



Adran y Prif Weithredwr
Chief Executive's Department
Swyddfa'r Cyngor
CAERNARFON
Gwynedd
LL55 1SH

Cyfarfod / Meeting

Y CYNGOR
THE COUNCIL

Dyddiad ac Amser / Date and Time

1.00pm, DYDD IAU, 2 MAI 2013

1.00pm, THURSDAY, 2 MAY 2013

Lleoliad / Location

Siambwr Dafydd Orwig
Swyddfa'r Cyngor, Caernarfon

Pwynt Cyswllt / Contact Point

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(DOSBARTHUYD/DISTRIBUTED 25/04/13)

Harry Thomas
Prif Weithredwr / Chief Executive

www.gwynedd.gov.uk

25 Ebrill/April 2013

Annwyl Gyngorydd,

CYFARFOD O GYNGOR GWYNEDD – 2 MAI 2013

FE'CH GWYSIR TRWY HYN i gyfarfod o **GYNGOR GWYNEDD** a gynhelir am **1.00PM, DYDD IAU** nesaf, **2 MAI 2013 YN SIAMBR DAFYDD ORWIG, SWYDDFA'R CYNGOR, CAERNARFON**, i ystyried y materion a grybwyllir yn y rhaglen a ganlyn.

Dear Councillor,

MEETING OF GWYNEDD COUNCIL – 2 MAY 2013

YOU ARE HEREBY SUMMONED to attend a meeting of **GWYNEDD COUNCIL** which will be held at **1.00PM** on **THURSDAY** next, **2 MAY 2013** in **SIAMBR DAFYDD ORWIG, COUNCIL OFFICES, CAERNARFON** to consider the matters mentioned in the following agenda.

Yr eiddoch yn gywir/Yours faithfully,



Prif Weithredwr/Chief Executive

Bydd yr ystafelloedd a ganlyn ar gael i'r grwpiau gwleidyddol yn ystod y bore:-

The following rooms will be available for the political groups during the morning:-

Plaid Cymru - Siambr Dafydd Orwig
Annibynnol/Independent – Ystafell Gwyrfai
Llais Gwynedd – Ystafell Llyfni
Democratiaid Rhyddfrydol/Liberal Democrats - Ystafell Peris
Llafur/Labour – Cefn Siambr Dafydd Orwig/Rear of Siambr Dafydd Orwig

AGENDA

1. CHAIRMAN

Elect a Chairman for 2013/14

2. VICE-CHAIRMAN

Elect a Vice-chairman for 2013/14

3. APOLOGIES

To receive any apologies for absence.

4. MINUTES

The Chairman shall propose that the minutes of the meeting of the Council held on 28 February 2013 be signed as true record. (copy herewith – white paper).

5. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

6. THE CHAIRMAN'S ANNOUNCEMENTS

To receive any Chairman's announcements.

7. CORRESPONDENCE, COMMUNICATIONS OR OTHER BUSINESS

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

8. URGENT BUSINESS

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

9. QUESTIONS

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

10. THE COUNCIL'S DRAFT STRATEGIC PLAN 2013 - 2017

To submit the report of the Leader of the Council and the Head of Strategic and Improvement (copy herewith – blue paper)

11. AMENDMENTS TO THE CONSTITUTION

To submit the report of the Monitoring Officer (copy herewith – **yellow** paper)

12. PROTOCOL FOR MEMBERS GIFTS AND HOSPITALITY

To submit the report of the Monitoring Officer (copy herewith – **white** paper)

13. SUPPORT FOR MEMBERS

To submit the report of the Chairman of the Democratic Services Committee, Councillor Lesley Day (copy herewith – **lilac** paper)

14. MEMBERS' SALARIES

To submit the report of the Head of Strategic and Improvement (copy herewith – **pink** paper)

15. POLITICAL BALANCE OF THE COUNCIL

To submit the report of the Head of Strategic and Improvement (copy herewith – **grey** paper)

16. CHAIRMAN OF THE DEMOCRATIC SERVICES COMMITTEE

To elect a Chairman for 2013 /14

THE COUNCIL 28/02/13

Present: Councillor Selwyn Griffiths (Chairman)
Councillor Huw Edwards (Vice-chairman)

Councillors: Stephen Churchman, Endaf Cooke, Anwen Davies, Lesley Day, Eddie Dogan, David G. Edwards, Dyfed Edwards, Elwyn Edwards, Trevor Edwards, T. G. Ellis, Alan Jones Evans, Aled Ll. Evans, Jean Forsyth, Gweno Glyn, Simon Glyn, Gwen Griffith, Alwyn Gruffydd, Sian Gwenllian, Annwen Hughes, John B. Hughes, Louise Hughes, Jason Humphreys, Peredur Jenkins, Aeron Jones, Anne Ll. Jones, Brian Jones, Charles W. Jones, Dyfrig Jones, Elin Walker Jones, Eric M. Jones, John W. Jones, Linda W. Jones, Llywarch Bowen Jones, Sion W. Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, June Marshall, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Christopher James O'Neal, Dewi Owen, Michael Sol Owen, W. Roy Owen, W. Tudor Owen, Nigel Pickavance, Peter Read, Caerwyn Roberts, John Pughe Roberts, Liz Saville Roberts, W. Gareth Roberts, Mair Rowlands, Angela Russell, Mike Stevens, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed W. Williams, Gethin G. Williams, Gruffydd Williams, Hefin Williams, John W. Williams, Owain Williams, R.H. Wyn Williams, Mandy Williams-Davies, Robert J. Wright

Also present: Harry Thomas (Chief Executive), Dafydd Lewis and Dilwyn Williams (Corporate Directors), Dilys Phillips (Monitoring Officer / Head of Democratic and Legal Services), Dafydd Edwards (Head of Finance Department), Geraint George (Head of Strategic and Improvement Department), Morwenna Edwards (Head of Social Services, Housing and Leisure Department), Dewi Jones (Head of Education Department), Arwel Ellis Jones (Senior Manager – Corporate Commissioning Service), Janet Roberts (Senior Manager – Delivery and Support), Iwan Evans (Legal Services Manager), Geraint Owen (Senior Manager – Human Resources) and Gwyn Parry Williams (Member Support and Scrutiny Officer)

Apologies: Councillors Craig ab Iago, Chris Hughes, Dyfrig Siencyn, Eurig Wyn

The meeting was opened with a prayer from Councillor Aeron Jones.

1. MINUTES

The Chairman signed the minutes of the Council meetings held on 6 December 2012 and 24 January 2013, noting a correction to the minutes of 6 December 2012, the declaration of personal interest under the item "Council Tax – Discretionary Power to Allow Discounts", namely that Councillor Tom Ellis did not own a second home.

2. DECLARATION OF PERSONAL INTEREST

- (i) The Monitoring Officer drew attention to the item, "2013/14 Budget and Capital and Revenue Bids and 2013/14 – 2016/17 Financial Strategy". She noted that it was possible that a member could have an interest in a specific proposal within the capital and revenue bids package. If so, the interest would have to be declared, and if it was a prejudicial interest, he or she would have to withdraw from the meeting for that part of the discussion.

The Monitoring Officer also drew attention to the item "Pay Policy Statement for 2013/14" which affected the Corporate Directors and the Heads of Department. She suggested that those officers who were present should declare an interest and withdraw from the meeting during the discussion on the item.

- ii) Councillor Ioan Thomas declared a personal interest in the item, "2013/14 Budget and Capital and Revenue Bids and 2013/14 – 2016/17 Financial Strategy" as his son-in-law's post was the subject of a financial bid.

The member was of the opinion that it was not a prejudicial interest and he participated fully in the discussion on the item.

- iii) Councillor Jean Forsyth declared a personal interest in the item "Member Salaries" as she was Chair of the Employment Appeals Committee and the report recommended that the remaining higher salary be allocated to her as Chair of that Committee.

The member was of the opinion that it was not a prejudicial interest and he participated fully in the discussion on the item.

- iv) Councillor Elin Walker Jones declared a personal interest in the item "Response to a Notice of Motion regarding health care in north Wales", as she was employed by the Betsi Cadwaladr University Health Board.

The member was of the opinion that it was not a prejudicial interest and she participated fully in the discussion on the item.

- v) The two Corporate Directors and the Heads of the Democratic and Legal Department, Finance Department, Strategic and Improvement Department and the Housing and Social Services Department declared a personal interest in the item "Pay Policy Statement for 2013/14" as the report related to their salaries. The Head of the Education Department had withdrawn from the meeting prior to the discussion on this item.

They were of the opinion that it was a prejudicial interest, and they withdrew from the meeting during the discussion on the item.

3. CHAIRMAN'S ANNOUNCEMENTS

- i) Condolences were expressed to Councillor Dilwyn Lloyd following the recent deaths of his brother-in-law and uncle.

The Council members stood as a mark of respect.

- ii) Ysgol Dyffryn Ogwen was congratulated on the result of its Estyn inspection, an excellent rating on the two main indicators, excellent for performance and excellent for its prospects for improvement. It was the first secondary school in North Wales to be awarded two excellent ratings under Estyn's new inspection arrangements.
- iii) The Welsh in Education Plan had been sent by the Education Department to all members, and Councillor Sian Gwenllian, the Cabinet Member for Education and Young People drew members' attention to the plan.
- iv) Information had been received at the end of the week confirming that the Minister had agreed to release the Outcome Agreement funding of £1.3m to Gwynedd immediately, based on the performance for 2011/12. This was good news for the Council and everyone who had worked so hard to ensure the full allocation, in terms of its achievement and monitoring, deserved praise.
- v) Members were reminded of the Seminar on the Welsh Language Census to be held on the morning of 20 March 2013.

4. CORRESPONDENCE, COMMUNICATIONS OR OTHER BUSINESS

It was reported that responses had been received from the Right Honourable Simon Burns MP, Minister of State in the Transport Department and Mr Alun Fred Jones AM, in response to a Notice of Motion from Councillor Stephen Churchman regarding the upgrading of north Wales railways.

5. QUESTION

A question by Councillor Gareth Thomas

"The sale of meat is currently a subject that is in the public eye. Can the Council confirm which processes are used for the procurement of meat and other foods for residential homes for the elderly, schools and other centres managed by the Council? What internal arrangements does the Council have to ensure that the standard of the food supplied is acceptable?"

Submitted – answer from Councillor Paul Thomas, Cabinet Member for Gwynedd Iach

"Every school and residential home under the catering contract of the Provider Department receive fresh meat supplies from two local butchers

only. Letters have been received from both suppliers confirming that they have no link to horse meat and that every piece of meat that reach Council kitchens have information on them in the form of a 'barcode' which enables us to follow the journey back to the farm where it originates. The department also received a letter from the company Apetito who cater and supply frozen meals to Social Services, confirming that their meals are also prepared from fresh meat, and that they have tested their beef products on the 29th January. The results show that their products are 100% clear of horse meat.

The trading standards have contacted the Provider Department recently and they are very satisfied with the standard of food catered by the Council.

No processed food or prepared food is used in Council kitchens as only fresh meat from local companies is prepared and catered on our sites. No menu has changed, or any item removed from any menu as the department is confident enough of the standard of their produce.

Every primary school has a menu established from week to week which ensures that every child who partakes in school dinners have at least one nutritious meal daily. Buying local produce costs a little more that buying in large bulks from England, but it has enabled the department to ensure nutritious meals of standard which contain nothing more that what the produce is expected to contain."

6. MATTERS TO BE DECIDED BY THE COUNCIL

Cabinet – 19 February 2013

a) 2013/14 Budget and 2013/14 – 2016/17 Financial Strategy

- i) The Cabinet Member for Resources set out the background and context of the report.

He noted that the process of setting the annual budget was complex and lengthy. He referred to the recently held information sessions to which all Council members had been invited.

Regarding the Financial Strategy, and in accordance with best practice the Council had established its annual budget in the context of a medium term financial plan in order to ensure that the budget prepared the Council for the period to come rather than merely trying to balance issues one year at a time. He noted that the Council's aim was to plan ahead.

In relation to the situation for the next four years, planning should take place to find the financial deficit of over £32m by planning to increase Council Tax by an average of 3.5% a year which would produce nearly £8m on top of the £8.7m savings which had already been planned for. The aim would be to find the difference by establishing a further efficiency target of £6.4m and trying to divert demand for Council services by being proactive to avoid creating a demand for those services with a view to finding a further £5m. There was a likelihood that the remainder would have to be found from cuts, and unless the Council Tax was increased this year, cuts would be inevitable.

He drew attention to the Cabinet's recommendations that noted a 3.5% increase in the Council Tax for 2013/14, and requested that the Council adopted these recommendations.

- ii) Members were invited to make observations.
- a) A member noted that inflation was currently at approximately 2.5% and that overall living costs were increasing. He referred to a clause in the report that noted that some councils in Wales were increasing Council Tax by less than 3.5%, but that there had also been reference in the press to some councils proposing a far greater increase in Council Tax, and that this Council could take either option if it so wished. He drew attention to the fact that two nearby Councils set a higher tax than this Council, and that some other Councils froze the tax. The average increase throughout Wales was 2.5%. It was understood that the Council had sufficient reserves. He proposed an amendment, that the Council Tax should be frozen for 2013/14, and that the £1.77m of Council reserves should be used. This proposal was seconded.

In response, Dilwyn Williams, Corporate Director noted that unless the Council Tax was increased, it was inevitable that this would add to the total cuts that would have to be found as the balances could only be used for a limited period. The only other choice would be to increase the Council Tax even further after 2013/14, but the Council's ability to do this was limited. He noted that seven other Councils in Wales had a higher increase in tax and that the average was likely to be over 3%. Using reserves was not a method of avoiding cuts.

- b) A member expressed concern about the impact of the cuts, and was concerned that vulnerable people would suffer. He supported the 3.5% increase in the Council Tax.
- c) A number of members noted that the increase in Council Tax would have a definite impact on businesses in Gwynedd.
- ch) Another member noted his concern about the use of reserves to reduce the increase in tax, and the importance of safeguarding services.

- d) A member referred to people on low incomes and that the increase in tax would be certain to affect them.
- dd) A member noted that 7% of Gwynedd's residents received benefits.
- e) A member noted that 38% of households in Gwynedd suffered from fuel poverty. The Council had a duty to try to protect the residents of Gwynedd. He supported the suggestion to freeze the Council Tax for 2013/14.
- f) Another member proposed a further amendment to increase the Council Tax by 2.5% and this was seconded.
- (ff) A member was of the opinion that people should be given advice on how to apply for tax benefits, and that this information should be distributed to Gwynedd's residents.
- (g) In response to a question from a member regarding the number of Council staff who received a salary and benefits, Dilwyn Williams, Corporate Director, replied that he did not have the figures.
- ng) The Cabinet Member for Resources further clarified that 13% and not 7% of Gwynedd residents received full benefits, with 5% receiving partial benefits. He noted that the bedroom tax would affect 1,350 residents in Gwynedd. He acknowledged that the Council had a responsibility for Gwynedd's taxpayers.

In accordance with procedural rule 19(6), the following vote was recorded on the amendment, that the Council Tax should be frozen for 2013/14, and that the £1.77m of Council reserves should be used.

In favour: (23) Councillors Endaf Cooke, Anwen Davies, Eddie Dogan, Tom Ellis, Gweno Glyn, Simon Glyn, Alwyn Gruffydd, John B. Hughes, Louise Hughes, Jason Humphreys, Aeron Jones, Llywarch Bowen Jones, Sion W. Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, Christopher O'Neal, Nigel Pickavance, Peter Read, Elfed Williams, Gruffydd Williams, Owain Williams, R.J. Wright.

Against: (46) Councillors Stephen Churchman, Lesley Day, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Trevor Edwards, Alan Jones Evans, Aled Ll. Evans, Jean Forsyth, Gwen Griffith, Selwyn Griffiths, Sian Gwenllian, Annwen Hughes, Peredur Jenkins, Anne Ll. Jones, Brian Jones, Charles W. Jones, Dyfrig Jones, Elin Walker Jones, John W. Jones, Linda W. Jones, June Marshall, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Dewi Owen, Michael Sol Owen, W. Roy Owen, W. Tudor Owen, John P. Roberts, Liz Saville Roberts, W. Gareth Roberts, Mair Rowlands, Angela Russell, Mike Stevens, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Gethin G. Williams, Hefin Williams, John W. Williams, R.H. Wyn Williams, Mandy Williams-Davies.

Abstentions: (1) Councillor Eric M. Jones

Councillor Caerwyn Roberts was absent from the meeting when the vote was held.

The Chairman reported that the amendment had fallen.

In accordance with procedural rule 19(6), the following vote was recorded, that the Council Tax should be increased by 2.5% for 2013/14.

In favour: (25) Councillors Endaf Cooke, Anwen Davies, Lesley Day, Tom Ellis, Gweno Glyn, Simon Glyn, Alwyn Gruffydd, John B. Hughes, Louise Hughes, Jason Humphreys, Aeron Jones, Eric M. Jones, Llywarch Bowen Jones, Sion W. Jones, Beth Lawton, Dilwyn Lloyd, Christopher O'Neal, Nigel Pickavance, Peter Read, Angela Russell, Eirwyn Williams, Elfed Williams, Gruffydd Williams, Owain Williams, R.J. Wright.

Against: (45) Councillors Stephen Churchman, Eddie Dogan, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Trevor Edwards, Alan Jones Evans, Aled Ll. Evans, Jean Forsyth, Gwen Griffith, Selwyn Griffiths, Sian Gwenllian, Annwen Hughes, Peredur Jenkins, Anne Ll. Jones, Brian Jones, Charles W. Jones, Dyfrig Jones, Elin Walker Jones, John W. Jones, Linda W. Jones, Eryl Jones-Williams, June Marshall, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Dewi Owen, Michael Sol Owen, W. Roy Owen, W. Tudor Owen, John P. Roberts, Liz Saville Roberts, W. Gareth Roberts, Mair Rowlands, Mike Stevens, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Gethin G. Williams, Hefin Williams, John W. Williams, R.H. Wyn Williams, Mandy Williams-Davies

Councillor Caerwyn Roberts was absent from the meeting when the vote was held.

The Chairman reported that the amendment had fallen.

In accordance with procedural rule 19(6), the following vote was recorded on the original motion, that the Council Tax should be increased by 3.5% for 2013/14.

In favour: (43) Councillors Stephen Churchman, Eddie Dogan, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Trevor Edwards, Alan Jones Evans, Aled Ll. Evans, Jean Forsyth, Gwen Griffith, Selwyn Griffiths, Sian Gwenllian, Annwen Hughes, Peredur Jenkins, Anne Ll. Jones, Charles W. Jones, Dyfrig Jones, Elin Walker Jones, John W. Jones, Linda W. Jones, June Marshall, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Dewi Owen, Michael Sol Owen, W. Roy Owen, W. Tudor Owen, John P. Roberts, Liz Saville Roberts, W. Gareth Roberts, Mair Rowlands, Mike Stevens, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Gethin G. Williams, Hefin Williams, John W. Williams, R.H. Wyn Williams, Mandy Williams-Davies.

Against: (24) Councillors Endaf Cooke, Tom Ellis, Gweno Glyn, Simon Glyn, Alwyn Gruffydd, John B. Hughes, Louise Hughes, Jason Humphreys, Aeron

Jones, Eric M. Jones, Llywarch Bowen Jones, Sion W. Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, Christopher O'Neal, Nigel Pickavance, Peter Read, Angela Russell, Eirwyn Williams, Elfed Williams, Gruffydd Williams, Owain Williams, R.J. Wright

Abstentions: (1) Councillor Lesley Day

Councillors Anwen Davies, Brian Jones and Caerwyn Roberts were absent from the meeting when the vote was held.

The Chairman reported that the motion had been approved.

RESOLVED

1 a) To adopt a revenue budget of £233.913m in 2013/14 to be distributed amongst the services as noted in Appendix 1 of the Cabinet's report which will also mean depending upon savings of £1.921m in 2013/14.

b) That this amount should be financed through the £181.633m grant we will be receiving from the Welsh Government and £52.28m from Council Tax which would entail a Council Tax increase of 3.5%.

c) As part of that budget, that the permanent bids noted in the report attached at Appendix 5 of the Cabinet report should also be approved.

ch) That one-off bids should also be approved from the £394,250 noted in appendix 5 to be financed from the £268,050 performance improvement grant money which is retained each year for one-off issues adding a further £126,200 from the Council Tax resource set aside for 2015/16.

d) In relation to the situation for the next 4 years, that we should plan to find the projected financial deficit of over £32m for the next four years by planning to increase Council Tax by an average of 3.5% a year which would produce nearly £8m on top of the £8.7m savings for which we have already been planning.

dd) That we should then aim to find the residue by establishing a further efficiency target of £6.4m and trying to manage demand for Council services by being proactive to avoid creating a demand for those services with a view to finding a further £5m. Any residual sum would then have to be found from cuts.

e) To approve a capital programme of £20.839m for 2013/14; £15.748m for 2014/15 and £20.346m for 2015/16 on the schemes noted in Appendix 3 (which also include the capital bids highlighted in Appendix 5).

f) To agree to delete the savings "Support for Members" scheme (£54,000) from the savings programme in accordance with the Democratic Services Committee's recommendation.

