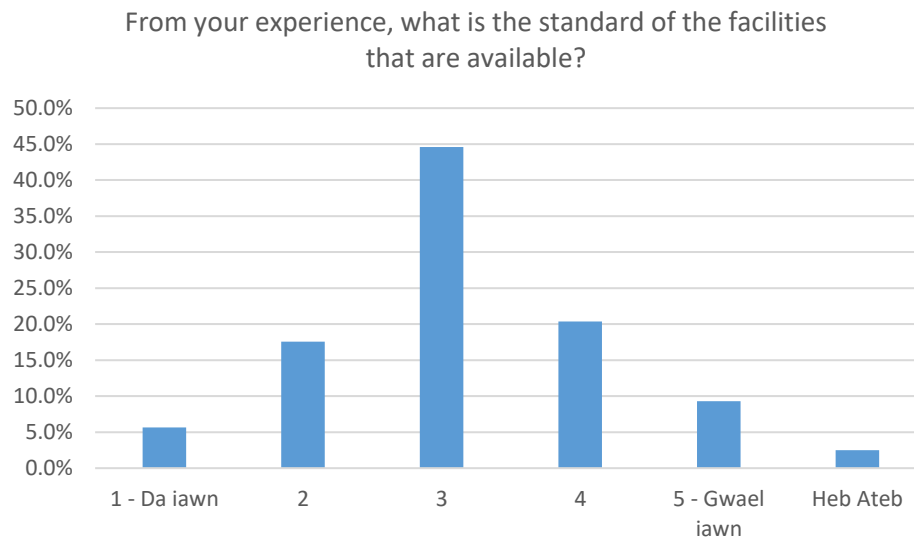
	Number of responses	%
Disability	124	10.3%
Age	119	9.9%
Gender	77	6.4%
Pregnancy / Maternity	22	1.8%
Sexual Orientation	9	0.7%
Transgender	8	0.7%
Religion	7	0.6%
Race	3	0.2%

*They could choose more than one response.

Comments were received stating that the facilities were unsuitable for residents with disabilities and a specific medical condition e.g. bowel/bladder condition.

What are the standard of the facilities that are available?

Generally, 44.6% noted a score of 3 for the standard of the facilities. 29.4% gave a score of 4 or 5, namely Poor/Very Poor.



What is good about the public toilets provision?

26.5% of the comments noted that the availability of facilities was good, and 9.9% noted that they were in good locations. Many of the observations noted that the toilets were essential for different people:

- Gwynedd residents (6.6%),
- Visitors (4.6%),
- Families and children (3.0%)
- with a specific health condition (2.1%)
- elderly (1.3%)

See full responses in Appendix 2.

What can be improved in terms of the public toilets provision?

The main comment regarding what can be improved in terms of the provision was the hygiene of the facilities. 24.1% of the comments noted - ensuring a supply of suitable toiletries, need to improve or modernise the facilities and better lighting.

16.1% of the comments noted the need to increase or protect the number of public toilets that are open. 12.5% of the observations stated that the opening and closing hours and periods needed to be reviewed.

See full responses in Appendix 2

Are people aware of any local businesses that are part of the community toilets grant scheme?

In Gwynedd there are 35 businesses and local organisations that are part of the Community Toilets Grant Scheme. This means that any member of the public can use their facilities. 76.9% of those who answered noted that they were not aware of any local businesses that are part of the scheme.

	Number	%
Not answered	38	3.2%
No	925	77.9%
Yes	239	19.9%
Total	1202	100.0%

How easy is it to find a public toilet when needed?

36.5% stated that it was 'Difficult' or 'Very difficult' to find a public toilet and only 19.7% stated that it was 'Easy' or 'Very easy'. The remainder stated that they were 'Not easy or difficult' or did not answer the question.

78.5% of the respondents noted that they like to find where the nearest public toilets are by using signs.

Consultation 'Which services are important to you?'

Gwynedd Council conducted the 'Which services are important to you?' consultation in October 2018. The purpose of the consultation was to explain the financial position facing the Council to the residents and organisations of Gwynedd; In addition to offering an opportunity

for residents and organisations in Gwynedd to have their say on which services provided by the Council are most important to them.

Over 2,400 were consulted and generally across the county public toilets were not a high priority (ranked 44 out of 59). However, public toilets were in 11th position (out of 59) with people over 65 years old and 25th (of 59) for people with disabilities.

The Tywyn area included 'Public toilets' (5th position) in their top ten priorities. 'Public Toilets' are placed much higher (ranked 20th or higher) than the results for the whole of Gwynedd.

In terms of the 10 lowest ranking services out of 59, there are some differences in each local area compared to the whole of Gwynedd. The Bangor, Caernarfon and Dyffryn Nantlle areas ranked 'Public Toilets' amongst the lowest 10.

Public toilets were ranked 51st by the under 25 age group compared to the responses as a whole. To the contrary, they were ranked 11th by the responders over 65, which is a great deal higher (20 positions or higher) in terms of importance than the responses as a whole.

Self-advocacy Group

The group noted that they needed to be looked after and they did not want to have to pay to use them, although they knew that this would help with costs.

Gwynedd Older People's Council

Public toilets was one of the most important services for this group. The group noted that sufficient toilets were required in public places to enable older people to go out and travel with confidence.

Equality Core Group

We consulted with a Core Equality Group that represents the following groups:

- Refugees Group;
- Cytûn;
- Meirionnydd Access Group;
- Gwynedd Older People's Council;
- Men's Sheds Caernarfon;
- Hunaniaith;
- Bangor Indians and Friends Association

- Unique Transgender Network;
- Council of Sign Sight Sound;
- North Wales Independent Advocacy Service;
- Victim Support Centre;
- Bangor Islamic Centre

The Group considered public toilets to be extremely important for older people, young families and the disabled. They preferred grants for local businesses but these need to be advertised more, and expand their number and this would allow better facilities and more suitable changing places for people with additional needs. The Group noted that it was right for people to pay for using the facilities.

LGBT Group + GISDA

LGBT Group and GISDA were consulted. Some noted that the Council needs to provide gender neutral toilets and the facilities were currently unsuitable, dirty and closed too early.

Town and Community Councils

By working in partnership with Town and Community Councils the Council receives information about the needs of their communities. The Council has received observations that facilities in some of the communities are in a poor state and need to be upgraded. Other observations note that the opening hours need to be extended and that the provision should be available all year round.

Tourism

In the Public Toilets Questionnaire, tourism organisations noted that toilets were essential for visitors and they needed to be open throughout the year. The tourism sector is very important to Gwynedd. The STEAM report indicates that over 7.25 million tourists visited Gwynedd in 2017, a number that has increased annually since 2012.

9. What will we be doing?

Recognising that there are no quick fixes and that austerity measures mean that the Council will continue to face financial pressures the Council is committed to the following to mitigate the gaps between what toilet provision is available and identified need:

Provision of clean, safe and appropriately maintained facilities

The Council will review its cleansing operations and standards on a periodic basis to ensure the most efficient and effective provision within allocated resources and will also review the opening hours of facilities in key locations. It will also conduct an audit of the baby changing facilities available and strive to increase the availability where possible and practicable. The Council will continue to engage with Police, Community Safety and residents, community groups and others to ensure that the facilities are as safe as possible.

Maximise availability of toilets through partnership and other provision

Continue to work with communities to maintain the current partnership scheme and continue to work with local businesses to better promote the use of their toilet facilities under the Community Grant Scheme especially in areas where they may be a gap in provision. We will do this by:

- Website and social media
- Improved signage for the businesses which will include the logo stipulated by the Welsh Government
- List of premises on tourism sites

Publicise and promote toilet provision information through webpages and other media

Mapping locations is an important part of our Strategy. We want people who need to visit a toilet to easily be able to access information about the location, opening times, accessibility and type of facilities available. We warmly welcome a decision by Welsh Government to create, with the support of local authorities, an online map of all existing toilet facilities available for public use in Wales. This map will not only help people to find local toilets but also take the stress out of planning journeys further afield. The Council will be providing up-to-date information to ensure all toilets in Gwynedd are included in this national map.

We also will provide a direct link to the national map on our website, when it is made available. The link to the Lle portal that will host the map, is: <http://lle.gov.wales/home>

We will regularly review the facilities that have been included at least every two years, in line with our progress reports and Strategy review periods, as detailed below. If we hear of changes to the availability of facilities, such as closures or changes to opening times, or indeed new businesses allowing use, we will update the information in a timely manner rather than waiting until the review date.

Ensuring public awareness of toilet location, through good direction signage and individual facility information signs

The toilet logo sticker will be displayed by those business currently operating under the community grant scheme and on relevant Council buildings that have been mapped. Consideration will also be given to improving the physical signposts to direct the public to available toilets in key locations such as transportation hubs within the County.

Assess the availability and distribution of facilities based upon demand

Ideally, the distribution of resources and facilities within Gwynedd should be arranged to deal effectively with the profile of demand. The periodic review of the Strategy can focus on the profile of demand to identify changes that could maximise effectiveness of the service provided.

Sustainable provision within the budget available

The Council is committed to sustainability through its carbon management plan and within its operations which include the provision of toilet facilities. Through the grant funding we have received to date we have ensured and will continue to ensure environmental considerations when facilities are improved or refurbished for example the recent refurbished facilities we have improved the lighting in these facilities through installing LED lighting.

10. Review, Reporting and Revision

The Act requires local authorities to undertake regular reviews of the local Strategy and provide progress reports. These should be done on a two year cycle, except where there is a general local authority election in which case the review should be carried out within one year of the election and either the Strategy redrafted or, an interim progress report provided.

Timescales for our planned review and reporting cycle is set out in the table below:

Statutory review & interim progress report for period 30 th May 2019 to 30 th May 2021.	June to October 2021
Secure Cabinet approval	October & November 2021
Publish interim progress report on website	30 th November 2021
Review within one year of local authority election (5 th May 2022).	By 4 th May 2023
If changes to the Strategy republish the fully approved document.	By 3 rd November 2023
If no changes to the Strategy, prepare an interim progress report for 22 nd November 2022 to 22 nd November 2024.	December 2024 to April 2025
Secure Cabinet approval	April / May 2025
Publish interim progress report on website	By 22 nd May 2025
Repeat this review process and production of interim progress statements every 2 years or within one year of a local authority election	

11. Next Steps

We have consulted on the draft strategy and have updated the content in respect of the progress that has been made with the national mapping of local toilet facilities. We have also incorporated the recommendations made by the Communities Scrutiny Committee and the responses to the public consultation to inform this final strategy.

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Rhestr Toiledau Cyngor Gwynedd / List of Gwynedd Council Toilets

Tref neu Bentref / Town or Village	Lleoliad / Location
Ardal ARFON Area	
Bangor	Glanrafon
Bangor	Tanyfynwent
Bangor	Y Pier
Bethesda	Stryd Fawr
Caernarfon	Allt y Castell
Caernarfon	Empire
Caernarfon	Penllyn
Dinas Dinlle	Marine
Llanberis	Ger y Llyn
Llanberis	Maes Padarn
Llanberis	Y Glyn
Y Felinheli	
Ardal DWYFOR Area	
Aberdaron	Traeth
Abersoch (Llanengan)	Ger y bont
Abersoch (Llanengan)	Golff
Abersoch (Llanengan)	Machroes
Mynytho (Llanengan)	
Beddgelert	
Criccieth	Esplanade
Criccieth	Maes Parcio
Llanbedrog	Traeth
Llanystumdwy	
Morfa Bychan (Porthmadog)	Traeth
Borth y Gest (Porthmadog)	Maes Parcio

Porthmadog	Y Parc
Morfa Nefyn (Nefyn)	Cae Coch
Morfa Nefyn (Nefyn)	Traeth
Nefyn	Cefn Twr
Nefyn	Lon Gam
Pwllheli	South Beach
Pwllheli	Stryd Penlan
Pwllheli	Y Maes
Ardal MEIRIONNYDD Area	
Aberdyfi	Neuadd Dyfi
Aberdyfi	Y Cei
Abergynolwyn (Llanfihangel)	
Abermaw	Llys Cambrian
Abermaw	Promenad y Gogledd
Abermaw	Y Cei
Bala	Plase
Bala	Y Grin
Blaenau Ffestiniog	Diffwys
Bryncrug	
Corris Isaf	
Dinas Mawddwy	
Dolgellau	Maes Parcio'r Marian
Talybont (Dyffryn Ardurdwy)	Pentre
Fairbourne (Arthog)	Ffordd yr Orsaf
Fairbourne (Arthog)	Penrhyn Drive South
Ganllwyd	
Harlech	Bron y Graig
Harlech	Min y Don
Harlech	Queen's
Llanbedr	
Llandanwg (Llanfair)	
Llwyngwriil (Llangelynin)	

Maentwrog	Newydd
Pennal	
Penrhyndeudraeth	Maes Parcio
Trawsfynydd	
Tywyn	Maes Adloniant
Tywyn	Sinema

Cynllun Grant Toiledau Cymunedol / Community Toilet Grant Scheme

CYFEIRIAD SAFLE SITE LOCATION	NIFER	AMSER AGOR OPENING HOURS	CYFLEUSTERAU FACILITIES	NEWID BABI BABY CHANGING	ANABL DISABLED
ARFON					
Caffi Caban , Caban Cyf., Brynrefail, Caernarfon LL55 3NR	1	9:00 -16:00 Dyddiol/daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Caffi EB (Menter Fachwen), High Street, Deiniolen LL55 3NF	2	9:00 – 16:00 Llun - Gwener Mon - Fri	Unisex		Oes/Yes
Caffi Caban y Cwm (Menter Fachwen), London House, Cwm y Glo, Caernarfon LL55 4DT.	3	9:00 – 17:00 Llun - Gwener Mon - Fri	Unisex		Oes/Yes
Caffi'r Hen Felin , Abergwyngregyn, LL33 0LP	4	9:00 – 17:00 Dyddiol / daily	unisex	Oes/Yes	Oes/Yes
Padarn Hotel , Stryd Fawr, Llanberis, Gwynedd, LL554SU	5	7:00 – 23:00 Dyddiol daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Inigo Jones & Co. Ltd. , Groeslon LL54 7UE.	6	9:00 -17:00 Llun –Sad Mon - Sat	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Palas Print , 10 Stryd y Plas, Caernarfon LL55 1RR	7	9:30 – 18:00 Llun – Gwe Mon - Fri 9:00 -17:30 Sad/Sat	unisex	Oes/Yes	Oes/Yes
Y Ganolfan , Ffordd yr Orsaf, Talysarn, Caernarfon, Gwynedd, LL54 6HL	8	7:30 – 21:30 Dyddiol / daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Y Banc , 39Haol y Dwr, Penygroes, Gwynedd LL54 6LW	9	9:00 – 16:30 Llun – sad Mon - Sat	unisex	Oes/yes	Oes/Yes

