

Contents

Agenda	2
2 - Minutes of the last meeting	6
9 - Local Government Re-organisation	20
Appendix 1	24
10 - Council Pay Policy	68
11 - Amending the Constitution	69
12 - Appointment of Elected Member to the Standards Committee	93
13 - Gwynedd Council Performance Report 2013-14	95
Appendix 1	97
14(c) Notice of Motion - Response regarding the referendum on Scottish independence	161



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, 9 HYDREF 2014
1.00pm, THURSDAY, 9 OCTOBER 2014

Lleoliad / Location

Siambr Dafydd Orwig
Swyddfa'r Cyngor, Caernarfon

Pwynt Cyswllt / Contact Point

Eirian Roberts
(01286) 679018
maireirianroberts@gwynedd.gov.uk

(DOSBARTHWYD / DISTRIBUTED 2/10/14)

Dilwyn Williams
Prif Weithredwr / Chief Executive

www.gwynedd.gov.uk

2 Hydref / October 2014

Annwyl Gyngorydd,

CYFARFOD O GYNGOR GWYNEDD – 9 HYDREF 2014

FE'CH GWYSIR TRWY HYN i gyfarfod o **GYNGOR GWYNEDD** a gynhelir am **1.00PM**, **DYDD IAU** nesaf, **9 HYDREF 2014 YN SIAMBR DAFYDD ORWIG, SWYDDFA'R CYNGOR, CAERNARFON**, i ystyried y materion a grybwyllir yn y rhaglen a ganlyn.

Dear Councillor,

MEETING OF GWYNEDD COUNCIL – 9 OCTOBER 2014

YOU ARE HEREBY SUMMONED to attend a meeting of **GWYNEDD COUNCIL** which will be held at **1.00PM** on **THURSDAY** next, **9 OCTOBER 2014** in **SIAMBR DAFYDD ORWIG, COUNCIL OFFICES, CAERNARFON** to consider the matters mentioned in the following agenda.

Yr eiddoch yn gywir/Yours faithfully,



Prif Weithredwr/Chief Executive

Bydd yr ystafelloedd a ganlyn ar gael i'r grwpiau gwleidyddol yn ystod y bore:-
The following rooms will be available for the political groups during the morning:-

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

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. MINUTES

The Chairman shall propose that the minutes of the last meeting of the Council held on 17 July, 2014 be signed as true record (attached).

3. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

4. THE CHAIRMAN'S ANNOUNCEMENTS

To receive any Chairman's announcements.

5. CORRESPONDENCE, COMMUNICATIONS OR OTHER BUSINESS

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

6. URGENT BUSINESS

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

7. QUESTIONS

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

8. PRESENTATION BY THE CABINET MEMBER ECONOMY

To receive a verbal presentation by the Cabinet Member Economy.

9. LOCAL GOVERNMENT RE-ORGANISATION

To submit the report of the Council Leader (attached).

10 COUNCIL PAY POLICY

To consider the report of the Cabinet Member Resources (attached).

11. AMENDING THE CONSTITUTION

To submit the report of the Council Leader (attached).

12. APPOINTMENT OF ELECTED MEMBER TO THE STANDARDS COMMITTEE

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

13. GWYNEDD COUNCIL PERFORMANCE REPORT 2013/14

To submit the report of the Council Leader (attached).

14. NOTICES OF MOTION

- (A) In accordance with the notice of motion received under the Procedural Rules, Councillor Owain Williams will propose as follows:

“Following the latest attacks by the Israeli State on the territory of Palestinians living in the Gaza Strip, this Council calls for the suspension of trading with Israel and condemns the over-reaction and savageness used.

Furthermore, we confirm and underline this Council’s decision not to invest in Israel or that country’s establishments.

We believe that if Gwynedd leads the way that there is hope that other councils in Wales and beyond will follow our example.”

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

- (B) In accordance with the notice of motion received under the Procedural Rules, Councillor Mair Rowlands will propose as follows:

“That this Council uses the domain .Cymru and uses the website address *gwynedd.cymru* as opposed to *gwynedd.gov.uk* and that we encourage other councils throughout Wales to follow our example.”

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

- (C) To submit, for information, a letter received from the First Minister of Scotland in response to Councillor Alwyn Gruffydd’s notice of motion to the last meeting regarding the referendum on Scottish independence (attached).

THE COUNCIL, 17.07.14

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

Councillors: Craig ag Iago, Stephen Churchman, Lesley Day, Edward Dogan, Gwynfor Edwards, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Trevor Edwards, Thomas Ellis, Alan Jones Evans, Aled Evans, Jean Forsyth, Gweno Glyn, Simon Glyn, Gwen Griffith, Selwyn Griffiths, Alwyn Gruffydd, Siân Gwenllian, Annwen Hughes, Chris Hughes, John Brynmor Hughes, Louise Hughes, Jason Humphreys, Peredur Jenkins, Aeron Jones, Anne Lloyd Jones, Dyfrig Jones, Elin Walker Jones, Eric Merfyn Jones, John Wynn Jones, Linda Ann Jones, Sion Wyn Jones, Eryl Jones-Williams, Beth Lawton, Dilwyn Lloyd, June E. Marshall, Dafydd Meurig, Linda Morgan, Christopher O'Neal, W. Roy Owen, William Tudor Owen, Nigel Pickavance, Peter Read, Caerwyn Roberts, John Pughe Roberts, Liz Saville Roberts, Mair Rowlands, Angela Russell, Dyfrig Siencyn, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed Williams, Gethin Glyn Williams, Hefin Williams, John Wyn Williams, Owain Williams, R.H. Wyn Williams, Mandy Williams-Davies and Eurig Wyn.

Also present: Dilwyn Williams (Chief Executive Designate), Morwena Edwards and Iwan Trefor Jones (Corporate Directors), Dilys Phillips (Head of Democracy and Legal Department / Monitoring Officer), Dafydd Edwards (Head of Finance Department), Arwel E. Jones (Senior Manager – Corporate Commissioning Service), Iwan Evans (Legal Services Manager / Deputy Monitoring Officer) and Eirian Roberts (Member Support and Scrutiny Officer).

Apologies: Councillors Anwen Davies, Brian Jones, Charles W. Jones, Llywarch Bowen Jones, Michael Sol Owen, W. Gareth Roberts, Mike Stevens, Gruffydd Williams and Robert J. Wright.

The meeting was opened with a prayer from Councillor Huw Edwards.

1. MINUTES

The Chairman signed the minutes of the annual meeting of the Council held on 1 May, 2014 as a true record.

2. DECLARATION OF PERSONAL INTEREST

Councillor Linda Wyn Jones declared a personal interest in item 13 on the agenda – Annual Report of the Statutory Director of Social Services 2013/14 – as she was the director of Cwmni Seren.

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

Councillor Eryl Jones-Williams declared a personal interest in item 13 on the agenda – Annual Report of the Statutory Director of Social Services 2013/14 – because his wife was receiving a service from the department.

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

The Chief Executive Designate and the Legal Services Manager / Deputy Monitoring Officer declared a personal interest in item 12 on the agenda – Electoral Registration Officer / Returning Officer – as the report referred to them, and they left the Chamber during the discussion on the item.

3. CHAIRMAN'S ANNOUNCEMENTS

(a) Condolences

Condolences were expressed to the family of the Chief Bard Gerallt Lloyd Owen.

It was also noted that the Council wished to remember others within the county's communities who had lost loved ones recently.

The Council members stood as a mark of respect.

(b) Thanks

Gratitude was expressed to all the Council staff who had been involved with the arrangements for the Urdd Eisteddfod in Meirionnydd this year. It had been a very successful Eisteddfod and the Council was asked to pass on their appreciation to those officers.

(c) Congratulations

The following were congratulated:-

Mr Edmund Bailey, Llanbedr, Harlech on his appointment as the new Lord Lieutenant of Gwynedd as successor to his Honour Huw Morgan Daniel.

All the youth of the county who had succeeded at the Urdd Eisteddfod this year, and it was noted that three of the main awards had come to Gwynedd.

Athletes from Gwynedd who had succeeded in becoming part of the Wales Team for the Commonwealth Games in Glasgow at the end of the month.

The following on their success in the School Sports Awards Ceremony, and their teachers for teaching them:-

- Primary Boy of the Year – Cai Llwyd Jones – Ysgol Bethel
- Secondary Girl of the Year – Mari Davies – Ysgol Syr Hugh Owen
- School of the Year – Ysgol Sarn Bach
- Pupil of the Year, Active Young People Team – Elfed Selman – Ysgol Uwchradd Tywyn
- Teams of the Year – Under 16 Football Team – Ysgol Eifionydd, and Under 16 Hockey Team – Ysgol Uwchradd Tywyn.
- Volunteer of the Year – David Johnson
- Coach of the Year – Owain Williams – Ysgol Bro Tegid

(ch) Note

It was noted that all the members had received a copy of the Welsh Language in Education Strategic Plan 2014-17 and the Gwynedd Primary Schools Language Charter, and they were encouraged to read them.

4. PETITIONS

(a) It was noted that a request to submit a petition had been received from Councillor Louise Hughes, in accordance with Procedural Rule 13. The member was invited to submit the petition, summarise its purpose and to make any observations to endorse its contents. She noted the following:-

- Syniad Sothach (Rubbish Idea) were calling on the Council to reconsider the proposal to collect rubbish every three weeks.
- Over 2,000 people had signed the paper petition, with thousands more having signed it on-line.
- Environmental experts had warned that the rubbish would attract rats and vermin that would stay close to food supplies, thus bringing rats closer to people's houses.
- Rat droppings would spread diseases and endanger public health.
- Syniad Sothach had other plans to increase Recycling without moving to three weekly collections, and a meeting had been arranged with Russell Owens, Head of the Cooperative Change Programme, Welsh Government to discuss this.
- The Leader was asked to allow a discussion to take place in the full Council, so that every member had a democratic vote on the matter.

In the absence of the Cabinet Member for the Environment, Councillor Gareth Roberts, the Leader, Councillor Dyfed Edwards, responded to the presentation and noted:-

- The Council's intention was not to collect waste every three weeks only, and the blue boxes and the brown bins etc. would continue to be collected every week, with only the residual waste being collected every three weeks.
- Only half the population of the county recycled, and the arrangement had to be changed in order to encourage more people to recycle.
- The full Council had already adopted a Waste Strategy and had prioritised the field as part of its Strategic Plan, and the Cabinet had a responsibility to act in accordance with that.
- He also had a petition, which was the weight on his shoulders from tomorrow's generation who pressed on us to protect the environment and its natural resources and to not throw waste into large holes in the ground.
- He took the responsibility seriously, and no doubt that the rest of the county wished to live up to the label of a Green Gwynedd.

It was noted that the petition would be handed to the Cabinet Member for attention.

(b) It was noted that a request to submit a petition had been received from Councillor Stephen Churchman, in accordance with Procedural Rule 13. The member was invited to submit the petition, summarise its purpose and to make any observations to endorse its contents. He noted the following:-

- The petition, which had been organised by the residents of Pentrefelin and signed by 229 people, related to their concern regarding traffic along the A497 between Cricieth and Porthmadog.
- He had been corresponding with the Council and the Assembly Members etc. regarding this matter since 2002.

- A vehicle-stimulated sign that had been installed in Pentrefelin some years ago had alleviated the problem, but the sign had been lent temporarily to the Trunk Road Agency to be reused in Penmorfa.
- After the sign was damaged by a vehicle that had lost control, a new sign had been installed in its place on the insurance, and the residents were calling for this sign to be returned to Pentrefelin.
- The residents would be willing to share the use of the sign with Penmorfa, but since it had been in Penmorfa for a longer time than expected, it was high time for it to be returned to Pentrefelin.
- Leaving such a sign in the same place permanently reduced its effect, and it had a greater impact if it was there for some months at a time only.

In the absence of the Cabinet Member for the Environment, Councillor Gareth Roberts, the Leader, Councillor Dyfed Edwards, responded to the presentation and noted:-

- That he accepted that this was an important matter for the people of the area, and that the petition would be handed to the Cabinet Member for attention.
- He suggested that the member discussed with the Cabinet Member to see if it was possible to move forward positively.

5. QUESTIONS

A question from Councillor Dafydd Meurig

“The decision of the Education Department to abolish the bus for Talybont children to Ysgol Llandygai raises major questions about the way the department makes and implements decisions regarding the education transport policy. Is the Council willing to review a decision that would lead to children as young as five years old having to use a busy main road that has no pavement, and in the context of significant cuts faced by it over the coming years, is the Council happy that its arrangements for engagement and consultation with the residents of Gwynedd are fit for purpose?”

A reply from Councillor Gareth Thomas, Cabinet Member for Education

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

“I acknowledge that the changes that are happening with regard to the transport of children to school are causing concern to a number of communities. It is the policy of this full Council that is being implemented here, and it is based on Government guidelines. The Education Department receives the professional opinion of the Transport Department, that determines which homes are within or outside the two or three miles, and it also receives the professional opinion of the officers of the Traffic Department on the safety of routes to schools. Parents in Talybont argue that the route is unsafe, but by using the guidelines from the Government, the only thing the Education Department had to consider was the officer’s report. There are new guidelines out by now, and I have asked the officers to carry out another assessment under these new guidelines. These guidelines enable two parents to be with the assessor making the assessment, and it also involves asking the children’s opinion. The assessment was conducted yesterday morning, and Councillor Dafydd Meurig was a part of it with two parents, and work on gathering the children’s opinions is taking place this week. We have not yet received the result but we hope to receive it quite soon. This is the third assessment that has been undertaken. The

department accepts that the communication with the parents could be better and we have learned lessons from this, and the lessons will be taken up.”

A supplementary question from Councillor Dafydd Meurig

“The problem in Maesgeirchen has been looked at again. Common sense has obviously come into it. Can you confirm that common sense will come into relooking at the decision in Talybont as well?”

A reply from Councillor Gareth Thomas, Cabinet Member for Education

“I am pleased that a solution was found in Maesgeirchen, but that is due to a private company spotting an opportunity. The officers have been working closely with these companies and we hope that this type of thing can happen in other areas also. As I noted, we have requested an assessment under the new guidelines and we will see what will be the result of that in due course.”

6. A PRESENTATION BY THE CABINET MEMBER FOR PLANNING

A presentation was received from Councillor John Wyn Williams, Cabinet Member for Planning, providing details of his responsibilities in the field of planning, housing, trading standards and community safety.

In response to specific questions, the Cabinet Member responded as follows:-

- He acknowledged that there was further developmental work to be completed in relation to implementing Tai Teg.
- In terms of the Active Travel Bill, the work had been commenced in Bangor and would continue.
- He had not referred specifically to the economy in his presentation as the Council would receive a presentation from the Cabinet Member for the Economy in due course, and although no reference had been made to the Local Development Plan, the Joint Planning Policy Committee were continuously looking at the regeneration field.
- He agreed that a clear statement should be issued emphasising that the food hygiene report criticised the Council’s internal recording system, not the standard of the individual businesses. He also confirmed that the department's procedures were being looked at following the release of the report.
- He was surprised that the numbers on the waiting list for a house had decreased to 2,800, as the figure had been much higher than this in the past, and the Cabinet’s vision was to construct hundreds of social houses in order to meet people’s needs, and to also bring empty houses back into use.
- As the Council had succeeded in obtaining a grant to assist tenants temporarily, rent arrears had not increased as much as expected as a result of the bedroom tax, but there were concerns as to what would happen after the grant had ended.
- He was very willing to hold discussions with the officers regarding the restrictions of the TAN 15 (Flooding) in Porthmadog as there was a need to build more affordable homes there.
- He could not accept the comment that constructing hundreds of additional houses would serve only to meet the needs of people from outside the county. There was a need for houses in Gwynedd, but it was important to

- build them in the right places, and there had to be evidence of the need before they were built.
- In respect of the comment that section 106 agreements made it difficult for local people to construct houses, the guidelines had already been relaxed somewhat, and the period of local residence had now reduced to three years. If it were reduced further, it would not serve any purpose and would lead to an open market situation. The section 106 agreement was being looked at and the housing situation was under constant consideration.

In response to a question regarding the viewpoint of planning officers in appeals, the Monitoring Officer explained that the officers' recommendations to the Planning Committee were based on their professional opinion on applications, and should the committee make a decision that was contrary to the officers' recommendation, it would be difficult for those officers to publicly support an opinion that was contrary to their professional opinion at any subsequent appeal. Consequently, the procedure being implemented was that a member represented the committee in an appeal where a decision that was contrary to the officer's recommendation had been made.

The Cabinet Member was thanked for his presentation.

7. ADJUSTMENT TO THE PAY POLICY

The Cabinet Member for Resources submitted a report, recommending an adjustment to the Pay Policy, in order to facilitate the appointment of the Head of Education Department.

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

During the discussion the following main observations were highlighted:-

- The Council should be very careful if it intended to raise the salary of the Head of Education Department during a period of job cuts across the Council.
- A question was raised regarding the method of advertising the post in light of the fact that only two candidates had applied, but the Cabinet Member for Resources confirmed that the Council had advertised extensively, and that there was no problem in respect of marketing the post.
- The Cabinet's decision to allow heads of department to retire early and to then request a pay rise for their successor, was challenged, and it was enquired whether it would not be better to form an Employment Strategy initially and presume that they would have to go out to the market to search. The Chief Executive Designate replied that the Council's debt to the Head of Education Department was very large and he was entitled to retire anyway because of his age. The request was approved to allow time to go out to the market.
- It was suggested that it made no sense that some school heads earned more than the Head of Education who is responsible for the whole county's education system and it was noted that the proposed adjustment to the pay policy would mean that the Head of Education Department's salary would be higher than the salaries of all school head teachers in the county.
- They appreciated the fact that this matter had been brought before the full Council.
- It was emphasised that the salary must be increased in order to attract the best possible candidates.
- It was noted that the situation raised serious questions about the Council's structure. This was one of the Council's most important posts with a budget of £90m, namely half the Council's budget. This was a statutory post and the Council was placing it secondary within the system.

- In response to an enquiry, the Chief Executive Designate confirmed that the proposed increase would need to be funded from savings, but if the Council did not succeed to fill the post of the Head of Education Department, the cost to the Council would be much higher.

In the current climate and in light of the Williams report and the collaboration that was already happening in the education field, an amendment was proposed and seconded to add the following words to the original proposal:-

“The Chief Officers Appointment Committee is also asked to open discussions with neighbouring education authorities in order to see whether it is possible to collaborate at a senior management level in the education field, and the committee is given the operational right to decide on the best way of filling the post of the Head of Education Department.”

Support was expressed for the amendment on the grounds that this left every option on the table. On the contrary, it was suggested that it was premature to collaborate at the most senior level and that this Council should lead, rather than follow, other councils.

A vote was taken on the amendment and it was carried.

A vote was taken on the original proposal with the amendment and it was carried.

RESOLVED to adopt the recommendation of the Chief Officers Appointment Panel and change the Council’s Pay Policy in respect of the Head of Education post such that the maximum of the pay scale is consistent with the median benchmark. The Chief Officers Appointment Committee is also asked to open discussions with neighbouring education authorities in order to see whether it is possible to collaborate at a senior management level in the education field, and the committee is given the operational right to decide on the best way of filling the post of the Head of Education Department.

8. THE NEW CONSTITUTION

The Chairman of the Audit Committee submitted a report asking the Council to adopt the amendments to the Constitution following a review.

The Deputy Monitoring Officer explained that the Council needed to decide whether the Cabinet or the full Council would have the right to make decisions on proposals to close or establish individual schools under the schools’ organisation plan, and he provided the background to the arrangements.

The recommendations of the Audit Committee were proposed by the Chairman of the Committee, and they were seconded.

- (A) Referring to the right to appoint up to two co-opted members, without a vote, on every scrutiny committee (section 7.7 of the Constitution), an amendment was proposed and seconded that any co-opting of members was limited to a period of one year at a time as the scrutiny committees dealt with a broad range of subjects, and it would be beneficial to have experts from various fields serving on them.

A vote was taken on the amendment and it was carried.

A notice of a further amendment was given.

It was noted that there was a risk of focusing entirely on one or two matters only, and it was suggested that every member should receive a full copy of the Constitution and be encouraged to read it.

(B) An amendment was proposed and seconded that the Cabinet should make decisions on proposals to close or establish individual schools under the schools' organisation plan for the following reasons:-

- This was purely a constitutional matter. The Council had been forced to move to a Cabinet procedure, and in doing so, it had no choice but to accept the accompanying system, namely that the Council had a Cabinet, which acted, and the rest of the Council, which held the Cabinet to account.
- As the Cabinet was accountable, it was not appropriate to move one part of its work to the full Council.
- They did not wish to see this platform being used for political purposes.
- There was room to protect the local members so that they were not drawn into these matters.

Objection was expressed to the amendment for the following reasons:-

- If there was any doubt regarding the Council's engagement arrangements, it must be ensured that this was dealt with and scrutinised appropriately.
- The ethos of the amendment suggested that the ordinary member would be restricted even more.
- The amendment was not democratic and every member of the Council had a right to decide on matters that were important to the communities of the county.
- The local members did not wish to be protected from being drawn into these matters.

In their closing statement, the proposer of the amendment noted that the Council ran an arrangement where there was a clear difference between the executive role and the scrutiny role. The Cabinet should implement the education strategy that had been adopted by the Council, but should the right to decide on one education matter be taken from the Cabinet and given to the full Council, it would not be possible to hold the Council to account as there would be no right to call in.

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

In favour of the amendment: (32) Councillors Craig ab Iago, Edward Dogan, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Alan Jones Evans, Aled Evans, Sian Gwenllian, Annwen Hughes, Peredur Jenkins, Dyfrig Jones, Elin Walker Jones, Beth Lawton, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Dewi Owen, Caerwyn Roberts, Liz Saville Roberts, Mair Rowlands, Dyfrig Siencyn, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Elfed Williams, Gethin Glyn Williams, Hefin Williams, John Wyn Williams, R.H. Wyn Williams, Mandy Williams-Davies and Eurig Wyn.

Abstaining: (2) Councillors Selwyn Griffiths and Anne Lloyd Jones.

Against: (28) Councillors Stephen Churchman, Lesley Day, Gwynfor Edwards, Trevor Edwards, Thomas Ellis, Jean Forsyth, Gweno Glyn, Simon Glyn, Gwen Griffith, Alwyn Gruffydd, John Brynmor Hughes, Louise Hughes, Jason Humphreys, Aeron Jones, Eric Merfyn Jones, Linda Ann Jones, Sion Wyn Jones, Eryl Jones-

Williams, Dilwyn Lloyd, June E. Marshall, Christopher O'Neal, W. Roy Owen, Nigel Pickavance, Peter Read, John Pughe Roberts, Angela Russell, Eirwyn Williams and Owain Williams.

- (C) Referring to the intention to delegate the right to a corporate director (or a head of department nominated by the corporate director), in consultation with a member of the Employment Appeals Committee and Human Resources Advisor, to determine appeals lodged by staff against disciplinary steps taken against them or appeals under any of the Council's employment policies where the right of appeal is permitted (section 13 of the Constitution), it was proposed and seconded that the procedure should be kept as it was, with the Employment Appeals Committee determining these matters.

A vote was taken on the amendment and it was carried.

A vote was taken on the entire Constitution and it was carried.

RESOLVED to adopt the new Constitution in accordance with the recommendations of the Audit Committee and the summary given in the appendices to the report, subject to the following:-

- (a) **Setting a time limit of 4 hours on meetings of the full Council, but giving the Chairman the discretion to continue the meeting beyond that if he is of the view that this is appropriate.**
- (b) **That the Cabinet should make decisions on proposals to close or establish an individual school under the schools' organisation plan.**
- (c) **That there is a right to appoint up to two co-opted members, without a vote, on each scrutiny committee for a period of a year at a time.**
- (ch) **To continue with the current procedure where the Employment Appeals Committee determines appeals lodged by staff against disciplinary steps taken against them in appeals under any of the Council's employment policies where the right of appeal is permitted.**

9. ELECTORAL REGISTRATION OFFICER / RETURNING OFFICER

The Cabinet Member for Customer Care submitted a report, recommending that the Council appointed an Electoral Registration Officer / Returning Officer from 1 September, 2014, as the current post-holder was retiring.

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

In response to an enquiry, the Monitoring Officer confirmed that there were no further financial implications for either post.

A vote was taken on the proposal and it carried.

RESOLVED

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

All to be effective from 1 September 2014.

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

Submitted – the Annual Report of the Statutory Director of Social Services 2013/14 incorporating the annual reports of the Corporate Parent Panel and the Safeguarding Strategic Panel.

In her presentation, the Director reflected on the performance of the social services in Gwynedd during the past year, and reported on the priorities and aims for 2014/15. She emphasised that there was one clear message from everyone, namely that the Council's services and health services needed to be less complicated and more integrated in order to have the highest quality provision that was easily accessible when the need arose.

The Director thanked the staff, providers and partners for their commitment and hard work in ensuring that children, young people and vulnerable adults received the best possible services. She also thanked the Cabinet Member for Care for his tireless guidance and support throughout the year.

Members were given an opportunity to ask questions and offer their observations.

- In response to an enquiry regarding placing children out of county, the Director referred to the end-to-end work that had been completed in the children's field last year. She noted that there were children with very intensive care needs, and had the agencies been able to intervene earlier, it would have been possible to keep them locally.
- The importance of providing respite care and dementia care locally was emphasised.
- It was noted that those members who had failed to attend the training on corporate parenting earlier in the year should be invited to the next training session.
- The department and the carers were thanked for their invaluable work.

The Cabinet Member thanked the Director for her presentation and her leadership during a very challenging year, and he thanked the staff of the department for their hard work.

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

The Chair of the Democratic Services Committee submitted the annual report, updating the members on the support that was available, the developments that had been realised and those which were ongoing.

She noted the savings that had been realised in the Democratic Services' budget and in individual departments' budgets since introducing the iPads to the members, and she appealed on the members not to request paper copies of committee agendas.

She noted that there was an invitation for women who were Gwynedd councillors to attend a Women's Forum in order to look at methods of attracting more women to stand as prospective councillors, network and possibly introduce support and mentoring groups to women councillors.

She congratulated Councillor Elin Walker Jones, Autism Champion, for putting the autistic community and Gwynedd on the map after being nominated in the Social Driver category in the Grassroot Diplomat Initiative Awards in London.

She thanked all the officers who supported the members.

Members were given an opportunity to ask questions and offer their observations.

- The Chair of the Democratic Services Committee was congratulated on her thorough and continuous work.
- It was noted that everything must be done to encourage more women, young people from every background and disabled people to stand in elections.
- It was noted that there weren't any women on the current Cabinet and it was enquired whether there was any intention to reorganise the Cabinet to include women. It was also noted that none of the political groups on the Council were led by women, and that very few committee chairs were women.
- The personal development interviews that were offered to members were welcomed.
- A member suggested the possibility of making a saving in the training budget by sending training material to members on their iPads rather than calling them into formal sessions. On the contrary, it was argued that attending training was part of a councillor's work, and it was suggested that reading material on an iPad / on paper could never be as effective as the experience of listening to a speaker and sharing ideas in a group.
- It was noted that councillors who were full time workers had as much to contribute to the post as people who had retired, although they had to make a difficult choice every day between their day-to-day work and their work as a councillor.

RESOLVED to note the report.

12. THE COUNCIL'S POLITICAL BALANCE

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

The recommendation was proposed by the Leader and was seconded.

It was noted that there was a need to correct the number of Llais Gwynedd seats at the end of the second block in Appendix A to 27.

A vote was taken on the proposal and it carried.

As the proposal was accepted, the Leader proposed further to appoint individual members to serve on different committees, and it was seconded.

A vote was taken on the proposal and it carried.