2) That it be noted that at its meeting on 20 November 2012, the Council's Cabinet calculated the following amounts for 2013/2014 in accordance with the regulations made under Section 33 (5) of the Local Government Finance Act 1992 ("The Act"):-

(a) 48,888.55 being the amount calculated in accordance with the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995 as amended, as its Council Tax base for the year.

(b) Part of the Council's Area - Community

Aberdaron	520.26	Llanegryn	146.57
Aberdyfi	927.98	Llanelltyd	280.16
Abergwyngregyn	113.35	Llanengan	1,922.98
Abermaw	1,088.97	Llanfair	306.87
Arthog	606.52	Llanfihangel y Pennant	204.16
Bala	728.82	Llanfrothen	206.51
Bangor	3,521.77	Llangelynnin	391.95
Beddgelert	306.40	Llangywair	127.96
Bethesda	1,605.41	Llanllechid	323.58
Betws Garmon	129.98	Llanllyfni	1,334.78
Bontnewydd	423.69	Llannor	882.59
Botwnnog	421.62	Llanrug	1,077.73
Brithdir a Llanfachreth	388.54	Llanuwchllyn	306.38
Bryncrug	325.48	Llanwnda	746.28
Buan	224.49	Llanycil	180.39
Caernarfon	3,384.74	Llanystumdwy	839.03
Clynnog Fawr	425.88	Maentwrog	270.74
Corris	287.07	Mawddwy	323.00
Criccieth	901.66	Nefyn	1,358.67
Dolbenmaen	590.57	Pennal	208.55
Dolgellau	1,169.05	Penrhyndeudraeth	736.45
Dyffryn Ardudwy	778.29	Pentir	950.10
Ffestiniog	1,644.51	Pistyll	233.83
Harlech	725.46	Porthmadog	1,931.75
Llanaelhaearn	418.54	Pwllheli	1,643.91
Llanbedr	310.12	Talsarnau	297.94
Llanbedrog	677.40	Trawsfynydd	491.21
Llanberis	739.78	Tudweiliog	439.67
Llanddeiniolen	1,754.33	Tywyn	1,512.45
Llandderfel	480.97	Waunfawr	559.56
Llandwrog	967.43	Y Felinheli	1,026.63
Llandygai	955.64	Y Ganllwyd	81.45

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

3) That the following amounts be now calculated by the Council for the year 2013/2014 in accordance with Sections 32 to 36 of the Act.

(a) **£352,081,970** Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2)(a) to (e) of the Act.

- (b) £116,098,340** **Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3)(a) to (c) of the Act.**
- (c) £235,983,630** **Being the amount by which the aggregate at 3 (a) above aggregate of 3 (b), calculated by the Council in accordance with Section 32 (4) of Section 32 (4) of the Act, as its budget requirement for the year.**
- (ch) £182,197,410** **Being the aggregate of the amounts which the Council estimates as being payable during the year into its fund in respect of the total National Non-Domestic Rate and Revenue Support Grant, plus the grant for the Council Tax Reduction Scheme less the estimated cost to the Council from non domestic rate relief granted.**
- (d) £1,100.18** **Being the amount at 3 (c) above less the amount at 3 ch) above, all divided by the amount set out in 2(a) above, and calculated by the Council, in accordance with Section 33 (1) of the Act, namely the basic amount of its Council Tax for the year.**
- (dd) £1,506,910** **Being the aggregate amount of all special items referred to in Section 34 (1) of the Act.**
- (e) £1,069.36** **Being the amount at 3 (d) above less the result given by dividing the amount in 3 (dd) above with the amount in 2 (a) above, and calculated by the Council in accordance with Section 34 (2) as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.**

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

	£		£
Aberdaron	1,081.85	Llanegryn	1,096.65
Aberdyfi	1,093.89	Llanelltyd	1,090.78
Abergwyngregyn	1,082.59	Llanengan	1,090.00
Abermaw	1,094.15	Llanfair	1,088.10
Arthog	1,085.02	Llanfihangel y Pennant	1,089.93
Bala	1,092.00	Llanfrothen	1,089.70
Bangor	1,147.91	Llangelynnin	1,084.67
Beddgelert	1,090.90	Llangywair	1,085.30
Bethesda	1,101.28	Llanllechid	1,083.27
Betws Garmon	1,077.05	Llanllyfni	1,094.79
Bontnewydd	1,095.32	Llannor	1,083.70
Botwnnog	1,078.85	Llanrug	1,088.38
Brithdir a Llanfachreth	1,084.80	Llanuwchllyn	1,098.08
Bryncrug	1,089.27	Llanwnda	1,091.74
Buan	1,086.06	Llanycil	1,087.65
Caernarfon	1,124.65	Llanystumdwy	1,084.26
Clynnog Fawr	1,083.92	Maentwrog	1,089.67
Corris	1,089.47	Mawddwy	1,084.07
Criccieth	1,107.07	Nefyn	1,100.77
Dolbenmaen	1,086.29	Pennal	1,093.34
Dolgellau	1,111.27	Penrhyndeudraeth	1,115.53
Dyffryn Ardudwy	1,093.77	Pentir	1,096.60
Ffestiniog	1,112.84	Pistyll	1,088.60
Harlech	1,090.04	Porthmadog	1,096.02
Llanaelhaearn	1,098.03	Pwllheli	1,111.03
Llanbedr	1,095.16	Talsarnau	1,102.92
Llanbedrog	1,088.92	Trawsfynydd	1,092.77
Llanberis	1,095.04	Tudweiliog	1,081.64
Llanddeiniolen	1,075.06	Tywyn	1,099.77
Llandderfel	1,083.08	Waunfawr	1,090.81
Llandwrog	1,101.40	Y Felinheli	1,095.66
Llandygai	1,087.11	Y Ganllwyd	1,106.19

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

ff) In respect of part of the Council's area, the figures noted in Appendix 1, being the amounts given by multiplying the sums specified in 3(f) above by the number which, in the proportion set out in Section 5 (1) of the Act, is

applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. That it be noted that for the year 2013/2014 the North Wales Police Authority has stated the following amounts in a precept issued to the Council, in accordance with Section 40 of the Local Government Finance Act, 1992, for each of the categories of dwellings shown below:

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
148.74	173.53	198.32	223.11	272.69	322.27	371.85	446.22	520.59

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

Audit Committee – 14 February 2013

b) Treasury Management Strategy Statement, Minimum Revenue Provision Strategy and Annual Investment Strategy for 2013/14

- i) Submitted - the report of the Head of Finance Department.
- ii) The background and context of the report was set out by the Cabinet Member for Resources, and he noted that members of the Audit Committee had received training on the Treasury Management Strategy Statement provided by Arlingclose Company on 29 January 2013. He noted that the Treasury Management report had been scrutinised by the Audit Committee on 14 February 2013, and that the proposals had received overall support from questions from members.

RESOLVED to adopt the Treasury Management Strategy Statement, the Minimum Revenue Provision Strategy and the Annual Investment Strategy for 2013/14 (Appendix A), the Prudential Indicators (Appendix B) and the Treasury Management Schedules (Appendix C).

7. AREA COMMITTEES

- a) The Cabinet Member for Customer Care set out the background and context of the report.

He noted that the Council, at its meeting on 21 June 2012, had resolved to establish a cross-party working group with a view to consider the strengths and weaknesses of the area committees bearing in mind the new governance arrangements to be adhered to. It had been evident that a number of members felt strongly that the Area identity should be retained,

along with the right to discuss matters from this perspective. He provided details of the strengths of area committees identified by the working group. He also noted the frustrations regarding the area committees.

The working group had considered the following options -

Option 1 – to abolish the area committees with nothing to replace them.

Option 2 – to abolish the Area Committees and replace them with Area Forums.

Option 3 – to continue with the Area Committees in their current form.

Option 4 – to continue with the Area Committees in modified form.

There had been unanimous support for Option 4, and the following changes to the existing Committees had been agreed in order to add value:

- More informal sessions should be held within areas (without the usual committee shackles) in order to hold a “real” dialogue and a discussion on an area level.
- In order to reinforce this, they should be renamed “Area Assembly” in order to recognise the difference between them and the Council’s formal committees that could make decisions on issues within their remits.
- In light of the fact that the Arfon Forum was too large to hold a meaningful dialogue, changing to four areas (two in Arfon) should be considered, so that the two “Assemblies” in the Arfon area became similar to Dwyfor and Meirionnydd in terms of size.
- They should act on the basis that a Cabinet Member submits an annual report on what was taking place within his/her service with respect to the specific area (unless this was going to happen in the Council) with any action points addressed by the Cabinet Member or referred to a Scrutiny Committee.
- These arrangements should be utilised for training purposes.
- They should be used to consult with members where there was a need to give all members of a specific area an opportunity to provide input to the development of a policy or procedure.
- They should hold annual meetings with community councils/local businesses to act as a bridge between these bodies and the Council.

He noted that the practical arrangements for calling and managing the Area Assembly would be a matter for the individual area assembly itself to manage in accordance with general law. It would be a matter for the Area Assembly to decide on the frequency of its meetings and the matters to be discussed. Practically, should a Cabinet Member intend to develop a plan that was relevant to a specific area, he or she could use the Area Assembly to work through the aspirations and wishes of the area in developing proposals. Additionally, should a member consider there to be a service issue relating specifically to that area, it would be possible to invite the relevant Cabinet Member to attend the Assembly Meeting to discuss it.

The report had been discussed by the Business Group on 18 February 2013 and they had approved the recommendation, and for the arrangement to come into force following the Annual Council Meeting on 2 May 2013. They had also approved that the matter needed to be reviewed again within a year.

- b) Members were invited to submit observations.
- i) The majority of members welcomed the recommendation as it was a clear way forward and something that could be built upon.
- ii) Some members noted that they were not happy for them to be renamed "Area Assemblies" and that their name should remain as "Area Committees".
- iii) A member asked how it was intended to divide the Arfon area in two. In response, the Cabinet Member for Customer Care notified the Council that further discussion was required on this matter.
- iv) A member noted that the Meirionnydd Area Committee usually convened six times a year, however, the intention from now on would be for it to meet four times a year, and he was not happy with this. In response, the Chairman of the Council noted that it was a matter for the "Area Assembly" to decide on the frequency of meetings.
- v) A member referred to the possibility of establishing cross-boundary sub-committees. In response, the Chairman of the Council noted that it was again a matter for the "Area Assembly" to decide.
- vi) Another member noted that discussing local matters was of great importance.

RESOLVED to approve the Cross-party Working Group's unanimous proposal to continue with the area committees, but to amend their existing form in accordance with the working group's recommendation – to be implemented following the Annual Council meeting held on 2 May 2013.

8. MEMBER SALARIES

- a) The background and context of the report was set out by Councillor Stephen Churchman, the Chairman of the Members' Senior Salaries Committee.

He noted that the Council had resolved on 17 May 2012 to allocate 16 of the 18 senior salaries available to members to the Council Leader and up to nine Cabinet Members (including any Deputy Leader); the Chairs of the three Scrutiny Committees and the Audit, Planning and Licensing Committees. At the Council's meeting on 6 December, 2012 it had been resolved to allocate one of the two remaining senior salaries to the Leader

of the largest opposition group for the remainder of the current Council year. This meant that there was one senior salary that remained unallocated. At the same meeting, it had been resolved to establish a special committee with membership from the backbench, not including committee Chairs, on the basis of political balance to consider the work levels of the Chairs of other committees and to submit a recommendation to this meeting of the Council.

The special meeting had been held on 22 January 2013 to consider information submitted for the other committees, namely, Democratic Services, Language, Employment Appeals, Pensions and the Area Committees. In order to reach a decision, the committee had considered the following matters:

- i) Workload
- ii) The importance of the role to fellow members
- iii) The leadership and developmental role of the committee

The committee had received information on the number of meetings, requirements from officers outside the Committee meetings, the Chair's role and further requirements outside the committee meetings. Committee members had noted that it was very difficult to correctly assess things at the moment as some committees were continuing to develop and the requirements were changing / new. It was also noted that the task had been difficult in comparing the functions of the chairs of the different committees. Nevertheless, they had reached the following conclusions -

- It would not be appropriate to allocate a senior salary to a Chair of an Area Committee as there were three Area Committees and only one senior salary remaining. Additionally, the Council would not decide on the future of the area committees until today's meeting.
- It would not be appropriate to consider allocating the remaining senior salary to the Pensions Committee as the provisions of this committee were different to other committees. In addition, further work was required to see whether it would be possible to recognise this role outside the senior salary arrangements of the Council.
- The remainder of the committees that could be measured against the factors to be noted and analysed against these factors.

He noted that the Committee had concluded that the Chair of the Employment Appeals Committee be awarded the remaining senior salary.

- b) Members were invited to make observations.
 - i) In relation to the decision that had already been made to allocate a senior salary to the Leader of the Largest Opposition Group for the remainder of the current Council year, a member noted that there were five cohorts and only four political groups on the Council and he asked for an explanation for this.

In response, the Monitoring Officer notified the Council that the annual report of the Remuneration Panel for Wales on Financial Recognition

noted that a Council had to make a Senior Salary available to the Leader of the Largest Opposition Group, provided the Group met the Panel's requirement of no less than ten per cent of all Council members.

RESOLVED to allocate the remaining senior salary to the Chair of the Employment Appeals Committee, and that it should be reviewed in a year's time when the workload of the various committees is more stable.

9. CHAIR OF THE DEMOCRATIC SERVICES COMMITTEE

It was reported that Councillor Dewi Owen had resigned as Chairman of the Committee and there was a need to elect his successor.

RESOLVED to elect Councillor Lesley Day as Chair of the Democratic Services Committee.

10. ANNUAL REPORT OF THE CABINET MEMBER FOR CARE

- a) Submitted – the annual report of the Cabinet Member for Care which provided an update for the Council on the developments in the field of social work and care in Gwynedd over the past year, giving particular attention to what was in the pipeline over the next year in the wake of national, regional and local developments.

He drew attention to the following matters -

- Leadership
- Safeguarding and Protection
- Inspections
- The Service's Performance
- Resources
- Appointment of Champions
- Sustainable Social Services
- Sustainable Communities and Preventative Work

- b) Questions were raised by the members in relation to the annual report and the Cabinet Member responded to them accordingly.

The Cabinet Member was thanked for the report.

11. THE GWYNEDD WAY

The Council Leader set out the background and context of the report and he drew members' attention to the Chief Executive's presentation to the Council on 6 December 2012 which had -

- a) Highlighted the prospect that the financial challenge facing the Council would both intensify and last far longer than initially expected.
- b) Demonstrated that concentrating solely on efficiency measures would be insufficient to meet the financial deficit and entail making substantial service cuts.

- c) Suggested an additional approach to reduce and delay the implementation of service cuts, namely demand management.
- ch) Evidenced, at a high level, that this could be a viable option for the future.
- d) Listed some of the things that would have to change to increase the chances of the strategy being successful.

In the ensuing discussion, it had become evident that, although some members had reservations, over 80% had agreed or strongly agreed (as part of an informal vote) that the Council should adopt this strategic approach.

He referred to an initial strategy document that had been prepared which was a high level strategy and which encapsulated the concept and principles of demand management and highlighted areas which needed further, more detailed work. He asked the Council to approve the document as a basis for -

- Formal engagement with local, regional and national partners.
- Mobilising financial resources both internally and externally to support the planning and implementation stage of the strategy.
- Acquiring the necessary skills and capacity to be successful.
- Evaluating what worked well at present and identifying gaps in provision.
- Engaging with the public in order to establish a better understanding of how citizens and public services could work better together to cope with the financial challenge.
- Establishing appropriate governance arrangements, which built upon existing structures (where possible) in order to ensure successful progress.

It was intended to report back periodically on the development and progress of the strategy and to recommend any changes to the overall strategic direction.

The Chief Executive noted that the savings achieved by the Council during recent years had affected jobs. He noted that the financial problems were likely to deteriorate over the next seven or eight years and therefore it was possible for the Council to change direction somewhat. In addition to the efficiency strategy, efforts were being made to manage the demand for services which contributed to the financial deficit. He could not guarantee that adopting this strategy would be a success, however, the risk of doing nothing was worse than the risk of failing with this type of strategy.

RESOLVED to adopt the initial strategy as a basis for the purpose mentioned above.

12. DATES OF THE COUNCIL'S MEETINGS FOR 2013/12

Submitted for approval – the dates of Council meetings for 2013/14.

The Council Leader drew attention to the fact that two dates noted for Member Training, namely 22 May and 18 September clashed with the Snowdonia National Park Authority committees, and in light of this, he suggested that they should be amended to 24 May and 2 October.

He also noted that the Services Scrutiny Committee were eager to consider the frequency of their meetings. Another member noted that this committee had already met six times this year due to the demands of its broad remit.

In response, the Monitoring Officer notified the Council that it was intended to submit a report on the matter to the Annual Council meeting on 2 May 2013.

RESOLVED to adopt the dates of Council meetings for 2013/14 with the abovementioned changes.

13. PAY POLICY STATEMENT FOR 2013/14

- a) The Council Leader set out the background and context of the report.

He noted that last year, for the first time, all Councils had been legally obliged to adopt a pay policy statement on an annual basis. In accordance with the requirements of the statutory provision, this should be a function of the full Council. When the full Council adopted a pay policy statement for this year in June 2012, it had been resolved to ask the Chief Officer Appointment Committee to review the sustainability of the pay policy and to report back to the full Council. The Chief Officer Appointment Committee had met on 13 February 2013 and had considered a report by the Chief Executive. Prior to reviewing the pay policy statement for next year, the Committee had first considered the main structural changes that had occurred during the year and assessed the implications of these changes on its pay policy. The changes related to -

- i) The deletion of two heads of service posts, namely, the Head of Social Services and Housing Department and the Head of Provider Services and the creation of a new head of service post, namely, the Head of Social Services, Housing and Leisure Department. This change had resulted in some of the former responsibilities of the Head of Provider Services being transferred to three heads of service, namely those of the Customer Care, Education and Highways and Municipal Departments.
- ii) The consequences of the statutory requirement to create a separate Head of Democratic Services function which the Council had added to the responsibilities of the Head of Strategic and Improvement Department.

As with other posts within the Council, when there was a change in responsibilities, the implications of these changes on pay levels were evaluated. They were evaluated independently using the methodology for job evaluation for chief officers adopted by the Council in 2009.

The Committee had accepted the recommendations of the Chief Executive, based on the evaluation, that none of the existing posts should receive extra remuneration for the new responsibilities. The Committee had also accepted that the salary of the new post of Head of Social Services, Housing and Leisure Department should be set using the same policy (lower quartile) as the directors' posts and the Head of Education post. When this policy was applied to the evaluated size of the post, it equated to a salary grade with a maximum salary of £80,972. The overall saving to the Council of this restructuring should the salary grade be adopted was over £110,000 a year.

He noted that the committee had accepted the recommendations of the Chief Executive that the existing benchmarks should apply to Chief Officers' pay for 2013/14 (i.e. the lower quartile and median for the same level of posts) and also that the rerating of actual pay to benchmark levels should next occur in 2015/16.

The Chief Officer Appointment Committee had recommended as follows

-

- *„That the pay of the new post of Head of Social Services, Housing and Leisure Department be set at £80,972 from 1 September 2012 and to review the situation in six months' time.*
- *That there is no change to the pay bands of the other Heads of Service affected by the restructuring last year.*
- *That there is no change to the overall pay policy for next year in terms of the benchmark levels i.e. median and lower quartile for the same posts.*
- *That the rerating of actual pay to benchmark levels next occurs in 2015/16.*
- *That the Chief Officer Appointment Committee be authorised to keep the pay policy under review and to make recommendations to the Council as appropriate.”*

b) Members were invited to make observations.

i) A member asked about the cost of engaging consultants to evaluate the roles of some of the head of service posts.

In response, the Chief Executive noted that he did not have the details to hand but that he would convey the information to the member.

ii) A member drew attention to the fact that some officers retired from the Council's service and were then re-employed. He referred to a clause in the pay policy statement, *“The Council does not have a policy which excludes former officers, who were in receipt of severance, redundancy or pension payments, from being re-employed.”*

In response, the Chief Executive notified the Council that it would be possible to revise the wording of this clause for the following year.