Te a Cofi (GISDA), 22-23 Y Maes, Caernarfon, Gwynedd, LL55 2NA	10	9:00 – 16:00 Llun – Sad Mon - Sat	unisex	Oes/Yes	Oes/Yes
Povey Garage, Ffordd Llanllyfni Penygroes Gwynedd, LL54 6DA	11	9:00 – 18:00 Llun – Gwe Mon – Fri 9:00 – 13:30 Sad - Sat	Dynion, Merched Ladies and Gents		
DWYFOR					
Cadwaladers, The Iris, Criccieth, Gwynedd, LL52 0AP	12	Agored/Open 9:00 pob dydd/every day Cau closed 17:00 Gaeaf/Winter 19:00 Gwanwyn / Spring 22:00 Haf/ Sum	Dynion, Merched Ladies and Gents	Oes/Yes	Oes/Yes
Garej Clynnog, Clynnog, Caernarfon LL54 5PF.	13	7:00 – 21:00 Llun – Gwe Mon – Fri 8:00 – 20:00 Sad – sul Sat - Sun	Dynion, Merched Ladies and Gents		Oes / Yes
Glyn y Weddw Arms, Llanbedrog, Pwllheli LL53 7TH 01758 740212	14	12:00 – 21:00 Gaeaf / Winter 12:00 -23:00 Haf / Summer	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Gwesty Ty Newydd, Aberdaron, Pwllheli LL53 8BE	15	8:00 – 22:00 Dyddiol - Daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Lion Hotel, Tudweiliog, Pwllheli LL53 8ND	16	2:00 – 14:00 a and 6:00 – 23:00 Gaeaf / Winter 11:00 – 23:00 Haf / summer	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
The Sun Inn, Llanengan, Pwllheli LL53 7LG	17	10:00 -23:00 Dyddiol / Daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Neuadd Gymuned Garndolbenmaen,	18	9:00 -18:00 Llun – Sad	Dynion, Merched Ladies and Gents		

Garndolbenmaen LL51 9TX		Mon - Sat			
Canolfan Menter Congl Meinciau, Botwnog, Pwllheli, Gwynedd, LL53 8RA	19	9:00 – 17:00 Llun – Sul Mon - Sat	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Caffi'r Tyddyn , Canolfan arddio Tyddyn Sachau, Y Ffor, Pwllheli, Gwynedd, LL53 6UB	20	9:30 – 16:30 Llun – Sad Mon – Sat 10:00 -15:30 Sul / Sun	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Station Inn , Porthmadog, Gwynedd, LL49 9HT. 01766 512929	21	11:00 – 23:00 Dyddiol / Daily	Dynion, Merched Ladies and Gents		
Y Tŵr , Trefor, Caernarfon, Gwynedd, LL54 5LH, 01286 660436	22	8:30 – 02:00 Dyddiol / Daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Ffestiniog Railway , Harbour station, Porthmadog, 01766 516031	23	9:00 23:00 Dyddiol / daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes

MEIRIONNYDD					
Café at Dyffryn Ardudwy & Talybont Village Hall. Dyffryn Ardudwy Near Barmouth, LL44 2BG.	24	9:00 – 16:00 Dyddiol / Daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Corris Craft Centre , Corris, SY20 9RF	25	10:00 -17:00 Haf / Summer 10:00 – 16:30 Gaeaf / Winter	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
The Bryntirion Inn , Llandderfel, Bala, LL23 7RA	26	11:00 – 23:00 Dyddiol / Daily	Dynion, Merched Ladies and Gents		
Railway Inn , Abergynolwyn, Tywyn LL36 9YW	27	12:00 – 12:00 Hanner nos Mid night	Dynion, Merched	Oes/yes	Oes/Yes

		Dyddiol / Daily	Ladies and Gents		
Royal Ship Hotel, Queens Square, Dolgellau LL40 1AR	28	8:00 – 12:00 Hanner nos Midnight Dyddiol /Daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Peniarth Arms, Brynecrug, Tywyn, Gwynedd LL36 9PH.	29	12:00 – 0:30 Dyddiol / Daily	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes
Pieces for Places, Caersalem Chapel, High Street, Abermaw, Barmouth, Gwynedd LL42 1DS,	30	9:30 – 18:00 Llun – Sad Mon –Sat 10:00 16:00 Sul / Sun	unisex	Oes/Yes	Oes/Yes
Plas Coch Hotel, 52 – 54 Stryd Fawr / High Street, Bala. Gwynedd. LL23 7AB	31	9:00 – 23:00 Dyddiol / daily	Dynion, Merched Ladies and Gents		
Y Badell Aur, 35 Stryd Fawr, Bala, Gwynedd LL23 7AF	32	8:00 20:00 Dyddiol / Daily	Dynion, Merched Ladies and Gents		
Gwesty Pengwern Cymunedol, Llan Ffestiniog, Gwynedd LL41 4PB	33	Llun – Iau / Mon – Thur 6:00 12:00 Hanner nos Midnight Gwen / Fri 17:30 – 12:00 Hanner nos. Midnight Sad – Sul / Sat – Sun 12:00 – 12:00 Hanner nos	Dynion, Merched Ladies and Gents	Oes/Yes	
Meirion Mill, Dinas Mawddwy, Gwynedd SY20 9LS	34	Llun – Sad Mon – Sat 10:00 – 17:00 Sul / Sun 10:30 – 17:00yh Mawrth i Tachwedd. March to November	Dynion, Merched Ladies and Gents	Oes/yes	Oes/Yes

		Llun – Sad / Mon Sat 10:00 – 16:30 Sul 10:30 – 16:30 Rhagfyr a Chwefror. December to February Ionawr ar gau January closed			
Min y Mor , Marine Promenade, Abermaw, Gwynedd, LL42 1HW	35	12:00 – 23:00 Llun- Sul Mon - Sun	Dynion, Merched Ladies and Gents	Oes/yes	

Toiledau Cyhoeddus sydd yn eiddo i Awdurdod Parc Cenedlaethol Eryri
Public Conveniences that is the property of Snowdonia National Park

* Mae angen goriad RADAR i agor y toiledau cyhoeddus hygyrch hyn.
 A RADAR key is required to open these accessible toilets.

Lleoliad/ Location	Hygyrch? Accessible	Cyfeirnod Grid Grid Reference
Dôl Idris	Ydi / Yes	SH 732 115
Llanfihangel y Pennant (Tymhorol)	Ydi / Yes	SH 675 085
Llangywer	Ydi / Yes	SH 905 325
Morfa Dyffryn (Tymhorol)	Ydi / Yes	SH 628 614
Morfa Mawddach (Tymhorol)	Ydi / Yes	SH 572 224
Nant Peris* (Tymhorol)	Ydi / Yes	SH 605 585
Penmaenpool	Ydi / Yes	SH 695 185
Pont Bethania	Ydi / Yes	SH 627 507
Rhyd Ddu*	Ydi / Yes	SH 565 525
Saith Groesffordd	Ydi / Yes	SH 746 213
Ty Nant	Ydi / Yes	SH 995 444
Canolfan Wardeiniaid Llyn Tegid	Ydi / Yes	SH 923 357
Canolfan Wardeiniaid Ogwen	Ydi / Yes	SH 648 603
Canolfan Wardeiniaid Pen y Pass	Ydi / Yes	SH 647 556
Pencadlys A.P.C.E., Penrhyndeudraeth	Ydi / Yes	SH 615 395
Plas Tan y Bwlch	Ydi / Yes	SH 657 407
Cae Garnedd	Ydi / Yes	SH 845 403

Darpariaeth 'Changing Places' Facility



Changing Places

Rheilffyrdd Ffestiniog ac Eryri • Ffestiniog & Welsh Highland Railways
 Gorsaf Gaernarfon • Caernarfon Station
 Ffordd St Helen's • St Helen's Road
 Caernarfon
 Gwynedd

LL55 2PF

Appendix 3

Assessment of Need

January 2019



Public Toilet Questionnaire Results

Methodology

The Public Toilets Questionnaire was launched by the Council in order to ascertain information to help us draw a picture of the community's needs and to assist with preparing a Local Toilets Strategy.

There was an opportunity for residents and organisations to participate:

- On-line by visiting the website at www.gwynedd.llyw.cymru/consultations
- A paper questionnaire available through Siop Gwynedd, the Council's libraries and leisure centres
- Send a letter or e-mail with feedback or comments

The questionnaire was available on our website www.gwynedd.llyw.cymru/consultations from the 6th of November to the 17th of December 2018. A wide range of methods were used to promote and raise awareness of the opportunities to participate in the survey including a press release on the 13th of November and a proactive campaign on social media. Additionally, circulating details of the consultation to a number of bodies, characteristic groups and difficult to reach groups. By the end of the consultation period a total of 1,202 responses were received.

Overview of Public Toilet Questionnaire Respondents

There were 1,202 respondents to the Public Toilet Questionnaire.

Sex	Number	%
Female	755	62.8%
Male	380	31.6%
Prefer not to say	34	2.8%
No Answer	23	1.9%
Other	10	0.8%
Grand Total	1202	100.0%

Age group	Number	%
15 years old or younger	5	0.4%
16 - 24 years old	40	3.3%
25 - 44 years old	345	28.7%
45 - 64 years old	573	47.7%
65 - 84 years old	216	18.0%
85+ years old	6	0.5%
No Answer	17	1.4%
Grand Total	1202	100.0%

Do you consider yourself a disabled person?	Number	%
No	994	82.7%
Yes	108	9.0%
Prefer not to say	82	6.8%
No Answer	18	1.5%
Grand Total	1202	100.0%

Nationality or National identity	Number	%
Welsh	541	45.0%
English	311	25.9%
British	260	21.6%
Prefer not to say	44	3.7%
Scottish	7	0.6%
Irish, Northern Ireland	2	0.2%
Other	22	1.8%
No Answer	15	1.2%
Grand Total	1202	100.0%

Race	Number	%
White	1078	89.7%
Prefer not to say	76	6.3%
No Answer	26	2.2%
Other	16	1.3%
Mixed / several ethnic groups	4	0.3%
Gypsy / Irish Traveller	1	0.1%
Asian	1	0.1%
Grand Total	1202	100.0%

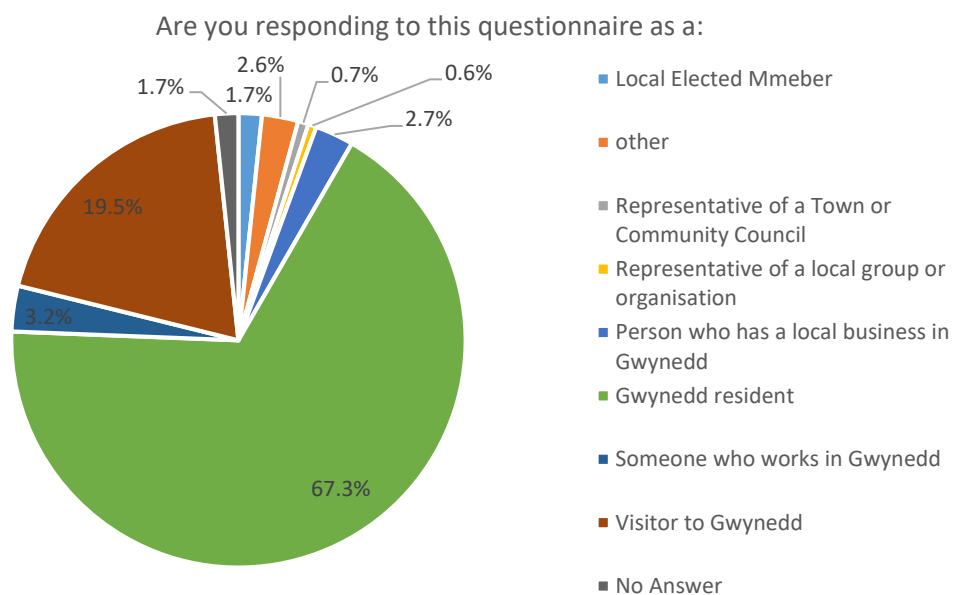
Sexuality	Number	%
Heterosexual / Straight	966	80.4%
Prefer not to say	144	12.0%
No Answer	40	3.3%
Other	21	1.7%
Gay man	14	1.2%
Bisexual	12	1.0%
Gay woman / lesbian	5	0.4%
Grand Total	1202	100.0%

Has your sexual identification changed from when you were born?	Number	%
No	1057	87.94%
Prefer not to say	93	7.74%
No Answer	46	3.83%
Yes	6	0.50%
Grand Total	1202	100.00%

Questionnaire Results

1. Are you responding to this questionnaire as a:

	Number of responses	%
Gwynedd resident	809	67.3%
Visitor to Gwynedd	234	19.5%
Someone who works in Gwynedd	39	3.3%
Person who has a local business in Gwynedd	33	2.7%
Local Elected Member	20	1.7%
Representative of a Town or Community Council	9	0.7%
Representative of a local group or organisation	7	0.6%
Other	31	2.6%
No Answer	20	1.7%
Total	1202	100.0%

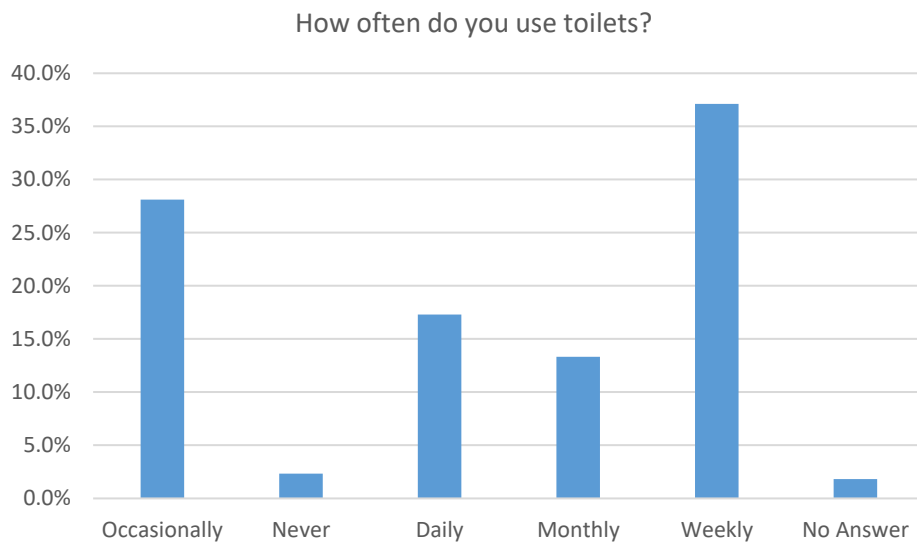


2. How often do you use toilets?

(The term 'toilets' refers to public toilets and those toilets which are a part of the community toilet grant scheme e.g. in cafes or shops)

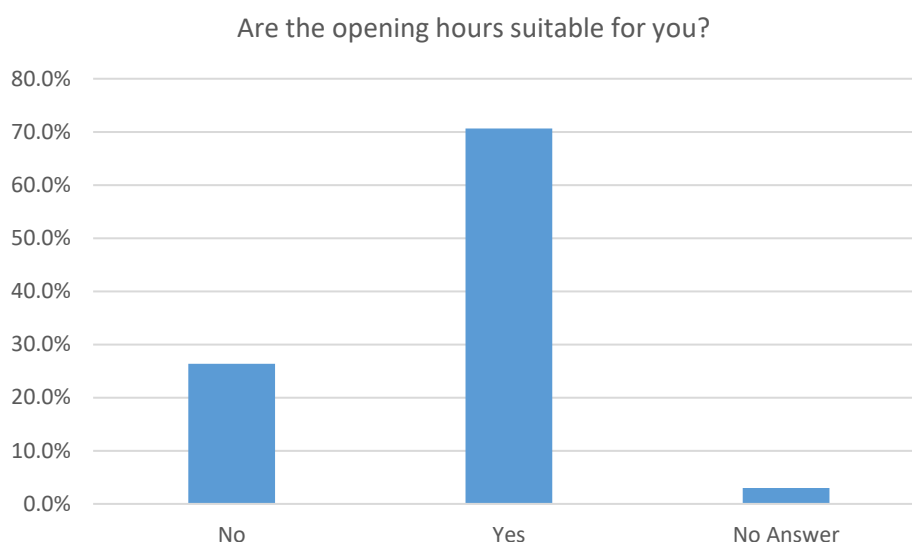
	Number of responses	%
Weekly	446	37.1%
Occasionally	338	28.1%
Daily	208	17.3%
Monthly	160	13.3%
Never	28	2.3%
No Answer	22	1.8%
Grand Total	1202	100.0%

8.9% of people under 25 stated that they 'Never' use public toilets compared to 2.3% in general. In addition, 13.3% of people under 25 noted that they used the toilets 'Daily' compared to 17.3% in general.