RESOLVED

(a) To adopt the allocation of seats on the Council's committees in accordance with the table below –

SCRUTINY COMMITTEES

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member

Corporate	9	4	3	1	1	
Communities	8	4	3	1	1	1
Services	9	4	3	1		1
Audit	8	5	3	1		1

OTHER COMMITTEES

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

Number of seats	74	37	27	8	4	2	154
-----------------	----	----	----	---	---	---	-----

	Plaid Cymru	Independent	Llais Gwynedd	Labour	Liberal Democrats	Individual Member	
Pensions	3	2	1		1		
SACRE	3	2	2				
Local Joint Consultative Committee	5	2	2	1		1	
Special Educational Needs Joint Committee	3	2	1			1	
Joint Planning Policy Committee	4 (3 seats and one substitute)	2	1	1			
Total seats	94	47	36	10	5	2	194

(b) To appoint the following individual members to serve on various committees:-

Block 1

Communities Scrutiny Committee – Councillor Louise Hughes

Services Scrutiny Committee – Councillor Linda Ann Jones

Audit Committee – Councillor Charles Jones

Block 2

Licensing Committee – Councillor Louise Hughes

Language Committee – Councillor Charles Jones
Employment Appeals Committee – Councillor Linda Ann Jones

Block 3

Local Joint Committee – Councillor Charles Jones
Special Educational Needs Joint Committee – Councillor Linda Ann Jones

13. A MATTER REFERRED FROM THE LANGUAGE COMMITTEE – ‘MYNYDDOEDD PAWB’ CAMPAIGN

Councillor Mair Rowlands, the Vice-chair of the Language Committee, submitted the report of the Language Development Officer to the Language Committee on 26 June, 2014, reporting that the committee had resolved as follows:-

“RESOLVED

- (a) To refer the matter to the full Council in order to give political strength to the campaign.*
- (b) To contact the Community Councils to remind them that it is important for them to give their support to the campaign.*
- (c) To nominate the Chair and Vice-chair of the Language Committee to be present at the next Conference of Mynyddoedd Pawb.”*

She proposed that the full Council gave its support to the campaign, and the proposal was seconded.

RESOLVED that Gwynedd Council gave its support to the objectives of the Mynyddoedd Pawb campaign which called on the relevant bodies in the statutory, public, voluntary and private sectors to take appropriate steps to protect Welsh place names.

14. THE COUNCIL’S STRATEGIC PLAN

The Leader submitted a revised version of the Strategic Plan which contained complete information for the majority of the indicators that required further attention, and inviting the Council to adopt the ambition that had been set for the indicators highlighted in the document on pages 14, 16, 17, 18, 22, 23, 24, 28, 31, 33, 36 and 37.

RESOLVED to adopt the ambition for the indicators highlighted in the Strategic Plan.

15. NOTICE OF MOTION

In accordance with Procedural Rule 17, it was reported that a notice of motion had been received, along with a procedural motion, in accordance with Procedural Rule 17(12), from Councillor Alwyn Gruffydd, requesting that the following proposal be discussed at the full Council instead of being referred to a committee.

RESOLVED to discuss the motion at this meeting.

The following proposal was proposed and seconded:-

“That this Council extends its best wishes to the government and people of Scotland in the referendum on independence for their country in September, and that this Council hopes that the result of the referendum will bring unequivocal

victory to the campaign to enable Scotland to ensure its place amongst the world's nations as a free and unfettered country."

Although some members did not consider that the motion was relevant to Gwynedd, others were strongly of the view that the Council should look beyond the boundaries of the county, and discuss Scotland, as no matter what the results of the referendum would be, it would affect the future of the people of this county.

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

In favour of the proposal: (45) Craig ag Iago, Edward Dogan, Dyfed Edwards, Elwyn Edwards, Huw Edwards, Thomas Ellis, Alan Jones Evans, Aled Evans, Gweno Glyn, Simon Glyn, Selwyn Griffiths, Alwyn Gruffydd, Sian Gwenllian, Annwen Hughes, Jason Humphreys, Peredur Jenkins, Aeron Jones, Dyfrig Jones, Elin Walker Jones, Eric Merfyn Jones, Linda Ann Jones, Dilwyn Lloyd, Dafydd Meurig, Dilwyn Morgan, Linda Morgan, Dewi Owen, W. Tudor Owen, Nigel Pickavance, Peter Read, Caerwyn Roberts, Liz Saville Roberts, Mair Rowlands, Dyfrig Siencyn, Gareth Thomas, Ioan Thomas, Paul Thomas, Ann Williams, Eirwyn Williams, Elfed Williams, Gethin Glyn Williams, Hefin Williams, John Wyn Williams, Owain Williams, R.H. Wyn Williams and Mandy Williams-Davies.

Abstaining: (4) Councillors Trevor Edwards, Jean Forsyth, Gwen Griffith and Sion Wyn Jones.

Against: (8) Councillors Stephen Churchman, Lesley Day, John Brynmor Hughes, Anne Lloyd Jones, Eryl Jones-Williams, Beth Lawton, June E. Marshall and W. Roy Owen.

RESOLVED to accept the motion.

At the end of the meeting, the Chief Executive, the Head of Education Department and the Head of Democracy and Legal Department / Monitoring Officer were wished a happy retirement and they were thanked for their commendable service and valuable leadership during a very challenging time.

The meeting commenced at 1.00pm and concluded at 5.20pm.

NAME OF MEETING	FULL COUNCIL
DATE OF MEETING	9 OCTOBER, 2014
TITLE	LOCAL GOVERNMENT RE-ORGANISATION
PURPOSE	TO SEEK THE COUNCIL'S VIEWS IN RESPONSE TO THE WHITE PAPER ON LOCAL GOVERNMENT RE-ORGANISATION
AUTHOR	Dilwyn O Williams, Chief Executive
CABINET MEMBER	Councillor Dyfed Edwards

BACKGROUND

1. Members of the Council will have followed the debate on local government re-organisation initiated by the publication of the Williams Commission and national discussions at the level of the Welsh Local Government Association and political parties.

2. By now, of course, a White Paper has been published by the Government and a copy of that White Paper is attached as an appendix to this report. Although the content of the White Paper is extensive, broadly, the proposals in terms of re-organising councils can be summarised as follows:-

- Moving to a pattern of 10-12 new authorities in Wales from April 2020 onwards on the basis of the recommendations of the Williams Commission (Anglesey and Gwynedd in our case)
- The opportunity to amalgamate sooner if authorities volunteer to amalgamate with subtle suggestions of incentives for doing so

3. In more detail, the timetable in terms of what has happened over the recent months is as follows:-

- Publication of the Williams Commission in January 2014 suggesting, amongst other matters, moving to 10-12 councils
- A mixed response from councils and political parties to the proposals
- Publication of a White Paper on Reforming Local Government in July, 2014
- Appointment of a new Public Services Minister with a clear brief to drive the re-organisation forward
- Publication of the Government prospectus on "voluntary amalgamation" in September, 2014

4. Whilst the White Paper, as noted already, does talk about a number of different issues, the main focus of the discussion today will be on the “map” and the risks and opportunities related to moving to that new “map”. The “map” is the Williams Commission map of 10-12 councils that means, in North Wales, Anglesey and Gwynedd / Conwy and Denbigh / Flint and Wrexham. There is a Welsh Government presumption against changing the “map” and they will expect a strong case to justify anything different noting, specifically, that any different proposal would have to be the subject of early voluntary amalgamation.

5. The Welsh Government has now published some key steps for the process from now onwards:-

- Councils to submit expressions of interest in voluntary amalgamation - 28 November, 2014
- January 2015 – Presenting a measure to enable amalgamation of councils
- Formal proposals to amalgamate – 30 June, 2015
- October 2015 – Publication of a draft measure on how amalgamation would work
- Summer 2016 (after the Assembly elections) – Presentation of a measure to establish new councils through amalgamation

6. Any timetable from that point is dependent on councils’ choices in terms of whether or not to amalgamate voluntarily:-

Event	Councils amalgamating voluntarily	Other Councils
Elections	May 2018 (for a 4 year term)	May 2017 (3 year term for the current councils) May 2019 (3 year term for the new councils)
Shadow Council begins	October 2017 (based on the current membership of the amalgamating councils)	May 2019
Vesting Day of the new councils	April 2018 (NB – A month before the elections)	April 2020
Next Elections	May 2022 (for a 5 year term)	May 2022 (for a 5 year term)

WORKSHOP FOR ALL COUNCILLORS

7. On 1 October, 2014, a workshop was held to which all councils members were invited to seek to glean the views of most members to some key questions about re-organisation, giving particular attention to the following:-

- What is the Council’s view on the pattern offered and the risks and opportunities associated?

- If it is going to happen anyway, what should be the Council's attitude to voluntary amalgamation?
- What are the key considerations for the Council in going into any re-organisation?
- Does the Council wish to offer ideas on how to simplify the governance arrangements of local councils?
- What messages should be presented to the Boundary Commission in terms of electoral arrangements?
- Are there any changes that should be introduced to develop and strengthen the role of elected members within their wards?

8. One important factor in this matter is the financial context for any re-organisation and a professional view was shared at the workshop on what could be saved in amalgamating and, subsequently, how this could reduce the cuts to services that this or any other council with which we could amalgamate would have to make in terms of services to the public.

9. Clearly, although there were a good number of members at the session (40), this was still only a workshop discussion and it has no constitutional status; it is a matter for the full Council to form a view on the matter. However, on the basis of the observations made by members from all political groups, the following observations are offered for discussion at the Council.

9.1 The Council's initial view is that we should state clearly that the Council's main responsibility is to safeguard the interests of Gwynedd residents and the services provided for them. Because of this, and accepting the reality that change is unavoidable, the responsible thing to do is not to close the door on any possibility that could lead to savings in management, central or back-office costs that could, in turn, reduce the scale of cuts that any council would have to make in the coming years.

9.2 As a result, the Council states that it is willing to take part in any discussions that would facilitate that in order to identify what benefits could follow if the council amalgamated with another council or councils.

9.3 In doing so, the Council notes some important considerations on which it would seek assurances and some questions that need answering before the Council would be able to proceed further in terms of submitting an offer to amalgamate.

9.4 The key considerations about which the Council would seek assurances in discussing are as follows:-

- a) Ensuring accountable local democracy is crucial in moving ahead and any governance arrangements for the future must include arrangements for ensuring a dialogue on public services at a more local level than that of the current councils. Centralising in larger councils does carry a risk of distancing accountability from local communities and there is a need to improve the accountability and engagement of councils and individual members with residents and communities.
- b) The pattern of public services for the future must include a meaningful role for town and community councils in terms of being responsible for and providing services.

- c) In terms of the accountability of local members, assurances should be sought that the Boundary Commission proposals should not create wards that are too large, making the work of local members in engaging effectively with their communities harder. Specifically, assurances are sought that there will be no more multi-member wards, since such provision can confuse the accountability of local members within their wards.
- ch) Operating a firm Language Policy to support the Welsh Language is crucial for any new council that Gwynedd would be part of in the future.
- d) Certainty is required on the financial and asset position of every partner in order to assess the sort of financial position that any new council would inherit.

9.5 Here are the questions about which the Council wants answers from the Welsh Government and possible partners before forming a final opinion on the possible benefits for the residents of Gwynedd:-

- a) Far more clarity and certainty is required on the “offer” linked to voluntary amalgamation in order to weigh that up against the financial and non-financial cost of moving to reorganise early. What type and scale of practical assistance will be available for councils who amalgamate?
- b) Will the Government’s proposals promote the delegation of services to more local areas and frameworks that promote local accountability and dialogue with local communities and residents?
- c) Will it be possible to be flexible in terms of electoral arrangements that currently, in one scenario, mean two elections within two years (2017 a 2019) on the basis of what will probably be different wards?
- ch) Will the Boundary Commission proposals give proper attention to the differences between rural and urban areas (including seasonal / student populations) when setting the size and nature of wards?
- d) Information must be shared on service provision in different council areas in order to plan effectively for the bringing together of services that currently have different standards and policies.

DECISION

10. The Council’s view is sought on the draft viewpoint proposed above in paragraphs 9.1 to 9.5 in order to convey the Council’s view to the Welsh Government.



Llywodraeth Cymru
Welsh Government

www.cymru.gov.uk

Devolution,
Democracy and
Delivery

White Paper – Reforming Local Government

Date of issue: 8 July 2014

Responses by: 1 October 2014 @ 23:59

Overview

The White Paper 'Reforming Local Government' is the Welsh Government's statement of intent about the future of Local Government. The White Paper also responds to the Local Government aspects of the report of the Commission on Public Service Governance and Delivery. The White Paper seeks views on whether our vision is the right one, and suggestions on how it could be further developed.

How to respond

To respond to the consultation please either complete the online form or complete the questionnaire at the back of the document and return it either by email to

ReformingLG@Wales.gsi.gov.uk

or by post to

Reforming Local Government
Welsh Government
Cathays Park
Cardiff
CF10 3NQ

Further information and related documents

Large print, Braille and alternative language versions of this document are available on request.

Contact details

For further information:

Reforming Local Government
Welsh Government
Cathays Park
Cardiff
CF10 3NQ

email: ReformingLG@Wales.gsi.gov.uk

Data protection

How the views and information you give us will be used

Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about. It may also be seen by other Welsh Government staff to help them plan future consultations.

The Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and address (or part of the address) of the person or organisation who sent the response are published with the response. This helps to show that the consultation was carried out properly. If you do not want your name or address published, please tell us this in writing when you send your response. We will then blank them out.

Names or addresses we blank out might still get published later, though we do not think this would happen very often. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 allow the public to ask to see information held by many public bodies, including the Welsh Government. This includes information which has not been published. However, the law also allows us to withhold information in some circumstances. If anyone asks to see information we have withheld, we will have to decide whether to release it or not. If someone has asked for their name and address not to be published, that is an important fact we would take into account. However, there might sometimes be important reasons why we would have to reveal someone's name and address, even though they have asked for them not to be published. We would get in touch with the person and ask their views before we finally decided to reveal the information.

Contents

Foreword by the Minister for Local Government and Government Business	5
Introduction	6
The findings of the Commission on Public Service Governance and Delivery	8
The future of Local Government	9
Reforming Local Government – Strengthening democracy, sustaining and improving services	13
Reforming Local Government – Merging Local Authorities	20
Financial considerations – the costs and benefits of merging Local Authorities	33
Conclusion	36

Foreword by the Minister for Local Government and Government Business



Local Government provides services many people depend on and we all expect to be there when we need them. These include the services which educate our children, care for and support the most vulnerable members of our families and communities, fix our roads and collect our waste. However, Local Government does not exist simply to provide services. We have a strong tradition of community participation in Wales and we know the public want to be involved in designing the future for their area and the services provided. We all pay for public services through our taxes, so we all have a stake in their future.

The environment for public services is almost unrecognisable from where we were 50, 20 or even 10 years ago. Times are tough financially, demand is increasing for many services and the public expect instant access to information. The Commission on Public Service Governance and Delivery confirmed what we already knew – our current arrangements are not fit for purpose. Reform must be significant and sustainable.

In this White Paper I give you my initial thoughts on a vision for Welsh Local Government fit for the 21st Century and beyond.

It proposes a new relationship between Local Government and communities. We need communities and Authorities to work together to tackle issues and create joint solutions. I have already introduced measures to promote better engagement, greater openness and transparency, however, we need to do more.

It sets out action to ensure our elected representatives reflect the communities they serve. I am passionate about increasing diversity in Local Government.

It will strengthen governance and make it clear how decisions are made and who took them. It will help local Councillors provide effective challenge and scrutiny. It will encourage innovation and the sharing of best practice, to drive excellent performance and services which meet people's needs.

The White Paper starts to set out the changes to structure needed to empower Authorities to rise to the challenge of leading their areas. It reminds us not to forget about collaboration.

However, 'the devil is in the detail'. To crystallise my vision, to add broader perspectives and to come up with detailed plans and timetables for implementation, I need your views. I will set up arrangements for a frank and open debate and I expect a mature and constructive conversation. Local Government must take the lead in designing its own destiny. We must work together, in partnership, over the coming months to build Local Authorities designed for Wales, in Wales.

A handwritten signature in grey ink that reads "Lesley Griffiths".

Introduction

1. We know the people of Wales place great value on their public services. These include the services provided by Local Government which educate our children, care for our older people, support those who are ill or disabled, watch over the most vulnerable, and collect our waste. Some people in our communities particularly depend on these services and we all expect them to be there at the times in our lives when we need them. We all appreciate the thousands of dedicated public servants who work hard to deliver these services and would want their efforts to be recognised and appreciated. We all pay for public services through our national and local taxes, so we all have a stake in their future. But public services mean more to us than delivery of specific services. They are part of the communities in which we all live and provide the background against which daily life in Wales takes place.
2. We have a strong tradition of local democracy and community action and participation, and we know the Welsh public wants to be involved in the decisions about how the future of our communities is planned and how services are designed and delivered. We know people recognise this is not just about the here and now, but also about how we make public services sustainable so they deliver effectively for future generations.
3. However, Wales and its public services face complex and unprecedented challenges. Many of these are a legacy from the past, but this generation must not leave them as challenges for the next. The funding available for public services is under pressure, and will continue to be, whilst more and more people are likely to need these services. We cannot sustain this, and we know something has to change. This White Paper invites a wide engagement with the reality of the situation we face – the need to reform not just our structures and our services, but the terms of engagement with our public services and our expectations of them.
4. It was for this reason we established the Commission on Public Service Governance and Delivery (“the Commission”), and asked it to produce an honest, independent and robust report on how our public services are governed and delivered now, how this needs to change in order to meet the needs of people today, and how we can build a sustainable basis for the future.
5. The Commission has provided a detailed, authoritative report, with a series of recommendations for action. Some of it makes uncomfortable, challenging reading – for the Welsh Government, for Local Government, and for other public services. However, we cannot be defensive, or deny the existence of the challenges the Commission has identified. We may not agree with every detail in the report, but we recognise the problems of wide variation in performance and efficiency, of scrutiny and governance which does not support and drive improvement, of basic standards and principles of governance not being applied consistently and effectively, and of excessive complexity.
6. We are very grateful to the Commission for its work. Its report is an important stimulus for change, and this White Paper is a positive response to the challenges the Commission poses for the future of Local Government in Wales, and its contribution to high-quality, responsive and efficient public services. However, we want this paper to be more than a response to the Commission. It is our statement of intent about the Local Government we want, Local

Government which improves the well-being of Wales by contributing towards shared long-term outcomes. We want to ensure a proper relationship between those who provide a service and those who rely on it, through stronger local democracy, and more effective scrutiny, and enabling local Councillors to properly hold those responsible for services to account, on behalf of the communities they serve. We want well-run Local Authorities which operate transparently and openly, which plan effectively, which use the resources available to them to best effect, and which work collaboratively and in partnership with others wherever this will benefit the people they serve. And we want people themselves to have a stronger voice, and more influence over how services are designed and delivered. To deliver this, Local Authorities will also need to be continually assessing and improving their own performance. This paper does not cover every aspect of how we will achieve this – in some areas we are continuing to develop our plans, and more details will follow in the coming months.

7. This Paper also responds to some of the Commission's findings which have implications beyond Local Authorities, such as those relating to partnership and collaboration, and it addresses recommendations for Fire and Rescue Authorities relating to scrutiny and governance, and to boundary changes.

8. Since the Commission published its report, discussion has focused on whether we have too many Local Authorities, and whether we should reduce the number by merging some of them. The Commission's proposals have provoked much comment and debate. Some have suggested we should be focusing our efforts and resources on improving services, rather than changing boundaries. This misses the point: merging Authorities is an essential component – though not the only one – of improving services, making Authorities more efficient and enhancing their capability, and putting them on a stable financial footing to meet the challenges ahead. The Commission is clear its proposals are a package: we agree, even if we do not agree with every detail of the recommendations. We know we cannot just merge Authorities into larger units, then sit back and expect things to improve. However, without a reduction in the number of Authorities, it is clear many will not be sustainable and will struggle to meet the challenges they face now and in the future.

9. The proposals for Local Authority mergers represent the single biggest change recommended by the Commission and, if we are to deliver at the pace the Commission called for, we need to start immediately. This paper therefore focuses on the actions we intend to take between now and the end of the current Assembly in May 2016 to facilitate a programme of Local Authority mergers. However, we remain clear mergers are only part of the story. So this White Paper also sets out a wider vision for the future of Local Government and the services it delivers. Ultimately, we want a Local Government which is fit for the 21st Century, which is connected to its communities, and which delivers improved well-being and effectively prioritises and delivers services to a high standard. However, we need your views about the Local Government Wales wants as well: we want to be sure our plans and ambitions are the right ones, and we have included questions throughout this Paper, inviting views and comments on some of the proposals for action we have set out.

10. In parallel with this White Paper, we have also issued 'Devolution, Democracy and Delivery - Improving public services for people in Wales'. This sets out a comprehensive, Government-wide response to the challenges articulated by the Commission on Public Service Governance and Delivery, as well as a vision for the future of the devolution settlement, following the report of the Commission on Devolution in Wales. 'Devolution, Democracy and Delivery - Improving public services for people in Wales' ranges far more widely than this Local Government White Paper, but many of the actions proposed will have implications for Local Government as part of a wider devolved public services, in relation to matters such as leadership, performance, developing new models of public services (including co-production), and the concept of 'one public service', as well as our response to the Commission's specific proposals for Powys, and for integration of health and social care in other areas.

The findings of the Commission on Public Service Governance and Delivery

11. It is important to emphasise again this White Paper is more than just a response to the findings of the Commission. Rather, it is a statement of purpose about how we propose to deliver the changes necessary, if we are to have consistently excellent local public services. Nonetheless, responding to the Commission's work and its findings is a central part of this Paper, so we start by restating the Commission's key findings.

12. The Commission found the financial pressures on public services to be severe and unsustainable. Even the most positive projections indicate public expenditure will not return to 2011 levels until around 2022. In the meantime, the number of older people will continue to grow relative to the rest of the population (as will the younger population in some parts of Wales), so demand for Local Authority services will continue to grow. The Commission notes these pressures and challenges are not unique to Wales, or the UK: they exist across the developed world.

13. The Commission finds performance is poor and patchy, with a wide difference between best and worst, and significant variations in efficiency. The Commission accepts some variation in performance is inevitable, because different Local Authorities face different challenges of demography, deprivation, and geography. However, it describes the differences as 'often inexplicable'. Given the future financial challenges, weaknesses in performance will only increase unless we act.

14. The Commission identifies a number of shortcomings which contribute to these problems of performance. It finds too much effort is wasted on managing complex public sector systems and relationships rather than on providing quality services. This is a particular issue for Local Authorities because they are unique, multi-service organisations, linked inextricably with the rest of the public sector. Its solution is to reduce complexity of the public sector, by simplifying accountability, removing duplication, streamlining partnerships and ensuring organisations work together effectively.

15. The Commission finds compelling evidence many Local Authorities are too small to address the risks and pressures they face. This does not necessarily mean larger Authorities perform

consistently better than smaller ones, and the Commission does not suggest this. However, it finds breadth and depth of capacity to be a real challenge, with small scale often creating unacceptable risks to governance and delivery. The Commission therefore proposes a reduction in the number of Authorities to between 10 and 12, through mergers of existing Authorities. This, it believes, will combat the serious problems of small scale and make it easier for Local Authorities to work with other public service organisations in the public interest. It will also create significant long-term savings, which will help protect services.

16. The Commission highlights the importance of governance, scrutiny and accountability in driving improvement, but it finds governance arrangements within organisations are too often unclear, and scrutiny and other accountability mechanisms are under-valued and ineffective. It recommends changes to make organisations more responsive, with accountability mechanisms which are better informed, more complementary, more effective and less burdensome. It also recommends measures to improve leadership, and calls for development of a shared, collaborative and citizen-centred set of public service values.

17. The Commission found the number and scale of Town and Community Councils to be problematic and they expressed concerns around their accountability, representativeness and their ability to understand and articulate local needs. They concluded the Community Council sector is in need of reform. The Commission recognised the importance of harnessing the voice of the citizen as a force for improvement but acknowledged the processes and practices for doing so were sporadic, inconsistent and often ineffective.

18. Finally, the Commission finds the wealth of performance data collected by the public sector is not being properly used to deliver improved outcomes, and recommends a single and concise set of national outcomes, with local partnerships and organisations feeding into them.

19. The Commission recognises there are examples of good performance, highlighting the success of Fire and Rescue Services in reducing fire casualties (which have more than halved since 2004-05), and the achievements of Local Authorities in meeting targets for waste and recycling. Nonetheless, we agree performance needs to improve, and recognise fundamental change to the way we prioritise, organise, manage and deliver services is necessary for this to happen.

The future of Local Government – what should we expect of Local Authorities?

20. The Welsh Government's ambition is to make Wales a better place, to deliver real change to improve the lives of people now, and leave a better legacy for our children and grandchildren. This means a Wales which is more equal, prosperous, and innovative; with healthier people living in safe, cohesive and resilient communities, who have more opportunities to use the Welsh language.

21. We – and particularly those who rely more heavily on public services – expect our services to play a full and central part in achieving the Wales we want. In February 2014 we set out a vision for a sustainable future for Wales – The Wales we want in 2050. The Well-being of

Future Generations (Wales) Bill introduced into the National Assembly for Wales on 7 July 2014 proposes a new legislative framework to agree a set of long-term well-being goals for Wales, and a stronger sustainable development framework with public bodies at its heart. This means thinking more about the long term, working better together, taking early action and engaging with people on this journey.

22. One of the aims of the Bill is to ensure Local Authorities work together, and with other parts of the public service, to improve the lives of people, both now and in the future, through the delivery of a shared set of long-term goals for improving social, economic and environmental well-being. These long-term well-being goals for Wales will help us address the call from the Commission for reform to be nationally driven and co-ordinated across the public sector, with suggestions for a clear and concise statement of all-Wales outcomes, to which all public sector organisations contribute. The Bill will also secure key governance approaches of prevention and collaboration, consistent with the Commission's broader findings about the importance of prevention and co-production in developing and delivering services.

23. We know Authorities are committed to actively promoting and improving well-being in the way envisaged by the Well-being of Future Generations (Wales) Bill, as well as delivering services, but this has to start with doing those things the public can reasonably expect of them. What are these expectations?

24. The evidence tells us people want Local Authorities capable of providing the services they need, and which are able to respond quickly and effectively when they need them. Services should be high performing, simple for people to access and use (in English and in Welsh), resilient enough to cope with increasing demand, and able to adapt to new challenges through innovation. Authorities should work with communities and individuals on service design, involving other partners and particularly the Third Sector, as well as their own staff, many of whom are keen to be more closely involved in designing innovative solutions to the delivery challenges they see every day.

25. However, Authorities should also be anticipating and managing demand, identifying and dealing with problems early, to prevent those problems getting worse and in turn placing greater demands on already stretched services. We and Local Government also need to be open and honest about the limits of what Local Authorities can provide, particularly in light of growing financial constraint. Whilst Local Authority services must always be there to help the vulnerable, and to support those who may be in crisis, they cannot (and should not) be there to solve every problem which might arise. People have a role to play and a responsibility for their own well-being. And some services might more effectively be provided in a different way.

26. We also know people want to see and understand how Local Authorities make decisions about their local services, and be part of the decision-making process, with their voices heard and their views taken into account. This means Authorities need to be open, telling people what they are doing, involving people in what is important to them through regular and active engagement, and providing easy access to the information people need to help them engage effectively.

27. People pay for their local services through their taxes (national and local), and they want to know their money is being used properly and effectively, with robust and effective processes in place to ensure this happens. Local Authorities need to be well-run, making decisions properly and transparently, and complying with all financial and legal requirements, so people can have confidence the money they provide is always used to best effect.

28. People want their Councillors to represent the diversity of the communities which elect them, and they want to be confident their own Councillor is working to make services better. This means effectively representing the views of individuals and communities, and holding the Authority's leadership to account both on the delivery of services, and the longer term work to improve social, economic and environmental well-being.

29. Finally, we know people expect Authorities to be responsive when services fall below the required standard. People understand things will sometimes go wrong, but when this happens they expect a prompt response, effective action, and for lessons to be learned, so the same mistakes are not repeated.

Do Local Authorities meet these expectations?