- iii) A member noted that he objected to the new Head of Social Services, Housing and Leisure Department receiving the pay rise as the salaries of other officers had been frozen since 2009. He was of the opinion that setting the salary of this post should be postponed until a settlement was reached on the salaries of the remainder of the Council staff.

In response, the Chief Executive stated that as this was a newly created post, no salary had been set for it as it had not been evaluated. A temporary salary had been given to the post until the evaluation had been conducted, in accordance with the procedure undertaken for all other officers. At the time, the post had to be filled urgently, and there had been no time to conduct the evaluation. He referred to the posts of other heads of service that had been assessed after receiving additional responsibilities, however the magnitude of their responsibilities had not been sufficient to cross the thresholds or to justify a higher salary band.

- iv) A member referred to the fact that the post had been substantially expanded and there were additional responsibilities.
- v) A member noted that the Council would gain savings of £110,000 a year as a consequence of this restructuring.

RESOLVED to accept the abovementioned recommendations of the Chief Officer Appointment Committee and to adopt the pay policy statement included in Appendix 1 of the report for 2013/14.

14. NOTICE OF MOTION

- a) Submitted – the report of Councillor R.H. Wyn Williams, Cabinet Member for Care, in response to a notice of motion relating to health care in north Wales.
- b) The members submitted the following observations-
- That the staff at Ysbyty Coffa Blaenau Ffestiniog were very concerned about the future of their jobs in light of the decision to close the hospital in May 2013.
 - That Ysbyty Alltwen was full and there was mention of adding six more beds there.
 - Concern regarding moving people from their own areas.
 - Concern that social services would have to face the cost of these changes due to greater demand.
 - Concern regarding the future of the x-ray service at Ysbyty Dolgellau.
 - That the Council should plead with the Community Health Council to ask the Health Board not to implement these plans until it was able to respond to the concerns.
 - That the x-ray equipment at Ysbyty Coffa Blaenau Ffestiniog was relatively new and that it would be a waste of money to terminate the service there.
 - That the Health Board was awaiting a decision from the Welsh Government regarding the business case that had been submitted in

relation to developing Ysbyty Tywyn and they should press for a commencement date for the work.

- That the Health Board should be encouraged to revise its plans in order to retain the services in the areas.
- The Councillors Linda W. Jones and Peter Read should be included in any delegation to meet the Health Board representatives.
- That the nursing staff at Ysbyty Tywyn were concerned about the future of their jobs.
- That they objected to the intention to close the x-ray unit at Ysbyty Tywyn.
- That a capital programme of £4m was welcomed for developing the Ysbyty Coffa Blaenau Ffestiniog site, however, it had been given to understand that no more patients would be admitted to the hospital from today onwards. Information from the Health Board was needed on the timetable for implementing the £4m.
- Information was required beforehand as to where it was intended to move the 11 patients from Ysbyty Coffa Blaenau Ffestiniog.

RESOLVED that the Cabinet Member for Care shall convey the abovementioned observations to the Betsi Cadwaladr University Health Board.

The meeting commenced at 1.30pm and concluded at 5.45p.m.

CHAIRMAN

MEETING	THE FULL COUNCIL
DATE	2ND MAY, 2013
TITLE/SUBJECT	THE COUNCIL'S DRAFT STRATEGIC PLAN FOR 2013/17
RECOMMENDATION	To approve the draft plan
AUTHOR	Councillor Dyfed Edwards and the Head of Strategic and Improvement, Geraint George

Introduction

1. When adopting its Strategic Plan for the year for 2012/13, it was agreed that the Council would adopt a Strategic Plan for the remainder of the Council term, from 2013 to 2017.
2. The draft plan, that is a product of analysis, discussion and consultation work, is presented to the Cabinet and Part 3 of the plan itself expands upon the process of its preparation.

Reasons for the recommendation

3. Each Council must prepare an annual Improvement Plan outlining its “improvement objectives” for the year. The Strategic Plan does that and members will see that, in addition to noting the longer term results the Council is seeking to deliver, the plan therefore notes specifically what the Council plans to deliver in 2013/14.
4. The annual review of the plan seeks to ensure that in the context of those longer term results the Council is working towards in each thematic area.
5. It is important to note, as the Leader and Chief Executive state in the introduction to the plan that it is a living document, the clear emphasis in its development is that we must be alive to new opportunities and risks that can arise and also verify whether what we have committed to is making the difference intended. If that is not happening, we must be ready to stop an activity in order to redirect work and resources. Specifically, we will be looking for early opportunities to be clearer about some of the proposals that are developmental at the moment. The aim here is to be clearer as soon as possible about what we want to realise in the different fields and to move on to deliver clear and appropriate results for residents.

Relevant considerations

6. A clear consideration in adopting such a plan is the resources linked to its implementation. Appendix 2 to the plan summarises the Financial Strategy for the period of the plan and that appendix notes that provision has been made in that strategy to meet the resource requirements of the plan.
7. The Corporate Management Team has considered the resource implications linked to the commitments in the plan and can offer the assurance that there is sufficient provision in that strategy. Subject to the Council's approval of the plan, over the next few weeks, there will be rigorous challenging to verify the sums requested for individual schemes before releasing money for their implementation but this will not be an obstacle to the realisation of the commitments made in the plan.
8. In preparing the plan, considerable engagement and consultation work took place regarding the plan. As Part 3 of the plan reports, the initial engagement with residents about what should be addressed in the plan was quite a success. However, the consultation on the proposals was disappointing in terms of the numbers who took part and there are lessons here that the Council needs to consider as it develops its priority of improving the Council's engagement arrangements.
9. Early in the development of the priorities, consideration was given to equality and sustainability issues and that work will have been completed to be able to assure the Council on any matters it should be aware of in considering the adoption of the plan.
10. The Cabinet will have considered the draft plan at its meeting on 30th April and the recommendations of the Cabinet will be reported to the Council at the meeting

Next steps and timetable

11. The Council is invited to consider the draft plan before it with a view to its approval.

GWYNEDD COUNCIL STRATEGIC PLAN 2013 - 2017

Supporting the people of Gwynedd to thrive in difficult times



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1. INTRODUCTION BY THE COUNCIL LEADER AND CHIEF EXECUTIVE

The purpose of this plan is to set out the Council's priorities for the period 2013 - 17 and to describe what the Council will do to achieve them.

The Council's aim is to ensure the ***Best for the People of Gwynedd Today and Tomorrow***. This is the continuous aim that informs the work of the Council at all levels and we will continue to measure the extent to which we achieve this on a daily basis. This plan seeks to do this, but also recognises the special circumstances of the period in question.

For the period 2013 to 2017, the biggest threat to the sustainability and improvement of services is the combination of ever increasing demand for services and a substantial reduction in Council resources. This plan seeks to address this challenge by fundamentally changing the business model of the Council. A key feature, throughout the plan, is to work more effectively with partners, individuals and communities to prevent and reduce demand for services by helping earlier, as problem arise, and helping more people to help themselves. We also recognize that as a Council we need to change the way we engage with service users and communities and become more citizen centric. In addition, we will need to become more innovative in the way we provide services in order to contribute to more substantial efficiency savings and minimise service cuts. We are confident that, in Gwynedd, we can build on the virtues of our citizens, communities and workforce in order to overcome these challenges and exploit the right opportunities. Hence, the overall vision for the period is:

Supporting the people of Gwynedd to thrive in difficult times

This plan also identifies a series of visions that contribute to the main vision. The visions describe the Council's ambition for all thematic areas over the next four years, as follows:

Thematic Area	Vision
Children and Young People	<ul style="list-style-type: none"> • Supporting all children and young people to live fulfilled lives
Care, Health and Well-being	<ul style="list-style-type: none"> • Inspiring the people of Gwynedd to live healthy lives • Supporting vulnerable children and people to live fulfilled lives
The Economy	<ul style="list-style-type: none"> • Improving opportunities for the people of Gwynedd to live, work and succeed locally
The Environment	<ul style="list-style-type: none"> • Promoting a suitable supply of homes for people in Gwynedd • Promoting a safe and sustainable environment, with convenient connections
Strong Communities	<ul style="list-style-type: none"> • Working together to create a confident and Welsh future • Reducing the impact of deprivation on the people of Gwynedd
Culture and Business Arrangements of the Council	<ul style="list-style-type: none"> • The people of Gwynedd central to everything we do

In order to fulfil these visions, the Council has adopted 24 priorities that summarise the Council's views on the issues that should be addressed over the next four years. These priorities will be Council's improvement objectives. The plan also reports on the results the Council seeks to achieve under each priority over the life of the plan, and offers more specific details on what we aim to achieve during 2013 / 14.

The thematic areas of this plan are based on the Gwynedd Community Strategy. The Community Strategy sets the important multi-agency direction which determines the high level results for Gwynedd, as follows:

- An area where the economy is thriving
- An area with a sustainable environment
- An area where children and young people succeed
- An exciting area to live in with vibrant communities
- An area with good health and the best care in the community

The Council's Strategic Plan, therefore, describes our contribution to achieving these high level results, as well as describing what the Council will do in addition to achieve its vision for the period.

Although the Strategic Plan sets the strategic direction for the Council for four years, we are well aware that the world around us is constantly changing. As a result, this plan will be a 'living' document and we will manage the work very carefully in order to respond to any further changes we encounter, and also to try to adapt, improve and be more definite on the results we want to achieve for the residents of Gwynedd.



Dyfed Edwards

**Dyfed Edwards
Council Leader**



Harry Thomas

**Harry Thomas
Chief Executive**

2. PROFILE OF GWYNEDD AND THE COUNCIL



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

- Gwynedd Council is responsible for providing a wide range of public services for 121,900 residents.
- Since 2001, Gwynedd's population has increased from 4.3% (5,031 people). This compares with an increase of 5.5% in Wales.
- Gwynedd is a large rural area that is 2,535 square kilometres in size in geographical terms. Gwynedd is the second largest County in Wales and represents 12% of the total area of the country.
- 65% of Gwynedd's residents speak Welsh and it is also the Council's internal administrative language.
- In 2012 / 13, the Gross Revenue Expenditure of the Council was £361.5 million. Among a wide range of other services, this money was used to educate nearly 16,000 residents, maintain 2,882 kilometres of highways and 301 kilometres of coastline.
- There are 102 Primary Schools, 14 Secondary Schools and 3 Special Schools in Gwynedd.
- The Council is responsible for running 14 Leisure Centres and 17 Libraries within the County.

- Gwynedd's natural environment is a valuable attraction to tourists. In 2011, approximately 7.2 million visitors came to Gwynedd, creating £916 million in revenue.
- 67.5% of the land within Gwynedd is located in the Snowdonia National Park, the largest national park in Wales.
- A large part of the Llŷn Peninsula was designated as an Area of Outstanding Natural Beauty in 1956, one of five in Wales.
- In 2012, the average household income in Gwynedd (£22,369) was 10% below the figure for Wales (£24,848) and 21% lower than the figure for Britain (£28,413).
- In 2011, the median price for a house sold in Gwynedd was £132,000 which is a decrease of 2.9% compared with 2010.
- It is estimated that the number of households in Gwynedd will increase by 16.2% by 2033. This is less than the estimated increase for all of Wales, which is 25.0%.
- According Gwynedd Residents Panel Survey (2012):
 - 92.7% of people were satisfied or very satisfied with Gwynedd as a place to live.
 - 56.7% were satisfied or very satisfied with the way the Council runs things.
 - 48.9% agreed or strongly agreed that Gwynedd Council provides value for money. 21.4% disagreed or strongly disagreed that Gwynedd Council provides value for money.
 - 39.0% disagreed that they can influence decisions in their local area, but 31.1% agreed that they could influence the services they use.

3. PREPARING THE PLAN

The plan was prepared in several stages, as follows:

- Stage One - Needs Assessment and Horizon Scanning:

The process of preparing the plan began with the identification of the main social, economic, environmental and policy drivers that currently influence the Council and the County, and which are likely to do so in the coming years. This involved collecting and analysing data and key information in order to build up a statistical picture of the opportunities and challenges facing the Council and the County.

In addition, surveys were conducted with residents of the County as well as staff and Elected Members of the Council in November 2012 to gather information about their experiences of living and working in Gwynedd, and to give them an opportunity to voice their opinions on the issues that should be prioritised in the Strategic Plan. There was a very good response to the survey - with 692 members of the Gwynedd Residents Panel, 495 staff and 44 Elected Members taking part.

This led to a collection of data and key information that provided a sound evidence base for the plan.

- Stage Two - Identifying the Draft Priorities:

The second stage in the process was to use the data and key information as a basis for identifying priorities for the draft plan. As part of this, consideration was given to the key opportunities and challenges facing the County across several areas, their potential impact on the residents of Gwynedd, and the Council's ability to make a significant difference in those areas.

The draft priorities were published in March 2013. Subsequently, the Council consulted with the public and with its partners on the draft priorities. A series of events were held across the County and use was made of social media, such as Twitter and Facebook, to give people an opportunity to voice their opinions. Unfortunately, the Council's efforts were not successful this time and the number of responses to this element of the consultation was disappointing. Nevertheless, the comments received were appreciated and important lessons were learnt with regards to improving future engagement arrangements.

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

The next stage was to confirm the priorities for the plan and to develop a series of proposals to achieve them. As part of this work, evidence was gathered about what works in order to ensure that the Council's proposals would lead to significant changes. Proposals for specific areas were developed and the need to complete further work during 2013 / 14 in order to develop concrete proposals for other areas was identified. It is clearly stated in the plan which proposals will be implemented during 2013 / 14 and which will be developed during the year. This is further indication that this plan is a 'living' document.

Careful consideration was given to equality, language and sustainability issues throughout the preparation of the Strategic Plan in order to ensure that this plan will have a positive impact on specific groups within the population, the environment, and the Welsh language.

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4. NATURE OF THE PLAN

The aim of the Council is to ensure *Best for the People of Gwynedd Today and Tomorrow* and it does this primarily through its normal business, that is, the services that are provided on a daily basis, and the Council has key measures to monitor the quality of these services (see Appendix 1). This plan, however, pays particular attention to the Council's priorities and the major changes it is committing itself to over the next four years.

This document is structured around the following thematic areas:

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

The following is presented for each thematic area:

- **Thematic Vision** - The thematic vision contributes to the main vision of the plan and describes the Council's ambition for the thematic area over the next four years.
- **Priorities** - The priorities focus on the issues the Council will give full attention to over the next four years in order to address the main social, economic, environmental and financial opportunities and threats facing the Council and the County. The priorities are the Council's improvement objectives for the period in question.
- **Evidence** - The evidence summarises the data and key information underlying the priorities.
- **Results** - The results describe the main difference the Council wants to make by 2017.

- ***Delivery Proposals*** - The proposals describe what the Council will do to achieve its priorities. In particular, attention is given to what the Council aims to achieve during 2013 / 14. There is also a reference to the developmental work the Council will undertake during 2013 / 14 to draw up proposals in certain areas.
- ***Measures*** - These are the main measures the Council will use to measure its progress in terms of achieving the results and priorities it is aiming for.

Finally, there are three appendices:

- Appendix 1: Key Council Measures - These measures represent the key outcomes for individuals and the quality of service for the Council's normal business.
- Appendix 2: The Financial Strategy of the Council - The Council has prepared a financial strategy that corresponds to the period of the Strategic Plan, ensuring that the appropriate resources are in place to deliver on what is included in the plan.
- Appendix 3: National Performance Indicators - All of these indicators are set nationally and they are presented here in order to provide a comprehensive list of everything the Council is expected to report on an annual basis.

5. DELIVERING THE PLAN

Delivering this plan is an important priority in itself. The Council will put appropriate arrangements in place at all levels to deliver the plan and everyone will have an important role to play in achieving the vision of supporting the people of Gwynedd to thrive in difficult times.

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

The Council's Cabinet Members, through the Delivery Panels, are responsible for implementing the Strategic Plan within their areas and for ensuring that project management and performance management arrangements are in place to deliver the priorities and results.

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

The Council will continue to work effectively with its partners across all sectors to realise the priorities that need input from more than one partner to ensure their delivery.

As part of its commitment to put Gwynedd people at the centre of everything it does, the Council will put arrangements in place to continuously engage with the people and communities of the County in order to give them opportunities to influence the work of the Council and to empower them to take ownership and responsibility for the future.

THEME - CHILDREN AND YOUNG PEOPLE

Thematic Vision	<ul style="list-style-type: none"> Supporting all children and young people to live fulfilled lives
Priority	P1 - RAISING THE EDUCATIONAL STANDARDS OF CHILDREN AND YOUNG PEOPLE
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> The Education and Skills Minister's Education Improvement plan has set the ambition for national attainment to achieve 60% at L2+ standard (5 GCSE grades (A*- C) including Maths and Welsh or English) by 2015 - Gwynedd is 55% at present (6th position throughout Wales). Key Stage 4 results are decreasing compared to the other key stages (Foundation Stage = 83%, Key Stage 2 = 86%, Key Stage 3 = 83%, Key Stage 4 Level 2+ = 55%). Results for Maths are lower in Gwynedd compared to results in the other core subjects – Maths = 58.3%, Welsh = 76.8%, English = 64.1%, Science = 71.7%. There is no common system for "tracking" pupil achievement in our schools. The recent Estyn Inspection highlighted a variation of the performance standards and improvement prospects in our secondary schools.
What difference do we want to make by 2017? <i>(Result)</i>	<p>Children and young people's education standards will be improved:</p> <ul style="list-style-type: none"> 65% or more of pupils will achieve Level 2+ standard (5 GCSE grades (A*- C) including Maths and Welsh or English) in Key Stage 4. 65% or more of pupils achieving Level 2 standard (A*- C grade) in Maths. Fewer Secondary Schools in Estyn's "follow up" category.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will develop proposals in order to ensure that children and young people's education standards will improve. By doing this consideration will be given to the recommendations of the Estyn Report and of the Services Scrutiny Committee on completion of their Review on the Quality of Education.</p>
How will we measure this? <i>(Measures)</i>	<ul style="list-style-type: none"> % of 15 year old pupils who attain Level 2+ threshold (5 GCSE grades (A*- C) including Maths and Welsh or English) in Key Stage 4. % of pupils who attain Level 2 + threshold (5 GCSE Grade(A*- C) in key stage 4 in Maths <p>In addition, we will consider developing further measures whilst developing proposals in 2013 / 14.</p>

Priority	P2 - EQUALISE OPPORTUNITIES FOR VULNERABLE GROUPS OF CHILDREN, YOUNG PEOPLE AND FAMILIES
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • The Breaking the Cycle Project highlights the lack of focus on providing preventative work and lack of support for families who do not meet the statutory threshold for assistance, but need help nonetheless. • The Additional Learning Needs Strategic Review highlights that it is difficult to prove that the annual investment of £ 14.5m offers the best value for money at the moment.. • Not being able to track children's attainment means that it is difficult to prove progress and attainment of children and young people with additional learning needs / vulnerable groups. • The gap between pupils receiving Free School Meals and the remainder of the pupils in Gwynedd who reach level 2+ (5 GCSE grades (A*-C) including Maths and Welsh or English) is: 36.04% while in Wales it is slightly lower at: 33.22%. • Children from low income households are more likely to start school with deficits in their ability to learn and social behaviour which leads to poor outcomes for children, indeed there is evidence that children from households in the poorest 20% are an average of 19 months behind children from the top 20% by the age of 4/5. • The level of absences will have an impact on children's attainment (achieving level indicator Core Subject at Key Stage 4 ranged from 65.7% to 2.2% dependent on the level of attendance) – from the Welsh data it is suggested that schools with the highest children with the right to free school meals have more cases of absences. • Exclusions continue as an issue especially within Secondary Schools.
What difference do we want to make by 2017? <i>(Result)</i>	<p>The attainment of vulnerable pupils has improved.</p> <p>More families are confident, nurturing and resilient.</p> <p>Permanent exclusions have been eradicated and an increase in pupil attendance.</p> <p>Improved experiences for children and young people which additional educational needs:</p> <ul style="list-style-type: none"> • Increase in the number of school places for children with additional educational needs in Meirion/Dwyfor. • Increase in the number of children with additional educational needs who attend the new school. • Increase in the residential beds/respice available in Gwynedd for the use of the County's children and possibly other counties. • Decrease in the need to send children with additional educational needs to other counties and therefore a reduction in costs.