3. Are the opening hours suitable for you?

	Number of responses	%
No	317	26.4%
Yes	849	70.6%
No Answer	36	3.0%
Grand Total	1202	100.0%



38% of people who have declared a disability under section 6 (1) of the Equality Act 2010 state that public toilet opening hours are not suitable for them, compared to 26% overall.

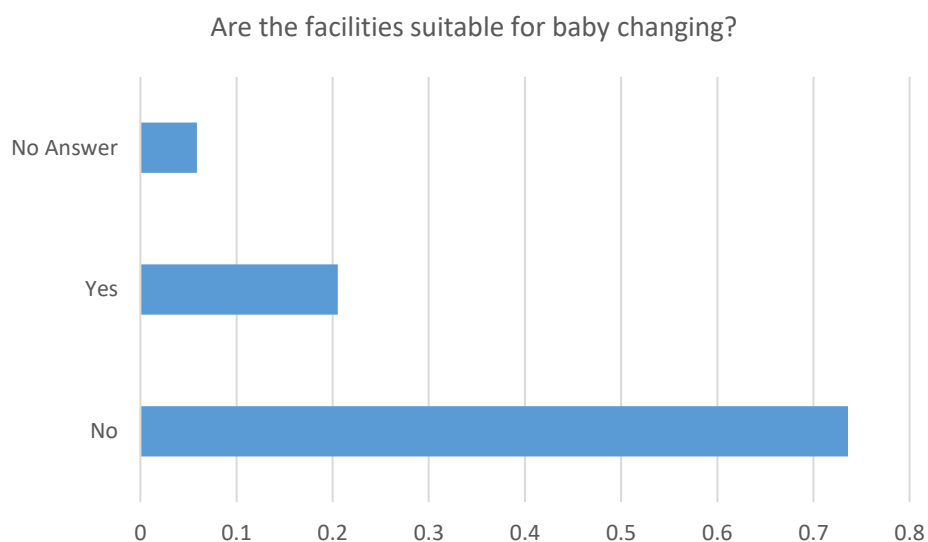
Note why:	Number
Extended opening hours are needed. They close far too early or aren't open early enough in the mornings	169
They should be open all year, not seasonally, many close in Winter	62
Difficult to find ones that are open, they limited. Many toilets have closed across the county	45
They need be open 24 hours	35
They need to be open during commuting times e.g. Public Transport travelling times	17
Unaware of the opening times/ Opening times vary / need consistency	14
Some are locked / disabled toilets are locked	10
Need more toilets/ in rural areas / no toilets are available	7
Other	6
Need to consider the needs of those who have medical conditions / disability	6
Must use toilets within business, you may have to make a purchase to be able to use them/ business are sometimes closed, therefore no provision available	6
They need to be better lit, improve cleanliness and washing provision e.g. toilet paper	5

Need to consider the possibility of antisocial behaviour when considering the opening hours	4
Charging a fee to use the toilets is inconvenient in terms of having the correct change readily/ consider having a modern payment solution	4
Essential provision	1

4. Are the facilities suitable for baby changing?

	Number of responses	%
No	351	73.6%
Yes	98	20.5%
No Answer	28	5.9%
Grand Total	477	100.0%

725 people indicated that the question was 'irrelevant' to them. Note that the graph does not include 'Not relevant' answers.



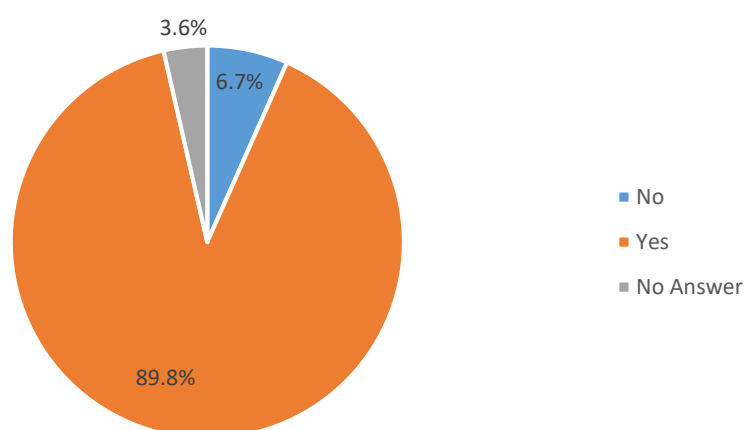
If not, note why:	Number
Not enough changing units available	152
Poor hygiene of changing units	93
Units that already exist need modernising and improving	25
Not enough space to change children	18
Changing facilities should be available in male and female toilets	12
Don't know	9
Buildings are too cold to change children	8
Changing facilities aren't appropriate e.g. no privacy	7

Changing units aren't accessible to all	7
Need to ensure facilities are safe for the public	6
Need to ensure there's adequate products to wash with e.g. soap, hot water	3
Unwilling to pay to use children's changing facilities	2
Need to improve washing facilities that come with the changing facilities	2
Generally not enough public toilets open	2
Grand Total	346

5. Are the facilities accessible to you?

	Number of responses	%
No	80	6.7%
Yes	1079	89.8%
No Answer	43	3.6%
Grand Total	1202	100.0%

Are the facilities accessible to you?



16.7% of people who have declared a disability under section 6 (1) of the Equality Act 2010 indicate that facilities are not accessible to them, compared to 6.7% in general.

If not, note why:	Number
Facilities are inaccessible for disabled people	13
Don't know	12
Facilities are often closed	11
Not enough provision in the county	11
The Opening hours make the facilities inaccessible	7
Facilities that require a fee	5
Facilities do not exist in suitable locations	5
Facilities aren't suitable for parents with children	3

Facilities aren't accessible for those whose vision are impaired	3
Lack of nearby parking make them inaccessible	1
Facilities that charge a fee make them inaccessible e.g. require the correct change in order to use them	5
Facilities are not available when in a rush	5
Grand Total	71

6. Is there any equality characteristic that affects the suitability of the toilets for you?
Tick any which are relevant

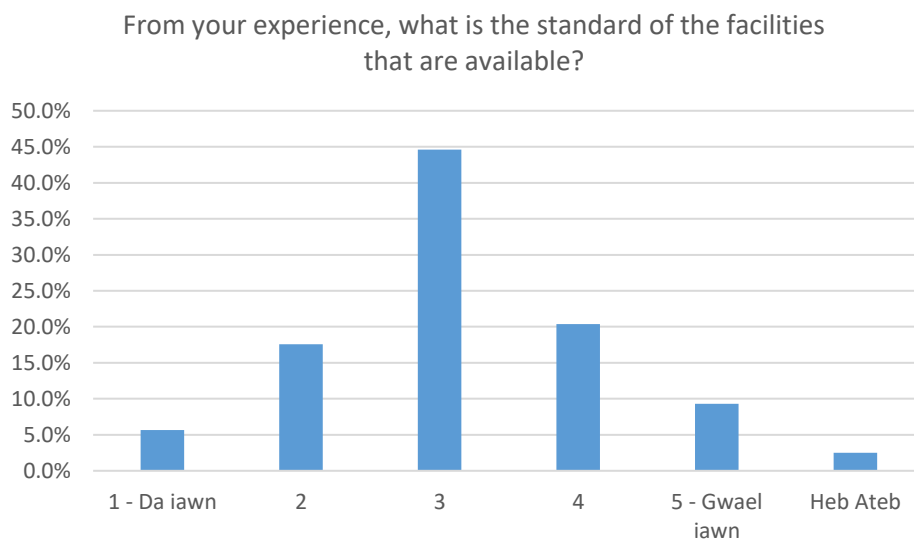
	Number of responses	%
Disability	124	10.3%
Age	119	9.9%
Sex	77	6.4%
Pregnancy / maternity	22	1.8%
Sexual orientation	9	0.7%
Transgender	8	0.7%
Religion	7	0.6%
Race	3	0.2%

*it was possible to choose more than one answer

If yes, note why:	Number	%
Facilities unsuitable for those having to use them more frequently	32	19.0%
Facilities unsuitable for those with disability	27	16.1%
Size and type of facility are unsuitable e.g. Cubicles are too small to be able to move, unsuitable steps for those who have mobility difficulties, lack of sanitary bins, lack of door hooks for walking sticks	23	13.7%
Facilities unsuitable for those with specific medical conditions e.g. bowel/bladder	22	13.1%
Not Relevant	17	10.1%
Would feel uncomfortable sharing toilets with people of the different sex	17	10.1%
Lack of appropriate changing facilities	10	6.0%
Anyone should be able to use any toilet	7	4.2%
Facilities unsuitable for those with impaired vision	4	2.4%
Need privacy	3	1.8%
Other	2	1.2%
Facilities where a fee is charged are unsuitable	2	1.2%
Lack of gender neutral toilets available	2	1.2%
Grand Total	143	100.0%

7. From your experience, what is the standard of the facilities that are available?

	Number of responses	%
1 - Very Good	68	5.7%
2	211	17.6%
3	536	44.6%
4	245	20.4%
5 - Very Poor	112	9.3%
No Answer	30	2.5%
Grand Total	1202	100.0%



8. What is good about the public toilets provision?

What is good?	Number	%
Availability of the facilities	236	26.5%
Clean facilities	152	17.1%
Good location	88	9.9%
Accessible / Easy to find/ Convenient	61	6.9%
Essential for Gwynedd Residents	59	6.6%
Facilities are well maintained	44	4.9%
Essential for Tourist	41	4.6%
Reasonable supply of products e.g. soap, toilet paper	35	3.9%
Satisfied with the present opening hours and seasonal times	33	3.7%
Free to use	29	3.3%
Essential for families with children	27	3.0%
There are enough public toilets open	21	2.4%
Essential for those who have a specific medical conditions	19	2.1%
Essential for the elderly	12	1.3%
Facilities are suitable for the elderly and disabled people	9	1.0%
Convenient parking facility nearby	6	0.7%
Easy to use	6	0.7%
Don't Know	6	0.7%
Safe environment	5	0.6%
Grand Total	889	100.0%

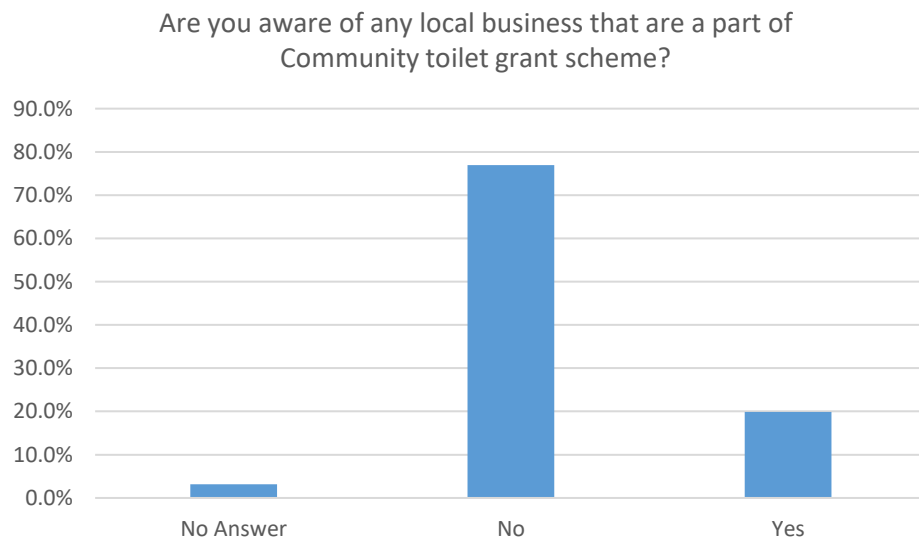
9. What could be improved in terms of public toilet provision?

What could be improved?	Number	%
Hygiene at the facilities	307	21.1%
Increase / protect the number of Public Toilets that are open	226	15.6%
Need to improve / modernise the facilities e.g. wash area	192	13.2%
Review opening times / seasonal hours	175	12.0%
Ensure adequate supply of products e.g. soap / toilet paper	91	6.3%
Improve / ensure the equipment at the facilities are of good standard e.g. hand dryer, door locks	77	5.3%
Improve the lighting at the facilities	55	3.8%
Free Public Toilet provision throughout the County	49	3.4%
Nothing	39	2.7%
Raising a fee to use the Public Toilets, or alternative, means of attracting income	36	2.5%
Finding out where the toilets are e.g. improve signage / app	33	2.3%
Need more appropriate baby and children changing facilities	32	2.2%
Ensuring all sites are safe for the public	28	1.9%
Improve the suitability of the facilities for those who have medical conditions / disabled	26	1.8%
Ensure the facilities are accessible to all	24	1.7%

Promote / Expand Community toilet grant scheme	21	1.4%
More bins in and around the Public Toilets	13	0.9%
Improve heating at Public Toilets	8	0.6%
Public Toilets have parking facilities nearby	6	0.4%
Have gender neutral provision	3	0.2%
Transfer facilities to communities	3	0.2%
Display contact information in case of problems	2	0.1%
Provide showers	2	0.1%
Provide changing rooms	2	0.1%
Other	2	0.1%
Provision of CCTV system to prevent antisocial behaviour	1	0.1%
Grand Total	1453	100.0%

10. Are you aware of any local business that are a part of Community toilet grant scheme?

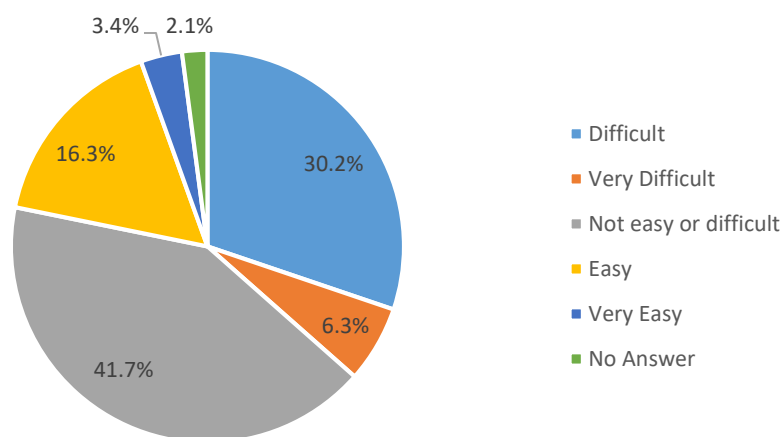
	Number	%
No Answer	38	3.2%
No	925	77.9%
Yes	239	19.9%
Grand Total	1202	100.0%



11. How easy is it to find a public toilet when needed?

	Number	%
Difficult	363	30.2%
Very Difficult	76	6.3%
Not easy or difficult	501	41.7%
Easy	196	16.3%
Very Easy	41	3.4%
No Answer	25	2.1%
Grand Total	1202	100.0%

How easy is it to find a public toilet when needed?