30. Unfortunately, these expectations are not always met. The Commission has highlighted poor and patchy performance in the delivery of many services, and wide variations in efficiency. It cannot be right for disabled people in one Authority to have to wait over a year longer for adaptations to their homes than those in another. Nor, in a climate of continuing financial austerity, can we ignore a difference in annual corporate management costs between two neighbouring Authorities equal to over £50 per resident, or a cost difference of £90 per ton of waste collected between one Welsh Authority and another. Many of our Authorities are, or have recently been, in special measures for education. And even where an Authority does perform well in one area of service, it is often unable to replicate this performance across the range of its responsibilities. And this is not just a matter of indicators and targets. The National Survey for Wales 2012-13 found 43% of people in Wales do not 'agree' their Council provides high quality services; in addition, 59% of people did not agree their Local Authority was good at letting them know how it was performing.¹

31. Authorities are becoming more open and transparent, but there are still too many examples of decisions being made without proper consultation, and we have seen a series of failures of governance in a number of Authorities. Even if the actual sums of money involved are relatively modest in the context of an Authority's total budget, these failures damage significantly the trust people have in their Local Authority, to use local taxpayers' money properly and effectively.

32. The National Survey found 47% of people want to be more involved in the decision-making of their Council. Local Authorities are facing difficult decisions about future budgets and there are some excellent examples of how they have engaged with their communities, but there

¹ National Survey for Wales, Headline results April 2012– March 2013, 23 May 2014. <http://wales.gov.uk/statistics-and-research/nationals-survey/?lang=en#/statistics-and-research/nationals-survey/?lang=en>

needs to be more. The Wales Audit Office (WAO)² has found many Councils did not engage effectively when planning budgets, or did not take account of the results of the engagement which took place. As a result, the WAO concludes some Councils may not be reflecting the needs, priorities and expectations of their communities.

33. We are still a long way from having a body of Elected Members who fully reflect the communities they serve, and who effectively scrutinise and hold their Authorities to account. The people who make decisions on our behalf need to be in tune with and representative of their communities, and understand their needs, but the majority of Councillors in Wales are over 60 years of age, less than a third are women, and 99 in every 100 is white.

34. Scrutiny is improving, but the Commission – and more recently the WAO³ – have found there is much more to do in order to increase public accountability in decision-making. And the Welsh Government's postbag reveals continuing dissatisfaction about the way in which Authorities respond to complaints made to them, whilst the Public Service Ombudsman for Wales has highlighted the problems of delays by Local Authorities and other public services in responding to complaints.⁴

35. Authorities need to rise to these challenges, but we recognise there are challenges for us as well, and we know Government has a role to play. Like all national Governments, we must set the outcomes we want to see attained, and we must enable and support Local Authorities and others to do so. But we do not need to manage the detail of Local Authority business. We can, and should, leave more autonomy and decision-making with those who manage the delivery of services. Our approach to developing policies needs to recognise the strengths of being more joined up, and needs to take a more consistent approach to practical issues of delivery. And, we need to remove some of the burden we place on Authorities through excessive performance measurement, detailed planning requirements, and financial constraints. In return, we would expect performance and the delivery of our priorities to improve.

Q: How can Local Authorities engage more effectively with their communities about the challenges of sustaining services as they are currently delivered and the need for change?

Q: What more could the Welsh Government do to assist Authorities with this dialogue, to improve their performance in the delivery of priority services?

Q: What specific suggestions do you have for reducing and simplifying administration, which would free up time and resources to deliver and improve services?

² Meeting the Financial Challenges Facing Local Government in Wales, Wales Audit Office, January 2014. <https://www.wao.gov.uk/publication/meeting-financial-challenges-facing-local-government-wales>

³ Good Scrutiny? Good Question! - Auditor General for Wales improvement study: Scrutiny in Local Government, May 2014. <https://www.wao.gov.uk/publication/good-scrutiny-good-question-auditor-general-wales-improvement-study-scrutiny-local>

⁴ The Ombudsman's Casebook Issue 15, January 2014. <https://www.ombudsman-wales.org.uk/en/publications/The-Ombudsmans-Casebook.aspx>

Moving Forward

36. It is easy to argue we should be concentrating on sorting out these problems, not changing structures. However, we must have a system of governance at national and local level which puts us in the best possible position to put these things right, and to have organisations which are capable of performing. Our core aim is not a restructuring of Local Government, it is Local Authorities delivering services which continually improve and strive for excellence, whose performance is visible and transparent to the communities they serve, and which is able to be compared against the best. This means best in class, not just best in Wales: local aspiration to be better than the Wales average is not enough.

37. This White Paper sets out the necessary steps towards the merging of Local Authorities into larger, more sustainable organisations. However, merging Authorities will only meet these aims if accompanied by a wider package of Local Government reform, because simply combining together the Authorities we have now into larger bodies which carry on doing the same things in the same way will not deliver better services or better outcomes. We need to lay the groundwork now if we are to deliver coherent, comprehensive and fully planned reform. The remainder of this paper therefore sets out our vision for Local Authorities, and how we intend to deliver it.

Reforming Local Government – Strengthening democracy, sustaining and improving services

38. As we describe in the Introduction, we want Local Authorities fit for the 21st Century. We want a proper relationship between those who provide a service and those who rely on it, through stronger local democracy, and more effective scrutiny, enabling local councillors to properly hold those responsible for services to account, on behalf of the communities they serve. We want this to include planning for the long-term, not simply focusing on short-term decision-making. We also want to see a renewed drive amongst Local Authorities for greater collaboration and partnership working, with each other, with other parts of the public service, and with the Third Sector, where this represents the best way of delivering for communities.

How do we make Local Government more accountable and transparent? – Democracy and Scrutiny

39. Local Authorities have an essential role in delivering services for the communities they serve. However, we do not want Local Authorities simply to be the managers of a series of individual services, we need them also to lead the drive for improving the full range of their services so the services work together to secure the wider well-being of their communities. This requires healthy and robust local democracy, where Councillors see themselves as champions of people and communities and are recognised as such, and where they are responsible for decision-making, and for effectively holding each other to account. They also have clear roles to play in delivering and improving services for the public they serve and represent.

40. To ensure Local Authorities are able to support this aim, we intend to fundamentally review how Authorities are constituted, in order to build a new constitutional settlement for reformed Local Authorities in the future. This will capitalise on the connection between Elected Members and their communities, ensure openness and transparency and have clear accountability for decision making at its heart. We intend to examine scrutiny arrangements, governance arrangements and the role of audit, inspection and regulation as part of this review.

41. Scrutiny and governance arrangements will therefore be re-designed to ensure greater openness, transparency and accountability. For example, we have made changes to require all Local Authority jobs which attract a salary of over £100,000 to be advertised publicly, for decisions on senior pay to be made by full Council, and for any adjustment to the pay of Chief Executives to be referred to the Independent Remuneration Panel. We have improved access to Council business and provided funding to help Authorities introduce live broadcasting of full meetings of principal Councils and Committees, and we intend to introduce a mandatory requirement on all Authorities to do so.

42. We also want to ensure our Locally Elected Members are truly representative of the communities they serve: the Report of the Expert Group on Diversity in Local Government⁵ has demonstrated we are still a long way from achieving this. We have developed, and will implement, an Action Plan in response to the Expert Group's report, and we will work closely with all political parties to deliver priority targets, such as the aim for at least 40 per cent of Councillors being female. A group has been established to steer this work up to the Local Government elections in 2017. The group includes representatives from a range of organisations including the Welsh Local Government Association (WLGA), One Voice Wales and political parties. It will be supported by an expert seconded into the Welsh Government to take forward the Action Plan put to the National Assembly for Wales by the Minister for Local Government and Government Business and a network of Elected Member champions from each of the existing Local Authorities.

43. The Commission made a number of recommendations which seek to reduce the complexity associated with audit, inspection and regulation,⁶ and strengthen the alignment between local scrutiny and the public service audit and inspection regime. Our review of audit and inspection will support these recommendations. This review has already begun and the findings will inform the way the audit and inspection regime is developed. In the meantime, we agree with the Commission that auditors and inspectors who report on Local Authorities should do so directly to the appropriate scrutiny or audit committee, and we expect them to begin to do so immediately.

44. We also accept the Commission's recommendations about reinforcing the status and value of scrutiny, and we agree organisations need to view scrutiny as an investment which can deliver both better services and future efficiencies. Our existing programme of support for scrutiny has already had an impact on the status and effectiveness of Local Authority scrutiny. During the recent Local Authority budget-setting process for 2014-15, a number of Authorities

⁵ <http://wales.gov.uk/topics/localgovernment/publications/expert-group-report/?lang=en>

⁶ The key bodies include the Wales Audit Office, the Care and Social Services Inspectorate Wales, and Estyn

established successful engagement strategies to inform the scrutiny of budget proposals made in response to reductions in available resources. This has highlighted the value of engagement and scrutiny when Local Authorities have to make difficult decisions, in particular the impact of those decisions on service users. The Scrutiny Development Fund is also supporting a project to develop principles of the effective scrutiny of services delivered collaboratively.

45. We intend to continue with the current programme, but we are also examining how we may be able to extend its scope, in order to provide additional support specifically to deliver the Commission's recommendations in this regard. We expect to see public service organisations in Wales providing similar investment in scrutiny functions, ensuring appropriate training to ensure scrutiny is effective, and engaging with service users to ensure the value of scrutiny is well understood. In addition, having placed a duty in the Local Government (Wales) Measure 2011 on Local Authorities to engage effectively with service users in delivering their scrutiny functions, we encourage other public bodies to ensure service users can engage in their scrutiny processes.

Q: What specific changes should be made to the way in which Local Authorities are currently constituted to ensure openness, transparency and clarity of accountability?

Q: How should the scrutiny support programme be shaped to support improvements in the effectiveness of scrutiny?

Q: In what other ways should scrutiny be strengthened to drive service improvement?

Scrutiny and Governance – Fire and Rescue Authorities

46. The importance of governance and scrutiny in driving continuous improvement even where there is good performance, applies to Fire and Rescue Authorities as much as it does to other public services. The Commission report recommended a reconstitution of Fire and Rescue Authorities so as to hold Chief Fire Officers (CFOs) to account and strengthen the governance and scrutiny of strategic service and financial decisions. Each CFO would be given legal responsibilities for planning, managing and delivering an effective Fire and Rescue Service for the relevant area. This Commission recommendation will require primary legislation. The proposals we make below to create larger more resilient Local Authorities through mergers would, in any case, require us to consider how these changes affected the constitution of Fire and Rescue Authorities.

Q: How might governance and scrutiny of strategic service and financial decisions of Fire and Rescue Authorities be best secured?

How can we give people a stronger voice in decisions affecting them? - Community Governance

47. The Commission recognised the voice of the citizen, either directly or mediated through effective representation, must be harnessed as a force for improvement but there was widespread recognition that processes and practices for doing so were sporadic, inconsistent and often ineffective. We agree. People need a clear and powerful voice to help shape local

services, and we believe strengthened community governance is also essential for strong democracy. This requires a strong and coherent voice which impacts upon decision-making in Local Authorities, and ensures services are designed and delivered in a way which reflects the needs of communities as a whole, as well as individual service users.

48. Town and Community Councils are one element of community governance, but the Commission's recommendations also acknowledge the value of emerging neighbourhood management approaches. We do not believe these approaches are incompatible with each other. However, we do believe there are important factors, such as the distinctive and valued role of the ward Councillor in Principal Authorities, and Principal Authority Area Committees, which require further examination. This is set against a background where many communities are being empowered to act for themselves outside traditional democratic governance models, through community action and regeneration groups, and through use of modern technology.

49. We agree with the Commission about the need for reform and improvement. We agree some Town and Community Councils are too small, and lack capacity and capability. As an initial step, we will consider whether any Principal Authority Areas in Wales would benefit from a review of their Communities and arrange for either the Principal Council or the Local Democracy and Boundary Commission for Wales to conduct these. However, we believe the role of Town and Community Councils must be considered in the context of larger Principal Authorities and the role of ward Councillors within those Authorities. We do not want to recreate a two-tier system of Local Government in Wales. Our proposals in the Well-being of Future Generations (Wales) Bill for local well-being plans, and the many other ways in which communities come together to create an effective voice for their needs and concerns, must also be considered. Therefore, we will issue a further paper this Autumn in order to consult with stakeholders and communities on options for strengthening community governance so it is effective and fit for purpose for the 21st Century.

Q: What suggestions do you have to ensure communities have an effective voice in the decision making of the new Authorities?

Q: What sort of consultation, engagement and feedback processes should the new Authorities have with communities?

Partnership and Collaboration

50. If we are to tackle many of the current and future delivery challenges we face, Local Authorities – however many there are and whatever their size – will need to continue to work together, with other parts of the public sector, and with other partners (including the Third Sector). Collaboration and partnership working will remain essential if the public are to receive the services they can reasonably expect. Whilst some services are best delivered at a very local level, others require investment or expertise which cannot be replicated in every local community. We continue to believe in the value of collaboration, and in the principle of public bodies working in partnership wherever there are benefits in doing so. Local Authorities have a critical role, as the local democratic heart of collaboration across public services.

51. The Commission recognised the importance of collaboration, because delivery challenges are rarely contained within organisational or geographical boundaries. However, it also considered voluntary collaboration had not driven change forward at the pace required, and had in some cases added to complexity by creating a further set of processes to be followed and relationships to manage, which could themselves divert attention away from delivery.

52. The Welsh Government has encouraged and invested in local collaboration, but has never considered collaboration to be an end in itself. We believe there is a need for greater pace and commitment in progressing collaborative initiatives. There have been good examples of collaborative activity delivering benefits (both financially and in terms of improved delivery), but we do not believe partners have taken all the opportunities available. It is the role of Government to set the strategic outcomes, and for partnerships then to deliver these outcomes.

53. In 2011, Local Authorities and the Welsh Government agreed a programme of collaborative activity and projects to drive service improvement.⁷ We agree some of these service reconfigurations have taken too long to implement, and have been hampered by excessive discussion and consideration by those involved, at the expense of action. The final report on the implementation of the programme, published in October 2013, set out those proposals for regional service delivery which are considered to be worth pursuing, following the business cases developed by the projects. We agree with the Commission that implementation of those remaining collaboration proposals should fall within the same governance arrangements as the main programme for Local Government mergers, once these are in place. We are also commissioning an evaluation of funding streams which supported collaborative working, which will report at the end of 2015 and will provide evidence on outcomes for public services, for service users, and any impact on the wider public.

54. Local Service Boards (LSBs) are partnerships where the leaders of local public and Third Sector organisations come together to take collective action to ensure public services are effective, and focused on the needs of people and communities. We firmly believe LSBs have (and will continue to have) a vital role in bringing local public service organisations together, but we recognise there is scope for further improvements, as highlighted by the Commission. For this reason, provisions for the reform of LSBs will form a key part of our Well-being of Future Generations (Wales) Bill. The Bill will implement the key recommendations of the Commission by:

- putting LSBs on a statutory footing, comprising senior representatives from each organisation, with consistent and more effective governance arrangements;
- requiring LSBs to prepare local well-being plans to identify local priorities which need multi-agency action, based on an analysis of need and engagement with the area's people and communities;

⁷ A Compact for Change between the Welsh Government and Welsh Local Government, December 2011 <http://wales.gov.uk/topics/improving-services/publicationevents/publications/compact/?lang=en>

- requiring the plans to set out the actions necessary to achieve the priorities, by whom and when;
- placing local well-being planning within the wider framework of national well-being goals and indicators set by the Bill, ensuring local well-being plans implement the sustainable development principles of long-term thinking, integration, collaboration, prevention and citizen engagement;
- ensuring the LSB is held to account, and monitored for the effectiveness of its well-being plan and its governance arrangements by a designated Local Government democratic scrutiny committee.

National Partnership arrangements

55. We agree the Partnership Council for Wales (PCfW) and the Public Service Leadership Group (PSLG) need to be reviewed and reformed to reflect the new model of public services.⁸ We also agree the PCfW should own the programme of work required to implement the reforms we set out in this paper. Our intention is for the PCfW to provide political accountability and leadership for many of the elements of the new public service reform agenda, including Local Authority mergers. We envisage it will be supported by a number of sub and advisory groups, designed to focus on particular technical aspects of the merger process. The details of these work-streams will be developed in consultation with PCfW. We believe the current remit of PCfW, as set out in the Government of Wales Act 2006, is sufficiently broad to accommodate the refocused purpose we envisage.

Q: How can we best engage with Local Government to take forward a programme of Local Government reform?

How do we ensure Local Government performance is improving and continues to improve?

56. Identifying ways in which to improve the performance of public services was one of the core aims of the Commission's work. The Commission has presented strong evidence about how complex arrangements for performance management have distracted services from the central purpose of helping the people of Wales to enjoy better lives.

57. Performance reporting arrangements have often grown in an unmanaged way and we agree a more focused approach is required. However, even the best performance information,

⁸ The Partnership Council for Wales (PCfW) promotes joint working and cooperation between Welsh Government and Local Government. It is chaired by the Minister for Local Government and Government Business, and its key responsibilities are:

- encouraging dialogue between the Welsh Ministers and Local Government on matters affecting Local Government in Wales; and
- providing collective political accountability for action to improve the effectiveness and efficiency of public services.

The Public Service Leadership Group (PSLG) provides national leadership for collaboration. It too is chaired by the Minister for Local Government and Government Business, and comprises senior leaders from across public services in Wales.

on its own, does not improve performance. This only happens when the right information is used effectively – to diagnose where there is room for improvement, to inform decisions, to shape solutions, to monitor progress and to measure impact. And this relies not just on having the right information and the analytical capability to interpret and challenge it, but on setting performance information and management within a context of clear strategic purpose, priorities and direction.

58. The Welsh Government's Programme for Government (PfG) remains central to our strategic approach to improving performance and delivery. It represents a real commitment to delivery, and a move away from an approach of measuring success which placed too much emphasis on the amount of money spent, or the number of policies implemented, rather than the impact Government is actually having on people's lives. The Commission recognised the importance of Government setting out its strategic outcomes and how progress should be assessed. However, it found current measurement frameworks are complex, and considerable effort is needed to make an assessment of progress from the performance information which arises from them.

59. We believe the Well-being of Future Generations (Wales) Bill will provide the framework for achieving clarity of purpose for the longer term, and thus will be the first step towards delivering improvements. The Bill will establish a smaller set of national well-being goals, and a process by which public service organisations will need to demonstrate how they have sought to achieve those goals.

60. The more effective performance management regime the Commission calls for across the whole public sector would represent an ambitious system-wide change. Grasping the opportunity presented by this Bill is a starting point for reform, and we intend to make further early progress by formulating principles and standards for performance management to apply across the public sector in Wales.

61. In the meantime, we want to see Local Authorities taking full responsibility for the performance of their services, for promoting well-being through preventative as well as reactive action, and for corporate improvement, with scrutiny committees providing effective challenge to how their Authority performs. The onus should be on Authorities actively identifying and responding to emerging issues of performance or governance, before they are highlighted by auditors or inspectors. We know this happens in some Authorities for some service areas, but it is by no means widespread. Too often it appears there is only an effective response to a service or governance issue once it has been formally identified by inspectorates or by the WAO. We intend to review the Local Government (Wales) Measure 2009 to see whether there is scope for it to be changed so as more effectively to support service improvement, and to ensure the relationship between self assessment and external inspection is made clearer.

62. We also want to see Local Authorities providing information in an accessible and transparent way to their communities, to enable those communities to be informed about and engaged in the way their services are managed. This requires a commitment to openness from leaders and senior officers, but it also requires a strong and capable strategic function within each Authority. This will require proper investment in the leadership and analytical capacity and capability needed to interpret evidence, to identify the longer term trends in well-being which Authorities

should be seeking to address and to formulate ways of dealing with them. We recognise smaller Authorities may find it difficult to support and retain the necessary capacity and capability, but larger and merged Authorities should find it easier to do so. This will also support more effective local scrutiny by Elected Members.

63. Outcome indicators and performance measures will continue to be an important part of managing and improving Local Government performance. However, we intend to put in place clear and shared outcomes, which focus more effectively on longer term improvements in people's well-being. We also intend to reduce the complexity of service-level performance measurement. We also want Local Authorities to make better use of qualitative information about how services are performing, which might for example mean using focus groups, or looking at what the nature of complaints says about what people think of a particular service, as well as what the performance measures say about whether service-level targets are being met.

64. The Welsh Government currently makes a significant investment to support Local Authority improvement, through a variety of interventions and initiatives. We intend to review the way in which we use such funding, to see how we can more effectively support Authorities in focusing on prevention and longer term well-being, as well as on service improvement and good governance.

Q: How can we help and encourage Local Authorities to be more proactive in identifying and responding to delivery or governance issues?

Q: What should be the principles and standards for performance management and performance reporting across Local Authorities, and the broader public sector?

Q: In what ways could we more effectively use the money we invest in supporting Local Authority improvement?

Reforming Local Government - Merging Local Authorities

65. We have begun to set out above a vision for the future of Local Government, based on healthy democracy, robust scrutiny and governance, and continued collaboration and partnership wherever appropriate. However, we cannot ignore the fundamental challenges of sustainability, scale and capability facing our Local Authorities, and we do not believe it is feasible to continue with 22. We therefore accept the Commission's recommendations to reduce the number of Authorities through mergers, and the remainder of this paper provides more detail about how we intend to begin the process of doing so.

What is the case for reducing the number of Local Authorities?

66. The Commission has set out a compelling case for a reduction in the number of Local Authorities. The remit did not require them to do this, nor did the Commission begin with any preconceptions about how Local Government should be structured. It is clear it has come to this conclusion based on the evidence it gathered in the course of its work.

67. In its consideration of the scale and capability of public service organisations, the Commission recognised smaller organisations do not necessarily provide worse services. However, it did find areas where small scale creates risk to governance and delivery. It also found these risks necessarily arose more often in Local Authorities than other public service providers because of the breadth of their work. The Commission was very clear structural changes alone will not result in the public services we want, but they are a necessary part of the change which needs to happen.

68. The Commission has highlighted the lack of resilience in smaller organisations, making it more difficult to effectively manage internal and external risk and adapt to a changing environment. Smaller organisations may lack expertise across the breadth of the area of their work, due to a lack of demand or resource for specialists in all areas. Depth of capacity is also more challenging in smaller organisations, which may also struggle to manage both the strategic and operational challenges they face. The Commission stressed the importance of leadership, but found it is harder for smaller organisations to recruit and retain high-calibre leaders.

69. The Commission recognised economies of scale exist in Local Government, and corporate overheads and the unit costs of delivering certain services are necessarily higher in smaller Local Authorities. This means larger Authorities are able to provide frontline services more efficiently because these costs are lower. In the present context of unprecedented pressure on service budgets, the Commission argued realising any potential savings in overheads and unit costs is essential.

70. The Commission considered how well Local Authorities are likely to manage future challenges, as well as current ones. Demographic changes in the next 20-25 years will not be equal across Wales; the Commission found smaller Authorities are more likely to experience a decline in population and a higher relative age of residents. Smaller Authorities will experience a greater increase in demand for services and lower levels of resources to support this increased need.

71. As a result of the pressures smaller Authorities are facing on funding, leadership, and expertise, the Commission found it is more difficult for them to respond flexibly to emerging pressures, or to have capacity to innovate. As a result, the Commission suggested smaller organisations tend to focus on providing day-to-day services in established ways, making service improvement more difficult. As the pressures of increasing demand and decreasing resources become more severe, the need for innovation and flexibility will be greater. The Commission believed smaller Authorities will find it very difficult to meet this need.

72. The Commission also found the risks smaller organisations face cause risks for the whole system. A large number of smaller organisations lead to greater competition for the best leaders, managers and professionals. As a result, the Commission found talent in Wales is being spread too thinly. And organisations which operate on a larger scale, such as the NHS and the police, have to work with many Local Government partners, making partnership working more challenging. To minimise the risks of scale Local Authorities have collaborated to achieve

the necessary capacity and expertise, but significant management capacity is required if this collaboration is to be successful, which smaller Authorities may not have.

73. The Commission was clear the status quo is not a viable option for the future delivery of public services in Wales. The Commission considered options for structural reform including more extensive and permanent collaboration; returning to a two-tier structure, and mergers. The Commission found voluntary collaboration had progressed only slowly in Wales, and suggested it has not delivered the benefits which were hoped for. It found a two-tier structure would add complexity, and cost, and would spread leadership more thinly. The Commission therefore did not recommend either of these options. It recommended Local Authority mergers, on the basis local democracy would be maintained, and resilience would be increased, with the least possible impact on delivery of front-line services during transition.

74. In making specific recommendations for mergers, the Commission argued Local Authorities must be big enough to minimise the risks of small scale, but not so big as to become unmanageable, unrepresentative, or too distant from their communities to have an effective relationship with them. The Commission took into consideration several criteria which could affect the ability of Local Government to respond to the needs of citizens and communities. These included shared heritage and culture, particularly language; levels of deprivation; population density; council tax levels; and patterns of commuting and economic growth.

75. The Commission also sought to enhance coherence and coterminosity between Local Authorities and other major service-providers. The Commission recommended mergers should take place within the boundaries of larger organisations, such as Local Health Boards and police forces, to reduce the number of Local Authorities those organisations have to work with. The Commission felt this was particularly important to support the integration of health and social care. The Commission also argues it would be unwise to combine areas which currently qualify for EU convergence funding with those which do not, as this could risk those which currently qualify losing eligibility for future funding.

76. The Commission was very clear in recommending mergers rather than any redrawing of boundaries. It will be much quicker and easier to plan for and implement mergers, and achieve the benefits, without the more significant disruption and cost which would result from redrawing boundaries.

77. The Commission recognised the strength of local identities, but creating new administrative units need neither create new loyalties and senses of community, nor destroy old ones. The Commission received a lot of evidence arguing “people do not care who delivers a service as long as it is a good service” and the Commission concluded structural change is needed, in order to deliver services which meet the needs of people and communities now and in the future.

78. We accept the Commission’s assessment, and its recommendation for a reduction in the number of Local Authorities through a programme of mergers. As we have described above, we want to create Authorities which are fit to meet the challenges of the 21st Century. In particular, we want them to manage excellent, high-performing services, resilient enough to

cope with increasing demand. We want them to be better connected and more representative of our communities. We also want them to be able to support Elected Members effectively.

79. In addition, they need to be able to adapt to new challenges through innovation, fully exploiting the opportunities presented by digital technology and communications, and to be able to access and retain the necessary specialist skills and knowledge. All of these attributes are essential in our increasingly complex and fast-paced world.

80. However, there is compelling evidence some Authorities are simply too small to be able to meet these challenges. We recognise there is a wide range of views about how Local Government should be restructured to make it more resilient, and able to meet the challenges of the future, but we believe there is wide (if not unanimous) agreement something has to change: the status quo is not an option, and the number of Authorities has to be reduced. The next section of the paper focuses on how we intend to achieve this.

The future shape of Local Government

81. Reducing the number of Authorities through a process of mergers avoids many of the complexities and challenges which would be associated with a redrawing of boundaries, but it nonetheless represents a significant undertaking. We do not believe there is sufficient time to develop, plan and legislate for a full programme of mergers before the next National Assembly elections in May 2016.

82. A Bill to merge Authorities will not therefore be introduced to the National Assembly during this Assembly term, which ends in April 2016. However, we do intend in Autumn 2015 to publish a draft Bill for consultation, which will set out our intentions for the merging of Authorities. This draft Bill will be accompanied by a detailed draft Regulatory Impact Assessment setting out the rationale for our preferred merger options, as well as impact assessments covering Equality, the Welsh Language, Rural Proofing and the Rights of the Child as appropriate. This will provide the public, Authorities and others with the opportunity to comment on our proposals, informed by a full assessment of the likely impacts, costs and benefits. The Welsh Government which takes office in May 2016 will then be in a position to make early decisions on how it wishes to proceed, with the benefit of a developed legislative proposition, and assisted by a full understanding of the views of stakeholders.

83. As stated above, we intend to issue this draft Bill for consultation in Autumn 2015. However, we want to provide clarity now about this Welsh Government's current intentions for the future shape of Local Government in Wales.

84. As we have said, the Commission undertook extensive research and evidence gathering on public service delivery structures, including considering a wide range of responses to its calls for evidence from public service providers and users. As a result of this and its assessment of the evidence, it identified four potential options for merging authorities, leading to between 10 and 12 Local Authority areas. It argued that reducing the number of Local Authority areas to at most 12 was the minimum extent of mergers necessary to systematically address problems of scale. We agree with the Commission's assessment and its judgement on the upper limit

for the number of Local Authority areas. Of the four options presented we consider that the Commission's first option, leading to 12 Local Authorities, provides a coherent overall template and strikes a balance between building organisational capability and ensuring local democratic responsiveness, in terms of being more connected with, and representative of, their communities.