What will we achieve in 2013 / 14?
(Delivery Proposals)

We will undertake the following projects:

Gyda'n Gilydd Project – Gwynedd Team Around the Family:

- Support 120 families during 2013 / 14.
- Establish preventative services for the following areas – parenting support, financial literacy, play and energetic leisure opportunities and early years learning.
- Establish a system for measuring and assessing the impact of the team and investigate the possibility of extending the provision to deal with more cases.
- Ensure a link between the Gyda'n Gilydd Project and the Communities First Programme.
- Establish preventative services for families who receive a service from the Children and Families Service for the following areas – parenting support, financial literacy, play and energetic leisure opportunities and early years learning.
- Extend the Flying Start provision to two new areas.

Inclusion and Behaviour Project:

- Continue to improve and provide support to vulnerable pupils in all secondary schools through the inclusion strategy.
- Prepare a Business Plan for the Llwybrau Ni centre for pupils with severe and complex behavioural problems in the centre of the County which will be more accessible to everyone.
- Ensure a specific work programme will be implemented at Friars school that will deal with rates of exclusions.

Additional Learning Needs Project:

- Agree on a new model of providing educational experiences and opportunities for children with Special Educational Needs.
- Decide on possible locations for establishing a new Centre of Excellence for Special Education in the Dwyfor-Meirionnydd area.

We will also develop proposals in order to:

- Improve the attainment of vulnerable pupils.

	<ul style="list-style-type: none"> • Provide a stronger voice for children and young people who use the service by developing an engagement strategy, strengthen the advocacy process and reviewing and revising the role and structure of the Children's Service.
How will we measure this? <i>(Measures)</i>	<ul style="list-style-type: none"> • Number of families who have been given support through the Gyda'n Gilydd Project. • % of pupil attendance in secondary schools. • The number of school days lost due to fixed term exclusions during the academic year, in primary schools. • The number of school days lost due to fixed term exclusions during the academic year, in secondary schools. • Number of permanent exclusion in secondary schools. <p>For the developmental work, we will be measuring this after we have developed the proposals during 2013 / 14.</p>
Priority	P3 - IMPROVING THE SUITABILITY OF THE SCHOOLS SYSTEM
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • Council has already expressed concern about the sustainability of secondary schools in Meirionnydd. • Range of class sizes vary significantly throughout the County. • Condition of some of our school buildings have raised concerns - not sustainable. • Gwynedd has the highest % of empty places in schools throughout Wales = 28%. • Difficulties in appointing new Headmasters - impact on school leadership. • Pupil per school ratio (all schools) are lower in the Dwyfor Meirionnydd constituency than that of Arfon (DM = 101 pupils, Arfon = 195 pupils, Wales = 261 pupils). • Requirement for Local Authorities and learning providers, whether they are schools or colleges, to collaborate on the basis of Learning Areas to establish and jointly introduce a Local Curriculum.
What difference do we want to make by 2017? <i>(Result)</i>	Suitability of the school system has improved: <ul style="list-style-type: none"> • Reduction in the number of empty places below 20%. • Reduction in the range of cost per head - greater consistency in the spending per pupil across all schools. • Resources to improve the quality of education being re-allocated following reorganisation plans. • More resources spent on children's education rather than on buildings. • Improvement in the condition of school buildings, which allows positive impact on children's learning conditions. • Gwynedd and Anglesey established as an area of excellence for post-16 education.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	We will undertake the following projects:

	<p>School Reorganisation Project:</p> <ul style="list-style-type: none"> • Open and establish Ysgol Craig y Deryn in the Dysynni area to replace four smaller schools. • Close Aberdyfi school and make improvements to Penybryn School, Tywyn. • Close Ysgol Y Parc and make improvements to Ysgol O M Edwards, Llanuwchllyn. • Consult on proposals to close Ysgol Groeslon, Carmel and Bronyfoel and establish a new area school in Groeslon and get a final decision on the proposal. • Consult on proposals to close Ysgol Llidiardau and stabilise the provision in Ysgol Crud y Werin and get a final decision on the proposal. • Review the provision in Meirionnydd by assessing whether there is a case for change in the area, paying particular attention to the secondary sector. • Move forward and further the debate on the review of the provision in the Gader catchment area. • Move forward with discussions and background work to establish the Lifelong Learning Campus in Bala. • Develop a new Special Education Centre of Excellence in the Dwyfor-Meirionnydd area (more details on this given under priority P2). <p>Post-16 Education Provision Project:</p> <ul style="list-style-type: none"> • Ensure all post-16 organisations support in Gwynedd and Anglesey. • Establish and implement an effective management system. • Establish systems to gather data and information including the voice of employers and learners. • Identify a suitable area curriculum for September 2014. • Identify and address barriers to change. • Develop partnership working with the Berwyn / Llandrillo Group.
<p>How will we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • % empty places in Gwynedd schools. • Range in the cost per head per pupil across the schools. • % of the savings resulting from reorganisation that is being redirected back to schools. <p>For the Post-16 Education Provision Project, the Post-16 Learning Partnership has identified a set of measures for further discussion and agreement, as well as targets, for the Consortium when it will be operational.</p>

Priority	P4 - BETTER PREPARING YOUNG PEOPLE FOR WORK AND LIFE
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • Gwynedd Business Survey - 87.9% of businesses who highlight difficulty in recruiting state that it's due to applicant's lack of skills and qualifications (communication, customer care, numeracy and literacy). • Emigration from the County in the age range 20-34 has increased to 14.7% in 2010/11, skills and qualifications leave as a result of the emigration. • Young people in Gwynedd report that they have difficulty getting jobs locally, including young graduates. • Lack of emphasis in schools on learning life skills such as managing money, cooking, child care skills, job interview skills, etc. • Wylfa B is likely to bring job opportunities across numerous fields; Eryri Enterprise Zone creating further employment opportunities, such as in the digital sector, Pontio Centre, new opportunities within the creative industries through Pontio, and possibly the relocation of one of S4C centres – need to ensure that local people are provided to take advantage of the employment opportunities. • The Llwyddo'n Lleol Project, which started in 2011, has provided assistance to 1,979 young people between the ages of 11 and 19 to develop an idea and prepare a simple business plan, and then to use the business plan to apply for a Llwyddo'n Lleol bursary. 143 bursaries of £1,000 have been awarded to help individuals or groups start their own enterprise. • 620 Job Seekers Allowance claimants are under 25 years old (July 2012).
What difference do we want to make by 2017? <i>(Result)</i>	<p>Young people have appropriate job and life skills:</p> <ul style="list-style-type: none"> • Young people state that they have a better understanding of career opportunities and are more willing to move into the world of employment. • Businesses report fewer difficulties recruiting and are more willing to recruit young people. • Fewer young people not in Education, Employment or Training (NEET). • Fewer Job Seekers Allowance (JSA) claimants.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will develop proposals in order to:</p> <ul style="list-style-type: none"> • Ensure that appropriate courses, academic or vocational, are provided for the employment opportunities available in the area. • Satisfy the lack of skills that are apparent among young people according to employers. • Ensure that young people are prepared for life.

How will we measure this?
(Measures)

% of young people 16-18 years old who are not in education, work or training
% Job Seekers Allowance Claimants under 25 years old.

In addition, we will consider developing further measures whilst developing proposals in 2013 / 14.

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THEME - CARE, HEALTH AND WELL-BEING

Thematic Visions	<ul style="list-style-type: none"> • Inspiring the people of Gwynedd to live healthy lives • Supporting vulnerable children and people to live fulfilled lives
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Priority	GOF1 - RESPONDING BETTER TO THE NEEDS OF VULNERABLE PEOPLE TO ENSURE SUSTAINABLE CARE SERVICES								
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • An increase in the older population with a significant increase of 87% in the numbers of people aged 85 + over the next twenty years - affecting health and social care. • Migration of Gwynedd's young people to other parts of the UK between 2002 and 2009 with an in-migration of the population of older people (50-64) to Gwynedd from other parts of the UK. Anticipating the problem of ensuring suitable social care workforce, to meet the needs for the next twenty years. Evidence of this already in South Meirionnydd. • Increased demand for services for children, with an increase in children in care and children in need. <table border="0" style="margin-left: 20px;"> <tr> <td>○ Numbers of Children in Care:</td> <td>Numbers of Children in Need:</td> </tr> <tr> <td>○ 2009-10 = 175</td> <td>2009-10 = 605</td> </tr> <tr> <td>○ 2010-11 = 175</td> <td>2010-11 = 650</td> </tr> <tr> <td>○ 2011-12 = 195</td> <td>2011-12 = 663</td> </tr> </table> • The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March 2011/12 - Gwynedd 24.9, Family 20.75, Wales 21.35. Gwynedd up to Q3 2012/13- 24.0. • The Social Services, Health and Well-being (Wales) Bill provides a statutory framework that will transform the way social services are provided. This will be done mainly through promoting independence in order to give people more of a voice and control. 	○ Numbers of Children in Care:	Numbers of Children in Need:	○ 2009-10 = 175	2009-10 = 605	○ 2010-11 = 175	2010-11 = 650	○ 2011-12 = 195	2011-12 = 663
○ Numbers of Children in Care:	Numbers of Children in Need:								
○ 2009-10 = 175	2009-10 = 605								
○ 2010-11 = 175	2010-11 = 650								
○ 2011-12 = 195	2011-12 = 663								
What difference do we want to make by 2017? <i>(Result)</i>	<p>Gwynedd children receiving an effective service which offers value for money.</p> <p>A stronger voice for Gwynedd Social Services users.</p> <p>The appropriate provision of care in the right place.</p> <p>Gwynedd adults and children receiving services by a confident and competent workforce that can react to needs.</p> <p>Gwynedd adults and children living in strong communities which are supportive and that build on people's strengths.</p>								

What will we achieve in 2013 / 14?
(Delivery Proposals)

We will undertake the following projects:

Engagement Project:

- Develop an engagement strategy that will ensure the inclusion of users / prospective users / carers when planning, developing and evaluating interventions.
- Establish and strengthen user forums.
- Strengthen the advocacy process by providing clear and fair guidelines.

Transforming Services for Older People Project:

(Aiming to ensure better collaboration with the Health Service)

Residential

- Consider the recommendations of the Porthmadog accommodation and care assessment.
- Identify the way forward for the provision in the Porthmadog catchment.
- Implement an engagement programme regarding the way forward.
- Agree the way forward for the Council's residential homes.
- Open a specific pilot Respite Unit.

Day Care

- Agree a plan to meet the care needs of older people that includes work opportunities / volunteering / socialising / personal care and intensive care.
- Identify Maesinla Caernarfon day care options.
- Jointly develop a work programme with Betsi Cadwaladr University Health Board in relation to specialist dementia day care provision.

Telecare

- Complete a review of the telecare business case.
- Agree the way forward.

	<p>Transforming the Learning Disabilities Service Project:</p> <ul style="list-style-type: none"> • Implement the engagement programme with Fron Deg Caernarfon stakeholders. • Identify accommodation and day care models for people with learning disabilities. • Consider engagement information, decide on the options and create a business case for the Fron Deg home. • Cabinet to consider the Fron Deg business case. <p>Leadership Structure Project:</p> <ul style="list-style-type: none"> • Review and revise the leadership structure in conjunction with the statutory role and departmental structure to ensure it is fit for purpose. • Determine the structure following the review. <p>We will also develop proposals in order to:</p> <ul style="list-style-type: none"> • Identify a way of offering better value for money through offering an effective service by implementing an ‘End to End’ review of the Children’s Service. • Identify the best way of providing a range of beds that meet demands by implementing an ‘End to End’ review of the Adult Service. • Identify the strengths of individual communities and identify gaps through a Review of Community Support.
<p>How will we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March • % of users reporting that Telecare has enabled them to live independently at home. • % of clients with a care plan on 31 March who should have had their care plans reviewed who were reviewed during the year.
<p>Priority</p>	<p>GOF2 - INCREASING PREVENTIVE WORK IN FIELD OF ADULT AND OLDER PEOPLE SOCIAL CARE</p>
<p>Why is this a priority? <i>(The Evidence)</i></p>	<ul style="list-style-type: none"> • The preventative agenda increases the focus on early preventive interventions to improve quality of life and reduce the pressure on services. Research shows that informal early intervention (e.g. by the voluntary sector/ 3rd sector) promotes independence but formal early intervention exacerbates the problem and creates an increased dependency. • Anticipated 12% increase in the number of unpaid carers aged 65 + during the next 5 years.

What difference do we want to make by 2017? <i>(Result)</i>	A network of proactive support available to support adults and older people live independently without Social Services formal intervention.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	We will: <ul style="list-style-type: none"> • Establish a self-referral system on the web for users, families and partners. <p>We will also develop proposals in order to identify the preventative opportunities in the field of Adult and Older People Care through a review ensuring linkages with the implementation of the Older People Strategy.</p>
How will we measure this? <i>(Measures)</i>	We will measure this once the proposals have been developed during 2013 / 14.

Priority	GOF3 - PROTECTING CHILDREN AND ADULTS
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • Protecting vulnerable people is a fundamental issue for statutory agencies and partners in care. • Protecting children is a key priority for the Council. Need to maximize outcomes for children as regards their protection and protecting their welfare.
What difference do we want to make by 2017? <i>(Result)</i>	Gwynedd Children, Young People and Adults Safer: <ul style="list-style-type: none"> • All children attending school where the people who need a Disclosure and Barring Service check (DBS, formerly CRB) have received it. • An increase in the percentage of risk assessments that were introduced to Case Conference that were considered as ones that showed quality when making a decision. • Every new member of staff receiving safeguarding training through their induction. • Maintaining performance in the number of adult protection referrals completed where the risk has been managed.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will undertake the following project:</p> Protecting Children and Adults Project: <ul style="list-style-type: none"> • Adopt and implement the Gwynedd Council Child and Adult Protection Policy and Guidelines. • Appoint Designated Managers for each Service. • Ensure every service has a Safeguarding Plan in place in accordance with corporate guidelines. • Introduce Child and Adult Protection training / programme.

	<ul style="list-style-type: none"> • Develop a corporate e-learning module. • Introduce Safeguarding Training for Elected Members. <p>We will also develop proposals in order to establish the nature of Adult Protection in Gwynedd through a review.</p>
How will we measure this? <i>(Measures)</i>	<ul style="list-style-type: none"> • % of people in Gwynedd Schools who need a Disclosure and Barring Service check (DBS, formerly CRB) who have received it. • % of risk assessments that were introduced to Case Conference that were considered as ones that showed quality when making a decision. • % of new members of staff who have receiving safeguarding training through their induction. • Of the adult protection referrals completed during the year, the % where the risk is managed.
Priority	GOF4 - INCREASING PREVENTATIVE WORK AND TARGETING INEQUALITIES IN THE HEALTH FIELD
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • The preventative agenda increases the focus on early preventive interventions to improve quality of life and reduce the pressure on services. Research shows that informal early intervention (e.g. by the voluntary sector/ 3rd sector) promotes independence but formal early intervention exacerbates the problem and creates an increased dependency. • Anticipated 12% increase in the number of unpaid carers aged 65 + during the next 5 years. • Brief interventions in primary care provide the best value for money - between £20 and £440 QALY. • Life expectancy is increasing in Gwynedd, but the improvement is not uniform across all areas. There are significant inequality gaps nationally and locally between the least and most deprived areas in life expectancy and deaths from various causes. • Inequalities in quality of life in terms of healthy life expectancy and life expectancy without disability.
What difference do we want to make by 2017? <i>(Result)</i>	A range of integrated services with partners to improve healthy living opportunities and experiences for individuals. Health inequalities reducing in Gwynedd. Improving Health mainstreamed throughout the Council.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will develop proposals in order to:</p> <ul style="list-style-type: none"> • Create a suitable provision for families from the start by considering the ways in which the health service can work together with the Council during the Early Years of children and their parents.

	<ul style="list-style-type: none"> • Offer a better service to individuals by considering the opportunities of collaboration, co-locating and joint provision for treatments, services and recovery programmes. • Create an up-to-date picture of health inequalities in the County by holding a Health Needs Assessment of Gwynedd. • Agree on specific and intense types of intervention that can be targeted in areas or on specific groups of people identified by developing a long term strategy. • Increase the awareness and contribution of the Council's services to Improving Health. • Establish how the Council's departments currently implement Health Needs Assessments on their policies and service procedures. • Ensure corporate ownership of the healthy living brand by establishing a system, standards and guidelines to reach.
<p>How will we measure this? <i>(Measures)</i></p>	<p>We will measure this once the proposals have been developed during 2013 / 14.</p>

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THEME - THE ECONOMY

Thematic Vision	<ul style="list-style-type: none"> Improving opportunities for the people of Gwynedd to live, work and succeed locally
Priority	ECON1 - STRENGTHENING BUSINESS RESILIENCE AND RETAINING THE ECONOMIC BENEFIT LOCALLY
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> Peripheral position of the County in relation to the main markets. Just over a quarter of North Wales businesses are in Gwynedd (25.6%) - 12,840 businesses, employing 43,000 (WG figures). About half (6,305) are registered for VAT and/or PAYE – a need to support indigenous businesses to grow. A 37% reduction in business survival in the County between 2008 and 2010, now back to levels similar to 2008 but the businesses and job opportunities lost then have gone. Businesses note that work and opportunities go to businesses outside the County, including small contracts as well as large ones. Huge opportunities from investment in Wylfa B, and capital schemes to the value of £75m within Gwynedd in the coming period. Procurement is an area where the Council has influence - currently around 38.55% of the Council's procurement is within the County. Procurement processes identify <i>VOIDS</i>, which are services not offered by businesses within the County and, consequently, important opportunities for local businesses to win public sector investment leave the County. Gwynedd in the first phase to receive the super powerful next generation broadband infrastructure across the County - the indicated speed (up to 80Mbps) brings the County within the same category as some of the major world economies. Only 46.7% of Gwynedd residents currently take advantage of broadband (65.5% in Wales and 71.4% in UK).
What difference do we want to make by 2017? <i>(Result)</i>	<p>More benefits to the people of the County from the Council's procurement.</p> <p>More of the County's businesses growing and with the potential to employ.</p> <p>Maintain survival level of the County's businesses.</p>
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will implement the following projects:</p> <p>Retaining Economic Benefits Locally Project:</p> <ul style="list-style-type: none"> Establish an annual Procurement Programme. Conduct a review of the Council's procurement arrangements and decide on the direction.

	<ul style="list-style-type: none"> • Establish social clauses within construction contracts over £500k, and identify other sectors. • Target the County's businesses and raise their awareness of the Council's procurement contracts, ensuring appropriate support to enable them to submit tender bids. • Identify the supply <i>Voids</i> that exist within the County. <p>Gwynedd Suppliers Programme Project:</p> <ul style="list-style-type: none"> • Commission Meet the Buyer sessions around specific contracts across several sectors. • Secure specialised accreditations sessions for local companies. • Raise awareness of the County's businesses of the opportunities of Energy Island and regional contracts. <p>Growing Indigenous Businesses Project:</p> <ul style="list-style-type: none"> • Work with 43 businesses that have already expressed a desire to grow and support them to pursue their individual growth programme. • Celebrate the success of 10 companies that will have realized their ambition to grow. <p>We will also develop proposals in order to:</p> <ul style="list-style-type: none"> • Support the County's traditional businesses through difficult times, creating a range of opportunities for them to increase their markets and survive - including attention to e.commerce, Gwynedd Buy Local Card, town centres, supporting strategic events, and to business succession. • Develop more self-sufficient local economies that will take advantage of the opportunities of the green and environmental sector, and add value to local produce in order to contribute to strengthening business resilience and survival.
<p>How do we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • Relative figures of annual Gwynedd business survivals. • Relative figure businesses registered for VAT/PAYE. • % Council contracts going to local businesses. • Number of County businesses that win contracts from the Council. • % of targeted businesses who go on to tender for Council work. • % of the Council's procurement contracts over £500k in the construction field that include and have implemented relevant social clauses e.g. to establish apprenticeships etc. • Number of businesses advised via the Suppliers Programme who win contracts.

	<ul style="list-style-type: none"> • Number of jobs created as a result of implementing the Retaining Economic Benefits Locally Project and the Gwynedd Suppliers Programme Project.
Priority	ECON2 - IMPROVING QUALITY OF JOBS AND WAGE LEVELS
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • The County's economy continues to be characterized by dependence on a limited number of sectors, with those sectors considered as high wage being relatively rare in the County - only 3.1% of workers in Gwynedd are in the Professional, Scientific and Technological sectors. • High dependence on sectors which generally have a high number of part-time jobs and low wages. • The Council currently works proactively with partners to establish and embed high value sectors within and across the County e.g. data and digital, medical, and creative industries – sectors which offer higher pay levels. • Marginal position of the County, and a danger of regionalisation trends shifting the economic focus to the east, and good job opportunities out of the County - so without intervention the variety of sectors and those of high value will shrink. • Seasonal economy with polarization intensifying between the seasonal jobs available in January 2011/12 (down 47%) and July 2011/12 (up 30.8%). • Between January 2011 and January 2012 live vacancies fell by 47% in the Job Centres in the County, and the situation is consistently worse in Meirionnydd. • In 2012 full-time wage levels in Gwynedd were lower than for Wales or the UK, with an increase seen in the gap. • Wages in Dwyfor-Meirionnydd are consistently among the worst across all UK constituencies (the worst of all in 2010). • Delays with Wylfa B will soon impact over 500 employees at the Trawsfynydd Power Station site, with the danger of an increase in unemployment and out-migration, and the loss of £80m annually from the local economy. • Out-migration of those aged 20-34 from the County increased to 14.7% in 2010/11, and skills/ qualifications also leaving in the wake of the out-migration.
What difference do we want to make by 2017? <i>(Result)</i>	More high value jobs created. More variety of work, and jobs across the County.