12. Which way you would like to find out where the nearest public toilets are?

	Number	%
Interactive App	399	33.2%
Gwynedd Council Website	290	24.1%
Interactive Map	327	27.2%
Signage	943	78.5%
Other	82	6.4%

*It was possible to choose more than one answer

Other	Number
Ask others e.g. local people, in shops	21
Google/ Google Maps	9
Other	27
Paper maps/ Noticeboards/ Bus stations	11
Social Media/ Exteral Websites	6

Proffil Gwynedd – Links to data sources:

Population Needs

[Population Estimates ONS](#) - Stats Wales

[Population Projections](#) - Stats Wales

Health Needs

[Life Expectancy](#) - Stats Wales

[Daffodil](#) - Welsh Government

[Crohn's & Colitis UK's response to Health Bill Wales](#)

[Crohn's & colitis uk](#) Charity website

Public Survey 'Which services are important to you?'

[Survey Results](#) - Gwynedd Council

Tourism

The tourism sector is very important for Gwynedd. The STEAM report shows that over 7.25 million tourists visited Gwynedd in 2017, a number that has increased annually since 2012. Tourists each spend, on average 3 days a year in Gwynedd. Part of Snowdonia National Park is located in Gwynedd including Snowdon. The Llŷn Peninsula has been noted as an Area of Outstanding Natural Beauty. King Edward's castles in Caernarfon and Harlech as well as the walled town of Caernarfon are UNESCO world heritage sites. There are a number of blue flag beaches in Gwynedd located at:

- Abermaw
- Abersoch
- Criccieth
- Dinas Dinlle
- Morfa Bychan
- Pwllheli
- Tywyn

Keep Wales Tidy 2017



Other popular attractions in Gwynedd include Zip World in Bethesda and Greenwood Forest Park near Y Felinheli.

Appendix 4

Draft Local Toilet Strategy Consultation Results

April 2019



Draft Local Toilet Strategy Consultation Results

Methodology

The Draft Local Toilet Strategy Questionnaire was launched by the Council in order to ascertain information to help us with preparing the final version of the Local Toilets Strategy.

The [Draft Local Toilet Strategy](#) questionnaire was available on our website from the 6th of November to the 11th of February up to 1st May 2019. They also had the opportunity to have their say by sending a letter or email with any feedback or comments, or completing a paper questionnaire copy. A wide range of methods were used to promote and raise awareness of the opportunities to participate in the survey including a press release on the 20th of February and a proactive campaign on social media. By the 18th of April, 122 responses were received.

Overview of Draft Local Toilet Strategy Questionnaire Respondents

There were 122 respondents to the Questionnaire..

Sex	Number	%
Female	74	60.7%
Male	43	35.2%
Prefer not to say	3	2.5%
No Answer	1	0.8%
Other	1	0.8%
Total	122	100%

Age group	Number	%
16 - 24 years old	1	0.8%
25 - 44 years old	37	30.3%
45 - 64 years old	56	45.9%
65 - 84 years old	28	23.0%
Total	122	100%

Do you consider yourself a disabled person?	Number	Percentage
No	87	71.3%
Yes	23	8.2%
Prefer not to say	10	18.9%
No answer	2	1.6%

Total	122	100%
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Nationality or National identity	Number	Percentage
Welsh	53	43.4%
English	30	24.6%
British	29	23.8%
Prefer not to say	6	4.9%
Scottish	1	0.8%
Other	3	2.5%
Total	122	100%

Race	Number	Percentage
White	108	88.5%
Prefer not to say	12	9.8%
Other	1	0.8%
No answer	1	0.8%
Total	122	100.0%

Sexuality	Number	Percentage
Heterosexual / Straight	98	80.3%
Prefer not to say	16	13.1%
Other	3	2.5%
Gay Man	2	1.6%
Bisexual	1	0.8%
Gay Woman / lesbian	1	0.8%
No answer	1	0.8%
Total	122	100.0%

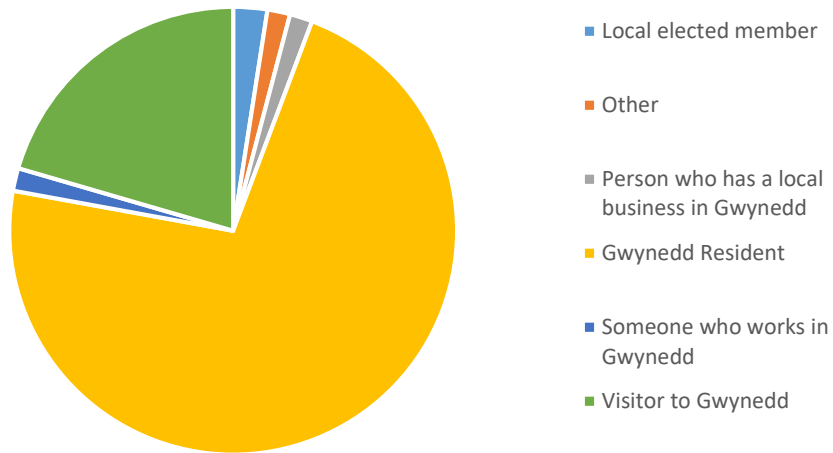
Has your sexual identification changed from when you were born?	Number	Percentage
No	108	88.5%
Prefer not to say	11	9.0%
Yes	1	0.8%
No answer	2	1.6%
Total	122	100.00%

Questionnaire Results

1. Are you responding to this questionnaire as a:

	Number of responses	%
Gwynedd resident	88	72.13%
Visitor to Gwynedd	25	20.49%
Someone who works in Gwynedd	2	1.64%
Person who has a local business in Gwynedd	2	1.64%
Local Elected Member	3	2.46%
Other	2	1.64%
Total	122	100.0%

Are you responding to this questionnaire as



2. Note if you agree or disagree with the following aims in the strategy

Provision of clean, safe, appropriately maintained facilities

	Number of responses	%
Agree	119	97.5%
Disagree	3	2.5%
Total	122	100.0%

Maximise availability of toilets through Council partnership and other provision;

	Number of responses	%
Agree	115	94.26%
Disagree	5	4.10%
Don't know	2	1.64%
Total	122	100.0%

Publicise and promote toilet provision information through webpages and other media

	Number of responses	%
Agree	109	89.34%
Disagree	5	4.10%
Don't know	8	6.56%
Total	122	100.0%

Ensuring public awareness of toilet location, through good direction signage and individual facility information signs

	Number of responses	%
Agree	116	95.08%
Disagree	3	2.46%
Don't know	3	2.46%
Total	122	100.0%

Assess the availability and distribution of facilities based upon demand

	Number of responses	%
Agree	95	77.87%
Disagree	17	13.93%
Don't know	10	8.20%
Total	122	100.0%

Sustainable provision within the budget available

	Number of responses	%
Agree	84	68.85%
Disagree	23	18.85%
Don't know	15	12.30%
Total	122	100.0%

Note if you have any comments regarding the above aims

Comments regarding the above aims	Number
Important to keep as many toilets open as possible, in appropriate locations - not too far apart, and in rural areas, especially for those who travel for work	11
Ensure provision are available throughout the year, for locals and tourists, not enough provision at the moment	8
Satisfied that the public should contribute / coin-operated doors / seek opportunities to generate income e.g. motor home pitches	7
Lack of provision could affect tourism	6
Increase the budget /ensure that there is sufficient money for the provision	5
Must ensure accessible toilets, Changing Places provision needed, lacking in disabled toilet provision / sometimes they are locked	5
Need to priorities toilets	4
Other	4
Inconvenient having to look for change/ Toilets should be free to use	3
community groups and partnership scheme are a good way of maintaining services	3
Ensure the provision of good clean, well maintained facilities	2
Essential to have provision near large beaches	2
Services should not be cut, also must consider that some pay 50% premium on council tax on second homes. Risk that owners will change their second homes into businesses	2
Ensure accessible facilities and baby changing	2
Provisions aren't clean in some locations	1
Remove signage if toilets are closed	1

Appendix 5

Equality Impact Assessment

See the leaflet *How to make an Equality Impact Assessment* for help to complete this form. You are also welcome to contact Delyth Williams, Policy and Equality Officer on ext. 32708 or DelythGadlysWilliams@gwynedd.llyw.cymru, for further assistance.

The Council is required (under the Equality Act 2010) to consider the impact any changes in any policy or procedures (or the creation of a new policy or procedure) will have on people with protected equality characteristics. The Council also has additional general duties to ensure fairness and to foster good relationships. Therefore, a timely Equality Impact Assessment should be made before any decision is taken on any relevant change (i.e. that affects people with protected equality characteristics).

I Details

I.1. What is the name of the policy / service in question?

Local Toilets Strategy

I.2 What is the purpose of the policy / service that is being created or amended? What changes are being considered?

Local Toilets Strategy

The Public Health Act (Wales) 2017 received Royal Assent on 3 July 2017. The Act brings a range of practical measures together to improve and safeguard health. Section 8 of the Act presents the work of providing toilets, and specifically local toilet strategies.

The aim of Section 8 is to improve the way the provision of toilets available for public use is planned, by ensuring that every local authority in Wales assesses the needs of their communities in terms of toilets, and then use a strategic and transparent method of meeting that need in the best possible way.

The process of developing the strategy intends to make it possible for us to consider the wider options available in terms of providing toilets for the public, and getting to grips with the current challenges relating to providing facilities within communities, as well as a serious reduction in the service budget.

In developing a Local Toilets Strategy for Gwynedd we have considered the impact on service users, employees and the wider community. It is likely that the strategy will have more of an impact on some protected characteristics than others, however, we trust that we have given

consideration to this, and will try to mitigate the negative impact in our aims.

1.3 Who is responsible for this assessment?

Amanda Murray – Project Manager, Highways and Municipal

1.4 When did you commence the assessment? Which version is this?

November 2018 - Start
April 2019 – Current assessment

2) Action

2.1 Who are the partners it will be necessary to work with to undertake this assessment?

Highways and Municipal Department Officers
The Public
Groups with protected characteristics
Town and Community Councils
Relevant Third Sector Organisations
Tourism Organisations
Community Scrutiny Committee

2.2 What steps have you taken to engage with people with protected characteristics?

As part of Consultation - 'What services are important to you?' and Public Toilets Questionnaire we engaged with:

Self-advocacy Group
Gwynedd Older People's Council
Core Equality Group that represents the following groups:

- Refugees Group;
- Cytûn;
- Meirionnydd Access Group;
- Gwynedd Older People's Council;
- Men's Sheds Caernarfon;
- Hunaniaith

- Bangor Indians and Friends Association
- Unique Transgender Network;
- Council of Sign Sight Sound;
- North Wales Independent Advocacy Service;
- Victim Support Centre;
- Bangor Islamic Centre
- LGBT Group + GISDA

2.3 What was the result of the engagement?

Disability

38% of those who stated that they had a disability under section 6 (1) of the Equality Act 2010, state that public toilets opening hours were not suitable for them, compared with 26% in general. .

16.7% of those who stated they had a disability under section 6 (1) of the Equality Act 2010, stated that the facilities are not accessible to them, compared with 6.7% in general.

Main observations in terms of disability were:

Facilities unsuitable for residents who frequently need to use the toilet.

Facilities unsuitable for residents with disabilities

Facilities unsuitable for residents with a specific medical condition e.g. bowel/bladder

Age

In the Public Toilets questionnaire, 8.9% of people under 25 stated that they 'Never' use public toilets compared with 2.3% in general. In addition, 13.3% of those under 25 stated that they used the toilets 'Daily' compared with 17.3% in general.

Gwynedd Older People's Council

Public toilets was one of the most important services for this group. The group noted that sufficient toilets were required in public places to enable older people to go out and travel with confidence.

Pregnancy and Maternity

In the Public Toilets questionnaire, 78% of the responders (except for those who did not answer and noted that the question was not relevant) stated that the facilities were not suitable for baby/children changing.

The assessment of need has identified that many public toilets do not have baby changing facilities. Noted that those with such facilities are often dirty and unsuitable, as well as being very cold for baby changing. Others noted that there was insufficient room, especially when taking into account that many also have prams. Others would like more privacy when changing their baby, rather than being in view of other users.

Sexual Orientation, Gender Reassignment

LGBT Group and GISDA were consulted. Some noted that the Council needs to provide gender neutral toilets and the facilities were currently unsuitable, dirty and closed too early.

Religion or Belief (or non-belief)

Although the results of the Public Toilets Questionnaire did not highlight that there would be any impact on this feature, it is worth noting that we did consider that for some religions using alternative private facilities may entail that they would be restricted in using some establishments (e.g. pubs) - it could be against their religion or belief.

2.4 On the basis of what other evidence do you operate?

Disability

Charities and organisations which represent older people are of the opinion that cuts to public facilities will have a very damaging impact in terms of them being prevented or being afraid of venturing out of their homes due to the lack of facilities available in the community. Some conditions or impairments could make the impact worse.

According to the Crohn's & Colitis UK charity at least 300,000 people in the UK have Crohn's Disease or Ulcerative Colitis, known as 'Inflammatory Bowel Disease (IBD).

Age

"Help the Aged" paper: Nowhere to Go: Provision of Public Facilities in Britain (May 2007) highlights the social cost for older people due to the reduction in public facilities:

12% of older people (1.2 million) feel confined to their homes, 13% of older people (1.26 million) do not go out more than once a week and approximately 100,000 never go out.

Its evidence suggests that the lack of public facilities is a significant contributory factor to the loneliness older people feel, with more than half of older people feeling that the lack of local public conveniences prevent them from going out as often as they would wish.

2.5 Are there any gaps in the evidence that needs to be collected?

There is no specific information relating to Gwynedd or lower geographical area about health conditions such as Crohn's Disease and Colitis, nor tourism trends and demands.

3) Identifying the Impact

3.1 The Council must give due attention to the impact any changes will have on people with the following equality characteristics. What impact will the new policy/service or the changes in the policy or service have on people with equality characteristics? You are welcome to add other characteristics if you wish.

Characteristics	What type of impact? *	In what way? What is the evidence?
Race (including ethnicity)	Positive / negative / none	No impact
The Welsh language	Positive / negative / none	No impact
Disability	Positive / negative / none	<p>Positive</p> <p>As part of the Local Toilets Strategy, the Council will:</p> <p>Undertake a review of the cleaning arrangements, opening hours, which are part of the aim to provide 'Provision of clean, safe, appropriately maintained facilities'.</p> <p>This will respond to concerns about hygiene standards and unsuitable opening hours.</p> <p>We will work on maximising the choice of toilet provision and promote under the aim in order to maximise the availability of toilets by working in partnership with an alternative provision.</p> <p>We will advertise the locations and facilities available in the toilets as per our aim to 'Publicise and promote toilet provision information through webpages and other media'.</p> <p>New 'Changing Places' toilets are open at Caernarfon's Welsh Highland Railway Station. The toilets include special equipment such as a Hoist, adequate space in the changing area for the disabled person. For further information about 'Changing Places' Toilets, go to: http://www.changing-places.org/</p>
Gender	Positive / negative / none	We have not identified any current impact as no major changes will be made to the assets that exist.