85. In setting out a preference in relation to its options, we note the Commission's powerful argument that the boundaries of merged Local Authorities should support integrated service delivery through aligning with health board and police force boundaries. In our view the strength of the argument is such that there would have to be an exceptional case made not to adhere to this principle. In addition, the Commission argues convincingly that the reforms should be based on mergers to avoid the upheaval involved in splitting existing Authorities. This argument is well made and we are clear that existing Authorities must not be split, but rather used as "building blocks" to create the stronger, more resilient Authorities we are seeking. The Commission also identified an issue of alignment with the West Wales and the Valleys 'convergence' area, which has links to EU funding and state aid allowances. This last point may be a relevant consideration, though in our view it should not override a strategic, long-term case for mergers, particularly if the Local Authorities involved accepted the issues and potential risks.

Commission on Public Service Governance and Delivery: Mergers Option 1

- Isle of Anglesey and Gwynedd
- Conwy and Denbighshire
- Flintshire and Wrexham
- Ceredigion and Pembrokeshire
- Neath Port Talbot and Bridgend
- Rhondda Cynon Taf and Merthyr Tydfil
- Cardiff and the Vale of Glamorgan
- Blaenau Gwent, Caerphilly and Torfaen
- Monmouthshire and Newport
- Carmarthenshire
- Powys
- Swansea

86. Since the Commission reported, some Local Authorities have suggested they might prefer alternative merger configurations, although we have not seen any specific proposals backed up by evidence and supported by all the existing Local Authorities affected directly and indirectly. As we develop the legislation necessary to underpin a programme of mergers, we will remain open to considering possible alternatives, but it would be vital that any alternative proposal matches the key principles described above. We would expect that if an alternative proposal – particularly if it were to be one seeking to make an exceptional case to the principle of alignment with health board and police force areas – is supported by all Local Authorities directly and indirectly affected, their commitment to the proposal would be reflected in a commitment by them to early, voluntary mergers.

87. Proposals for draft legislation establishing the new merged Authorities will be the subject of formal consultation at the appropriate time. However, as both the Commission and Local Authorities themselves have said, early clarity is important in minimising uncertainty and realising the benefits of change sooner. In view of the compelling strategic case for urgent action, we are clear there is no place for procrastination nor parochialism in this process. We will therefore continue to develop the programme of mergers at pace. This will include allowing Local Authorities which wish to merge voluntarily on the basis of the preferred option indicated in this document – or a worked up alternative which addresses the key issues outlined above – to do so more quickly. Provision for early voluntary mergers will be included in legislation which we will introduce into the Assembly early next year, and a ‘prospectus’ setting out how we will help and what we expect from those Local Authorities wishing to merge voluntarily will be published this summer. We outline more detail about voluntary mergers below.

88. We recognise the benefits of consistent boundaries across public service organisations to support effective partnership working for the benefits of the citizens of Wales. As the Commission recommended, we will consider the boundary between the South Wales and the Mid and West Fire and Rescue Authorities, taking account of mergers between Local Authorities.

What are the timescales for mergers?

89. We will be setting out detailed programme and governance arrangements for the programme of mergers in due course, but the key milestones are likely to include:

- In January 2015, we will introduce into the Assembly a first Bill which will provide the powers necessary to enable and facilitate important preparatory work for a programme of mergers, but it would not contain specific merger proposals. Details of the proposed content of the first Bill can be found below.
- The proposed new powers would, amongst other things, enable the Welsh Ministers to require the Local Democracy and Boundary Commission for Wales (LDBCW) to start work on considering and making recommendations for electoral arrangements for proposed new Authorities.

- It is anticipated, subject to this first Bill being passed by the Assembly, it would receive Royal Assent in November 2015.
- In Autumn 2015, we will publish a second Bill in draft for consultation. This second Bill would in due course establish the new Authorities to be created through merger.
- Shortly after the May 2016 elections to the Assembly we will introduce this second Bill into the Assembly, and subject to Assembly consideration we envisage the Bill would receive Royal Assent in Summer 2017.
- In May 2017, Local Government elections (postponed from May 2016) to the existing Local Authorities would take place (but see below). Councillors elected to Authorities which are to be merged will serve a term of three years. Councillors of continuing Authorities (i.e. those unaffected by merger) will serve a term of five years.
- Elections to Town and Community Councils would take place on the same day in May 2017.
- In May 2019, the first elections for the new Authorities, merged under the provisions of the second Bill, would be held, with Councillors elected for three year terms. The resulting Councils would exist as Shadow Authorities⁹ until Vesting Day on 1 April 2020, when they would assume full functions, with the old constituent Authorities abolished.
- In May 2022, full Local Government elections for all Authorities would be held, for a proposed term of five years.

90. We believe this timetable is ambitious but achievable, and balances the need to move at pace with the need to ensure we get it right. In parallel, the governance arrangements we will establish for mergers will oversee a comprehensive programme of work necessary to deal with the wide range of practical, logistical and financial questions which will need to be addressed. We will work in partnership with Local Government and other stakeholders to deliver this programme of work, and we will consult closely with them about the range of matters which will need to be determined.

Voluntary mergers

91. We set out the main proposed milestones for the main programme of mergers. However, the Commission also recommends the Welsh Government should support and incentivise those Authorities who wish to begin a voluntary process of merger. We agree, and we are committed to facilitating voluntary mergers in whatever way we can.

92. Firstly and importantly, we will make specific legislative provision in the first Bill which will allow willing and committed Authorities to move at pace. Our proposals for this are set out

⁹ Shadow Authorities would have responsibility for matters which have to be determined before a new Authority formally comes into being, such as agreeing a budget and setting a council tax for the first year, appointing staff, developing service delivery plans, acquisition and disposal of assets, and establishment of committees. The precise scope of a Shadow Authority's functions would be set out in subordinate legislation, using powers included in the Bill to be introduced at the beginning of the next Assembly.

below, and we believe this will enable these new Authorities to be in place by April 2018. A possible timetable for Authorities who wish to merge voluntarily would look like this:

- The first Bill introduced to the Assembly in January 2015 would include a power for the Welsh Ministers to merge Authorities who wish to do so voluntarily.
- Authorities wishing to voluntarily merge must submit detailed expressions of interest by November 2014 and fully developed cases for merger by June 2015 to the Welsh Ministers for consideration. The Authorities and Welsh Ministers will work together in considering the cases to enable Authorities to submit statements of confirmation of intention to proceed to voluntary mergers by November 2015. The Welsh Ministers will, by February 2016, develop the necessary subordinate legislation for approval by the Assembly.
- There would be no elections in May 2017 to Authorities merging voluntarily. Instead, the subordinate legislation providing for voluntary merger would extend the terms of existing councillors to May 2018.
- In October 2017, a shadow Authority and shadow Council for the merging Authorities would be established, consisting of the full body of serving Councillors on the constituent Councils. Its functions in preparing for the creation of the new Authority would be specified by Order.
- Vesting day for the new voluntarily merged Authorities would be 1 April 2018. First elections to the new Authorities would then be held in May 2018, based on new wards following an electoral review of the whole of the new Authority, with new Councillors assuming responsibility four days after the elections. They would serve for four years, until a full round of Local Government elections take place in May 2022.
- Elections and terms for Community and Town Councils in Authorities which merge voluntarily will be changed to coincide with the arrangements for establishing the new merged Authority.

93. We would thus provide early legislative certainty for these Authorities, and the pace and voluntary nature of merger will reduce the need for many of the transitional provisions we believe will be essential for mergers more widely. It would mean one fewer set of elections en route to the new structures, the stability of an additional year for existing Councils to plan for transition, and a more limited period of shadow operation, based on existing Councils. Those who move early should be fully vested two years ahead of remaining Authorities, allowing them more quickly to realise efficiencies, and to begin to accrue the savings which can then be reinvested in better services.

94. However, our offer is more than simply introducing legislation. We will continue to expect all Authorities to seek improvement through service and back office redesign; but we will consider providing additional support to those who propose to merge voluntarily and continuing Authorities to act as pilots and pathfinders for the constitutional and service transformation we wish to see. This could also involve testing of approaches to workforce challenges such as the harmonisation of Terms and Conditions, equal pay agreements, and pension arrangements. We will also consider providing practical support to early movers who are prepared to act as

'model' Authorities, developing innovative approaches to scrutiny and public engagement, to increased democratic participation, and to greater diversity of representation.

95. Together, these incentives would provide Authorities with an opportunity to shape themselves for the future, show their ability to innovate, and take some key decisions which put them ahead of other Authorities.

96. The Commission sets out a persuasive case for reducing the complexity faced by Local Government, and for funding arrangements which are simpler, and focused on achieving outcomes. The Commission also calls for our ongoing review of audit, inspection and regulation to identify ways to reduce complexity and deliver greater focus, and we know this is a matter of keen interest for many Local Authorities.

97. We agree with the Commission's findings, and we believe there is scope to go further. Just as we seek greater powers through devolution of responsibilities from the UK Government, our ambition is to pass powers and responsibilities to Local Authorities wherever appropriate. However, this requires Authorities of sufficient scale to be able effectively and sustainably to take on these additional responsibilities. So Authorities merging early have the potential to work with us to achieve more quickly the increased autonomy envisaged by the Commission.

98. We will work with Authorities who wish to merge voluntarily to determine in more detail what support and assistance we can provide, in order to help them move toward early mergers. In the meantime, we intend this Summer to issue a 'prospectus' for voluntary mergers, which will set out what we expect from Authorities who wish to merge voluntarily, and how we will help.

Q: Do you have specific suggestions for powers and responsibilities which could be considered for devolution to the new Authorities?

Facilitating and incentivising voluntary merger

99. The Commission recommends incentivisation of early candidates for voluntary merger; we agree, and we have set out above some of the non-legislative mechanisms by which we intend to achieve this. We consider the Welsh Ministers already have powers which would enable them to incentivise and provide support for voluntary mergers, but, if need be, will propose taking new powers through the first Bill.

100. In order to give legal effect to voluntary mergers, the first Bill will include powers to enable the Welsh Ministers to merge two or more Local Authorities to form a single new Authority, from a date to be specified. The Bill will set out the procedure and timescale for initiating and considering proposals for voluntary merger. The Bill will also make provision about the exercise of the powers for voluntary merger, so as to make clear in any exercise of the power:

- The date a new Authority comes into existence, and its name and status;
- Electoral arrangements for a new Authority, the date of first elections and the length of term of office for Councillors elected in first elections and thereafter;

- Establishment, composition and functions of shadow Authority and shadow Executive;
- Abolition of existing Authorities and standing down of Councillors of these Authorities;
- Cancellation of elections to current Authorities;
- Postponement of Community Council elections in areas affected by proposed merger and extension of terms of sitting Community Councillors;
- Duty on existing Authorities to collaborate in preparing for new Authority and to work with its shadow Authority or Executive; and
- Set out arrangements for achieving the timely transfer of property, the continuation of rights and liabilities;
- Staff matters; and
- Financial matters.

Q: Does anything else need to be covered in a power to achieve a voluntary merger?

Q: Is your Authority considering submitting a proposal for voluntary merger?

Local Authority electoral wards

101. The Local Democracy and Boundary Commission for Wales (LDBCW) will have a crucial role in considering and making recommendations for electoral arrangements for the merged Local Authorities.

102. The LDBCW needs sufficient time to review an individual Local Authority, research the circumstances of an area, consider the views of local communities, draw up and publicise proposals and consult fully before submitting recommendations. This process takes on average at least 18 months. The existing legislation does not allow the LDBCW to start work on reviewing a new Authority until the new Authority has been formally established. This would mean a lengthy delay before the first elections could be held for the new Authority. Our proposal is to take powers in the first Bill to enable the LDBCW to start its work as soon as we have been able to confirm our intention to establish a new Authority.

103. The first Bill will therefore make provisions to enable the LDBCW to start considering and making recommendations in respect of proposed new Authorities. We intend the first Bill to provide the Welsh Ministers with powers to require the LDBCW to consider and make recommendations:

- for electoral arrangements for proposed new Authorities which are the subject of proposals for voluntary merger;

- for electoral arrangements for proposed new Authorities as described in an instructions given to the LDBCW. This would be in preparation for the second Bill which would be introduced during the next Assembly term.

104. The first Bill will also amend the Local Government (Democracy) (Wales) Act 2013, so the LDBCW's statutory review cycles take account of the creation of new Authorities.

Q: Is there anything else we need to do in order to ensure LDBCW is able to effectively consider and make recommendations for electoral arrangements in the proposed Authorities?

Remuneration of Elected Members

105. The Independent Remuneration Panel (IRP) will need to have considered and made determinations on levels of payments to members of proposed new Authorities, in readiness for these Authorities to come into being. However, it can currently make determinations only in respect of payments to members of established Authorities. Therefore, the first Bill will also include provision to enable the IRP to start work early to make determinations about payments to be made to members of new Local Authorities and shadow Authorities. Specifically, the new powers will enable the IRP to

- Consider and make determinations for payments to be made to members of proposed new Local Authorities to be established by merger, whether voluntarily or by virtue of the second Bill;
- Consider and make determinations for payments to be made to members of shadow Authorities for proposed new Local Authorities;
- Set the maximum proportion of payments to be made to members of shadow Authorities who are also members of existing Local Authorities, in order to ensure such members are not paid twice for doing essentially the same job.

Q: Is there anything else we need to do in order to ensure the IRP is able to effectively consider and make recommendations for payments to councillors in the proposed merged Authorities and any preceding shadow Authorities?

Disposal of property and assets

106. During the reorganisation which followed the Local Government (Wales) Act 1994, a Residuary Body was established to divest and distribute Local Authority assets. This was necessary because the 1994 reorganisation reduced Local Government to a single tier and involved the redrawing of boundaries. A Residuary Body was required to deal with issues where there was no obvious successor Authority, such as the distribution or disposal of property which served more than one area, or involved functions provided by different bodies; or land or buildings which straddled the boundaries of two or more Authorities. As the current proposals are for mergers of existing Authorities, with no redrawing of boundaries, we do not anticipate

any requirement for the divesting and distributing of property and assets. However, provision to enable or require merged Authorities to realise asset-related savings may be required. We therefore will consider including in the first Bill a power enabling the Welsh Ministers to provide assistance to new Authorities on these issues.

Q: Do you agree the proposed power for the Welsh Ministers will be sufficient for disposal of property and assets? If you do not agree the proposed power will be sufficient, what specific problems do you envisage?

Q: What sort of assistance or guidance might Local Authorities need?

Collaboration, cooperation and preparation in advance of mergers

107. To help facilitate the joint planning between merging Authorities which will be essential as they prepare for merger, we intend to include in the first Bill a power to enable the Welsh Ministers to require Local Authorities to establish joint transition committees to ensure they co-operate and work together for the specific purpose of jointly planning and preparing for merger.

108. The power would enable the Welsh Ministers to specify certain required preparatory tasks for the joint transition committees, for example to scope out the existing service delivery arrangements, workforce structures, properties and other assets across the merging Authorities. The power would also allow the transition committees to consider any other matter which they consider necessary to prepare effectively for the new Authority.

Q: Is there anything else which should be specified for joint transition committees to do in preparing for a merger of their Authorities?

109. We also intend to include in the first Bill provision to prevent activities by current Authorities, shadow Authorities or new Authorities which might bring financial or reputational damage to any new Authority. This is likely to include:

- Restrictions on current Authorities to prevent prejudicial or inappropriate disposal of land or buildings;
- Restrictions on current Authorities to prevent them entering into prejudicial or inappropriate long-term contracts;
- Restrictions on the use of reserves;
- Extending to shadow Authorities the requirements in the Localism Act 2011 to prepare and publish pay policy statements;
- Extending to shadow Authorities the existing powers in the Local Government (Democracy) (Wales) Act 2013 for the IRP to make recommendations about salaries of Chief Executives;

- Extending the existing powers in section 141(2) of the Local Government Act 1972 to enable the Welsh Ministers to require a Shadow Authority to provide information within its possession (to inform any purpose linked to a merger).

Q: What other powers might the Welsh Ministers require to prevent damaging behaviour?

Staffing matters

110. We do not believe reducing the number of Local Authorities through mergers will create as many staffing and workforce issues as has been the case when Local Government has been reorganised. We also know some Authorities already face difficult decisions about their workforce regardless of any structural changes to Local Government, as the competing pressures of reducing resources, increasing demand and rising expectations require changes to the ways frontline services are delivered. Nonetheless, we recognise these changes will be unsettling for the Local Government workforce, and there will be staffing matters requiring action and resolution.

111. We therefore intend to establish a Staff Commission to advise the Welsh Ministers on staff matters related to proposed Local Government mergers. As a minimum, we envisage the Staff Commission needing to provide authoritative advice and guidance on workforce matters. Initially, we will establish the Staff Commission on a non-statutory basis. However, we intend as part of the second Bill to put the Commission on a statutory footing. We envisage the second Bill would:

- Set out the status and composition of the Staff Commission;
- Define its remit, primarily the provision of advice to the Welsh Ministers, current Authorities, shadow Authorities, and new Authorities on specified matters relevant to the merger of Local Authorities;
- Provide the Staff Commission with powers it requires in order to fulfil its statutory functions, such as a power to require an existing Local Authority to supply it with information;
- Give powers to the Welsh Ministers to enable them to give directions to the Staff Commission, and to direct an authority to act on the advice of the Staff Commission.

112. We will consider further how the work of the Staff Commission might be aligned with the Welsh Ministers' existing powers to issue guidance on pay policy statements under section 40 of the Localism Act 2011, and the IRP's responsibilities in respect of Chief Executives' pay in section 143A of the Local Government (Wales) Measure 2011.

Q: What should be the role and responsibilities of the Staff Commission?

Q: Is anything else needed to prepare the way for merging Local Authorities?

Financial considerations – the costs and benefits of merging Local Authorities

113. The potential cost of merging Local Authorities has attracted a great deal of comment since the Commission published its report. We understand this, and the Commission and the Welsh Local Government Association (WLGA) have produced very different estimates of the possible costs, to which we return below. However, it is essential to put any cost implications into context.

114. Firstly, the Commission sets out starkly the severe and unsustainable financial pressures on our public services. These pressures are likely to continue for at least the next decade, whilst the demand for some services increases. Faced with these challenges, inaction is not an option. Costs will rise in any event as services begin to buckle under the strain. Neither can we afford to wait until a more favourable financial climate returns before we act.

115. Secondly, the severe financial pressures also mean it is not realistic to expect the Welsh Government to provide large injections of cash to meet the cost of mergers as central Government has often done in the past when Local Government has been restructured. One of the principles guiding these mergers must be to manage them in such a way to maximise the benefits and minimise the costs.

116. Thirdly, we have always been clear this is not just about pounds and pence. It is about improved performance, better governance, and stronger democracy, as well as making better use of limited resources. Efficiency and value for money are very important, but they are not the sole yardstick by which we will measure success.

117. The WLGA, based on work it commissioned from Deloitte, estimated the cost of mergers at between £200 million and £400 million, with recurrent annual savings of between £92 million and £100 million. The Commission examined the WLGA figures and concluded for a number of reasons they overestimated both the costs and potential savings. The Commission suggested the upfront costs might be between £80 million and £100 million, with recurrent savings of £60-£80 million per year.

118. The substantial variance in these figures is not surprising: the estimates of costs depend on the assumptions made in producing them, but as there is no precedent for the merger programme we are proposing, it is not possible to determine with certainty whether either approach is appropriate. However, we do recognise the need to assess the potential costs and benefits as far as reasonably practicable, and we will produce a draft Regulatory Impact Assessment which will accompany the draft Bill we intend to publish in the Autumn.

119. In the meantime, some important points need to be made. We have to put any potential costs of merger in the context of the £8 billion which Local Government in Wales spends every year. The WLGA's upper cost estimate equates to around 5% of this annual expenditure. In addition, Local Authorities will have a key role in ensuring these up-front costs are minimised. Some costs may be unavoidable, but other costs can be avoided or managed down, particularly if Authorities start to take account now of the likelihood of mergers as they make budgetary

decisions, and do not make decisions which will generate unnecessary future costs. This means thinking very carefully for example before entering into new arrangements, and before making major spending decisions about accommodation and other assets.

120. Our overall aim is to help create Authorities fit for the 21st Century, and to create a new model for Local Government which will last at least a generation. In this context, even if mergers were to cost £400 million (the WLGA's upper estimate) and recurrent savings were £92 million (the WLGA's lowest estimate), this still suggests a direct payback period of under five years, for the creation of Authorities which we hope will last at least 25 years and which will deliver more effective services. We believe this represents a more than acceptable return on investment.

Local Government Funding – how local services are funded in the future

121. Local Government in Wales spends over £8 billion a year (revenue and capital) in delivering services. This spending is funded from a number of sources. These include Welsh Government general and specific grants, other grants, council tax and non-domestic rates income, fees and charges, receipts and borrowing. The largest single source is the Welsh Government's Revenue Support Grant (RSG) which currently contributes around £3.3 billion.

122. The various parts of the Local Government finance system operate as a whole and are closely interdependent. It is also closely connected to the way policing in Wales is funded. As such, it is not feasible to redesign parts of the system in isolation. We will need to review the system to ensure the funding arrangements serve new merged Authority structures. In particular, we will explore the scope to develop stronger links between funding, performance and the delivery of the strategic outcomes identified through the Well-being of Future Generations (Wales) Bill. This will mean looking at what Local Government does and how this needs to adapt to reflect the new financial environment. We will also seek to simplify the current funding arrangements where this is practicable and to ensure Local Government's funding and budgeting arrangements are more inclusive and transparent.

123. There are also a number of other relevant developments which will be happening in parallel, not least the Financial Reform agenda and devolution of selected taxes set in train by the first report of the Silk Commission on Devolution in Wales, and its second report on the National Assembly's legislative powers. The other business of Government will also continue during this period and it is likely our legislative programme will continue to introduce new powers and duties for Local Government. The scale and nature of these developments bring great opportunities, but they also bring significant risks if the financial implications are not fully considered and addressed. As such, we do not anticipate making major changes to the main features of the Local Government finance system in advance of legislation. There are certain aspects of the current system which we already recognise will warrant particular attention.

Local Government Funding – Council Tax

124. In addition to overall costs, the prospect of Local Authority mergers has also provoked much comment about the likely impact on levels of council tax. Again we understand this: although council tax represents a small proportion of the overall tax ‘take’, it is one of the very few taxes which people are charged directly, as opposed to taxes which are deducted from salaries, or are included within the cost of goods or services. It is also a tax which can vary considerably, depending on where someone lives and in what kind of property. The Commission recognised council tax as being an important factor, and one of particular interest to the public, when developing its proposals for merger.

125. We do not believe it would be helpful to speculate on the precise impact on council tax at this stage. The current funding arrangements take account of a wide range of indicators which fluctuate from year to year. Any estimates produced at this stage are likely to be misleading, given we do not anticipate any mergers taking effect until at least April 2018.

126. Nonetheless, it is very important to recognise whilst there may be local impacts on council tax levels, there should be no need for the overall council tax requirement to increase as a consequence of mergers. Indeed, mergers should be implemented to deliver efficiencies where possible. Since it is unrealistic to expect a repeat of the large injections of new money which were provided during previous restructures to limit the impact on individual Authority council tax levels, we will, instead, be looking for solutions which avoid creating and/or minimise significant local impacts.

Q: What would be the most equitable approach to raising revenues for local services?

Local Government Funding – Welsh Government Support

127. When considering the potential impacts of mergers, we understand much attention will focus on council tax, as we have described above. However, a far greater proportion of the revenue available to Local Authorities is provided by the Welsh Government, through the RSG. This is distributed using a needs-based distribution formula, which is developed in consultation with Local Government.

128. A programme of mergers will require the development of a new basis for distributing this funding, to take account of the social and economic characteristics of all Welsh Authorities. It may be possible to retain the existing distribution for the merged Authorities for a limited time, but this is not likely to be sustainable in the longer term. We will therefore work with Local Government and others to develop the needs-based mechanism for distributing Welsh Government funding.

129. We also recognise what the Commission had to say about the degree to which funding is earmarked (“hypothecated”) for particular purposes. However, the performance challenges outlined by the Commission and reflected elsewhere in this document mean this cannot simply be a question of immediately de-hypothecating all existing funding streams. As mentioned earlier, we will take the opportunity to review our approach to funding with a view to making

it simpler and more accessible, and focused on outcomes, with clear responsibilities and accountabilities for delivering those outcomes.

Conclusion

130. In this paper, we have attempted to set out our ambitions for Local Government in Wales in the 21st century. We want high performing, well-run Local Authorities which operate transparently and openly, which plan effectively, and make best use of the resources available to them, resources which will continue to face significant pressure in the years to come. We also want a proper relationship between those who provide a service and those who rely on it, through stronger local democracy and more effective scrutiny. We know this will not be easy: all our public services face complex and unprecedented challenges, as the Commission has described. The merging of Local Authorities is an essential part of delivering this vision, but done in isolation, mergers will deliver nothing. We are clear these reforms are a package.

131. The Welsh Government cannot deliver the change we need on its own – we need Local Authorities, other public services, and communities themselves to work together. We also need views on whether our vision is the right one, and suggestions on how it could be further developed.

Consultation Response Form

Your name:

Organisation (if applicable):

email / telephone number:

Your address:

The future of Local Government – what should we expect of Local Authorities?

Question 1: How can Local Authorities engage more effectively with their communities, about the challenges of sustaining services as they are currently delivered and the need for change?

Question 2: What more could the Welsh Government do to assist Authorities with this dialogue to improve their performance in the delivery of priority services?

Question 3: What specific suggestions do you have for reducing and simplifying administration which would free up time and resources to deliver and improve services?

Reforming Local Government – Strengthening democracy, sustaining and improving services

Question 4: What specific changes should be made to the way in which Local Authorities are currently constituted to ensure openness, transparency and clarity of accountability?

Question 5: How should the scrutiny support programme be shaped to support improvements in the effectiveness of scrutiny?

Question 6: In what other ways should scrutiny be strengthened to drive service improvement?

Scrutiny and Governance – Fire and Rescue Authorities

Question 7: How might governance and scrutiny of strategic service and financial decisions be best secured?

Question 8: What suggestions do you have to ensure communities have an effective voice in the decision making of the new Authorities?

Question 9: What sort of consultation, engagement and feedback processes should the new Authorities have with communities?

National Partnership arrangements

Question 10: How can we best engage with Local Government to take forward a programme of Local Government reform?

How do we ensure Local Government performance is improving and continues to improve? – Improving Performance

Question 11: How can we help and encourage Local Authorities to be more proactive in identifying and responding to delivery or governance issues?

Question 12: What should be the principles and standards for performance management and performance reporting across Local Authorities, and the broader public sector?

Question 13: In what ways could we more effectively use the money we invest in supporting Local Authority improvement?

The future shape of Local Government

Question 14: Do you have specific suggestions for powers and responsibilities which could be considered for devolution to the new Authorities?

Facilitating and incentivising voluntary merger

Question 15: Does anything else need to be covered in a power to achieve a voluntary merger?

Question 16: Is your Authority considering submitting a proposal for voluntary merger?

Local Authority electoral wards

Question 17: Is there anything else we need to do in order to ensure LDBCW is able to effectively consider and make recommendations for electoral arrangements in the proposed Authorities?

Remuneration of Elected Members

Question 18: Is there anything else we need to do in order to ensure the IRP is able to effectively consider and make recommendations for payments to councillors in the proposed merged Authorities and any preceding shadow authorities?

Disposal of property and assets

Question 19: Do you agree the proposed power for the Welsh Ministers will be sufficient for disposal of property and assets? If you do not agree the proposed power will be sufficient, what specific problems do you envisage?

Question 20: What sort of assistance or guidance might Local Authorities need?

Collaboration, cooperation and preparation in advance of mergers

Question 21: Is there anything else which should be specified for joint transition committees to do in preparing for a merger of their Authorities?

Question 22: What other powers might the Welsh Ministers require to prevent harmful damaging behaviour?

Staffing matters

Question 23: What should be the role and responsibilities of the Staff Commission?

Question 24: Is anything else needed to prepare the way for merging Local Authorities?

Local Government Funding – Council Tax

Question 25: What would be the most equitable approach to raising revenues for local services?