<p>What will we achieve in 2013 / 14? (<i>Delivery Proposals</i>)</p>	<p>We will implement the following projects:</p> <p>High Value Jobs Project:</p> <ul style="list-style-type: none"> • Agree with the University on an innovation transfer programme from specific research areas in order to maximise the potential for the County's businesses. • Identify the opportunities for businesses from innovation in areas of high value and target them. • Establish a programme for linking the people of Gwynedd with regional job opportunities arising from inward investment. • Continue to support the establishment of companies e.g. in the Data, Digital, and Advanced Technology sectors on the Snowdonia Enterprise Zone sites. <p>Employment Plans Project:</p> <ul style="list-style-type: none"> • Further implement the Meirionnydd Employment Plan projects. • Draw up the Llŷn and Eifionydd Employment Plan document. <p>We will also develop proposals in order to:</p> <ul style="list-style-type: none"> • Build on Gwynedd's strengths and USP, with attention given to a range of sectors in order to create jobs and establish a variety of work opportunities across the County: in 2013/14 the Alternative Energy, Creative Industries, and the Heritage sectors. • Prepare the foundations for gaining World Heritage Site status for the slate areas, together with proposals for a Welsh Government bid for improving the environment of the existing world heritage site (Menai Shore). <p>We will also lobby and exert influence to ensure sufficient funding resources to establish the appropriate conditions for growth in view of <i>City Regions</i> development.</p>
<p>How do we measure this? (<i>Measures</i>)</p>	<ul style="list-style-type: none"> • Median County wage levels. • Number and % of those employed in the Professional, Scientific, Technological sectors, which are under-represented sectors in the County. • Number of new jobs created within the Areas of Gwynedd.

Priority	ECON3 - IMPROVING ACCESS TO WORK AND ADDRESSING BARRIERS
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • Gwynedd Business Survey - 87.9% of businesses who stated that they were facing difficulties in recruiting noted that this was due to lack of skills. • County Business Surveys over the past 2 years indicate that an average of 19.6% have skills gaps within their workforces, including proficiency in Welsh. • Gwynedd's young people report that they are finding it difficult to get jobs locally, including graduates who would wish to work in their home County. • Wylfa B is likely to come, with job opportunities across many fields; the Snowdonia Enterprise Zone will create further employment opportunities e.g. in the digital and data sector; new opportunities will be created in the creative industries through the Pontio Centre and possibly the relocation of an S4C centre - need to ensure that local people are being prepared to take advantage of the job opportunities. • In June 2012, 20,500 people of working age were economically inactive, a rate of 28% of the working age population, which is higher than Wales (26.8%) and the UK (23.4%) - but the actual pool is approximately 2000 people, having taken out those who would not be available for work. • Although the Gwynedd unemployment rate is consistently lower than Wales or the UK, in April 2012 the real unemployment figure was 4,700. • Estimated that Benefits cash circulates approximately 5 times in the local economy, and the restricted increase of 1% is equivalent to a loss to the Gwynedd economy of £5m - £6m annually. • In July 2011 there were 523 live jobs in the Job Centres, compared to 2,174 jobseekers claiming JSA - the highest figure for any July since 2002. • With the lack of jobs within the County's Job Centres, and the new emphasis on moving those on benefits into work, there will be an increase in the number seeking the available jobs, and a risk that this will lead to an increase in out-migration (especially those with skills), and a risk also for those who are inactive within the most vulnerable groups being unable to compete for jobs and suffering cuts to their benefits.
What difference do we want to make by 2017? <i>(Result)</i>	More of the County's employers able to recruit local people with the right skills. More people moving from benefits to work.

What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will develop proposals in order to:</p> <ul style="list-style-type: none"> • Establish and implement a range of interventions that will develop the right skills and support the County's employers to appoint local workers, giving attention to areas of apprenticeships and trainees, jobs and career brokerage, and also employment gaps within the Council. • Come to an agreement on a system for the commissioning and provision of plans for getting people from welfare into work within the County and the region.
How do we measure this? <i>(Measures)</i>	<p>We will measure this after developing proposals during 2013 / 14.</p>

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THEME - THE ENVIRONMENT

Thematic Visions	<ul style="list-style-type: none"> • Promoting a suitable supply of homes for people in Gwynedd • Promoting a safe and sustainable environment, with convenient connections
Priority	AMG1 - PROMOTING AN APPROPRIATE SUPPLY OF HOUSING FOR LOCAL PEOPLE
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • The Census suggests that 1396 (2.7%) of the households in Gwynedd have an insufficient number of bedrooms for the kinds of families that live in them. • 43% of the candidates who are registered on the Common Housing Register are looking for a 1 bedroom home compared with 20% families who are looking for a 3 bedroom house or single people with children (20%) who are looking for a two or three bedroom home. (Based on information September 2012). • 14.1% of the County's households are without residents; this includes holiday homes and empty homes. Between 2001 and 2011 there was an increase of 1,035 or 13.9% in these figures. • Nearly 65.4% own their own homes, while 29.7% rent privately or socially. • There are 1,190 units with planning permission but where construction has not yet started in 2011/12. This may indicate a lack of confidence in the economy. • Median price for a house in 2011 was £132,000 while the median household income was £23,278. • The average deposit placed by first time buyers has increased significantly in the period between 2000 and 2010 from approximately £6,000 in 2000 to about £29,000 in 2010. • Assessment of housing market information shows that in 2011 there was an annual net gap of 664 houses.
What difference do we want to make by 2017? <i>(Result)</i>	<p>More provision of smaller units in areas of need.</p> <p>Increasing the provision of affordable housing:</p> <ul style="list-style-type: none"> • Approximately 200 empty housing units back into use. • An increase in the provision of smaller units in areas of need. • An increase in the provision of affordable housing units (53 during 2013 / 14). • An increase in the number of affordable housing units established through the planning process. • An increase in the provision of housing for people with specific needs.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will implement the following projects:</p> <p>Vacant Properties Back Into Use Project:</p> <ul style="list-style-type: none"> • Bring 95 vacant units back into use with the emphasis on smaller units.

	<p>Affordable Units Project:</p> <ul style="list-style-type: none"> • Establish 53 affordable housing units in the County. • Establish whether there are any other models that could be implemented to provide affordable housing in the County in the future (including overcoming Section 106 obstacles, the Council’s Funding Models, Community Land Bank an Social Lettings Agency). <p>Unitary Development Plan / Local Development Plan Project:</p> <ul style="list-style-type: none"> • Increase the number of affordable housing units established through the planning process as a result of policies within the Unitary Development Plan • Undertake preparatory work to ensure that the Local Development Plan, that will come into force in 2016, sets the policy framework to realise this priority. <p>Housing for Specific Needs Project:</p> <ul style="list-style-type: none"> • Identify alternative models for the use of sheltered housing in the Meirionnydd area. • Identify options to reduce the time taken to complete disabled modifications. • Increase the construction and care planning for Extra Care Housing Bangor. • Put the Older People's Housing Strategy in place.
<p>How will we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • The number of 1/2 bedroom units created for rent. • The number of long term vacant units (6 months or more) in the County coming back into use. • % of applicants registered on the Common Housing Register looking for smaller units to rent. • The number of affordable housing units achieved in Gwynedd. • The number of affordable housing units provided as a percentage of all the additional housing units provided during the year. • Average number of calendar days taken to award Disabled Facilities Grants.
<p>Priority</p>	<p>AMG2 - REDUCING CARBON EMISSIONS</p>
<p>Why is this a priority? <i>(The Evidence)</i></p>	<ul style="list-style-type: none"> • Carbon dioxide emissions have increased by 9.2% since 2006 and Gwynedd is the County with the 9th lowest figure of all Welsh authorities. • Commitment to a reduction of 3% per year in emissions of greenhouse gases within the Climate Change Strategy for Wales as well as a target to achieve a reduction of at least 40% of all greenhouse gas emissions in Wales by 2020 against a 1990 baseline.

	<ul style="list-style-type: none"> Gwynedd Council is responsible for 38.5% of CO₂ emissions resulting from energy use in buildings of LSB organisations in the County. There was a decrease of 17.23% between 2005/06 and 2011/12.
What difference do we want to make by 2017? <i>(Result)</i>	A reduction in the carbon emissions of Gwynedd Council and the public sector in the County: <ul style="list-style-type: none"> A reduction in the carbon emissions of the bodies on the Local Service Boards in the workstreams of energy in non-domestic buildings and transport. A reduction of 30% in the Council's carbon emissions by the end of 2014/15. Financial savings arising from the reduction in the use of fuel An improvement in the support available for carbon emission reduction work in the community and private sector in the County.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will implement the following project:</p> <p>The Council's Carbon Management Plan:</p> <ul style="list-style-type: none"> Implement a further 10 schemes to reduce carbon emissions by a further 5% to meet the target of a 20% reduction in the Council's carbon emissions by the end of 2013/14.
How will we measure this? <i>(Measures)</i>	<ul style="list-style-type: none"> % change in carbon emissions in the non-domestic building stock. % change in carbon emissions arising from business travel.
Priority	AMG3 - RESPONDING TO THE THREAT OF CLIMATE CHANGE
Why is this a priority? <i>(main elements of the evidence)</i>	<ul style="list-style-type: none"> Gwynedd has been identified as an area where about 12,000 of its inhabitants (together with critical infrastructure) live at risk of flooding. At the Wales level, it is the 3rd highest in terms of number of residents who are at risk of flooding and the 2nd highest in terms of property. 17 power stations or substations, 9 emergency response centres, 23 sewage / water works, 1 telephone exchange building and 66 kilometres of highways in North West Wales are at risk of flooding (1% chance per year). As part of the Flood Risk Management Project within the current Strategic Plan (and the previous 3 Year Plan) 8 communities were identified within the County as those with a high risk of flooding. The initial work has been done within those communities to raise residents' awareness of flooding and the steps they can take to reduce the risk. Flooding incidents have occurred in recent months in areas not identified as being at a high risk of flooding, such as Llanberis.

	<ul style="list-style-type: none"> As a lead flood authority the Council needs to prepare a report to identify the reason in each case arising where a home has been flooded. Currently no system exists for recording these events but following the floods in November over 200 reports have been produced and shared with relevant partners so that they can consider steps for responding.
<p>What difference do we want to make by 2017? <i>(Result)</i></p>	<p>Responses to the challenges of climate change in the longer term identified:</p> <ul style="list-style-type: none"> Residents and all relevant agencies clearer about the future in those areas under real threat in the longer term with that informing relevant policies. <p>An increase in the number of residents who live in areas of high flooding risk with a “plan” to respond to incidences of flooding:</p> <ul style="list-style-type: none"> An increase in the number of people we will have engaged with to raise their awareness of flooding risk and who have received advice on identifying practical steps to reduce flooding risk. An increase in flooding awareness levels amongst residents. An increase in the number of individuals with “plans” in place to respond to incidences of flooding following engagement. <p>An improvement in the Council’s ability to respond in order to help residents to deal with the side effects of flooding:</p> <ul style="list-style-type: none"> An improvement in the Council’s readiness to respond to a flooding emergency.
<p>What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i></p>	<p>We will implement the following project:</p> <p>Responding to the Threat of Climate Change Project:</p> <ul style="list-style-type: none"> Identify responses to flooding risks in the longer term by developing future development options and infrastructure needs in the Pwllheli area, using the work that has already taken place to look at the likely consequences of climate change as a basis for that work. Improve awareness amongst residents living in high flooding risk areas by holding awareness campaigns and engagement activities. Improve the ability of residents to respond to incidences of flooding by assisting them to identify practical steps and plans they can take in order to avoid or reduce the likely effects on property.

	<ul style="list-style-type: none"> • Improve the Council's internal arrangements to deal with the effects of flooding incidences by identifying gaps currently in place, review internal arrangements to respond to those gaps and ensure better arrangements for recording flooding incidences • Consider the opportunities the Council has to be more pro-active to reduce the likelihood that flooding incidences will affect residents.
How will we measure this? <i>(Measures)</i>	<ul style="list-style-type: none"> • % of individuals with "plans" in place to respond to incidences of flooding following engagement work. • % of key individuals within the Councils reporting an improvement in the Council's readiness to respond to the threat of flooding.

Priority	AMG4 - REDUCING THE AMOUNT OF WASTE SENT TO LANDFILL
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • 48.1% of the County's municipal waste was recycled or composted during 2011/12, which is the 14th highest in Wales. This figure compares to 50.0% for Wales. The 51.9% of municipal waste remaining in Gwynedd goes to landfill, which is the 20th highest in Wales. • Target to re-use and recycle / compost 58% of all municipal waste by March 2016 and 64% by March 2020. • The landfill allowance declined significantly in 2012/13 and will be further reduced by 2020 to be 10% of all waste that may be landfilled. • Need to increase levels of food waste collected in order to provide 7,500 tonnes of food waste which the Council has agreed to provide to the company that runs the GwyriAD facility. • Need to increase participation levels among residents of the County in terms of recycling and composting food waste - current participation levels between 35 and 38%.
What difference do we want to make by 2017? <i>(Result)</i>	<p>Increasing levels of re-use / recycling / composting.</p> <p>Reducing the dependence on landfill:</p> <ul style="list-style-type: none"> • An increase in the % of municipal waste that is re-used / recycled / composted to the level of 58% by the end of 2015/16. • An increase in the % of commercial waste that is re-used / recycled / composted to the level of 50% by the end of 2016/17. • A reduction in the % of waste sent to landfill to conform with the annual landfill allowance set for the County. • An increase in the % of domestic properties using the weekly food collection service • An increase in the level of food waste composted annually to at least 7,500 tonnes by 2014/15.

<p>What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i></p>	<p>We will implement the following project:</p> <p>Waste Reduction Project:</p> <ul style="list-style-type: none"> • Increase the levels of re-using / recycling / composting in line with the targets set for municipal and commercial waste and reduced the level of waste sent to landfill. • Decide on the arrangements for disposing of residual waste in Gwynedd in the short term. • Decide on an alternative way of dealing with residual waste, other than landfill in the medium and longer term by working in partnership with other authorities in North Wales.
<p>How will we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • % of municipal waste that is re-used / recycled / composted. • % of commercial waste that is re-used / recycled / composted. • Waste sent to landfill. • % of domestic properties using the weekly food collection service. • Total food waste composted.

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THEME - STRONGER COMMUNITIES

Thematic Visions	<ul style="list-style-type: none"> • Working together to create a confident and Welsh future • Reducing the impact of deprivation on the people of Gwynedd
Priority	CC1 - PROMOTING THE WELSH LANGUAGE
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • A decrease 846 or 3.6% in the number of Welsh speakers between 2001 and 2011. In 2001, 69% (77,846) of people aged 3 and over in Gwynedd could speak Welsh, compared with 65.4% (77,000) in 2011. • There was a more obvious pattern of reduction in the number of Welsh speakers in urban areas between 2001 and 2011. • 70% or more of the population could speak Welsh in 40 of the 71 electoral wards in Gwynedd. This compares with 42 out of 71 in 2001, and 61 out of 77 electoral wards in 1991. • Fewer children and young people are using Welsh in informal/ social situations, with sample data in 15 primary schools in 2009 showing that only 38% of children say that they use the language in the playground compared with 70% in the class. • Variation in the language policies of public bodies and agencies within the County.
What difference do we want to make by 2017? <i>(Result)</i>	<p>To halt the decline in the number of Welsh speakers in Gwynedd:</p> <ul style="list-style-type: none"> • Maintained the number of communities where 70% of the population speak Welsh. • Increased the social use of the Welsh Language by children and young people outside school. • Increased the opportunities to use Welsh in the workplace. • Further strengthened the Welsh medium provision in our schools. • Ensured as standard attention to the Welsh language in partnership / collaboration discussions.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will implement the following project:</p> <p>Promoting the Welsh Language Project:</p> <ul style="list-style-type: none"> • Establish a research understanding of the factors affecting the Welsh language in specific communities in the 2011 census. • Support 3 communities to use the Local Implementation Framework to undertake an assessment of the situation of the Welsh language with action plans in place arising from that. • Give greater attention to the after-care provided to Welsh learners upon their return to their Primary Schools from the language centres.

	<ul style="list-style-type: none"> • Support 102 primary schools to gain the Language Charter Bronze Award to increase the social use of the Welsh language by children • Collaborate with the 14 secondary schools in Gwynedd to establish a baseline on the social use of the Welsh language by children and young people. • Implement the Strategic Plan for the Welsh Language in Education in terms of the medium of teaching at 7 years old, language skills in the move from primary to secondary and the choice of medium at age 14-16, targeting attention as required • Seek the agreement of the Local Services Board to establish a baseline and develop more bilingual workplaces within Units and Departments of public bodies operating in Gwynedd • Appraise the Development Academy on Welsh Language Skills for Managers. • Lobby the Welsh Government to complete the work of revising the TAN20 Planning Guidelines, to put the Welsh language on a firmer footing as a planning consideration. • Implement the Year 1 requirements of “More than Words” to improve the experiences and results for users by improving the provision of health and care services through the medium of Welsh. • Ensure that the new Local Development Plan gives full consideration to the Welsh Language in the policies and in the spatial proposals related to spreading growth and housing developments .
<p>How will we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • The number of communities acting in favour of the Welsh Language by using the Local Implementation Framework. • The number of Gwynedd primary schools that have received Bronze, Silver and Gold Awards under the language Charter. • The social use of the Welsh Language by Primary School Children. • % of pupils who gained level 3 good or above [level 3 written Welsh] at Key Stage 2 (age 7-11) and teacher assessment in first language Welsh at the end of Key Stage 3 (age 11-14).

Priority	CC2 - REDUCING THE EFFECTS OF POVERTY AND DEPRIVATION
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • Low Income Levels within the County with 2 of every 5 households in Gwynedd living in relative poverty; full-time wages were 20.9% below the UK and 13.6% lower than Wales, with Meirion & Dwyfor lower still. Household income fell by 10.1% between 2009 and 2012 (6.1% in Wales). • Evidence of unsuitable homes and fuel poverty with (38.6%) of Gwynedd households at risk of fuel poverty. • Legislation to reform the Welfare System means losses in income of those receiving different benefits: <ul style="list-style-type: none"> * 10 - start of change to the Personal Independence Payments * 40 - change the "Cap" on weekly benefits * 1,350 – introducing under occupation rules * 4,800 - further changes to the Personal Independence Payments * 11,500 - transfer to Universal Credit (Digital Assumption) * 11,500 - possible change to the Council Tax Rules <p>(NB There are actual dates for each of these changes, although uncertainty about the last of them)</p> <ul style="list-style-type: none"> • Although the trend is generally down across Wales, the rate of homeless households in Gwynedd above the Welsh average in 5 of the last 11 years - even before the advent of the bedrooms tax under the new benefits regime
What difference do we want to make by 2017? <i>(Result)</i>	<p>More people able to cope with the financial challenge independently.</p> <p>Fewer people are accepted as homeless.</p> <p>Fewer households experiencing fuel poverty.</p> <p>More vulnerable individuals and communities receiving appropriate support to move forward.</p>
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will implement the following projects</p> <p>Welfare Reform Project:</p> <ul style="list-style-type: none"> • Undertake awareness-raising campaigns, and assist claimants of the <i>Universal Credit</i> and the new disability payment to deal independently with the change in Welfare Benefits. • Train staff from the Council's One Stop Shops on how to deal with claimants' questions and to refer them on effectively. • Establish a programme for increasing digital inclusion to enable residents to access online services. • Give Universal Credit claimants across the County access to an adequate provision of computers and skills support for using the Department of Work and Pensions systems.