		Some observations in the Public Toilets Questionnaire noted that some would feel uncomfortable in sharing toilets with people of a different sex.
Age	Positive / negative / none	As part of the Local Toilets Strategy, the Council will: Work on maximising the choice of toilet provision and promote these as per our aim in order to maximise the availability of toilets by working in partnership with an alternative provision. We will advertise the locations and facilities available in the toilets as per our aim to 'Publicise and promote toilet provision information through webpages and other media'. We aim to 'Ensuring public awareness of toilet location, through good direction signage and individual facility information', giving consideration to how we can improve signs and direct people to the toilets and make them easier to find.
Sexual orientation	Positive / negative / none	We have not identified any current impact as no major changes will be made to the assets that exist.
Religion or belief (or non-belief)	Positive / negative / none	Some religions may be limited when using alternative private facilities in certain establishments (e.g. public houses) - as this may be against their religion or belief. In order to meet this need the Local Toilets Strategy will: Continue to work with Town and Community Councils and groups and organisations to ensure a wide choice of provision and retain as many traditional public toilets open as possible to maximise the availability of toilets by working in partnership with an alternative provision.
Gender reassignment	Positive / negative / none	We have not identified any current impact as no major changes will be made to the assets that exist. The Council of course supports a transgender person to use the toilet that person feels most comfortable to use, in accordance with the Equality Act 2010.
Pregnancy and maternity	Positive / negative / none	Parents and guardians of babies and young children need to be able to use suitable facilities in men and women's public facilities when visiting public places and often at short notice. In response to a concern regarding the scarcity of facilities and that their hygiene standards are low, the Council will conduct a review of cleaning arrangements, and undertake an audit of baby changing places for provision of clean, safe, appropriately maintained facilities.

Marriage and civil partnership	Positive / negative / none	No impact

* Delete as required

3.2 The Council has a duty under the Equalities Act 2010 to contribute positively to a fairer society through advancing equality and good relations in its activities in the fields of age, gender, sexual orientation, religion, race, transgender, disability and pregnancy and maternity. The Council must give due attention to the way any change affects these duties.

General Duties of the Equality Act	Does it have an impact?	In what way? What is the evidence?
Abolishing illegal discrimination, harassment and victimisation	No	No
Promoting equal opportunities	Yes	Due to our aims: <ul style="list-style-type: none"> Publicise and promote toilet provision information through webpages and other media; Ensuring public awareness of toilet location, through good direction signage and individual facility information signs
Encouraging good relationships	Yes	Our aims promote and support the fostering of good relationships by better advertising of the facilities, locations and the opening hours to enable older people to be more confident when they go out.

* Delete as required

4) Analysing the results

4.1 Is the policy therefore likely to have a significant, positive impact on any of the equality characteristics or the General Duty? What is the reason for this?

Generally, the Local Toilets Strategy will have a positive impact on the equality characteristics noted in part 3.1.

The aim of the strategy is to seek to improve the way the provision of toilets available for public use is provided. In developing the strategy, the Council has assessed the needs of its communities in terms of toilets, and has used the information to propose our 6 aims in order

seek to meet this need in the best possible way within budget, and where appropriate.

4.1 Is the policy therefore likely to have a significant, negative impact on any of the equality characteristics or the General Duty? What is the reason for this?

No

4.3 What should be done?

Select one of the following:

Continue with the policy / service as it is robust	
Adapt the policy to delete any barriers	
Suspend and delete the policy as the detrimental impacts are too big	
Continue with the policy as any detrimental impact can be justified	

4.4 If you continue with the plan, what steps will you take to reduce or mitigate any negative impacts?

Not relevant

4.5 If you are not taking any further action to delete or reduce the negative impacts, explain why here.

Not relevant

5) Monitoring

5.1 What steps will you take to monitor the impact and effectiveness of the policy or service (action plan)?

As part of the Strategy, the Council will formulate and publish an 'interim progress statement' explaining the measures it has taken in accordance with its strategy.

The Council will review the strategy and formulate a period end progress statement within a year following all usual local government elections.

Agenda Item 7

CABINET REPORT

7 May 2019

Cabinet Member:	Councillor Ioan Thomas
Title:	Council Plan – request for IT Development resources to support <i>Ffordd Gwynedd</i>
Purpose:	Council Plan Projects 2018–2023: A request for funding to meet significant increase in demand for IT software developments as outcomes of <i>Ffordd Gwynedd</i> exercises, designed to improve services delivered to Gwynedd citizens that make up priority number 7 from the plan – “putting the people of Gwynedd at the centre of everything that we do”.
Contact Officer:	Huw Ynyr, IT & Transformation Senior Manager

1. The decision sought

Support is sought for £341,046 (approximately £113,000 per annum for three years) from the Transformation Fund to meet with significant increase in the demand for IT software developments to improve services across the Council due to outcomes from *Ffordd Gwynedd* exercises.

2. Background

The Software Development Unit within the Information Technology Service develop IT solutions for the Council’s services. It’s imperative that the development resources are prioritised on the strength of the requirements following analysis exercises to ensure that we build high quality systems that make a positive difference. Historically, this unit’s demand is high, however, recently due to successful projects on the back of *Ffordd Gwynedd* exercises, the demand is far higher than the ability to deliver.

A prioritisation procedure and associated panel is already established, however, some worthwhile requests will inevitably be delayed due to unavoidable tasks and priority to other developments. Between April 2014 and March 2018, 46% of submitted requests were developed with 54% being rejected or yet to be developed. The situation has worsened since April 2018 with 26% of requests going forward to be developed into a system, whilst 74% remain stagnant without resource.

This pattern will continue as *Ffordd Gwynedd* exercises intensify and the use of technology is stimulated with the continuing success of using IT to improve Council services.

3. How much additional funding is required and why can't the matter be resolved with current resources within the Department?

We're asking for support to create 3 technical posts for 3 years. All posts will be on grade S3 (28-31). The first year will see us introducing 2 software developers and one infrastructure post, whilst introducing measures to raise a fee for any new development to ensure that the infrastructure post will be self-funded in the future. In the short term, this post is needed immediately as recent developments have already put significant strain on the team to support any new developments.

The infrastructure post will continue past the initial year, but by the second year will be funded through contributions from the Council's departments. At the start of the second year, we will transfer the funding to create a third software development post, further increasing our capacity to support the Council in improving our services through introducing technology to support the outputs of *Ffordd Gwynedd* exercises.

The total investment over a period of 3 years from the Transformation Fund is £341,046.

4. What are the plans for the additional funding that you're requesting (i.e. how will the money be spent)?

Introducing 3 software developer posts will significantly improve our ability to react to software development requests. We shall continue to prioritise projects, however, the additional support will result in a heightened ability to ensure that *Ffordd Gwynedd's* objectives are realised, rather than the lack of IT resources encumbering progress.

Even though we're pinpointing specific strain on the software development side, we mustn't forget that these systems are underpinned with the IT infrastructure and supported by the network and server units. An increase in any software developments has direct impact on the support of our infrastructure and it's essential that capacity is increased within this area to support the increase and introduction of new technology. The first year will be funded from the additional funding, whilst we will charge a small percentage as agreed contributions for departments that have benefited from new developments in order to continue with funding the post.

The IT Service has in the past advertised for temporary resources or trainee posts, but we're unable to hold on to these resources due to the strength of the employment market and they see the posts as a stepping stone to better opportunities. In addition to individuals leaving after a relatively short period, we also suffer loss in terms of time invested in them and provision of technical training.

Even though funding is requested over 3 years, we shall confirm permanent posts, preconceiving that options will surface to fund the new posts from year 4 (additional new funding source or inevitable staff turnover). We shall also be securing our investment by strengthening our employment contracts, demanding the refund of any training investment if the incumbent leaves the post early.

5. What will be achieved with the additional investment and what difference will this make?

An increasing number of *Ffordd Gwynedd* exercises realises that technology is required to improve Council services. These can involve a myriad of differing solutions, either making use of existing technology or building a bespoke solution.

Often, due to the nature of *Ffordd Gwynedd* and the principle of putting the people of Gwynedd at the centre of everything we do, our solutions will usually result in bespoke solutions, requiring the creation of new IT systems.

The additional investment will buck the trend of failing to respond to requests for new systems, allowing the IT Service to reverse the negative trend.

6. What proof do we have that suggests or confirms that the intended steps are the best options in response to the stated issue?

Increased frustrations are aired in customer satisfaction surveys in relation to the IT Service's software development work.

The comments aren't targeted at the quality or understanding the brief, but rather the time it takes before a request is progressed to development, with some not even seeing the light of day.

The work programme and the waiting list are also evidence of the increasing demand, reflecting what the IT Service is hearing from their customers.

More often than not, an off the shelf system does not exist for requirement borne out of *Ffordd Gwynedd* outcomes. The only way to respond positively to the findings is to provide a bespoke solution. The resources need strengthening to meet the required increase.

7. Conclusion

Funding the 3 additional posts from the Transformation Fund will strengthen the ability of the Information Technology Service to respond to service requirements as findings from *Ffordd Gwynedd* exercises.

The additional resources will enable the Information Technology Service to develop and host timely solutions in response to *Ffordd Gwynedd* exercises.

This will lead to improved services across the Council through the introduction of purposeful and fit for purpose IT systems.

8. Next steps

Confirmation to release the requested funds will allow us to approach the employment market, filling the posts within the coming months.

Views of the Local Member

Not relevant

Views of the Statutory Officers

Monitoring Officer:


The report gives a proper explanation of what is being sought, the aims and outcomes to be expected.

Statutory Finance Officer:

There will be several deserving applications emanating from the Council Plan competing for scarce resources from the Transformation Fund. It is a matter for Cabinet members to prioritise the applications that will make a difference when allocating resources from the Fund. I confirm that there is sufficient provision to finance the plans that have been presented to Cabinet, and that there is further money available from the Fund for some projects that will come to future Cabinet meetings for approval.

Agenda Item 8

GWYNEDD COUNCIL CABINET



Date of Meeting:	7 May 2019
Cabinet Member:	Councillor Nia Jeffreys
Officer:	Iwan Evans – Head of Legal Services
Author	Sion Huws – Senior Solicitor
Title of Item:	Coroner's Pay Arrangements

Subject: Coroner's Pay Arrangements

1. Recommendation for the Decision:

(1) Authorise the Head of Legal Services, in consultation with the Head of Finance, to agree new arrangements for paying a salary to the Senior Coroner and a fee for the Assistant Coroner

2. The reason why a decision is required:

2.1 The Head of Legal Services was authorised by the Cabinet Member to agree new salary arrangements with the Senior Coroner on the basis of JNC Circulars 61 & 62. Following negotiations with the Senior Coroner an approach has been agreed which differs in some aspects from that set out in the Circulars.

3. General Background

3.1 Wales and England are divided into coroner areas, with the relevant local authorities funding the individual services. Each area has one Senior Coroner and at least one Assistant Coroner, who deals with cases when the Senior Coroner is unavailable or at other times with the Senior Coroner's agreement. Although all Coroners are appointed and paid by local authorities, the Coroner is not a Local Government Officer, but holds office under the Crown.

3.2 The North West Wales Coroner's Area includes Gwynedd and Anglesey, and the service is funded jointly with Anglesey Council. Gwynedd Council however is the lead authority. The area is served by a part-time Senior Coroner, Dewi Pritchard Jones and one Assistant Coroner (currently vacant).

4. Pay Arrangements –Relevant Considerations

4.1 The Coroners and Justice Act 2009 Act provides that senior coroners are entitled to a salary, while assistant coroners are paid a fee. Senior Coroners also have the right to a local government pension. Whilst these are a matter for each Senior Coroner and Assistant Coroner to agree with his/her relevant local authority, in practice pay scales have been negotiated by the Local Government Association Joint Negotiating Committee (JNC). The JNC consists of representatives from the Local Government Association on the management side and from the Coroners' Society.

4.2 As the 2009 Act brought about major changes in structure of the coroner service, a new basis was required for paying both senior and assistant coroners. Following protracted negotiations new pay guidance was published in Circulars 61 and 62, which replaced Circular 51, on which the current arrangements are based. The new guidance provides:

Part-time Senior Coroners

- Base salary of £20,000 (including statutory 'out of hours' work)
- Payments for each day worked – a daily rate of between £440 a £500, depending on the complexity of the area
- Earnings are capped at the level of a full-time senior coroner in a similarly complex area (£117,000 - £130,000)
- The current pension allowance of 5.5% is abolished
- Abolish the area supplement ('county loading')

Assistant Coroners

- Paid for work undertaken
- A daily rate from £375 to £454 depending on the complexity of the area
- Two grades, depending of the complexity of cases

Long Inquest Pay (payment for inquests that last more than a day)

- Abolished

5. Result of discussions with the Senior Coroner

5.1 Circular 62 states that the level of pay is to be determined locally, in line with the complexity of the coroner area, and identifies factors for carrying out such an assessment. The factors specified in the Circular are prisons or other institutions of state detention, mental health units, and hospitals with areas of specialism and complexity in the nature of the caseload.

5.2 These factors are not present in the North West Wales area, The area is therefore is considered to be at the lowest end of the scale for which the appropriate daily rate would be £440. However, the area does contain an international port at Holyhead. We consider that this does constitute an exceptional local factor that should be taken into account. Bearing in mind its comparative size we believe that a daily rate of £452 is appropriate.

5.3 Following discussions with the Senior Coroner, an agreement has been reached which would mean that the basis on which he will be paid will differ to the approach set out in the Circular. The approach that has been taken is to assess the likely number of days expected to be worked each year by the Senior Coroner, and to convert that into an annual figure which will also include the £20,000 fixed salary element. This approach would require a periodic review to check that it accurately reflects the level of cases.

5.4 In order to inform the management side position in national pay negotiations, the LGA conducted the survey of local authorities responsible for the pay of coroners. The results showed that, of the seven part-time coroner authorities who replied, four had chosen to follow this particular approach. The LGA's view was that this was a reasonable approach, subject to the need for a periodic review.

Fixed Salary Element

5.5 The £20,000 fixed salary covers the need to be available at all times even given the role is notionally part-time, and includes statutory out of hours work and also holiday and sickness pay

Daily Rate Element

5.6 The average caseload in the North West Wales Area remains constant at around 1000. This is half the number of cases that is generally recognised as the threshold for the appointment of a full-time coroner.

5.7 If the number of working days (i.e. less weekends, bank holidays and annual leave entitlement) expected from a full time senior coroner is 220 days a year then

the Coroner would be expected, in this area, to devote half that number, i.e. 110 days, to Coronial business. This would be the equivalent of 2.5 days per week.

This would lead to the following calculation:

Converted daily rate figure of 110 days at £452	£49,720
Fixed Salary Element	<u>£20,000</u>
Total	<u>£69,720</u>

5.8 This approach would provide a ceiling on expenditure based on realistic assessment of the Coroner's workload. Paying a daily rate on the basis of work undertaken (as recommended in the Circulars), would not, on the other hand, provide any certainty or financial control other than an overall cap, which in this case would be £119,600.

5.9 There will be an annual review of the situation to consider whether the arrangements accurately reflect the level of case load. Any changes will be based such evidence as satisfies the requirements of prudent management of public funds.

5.10 Circular 63, issued on 28 November 2018, sets out revised rates which will come into effect from 1 April 2019 and on 1 April 2020. The rates will be increased in accordance with these provisions.

Back pay

5.11 As the Circular has been place for some time it is considered reasonable that back-pay will extend to 1 April 2018.

6. The Assistant Coroner

6.1 Under the Act an Assistant Coroner is entitled to fees, the amount of which is to be agreed from time to time by the AC and the relevant authority. Our proposed approach will be as follows:

6.2 On the basis that there should be a correlation between the pay of a Senior Coroner and the daily rate for Assistant Coroners working in that same area, the same approach is taken to the assessment of local factors affecting complexity. Consequently, the daily rate for the Assistant Coroner would be £390.