Other issues

Question 26: We have asked a number of specific questions. If you have any related issues which we have not specifically addressed, please use this space to report them:

Responses to consultations are likely to be made public, on the internet or in a report. If you would prefer your response to remain anonymous, please tick here:

Meeting	Council
Date	9 October 2014
Title	Council Pay Policy
Purpose	Recommend an amendment to the Pay Policy in order to facilitate the ability to appoint
Author	Chief Executive - Dilwyn Williams
Cabinet Member	Councillor Peredur Jenkins

1. The 2014/15 pay policy was adopted by the Council at its meeting on 6 March of this year and amended in relation to the Head of education's post at the last meeting.
2. As we followed the process for appointing a Head of Education it has become apparent that there is a missing element from the Council's policy which could be an important tool in our attempts to attract the best candidates.
3. The arrangements in place for all Council staff allows us to pay a market supplement (a supplement to base pay) in cases where we are unable to attract suitable candidates because the market conditions at the time mean that the pay determined by the job evaluation mechanism is inadequate to attract those individuals who have the necessary competencies to fulfil the post.
4. We do not have a provision to pay market supplements in respect of Heads of Service posts, and in considering the situation recently in respect of the Head of Education post, the Chief Officers' Appointments Committee came to the conclusion that such a provision would be useful in order to ensure that we could utilise such a tool for Heads of Service.
5. Contrary to the position for staff however, the amount of such a supplement cannot be left open ended as the Council must determine the remuneration which we intend to pay, and thus whilst the Council can agree to put such a policy in place for Heads of Service, it would also have to set the limits.
6. The Chief officers' Appointments Committee have therefore decided to recommend that the Council amends its pay policy to allow the Chief Officers Appointments Committee to pay a market supplement of **up to** £5,000 in cases where the Committee is of the opinion that a supplement needs to be paid due to the fact that the market response has made it apparent that it needs to do so.

MEETING	COUNCIL
DATE	9 OCTOBER 2014
TITLE	AMENDING THE CONSTITUTION
PWRPAS	To amend the Constitution in response to the re-structuring of the Legal and Democratic Services, the coming into force of the Local Authorities (Standing Orders)(Wales) (Amendment) Regulations 2014, and the to address the chairing of the Licencing Committees and remote attendance at meetings.
RECOMMENDATION	That the Council amends the Constitution in accordance with the recommendation.
CABINET MEMBER	Cllr. Dyfed Edwards, Council Leader
AUTHOR	Iwan G D Evans – Head of Legal Services – Monitoring Officer.

1. Introduction

The Council adopted the amended Constitution on the 17th of July 2014. On the 1st of September 2014 a new structure came into effect as a result of the reorganisation of the Legal and Democratic Services Department. As a result it is necessary to amend the delegation arrangements in order to ensure certainty in relation to responsibilities for decisions. In addition on the 1st of July 2014 the Local Authorities (Standing Orders)(Wales) (Amendment) Regulations 2014 came into force and these require amendment of the Constitution in order to comply with statute., The report also makes recommendations as to remote access to meetings using video technology. Finally it also deals with the Chairing of the Central and General Licencing Committees.

2. Delegated Functions

Appendix 1 sets out a table of the amendments which are proposed following the re-structuring. Some of the changes fall within the responsibility of the Executive

and these are reported for information. The table does not propose changes to the decisions which are delegated but statutory references which have changed or been revoked have been up-dated.

3. Local Authorities (Standing Orders) (Wales) (Amendment) Regulations 2014

These Regulations came into force on the 1st of July and it is a statutory requirement that they are adopted. The Regulations amend the Local Authorities (Standing Orders)(Wales) Regulations 2006 which set out statutory requirements in relation to the contents of Standing Orders in relation to matters including voting, signature of minutes, staff and appointment of Chief Officers

The changes brought about by the Regulations can be summarised:

- i. Revoke all reference to the Mayor and Council Manager and Alternative arrangement governance structures;
- ii. Provide the Head of Democratic Services with the same status in relation to the process of investigating and taking disciplinary action against them as that given to the Head of the Paid Service, Monitoring Officer and Chief Finance Officer;
- iii. Amend Regulation 9 which relates to the process for investigating allegations of misconduct against the above officers;
- iv. Extend the above protection to officers who did, but no longer hold the said offices where the allegations which form the basis of the investigation arose during their period in office.
- v. Imposing a statutory requirement to publicly advertise Chief Officer posts where the annual remuneration for the job is £100,000 or more saving temporary appointments for fixed terms of up to 12 month;
- vi. Adding the posts of the Head of Democratic Services and Monitoring Officer to the posts which are not subject to appointment or dismissal by the Head of Paid Services;
- vii. That any decision to set or amend the remuneration of a Chief Officer is a decision of the Full Council.

The amendments to the Constitution which are required in order to comply are set out in Appendix 2.

4. Licencing Committees

The Central Licensing Committee's role is to consider matters under the Licensing Act 2003 and the Gambling Act 2005. It is a statutory requirement to establish this committee, but it cannot consider anything else .Consequently, the Council has established the General Licensing Committee to decide on other licensing matters.

Constitutionally therefore these are two separate committees that meet separately. However the Council has also decided that the same members should serve on both committees, and this is provided for in the Constitution.

The Council's Constitution also provides that a member cannot chair more than one committee. Under the present Constitution different members must be appointed to chair the Committees

The Committee consider these matters in the meeting on 9th September 2014 and resolved:

“ To unanimously recommend to the Full Council at its next meeting (9.10.2014) that it approves the request that the Councils Constitution (Part 4 / standing order / 10 para 1,2 and 5 is amended for the two Licencing Committees only”

5. Remote Attendance

The Democratic Services Committee has discussed remote attendance at committees. During those discussions, there has been agreement about allowing remote attendance at committees from the other Council office locations at Dolgellau and Pwllheli.

There are, of course, some possible complications related to such a development with issues such as the quorum for meetings and what happens should the equipment fail at any time. The technology for enabling that access including the provision of translation services through the equipment is now in place and is being tested prior to its formal use.

A draft copy of a Council Procedural Order to deal with such eventualities is Attached as Appendix 4

On the issue of the quorum given that the Democratic Services Committee has on the basis of the committees recommendation failure in the link could mean that a committee becomes inquorate.

Committees Recommendation

It was RESOLVED to make the following observations on the draft Standing Order so that it may be processed to be included in the Councils Constitution , in due course:-

- **4.17.1 – Agreed that video conferencing facilities should be provided in the Councils offices at Dolgellau and Pwllheli and Siambr Dafydd Orwig and Hyweld Dda in Caernarfon in order to allow members to have remote access to committees..**
- **4.17.2 – That the scrutinee , Democratic Services Committee and Language Committees should be listed as being the only ones permitted to have remote access as they do not take operational decision.**

- **4.17.3** – That any member who wishes to take advantage of remote access should give at least 4 days notice to the Head of Democratic Services. A note should be included on the front of the agenda advising the members to contact the Member and Scrutiny Support Officer if they wish to attend remotely and also including the same instruction in the e-mail of the link to the agenda.
- **4.17.4** – It is considered that this rule is unnecessary. The inclusion of this rule and rule 4.17.5 (which is statutory) complicates committee administration without significantly adding to its management. In addition because rule 4.17.4 excludes remotely attending members from contributing to the quorum it would be necessary to have at least a quarter of the committee members in the committee room and this might be impracticable at times.
- **4.17.5** – That the number of members who attend in the meeting room where the meeting is held should be 30% of the membership who are attending (whether in the meeting room or remotely).
- **4.17.6** – If the connection is lost it will be a matter for the Chairman whether the meeting is adjourned or not , but out of courtesy every effort should be made to contact the members in Pwllheli or Dolgellau to advise them of the decision. .

Recommended

That the Council approves the amendments of the Constitution in accordance with the report.

Appendix 1A

Amendments for decision by the Council

Current	Amendment
<p data-bbox="236 416 571 450">Section 5 – The Cabinet</p> <p data-bbox="236 483 1145 517"><i>5.8.3 The Council’s Scheme of Delegation and Executive Functions</i></p> <ul data-bbox="352 591 1153 987" style="list-style-type: none"><li data-bbox="352 591 1153 987">• The Leader may amend the scheme of delegation relating to Executive Functions at any time. In doing so the Leader will give written notice to the Head of Democratic Services and to the person, body or committee concerned. The notice must set out the extent of the amendment to the scheme of delegation, and whether it entails the withdrawal of delegation from any person, body or committee. The Head of Legal and Democratic Services will present a report to the next ordinary meeting of the Council setting out the changes made by the Leader.	<p data-bbox="1185 483 1342 663">Delete “Head of Democratic and Legal Services “</p> <p data-bbox="1185 707 1342 808">Include “Monitoring Officer”</p>

Section 13 – Full Council

13. Duty to declare vacancy in office in certain cases	Section 86 of the Local Government Act 1972.	Head of Democracy and Legal Department	Delete Head of Democracy and Legal Department Include Head of Democratic Services
14. Duty to give public notice of a casual vacancy	Section 87 of the Local Government Act 1972.	Head of Democracy and Legal Department	Delete Head of Democracy and Legal Department Include Head of Democratic Services
16. Power to determine fees and conditions for supply of, or extracts from, election documents.	Rule 48(3) of the Local Elections (Principle Areas) Rules 1986 (S.I.1986/2214) and rule 48(3) of the Local Elections (Parishes and Communities) Rules 1986 (S.I. 1986/2215).	Head of Democracy and Legal Department	Delete
18. Miscellaneous electoral functions under Part II, S.I. 2003/284	National Assembly for Wales (Representation of the People) Order 1999, S.I. 1999/450.	Delegate functions of the returning officer to the Head of Democracy and Legal Department.	Delete

32. Power to approve premises for the solemnisation of marriages.	Section 46A of the Marriage Act 1949 (c.76) and the Marriages (Approved Premises) Regulations 1995 (S.I. 1995/510).	Head of Democracy and Legal	Delete Head of Democracy and Legal Department Include Head of Adult Health and Welfare
---	---	-----------------------------	---

<p>33. Power to register common land or town or village greens, except where the power is exercisable solely for the purpose of giving effect to -</p> <p>(a) an exchange of lands effected by an order under section 19(3) of, or paragraph 6(4) of Schedule 3 to, the Acquisition of Land Act 1981(c.67) or</p> <p>(b) an order under section 147 of the Inclosure Act 1845 (c.8 & 9 Vict.c 118).</p>	<p>Regulation 6 of the Commons Registration (New Land) Regulations 1969 (S.I. 1969/1843).</p>	<p>Head of Democracy and Legal</p>	<p>Delete Head of Democracy and Legal Department</p> <p>Include Head of Regulatory Services</p>
<p>34. Power to register variation of rights of common.</p>	<p>Regulation 29 of the Commons Registration (General) Regulations 1966 (S.I. 1966/1471).</p>	<p>Head of Democracy and Legal</p>	<p>Delete Head of Democracy and Legal Department</p> <p>Include Head of Regulatory Services</p>

Section 13 Appendix 3 Part 6 Scheme of Delegation to Officers

		Current	Amendment
6.	Head of Democracy and Legal Department		Head of Legal Services
	<i>In the "Scheme of Delegation to Committees" in Appendix 3 to Section 13 of the Constitution, it is noted where functions that are not the responsibility of the Executive have been delegated to Chief Officers. Where no chief officer has been named in that document, the power has not been delegated rather it has been reserved by the committee.</i>		
	<u>Functions Delegated by Council.</u>		
	6.1 Act as the Council's Monitoring Officer under Section 5 Local Government and Housing Act 1989.	Head of Democracy and Legal	Head of Legal Services
	6.2 Act as the Council's Proper Officer apart from where there is legal preparation, this scheme or other parts of the Constitution giving the functions to other officers.	Head of Democracy and Legal	Head of Legal Services
	6.3 Operate all of the Council's powers as a common land authority.	Head of Democracy and Legal	Head of Regulatory Services
	6.4 Authority to approve a property for the administration of marriages and registering civil partnerships.	Head of Democracy and Legal	Head of Adult Health and Welfare
	6.5 Decide on stage 2 appeals to resolve disputes under the Local Government Pension Scheme.	Head of Democracy and Legal	Head of Legal Services

Annex 1B

Amendments by Cabinet

	<u>Functions Delegated by Cabinet.</u>			
	6.6	To act on a day to day basis and within the scheme in the following areas:-		
		<ul style="list-style-type: none"> • Legal 	Head of Democracy and Legal	Head of Legal Services
		<ul style="list-style-type: none"> • Complaints 	Head of Democracy and Legal	Head of Legal Services
		<ul style="list-style-type: none"> • Elections 	Head of Democracy and Legal	Head of Legal Services
		<ul style="list-style-type: none"> • Print room 	Head of Democracy and Legal	Head of Human Resources
		<ul style="list-style-type: none"> • Translation 	Head of Democracy and Legal	Head of Strategy and Improvement
		<ul style="list-style-type: none"> • Cabinet Support 	Head of Democracy and Legal	Chief Executive
		<ul style="list-style-type: none"> • Registration of births, deaths and marriages 	Head of Democracy and Legal	Head of Adult Health and Welfare
		<ul style="list-style-type: none"> • Searches, land charges and common land 	Head of Democracy and Legal	Head of Regulatory Services
		<ul style="list-style-type: none"> • Coroner Support 	Head of Democracy and Legal	Head of Legal Services
	6.7	To instigate, defend or settle legal proceedings (either in the name of the Council or in the name	Head of Democracy and	Head of Legal

		of a specific officer of the Council) under common law or under any legislation, secondary legislation, or the by-law which either grants functions to the Council or which relates to functions discharged by the Council and to appeal against any legal judgement. For the avoidance of doubt this authority includes the authority to take all procedural measures including the serving of statutory or non-statutory notices or counter notices and eviction notices.	Legal	Services
	6.8	To authorise a Council officer to act under paragraph 6.2 in the same manner as himself/herself and to prosecute, defend or appear in any legal proceedings under the provisions of Section 223 of the Local Government Act 1972 or any other relevant legislation that may be in force from time to time. The Head of Democracy and Legal Department must keep a list of all the authorisations granted when exercising powers under the sub-clause.	Head of Democracy and Legal	Head of Legal Services
	6.9	To be the proper officer for the purposes of the registrations of births, deaths and marriages.	Head of Democracy and Legal	Head of Adult Health and Welfare
	6.10	To exercise the Council's powers under the Marriage Act 1994 and the Civil Partnership Act 2004.	Head of Democracy and Legal	Head of Regulatory Services
	6.11	Authority to sign certificates for H.M. Land Registration and registration of any land charges on behalf of the Council.	Head of Democracy and Legal	Head of Regulatory Services
	6.12	Authority to create orders under the Town Police Clauses Act 1847.	Head of Democracy and Legal	Head of Legal Services
	6.13	Authority to affix the Common Seal of the Council to documents following a valid decision by the Council, Cabinet, Committee, Portfolio Leader or officer exercising delegated powers, and to authorise other officers to do likewise.	Head of Democracy and Legal	Head of Legal Services
	6.14	Authority to give certificates regarding the political duties of posts under section 3 of the Housing and Local Government Act 1989.	Head of Democracy and Legal	Head of Legal Services

6.15	To act on reports from the Public Services Ombudsman for Wales under Section 21 of the Public Services Ombudsman (Wales) Act 2005.	Head of Democracy and Legal	Head of Legal Services
6.16	In consultation with the relevant head, to authorise payments in cases of maladministration, under Section 92 of the Local Government Act 2000 or in cases of complaints under Section 34 of the Public Services Ombudsman (Wales) Act 2005 (provided that there is also consultation with the Chairman of the Audit Committee in the case of any payment in excess of £10,000).	Head of Democracy and Legal	Head of Legal Services
6.17	To give an opinion as a qualified person under Section 36 of the Freedom of Information Act 2000.	Head of Democracy and Legal	Head of Legal Services
6.18	To undertake reviews of freedom of information requests.	Head of Democracy and Legal	Head of Legal Services
6.19	To be the Authorising Officer for the purposes of the Regulation of Investigatory Powers Act 2000 and may authorise other officers within their service similarly to be an Authorised Officer.	Head of Democracy and Legal	Head of Legal Services

SECTION 11

11. OFFICERS

11.1 Management Structure

11.1.1 General

The Full Council may engage such staff (referred to as Officers) as it considers necessary to carry out its functions.

11.1.2 Head of Paid Service, Monitoring Officer, Chief Finance Officer and Head of Democratic Services

The Council will designate the following posts as shown:

Post	Designation
Chief Executive	Head of Paid Service
Head of Legal Services	Monitoring Officer
Head of Finance	Chief Finance Officer
Head of Strategy and Improvement	Head of Democratic Services

Such posts will have the functions described in Sections 0 to 0.

11.1.3 In this Section reference to "Chief Officer" means a Chief Officer within the meaning of the Local Authorities (Standing Orders)(Wales) Regulations 2006

11.2 Functions of the Head of Paid Service

11.2.1 Discharge of Functions by the Council

Section 4 of the Local Government and Housing Act 1989 imposes a duty on authorities to designate one of their officers as Head of Paid Service. The Head of Paid Service will report to Full Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of Staff required for the discharge of functions, the organisation of the authority's staff and the appointment and proper management of the authority's staff.

11.2.2 Restrictions on Functions

The Head of Paid Service may not be the Monitoring Officer or the Head of Democratic Services but may hold the post of Chief Finance Officer if a qualified accountant.

11.3 Functions of the Monitoring Officer

These are set out in section 5 of the Local Government and Housing Act 1989 as amended.

11.3.1 Maintaining the Constitution

The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by Members, staff and the public.

11.3.2 Ensuring Lawfulness and Fairness of Decision Making

After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the Full Council or to the Cabinet in relation to any Function if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

11.3.3 Supporting the Standards Committee

The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee.

11.3.4 Receiving Reports

The Monitoring Officer will receive and act on reports made by the Ombudsman and decisions of the case tribunals.

11.3.5 Conducting Investigations

The Monitoring Officer will conduct investigations into matters referred by the Ombudsman and make reports or recommendations in respect of them to the Standards Committee.

11.3.6 Proper Officer for Access to Information

The Monitoring Officer will ensure that Executive decisions, together with the reasons for those decisions and relevant Officer reports and background papers are made publicly available as soon as possible.

11.3.7 Advising whether decisions of the Cabinet are within the Budget and Policy Framework

The Monitoring Officer will, in conjunction with the Chief Finance Officer, advise whether decisions of the Cabinet – are in accordance with the Budget and Policy Framework.

11.3.8 Providing Advice

The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to the Councillors.

11.3.9 Restrictions on Posts

The Monitoring Officer cannot be the Chief Finance Officer, the Head of Paid Service or the Head of Democratic Services.

11.4 Functions of the Chief Finance Officer

These are set out in section 151 of the Local Government Act 1972.

11.4.1 Ensuring Lawfulness and Financial Prudence of Decision Making

After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to the Full Council or to the Cabinet in relation to an Executive Function and the Council's external auditor if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.

11.4.2 Administration of Financial Affairs

The Chief Finance Officer will have responsibility for the administration of the financial affairs of the Council.

11.4.3 Contributing to Corporate Management

The Chief Finance Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.

11.4.4 Providing Advice

The Chief Finance Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors and will support and advise Councillors and Officers in their respective roles.

11.4.5 Give Financial Information

The Chief Finance Officer will provide financial information to the media, members of the public and the community.

11.4.6 Advising whether Decisions of the Cabinet are within the Budget and Policy Framework

The Chief Finance Officer will, in conjunction with the Monitoring Officer, advise whether decisions of the Cabinet are in accordance with the Budget and Policy Framework.

11.4.7 Restrictions on Posts

The Chief Finance Officer cannot be the monitoring officer or the Head of Democratic Services.

11.5 Functions of the Head of Democratic Services

These are set out in section 9 of The Measure. The functions of the Head of Democratic Services are:

- 11.5.1 to provide support and advice to the authority in relation to its meetings, subject paragraph 0;

- 11.5.2 to provide support and advice to committees of the authority (other than the committees mentioned in paragraph 0) and the members of those committees, subject to paragraph 0;
- 11.5.3 to provide support and advice to any joint committee which a local authority is responsible for organising and the members of that committee, subject to paragraph 0;
- 11.5.4 to promote the role of the authority's Scrutiny Committees ;
- 11.5.5 to provide support and advice to:
- (a) the authority's Scrutiny Committees and the members of those Scrutiny Committees; and
 - (b) the authority's Democratic Services Committee and the members of that committee;
 - (c) to provide support and advice in relation to the functions of the authority's Scrutiny Committees to each of the following:
 - (i) members of the authority;
 - (ii) members of the executive of the authority;
 - (iii) officers of the authority;
- 11.5.6 to provide support and advice to each member of the authority in carrying out the role of member of the authority, subject to paragraph 0;
- 11.5.7 to make reports and recommendations in respect of any of the following:
- (a) the number and grades of staff required to discharge democratic services functions;
 - (b) the appointment of staff to discharge democratic services functions;
 - (c) the organisation and proper management of staff discharging democratic services functions;
- 11.5.8 such other functions as may be prescribed by law.
- 11.5.9 Restrictions on Posts
- The Head of Democratic Services cannot be the Head of Paid Service, the Monitoring Officer or the Chief Finance Officer.
- 11.5.10 The function of providing advice about whether or how the authority's functions should be, or should have been exercised, only applies to advice concerning the functions of the Scrutiny Committees and Democratic Services Committee.
- 11.5.11 Advice to a Member does not include advice in connection with their role as an executive Member and does not include advice about a matter being or to be considered at a meeting (other than a meeting of an Scrutiny Committees or Democratic Services Committee.

11.6 Duty to Provide Sufficient Resources to the Head of Paid Service, Monitoring Officer, Chief Finance Officer and Head of Democratic Services

The Council will provide the Head of Paid Service, the Monitoring Officer, the Chief Finance Officer and the Head of Democratic Services with such Officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.

11.7 Conduct

Officers will comply with the Officers' Code of Conduct and the Protocol on Officer/Member Relations set out in Sections 21 and 22 of this Constitution.

11.8 Employment

The recruitment, selection and dismissal of Officers will comply with the Officer Employment Rules set out below.

11.9 Remuneration of Chief Officers

The Full Council will determine the level and any change in the level of the remuneration to be paid to Chief Officers. Remuneration is defined in accordance with Section 43(3) of the Localism Act 2006>

11.10 Officer Employment Procedure Rules

11.10.1 Recruitment and Appointment

(a) Declarations

- (i) The Council has drawn up procedures which include a requirement that any candidate for an appointment as an Officer must state in writing whether they have any relationship with any councillor or Officer of the Council.
- (ii) No candidate so related to a Councillor or a senior Officer will be appointed without the authority of the relevant Chief Officer or an Officer nominated by him.

(b) Seeking Support for Appointment

- (i) The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (ii) No Councillor or employee of the Council will seek support for any person for any appointment with the Council.

11.10.2 Recruitment of Chief Officers

Where the Council proposes to appoint a Chief Officer (within the meaning of the Local Authorities (Standing Orders) (Wales) Regulations 2006) and, subject to the requirement in (b)(ii) below it is not proposed that the appointment be made exclusively from among their existing Officers, the Council will:

- (a) draw up a statement including the following:
 - (i) the duties of the Officer concerned; and
 - (ii) any qualifications or qualities to be sought in the person to be appointed;
- (b)(i) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
 - (ii) in cases where the annual remuneration for the post is £100,000 or more the post must be publically advertised save where the appointment is for a fixed term of no more than 12 months.
- (c) The steps mentioned in paragraph 1 shall be delegated to the Chief Executive.
- (d) make arrangements for a copy of the procedures mentioned in paragraph a (a) to be sent to any person on request.
- (e) Where a post has been advertised as provided in paragraph 1(b), the relevant authority must either:
 - (i) interview all qualified applicants for the post, or
 - (ii) select a short list of such qualified applicants and interview those included on the short list.
- (f) Where no qualified person has applied, or if the Council decide to re-advertise the appointment, the Council may make further arrangements for advertisement in accordance with paragraph 1(b).
- (g) The steps mentioned in paragraph (e) and (f) shall be delegated to the relevant committee in accordance with the Council's Delegation Scheme for Committees and Sub-committees.
- (d) Where the duties of a chief officer include the discharge of functions of two or more relevant authorities in pursuance of section 101(5) of the Local Government Act 1972 -
 - (i) the steps taken under paragraph (a)(b) or (c) above may be taken by a joint committee of those

relevant authorities, a sub-committee of that committee, or a chief officer of any of the relevant authorities concerned; and

- (ii) any chief officer may be appointed by such a joint committee, a subcommittee of that committee or a committee or sub-committee of any of those relevant authorities.

11.10.3 Appointment of Chief Executive

The Full Council will approve the appointment of the Chief Executive, following the recommendation of such appointment by a committee or sub-committee of the Council. That committee or sub-committee must include at least one Member of the Cabinet.

11.10.4 Appointments and Dismissals of Chief Officers

- (a) In this paragraph:

“the Committee” means the Chief Officers' Appointments Committee; and

“the Proper Officer” means the Head of Democratic Services.

- (b) The appointment and dismissal of the Chief Executive and Chief Officers is the responsibility of the Committee.
- (c) At least one Member of the Cabinet must be a Member of the Committee and not more than half the Members of that Committee should be Members of the Cabinet (Schedule 3 of the Local Authorities (Standing Orders) (Wales) Regulations 2006).
- (d) Where the Committee is proposing to appoint or dismiss the Chief Executive, the Full Council must approve that appointment before the offer of appointment is made or must approve that dismissal before notice of dismissal is given.

11.10.5 Other Officers

- (a) Appointment and dismissal of Officers below Chief Officer is the responsibility of the Chief Executive or his nominee, and may not be undertaken by councillors.
- (b) Councillors will not be involved in disciplinary action against any Officer below Chief Officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct or where the Council's disciplinary, capability and related procedures, as

adopted from time to time, allow a right of appeal to Members.

- (c) Paragraphs (a) and (b) will not apply to :
- (i) the officer designated as the head of the authority's paid service;
 - (ii) a statutory chief officer within the meaning of section 2(6) of the 1989 Act ² (politically restricted posts);
 - (iii) a non-statutory chief officer within the meaning of section 2(7) of the 1989 Act;
 - (iv) a deputy chief officer within the meaning of section 2(8) of the 1989 Act;
 - (v) the monitoring officer;
 - (vi) the head of democratic services
 - (vii) a person appointed in pursuance of section 9 of the 1989 Act ³ (assistants for political groups); or
 - (ix) a person to whom regulations made under section 35(4) and (5) (provision with respect to the appointment, discipline, suspension and dismissal of teachers and other staff of schools employed by the local authority) of the Education Act 2002 apply

11.10.6. Appointment of assistants to political groups

- (a) Political group assistants will be appointed in accordance with the wishes of that political group
- (b) The Head of Democratic Services will be invited to observe any interview for the appointment of a political group assistant.

11.10.7 Disciplinary Action

- (a) In this paragraph “disciplinary action” includes proposed dismissal for any reason other than redundancy, permanent ill health or failure to renew a fixed term contract, planned retirement and early retirement and unsatisfactory probationary periods.

(b) *Written Procedures*

Disciplinary action against the Head of Paid Service, the Monitoring Officer the Chief Finance Officer and the Head of Democratic Services will be taken in accordance with the Council's Chief Officer Procedures (this includes an officer who was employed in one of the above posts at the time of the alleged misconduct, but at the time of the proposed disciplinary action is no longer in that post)

(i) If it becomes apparent that an allegation of misconduct which could lead to disciplinary action has been made against an officer listed in (s) above then the Council will appoint an Investigation Committee to investigate the allegations in accordance with Regulation 9 of the Local Authorities (Standing Orders) (Wales) Regulations 2006.

(ii) Disciplinary action against all other Officers will be taken in accordance with the Local Conditions of Service.

(c) *Independent Person*

No disciplinary action may be taken under paragraph (b) above except in accordance with a recommendation in a report made by a designated independent person under Rule 9 of the Local Authorities (Standing Orders)(Wales) Regulationis 2006.

(d) *Suspension*

An Officer named in (b) above may be suspended whilst an investigation takes place into alleged misconduct. The suspension will be on full pay and the suspension period shall not exceed two months from the date it comes into effect..