	<ul style="list-style-type: none"> • Provide financial support to around 240 households to bridge the shortfall in Housing Benefit Tax as a result of the Bedroom Tax. <p>Leasing Private Housing Project:</p> <ul style="list-style-type: none"> • Target, lease, administer and manage 70 private sector units in order to reduce the number that would otherwise be homeless. <p>Homelessness Prevention Project:</p> <ul style="list-style-type: none"> • Save and sustain 40 vulnerable tenancies. • Provide assistance to approximately 50 families to prevent homelessness. • Provide 7 new units for those who would otherwise be placed in bed and breakfast, and better prepare residents of the units for more permanent accommodation. • Complete an options study so the Council will be clear on its options with regard to investment in increasing the supply of suitably sized properties. <p>We will also develop proposals to:</p> <ul style="list-style-type: none"> • Develop appropriate measures to help people in need by reducing the number of fuel poor households, and for contributing to reducing the impact of poverty and deprivation in locations across the County. • Set the foundations for establishing a coordinated system to provide support for vulnerable individuals and communities, along with appropriate social plans to help people make ends meet.
<p>How do we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • Number and % of those receiving advice going into debt. • Numbers supported by the Hardship Fund. • % Possible homeless households where homelessness prevented for at least 6 months. • Average number of days all homeless families with children will have spent in bed and breakfast accommodation. • Number of people who will have received assistance through the Homeless Prevention Fund via rent deposit and / or advance rent payment. <p>For the developmental work, we will measure this after developing proposals during 2013 / 14.</p>

Priority	CC3 - PROMOTING SUSTAINABLE RURAL COMMUNITIES
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • Rural authorities' vicious circle of comparative economic decline, depopulation, less public resources and access to services worsening. • 18 of the County's communities (LSOAs) are within the lowest 10% in Wales in terms of access to services, according to the Index of Multiple Deprivations (42 communities in the bottom 30%). • Centralizing the pattern of regional and County public services. • Pattern of historical public service that is not fit for the present period. • Whilst the general population in the County has risen between 2001 a 2011, there was a pattern of decline in the 0-15 population (particularly in maritime areas of -14.6%) and 25-44 (particularly in the maritime of -13.4% and rural areas o -10.2%). There was a general growth across the County (except Bangor in the 65+ population), with a County figure of +13.2%
What difference do we want to make by 2017? <i>(Result)</i>	Reduce the comparative decline in public resources to the Council due to the rural nature of the County. Improve sustainability of Councils services in rural areas.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will:</p> <ul style="list-style-type: none"> • Lobby Ministers to raise awareness of the vicious circle. • Undertake a pilot to assess the opportunities to ensure the sustainability of rural services. • Highlight rural deprivation better by means of lobbying. • Take full advantage of the 'Superfast Wales' (digital connection) opportunities.
How will we measure this? <i>(Measures)</i>	We will develop measures as we develop proposals during 2013 / 14.

Priority	CC4 - PROMOTING COMMUNITY PRIDE AND RESPONSIBILITY
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • With increasing demand on services and resources declining, the Council needs to address this and use individual and community capacity to ensure the sustainability of services. Research shows that this can be achieved through: <ul style="list-style-type: none"> * Supporting more individuals to move from being a passive recipient of service to be an active participant who does more for themselves. * Supporting more people to be a part of shaping their communities. * Enabling more people to volunteer their time to help others and by doing so they strengthen the social capital within their communities as well as the social network for individuals. * Making better use of community assets. * Changing the mindset of the Council from a service model that is based on a deficit to a model based on assets which means more work in the community.
What difference do we want to make by 2017? <i>(Result)</i>	<p>Releasing capacity and encouraging local pride:</p> <ul style="list-style-type: none"> • More volunteers. • Less dependency the Council's services. • More community activities. • Improved attainment and participation in preventative services. • Less loneliness and more social networking for vulnerable people. • Improved use of community assets. <p>In addition to the above, a general result emerges of reduced demand on the Councils services and improving the resilience of individuals and communities.</p>
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will:</p> <ul style="list-style-type: none"> • Map voluntary and community activities across Gwynedd. • Research into areas that will benefit from the demand management approach. • Assess opportunities to prepare resources, in collaboration with partners to ensure we target the scheme where it's needed. • Pilot community pride in areas in order to learn what works. • Develop and implement a programme to change managers' mindset to adopt this method of service outputs where appropriate.

How will we measure this?
(Measures)

- Number of community activities held in the community pride areas.
- Number of volunteers registered in the community pride areas.

DRAFT

THEME - CULTURE AND BUSINESS ARRANGEMENTS OF THE COUNCIL

Thematic Vision	<ul style="list-style-type: none"> The people of Gwynedd central to everything we do
Priority	<p>DT1 - PROMOTING A CULTURE ACROSS THE WHOLE COUNCIL OF PUTTING THE PEOPLE OF GWYNEDD AT THE HEART OF ALL OUR WORK AND OUR DECISIONS</p>
<p>Why is this a priority? <i>(The Evidence)</i></p>	<ul style="list-style-type: none"> Only 43% of residents stated that they were satisfied with the way the council runs things (Mori survey, 2009). Only 44% of the members of resident’s panels were satisfied with the way the council runs things (opinion survey, 2012). 42% of Gwynedd residents gave a score of 7 or less to the Customer Care received (field survey with 590 residents, 2012). Evidence from the systems interventions that have been conducted show we have dedicated staff who wish to do their best for the citizens but numerous activities infringe this desire. Perception among members and staff that we do not spend enough time thinking about what is important to the citizen (focus groups with staff, managers and elected members, 2012). Lack of use of customer data in determining the prioritization and design of services. During the focus groups that were held with staff, managers and elected members, a number of issues were identified that needed to be addressed if the Council is going to put the people of Gwynedd central to everything we do.
<p>What difference do we want to make by 2017? <i>(Result)</i></p>	<p>A clear and common vision for everyone in the Council (known as “Ffordd Gwynedd / The Gwynedd Way”) regarding the corporate culture that’s needed, if we are to ensure that the people of Gwynedd are central to everything we do. And ensure that the vision is rooted throughout the Council. As a part of this, the following needs to be in place:</p> <ul style="list-style-type: none"> Leadership that highlights the importance of “Ffordd Gwynedd” and supports the vision. Managers in the workplace that empower staff to meet customer’s needs and identify procedures that deviate demand for our services: and who also understand customer needs and dispose of obstacles. Staff empowered to work in an adaptable environment to fulfil customer needs and to identify opportunities to reduce demand for services. Robust governance arrangements that ensure decisions are based on robust evidence on its effect on the people of Gwynedd. Performance framework that measures how we effect the lives of the people of Gwynedd.

	<ul style="list-style-type: none"> • Service provision arrangements that create value to the customer ac the people of Gwynedd. • Employment procedures that empower staff and reinforce the behaviour of putting the people of Gwynedd at the centre. • Policies that promote and support achieving the needs of our people, rather than create obstacles.
<p>What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i></p>	<p>We will implement the following project:</p> <p>Ffordd Gwynedd Project:</p> <ul style="list-style-type: none"> • Adopt the Ffordd Gwynedd Strategy as well as the Ffordd Gwynedd Development Programme, to ensure the long term objectives noted above are realised, and starting their implementation by undertaking the following during the first year: <p><u>Leadership that highlights the importance of “Ffordd Gwynedd”</u></p> <ul style="list-style-type: none"> • Ensure all Council senior leaders understand the principles of ‘Ffordd Gwynedd’. • Establish a Leaders development programme and ready to be implemented. <p><u>Managers in the workplace that empower staff and staff feeling empowered</u></p> <ul style="list-style-type: none"> • Create a Ffordd Gwynedd Development Programme as well as the accreditation that will be awarded to business units that fully implement “Ffordd Gwynedd”. • Ensure a practical pilot is underway in 3 business units to test the Development Programme. • Provide training to 30 managers on the coaching method of management. • Ensure all Council managers understand the principles of “Ffordd Gwynedd” and the role of managers within the new framework. <p><u>Robust governance arrangements</u></p> <ul style="list-style-type: none"> • Reinforce the role of scrutiny in order to focus on the effect of services on our citizens. <p><u>Appropriate performance framework</u></p> <ul style="list-style-type: none"> • Review the performance measurement framework in order to ensure it measures our effect on the people of Gwynedd. • Provide training to the Senior Managers College on the revised framework. • Create a procedure that uses complaints to improve services and start to implement the new procedure.

	<p><u>Appropriate Services Provision</u></p> <ul style="list-style-type: none"> • Create a revised Business Case for Siop Gwynedd and the Call Centre in order to maximise their benefits in particular regarding their ability to resolve issues at the first point of contact. • Review our establishment opening hours over the Christmas period, and test the new procedure. • Review the Information Technology Strategy in order to identify those plans that may help services to achieve for the people of Gwynedd. • Extend the number of services where self service can be used. • Ensure that the key change projects have the appropriate support in order to ensure their achievement. <p><u>Appropriate Employment Framework</u></p> <ul style="list-style-type: none"> • Review the employment framework and in particular the appointment and evaluation process, in order to ensure it reinforces the principles of “Ffordd Gwynedd”. <p><u>Appropriate Policies</u></p> <ul style="list-style-type: none"> • Review the councils training programme and agreeing any necessary changes.
<p>How will we measure this? (Measures)</p>	<ul style="list-style-type: none"> • Number of business units within the Council that received the “Ffordd Gwynedd” accreditation. • Number of continuous reviews conducted in order to provide improved services to the people of Gwynedd. • % of Gwynedd residents that are satisfied with the way Gwynedd Council runs things. • % of Gwynedd residents that give a score of 7 or less to the Customer Care received. • % of staff and members that believe that the leader of Gwynedd Council profess the principles of “Ffordd Gwynedd”. • % of staff that state they feel empowered to work in an adaptable environment in order to achieve customer needs. • % of Gwynedd residents that believe the Council offers value for money. • Number of business units with value for money measures that improve. • Number of services that are available through self service. • % of applications for services that are being addressed at first contact by Siop Gwynedd / Galw Gwynedd. <p><i>* N.B. It’s possible that these measures may change, especially if a more appropriate measure is available from the staff opinion survey. It’s intended to conduct a survey during the summer in order to obtain the opinion of staff and members, and set a baseline in order to measure the success of the intervention by the end of the period.</i></p>

Priority	DT2 - ENGAGING EFFECTIVELY WITH THE PEOPLE OF GWYNEDD AND ENSURING THEIR PARTICIPATION AND OWNERSHIP OF THE FUTURE
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • Only 37% of residents feel they can influence decisions that affect their area (Mori survey, 2009). • 43% of Gwynedd residents stated that they were satisfied with the way the council runs things – in comparison to 45% within our statistical neighbour (Mori survey, 2009). • 63% of residents feel they are unable to influence decisions in their area – compared to 73% within our statistical neighbour (Mori survey, 2009) • 29% of residents stated they would like more of a voice in decision that affect their area – with a further 59% dependent on the issues in question (Mori survey, 2009).
What difference do we want to make by 2017? <i>(Result)</i>	<p>Appropriate engagement arrangements to ensure we accomplish the important issues to the people of Gwynedd in order to prioritize our resources accordingly:</p> <ul style="list-style-type: none"> • More Gwynedd residents feel they are able to influence decisions in their local area. • More Gwynedd residents taken part in order to influence what happens in their area. • More engaging exercises that influence the final plan. • Elected members satisfied with the Council’s engagements arrangements.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will implement the following project:</p> <p>Engagement Project:</p> <ul style="list-style-type: none"> • Approve the Engagement Strategy for 2013-16 in order to improve the engagement process across the Council. • Establish an Engagement Management Board to oversee engagement arrangements across the Council and ensure that any lessons be it good or bad are disseminated across the Council. • Create an Engagement Handbook and undertake a campaign to raise awareness of the handbook. • Identify the individuals that are responsible for engagement and collaborate to improve their skills. • Ensure a resource is available to provide support and assistance to managers regarding engagement, as well as ensuring quality on key projects. • Establish arrangements to assess the effectiveness of the engagement activities. • Establish an Engagement Forum.

<p>How will we measure this? <i>(Measures)</i></p>	<ul style="list-style-type: none"> • % of Gwynedd residents that feel they are able to influence decisions in their local area. • Number of Gwynedd residents that have taken part in order to influence what happens in their area. • Number of the engaging exercises that has influenced the final plan. • What are the elected members feeling regarding the engagements arrangements at the end of the period?
<p>Priority</p>	<p>DT3 - MAKING MORE EFFICIENT USE OF RESOURCES, SEEKING TO MINIMISE THE IMPACT OF CUTS ON THE PEOPLE OF GWYNEDD</p>
<p>Why is this a priority? <i>(The Evidence)</i></p>	<ul style="list-style-type: none"> • The Council has approved a Financial Strategy covering the period of this Strategic Plan. The Strategy foresees that there will be a gap of over £32m between the Council's spending needs and the income from Government grant by the end of this period. Even assuming a relatively high increase in Council Tax (3.5% a year) the gap is still almost £25m. • Projections of this kind are inevitably 'best estimates' rather than definite figures, especially over longer time horizons, and the true situation could turn out to be somewhat worse or somewhat better than the above. What is certain, however, is that the Council will need to implement substantial savings in order to close this financial gap. • Because we foresaw difficult times ahead the Council has already approved schemes to save around £9m, which should be sufficient to close the financial gap in 2013/14 and 2014/15. This means that another £16m or so (planning assumption) will need to be found for the following two years. • The aim of the Strategy is to find as much as possible of the £16m through a combination of further efficiencies and managing the demand for services, before falling back on cuts as a last resort should they be needed. We have some time before 2015/16 to develop comprehensive, inclusive arrangements to achieve this.
<p>What difference do we want to make by 2017? <i>(Result)</i></p>	<p>Make more efficient use of resources, and seek to minimise the impact of cuts on the people of Gwynedd, by:</p> <ul style="list-style-type: none"> • Realising permanent financial savings of £24.8m over the 4 years. • Realising at least £20.0m of this sum whilst continuing to achieve the same outcomes for Gwynedd residents (i.e. through efficiency savings or by reducing the demand for Council services). <p>The exact sums will be reviewed annually as part of the Council's Financial Strategy.</p>

What will we achieve in 2013 / 14?
(Delivery Proposals)

We will implement the following projects:

Council Strategic Efficiency Project:

- Develop savings schemes equivalent to £1.5m, without impacting on results for residents, ready to be implemented during this financial year. Prepare to develop schemes worth £2m for 2014/15.

Outcomes Agreement Project:

- Ensure that the proposals which are agreed under the new Outcome Agreement framework will allow the Council to claim the full sum of £1.3m annually, and ensure achievement of the commitments made for 2013 / 14.

Realising Savings Project:

- Ensure that the savings approved for 2013/14 (total £3.6m) are achieved, and ensure preparations are made for the savings to be achieved in the following years.

Specific savings projects of a particularly complex / transformational nature:

- According to the timetable of the individual projects, which is assessed and reported as the projects are approved.

We will also develop proposals in order to:

- Achieve and quantify savings from the Reducing Demand for Services initiative - establish arrangements to ensure that future savings will be derived from the project and that they are appropriately measured and reported (the Reducing Demand project itself is included within Priority DT5).
- Identify further efficiency savings - develop proposals to ensure that as much as possible of the residual financial gap is met through efficiency savings.
- Prepare for the possibility of future service cuts - develop arrangements for identifying any service cuts which may be required in future, consulting widely with the public on the possibilities.

How will we measure this? <i>(Measures)</i>	<ul style="list-style-type: none"> • Total savings achieved. • Proportion of savings achieved which are efficiency savings. • Proportion of savings achieved which are service cuts. • Proportion of key service performance measures in the areas where efficiency savings were made, where performance did not deteriorate.
Priority	DT4 - CAPITALISING ON THE 'SIZE' OF THE COUNCIL FOR THE BENEFIT OF THE PEOPLE OF GWYNEDD
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • The Council has not established plans that take advantage of its size in the interests of the people of Gwynedd. • There are increasing examples of councils developing and implementing plans that will benefit the citizen. Examples of plans offered by many councils are; an opportunity to buy house insurance, offering "energy switching" opportunities, and using the pension fund for the benefit of the area - such as building new houses.
What difference do we want to make by 2017? <i>(Result)</i>	More people of Gwynedd benefiting from schemes that capitalise on the size of the Council: <ul style="list-style-type: none"> • 2 schemes implemented during the first year.
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will:</p> <ul style="list-style-type: none"> • Conduct further research into what schemes can be implemented, identify their cost as well as gather evidence regarding what effect the schemes will have. • Submit a long list of possible schemes to the Cabinet by the end of the second quarter 2013/14. So the Cabinet can decide and prioritize which schemes should be implemented and when. • Implement at least 2 schemes by the end of 2013/14.
How will we measure this? <i>(Measures)</i>	<p>We will develop measures as we develop proposals during 2013/14.</p>

Priority	DT5 - REDUCE THE DEMAND FOR SERVICES BY PREVENTION AND EARLY INTERVENTION
Why is this a priority? <i>(The Evidence)</i>	<ul style="list-style-type: none"> • The Council cannot cope with the increasing demand on services without service cuts. • Preventive services generally undeveloped in the Council. • Other councils have developed and implemented interventions to manage the demand for services, with evidence of such work having an impact. • Lack of skills and procedures within some areas that are critical to reducing demand for services.
What difference do we want to make by 2017? <i>(Result)</i>	Effective preventative services in place: <ul style="list-style-type: none"> • Appropriate enablers in place • Avoid increase in budgets
What will we achieve in 2013 / 14? <i>(Delivery Proposals)</i>	<p>We will:</p> <ul style="list-style-type: none"> • Commission effective preventative services. • Ensure the appropriate enablers are in place e.g. resources, capacity, analytics and research practice. • Undertake an assessment of the services where responsibilities could be transferred to individuals / communities.
How will we measure this? <i>(Measures)</i>	We will develop measures as we develop proposals during 2013/14.

APPENDIX 1 - KEY MEASURES

Theme	Reference	The Council's Key Measures (Tier 1)
Children and Young People	EDU/002i	% of pupils aged 16 who leave full-time education without a recognised external qualification.
Children and Young People	EDU/002ii	% of pupils aged 16 in care who leave full-time education without a recognised external qualification.
Children and Young People	GY25	% difference between the performance of pupils who have the right to free school meals and pupils that are not eligible for free school meals in KS4 (14-16 years old) in the Level 2 + threshold indicator.
Children and Young People	DANS11	Number of primary schools in one of the ESTYN categories [substantial improvement and special measures].
Children and Young People	DANS12	Number of secondary schools in one of the ESTYN categories [substantial improvement and special measures].
Children and Young People	GY01	Average points score capped on the basis of 8 GCSE in KS4 (14-16 years old).
Care, Health and Well-being	Diogelu4 (NEWYDD)	Number of child protection referrals in the period.
Care, Health and Well-being	Diogelu3	% of referrals which are re-referred within 12 months (other than Specialist Children's Services).
Care, Health and Well-being	LlesPMG1	Agreed transition plan for disabled children at 16 years.
Care, Health and Well-being	LlesPMG2	Pathway plan agreed for children in care.
Care, Health and Well-being	SCC/024	% of children who receive care during the year and in possession of a Personal Education Plan within 20 days receiving care or on entering a new school during the year.
Care, Health and Well-being	BUS09 (NEWYDD)	% of staff commencing a new post with two testimonials and Disclosure and Barring Service (DBS) check.
Care, Health and Well-being	BUS11 (NEWYDD)	% of staff receiving safeguarding training within 6 months of appointment.
Care, Health and Well-being	OED04	Enablement - Percentage of those receiving Enablement service who returned within 2 years.
Care, Health and Well-being	OED08 (SCA002b Lleol)	% of elderly people (65 years of age or over) receiving authority assistance in care homes in care homes per 1,000 of the population over 65 years of age on 31 March - apart from self-financiers.
Care, Health and Well-being	OED12 (NEWYDD)	Number of Protection of Vulnerable Adults (POVA) referrals completed in the period.