6.3 A maximum number of annual days of Assistant Coroner cover will be agreed with the Senior Coroner. This will be based on the need for cover in the absence of the Senior Coroner and the envisaged caseload. If the Senior Coroner believes

that this figure will be exceeded in any one year, he shall inform the local authority as soon as possible. Any increase in the number of days above the maximum must be agreed beforehand with the local authority.

6.4 When the SC is not available the AC would be responsible for providing the out of hours cover for which he/she would be paid on the same basis. Whilst there is no provision for it in the circulars, it is felt that there should be recognition of the need for the AC to be available at all times on those occasions. To this end an on-call allowance can be built into the Assistant Coroner's remuneration arrangement. These will be based on current Gwynedd Council arrangements for being "on call" They will be agreed for cover in relation to periods when the Senior Coroner is on formal leave. Call outs if required will be at the rates in the Circular.

7. Anglesey Council's opinion

7.1 These plans have been discussed with Anglesey Council at officer level, and they had no objections. We will continue to communicate with the authority as the plans progress.

8. Any consultations undertaken prior to making the Decision:

Monitoring Officer –

Report prepared by Legal Services.

Head of Finance –

While other costs associated with death inquests can be significant and difficult to estimate annually, I confirm that there is appropriate budget in place to pay Coroner and the Assistant Coroner's salary (with Anglesey Council contributing 36.9%). I support the recommendation submitted, and the principle of paying an annual fee, rather than a daily rate, and to review that after a suitable period.

Background Documents

JNC – for Coroners Circulars 61 and 62

GWYNEDD COUNCIL CABINET



Report for a meeting of the Cabinet

Date of meeting: 7 May 2019
Report by : Dilwyn Williams, Chief Executive
Title: Management Review

Decision Sought

- (a) Subject to (b) below, to agree with the Chief Executive's assessment that the managerial structure shown in Appendix A is appropriate and fit for purpose;
- (b) To agree to reduce the number of senior manager posts within the Council from 40 to 36 as noted in paragraphs 61-64 of the report creating an annual saving of between £297,000 and £313,000, noting that in doing so, it will bring the total cost saving from senior management reorganisation since 2014 to over £1m;
- (c) Whilst noting the requirements highlighted in paragraph 95 of the report, to agree to incorporate Gwynedd Consultancy within the Environment Department and to create a new Housing and Property Department in order to allow us to place greater focus on our Housing Strategy;
- (d) To note the further minor changes which are proposed as noted in paragraphs 76-88 of the report.
- (e) To delegate the authority for the Head of Legal Services to amend the Council's Delegation Scheme to reflect the changes as they come into effect.

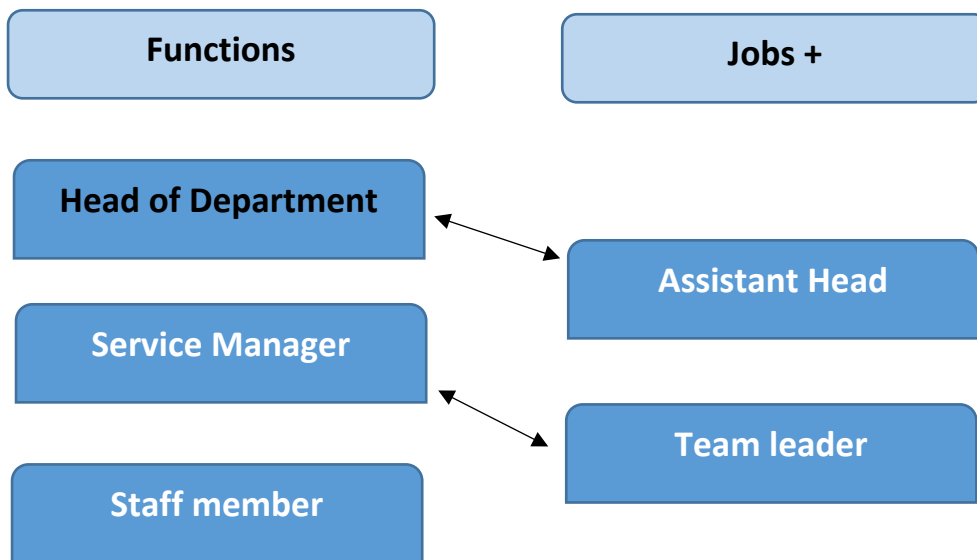
Background

1. In May of last year, the Cabinet decided to commission a review of the management layers within the Council in order to ensure that our management arrangements were fit for purpose.
2. This arose from questions which were being asked of me at the time regarding the potential to reduce the number of managers bearing in mind the financial environment with which we are faced.
3. It is imperative that we monitor continuously to ensure that we do not have too many managers, especially at a time when we are facing challenging financial circumstances. On the other hand, we must also be alive to the fact that we are

completely reliant on good managers to lead our staff through the difficult situation we are facing.

4. Whilst it is the Chief Executive's role to report to the Cabinet on the staffing structure which is required to deliver the functions which the Council expect us to deliver, it is a matter for the Cabinet to accept his recommendations or not.
5. As part of the process of formulating such a report, I convened challenge sessions with the Departmental Heads in order to challenge the current position and in order that the Cabinet Members could hear the various points of view and were able to offer their own challenges and ask any questions which arose in individual departments, the Cabinet Members and Chairs and Vice Chairs of the scrutiny committees were also invited to those sessions.
6. Before conducting any review we need to be clear on the principles on which that review is to be based.
7. Our current management structure has evolved over a number of years from that which was put in place in 1996. It is an amalgamation of Departmental Heads' ideas and who we have to undertake particular roles.
8. There is a strength to this approach of course as it builds structures around the raw materials that we have at our disposal.
9. However, the Ffordd Gwynedd programme has now brought into sharper focus the need to be clearer regarding the roles of various jobs within the establishment based on Ffordd Gwynedd principles and ensuring that the Council's entire structure is consistent with those principles.
10. Ffordd Gwynedd has highlighted a role for managers with a different and more mature emphasis – that of leading rather than keeping control. Indeed a whole day of the Ffordd Gwynedd training course is devoted to this issue.
11. As a result, we have recently formulated a new generic job description for managers which identifies what is expected of them if they are to work in a way which is consistent with the principles of Ffordd Gwynedd. A copy is attached at Appendix A.
12. Very little of this job description revolves around “control” and it can be seen that the greatest focus is on leading, empowering and enabling as well as delivery.

13. In following Ffordd Gwynedd principles therefore, service teams and their managers are responsible for delivering that which is important for the people of Gwynedd and thus there is only one other function, that of Head of Department who leads a group of service managers. A copy of that job description is given in Appendix B.
14. Whilst all of the Council's workforce activities can therefore be summarised into 3 core functions (staff member; Manager; Head of Service), we have 5 types of jobs. Here and there we also have team leaders whose role is to assist service managers to fulfil their role; and Assistant Heads whose role is to assist the Heads of Department to fulfil their role.
15. This is shown in the following diagram



16. Above this structure of course we have the Chief Executive and two Corporate Directors whose role is to all intents and purposes to be Assistant Chief Executives (that is to say to assist the Chief Executive to fulfil his or her role)

Establishing the baseline

17. As I saw the initial diagrams of departmental structures it became apparent to me that over time a number of jobs had evolved to contain the title of "manager" so that we had a number of individuals who were called managers despite the fact that they do not fulfil the role identified in Appendix A.
18. In addition we had a number of "Senior Managers" where it was not entirely clear whether they were undertaking the role of manager as noted in Appendix

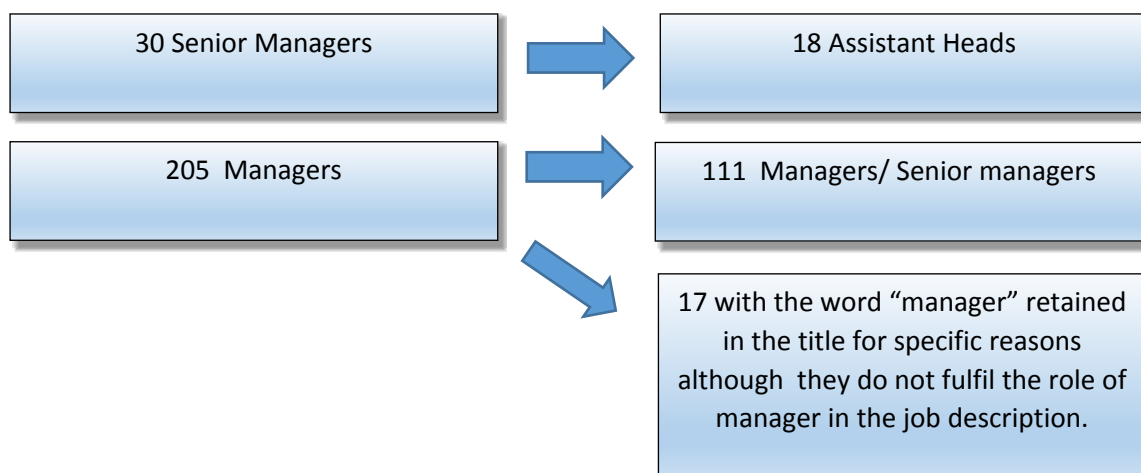
A or as Assistant Head of Department (which is to help the Head fulfil the role noted in Appendix B).

19. The initial diagrams I received showed that we had a structure in the Council which looked as follows –



20. From the above it can be seen that we had 235 posts with the word “manager” in their title – and there is little wonder therefore that some people consider that we have too many managers.
21. In reality, upon detailed examination, a number of these posts do not undertake the “manager” role as defined in the generic job description. The title of “manager” had often been given to a post as it was responsible for a system or project or something else rather than being responsible for **leading** a team of people to delivering a distinct service as noted in the job description.
22. In doing the challenge work we have now changed the titles of a number of posts to better reflect the fact that they are not managers in the newly defined sense and this has resulted in the revised departmental structures noted in Appendices 1 to 10.
23. This is the real position within the Council.
24. These diagrams also differentiate between those senior managers undertaking the role of manager as defined in the job description and those undertaking the role of Assistant Head.

25. As a result, this means that the Picture has changed to that shown below -



26. It should be noted that in Gwynedd Council, very few of our managers are "full time" managers - that is to say doing exclusively managerial work. In the vast majority of cases, in addition to the requirements arising out of the generic requirements of the manager's job description, they also deal with specific tasks within a team.

27. In any structure we also need to ensure that we provide sufficient opportunity for our best staff to develop and gain promotion. Without these opportunities, we could see our better staff within Gwynedd Council move to other authorities (who would be glad to have them). That is to say, reducing the number of managerial posts is not always a good thing - especially if they also undertake specific tasks within the team.

28. Another consideration in the context of Ffordd Gwynedd is the expectation for managers to be in the work and alive to that which is happening there. If the managerial function is undertaken at too high a level this principle is then eroded and that undermines our ability to work according to Ffordd Gwynedd principles.

29. There are examples where this has already happened within the Council where in my view, the reason for a sub-optimal service is a lack of managerial attention at a sufficiently informed level.

Conclusions on the appropriateness of the managerial structure

30. As a first step, we are now clearer regarding who exactly fulfils a manager's role and who does not. As noted in paragraph 25 above, in being clearer on that point we are also clear that we have 111 managers within the Council rather than the 205 people who were previously called managers.

31. Of course, this has only been achieved by ensuring clarity of roles rather than reducing the number of staff we employ. These individuals who are not now classified as managers continue to do key and important work to fulfil that which is important for the people of Gwynedd.
32. Thus, in considering the revised diagrams shown in Appendices 1 to 10, on the whole, and taking into account the fact that we are a business which spends £430m a year, and taking into account the variation in services which those managers lead, I am of the opinion that the structure of 111 managers is appropriate and that there is no case to impose a further reduction on departments.
33. In my opinion, the damage which could arise in doing so would be greater than any financial gain which could be made by following such a course of action.
34. Having discussed the issue with the Scrutiny Forum they seemed to concur with that assessment.
35. Heads of Department will continue to review the situation and be alive to any opportunity which might arise in a particular case to realise further efficiency savings as they have already been doing of course.
36. Within the Highways and Adults services there are examples of managers being responsible to another manager and this is inconsistent with the Ffordd Gwynedd principles and the job description noted in Appendix A. I am discussing that situation with the relevant departmental heads in order to rectify the situation. It is a matter of reporting lines rather than the need for the managerial role.

Appropriateness of the Senior Managerial Structure

Comparative Information

37. Comparative information should not be the driver of our senior managerial structure in the Council. Our operating principles are different to a number of authorities due to the development of Ffordd Gwynedd, and as a result making meaningful comparisons can be misleading.
38. The fact that structures and job functions are so varied also makes meaningful comparisons difficult without detailed knowledge, and unfortunately getting hold of that detailed knowledge is extraordinarily difficult.

39. Despite that fact, I have received a superficial listing of the senior post structures at Head of Service or above in councils across Wales.
40. Whilst we have 12 posts (counting the Chief Executive, Corporate Directors and Heads of Service), it appears that there is a range of between 6 and 25 such posts in the other authorities in Wales.
41. Only 5 other councils have less than Gwynedd's 12 (6, 9, 10 and 2 x 11) with another 3 authorities having 12 like Gwynedd.
42. Having said as much one needs to be very careful with such comparisons. For example, one council has 25 such posts, but are they merely paying more to their "senior managers"? Does the authority which alleges to have only 6 have more senior managers? How are these authorities performing?
43. The number of Chief Officers is not the real measure of Senior Officers of course. In my opinion one needs to measure the totality of senior officers, and that information does not appear to be available at a sufficiently detailed level to be able to draw comparisons. We can however measure the situation in Gwynedd over time.
44. In 1996 the Council had 11 posts at Head of Service / Corporate Director / Chief Executive level. In the 2004 reorganisation, this increased to 18. By now we are back to 12.
45. However if we include the posts at the next level down, (senior managers) we get a slightly different picture.
46. In 1996 the Council had 43 posts at senior manager level or above.
47. By 2004 (despite the fact that the number of posts at Head of Department level and above had increased) this number had **fallen** to 41. In the diagrams now constructed, this number has reduced further to 40.
48. Within this general reduction, what is notable is that there has been a significant increase in senior posts within social care, whilst we have seen the number of senior posts in the field of corporate and support functions decrease from 14 to 10.
49. There is an argument that the increase in social care can largely be attributed to increased partnership working and legislative pressures in the care sector, but the conclusion that can be drawn is that our Senior management structure

does not appear to be out of place and that it has been reducing gradually since 1996 despite the increasing pressures.

Conclusions regarding the structure of Departmental Heads/ Assistant Heads

50. The diagrams shown in Appendices 1 to 10 show that we have 27 posts undertaking Departmental Head or Assistant role.
51. The rationale for having Assistants is obvious in that the span of control and spheres of activity would make it impossible for one individual to carry out the entire role on his or her own.
52. In recognising that it is the managers and their teams who create value by fulfilling that which is important for the people of Gwynedd, it must also be recognised that the Head of Department and Assistant role is one of adding value, and we should be entirely satisfied that the numbers that we have are appropriate.
53. We must however guard against undervaluing the function which the Head of Department and Assistants undertake. It is these officers who set the direction for all managers and ensure that they lead their teams to focus on delivering that which is important for the people of Gwynedd. It is they who will also step into the breach if something goes wrong or if significant change is required.
54. They are fundamentally important to the council's success and for ensuring that Ffordd Gwynedd principles are embedded throughout the establishment.
55. Unfortunately there is no one formula to determine how many we need and the answer to that question will remain a matter of opinion.
56. Rationally, the number we need will depend upon a combination of 3 general factors namely –
 - Number of managers;
 - To what extent the managers themselves undertake their roles effectively; and
 - How much “change” affects the areas under consideration.
57. Accepting that it is a matter of opinion, and that there is no formula, it is impossible for me to categorically say that the current structure is the

minimum that is needed. There is a question to answer whether we could do with fewer Heads of Department / Assistant Heads.