11.10.8 Appeals

None of the above shall prevent a Councillor serving as a Member of an appeals committee or body established to consider an appeal by:

- (a) any person against any decision relating to the appointment of that person as a Member of staff of the authority; or
- (b) a Member of staff of the authority against any decision relating to the dismissal of, or taking disciplinary action against, that Member of staff unless the dismissal relates to a capability issue, misconduct, some other substantial reason, some other statutory enactment or planned

retirement where the Member of staff has less than six months' notice. In these instances the appeal shall be conducted by a senior Officer.

CHIEF OFFICER APPOINTMENT COMMITTEE

- Details of the composition of this committee can be found in Section 9 of the Constitution.
- The table below lists the specific functions that have been delegated to the committee. The third column notes whether or not the function has been delegated onwards to a principal officer. Further details on the rights of the principal officer, including any restriction on the right to act are to be found in the Scheme of Delegation to Officers in Appendix 3 of Section 13 of the Constitution.

Function	Provision of Act or Statutory Instrument	Delegation (<i>subject to any restrictions in the Scheme for Delegation to Officers</i>)
1. To give preliminary interviews to candidates for the post of Chief Executive and present recommendations to the Council;		
2. To appoint Strategic Directors		
3. To appoint Heads of Service		
<u>4. To appoint the Head of Democratic Services</u>		
<u>5. To appoint the Monitoring Officer</u>		
6. To draw up shortlists for the purposes of 1 to 5 above		

Function	Provision of Act or Statutory Instrument	Delegation (<i>subject to any restrictions in the Scheme for Delegation to Officers</i>)
7. To decide on disciplinary action against members of staff in the posts listed in 1 to 3 above.		
8. To review the sustainability of the pay policy and make recommendations to full Council.		

Appendix 3

PROCEDURAL ORDER 9.12.3

- (5) No member shall serve as a chairman on more than one committee. This provision shall not prevent a member who is a chairman of a committee from taking the chair of a committee under paragraph (2) ~~nor from serving as the chairman of the Central Licencing Committee and the General Licencing Committee at the same time.~~

Appendix 4

PROCEDURAL ORDER 4.17 REMOTE ATTENDANCE

4.17.1 Video-conferencing facilities are provided at the Council Offices in Dolgellau and Pwllheli and in the Dafydd Orwig Chamber and Hywel Dda Chamber in Caernarfon to allow members to attend meetings without being present in the meeting room (“remote attendance”), under the following conditions.

4.17.2 Members will only be able to attend remotely at meetings of the [scrutiny committees, the Democratic Services Committee and Language Committee].

4.17.3 Members wishing to attend remotely must give at least [~~5~~ 4 days’] notice of their wish to the Head of Democratic Services. On receiving such a notice, the Head of Democratic Services will make the necessary arrangements (including the provision of translation) to allow the member to attend remotely

~~4.17.4 No member attending remotely will count towards the quorum of the meeting.~~

4.17.5 At any time, there will be no quorum at the meeting if the number of members in the room where the meeting is held is less than [30%] of all the members attending the meeting (whether in the room or attending remotely)

4.17.6 The failure of any technological provision whether that leads to a partial or complete loss of contact shall not invalidate any part of the deliberations or any vote taken. The Chairman may postpone the meeting if they deem that appropriate.

COMMITTEE	The Council
DATE :	9 October 2014
TITLE	Appointment of Elected Member to the Standards Committee
PURPOSE	To appoint a member to the Standards Committee
AUTHOR	Iwan Evans, Monitoring Officer

Background

1. The membership of the Standards Committee is made up as follows:

- 5 'Independent Members' (i.e. members without any connection with local government).
- 1 ' Community Committee Member, who is a member on any of Gwynedd's community councils (but not a member of Gwynedd Council).
- 3 elected members from Gwynedd Council

2. A seat on the committee for an elected member a now become vacant. The other two members currently serving on the committee are Cllrs. Eryl Jones-Williams and Michael Sol Owen.

3. In accordance with the established appointment procedure, I wrote to all members of the Council inviting applications for the vacancy, and presented the applications received to the Council's Business Group for consideration. The purpose of this report is to present the Business Group's recommendation to Full Council, which has the power to make the appointment.

4. Members are not appointed on the basis of political balance but by reference to the criteria set down by the Council, namely that must possess the following qualities and skills:-

- Listening skills;
- Ability to understand and weigh up evidence;
- Ability to come to an objective view and explain that view by reference to the evidence;
- Team working skills;
- Respect for others and an understanding of diversity issues;
- Discretion;
- Personal integrity

5. Under the relevant regulations, an elected member can serve on the Committee for a period of not more than four years or until the ordinary local

government elections next following their appointment, whichever is the shorter.

6. Two applications were received and the Business Group decided that both applicants met the criteria and were worthy of being appointed to the Committee. Since then one of the applicants has withdrawn his name. It is recommended therefore that the other applicant, Cllr. Lesley Day, the member for Garth, Bangor should be appointed to the Committee.

Recommendation

7. That Cllr Lesley Day is appointed to serve as an Elected Member on the Gwynedd Standards Committee for a period of four years or until the ordinary local government elections next following her appointment, whichever is the shorter

GWYNEDD COUNCIL

MEETING	Council
DATE	9 October 2014
TITLE	Gwynedd Council Performance Report 2013/14
PURPOSE	To approve the document as a balanced, fair and accurate reflection of the Council's performance during 2013/14, and to adopt it.
AUTHOR	Geraint George, Head of Strategic and Improvement
CABINET MEMBER	Councillor Dyfed Edwards, Council Leader
RECOMMENDATION	To adopt the report

1.0 BACKGROUND

- 1.1. The Local Government (Wales) Measure places a duty on local authorities to make arrangements to secure continuous improvement and to account for it. We have addressed this by publishing the Council's Strategic Plan for 2013-17. Submitted here is the Council's Performance Report for 2013/14, which reports on the Council's performance against the Strategic Plan during that year.
- 1.2 The process of accountability for performance takes place in two stages:
 - Stage1 - The requirement for authorities to publish their plans for improvement, and to include a set of improvement objectives (our Strategic Plan).
 - Stage 2 - The requirement for authorities to publish an assessment of performance relating to their plans and improvement objectives (Gwynedd Council Performance Report 2013/14).
- 1.3 Authorities are required to publish an assessment of their performance during a financial year by 31 October of the following year.
- 1.4 In accordance with the requirements, the Council needs to ensure that the content of the report provides a balanced, fair and accurate reflection of the Council's performance.

2.0 THE CONTENT

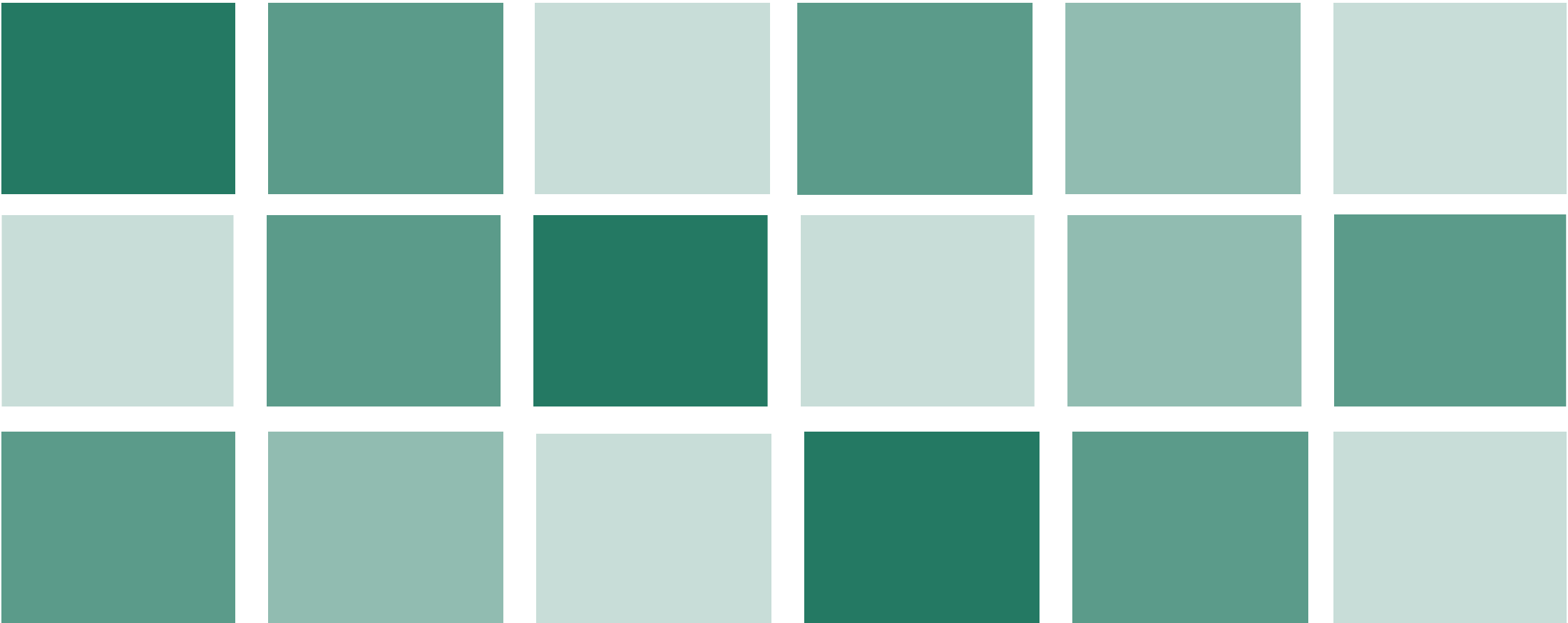
- 2.1 The report provides details on Council performance against that which it intended to achieve for the year, namely the improvement objectives. It also includes details regarding the way in which the Council measured its progress against what it said it was going to do, namely the performance measures. The report encompasses 2013/14 performance.
- 2.2 The report demonstrates in each field:
- Our vision
 - Our priorities and results: What was accomplished, who has benefited and what requires further attention.
- 2.3 The report also includes details of progress against the Councils key performance measures and the National Strategic Indicators (NSIs).
- 2.5 The report was considered by the Scrutiny Forum at its meeting on 27 June 2014, and by the Cabinet at its meeting on 16 September 2014. The report presented also incorporates the changes that were agreed to be accomplished following those meetings.

3. RECOMMENDATION

- 3.1 The Council is asked to approve the report as a balanced, fair and accurate reflection of the Council's performance during 2013/14, and to adopt it.

Gwynedd Council Performance Report

2013/14



www.gwynedd.gov.uk/performance



INDEX

Content	Page
The Council's Aim	03
Introduction by the Council Leader	04
Main Events 2013/14	05
Performance Overview	06
The Council Budget	11
Gwynedd Citizens' Opinion	12
Council's Strategic Plan Projects (by Field)	
Children and Young People	13
Care, Health and Well-being	22
The Economy	32
The Environment	39
Stronger Communities	49
Culture and Business Arrangements of the Council	56
Glossary	63
Full explanation/definition of any words noted with a * is available in the glossary.	

For further information, contact:

Hawis Jones
 Performance and Efficiency Improvement Manager
 Council Offices
 Shirehall St
 Caernarfon
 Gwynedd
 LL55 1SH

Phone: 01286 679661

performance@gwynedd.gov.uk

For a copy of this document in large print, Braille, on audio tape or in another language, contact Hawis Jones on 01286 679661



Printed on recycled paper

THE COUNCIL'S AIM

'THE BEST FOR THE PEOPLE OF GWYNEDD TODAY AND TOMOR-

In 2010, the Values of the Council were revised and several suggestions were received from residents of the county, Council staff and members. After much analysis work and discussion, 5 values were adopted for Gwynedd Council based on the central principle.

The Council's Values

RESPECT

Respect our people, our language and our environment

POSITIVE

We will succeed by being positive

VALUE FOR MONEY

Making the best use of Gwynedd's resources

SERVING

Services of the best quality for our customers

WORKING AS A TEAM

Achieving for Gwynedd by working together

The Local Government (Wales) Measure 2009 places a duty on local authorities to make arrangements to secure continuous improvement and to be accountable for it. We address this through the Strategic Plan and through our annual report on performance presented here.

The process of accountability for performance takes place in two stages:

- **Stage 1:** The requirement for authorities to publish their plans for improvement, and to include a set of improvement objectives (our Strategic Plan).
- **Stage 2:** The requirement for authorities to publish an assessment of performance relating to their plans and improvement objectives (Gwynedd Council's Performance Report 2013/14).

COUNCIL LEADER'S FOREWORD

Presenting the Gwynedd Council Annual Report 2013/14 is an opportunity for us to take a step back from our day to day work and to take an overview of our work as a Council. The report summarises Gwynedd Council's performance and is a very fair attempt to draw attention to excellence whilst highlighting those areas where we need to improve. As in all external reports, the content is a resource for us to use in order to learn from it and to continue to improve whilst ensuring the best possible public services for the people of Gwynedd, during an extremely uncertain time for local authorities. Therefore succeeding within such a context is certainly a subject for thanks and acknowledgement for the contribution of Council staff, Cabinet members, elected members across the county and for the partnership that we have with a number of key agencies.

We of course need to continue to improve in some areas. In general we need to channel our resources – financial and human – to ensure that we make a real difference to the lives of the people of Gwynedd. As a Council, we must act in a way which ensures sustainable front line services for the future, in these days of cutbacks in public money and the additional pressure of the economic crisis.

This of course cannot happen without the key partnership with the people of Gwynedd. A number of our communities are under pressure and the nature of the relationship between the citizen and the public sector is changing. In these challenging times, I feel that there is an opportunity for us to take hold again of the enterprising spirit of this unique county – the spirit of the quarry “caban” and the collaborative spirit of a number of our communities - in order to maintain this social-economic weave which is so important for Gwynedd. A partnership which will enable us to achieve despite the financial squeeze.



MAIN EVENTS 2013/14

May



Tonfannau Bridge, Tywyn

April



Cae Garnedd Care Housing Plan, Penrhosgarnedd, Bangor.

June



Etape Eryri, Llanberis

July



Antur Stiniog, Blaenau Ffestiniog

October



GwriAD Biomass Centre, Clynnog Fawr.

September



Ysgol Craig Y Deryn, Vale of Dysynni

August



European Youth Sailing Cup, Pwllheli

November



Caernarfon Primary School project wins best value prize in the United Kingdom.

December



Eryrod Eira Pilot, Bala

January



Trawsfynydd site options study submitted to the Minister

March



Bike Track Launch, Coed y Brenin, Dolgellau

February



Placing Gwynedd people central to everything we do

PERFORMANCE OVERVIEW

The Council Strategic Projects

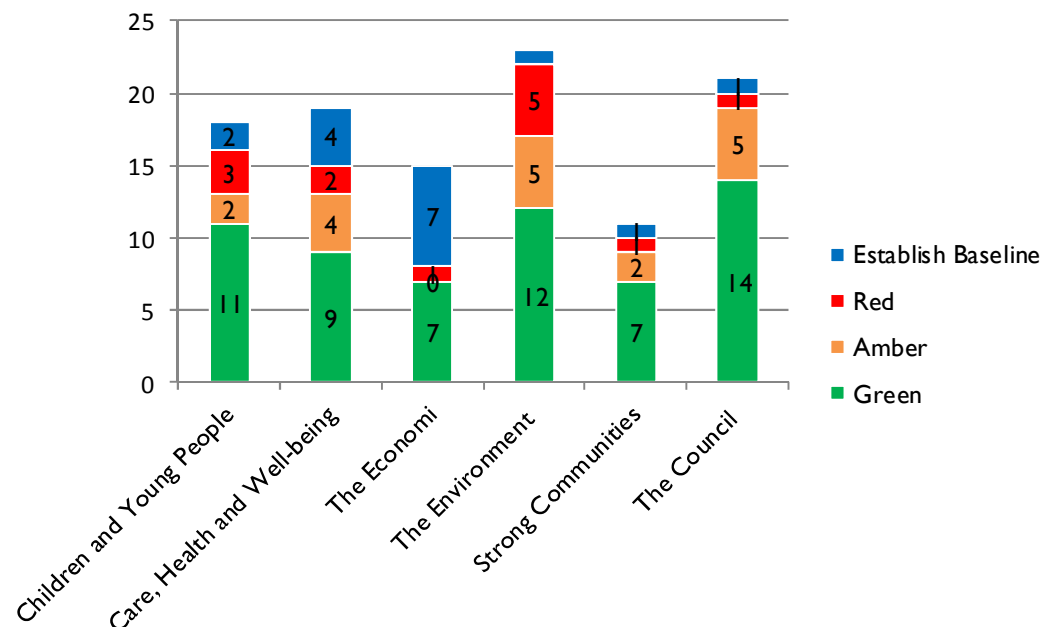
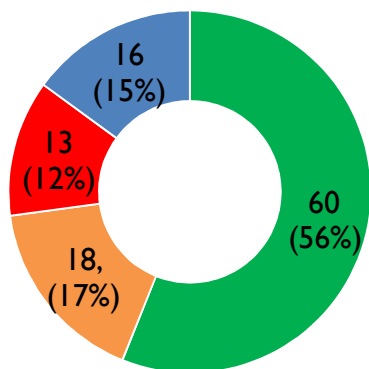
This table shows the success of the Council's Strategic Projects which contribute towards improving results for the people of Gwynedd.

Strategic Theme	Green has achieved the years ambition	Amber has made significant progress towards the years ambition	Red has not achieved the years ambition	TOTAL
Children and Young People	5	0	0	5
Care, Health and Well-being	3	0	1	4
The Economy	4	1	0	5
The Environment	7	1	1	9
Strong Communities	2	3	1	6
The Council	3	3	0	6
Total	24	8	3	35

PERFORMANCE OVERVIEW

Council Key Measures 2013/14

The graphs below show the performance of the Councils' key measures within our Strategic fields.



National Strategic Indicators 2013/14

This table shows how many of Gwynedd Councils' Welsh Government's strategic performance indicators are better, the same or worse than the Wales average in 2013/14.

Better	Same	Worse	Total
17	0	13	30

PERFORMANCE OVERVIEW

The 2013-17 Strategic Plan is Gwynedd Council's main plan, and this is its Improvement Plan.

In 2013/14, the Strategic Plan set the Council's priorities and described what the Council would do in that year in order to deliver on them. These were the Council's Improvement Objectives which were operational from April 2013.

The Council's aim was to ensure **The Best for the People of Gwynedd Today and Tomorrow**. This needed to be delivered on a day to day basis whilst also acknowledging the special circumstances of the period in question.

The biggest threat to the sustainability and improvement of services in 2013/14 was the combination of increasing demand for services and the significant reduction in Council resources. The Strategic Plan addressed this challenge by changing the Council's business model fundamentally. One key feature was the need to work more effectively with partners, individuals and communities to prevent and reduce the demand for services by means of early intervention. As problems become apparent, more people can be supported to help themselves. Therefore, the general vision for the period was:

Supporting the people of Gwynedd to prosper in difficult times

On 19 September 2013, the Full Council accepted the report on the financial challenge which the Council faced. As a result of that discussion, the Council agreed that it should revise the Strategic Plan in order to identify which schemes were necessary to deliver on and which ones could be reconsidered.

At its meeting on 5 December 2013, the Council adopted an amended version of the Strategic Plan. The purpose of this report is to report back on the pledges contained in that plan.

In reporting on our performance against the Strategic Plan at the end of the year, we can report that a 32 out of a total of 35 projects (91%) have reached the year's ambition, or have made significant progress towards reaching the year's ambition. This compares with 89% in 2012/13.

The areas that need further attention can be found within individual priorities.

PERFORMANCE OVERVIEW

From the key corporate measures which have reported, the results of 56% have achieved their ambition with 12% within an acceptable level, and a further 15% reported and establishing a baseline.

In the field of **Children and Young People**, we have been working towards **supporting every child and young person to live full lives.**

We can report that 100% of projects in this field have been delivered successfully.

Pupils have benefited as we have set clear targets and have assessed and tracked progress in this field. We have been successful in maintaining the percentage of 15 year old pupils reaching the Level 2+ Threshold (5 GCSE grades (A*-C) including Maths, Welsh and English.

We received the opinion of Estyn inspectors that our education provision is sufficient with the forecast for improvement also sufficient.

In the **Care, Health and Well-being** field, we have been working to **support children and vulnerable people to live full lives** and to **inspire the people of Gwynedd to live healthy lives.**

We can report that 75% of the projects in this field have been delivered successfully.

The independence and safety of users have been promoted as 80 new complex telecare packages have been provided, in particular in the Learning Disability field. In addition, residents affected by changes in the field of care for adults and elderly people have appreciated having their opinion heard.

We are also working on the areas for improvement that the annual letter of the Care and Social Services Inspectorate refers to.

In the field of **Economy**, we have been working to **improve the opportunities for the people of Gwynedd to live, work and succeed locally.**

PERFORMANCE OVERVIEW

We can report that 80% of projects in this field have been delivered successfully, with a further 20% making acceptable progress.

110 local businesses have taken advantage of the first wave of *Digital Gwynedd* workshops and one-to-one sessions in order to ensure that E-commerce is a part of the business.

In the **Environment** field, we have been working towards **promoting a suitable supply of homes for the people of Gwynedd** and to **promote a safe and sustainable environment with convenient links**.

We can report that 78% of projects in this field have been delivered successfully, with a further 11% making acceptable progress. It can be seen that 54 of the empty housing units have been brought back into use.

The graph on page 48 shows an increase in the waste that is reused/recycled and composted in Gwynedd, however, we will need to continue to improve if we are to avoid a fine.

In the field of **Strong Communities** we have been **working together to create a confident Welsh-speaking future and reduce the impact of deprivation on the people of Gwynedd**.

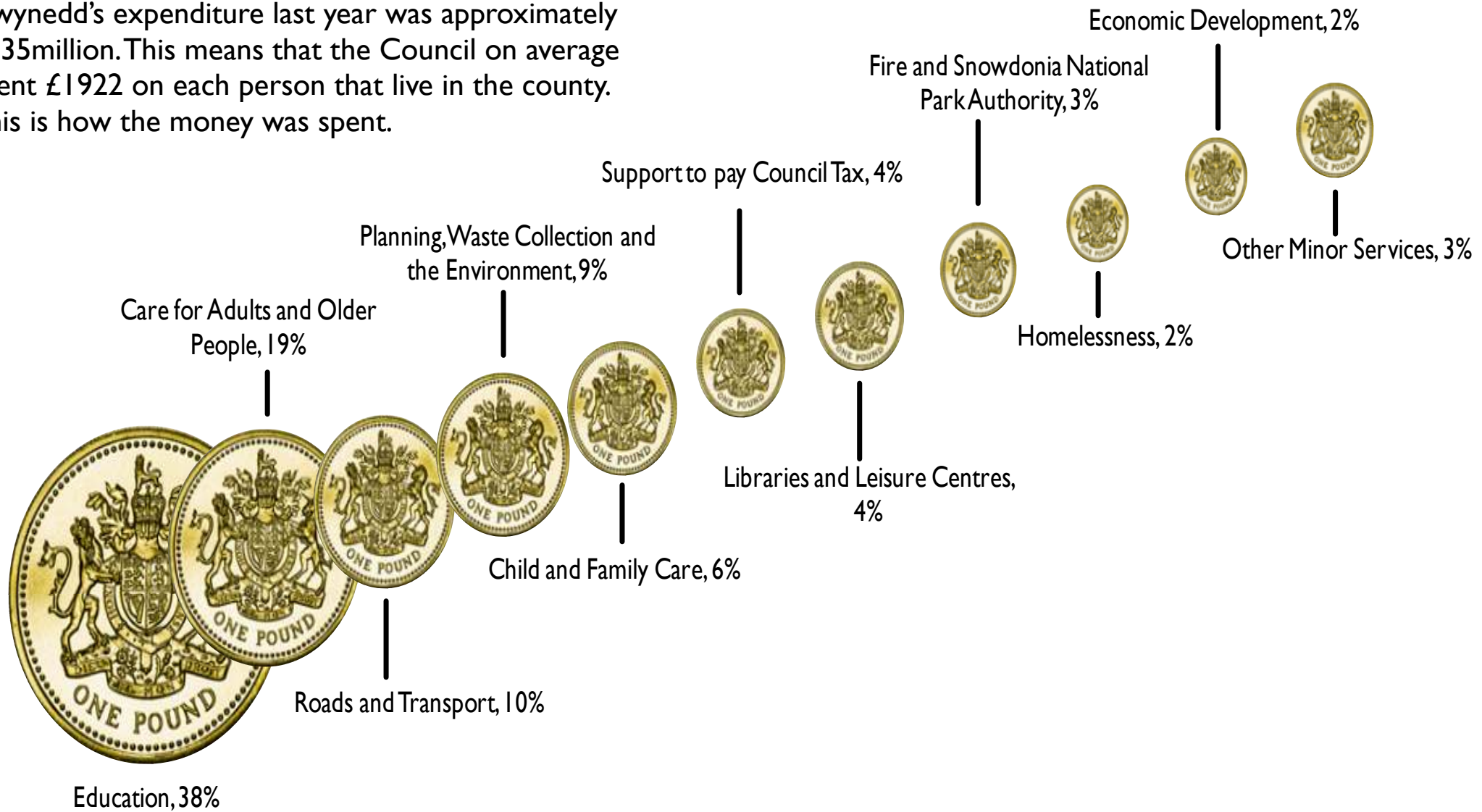
We can report that 33% of projects in this field have been delivered successfully, with a further 50% making acceptable progress.

A reduction has been seen in the average number of days every homeless family with children has spent in bed and breakfast accommodation from 41 to 22.

The Council continues with its vision of placing **the people of Gwynedd at the centre of everything we do** and has realised £3.3million of savings and developed efficiency schemes equivalent to £2million to be realised in 2014/15. We have also succeeded to obtain the full amount of £1.3million through the Outcome Agreement with the Government and our performance on associated projects and indicators. The 2014/15 Strategic Plan takes us further on that journey.

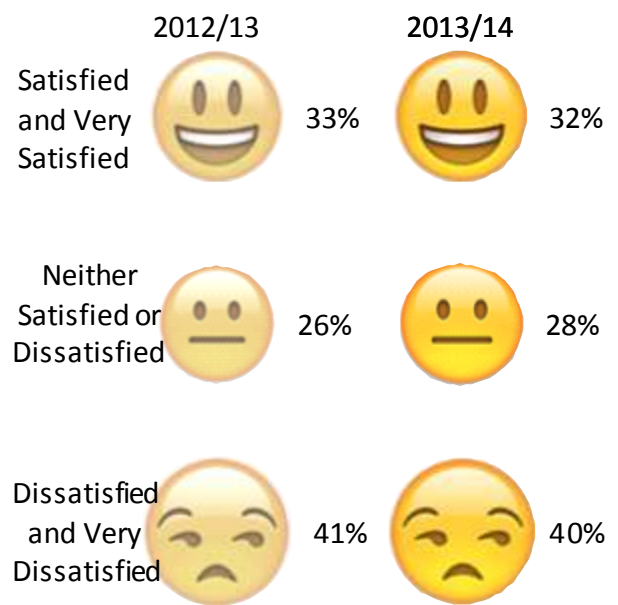
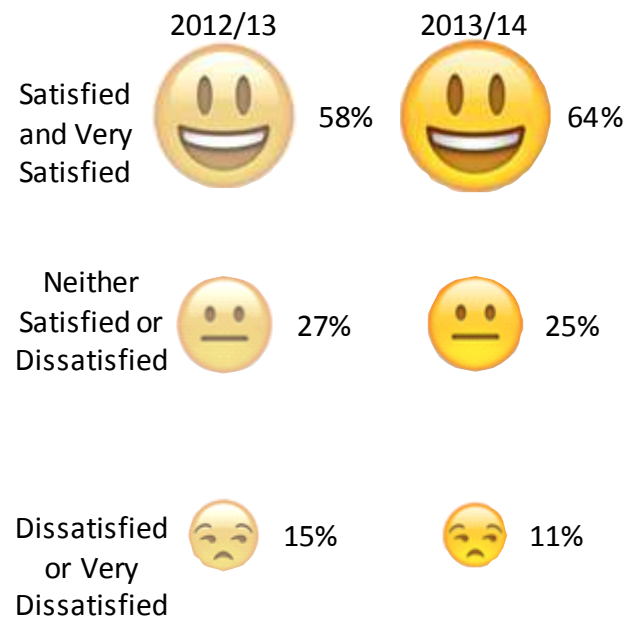
THE COUNCIL BUDGET

Gwynedd's expenditure last year was approximately £235million. This means that the Council on average spent £1922 on each person that live in the county. This is how the money was spent.