Theme	Reference	The Council's Key Measures (Tier 1)
Care, Health and Well-being	SCA/018c	% of carers for the elderly who received an assessment or a direct re-assessment during the year who received the service.
Care, Health and Well-being	DADH.34	Number of visits to leisure centres during the year per 1,000 of the population.
Care, Health and Well-being	Ge02	% of children attending 1 or more 5x60 sessions.
Care, Health and Well-being	DADH.42	% of children who have attained the national curriculum swimming standard by 11 years old.
The Economy	H6	Number of businesses developing with the support of the Council.
The Economy	H7	Number of new businesses established with the support of the Council.
The Economy	H8	Number of new posts established with the support of the Council.
The Economy	H9	Number of new posts safeguarded with the support of the Council.
The Economy	Ieu03	% of young people supported by school youth workers who re-engage with their learning.
The Economy	SaC01	% of working age individuals who move on to work (Taith i Waith).
The Economy	SaC04	Number of apprentices employed.
The Economy	Twr4	Benefit to the local economy of high profile strategic events.
The Economy	Caff06c	% spend with businesses in Wales.
The Economy	Caff06ch	% spend with businesses in North Wales.
The Economy	Caff06d	% spend with businesses in Gwynedd.
The Environment	PPN/008ii	% of new businesses found who have received a risk assessment visit or who have returned a self-assessment questionnaire during the year for food hygiene.
The Environment	PPN009	% of food establishments who are "broadly compliant" with food hygiene standards.
The Environment	CT29	% of all relevant planning applications decided within 8 weeks.
The Environment	TSH/011(a)	Condition of principal roads (A).
The Environment	TSH/011(b)	Condition of roads other than principal roads (B).
The Environment	TSH/011 (c)	Condition of class C roads.
The Environment	THS/009	Number of calendar days taken to repair defective street lighting lamps by percentage during the year.
The Environment	Y2	Performance of the Department against the financial target.
Strong Communities	CD12.03	The time taken to process new Housing Benefit and Council Tax Benefit claims.
Strong Communities	CD12.04	The time taken to process changing events in Housing Benefit and Council Tax Benefit.
Strong Communities	DAT02	Number of homeless people in Bed and Breakfast accommodation.

Theme	Reference	The Council's Key Measures (Tier 1)
Strong Communities	HHA/008	% of homeless referrals decided within 33 working days.
Culture and Business Arrangements of the Council	PEN6	Staff engagement as reported in the survey.
Culture and Business Arrangements of the Council	PEN7	% of relevant staff who have received a Disclosure and Barring check within 2 months of the date of appointment.
Culture and Business Arrangements of the Council	PEN1	Number of serious accidents as defined by the Health and Safety Executive (HSE).
Culture and Business Arrangements of the Council	D2.1	Number of days lost due to sickness absence by member of staff (the Council's attendance level).
Culture and Business Arrangements of the Council	PEN6	% of relevant staff who have been appraised between March and June.
Culture and Business Arrangements of the Council	CD5.01	Council's actual expenditure in comparison with the budget.
Culture and Business Arrangements of the Council	CD6.01	% of invoices paid within 30 days (across the Council).
Culture and Business Arrangements of the Council	CD11.01	Current Year Council Tax Collection Rate.
Culture and Business Arrangements of the Council	CR2	% scrutiny recommendations accepted by the Cabinet Members.
Culture and Business Arrangements of the Council	RhPe1	% departments with measurements for 2013/14 with a focus on results.
Culture and Business Arrangements of the Council	RhPe9	WAO's assessment of improvement arrangements, and the Council's true performance.
Culture and Business Arrangements of the Council	Rhag8	% of results achieved.

APPENDIX 2 - FINANCIAL CONTEXT FOR THE STRATEGIC PLAN 2013/14 – 2016/17

1. In accordance with its normal procedures, the Council has drawn up a financial strategy that corresponds to the period of the Strategic Plan, ensuring that we have the appropriate resources in order to realise what is included in the Strategic Plan.
2. There is no doubt that we are facing an extremely difficult situation for an extended period, but the Council is determined not to let that act as an excuse not to try to improve things for the people of Gwynedd during this period.
3. Over the four years in question, projections indicate that the grant we receive from the Welsh Government will increase 1.1% in 2013/14 and that it could rise by about 0.25% in 2014/15 followed by a significant decrease in 2015/16 and 2016/17.
4. Since about 80% of the Council's expenditure comes from this source, and since the Council must continue to face inflationary impacts and meet the increasing pressure that falls on our services, it is anticipated that we will therefore face a significant budget deficit over the next four years.
5. We have tried to predict what we might have to face as regards a potential deficit, and to consider how we will cope with such a situation.
6. The table below shows the size of the deficit planned for, and how we plan to achieve that :

Projection for budgetary planning- 2013/14 – 2016/17

	2013/14	2014/15	2015/16	2016/17	Total
Budget deficit forecast	3.6	6.5	12.1	10.4	32.6
Council Tax	(1.7)	(1.8)	(2.3)	(2.0)	(7.8)
Savings already being realized	(3.6)	(4.6)	(0.5)	-	(8.7)
Further efficiencies	-	-		(6.4)	(6.4)
Demand Management	-	-		(5.0)	(5.0)
Balance	(1.7)	0.1		6.3	4.7

7. The figure for the projected budget deficit of £32.6m comes from the projections made of possible scenarios for the grant that we are likely to receive from the Welsh Government and the inflation that is forecast as well as the pressures that are likely to fall on services. Naturally, this calculation is for planning purposes, and the actual situation is bound to change as time goes on.
8. It can be seen that we consider we can raise about £7.8m by increasing Council Tax, and we already have £8.7m we can use from the savings that the Council has been planning for some time now.
9. It can be seen that the rest of the strategy is focused on discovering more efficiencies and to try to reduce our spending by managing the demands made upon us. Even then there is a possibility that we will be faced with having to implement cuts, but hopefully we can avoid that as much as possible.
10. To date the Council has been quite successful in avoiding having to cut services.
11. That does not mean of course that our residents will not see differences to services. Even trying to be more efficient sometimes means changing the way services are delivered, and we will have to face that if we hope to avoid cutting services altogether.
12. Clearly, the work of finding savings is going to be a huge task and this is recognised in the Strategic Plan, but the plan also defines our ambition for the residents of Gwynedd, and to achieve this we will need to invest in order to achieve that ambition.
13. The Council has already set aside a fund in its specific reserves to finance the Plan and the revenue budget also includes some elements that are there to implement the Plan. Moreover, the expenditure projections made for the future include an assumption that a permanent budget needs to be provided to fund some of the plans, but until they are more mature we do not know yet what will be the extent of that need.
14. Together therefore the financial strategy designed for the coming period does two things - namely to ensure that we have a balanced budget while at the same time ensuring that we have the resources necessary to fulfil the ambitions of the Council for its residents through this Strategic Plan.

APPENDIX 3 - NATIONAL PERFORMANCE INDICATORS

Service	Reference	Indicator
Social Services	SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.
Social Services	SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March
Social Services	SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March
Social Services	SCA/019	The percentage of adult protection referrals completed where the risk has been managed
Social Services	SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.
Social Services	SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year
Social Services	SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker
Social Services	SCC/033a	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.
Social Services	SCC/033b	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.
Social Services	SCC/033c	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in engaged in education, training or employment at the age of 19.
Social Services	SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting.
Social Services	SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required
Housing	HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.
Housing	PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.
Housing	PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.

Service	Reference	Indicator
Housing	PLA/006(b)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.
Education	EDU/002i	The total number of pupils aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual school census in January.
Education	EDU/002ii	The total number of pupils in local authority care aged 15 on 31 August and on roll in any local authority maintained school at the time of the annual school census in January.
Education	EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment
	EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3
Education	EDU/011	The average point score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority.
Education	EDU/015a	The total number of pupils for whom statements of special educational needs were issued for the first time during the year, including exceptions.
Education	EDU/015b	The total number of pupils for whom statements of special educational needs were issued for the first time during the year, excluding exceptions.
Education	EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics
Waste Management	WMT/004(b)	The percentage of municipal waste collected by local authorities sent to landfill.
Waste Management	WMT/009(b)	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way.
Waste Management	STS/006	The percentage of reported fly tipping incidents cleared within 5 working days.
Highways and Transport	THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass.
Culture and Sports	LCS/002(b)	The number of visits to local authority sport and leisure centres during the year per 1,000 population, where the visitor will be participating in physical activity.
Culture and Sports	LCL/001(b)	The number of visits to public libraries during the year per 1,000 population.

Meeting	THE COUNCIL
Date	2, May, 2013
Subject	Amendments to the Constitution.
Purpose of the Report.	To submit minor amendments to the Council's Constitution.
Author	Dilys Phillips, Monitoring Officer.

1. Work is in hand under the auspices of the association which represents Monitoring Officers in Wales, with the support of the Welsh Local Government Association and the Welsh Government, to draw up a standard constitution for the unitary councils in Wales. The motivation for this is the fact that all councils in Wales now operate executive arrangements (Leader and Cabinet), and substantial differences are appearing between the legal requirements on Welsh councils compared to those in England as a result of legislation by the Welsh Government.
2. The standard constitution is expected to be completed during the next few months. It will continue to allow local differences from council to council, but it is hoped that there will be more consistency in interpretation of the Constitution across Wales and that the constitutional document will be easier to understand.
3. The new standard constitution will be presented to Council for adoption in due course. In the meantime a few amendments are needed to the existing Constitution as noted below :-
4. **Language Committee Terms of Reference.**

At present the Language Committee is responsible for overseeing the implementation of the Council's Language Scheme and will also be responsible for responding to the language standards when they are published. At its meeting on the 16, April, the Committee recommended that the following clause be added to the terms of reference*"Act as a consultative body on strategies promoting the Welsh language within the county by making recommendations to the Cabinet as necessary."*

5. The Committee would wish to have full responsibility for any strategies to promote the language within the county, instead of the Cabinet, but this is not legally possible under the present legislation. The Cabinet members have

discussed the wishes of the Language Committee and they, in turn, propose that any strategies which they develop to promote Welsh be presented to full Council for adoption (in the same manner as say the strategic plan). It is therefore recommended that " *A strategy to promote the Welsh language within the County*" be added to the list of plans requiring full Council approval.

6. **Council's Rules of Procedure.**

The current Procedure Rule 22(4) states that the Chairman will take the vote by show of hands. As the Council now has an electronic voting system in Siambr Dafydd Orwig, it is recommended that the rule be deleted. This would leave it open to the Chairman of any meeting to decide on the most appropriate way to vote.

7. **Trusts.**

The Council acts as trustee to a number of local trust or charities. A number of these are administered through schools, and others either by the Education Department or the Social Services Department. It is recommended to formalise this by including in the Delegation Scheme to officers that the trusts be administered by the relevant Head of Department in consultation with the local member or members.

8. **Reports from the Ombudsman.**

If the Ombudsman considers that there is maladministration within the Council, he can publish a public report making recommendations. Giving consideration to such a report is not a matter that the Cabinet can deal with. As the Audit Committee has the task of considering the governance arrangements of the Council in general, it is recommended that the Audit Committee is the appropriate body to consider such reports. It is therefore recommended that the following clause be added to the Audit Committee's terms of reference "*the power to consider reports from the Public Services Ombudsman for Wales under Section 19 of the Public Services Ombudsman (Wales) Act 2005.*"

9. **Delegation to Officers.**

Following the deletion of the Head of Provider and Leisure Department post the functions of the department were divided between the Head of Social Services, Housing and Leisure, the Head of Education, the Head of Customer Care and the Head of Highways and Municipal. The scheme of delegation to officers should be formally amended to reflect these changes.

10. **Recommendations.**

The Council is asked to make the following amendment to the Constitution :-

- 10.1 To add "*Act as a consultative body on strategies promoting the Welsh language within the county by making recommendations to the Cabinet as necessary*" to the terms of reference of the Language Committee in part 3 of the Constitution.
- 10.2 To add "*A strategy to promote the Welsh language within the County*" to the list of plans or strategies to be decided by full Council in part 3 of the Constitution.
- 10.3 To delete procedure rule 22(4) (Voting by show of hands).
- 10.4 To add the clause "*In consultation with the local member(s) where relevant, to administer any charity or trust which relates to the functions of the department*" to the scheme of delegation to officers in part 3 of the Constitution.
- 10.5 To add "*The power to consider the reports from the Public Services Ombudsman for Wales under Section 19 of the Public Services Ombudsman (Wales) Act 2005*" to the terms of reference of the Audit Committee in part 3 of the Constitution.
- 10.6 To delete section 5 "Head of Provider and Leisure Department" from the scheme of delegation to officers in part 3 of the Constitution and to add the following functions to the responsibilities of the relevant officers:
 - 3.1 Head of Education Department – Catering
- Cleaning in schools.
 - 8.1 Head of Customer Care Department – Cleaning
Caretakers
 - 9.1 Head of Highways and Municipal Department- Cleaning of public toilets.
 - 16.1 Head of Social Services, Housing and Leisure Department
 - Home Care
 - Residential and day services
 - Leisure centres
 - Sports development.
- 16.16 To act as a 'responsible person' for the purposes of the Care Standards Act 2000.

Meeting	THE COUNCIL
Date	2, May, 2013
Topic	Protocol for Members Gifts and Hospitality
Purpose of the Report	To submit an amended Protocol for the Council to adopt.
Author	Dilys Phillips, Monitoring Officer.

1. The Council adopted the present protocol on Gifts and Hospitality in June 2004. A copy can be seen in the Constitution on the Council's website - link [Protocol for Members on Gifts and Hospitality](#).
2. Since 2004 a new Code of Conduct has been introduced together with guidelines by the Ombudsman for Public Services in Wales which made it appropriate to review the contents of the Protocol on Gifts and Hospitality.
3. As part of the work of promoting high standards of conduct within the Council, the Standards Committee looked at the protocol and proposed some amendments. The amended protocol is attached to this report.
4. The main changes are to the form of the protocol rather than its contents. It now includes a reference to the Code of Conduct and the guidelines together with general principles which should be of assistance to members.
5. Members will be aware of the need to register any offers of gift or hospitality worth more than £25 whether accepted or declined. The Standards Committee from now on will receive an annual report on the contents of the register as part of the monitoring of standards within the Council.
6. **Recommendation.**

The Council is asked to adopt the amended Protocol and to include it as part of the constitution.

PROTOCOL FOR MEMBERS ON GIFTS AND HOSPITALITY

1. Introduction

- 1.1 You should treat with extreme caution any offer or a gift or hospitality made to you personally. You are responsible for any decision to accept an offer of a gift or hospitality, and your personal reputation and that of the Council could be seriously jeopardised by the inappropriate acceptance of such an offer.
- 1.2 No hard and fast rules can be laid down to cover every circumstance but this protocol offers guidelines to assist you in making a decision.

2. The Law

- 2.1 Accepting a bribe is an offence. If it is proved that you have received any gift, loan, fee, reward or advantage by somebody seeking to obtain a contract from the Council then the onus will be on you (and the person making the offer) to prove that you have not acted dishonestly.
- 2.2 The Members Code of Conduct states "That you must avoid accepting from anyone gifts, hospitality (other than official hospitality, such as a civic reception or a working lunch duly authorised by your authority), material benefits or services for yourself or any person which might place you, or reasonably appear to place you, under an improper obligation."

"You must not in your official capacity or otherwise, use or attempt to use your position improperly to confer on or secure for yourself, or any other person, an advantage or create or avoid for yourself, or any other person, a disadvantage."

"You must within 28 days of being offered any gift, hospitality, material benefit or advantage above the value of £25 provide written notification to your authority's monitoring officer of the existence and nature of that gift, hospitality, material benefit or advantage. You must register any such offer whether you accept it or not."

3. Principles

- 3.1 Improper obligation – A gift or hospitality should never be accepted as a reward or inducement to act in a particular way as a councillor or as a means of obtaining influence.

- 3.2 Benefit to the Council – Gifts or hospitality should only be accepted if there is a benefit to the Council of so doing. The benefit should be proportionate with the gift.
- 3.3 Misinterpretation – Gifts or hospitality should not be accepted if to do so would leave the council or member open to accusations of misconduct. Members must not only conduct themselves properly, they also be seen to be conducting themselves properly.
- 3.4 Soliciting a gift or hospitality – Gifts or hospitality should never be sought or invited in connection with a role as a councillor.

4. Gifts

- 4.1 A “gift” includes free goods and services, the opportunity to buy goods/services subject to a discount or terms which are not available to the public, or the opportunity to buy goods/services that are not available to the public. Care should be taken in situations where work or goods are ordered but no invoice is presented.
- 4.2 You may accept civic gifts on behalf of the Council. This protocol is not applicable to such gifts and neither do they need to be registered.
- 4.3 You should not accept personal gifts that are relevant to your position as a member or arising from that position, from anyone. However, it would be appropriate for you to keep small and insignificant gifts such as diaries etc. You may also accept raffle prizes.
- 4.4 You should refuse any gift offered to you, or to a member of your immediate family, from any person or organisation doing business or seeking to do business with the Council or applying to the Council for some sort of decision.
- 4.5 When a gift has to be declined the offerer should be courteously but firmly informed of the procedures and standards operating within the Council. If such a gift is delivered :
 - it must be returned immediately to the sender giving reason.
 - the acceptance and return of gifts over £25.00 should be registered
 - where an offerer insists that you accept the gift, you should contact the Monitoring Officer for advice on further appropriate action.

5. Hospitality

- 5.1 You should not accept hospitality from a person or organisation that is seeking a decision from the Council or is doing business or seeking to do business with the Council, unless it is part of a general public presentation.
- 5.2 You should only accept offers of hospitality if there is a genuine need to impart information or represent the Council in the community.
- 5.3 You should avoid hospitality in a situation where you would be the sole guest.
- 5.4 Offers to attend social or sporting functions should only be accepted where these are part of the life of the community or where the Council should be seen to be represented.
- 5.5 Where visits are required as part of the process of making decisions you should ensure that the Council meets the cost of such visits to avoid jeopardising the integrity of subsequent decisions.
- 5.6 You may accept hospitality through attendance at relevant conferences and courses where it is clear that the hospitality is corporate rather than personal, where the Council has given permission beforehand and where the Council is satisfied that any of its decisions will not be compromised.
- 5.7 You may accept normal refreshment in connection with your work as a member (tea, coffee, biscuits etc.)

6. Registration

- 6.1 Under the Council's Code of Conduct you must register any gift or hospitality that you receive that is worth more than £25.00. You should also register any such offer that you have refused.
- 6.2 The gift and hospitality register is kept by the Monitoring Officer who should be informed in writing of any gift or hospitality that you receive or refuse that is worth more than £25.00. The register will be available for public inspection.
- 6.3 The figure of £25.00 is of course relevant in considering what should be registered, it does not mean that you can accept all gifts or hospitality that are worth less than that. You must consider carefully every offer whatever its value.

7. Further Advice

- 7.1 If you have any doubt concerning an offer of a gift or of hospitality, you should seek the advice of the Monitoring Officer.
- 7.2 The Ombudsman has issued statutory guidance on the Code of Conduct and its interpretation. It can be seen on his website - www.ombudsman-wales.org.uk

MEETING	Full Council
DATE	2nd May 2013
SUBJECT	Annual Report from the Head of Democratic Services on behalf of the Democratic Services Committee with regards to support for Members
PURPOSE	To submit an update to members regarding the support available and developments realised and those in progress.
Authors	Councillor Lesley Day, Chair - Democratic Services Committee
Relevant Officer	Geraint George Head of Democratic Services

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

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

3. On 4 October 2012, a report was submitted to the full Council outlining the support available for the Head of Democratic Services and elected members, including the support which was being developed, in particular as a result of the following changes:
 - Transition to the Cabinet regime as a result of the new Measure
 - Several new members following the May 2012 elections

4. The following table includes a reminder of what was reported to the Council on 4 October 2012 and an update of the current situation in the context of the developments. The report submitted to the Council also contained a piece about the support for Cabinet members. We have not included that part in this report as the main responsibility of the Committee is the support given to those members outside the Cabinet.

A. What is the support available to ensure effective communication?

Ref	What to expect?	How?	By whom?	Update April 2013
1	<u>Surgeries</u> - One-to-one meetings with Cabinet Member so that members are given the opportunity to raise questions and receive updates.	It is intended to hold a pilot to assess whether the idea of surgeries will improve communication between Members of the Cabinet and non-executive members.	The Cabinet Team will be responsible for arranging the surgeries and appointments. The Cabinet Member will be responsible for recording any action issues arising from the meeting.	Some Cabinet members have held surgeries, some in the areas, but work of assessing their success has not yet been undertaken. This will be programmed to happen over the next few months.
2	<u>Information /Consultative workshops</u> on specific subjects for members with an interest in the field.	An opportunity to submit information and/or engage with elected members on specific subjects.	The Cabinet – Cabinet Member with assistance from the Heads of Service.	Several workshops have been held when preparing the Strategic Plan and also the Financial Strategy. The informal feedback from members who attended the workshops was favourable and we will be incorporating further similar opportunities into the programme over the coming year.