58. The only way to prove such a hypothesis is to do it and see what the effect would be. From looking at the overall picture I tend to think it ought to be possible.
59. In discussing the matter with the Scrutiny Forum, they seemed to concur with this assessment and accepted that the only way to prove the hypothesis would be to try and cope with fewer and see what happens, but they were wary of doing so too quickly and suggested that it should be done gradually.
60. In looking at the structure diagrams and the factors noted in paragraph 56 above, it seems to me that we could consider doing with fewer in the following departments -
61. **Environment Department** - Three Assistants and a Head of Department seems excessive and I consider that we should try and cope with a reduction of one post.
62. **Corporate Support Department** - The Department Head has already noted during the challenge sessions that as managers become more comfortable in fulfilling the role identified in the new job description, the input required from the Head or Assistant reduces. I think that there is a case for reducing the number of such posts by one.
63. **Gwynedd Consultancy** - In the light of the number of managers and the number of areas of activity, having a head of department and assistant seems excessive and we should try and do with one fewer.
64. **Highways and Municipal Department** - As this department has two main functions - Highways and Municipal services, having 2 assistants and a Head of Department seems excessive and we should try and cope with one fewer.
65. **Economy and Communities Department** - As the shape and functions undertaken by this department have evolved, again there is an argument that having two assistants as well as a Head of Department may seem excessive. Having said that, I am aware that one of the Cabinet's priorities is to ensure that greater focus is given to the area of community renewal, and a Resource will be needed to support the Group of Cabinet members that has been established to improve the coordination of activity in this area. On that basis therefore I suggest that we do not reduce the numbers in this review.
66. This would entail endeavouring to cope with 4 fewer senior manager posts.

67. Time alone will tell whether we can cope with the above reduction but an examination of relative departmental structures make me believe that it should be possible.
68. One indicator of Fordd Gwynedd's success ought to be the need for fewer senior manager posts to lead managers and we may now be seeing the first dividends.
69. Of course if we find that we cannot cope with the reduction in any area then we may have to re-think but in the current financial climate it is incumbent upon us to try and do with less.
70. There is one area where I am concerned that there is no Assistant head and that is in the area of direct service delivery within Adults services. I have discussed this issue with the head of department and he intends to rectify the situation as part of the Home Care projects.

Directors

71. In the same way we must challenge how many Heads / Assistant Heads we have, we must also consider whether we need two directors in addition to the Chief Executive.
72. As noted in paragraph 16 above the two directors assist me to fulfil my role with one director also fulfilling the statutory role of Director of Social Services.
73. Once again I would note that the only way to see if we could do with fewer would be to try and do so but perhaps there is less evidence that we would be able to do with less at this level.
74. The redundancy costs involved in order to conduct such an experiment would be enormous, and without any certainty that we could do with less, with the risk that we would have to re-employ in due course. This would be a waste of resource.
75. I therefore suggest that the number of corporate directors should not be reduced at this point in time and that we look at the situation again should the opportunity arise to experiment without incurring redundancy costs.

Wider considerations

76. The managerial review has raised a number of other issues which need to be considered and we should take the opportunity to address them.
77. One of these issues is of course the question of whether we should take the opportunity of the fact that the head of Highways and Municipal Services post is vacant to reduce the number of departments.
78. I am of the opinion that the number of departments is irrelevant and that it is the total number of senior posts which is the real issue. Taking into account that I am proposing that we reduce the number of senior posts by 4, and as it is important (as stated in paragraph 27 above) that we ensure sufficient opportunities within the Council to our best people, I do not propose to reduce the number of departments.
79. I therefore intend to retain the Highways and Municipal Department. However I do have some concerns regarding the rationale behind the structure as it stands in that it has in my view resulted in the development of an inappropriate culture within some elements of the department. I shall be following up on this issue with the Head of Department when a new one is appointed.
80. A Ffordd Gwynedd review is currently under way in the areas of planning and building regulation and although we have not seen the conclusions from both reviews, there is a suggestion starting to come through that it would be beneficial for these two services to be closer together at least.
81. The remaining services within Gwynedd Consultancy includes 5 managers who are largely undertaking functions of a commercial nature.
82. Whilst there is a very strong argument that they should be a separate unit due to the different commercial nature of their work, taking into account the fact that I have already proposed that having a Head and Assistant is excessive, I suggest that there is a strong argument to transfer the whole of the Gwynedd Consultancy function to be a wing within the Environment Department and I suggest that this be done.
83. On the other hand, Housing is obviously a priority for the Council and the Resource which we now have as a result of the second home premium gives us the opportunity to give a greater focus to this area of activity. I do not believe that this can be done whilst it is located within the Adult Services, Health and Well Being department which is already trying to give due

consideration to the enormous challenges which they face in the sphere of social care.

84. Some elements of the housing service clearly belong to the supporting people agenda within Health and Social Care but the supply of adequate housing in the county and giving help to our young people to be able to get a place to live is a matter which needs specific attention.
85. On that basis therefore I recommend that we establish a Housing and Property Department under the leadership of a Head of Department.
86. This would be a combination of the services which currently come under the Property Unit in the Environment Department along with the physical elements of housing currently located in the Adults Services, Health and Well Being Department.
87. There are other functions within the Environment Department which relate to roads and where I am of the opinion they would be better placed in the Highways Service within the Highways and Municipal Department.
88. There are also minor other functions in various departments where they might sit better in another department but I shall discuss these along with the exact boundaries for those functions noted in paragraphs 86 and 87 above with the relevant Heads of Department in due course before taking action to implement the proposals.

Timetable and Financial effects of the proposals

89. As I have noted in paragraph 47 above, this Council has already reduced the number of senior posts from 44 in 1996 to 40 now, despite the fact that the pressures upon us have not reduced. Indeed, as noted in paragraph 49 they could be argued to have increased.
90. This report proposes a further reduction of 4 senior posts, bringing the figure down to 36 so that we can see whether we can manage with fewer senior managers.
91. As we do not know what the effect of appointing to empty posts will be I cannot be entirely clear regarding the financial savings involved but I estimate that the full year saving will be between £297,000 and £313,000 by implementing all of the report's recommendations with at least £223,500 available in 2019/20.

92. This sum will be available to contribute towards the £315,500 which still needs to be found towards the £500,000 additional efficiency target which forms part of the 2019/20 financial strategy.
93. This will also mean that we will have saved over £1m in the Council's senior management costs since 2014.
94. If the Cabinet agrees to the proposals, the intention would be to put them into effect as soon as possible, but to complete the whole Process by 1 September 2019.
95. Some of these recommendations have implications in relation to the employment of Chief Officers which are subject to the requirements of the Local Authorities (Standing Orders) (Wales) Regulations 2006/1275 as amended and Part 11 of the Councils Constitution. Implementing decisions in relation to some elements of the changes, particularly around payments and remuneration, will also involve decisions by the Chief Officer Appointments Committee and the Council.
96. This report deals with the Council's structures but naturally, there are implications for individuals who fill some of those posts. Those implications are noted in a separate appendix to this report which contains personal information about specific individuals which is therefore exempt under the provisions of paragraph 12 of Appendix 12A to the Local Government Act 1972.

Views of the Statutory Officers:

Monitoring Officer:

The report seeks the support of the Cabinet to changes in the Councils management arrangements and the departmental Structures. It is appropriate to note that further steps will need to be considered and followed to bring the changes into operation. The recommendations provide a logical pathway for the Cabinet to consider in order to achieve the change.

Head of Finance:

I note that the recommendations in the management review before the Cabinet means moving some services, and establishing accountability in different departments.

The significant savings which can be reaped from the Management Review (a net saving of between £297,000 and £313,000) will obviously be sufficient to meet the transitional costs involved (including redundancy costs which will be comparatively low, as posts have been kept vacant in order to facilitate this change). I confirm the accuracy of the figures in paragraphs 91,92 and 93 of the report.

APPENDIX A - Manager – Generic Job Description

A MAIN FUNCTION

To lead the team(s) for which he or she is responsible to deliver effectively and efficiently that which is important for the people of Gwynedd by creating and maintaining an environment of respect, trust, empowerment, enablement and inspiring staff.

B ROLE

LEADERSHIP

- Being responsible for the ** service and the effective use of available resources
- Leading the ** service staff to own Ffordd Gwynedd principles and be answerable for ensuring that that happens.
- Assist the team to establish operating principles giving consideration to relevant legislation (e.g Health and Safety; Wellbeing of Future Generations Act and service specific legislation) and ensuring that we adhere to those principles.
- Be aware of how the team's systems work and facilitate challenge to those systems when necessary.
- Ensure that the team contributes towards the aims of other services or establishments who are trying to deliver that which is important to the people of Gwynedd.
- Facilitate the need for the team to identify and take action on future threats and opportunities including preventative work
- Ensure that they are aware of the legal and political environment affecting their service and ensuring that team members are aware of any necessary elements.
- Being aware of good practice in the service area and ensuring that the team considers the appropriateness of that good practice to them.
- Lead change in the service area when necessary.
- Deal with any concerns raised by elected members in relation to the service.

ENABLE AND EMPOWER

- Recruit and develop individuals and teams to ensure that they have the necessary skills to undertake the required roles now and in future.
- Empower the team to establish what is important to the people of Gwynedd and as a result, the team's purpose and keep it updated;
- Ensure that decisions are taken on the basis of evidence
- Help the team to review and challenge performance
- Create and maintain an environment which allows each team member to contribute and take decisions in order to provide the best possible service.
- Ensure that there is an environment of trust and accountability within the team and ensuring appropriate communication with and within the team.

DELIVERY

- Empower the team to consider what measures show performance against the stated purpose and to own those measures
- Encourage the team to innovate, trial and learn from experience in order to improve performance
- Coach the team to identify and take action to get rid of barriers which stop us from delivering that which is important to the people of Gwynedd
- Resolve any barriers which the team cannot resolve
- Ensure that complaints receive appropriate attention and that the team considers any lessons which arise.

APPENDIX B - Head of Department - Generic job description

A MAIN FUNCTION

To lead the department through the managers and staff under their care to deliver that which is important for the people of Gwynedd by creating and maintaining an environment of respect, trust, empowerment and enablement in order to achieve that aim.

B ROLE

- Being aware of the political environment in which the department works and advising the elected members on what they should be commissioning on the basis of that which is important to the people of Gwynedd and ensuring that the Department supports the Cabinet to deliver that which is commissioned.
- Empower managers to fulfil their role to the expected standard including ensuring that they have the skills to undertake that role.
- Ensuring the accountability of managers in fulfilling their role to the expected standard by giving appropriate challenge and ensuring that they act appropriately in order to achieve the best possible level of performance including taking appropriate action in cases where action is necessary.
- Lead the managers and departmental staff to own the Ffordd Gwynedd operating principles.
- Encourage managers and staff to introduce and trial new ideas to improve the way we deliver that which is important to the people of Gwynedd and to base decisions on the basis of facts within the operating principles which are established in their services.
- Be aware of good practice which is developing in the areas of activity for which they are responsible and ensure that managers assess and consider their appropriateness for their individual services.
- Facilitate the contribution made by the Department's services towards delivering the Council's corporate aims and the aims of other establishments that are trying to deliver something which is important to the people of Gwynedd by ensuring that managers are aware of and act upon those aims.
- Solve problems which managers cannot solve including resolving complaints which managers have been unable to resolve.
- Lead on issues which require the input of more than one service or where the change involved is of such magnitude that it would be unreasonable to expect a service manager to lead upon it.
- Ensure that the appropriate resources are in the appropriate places and prioritising the resources given to the department
- Ensuring that legislation or other requirements arising outside the Council receive appropriate attention.
- Dealing with matters which are so politically contentious that a service manager cannot deal with it.
- Ensuring appropriate internal and external communication.



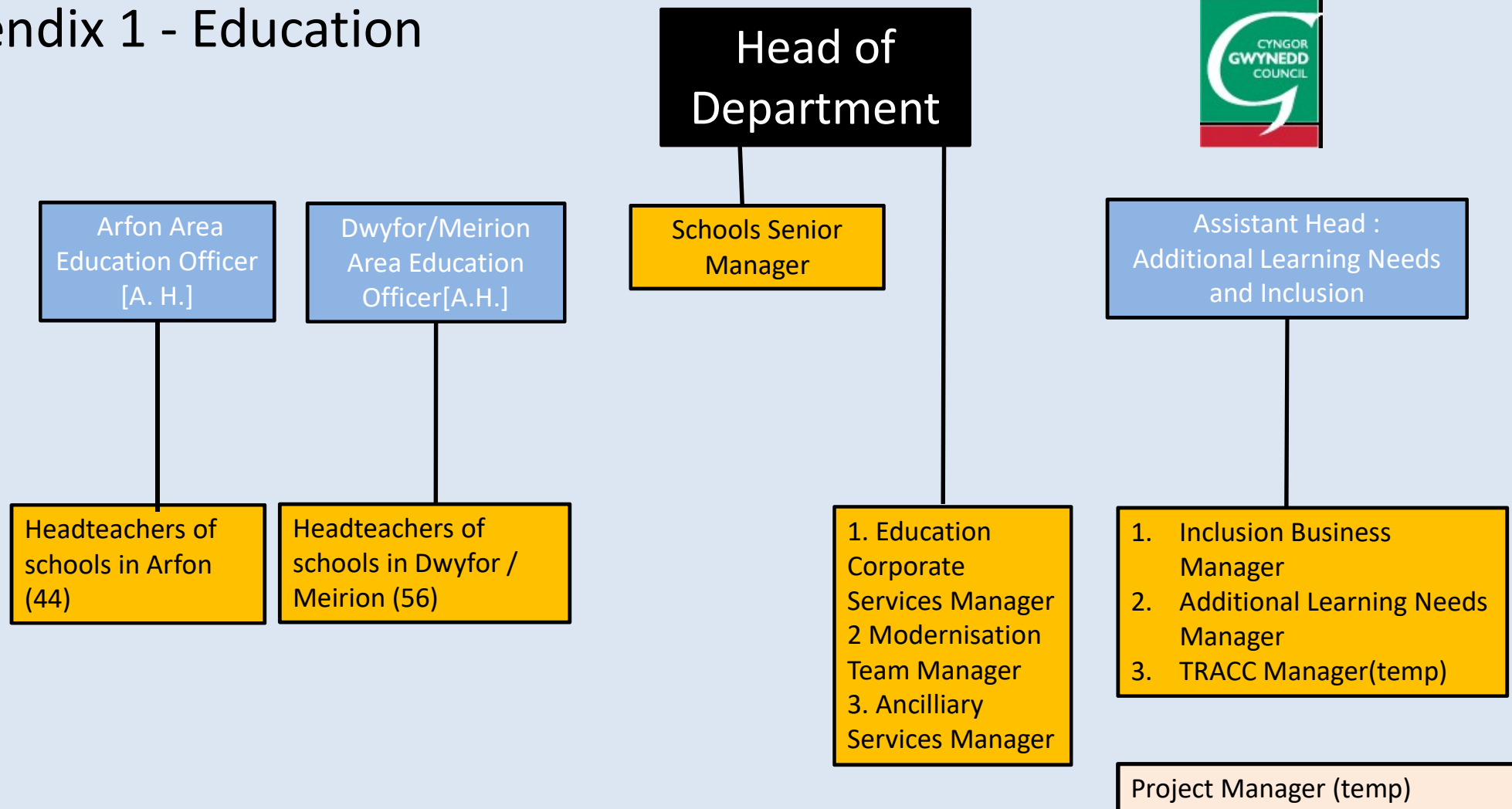
Appendices 1 to 10

Appendix 1 - Education



Paid at senior manager level

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Appendix 2- Environment



Head of Department

Assistant Head Planning and Public Protection

Assistant Head Transport and Countryside

Assistant Head Corporate Property

Paid at senior manager level

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- 1. Joint Planning Policy Unit Manager
- 2. Planning Manager
- 3. Public Protection Manager (Welfare)
- 4. Public Protection Manager (Environment)
- 5. Public Protection Manager (Trading Standards)

Support Manager

- 1. Integrated Transport Manager
- 2. Traffic, Projects & Street Works Manager
- 3. Finance & Contracts Monitoring Manager
- 4. Environment Manager

- 1. Repair and Maintenance & Energy Conservation Manager
- 2. Estates Manager
- 3. Asset Safety & Programmed Works Manager
- 4. Property Development Manager
- 5. Parking Manager
- 6. Facilities Manager

Project Manager

Appendix 3 – Corporate Support.