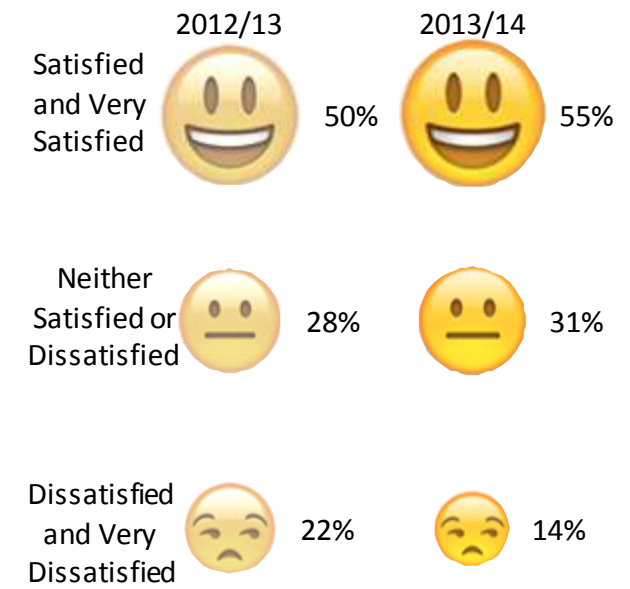
GWYNEDD CITIZENS' OPINIONS

CYF09 Percentage of residents who are satisfied with the way the Gwynedd Council runs things



CYF10 Percentage of Gwynedd residents that feel it is possible for them to influence the decisions made in their local area

CYF11 Percentage of Gwynedd residents believe that the Council offers value for money



The opinion of Gwynedd citizens is gathered via the Gwynedd Council Citizens Panel. The panel is a dissection of around a thousand County citizens. The purpose of the panel is to obtain the opinion of citizens to improve services.

It is possible to join the Citizens Panel by contacting Galw Gwynedd on 01766 771000.

See opinion of Gwynedd residents measures within the Council Culture and Business Arrangements' area on page 57.

CHILDREN AND YOUNG PEOPLE

Vision

- Supporting all children and young people to live fulfilled lives

Priorities

- P1 - Raising the educational standards of children and young people
- P2 - Equalise opportunities for vulnerable groups of children, young people and families
- P3 - Improving the suitability of the schools system
- P4 - Better preparing young people for work and life



Results

- Children and young people's education standards will be improved
- The attainment of vulnerable pupils has improved
- More families are confident, nurturing and resilient
- Permanent exclusions have been eradicated and an increase in pupil attendance
- Improved experiences for children and young people which address additional educational needs
- Suitability of the school system has improved
- Young people have appropriate job and life skills

CHILD

CARE

ECON

ENV

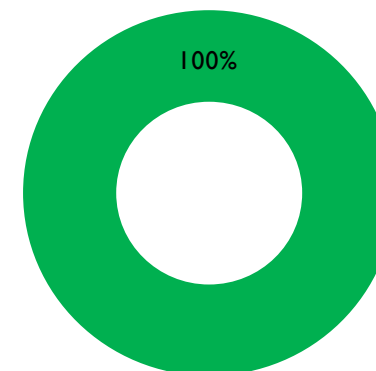
COMM

COUNCIL

Key	
-	No Data

CHILDREN AND YOUNG PEOPLE

Project	Strategic Plan Projects	2013/14
P2.1	Gyda'n Gilydd Project – Gwynedd Team Around the Family	Green
P2.2	Inclusion and Behaviour Project	Green
P2.3	Additional Learning Needs Project	Green
P3.1	School Reorganisation Project	Green
P3.2	Post-16 Education Provision Project	Green



CHILD

CARE

ECON

ENV

COMM

COUNCIL

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
P2.1	DCh26	Number of families who have been given support through the Gyda'n Gilydd Project	-	-	509.00	120.00	-	-	-
P2.2	EDU/010bN	The number of school days lost due to fixed term exclusions during the academic year, in secondary schools	704.50	706.50	320.00	476.00	1366.85	574.88	Improving
P2.2	EDU/008bN	Number of permanent exclusion in secondary schools	7.00	15.00	4.00	5.00	-	-	Improving
P3.1	DA04	Percentage empty places in Gwynedd schools	25.90	25.95	20.70	24.00	-	-	Improving
P4	DGD17	Percentage of young people 16-18 years old who are not in education, work or training	3.60	3.04	3.00	3.00	4.20	-	Improving
P4	P4a	Percentage Job Seekers Allowance Claimants under 25 years old	5.40	4.90	4.10	4.90	6.30	-	Improving

CHILDREN AND YOUNG PEOPLE

Key	
-	No Data

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
PI	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	53.39	54.99	57.98	60.00	52.49	55.73	Improving
PI	GY26	Percentage of pupils who attain Level 2 + threshold (5 GCSE Grade(A*- C) in key stage 4 in Maths	57.00	58.68	62.17	63.70	60.31	69.01	Improving
P2.2	EDU/010aN	The number of school days lost due to fixed term exclusions during the academic year, in primary schools	80.50	126.50	111.50	83.50	228.00	118.86	Improving
P2.2	EDU/016b	Percentage of pupil attendance in secondary schools	91.90	92.10	93.40	95.00	92.62	92.82	Improving
P3.1	Adn23	Range in the cost per head per pupil across the schools	-	-	£2936 - £10616	Establish Baseline	-	-	-
P3.1	Adn24	Percentage of the savings resulting from reorganisation that is being redirected back to schools	-	-	80.00	Establish Baseline	-	-	-

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
EDU/002i	Percentage of all pupils (including those in LA care) in any LA maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	0.21	0.00	0.00	0% - 0.21%	0.40	0.21	Maintain
EDU/002ii	Percentage of pupils in LA care in any LA maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	0.00	0.00	6.30	0% - 6.5%	5.70	-	Worsen

CHILD

CARE

ECON

ENV

COMM

COUNCIL

CHILDREN AND YOUNG PEOPLE

Key	
-	No Data

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
GY25	Percentage difference between pupils who have the right to free school meals and pupils who are not eligible for free schools in KS4 in the L2+ Threshold Indicator (EDU/017)	32.79	36.04	32.20	32% - 34%	33.22	-	Improving
GY01	Points Score Average capped on the basis of 8 GCSEs in KS4 (14 -16 year old)	327.00	323.53	353.01	343.00	333.06	363.62	Improving
DANS12	Number of secondary schools in one of ESTYN's official categories [substantial and improvement and special measures]	0.00	2.00	1.00	1.00	-	-	Improving
DANS11	Number of primary schools in one of ESTYN's official categories [substantial and improvement and special measures]	1.00	1.00	4.00	1.00	-	-	Worsen

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
EDU/002i	Percentage of all pupils (including those in LA care) in any LA maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	0.21	0.00	0.00	0% - 0.21%	0.31	0.08	Maintain	↑
EDU/002ii	Percentage of pupils in LA care in any LA maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	0.00	0.00	6.30	0% - 6.5%	2.00	0.69	Worsen	↓

Key

-

No Data

CHILDREN AND YOUNG PEOPLE

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
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	82.80	86.20	86.60	86.00	84.60	85.82	Improving	↑
EDU/011	The average point score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority	484	525.4	578.2	-	505.30	535.61	Improving	↑
EDU/015b	The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	100.00	100.00	96.30	100.00	96.61	91.61	Worsen	↓
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	53.39	54.99	57.98	60.00	52.49	55.73	Improving	↑
EDU/015a	The percentage of final statements of special education need issued within 26 weeks, including exceptions	90.90	87.80	43.10	91.00	69.65	53.49	Worsen	↓

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY PI - RAISING THE EDUCATIONAL STANDARDS OF CHILDREN AND YOUNG PEOPLE

What was accomplished?

Only Initial work happened in 2013/14.

The Cabinet Member accepted a series of eight recommendations from the Education Quality Scrutiny Investigation*. Based on these recommendations an action plan was created, which includes the issues that need further attention.

What needs further attention?

- ◇ Developing better links with heads and schools across the county and with specific schools outside the county based on their good practice.
- ◇ Improving collaboration across schools and continuing professional development for teachers and assistants. Drawing attention to best practice in the education field in Wales.
- ◇ Making links with local education agencies and with each secondary school, looking at the electronic tracking systems of pupils' educational achievement.

Who has benefited?

Pupils have benefited because there are:

- ◇ Clear targets to improve being shared within the Education Authority and within the schools.
- ◇ Specific improvement work within a small number of targeted schools.
- ◇ Clear targets have been set for them, as well as a system to assess and track progress and intervention.
- ◇ Collaboration between schools in order to ensure that standards are consistent.
- ◇ Research-based good practice used when identifying the best methods of educating.

“Improving education standards is one of the main priorities of the Council. I was pleased that the Scrutiny Committee had decided to look thoroughly at this field and has formed recommendations that will surely contribute to the Standard of education that we provide in the county.”

Councillor Sian Gwenllian, Deputy Leader and Cabinet Member for Education (2012-14).



CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

P2 - EQUALISE OPPORTUNITIES FOR VULNERABLE GROUPS OF CHILDREN, YOUNG PEOPLE AND FAMILIES

What was accomplished?

The Strategic Plan has identified the need to increase the early support to individuals and families in order to overcome difficulties sooner and more effectively. As a result of this the following steps have been achieved in 2013/14:

- ◇ Support for 509 families through the Gyda'n Gilydd project by working with partners from the voluntary sector.
- ◇ A reduction in permanent exclusions from 15 to 4 through joint work between the schools and the Local Authority.
- ◇ Support for vulnerable pupils through the Inclusion Strategy which provides additional resources for schools.
- ◇ The development of a new model providing educational experiences for children with additional learning needs.
- ◇ The development of a plan to establish a new Special Education Centre of Excellence* in Penrhyndeudraeth.
- ◇ Pupils' attendance rate in secondary schools has improved 1.3% to 93.4%.

What needs further attention?

- ◇ The numbers referred to Gyda'n Gilydd is much higher than originally planned for, and places additional pressure on the project. We will need to look carefully at the needs of those who are referred in order to prioritise those with the highest need.
- ◇ A higher number of exclusions continues in one school in the county.

Who has benefited?

- ◇ 93% Gyda'n Gilydd users have said that their present situation has improved after receiving support from the service.
- ◇ Pupils and schools have benefited from the more pleasant learning environment following the work that schools have done on improving behaviour.
- ◇ Key preparation work has been carried out to improve the provision for children with additional learning needs.
- ◇ An increase in attendance is improving pupils' attainment.

Feeling Better

The families that are part of the "Gyda'n Gilydd" project have identified positive progress of 23% on average in different parts of their lives compared to when they started with the project.

This improvement is measured by the families and the project in a way that produces a score. This score is very corroborative one.



PRIORITY

P3 - IMPROVING THE SUITABILITY OF THE SCHOOLS SYSTEM

What was accomplished?

As part of the Council's Strategic Plan the Council has addressed the need to raise educating standards and the condition of school buildings. On this basis, the following was achieved in 2013/14:

- ◇ The opening of the Craig y Deryn area school in Vale of Dysynni and improvements made to Penybryn school, Tywyn and O. M. Edwards, school Llanuwchllyn.
- ◇ Continuing the momentum of improving schools' organisation within the county.
- ◇ The closure of eight primary schools, reducing the number of empty spaces to 21%.
- ◇ Work on reviewing secondary education provision in Meirionnydd has started, including revising the lifelong provision in the Berwyn area.
- ◇ The establishment of a Post-16 Education and Training Consortium, providing a joint curriculum for all learners.

What needs further attention?

- ◇ Planning in preparation to develop an appropriate plan for primary school pupils in the Gader catchment area in the Dolgellau area, as it was not possible to build further on the Brithdir School site, Dolgellau.
- ◇ There have been delays with the work of creating a data and information collection system for the Post-16 Consortium project - the work will be completed in 2014/15.

Who has benefited?

- ◇ Post-16 learners have started to take advantage of the broader choice across the Post-16 Consortium's establishments when preparing to select their subjects, with the courses within the new system taught from September 2014 onwards.
- ◇ Pupils and teachers have benefited from raising the standard of buildings in four primary schools which has created a more pleasant learning environment .

Craig y Deryn School, Vale of Dysynni



CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

P4 - BETTER PREPARING YOUNG PEOPLE FOR WORK AND LIFE

What was accomplished?

The Council has identified the need to develop further the provision between education establishments to support learners to make the best of the education opportunities provided within the county. On this basis, the following was achieved in 2013/14:

- ◇ Introducing the Engagement Framework Plan in accordance with the Welsh Government provision scheme.
- ◇ Completion of the '5 Tier Provision*' Model, namely categorising whether young people are in employment, education or training or not. It also includes all education, training and employment provision within the county.
- ◇ Work has started on the 'Toolkit to Identify Vulnerable Young People' with the county's schools.
- ◇ Discussions have started on the 'Youth Guarantee*' with the county's education providers.

What needs further attention?

As this project is developmental, only preparatory work has been achieved and no results were seen during 2013/14.

There was satisfactory progress with activities during the year, however, we expect outcomes from 2014/15 onwards.

Who has benefited?

This is developmental work, therefore it has not produced direct benefits for residents as yet.



Grŵp
**Llandrillo
Menai**

CARE, HEALTH AND WELL-BEING

Vision

- Inspiring the people of Gwynedd to live healthy lives
- Supporting vulnerable children and people to live fulfilled lives

Priorities

- GOF1 - Responding better to the needs of vulnerable people to ensure sustainable care services
- GOF2 - Increasing preventive work in field of Adult and Older People social care
- GOF3 - Protecting children and adults
- GOF4 - Increasing preventative work and targeting inequalities in the health field



Results

- ◇ Gwynedd children receiving an effective service which offers value for money
- ◇ A stronger voice for Gwynedd Social Services users
- ◇ The appropriate provision of care in the right place
- ◇ Gwynedd adults and children receiving services by a confident and competent workforce that can react to needs
- ◇ Gwynedd adults and children living in strong communities which are supportive and that build on people's strengths
- ◇ A network of proactive support available to support adults and older people live independently without Social Services formal intervention
- ◇ Gwynedd Children, Young People and Adults Safer
- ◇ 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

CHILD

CARE

ECON

ENV

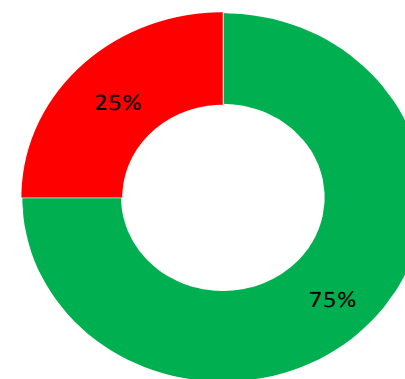
COMM

COUNCIL

Key	
-	No Data

CARE, HEALTH AND WELL-BEING

Project	Strategic Plan Projects	2013/14
GOFI.2	Transforming Services for Older People Project	Green
GOFI.3	Transforming the Learning Disabilities Service Project	Red
GOFI.4	Leadership Structure Project	Green
GOF3	Protecting Children and Adults Project	Green



CHILD

CARE

ECON

ENV

COMM

COUNCIL

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
GOFI.2 a GOF I.3	SCA/007	Percentage of clients with a care plan on 31 March who should have had their care plans reviewed who were reviewed during the year	69.60	79.00	85.31	80.00	81.09	80.77	Improving
GOF3	DIOGELU2	Percentage of risk assessments that were introduced to Case Conference that were considered as ones that showed quality when making a decision	-	98.00	93.75	95.00	-	-	Worsen
GOF3	SCA/019 (NSI)	The percentage of adult protection referrals completed where the risk has been managed	98.64	99.47	95.72	100.00	94.45	94.66	Worsen
GOF3	Adn09	Percentage of school staff that have a Disclosure and Barring Service Check	-	99.13	98.79	100.00	-	-	Worsen
GOFI.2	SCA/002b (NSI)	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	24.90	24.69	25.59	24.50	19.84	19.70	Worsen

Key

-

No Data

CARE, HEALTH AND WELL-BEING

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
GOF3	Adn25	Percentage of people in Gwynedd Schools who need a Disclosure and Barring Service check (DBS, formerly CRB) who have received it	-	-	86.40	Establish Baseline	-	-	-
GOF3	Adran Diogelu2a	Percentage of new members of staff who have receiving safeguarding training through their induction	-	-	308.00	Establish Baseline	-	-	-
GOF3	Adran Diogelu2b	Number of staff who has attended adult protection training through the Workforce Development Unit	-	-	334.00	Establish Baseline	-	-	-
GOF1.2 a GOF 1.3	OED09	Percentage of users reporting that Telecare has enabled them to live independently at home	-	-	Not Reported	Establish Baseline	-	-	-

CHILD

CARE

ECON

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
SCC/024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	86.10	50.90	87.50	65% - 73%	65.00	73.40	Improving
OED04	Enablement - Percentage of Enablement service recipients who returned within 2 years	-	11.70	12.60	10% - 20%	-	-	Worsen
SCA/002b Lleol	Rate of older people (65 or over) the authority supports in care homes per 1,000 population aged 65 or over on the 31 March - excluding self funders	22.83	22.71 (SCA/002b 20.63)	20.08	22.5 - 23	(SCA/002b 19.84)	(SCA/002b 19.70)	Improving
SCA/018c	Percentage of carers of adult service users who had an assessment or second assessment during the year who were provided with a service	47.57	82.27	78.52	65.13% - 82.27%	62.80	65.13	Worsen

ENV

COMM

COUNCIL

Key

-

No Data

CARE, HEALTH AND WELL-BEING

Reference	Other Key Measures	2011/12	2012/13	2013/13	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
Diogelu3	The percentage of referrals that are re-referrals within 12 months (exclude GAP)	-	30.6% (SCC/010 29.95%)	31.63	25% - 29%	(SCC/010 22.20%)	(SCC/010 20.76%)	Worsen
LlesPMG2 / SCC/041a	Pathway plan has been agreed for children in care	94.20	100.00	100.00	95% - 100%	89.50	95.10	Maintain
LlesPMG1	Transition plan has been agreed for disabled children at 16 years of age	-	Not Reported in 2012/13	100.00	Developing. Establish Baseline in 2013-14	-	-	-
Ge02	Number of individuals participating as a % of the current 5x60 school population	-	70.31	79.60	72.50	-	-	Improving
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	12135.00	12408.00	12908.00	12644.00	8953.59	8706.39	Improving
DADH.42	Percentage of primary school pupils attending lessons who manage to achieve a Level 3 standard in the swimming assessment	80.00	80.00	80.00	82.50	-	-	Maintain
OED12	Number of POVA referrals completed in the period	145.00	167.00	187.00	Establish Baseline	-	-	Improving
Diogelu4a	The number of strategy meetings held under child protection procedures	-	-	Not Reported	Developing. Establishing Baseline in 2013-14	-	-	-
Diogelu4b	Percentage of strategy meetings (Part 3) that led to a Section 47 investigation	-	-	Not Reported	Developing. Establish Baseline in 2013-14	-	-	-
DATBL01	Percentage of Gwynedd population that are members of the Council's leisure centres	11.40	-	Not Reported	15.27	-	-	-

CHILD

CARE

ECON

ENV

COMM

COUNCIL

CARE, HEALTH AND WELL-BEING

Key	
-	No Data

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	3.60	4.40	4.90	5.00	8.27	8.98	Worsen	↑
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	45.10	40.00	47.20	45.00	42.86	50.27	Improving	↑
SCC/033d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	91.70	87.50	100.00	100.00	93.44	93.50	Improving	↑
SCC/033f	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	63.60	35.70	66.70	60.00	54.80	66.96	Improving	↑
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	314	289	439	290	262.02	289.84	Improving	↑
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	94.20	100.00	100.00	100.00	89.24	95.07	Maintain	↑
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	12135.19	12408.01	12906	12644	8953.59	8706.39	Improving	↑

CHILD

CARE

ECON

ENV

COMM

COUNCIL

CARE, HEALTH AND WELL-BEING

Key	
-	No Data

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.39	1.16	1.55	1.20	4.57	2.63	Worsen	↑
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	98.64	99.47	95.72	100.00	94.45	94.66	Worsen	↑
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	14.10	14.50	22.80	14.50	13.85	14.82	Worsen	↓
SCC/033e	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	100.00	85.70	86.70	100.00	92.74	92.17	Improving	↓
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	24.90	24.69	25.59	23.30	19.84	19.70	Worsen	↓
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	50.00	47.00	46.21	-	74.48	59.93	Worsen	↓

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

GOFI - RESPONDING BETTER TO THE NEEDS OF VULNERABLE PEOPLE TO ENSURE SUSTAINABLE CARE SERVICES

What was accomplished?

Ensuring sustainable care services which offer value for money, provide a stronger voice for users and which offer appropriate provision of care in the right location is a priority for the Council. The following was achieved:

- ◇ The establishment of a Respite Unit in Plas Pengwaith, Llanberis.
- ◇ A scheme identified for Residential Care provision in the Porthmadog catchment area.
- ◇ The completion of a project to seek the views of people who have links with the Fron Deg home in Caernarfon.
- ◇ A document has been created jointly with the six North Wales Local Authorities and the Health Board noting the Council's intentions regarding Integrated Care* for older people.
- ◇ The post of Corporate Director with the role of Statutory Director of Social Services has been filled. Head of Adults, Health and Well-being and Head of Children and Supporting Families Services are operational.

What needs further attention?

- ◇ The development of accommodation and day care models for people with Learning Disabilities.
- ◇ Agreement on the future of Fron Deg Home.

Who has benefited?

- ◇ The independence and safety of users has been promoted with the provision of 80 new complex telecare packages*, in particular in the field of Learning Disability.
- ◇ People connected to the Hafod y Gest home have received assurances in terms of the care provision in the Porthmadog area.
- ◇ People who were part of the communication regarding the day care in Maesincla have expressed their pride at having been included in the process and have the opportunity to give their opinion from the beginning.
- ◇ 987 service users have received a review of their packages.



“Supporting our service users to reach their full potential whilst living at home safely and satisfied for as long as they wish.”

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

GOF2 - INCREASING PREVENTIVE WORK IN FIELD OF ADULT AND OLDER PEOPLE SOCIAL CARE

What was accomplished?

The Council is going to increase preventative work in order to improve the quality of life and reduce the pressure on services. The following was achieved:

- ◇ Continuous communication by the Council in relation to specific projects or sites, including Fron Deg, Caernarfon, and Hafod y Gest, Porthmadog homes.
- ◇ Ongoing work with Health in relation to the Single Access Point, namely creating one place with which people can contact regarding health and social services issues.
- ◇ Regular daily activities have been held for citizens over 55 years old.
- ◇ The establishment of socialising activities to support the recovery of people with mental health problems.
- ◇ Publication of the Gwynedd Carer Partnership reference book "Are you looking after someone?" which distributes useful information to people of all ages that care for a family, friend or neighbours.

What needs further attention?

- ◇ Community support and the preventative opportunities in the field of care of adults and older people.
- ◇ This work will be undertaken from 2014/15 onwards.

Who has benefited?

- ◇ People who were part of the communication have benefited greatly from being part of the process and having their opinions heard.
- ◇ Ageing Well* activities have been established by Age Cymru within Awel y Coleg and Cysgod y Coleg, Bala and also in the Rugby Club in Dolgellau. Work has started to expand the service within the Blaenau Ffestiniog, Cricieth and Tywyn areas.
- ◇ Community Clubs were established to aid recovery. Clubs were held weekly in Bangor and Caernarfon with a variety of activities offered to help people with mental health problems.

In 2013-14, 462 users received a Reablement service.

58% of those succeeded to restore their independence and left without a care package.

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

GOF3 - PROTECTING CHILDREN AND ADULTS

What was accomplished?

Safeguarding Children and people who are vulnerable to harm is a key priority for the Council. On this basis, the following was achieved in 2013/14:

- ◇ The completion and approval of a Corporate Safeguarding Policy.
- ◇ Identification of improvement indicators.
- ◇ The Strategic Safeguarding Panel* accepted Departmental policies for all Council Departments.
- ◇ Training for staff and members is being provided.
- ◇ The development of methods to monitor the successes of the training, staff understanding and commissioning methods.
- ◇ The work of the Strategic and Operational Safeguarding Panels* is seen as 'good practice' by the Inspectorate and by other authorities.
- ◇ The Children and Families risk model is being implemented.
- ◇ Performance of the Gwynedd's Children's Service is amongst the best in Wales in relation to stability of placements for children in care within the year.

What did not go as well?

- ◇ The Council is now measuring the percentage of school staff receiving a renewed DBS check within the required 3 years.
- ◇ Following changes nationally to the administration of DBS checks, a great effort will be made to reach the challenging target set on this important indicator.

Who has benefited?

- ◇ With the establishment of all procedures, our children, young people and vulnerable adults will be safer and staff will be equipped to refer cases of concern to the Council.

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

CSSIW Fostering Inspection Report 2013



CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

GOF4 - INCREASING PREVENTATIVE WORK AND TARGETING INEQUALITIES IN THE HEALTH FIELD

What was accomplished?

The Council has identified that improving healthy living opportunities and experiences for individuals, reducing health inequalities and mainstreaming health work through the Council as a priority. On this basis the following was achieved:

- ◇ Discussions regarding providing physiotherapy assessment and prioritisation service in leisure centres jointly with the Health Board have commenced.
- ◇ Joint schemes with Macmillan, the Health Board, Public Health Wales and the Council to establish Macmillan Welfare Clinics* within leisure centres are being developed.
- ◇ Tobacco Management Plan established by the Council in August 2013.
- ◇ Leisure Centre Sufficiency Review completed and published in October 2013.

What needs further attention?

- ◇ The Council needs further clarity on our role within the health improvement field and in the context of working with partners.

We intend to commission a report on specific interventions to develop further in the 2014/15 Strategic Plan.

Who has benefited?

Since this work is in development, its effect is not seen as yet. However, there is significant potential to make a difference to the lives of individuals and their families through Macmillan Welfare Clinics* and the physiotherapy service within leisure centres.

National Exercise Referral Scheme (NERS) at work at the Tennis Centre, Caernarfon.

NERS is a Welsh Government initiative to promote physical activity in those people who are currently inactive or who have certain medical conditions.