Ref	What to expect?	How?	By whom?	Update April 2013
3	<u>Champions</u> – there is a job description for champions.	The Cabinet has received a standard job-description for the role of a Champion and has appointed three and the remainder will be appointed before the end of September.	A Cabinet Member to appoint a non-executive member.	Six champions have now been appointed - Older People – Gareth Thomas Carers – Eryl Jones-Williams Disability – Peter Read Autism – Elin Walker Jones Vice of Children and Young People – Mair Rowlands Poverty prevention – Brian Jones
3b	<u>Area Assemblies</u>			A unanimous decision was made in the Council that four area assemblies would be established to start work in May.
4	<u>Electronic information for elected members</u> Ensure that elected members are able to easily receive information electronically by means of a portable tablet.	a) Pilot of a portable provision – tablet – to be held for a period by Cabinet members. Members will be able to receive e-mails, access to their calendar and access to public documents on the internet. Access to confidential documents via e-mail. b) The work of developing the information portal	Responsibility of the Democratic Services Committee. Input on the technical side by the Senior IT and Business Transformation Manager. Input in terms of needs and information to be coordinated by the Strategic and Improvement Department.	It was managed to ensure that every elected member had been offered and given the opportunity if they so wished to receive electronic equipment (iPad) and basic training on how to use it, along with the opportunity to attend a further session on how to make the best use of the i-pad which has been provided. Currently, nearly 70 of the 75 elected members have received an i-pad to assist with their Council work, and a substantial number of members use their iPads as their main method of communication and report that they receive information in a much easier and more timely manner through the new technology. The developments with regards to the Information portlet has been delayed for a period, but it

Ref	What to expect?	How?	By whom?	Update April 2013
		<p>that would be a place to 'capture' all the relevant information has to be amended as a consequence of recent difficulties.</p>		<p>remains a goal for future developments, pending new technical developments.</p> <p>It should be noted that the development has not been as fast and problem-free as first anticipated as the timetable has slipped and we have had to continue to distribute information electronically and in hard copy format for some time. Electronic copies only will be distributed from now on, with the exception of those elected members who do not have iPads or whom request to receive hard copies.</p> <p>It should also be noted that there have been some problems with a few accounts and it is vital for elected members to contact the information technology experts in such circumstances to try and find a solution for each individual and their co-members. <u>It is the elected members' responsibility to contact the IT helpdesk in order to resolve the problem on (01286 679114).</u></p> <p>It is now timely to move on to define a further brief to ensure developments over the coming months.</p>
5	<p><u>Information Bulletins by Cabinet Members</u> – short bulletins. The</p>	<p>a) Information bulletins by the Cabinet as a body on a monthly basis to provide an update for</p>	<p>a) The Cabinet Team will assist in terms of information and administration.</p>	<p>A lengthy discussion was held, with members and officers, to agree on the format of the bulletin and it is now intended to address four headings, namely:</p> <ul style="list-style-type: none"> ➤ Information about what the Cabinet or

Ref	What to expect?	How?	By whom?	Update April 2013
	focus will be on developmental work.	all members on what the Cabinet has achieved. b) Information Bulletins by individual Cabinet Members summarising what has happened in a particular field as required.	b) Responsibility of the individual member with administrative assistance and assistance in terms of information from the Head of Service.	<p>individual members of the Cabinet do</p> <ul style="list-style-type: none"> ➤ Information about member support matters (training etc.) ➤ Information about what is happening within the Council in a broader sense (latest news/press releases) ➤ Information about matters within wards (road works/disposal of properties etc.) <p>The first information bulletin was published on 19th April, and it is seen as one valuable tool to address the members' need for information and is an opportunity for the Council to act in an inclusive manner.</p> <p>The value of the bulletin to the members will be assessed during the year.</p>
6	<u>Cabinet Members' Reports to the Council</u>	Three Cabinet members reporting at every meeting of the Council.	Cabinet Members with the assistance of the Delivery Managers.	<p>A procedure has started of having a Cabinet member reporting on an element of his/her work in every Council meeting, with an opportunity for members to ask questions. The following presentations have already been made:</p> <p>December Council meeting – Cllr Sian Gwenllian (challenges in the education field)</p> <p>January Council meeting – Cllr Brian Jones (changes to the welfare system)</p> <p>February Council meeting – Cllr R H Wyn Williams (developments in the care field)</p>

Ref	What expect?	to	How?	By whom?	Update April 2013
					It is intended to continue with this procedure for the next few meetings and then assess the value.
7	<u>Meetings between Scrutiny Chairs and the Cabinet</u>		Protocol on the nature of the relationship in order to discuss and facilitate networking is being discussed. Meetings will be held bi-annually between members of the Scrutiny Chairs Forum and the Cabinet.	Meetings between Scrutiny Chairs and the Cabinet	Currently two meeting have been held between the Scrutiny Chairs' Forum and the Cabinet, the first at the end of September 2012 and the second during April 2013. A protocol on the nature of the relationship between Scrutiny and Cabinet has been established, ensuring respect and collaboration in order to do the best for the residents of Gwynedd. The meetings have allowed open and constructive discussion to assess progress to date and share lessons learned by the Scrutinisers and Cabinet.

B. What is the specific support available for elected members to undertake their specific duties?

Ref	What expect?	to	How?	By whom?	Update April 2013
8	<u>Timely information on developments or consultations on developments in the local area of elected members.</u>		Cabinet Member or Heads of Service to try to identify when specific work or developments are in the pipeline in any field in the wards of the local members	Cabinet Member, Head of Service or any specific Project Leader.	See comments above about the Information Bulletin.

Ref	What to expect?	How?	By whom?	Update April 2013
		and contact elected members in a timely manner to inform them.		
9	<u>Responding to enquiries or complaints by Local Members.</u>	Local Member to contact the specific service first of all to seek an answer to the enquiry. If the answer provided is not adequate, the matter should be referred to the attention of the relevant Cabinet Member to ensure an answer is given.	Responsibility on the local member to follow the correct steps to ensure a response.	<p>This procedure is already in place but there is no detailed information regarding how often it is implemented. There have been some examples of members expressing their complaints in the press before following this procedure and there was a discussion on that in the Business Group on 18 February 2013.</p> <p>Members are urged to use the appropriate systems in the first place as it is more likely to lead to a resolution to the enquiry.</p>
10	<u>Individual Members' Right in Cabinet meetings</u>	Cabinet meetings are public meetings and, therefore, individual members are entitled to be present. The Local Member is invited to be present in relation to local matters. Cabinet agendas are distributed via a link to all members.	Cabinet team's responsibility to identify local members for local items and local members' responsibility to ensure that he/she is aware of the content of the Cabinet agenda.	Update not needed – report has already been given.

C. Support for Scrutiny Members and to various other committees

Ref	What to expect?	How?	By whom?	Update April 2013
11	<p><u>Independent advice and guidance</u> for Chairs and members of Scrutiny Committees.</p>	<p>Advise Scrutiny Committees on their work programmes, hold preparatory meetings and provide advice on the live work programme including challenging progress and hold the Cabinet to account and ensure that scrutiny adds value.</p>	<p>Head of Democracy Services, Senior Corporate Commissioning Service Manager and the team within the Strategic and Improvement Department.</p>	<p>The three Scrutiny Committees have received training on their role and have been receiving independent advice and guidance continually during the months since their establishment. As the role of the committee has changed, they have taken some time to establish.</p> <p>It should be noted that the Wales Audit Office recently facilitated a peer investigation to improve Scrutiny in Wales. As part of the work, a team from Conwy observed two Scrutiny Committees in Gwynedd and they gave positive initial observations on the running of those scrutiny committees. A full report by the observation team will follow.</p> <p>Additionally, the Scrutiny Chairs and Vice-chairs Forum has been formalised and established, with invitations also extended to the Chairs and Vice-chairs of the Audit Committee and Democratic Services Committee to attend. The forum is considering the work programme and priority fields across all Committees.</p>
12	<p><u>Administrate and</u></p>	<p>Brief minutes of the</p>	<p>Members of the relevant</p>	<p>Administering and taking minutes of meetings</p>

Ref	What to expect?	How?	By whom?	Update April 2013
	<p><u>take the minutes at meetings</u> (scrutiny and others) and publish the minutes</p>	<p>recommendations of the Scrutiny Committee on the issue in question to be submitted to the relevant Portfolio Leader. Brief minutes of other committees also.</p>	<p>Scrutiny Committee with support from the Strategic and Improvement Department.</p>	<p>has been undertaken successfully over the last year, with the minutes published on the Council website.</p> <p>It should be noted that work to modernise Dafydd Orwig Chamber has been undertaken, and work is still ongoing in Hywel Dda Chamber. The sound and translation systems have improved greatly at Dafydd Orwig Chamber, and the new voting system is easier to use. The modernisation work prepares us further for the future requirements regarding webcasting.</p>
13	<p><u>Scrutiny Investigations</u> to examine the impact of policies at grass roots level (an in-depth examination of a specific subject) Start and finish investigation.</p>	<p>A series of meetings within a specific period with members of the investigation to programme and undertake the detailed investigation (by means of research and visits) and to submit specific recommendations to the Cabinet Member.</p>	<p>Members of the Scrutiny Committees supported by the Democratic Service Unit and the Performance and Efficiency Unit within the Strategic and Improvement Department.</p>	<p>Two 'start and finish' scrutiny investigations have already reported to the Scrutiny Committees with the recommendations submitted to the relevant Cabinet Member. The two investigations which have already reported are:</p> <ul style="list-style-type: none"> • Systems Thinking (Corporate Scrutiny Committee) • Housing Scrutiny Investigation (Communities Scrutiny Committee) <p>Members and officers have also held a session to learn lessons after these two investigations in order to try to improve for the future.</p> <p>Other fields have been identified for the next</p>

Ref	What to expect?	How?	By whom?	Update April 2013
				<p>investigations by the Scrutinisers, namely the rural agenda, Bangor Pride and Procurement by the Council.</p> <p>In addition, an investigation commissioned by the relevant Cabinet Member is also currently ongoing into the education quality field and it is expected to report to the cabinet member shortly.</p>

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

Ref	What to expect?	How?	By whom?	Update April 2013
14	<u>Administrative support for political groups</u> , such as arranging meetings, taking minutes, a service for typing letters, photocopying and coordinating response of the supported party.	Political Assistants are available to the three main parties for specified hours per week in accordance with the decision of the Full Council on 17/05/2012.	Political Assistants and further support from the Strategic and Improvement Department (by arrangement with Gareth James, Members' Manager – Support and Scrutiny).	Administrative support to the political groups has been implemented in accordance with what was decided by the full Council in May 2012.
15	<u>Administrative process and pay</u>	Travelling expenses claim forms already	Strategic and Improvement	Arrangements for administrating, processing and paying salaries and travelling expenses

Ref	What to expect?	How?	By whom?	Update April 2013
	<p><u>salaries and travelling expenses</u> of all members in a timely manner.</p>	<p>distributed. New clear and simple guidelines have now been developed.</p>	<p>Department coordinating the work.</p>	<p>are ongoing in a timely manner and in compliance with the guidelines of the Independent Remuneration Panel for Wales on Financial Recognition. Guidelines on claiming are on-line.</p> <p>It should be noted that an independent report had been received from Internal Audit to confirm that the new, current arrangements are correct but that there is room to remind members to submit their application on a monthly basis in accordance with the guidance.</p>
16	<p><u>Annual Reports</u> by elected members</p>	<p>Section 5 of the Local Government Measure (2011) noting the need to submit annual reports. Awaiting further guidelines on the need for members to be producing annual reports, but it is currently understood that it is necessary for the Council to ensure that support is in place to assist</p>	<p>All members (awaiting confirmation) with the assistance of officers from the Strategic and Improvement Department. It is recommended that members keep a record of what they currently do.</p>	<p>The requirements of the Measure note the need to ensure that arrangements are in place to allow individual elected members to produce an annual report, however a member does not have to draw up an annual report.</p> <p>The Democratic Services Committee decided to hold a pilot of the process for this year in order to ensure that experience was gained from it with regards to the most suitable format, whilst also allowing the Council to establish the appropriate support for the elected members who wish to produce a report in the future.</p> <p>The reports from the pilot will be published on</p>

Ref	What to expect?	How?	By whom?	Update April 2013
		members to produce annual reports.		the Council's website by the end of June as per the requirements.
17	Training – a comprehensive programme of training – a general programme available to all and a more specialist and developmental programme available depending on a member's post.	A series of programmed training sessions provided in-house or externally. Continuous adaptation of the programme in accordance with requirements of the members.	<p>Developments of the Cabinet under the guidance of the Cabinet Member.</p> <p>Democracy Services Committee to consider the developments of a training programme to the remainder of the members.</p> <p>A questionnaire to be sent out to members in order to have further consideration of the nature and order of the training programme – to be discussed by the sub-group established by the Democratic Services Committee.</p>	<p>A sub-group of the Democratic Services Committee was formed to look at training issues, rather than sending a questionnaire to all members. The cross party sub-group consisting of newly elected and more experienced members succeeded in ensuring ownership of the training requirements they wish to see provided, and the Learning and Development Service is now moving forward with planning and modifying the training programme based on the groups work. See part 4 above with regards to training for i-pads.</p> <p>Further work is currently being undertaken in order to respond to the requirements of the Local Government Measure (Wales) 2011 and in order to try and ensure that Gwynedd Council progresses towards winning the Welsh Local Government Members Development and Support Charter.</p>

MEETING:	THE FULL COUNCIL
DATE:	02 May 2013
SUBJECT:	MEMBERS SALARIES
AWDUR:	Geraint George Head of Strategic and Improvement Department

1. Members salaries and expenses for 2012/13 and the following years are paid in accordance with the decision of the Independent Remuneration Panel for Wales. The panel published its report detailing the salaries in December 2012, with an update published in December 2012.

2. The Panel's decision came into force following the May elections 2012. The requirements were reviewed during 2012/13, but no amendments were noted for 2013/14, therefore they stand as follows::

Ordinary Councillor £13,175 (Basic Salary)
 Leader of the Council £47,500 (Senior Salary)
 Deputy Leader of the Council £33,460 (Senior Salary)
 Cabinet Member £28,780 (Senior Salary)
 Committee Chairman £21,910 (Senior Salary)
 Political Group Leader £16,920 (Senior Salary)
 Chairman of the Council £21,375 (Civic Salary)
 Vice-Chairman of the Council £16,625 (Civic Salary)

3. The Council does not have the right to change these sums. Individual members have the right to waive the whole or part of their salary should they so wish.

4. There are five categories of members eligible to receive senior salaries, namely: Leader of the Council, Deputy Leader of the Council, Member of the Cabinet, Committee Chairman, Leaders of a Political Group.

5. The number of senior salaries payable is limited to 18 in Gwynedd.

6. At its meeting on the 17th May, 2012 the Council decided to allocate the following senior senior salaries,
 Leader of the Council, and nine Cabinet members (to include the Deputy Leader),
 the Chairs of the three Scrutiny Committees,
 the Chairs of the Audit Committee, Planning Committee and the Licensing Committee
 bringing the number of senior salaries payable to a total of 16.

7. During the year, the full Council decided to allocate the remaining senior salaries for 2012/13 as follows:

Leader of the Largest Group outside the Cabinet (Council 06/12/12)
 Chair of the Employment Appeals Committee (Council 28/02/2013)

8. In accordance with the Independent Remuneration Panel for Wales, the only adjustments for 2013/14 are as follows:

a) a Council must pay a senior salary to the Leader of the largest group outside the Cabinet, subject to at least 10% of the Council members being on the group. The Council had foreseen this requirement in December 2012 when allocating senior salaries, and therefore the Council already fulfills this requirement – see 7 above.

b) Individual authorities may decide on the maximum number of days for which co-opted members may be paid in any one year. The maximum allowed in 2012/13 was 10 days. It is recommended that Gwynedd Council remain with the maximum of 10 days in accordance with the 2012/13 guidance.

c) In accordance with the Panel's indication during 2011/12, elected members are entitled to join the Local Government Pension Scheme from 2013/14 onwards.

9. No further changes are required by the Independent Remuneration Panel for Wales. Note that guidance on expenses claims are published on the Council's website.

10. RECOMMENDATION.

The Council is asked to :-

(a) Allocate the senior salaries in accordance with the decisions undertaken in 2012/13 for 2013/14, as follows :-

Council Leader

Deputy Leader

Cabinet Members

Chairs of the three scrutiny committees

Chair of Audit Committee

Chair of Planning Committee

Chair of Licensing Committee

Chair of Employment Appeals Committee

Leader of the Largest Group outside the Cabinet

MEETING	THE FULL COUNCIL
DATE	2nd May 2013
TITLE OF THE REPORT	THE COUNCIL'S POLITICAL BALANCE
PURPOSE	Annual review of the Council's Political Balance
RECOMMENDATION	To allocate seats on the Council's Committees
AUTHOR	Geraint George, Pennaeth Gwasanaethau Democrataidd

1. CYFLWYNIAD

1.1 Following the 2012/13 elections, with the last of the elections held on 14th June, 2012 the Council's political constitution is as follows:-

Plaid Cymru	37
Independent	18
Llais Gwynedd	14
Labour	4
Liberal Democrats	2
Total	75

2. ALLOCATION OF SEATS ON COMMITTEES

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

- (a) Every seat on a committee cannot be allocated to the same political group;
- (b) The majority of seats on a committee must be allocated to a political group if the number of persons who are members of that group constitute a majority of the Council's members;
- (c) Subject to paragraphs (a) and (b) above, the number of seats on ordinary committees allocated to each political group will be the same as the number of all seats that members of that group has on the Council;
- (ch) Subject to paragraphs (a), (b) and (c) above, the number of seats on a committee allocated to each political group will be the same proportion of seats on the committee as the number of seats that members of that group has on the Council.

2.2 In order to ensure that these rules are adhered to, the Council has been dealing with committees in different blocks in the past. Also, this makes it easier to ensure that rule (c) in paragraph 2.1 above is adhered to.

2.3 The Council Business Group was asked to meet to discuss the matter in order to present a recommendation to the Full Council and met on 24th April, 2013.

2.4 There was no change in the political balance in Gwynedd Council since the last election held on 14th June, 2012, therefore, the Business Group recommends that the same seat allocation for 2012/13 be held in 2013/14.

(see **Appendix A**)

3. CHAIRPERSONSHIPS AND VICE-CHAIRPERSONSHIPS

3.1 In order to respond to the requirements of the Local Government Bill (Wales) 2011 in terms of allocation of chairpersonships and vice-chairpersonships the committees are divided into separate blocks.

3.2 In accordance with the requirements of sections 66-75 of the Local Government Bill (Wales) 2011 (“the Bill”) it is a requirement to allocate the chairpersonships of scrutiny committees in order to ensure, as far as possible, that political balance is reflected in those chairpersonships and that the groups that are not represented on the executive are give a fair proportion of the chairpersonships.

The only committees of which the chairs are allocated on the basis of political balance are the scrutiny committees. The chairs are to be allocated as follows:

Corporate	Llais Gwynedd
Communities	Independent
Services	Plaid Cymru

3.3 In accordance with section 83 of the Bill, the chairperson of the Audit Committee can not be a member of a political group which is represented on the executive.

3.4 In accordance with section 14 of the Bill, the chairperson of the Democratic Services Committee shall be appointed by the Full Council and it can not appoint a member of a political group which is represented on the executive.

3.5 Again, as there has been no change in the political balance, it is recommended that the allocation of chairpersonships, in accordance with the statutory rules, will remain in accordance with the allocation for 2012/13.

3.6 There are no statutory or constitutional provisions to control the appointments to the vice-chairpersonships or to the chairpersonships of the remaining committee (other than a member of the executive can not chair the Licensing Committee). The committees themselves will elect their chairpersons in these cases subject to the procedural rules limiting the term of a Chairperson to two years.

4. RECOMMENDATION

4.1 The Council is asked to:-

➤ Adopt the allocation of seats as noted in Appendix A, which, as so happens, is in accordance with the allocation for 2012/13.

- Delegate the power to the Head of Democratic Services to make appointments to the committees on the basis of political balance and in accordance with the wishes of the political groups.

- Adopt the allocation of the chairpersonships of the Scrutiny Committees on the basis of political balance, in accordance with the allocation of 2012/13 as follows:

Corporate Scrutiny Committee –	Llais Gwynedd
Communities Scrutiny Committee –	Independent
Services Scrutiny Committee –	Plaid Cymru

APPENDIX A

SCRUTINY COMMITTEES

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

OTHER COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats
Democratic Services	7	4	3	1	
Planning	7	3	3	1	1
Central Licensing	7	4	4		
Language	8	4	3		
Appointment of Principals Officers	7	4	2	1	1
Employment Appeals	4	1	1	1	

Number of seats	76	37	29	8	4	154
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	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats
Pensions	3	2	1		1
SACRE	3	2	2		
Local Consultative Joint-committee	6	2	2	1	
Special Educational Needs Joint-committee	4	2	1		
Joint Planning Policy Committee	4 (3 seats and one seconder)	2	1	1	

Total Seats	96	47	36	10	5	194
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