Paid at senior manager level

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Assistant Head Corporate Support

- 1. Support Services Manager
- 2. Procurement Manager
- 3. Health, Safety & Well-being Manager
- 4. Human Resources Manager
- 5. Siop Gwynedd, Galw Gwynedd & Registration Service Manager

Head of Department

- 1. Members' Services Manager – Democracy Service & Language
- 2. Learning & Organisational Development Manager

Assistant Head Corporate Support

- 1. Research and Information Manager
- 2. Communications & Engagement Manager
- 3. Council Business Service Support Manager

Project Manager x 2
Public Service Programme
Board Manager

Appendix 4 - Finance

Paid at senior manager level

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Head of Department

Senior Finance Manager

- 1. Pensions Manager
- 2. Investment Manager

Assistant Head Information Technology

- 1. Network Manager
- 2. Information Technology Support Service Manager
- 3. Development and GIS Manager
- 4. Systems Development Manager
- 5. IT Accounts Manager

Assistant Head Revenue and Risk

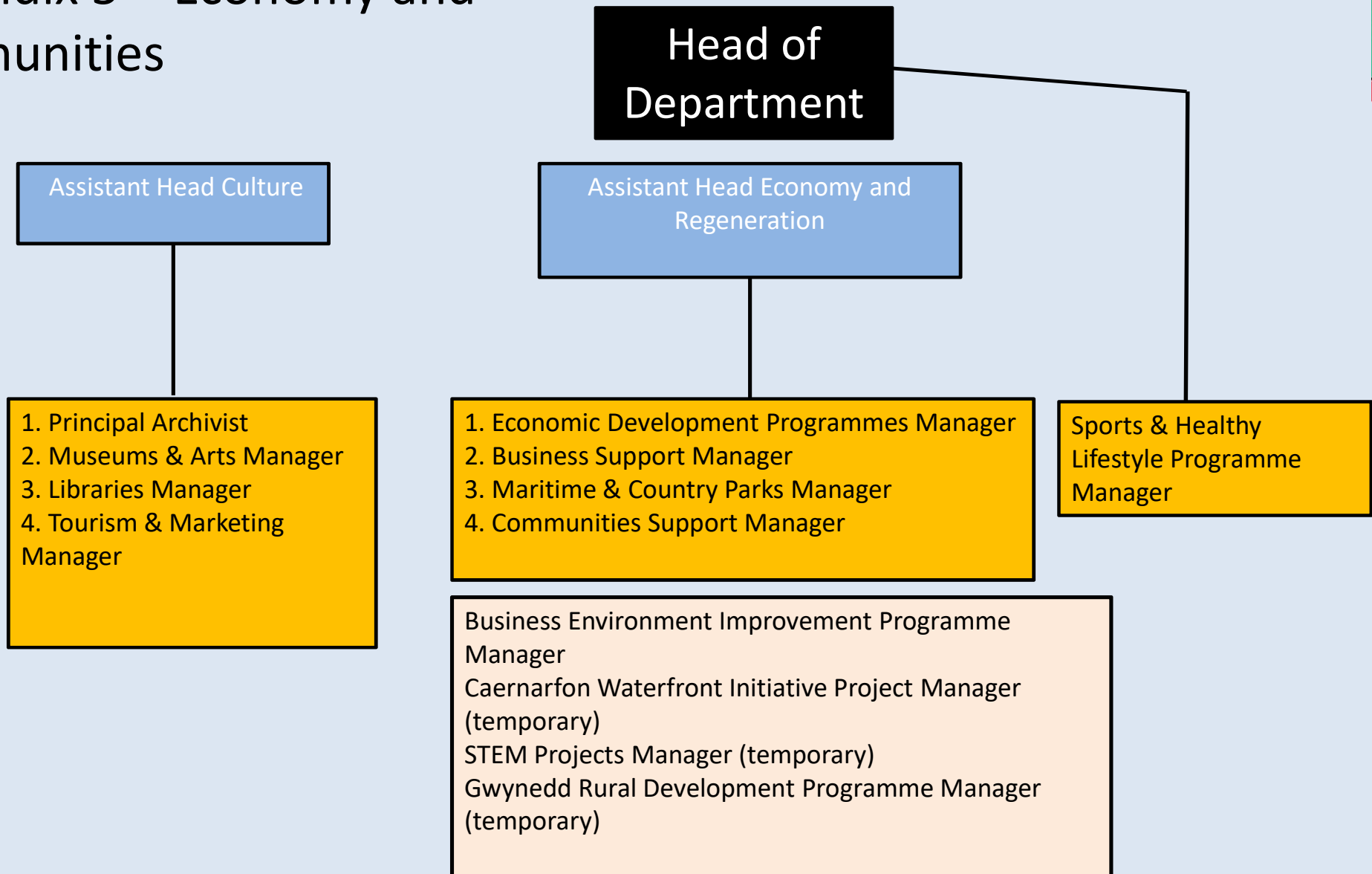
- 1. Income Manager
- 2. Taxation Manager
- 3. Benefits Manager
- 4. Audit Manager
- 5. Payroll Manager
- 6. Risk Co-ordinator and Insurance Manager

Appendix 5 – Economy and Communities



Paid at senior manager level

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Appendix 6 – Adults (1)



Head of Department

Senior Manager :
Adults Services

Senior Manager :
Learning Disabilities

Senior Manager :
Protection, Quality Assurance and
Mental Health

Senior Business
Manager

1. Frondeg
Manager
2. Tan y Marian
Manager

Financial Resources Manager

Transformation Programme
Manager (temp)

Senior
Transformation
Manager

Project Managers x 4

Paid at
senior
manager
level
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Appendix 6 - Adults (2)



Head of Department

Paid at senior manager level

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Residential and Day Care Manager (North)

Residential and Day Care Manager (South)

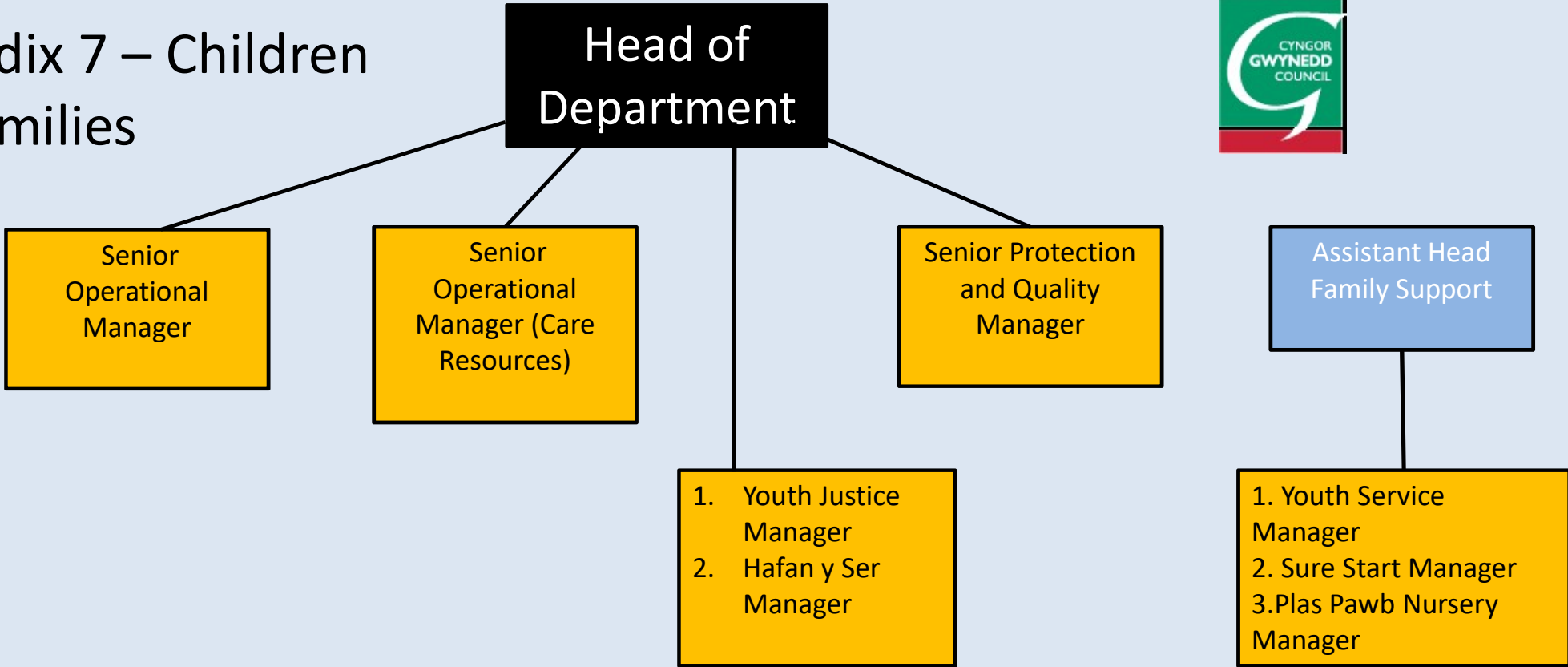
Assistant Head Housing and Well being

- 1. Community Services Manager
- 2. Plas Gwilym Manager
- 3. Plas Hafan Manager
- 4. Plas Hedd Manager
- 5. Plas Pengwaith Manager
- 6. Plas Ogwen Manager
- 7. Plas Maesincla Manager

- 1. Community Services Manager
- 2. Bryn Blodau Manager
- 3. Llys Cadfan Manager
- 4. Cefn Rodyn Manager
- 5. Hafod Mawddach Manager
- 6. Plas y Don Manager

- 1. Homelessness and Supported Housing Manager
- 2. Housing Supply and Enforcement Manager
- 3. Supporting People Manager

Appendix 7 – Children and Families



Paid at senior manager level

Appendix 8 – Highways & Municipal Services



Head of Department

Assistant Head Municipal

Senior Manager Highway Works

Assistant Head Waste and Commissioning

- 1. Operational Manager Municipal
- 2. Operational Manager Municipal
- 3. Business Manager

- 1. Fleet Manager
- 2. Lighting Service Manager
- 3. A55 Agreement Manager
- 4. Business Manager

- 1. Street Services Manager
- 2. Group Engineer Municipal
- 3. 3x Area Engineer
- 4. Crematorium Manager

Project Manager

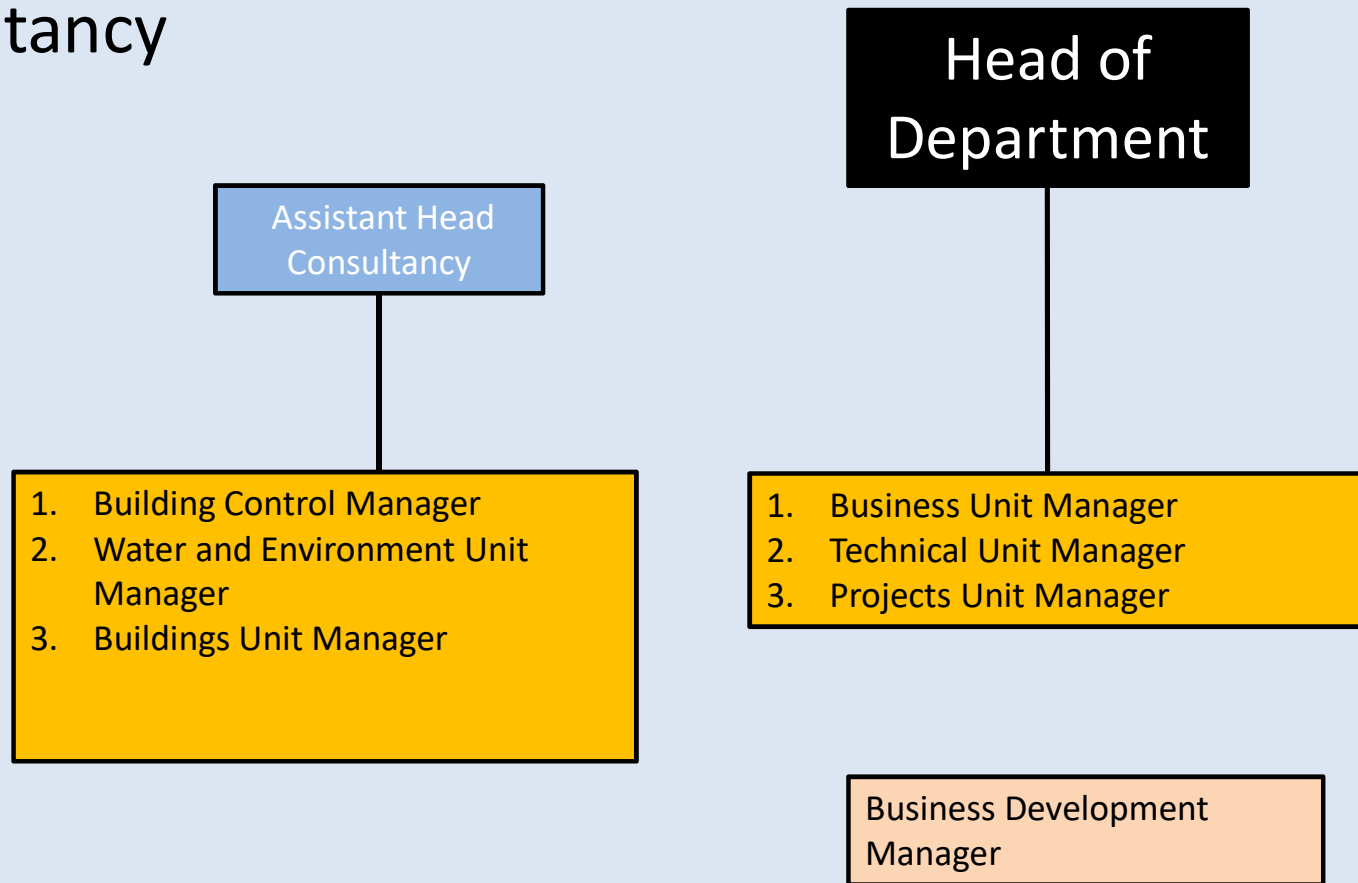
Paid at senior manager level

Appendix 9 – Gwynedd Consultancy



Paid at senior manager level

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Appendix 10 - Legal



Paid at
senior
manager
level

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