CHILD

CARE

ECON

ENV

COMM

COUNCIL

THE ECONOMY

Vision

- Improving opportunities for the people of Gwynedd to live, work and succeed locally

Priority

- ECON1 - Strengthening business resilience and retaining the economic benefit locally
- ECON2 - Improving quality of jobs and wage levels
- ECON3 - Improving access to work and addressing barriers



Innovation
 Local-Businesses
 Gwynedd-Areas
 Jobs High-Value-Sectors
 Gwynedd-Werdd Work
 Procurement Events
 Broadband Skills

Results

- ◇ More benefits to the people of the County from the Council's procurement
- ◇ More of the County's businesses growing and with the potential to employ
- ◇ Maintain survival level of the County's businesses
- ◇ More high value jobs created
- ◇ More variety of work, and jobs across the County
- ◇ More of the County's employers able to recruit local people with the right skills
- ◇ More people moving from benefits to work

CHILD

CARE

ECON

ENV

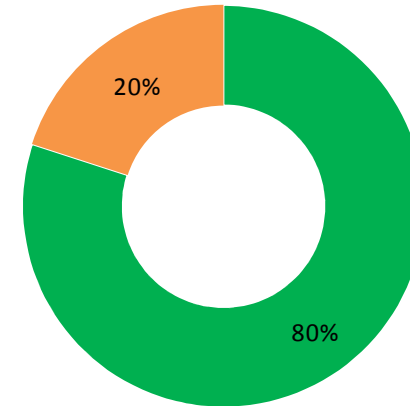
COMM

COUNCIL

Key	
-	No Data

THE ECONOMY

Project	Strategic Plan Projects	2013/14
ECON1.1	Retaining Economic Benefits Locally Project	Green
ECON1.2	Gwynedd Suppliers Programme Project	Green
ECON1.4	Investing in Gwynedd	Green
ECON2.1	High Value Jobs Project	Green
ECON2.2	Employment Plans Project	Amber



CHILD

CARE

ECON

ENV

COMM

COUNCIL

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
ECON1.1	ECON1.1a	Percentage Council contracts going to local businesses	-	-	23.94	Establish Baseline	-	-	-
ECON1.1	ECON1.1b	Number of County businesses that win contracts from the Council	-	-	17.00	Establish Baseline	-	-	-
ECON1.1	ECON1.1d	Percentage 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	-	-	37.50	Establish Baseline	-	-	-
ECON1.2 a ECON1.3	ECON1.2/3 a	Number of jobs created as a result of implementing the Retaining Economic Benefits Locally Project and the Gwynedd Suppliers Programme Project	-	-	13.00	Establish Baseline	-	-	-
ECON2.2	ECON2.2a	Number of new jobs created within the Areas of Gwynedd	-	-	68.5 FTE	Establish Baseline	-	-	-

THE ECONOMY

Key	
-	No Data

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
ECON1.2	ECON1.2a	Relative figure businesses registered for VAT/PAYE	116.80	115.30	-	116.80	117.40	-	-
ECON2.1	ECON2.1a	Median County wage levels	£22,903.00	£23,825.00	-	Increase	£24,482.00	-	-
ECON1.3	ECON1.3a	Relative figures of annual Gwynedd business survivals	1.11:1	0.76:1	-	1.11:1	0.92:1	-	-
ECON2.1	ECON2.1b	Number of those employed in the Professional, Scientific, Technological sectors, which are under-represented sectors in the County	1500.00	1200.00	-	1500.00	-	-	-
ECON2.1	ECON2.1bb	Percentage of those employed in the Professional, Scientific, Technological sectors, which are under-represented sectors in the County	3.10	2.40	-	3.10	-	-	-
ECON1.1	ECON1.1c	Percentage of targeted businesses who go on to tender for Council work	-	-	Not Reported	Establish Baseline	-	-	-
ECON1.2	ECON1.2b	Number of businesses advised via the Suppliers Programme who win contracts	-	-	20.00	Establish Baseline	-	-	-

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
H6	Number of businesses developing with the support of the Council	-	92.00	82.00	65.00	-	-	Worsen
H7	Number of new businesses established with the support of the Council	12.00	18.00	10.00	8 – 12	-	-	Worsen
H8	Number of new jobs created with the support of the Council	-	60.00	89.38	34.00	-	-	Improving
H9	Number of jobs protected with the support of the Unit	-	108.00	206.00	100.00	-	-	Improving

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Key

-

No Data

THE ECONOMY

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
Ieu3	Percentage of young people supported by school youth workers who engage	-	100.00	100.00	75.00	-	-	Maintain
SaC04	Number of apprentices employed	-	18.00	12.00	10.00	-	-	Worsen
Twr4	Benefit to the local economy from supporting strategic and high-profile events	-	£4.99m	£6.32m	£3.15m - £3.5m	-	-	Improving
SaC01	Percentage of supported individuals of working age who move on to work (NWC)	-	7.00	7.21	10% - 15%	-	-	Improving
Caff06c	Percentage of expenditure with businesses in Wales	-	66.32	Not Reported	-	-	-	-
Caff06ch	Percentage of expenditure with businesses in North Wales	-	54.92	Not Reported	-	-	-	-
Caff06d	Percentage of expenditure with businesses in Gwynedd	-	39.05	38.83	-	-	-	-

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
LCL/001(b)	The number of visits to public libraries during the year per 1,000 population	5741.48	5175.72	5301.00	-	5851.30	5776.30	Improving	↓

PRIORITY ECONI - STRENGTHENING BUSINESS RESILIENCE AND RETAINING THE ECONOMIC BENEFIT LOCALLY

What was accomplished?

The Council's Strategic Plan responded to the challenge to the viability of businesses, and developing procurement opportunities presented by new large developments: This is what was accomplished in 2013/14:

- ◇ The Council's Annual Procurement Programme is in place and local businesses are becoming aware of opportunities to win contracts in 2014/15.
- ◇ Identification of fields for which there is a shortage of local suppliers.
- ◇ A support programme was held with businesses to prepare them for the new fast broadband provision, the first county in Wales to do so.
- ◇ The successful completion of a programme of high profile and smaller events across the county with 52,214 people attending the 13 events.
- ◇ The success of the *Green Gwynedd** project with the first step towards securing European support from the Rural Development Plan*.

What needs further attention?

- ◇ We will ensure the targeting and knocking on doors of local businesses in order to link them with Council contract opportunities.
- ◇ We will revisit the work of establishing the contract needs of Energy Island* (Anglesey), and, therefore, raise the awareness of businesses in Gwynedd of the opportunities—there was a delay in 2013/14 as a result of waiting for confirmation of the successor of the Horizon company to lead the work of the New Wylfa.
- ◇ We will also continue to support businesses within the County to benefit from new opportunities.

Who has benefited?

- ◇ 267 local suppliers received support to tender and contracts worth £10,384,152 were won by the county's businesses through our partnership with Business Wales, creating 13 and safeguarding 171 jobs.
- ◇ 110 local businesses benefited from the first wave of *Digital Gwynedd* workshops and one-to-one sessions in order to bring e-commerce and other digital aspects into the business.
- ◇ Businesses county-wide benefited from the £6.32m of additional money attracted to the local economy through *This is Where Things Happen*, and 254 companies in the county secured contracts through the events.



"I think you guys do an amazing job and have really put the event and the area on the map".
Sir David Brailsford – on Etape Eryri

"Hi, compliments on an excellent event, the village has been buzzing since Friday."

A business in Llanberis

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

ECON 2 - IMPROVING QUALITY OF JOBS AND WAGE LEVELS

What was accomplished?

In order to respond to the county’s dependency on a small number of work sectors, particularly ones with lower wages, the Council collaborated to take advantage of the innovation opportunities of Bangor University, and on the designation of the Eryri Enterprise Zone. The following was achieved:

- ◇ Agreement was reached on a programme to transfer innovation from specific research fields within Bangor University; local businesses were put in contact with the University.
- ◇ Welsh Government support was secured to improve the environment of the Caernarfon Waterside on the World Heritage Site.
- ◇ The foundations for the Slate Areas World Heritage Site bid were put in place with a strong partnership established across local and national heritage bodies.

What needs further attention?

- ◇ We will complete the Llyn and Eifionydd Employment Scheme after having given the area’s Elected Members the opportunity to discuss the data, and to identify where the greatest need is.
- ◇ Schemes to develop the creative sector will continue, taking advantage of the momentum that has been created amongst the sector’s businesses by the unsuccessful effort to attract the S4C headquarters to Caernarfon.
- ◇ We will continue to implement the project to support the establishment of a cluster of businesses offering high value posts within the county e.g. on the sites of the Eryri Enterprise Zone.

Who has benefited?

- ◇ 22 companies able to offer high value jobs received support to follow up on their enquiries as regards locating in the county;
- ◇ 17 companies able to offer high value jobs received the opportunity to have detailed discussions and/or visit suitable sites in the county;
- ◇ Several specialist companies in high value fields are appreciative of the support given to consider the possibility of locating in Gwynedd.
- ◇ The Meirionydd area with 68.5 new jobs available to local people during the year through the Employment Plan projects.



Discussion: Trawsfynydd Site, Eryri Enterprise Zone.

“I wanted to thank you and your colleagues for hosting our visit to Trawsfynydd. The opportunity to visit the site has allowed us to contextualise the challenges and more importantly to see the opportunities that this site presents. We look forward to further discussions.”
Potential investor following an initial visit.

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

ECON 3 - IMPROVING ACCESS TO WORK AND ADDRESSING BARRIERS

What was accomplished?

We collaborated with other North Wales councils in order to meet the needs of businesses in Gwynedd to recruit local young people with the appropriate skills. The following was achieved in 2013/14:

- ◇ The agreement of the 6 North Wales Local Authorities was secured on the key fields for developing skills in the region, including addressing the following in the new Skills Strategy:
 - * Economic Inactivity;
 - * NEET (those not in education, employment or training);
 - * Leadership and Management Skills;
 - * Workplace Skills;
 - * Skills to support the development of the Enterprise Zones, key sectors and high-value sectors.

What needs further attention?

- ◇ An European bid will be submitted (dependent on the timetable of European Programmes).
- ◇ The Strategy will be completed together with the action plan, and applications for European funding will be developed by the partners in order to increase skills, respond to the needs of employers, preparing people for new work opportunities, and overcoming the barriers that people face in accessing work.

Who has benefited?

This is work in development, and therefore it is premature to identify the benefit to residents.

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Innovation
 Local-Businesses
 Gwynedd-Areas
 Jobs High-Value-Sectors
 Gwynedd-Werdd Work
 Procurement Events
 Broadband Skills

THE ENVIRONMENT

Vision

- Promoting a suitable supply of homes for people in Gwynedd
- Promoting a safe and sustainable environment, with convenient connections

Priorities

AMG1 - Promoting an appropriate supply of housing for local people

AMG2 - Reducing Carbon Emissions

AMG3 - Responding to the threat of climate change

AMG4 - Reducing the amount of waste sent to landfill



Results

- ◇ More provision of smaller units in areas of need
- ◇ Increasing the provision of affordable housing
- ◇ A reduction in the carbon emissions of Gwynedd Council and the public sector in the County
- ◇ Responses to the challenges of climate change in the longer term identified
- ◇ An increase in the number of residents who live in areas of high flooding risk with a “plan” to respond to incidences of flooding
- ◇ An improvement in the Council’s ability to respond in order to help residents to deal with the side effects of flooding
- ◇ Increasing levels of re-use / recycling / composting
- ◇ Reducing the dependence on landfill

CHILD

CARE

ECON

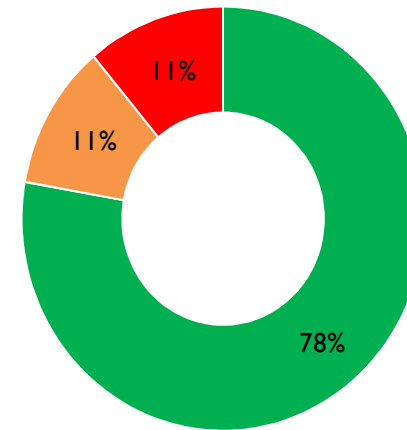
ENV

COMM

COUNCIL

THE ENVIRONMENT

Projects	Strategic Plan Projects	2013/14
AMG1.1	Vacant Properties Back Into Use Project	Green
AMG1.2	Affordable Units Project	Green
AMG1.3	Unitary Development Plan / Local Development Plan Project	Green
AMG1.4	Housing for Specific Needs Project	Amber
AMG2	The Council's Carbon Management Plan	Green
AMG3.1	Responding to the Threat of Climate Change Project	Green
AMG3.2	Project to increase in the number of residents who live in areas of high flooding risk with a "plan" to respond to incidences of flooding	Red
AMG3.3	Project to improve the Council's ability to respond in order to help residents to deal with the side effects of flooding	Green
AMG4	Waste Reduction Project	Green



CHILD

CARE

ECON

ENV

COMM

COUNCIL

THE ENVIRONMENT

Key	
-	No Data

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
AMG1.1	DAT01*	The number of long term vacant units (6 months or more) in the County coming back into use	48.00	48.00	54.00	54.00	-	-	Improving
AMG1.2	Strat6	The number of affordable housing units achieved in Gwynedd	62.00	72.00	70.00	53.00	-	-	Worsen
AMG1.2	PLA/006 (NSI)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	23.26	30.00	41.00	16.00	37.46	31.97	Improving
AMG1.4	PSR/002* (NSI)	The average number of calendar days taken to deliver a Disabled Facilities Grant	281.27	298	242	280	238.88	244.58	Improving
AMG2	CYNCA06	Percentage change in carbon emissions in the non-domestic building stock	13.84	15.06	30.76	18.00	-	-	Improving
AMG4	WMT/009 (NSI)	Percentage of municipal waste that is re-used / recycled / composted	46.42	51.52	54.01	54.00	54.33	57.00	Improving
AMG4	WMT/004 (NSI)	Waste sent to landfill	51.84	46.92	45.88	46.00	37.72	37.52	Improving
AMG4	P60	Landfill Allowance	20607.00	20695.00	19650.00	20649.00	-	-	Improving
AMG2	CYNCA07	Percentage change in carbon emissions arising from business travel	-	-	0.97	1.00	-	-	-
AMG4	PB53	Percentage of domestic properties using the weekly food collection service	-	38.00	50.00	55.00	-	-	Improving
AMG1.1 a AMG1.2	AMG1a	The number of 1/2 bedroom units created for rent	-	-	27.00	34.00	-	-	-
AMG4	PB51	Percentage of commercial waste that is re-used / recycled / composted	17.23	27.30	30.79	40.00	-	-	Improving
AMG4	PB55	Total food waste composted	-	-	3935.06	6000.00	-	-	-

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Key

-

No Data

THE ENVIRONMENT

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
AMG1.1 a AMG1.2	CTC01	Percentage of applicants registered on the Common Housing Register looking for smaller units to rent	-	-	Not Reported	Establish Baseline	-	-	-
AMG3.2	AMG3.2a	Percentage of individuals with "plans" in place to respond to incidences of flooding following engagement work	-	-	Not Reported	Establish Baseline	-	-	-
AMG3.3	BARN04b	Percentage of key individuals within the Councils reporting an improvement in the Council's readiness to respond to the threat of flooding	-	-	83.34	Establish Baseline	-	-	-

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
PPN/008ii	Percentage of new businesses identified which had a risk assessment visit or which had returned a self assessment survey during the year for Food Hygiene	73.00	90.00	95.00	90.00	83.00	90.27	Improving
PPN/009	Percentage of food establishments which are 'broadly compliant' with food hygiene standards	88.72	95.42	97.49	90.00	86.03	89.47	Improving
THS/009	Average number of calendar days taken during the year to repair all street lighting deficiencies	2.40	3.70	2.70	3.20	4.30	3.65	Improving
Y2	Department's performance against its financial target	1027469	571414	1407327	1074250	-	-	Improving
PLA/004b	Percentage of all relevant planning applications determined within 8 weeks	48.60	70.10	72.86	75.00	72.79	70.89	Improving
PLA/004a	The proportion of major planning applications determined within 13 weeks	35.00	50.00	57.14	60.00	34.50	36.67	Improving
THS/011(a)	Condition of main roads (A class) in a bad state	5.70	5.20	4.40	4.10	5.30	5.20	Improving

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Key

-

No Data

THE ENVIRONMENT

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
THS/011(b)	Percentage of roads (B class) in a bad state	5.50	5.30	4.70	4.20	7.50	7.80	Improving
THS/011(c)	Condition of roads (class C) in a bad state	7.70	10.30	14.70	7.00	18.80	20.00	Worsen

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
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	23.26	30.00	41.00	16.00	37.46	31.97	Improving	↑
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	46.42	51.52	54.01	54.00	54.33	57.00	Improving	↓
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.08	93.80	97.67	95.00	95.03	95.99	Improving	↑
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	71.39	84.93	84.56	82.63	84.31	77.27	Worsen	↑
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	281.27	298	242	280	238.88	244.58	Improving	↓
WMT004(b)	The percentage of municipal waste collected by local authorities sent to landfill	51.84	46.92	45.88	46.00	37.72	37.52	Worsen	↓

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Key	
-	No Data

THE ENVIRONMENT

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	66.30	92.47	42.20	85.00	66.43	72.20	Worsen	↓
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	4.32	4.34	5.24	-	9.23	5.90	Improving	↓

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY AMGI - PROMOTING AN APPROPRIATE SUPPLY OF HOUSING FOR LOCAL PEOPLE

What was accomplished?

The Councils' Strategic Plan has identified there is not enough adequate housing available locally in the County of the correct size, type or appropriate location for the right price (affordable). The following was accomplished on this basis;

- ◇ 54 empty units brought back into use by the end of the year with 34 being smaller units. Also, additional grant funding was earmarked to bring 10 further units back into use during before the end of June 2014/15.
- ◇ 70 additional affordable housing units for local people with 27 of these being smaller units for renting.
- ◇ Research to identify other models which could be implemented in order to provide affordable housing in the County in the future.
- ◇ Identification of options for reducing the time it takes to complete adaptations for disabled people.

What needs further attention?

The following work will continue during 2014/15:

- ◇ Identifying alternative models of sheltered housing use in Meirionnydd.
- ◇ Implementing an Older People Accommodation Strategy.

Who has benefited?

- ◇ 54 empty housing units brought back into use with 34 of them being smaller units.
- ◇ 50 individuals from Gwynedd have benefited from work to establish 24 additional housing units back into use through grant plans.
- ◇ 194 people from Gwynedd have benefited from work to establish 70 additional affordable housing units for local people.
- ◇ Individuals receiving a disabled facilities grant have benefited from identifying options to reduce the time it takes to complete adaptations.

“Our new home has made a world of difference socially, economically and to my daughter’s physical health as well as to mine” Individual who has received a rented affordable housing unit.

Right: Empty house from Llan Ffestiniog been bought back into use



Affordable Homes Development, Cae Solomon, Pwllheli



CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

AMG2 - REDUCING CARBON EMISSIONS

What was accomplished?

- ◇ The Council’s Strategic Plan has identified the need to reduce the effect that carbon emissions have on the environment and its contribution towards climate change as a priority. This is what was achieved during 2013/14:
 - ◇ The implementation of nine invest to save schemes in order to reduce carbon emissions deriving directly from the Council’s activities in accordance with that which was outlined within the Carbon Management Plan.
 - ◇ A significant reduction in our use of fuel as a result of plans to raise awareness, carefully monitoring fuel use, and general maintenance plans.
 - ◇ A reduction in carbon emissions deriving from the Council’s activities of 25%, since 2005/06 (year of baseline).

What did not go as well?

- ◇ One of the schemes was not implemented due to the financial situation (Biomass Scheme in the Tywyn Leisure Centre) and there was a delay on two further schemes (Optimisation of voltage in residential care homes and the transfer to biofuel in swimming pools). This work will continue during 2014/15.

Who has benefited?

- ◇ The Council has seen a reduction of carbon emissions of 25% since 2005/06 (year of baseline).
- ◇ The reduction in carbon emissions by the Council has led to annual revenue savings of £159,000 in 2013/14 and a total of £593,000 since commencement of the plan in 2010/11.
- ◇ Gwynedd citizens have gained from a better environment as a result of the reduction in carbon emissions and are also benefiting from the financial savings.

CHILD

CARE

ECON

ENV

COMM

COUNCIL



Solar Panels on the Council Headquarters in Caernarfon



Solar Panels and Llanrug school pupils

Cllr. Gareth Roberts and Ffion Ferris, Dwyfor Leisure Centre with the Voltage Management Unit



PRIORITY AMG3 - RESPONDING TO THE THREAT OF CLIMATE CHANGE

What was accomplished?

The Council's Strategic Plan has identified that the current arrangements for responding to climate change threats are not adequate and sustainable and is therefore prioritising this field. On this basis, the following was achieved:

- ◇ Identification of development options and infrastructure needs for consideration in the Pwllheli area, in order to respond to the implications of climate change in future.
- ◇ Land use planning policies are being prepared to manage/minimise the effect of climate change.
- ◇ Awareness raising campaigns and discussions have been held with residents in areas of high flooding risk.
- ◇ Consideration has been given to improvement in the Council's internal arrangements and opportunities to be more proactive in order to assist residents to deal with the effects of flooding.

What did not go as well?

The work of supporting residents to identify practical steps and plans in order to prevent or reduce the likely effects of flooding to property will continue.

Who has benefited?

- ◇ People in the Pwllheli area have benefited from work to identify potential development sites for housing and employment and infrastructure needs for the future.
- ◇ 280 people have received detailed information about the likely effects on their communities as part of the work to raise awareness within 36 Community Councils.
- ◇ 83% of key Council officers noted that the Council is quite ready, ready or completely ready to be able to respond to flooding.



Floods in the Pwllheli Area

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY AMG4 - REDUCING THE AMOUNT OF WASTE SENT TO LANDFILL

What was accomplished?

The Council’s Strategic Plan has identified the need to reduce over-dependency on reducing waste to landfill sites increasing the levels of reusing, recycling and composting as a priority. The following was achieved during the year:

- ◇ 54% of the county’s urban waste is reused/recycled/ composted.
- ◇ Decision to appoint an external provider to dispose of residual waste in Gwynedd and the Ffridd Rasus landfill site has closed.
- ◇ An agreement with a provider for alternative technology to deal with residual waste from 2018 onwards in partnership with other authorities in North Wales.

What needs further attention?

- ◇ An increase to 31% was seen in the level of commercial waste that has been reused/recycled and composted. However, this was less than the ambition set for the year (40%). Work to increase the levels will continue.
- ◇ Further attention will also be given to increasing the levels of food waste collected for composting. A sum of 3,935 tonnes of waste was collected from the businesses and houses of Gwynedd which was short of the target set of 4,000 tonnes.

Who has benefited?

- ◇ Gwynedd people and businesses have increased levels of reuse/recycling/composting of waste (namely the least costly method in financial and environmental terms in the long term of dealing with waste).

CHILD

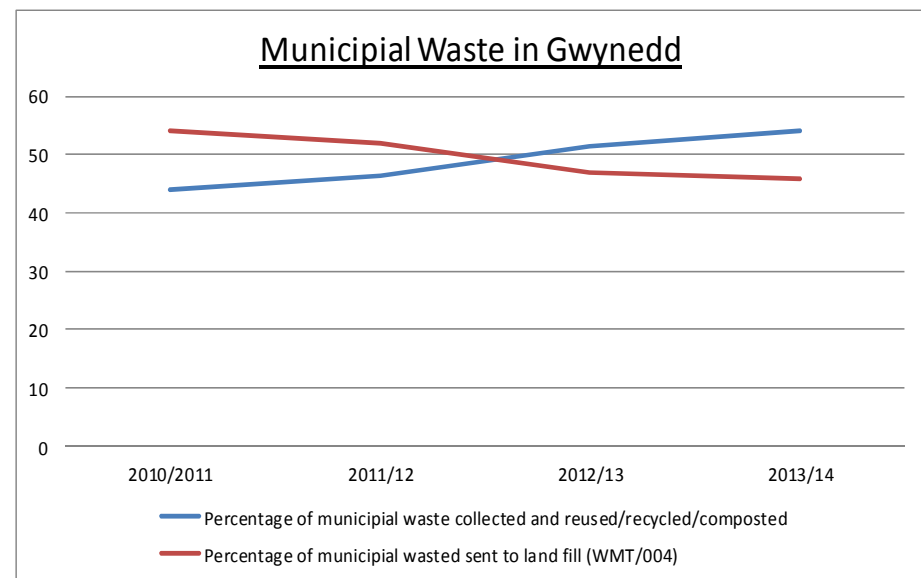
CARE

ECON

ENV

COMM

COUNCIL



Graph showing the municipal waste trend in Gwynedd 2010/11— 2013/14

STRONGER COMMUNITIES

Vision

- 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
- CC2 - Reducing the effects of Poverty and Deprivation
- CC3 - Promoting sustainable rural communities
- CC4 - Promoting community pride and responsibility



Results

- ◇ To halt the decline in the number of Welsh speakers in Gwynedd
- ◇ More people able to cope with the financial challenge independently
- ◇ Fewer people are accepted as homeless
- ◇ Fewer households experiencing fuel poverty
- ◇ More vulnerable individuals and communities receiving appropriate support to move forward
- ◇ 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
- ◇ Releasing capacity and encouraging local pride



CHILD

CARE

ECON

ENV

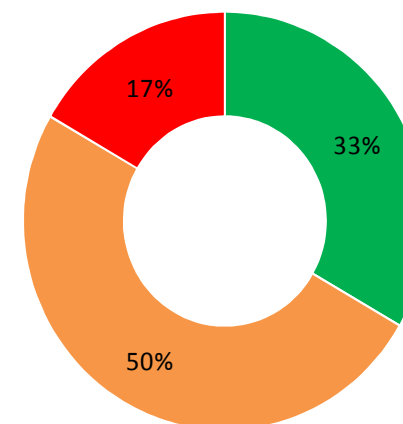
COMM

COUNCIL

Key	
-	No Data

STRONGER COMMUNITIES

Project	Strategic Plan Project	2013/14
CCI	Promoting the Welsh Language Project	Amber
CC2.1	Welfare Reform Project	Green
CC2.2	Leasing Private Housing Project	Amber
CC2.3	Homelessness Prevention Project	Amber
CC3	Promoting sustainable rural communities	Green
CC4	Promoting community pride and responsibility	Red



CHILD

CARE

ECON

ENV

COMM

COUNCIL

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
CCI	CCIa	The number of communities acting in favour of the Welsh Language by using the Local Implementation Framework	-	-	4.00	4.00	-	-	-
CC2.1	CD12.05	The number of families that have received aid from the Hardship Fund (Discretionary Housing Payments Fund)	-	-	1452.00	250.00	-	-	-
CC2.3	HHA/016	Average number of days all homeless families with children will have spent in bed and breakfast accommodation	52.75	40.80	22.25	35.00	22.91	36.79	Improving
CC2.3	GTLLEOL6	Number of people who will have received assistance through the Homeless Prevention Fund via rent deposit and / or advance rent payment	-	-	121.00	40.00	-	-	-

STRONGER COMMUNITIES

Key	
-	No Data

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
CC1	GY06	Percentage 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)	93.90	93.80	95.60	97.50	17.01	32.78	Improving
CC2.2 a CC2.3	HHA/013 (NSI)	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	66.30	92.47	42.20	85.00	-	-	Worsen
CC1	CC1b	The number of Gwynedd primary schools that have received Bronze, Silver and Gold Awards under the language Charter	-	-	21.00	Establish Baseline	-	-	-
CC2.1	CC2.1a	Number of those receiving advice going into debt	-	-	Not Reported	Establish Baseline	-	-	-
CC2.1	CC2.1aa	Percentage of those receiving advice going into debt	-	-	Not Reported	Establish Baseline	-	-	-
CC3	CC3a	Number of community activities held in the community pride areas	-	-	Not Reported	Establish Baseline	-	-	-

Reference	Other Key Measures	2011/12	2012/13	2013/13	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
CD12.04	The time taken to process changing events in Housing Benefit and Council Tax Benefit	6.00	5.68	5.20	7 days	7.00	-	Improving
DAT02	Number of Homeless in Bed and Breakfast	13.00	13.00	10.00	12 – 15 cases	-	-	Improving
HHA/008	The percentage of homeless presentations decided within 33 working days	86.27	77.40	81.84	77.4% - 88.7%	88.70	88.49	Improving

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Key	
-	No Data

STRONGER COMMUNITIES

Reference	Other Key Measures	2011/12	2012/13	2013/13	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
CD12.03	The time taken to process new Housing Benefit and Council Tax Benefit claims	27.00	21.03	21.77	21 days	21.00	-	Worsen

Reference	National Strategic Indicators	2011/12	2012/13	2013/14	Ambition 2013/14	Welsh Average 2013/14	Family Average 2013/14	Trend	Performance against Wales
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 (11-14 old)	83.10	86.10	82.50	88.00	17.01	32.78	Worsen	↑

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

CCI- PROMOTING THE WELSH LANGUAGE

What was accomplished?

In response to the Census, the Council was eager to get to the root of why there is a wide variety in the number of people who can speak Welsh in different areas. We also needed to ensure that the Welsh language, together with its social use by our children and young people, is thriving. On this basis, the following was achieved in 2013/14:

- ◇ 21 primary schools that are part of a pilot scheme were supported to gain the Welsh Language Charter's bronze award.
- ◇ Schemes were established to improve arrangements to meet the requirements of the "Mwy na Geiriau" framework so that Social Services users can receive care in the language of their choice.

What needs further attention?

Acting on the conclusions of the research work following the Census.

Continuing to work with the secondary schools in order to establish to what extent children and young people are using the Welsh language socially.

The culture change required to embed the principles of "Mwy na Geiriau" within the Council and the wider care community will not happen overnight. Whilst the Council's Language Policy and the first year's work has set solid foundations, the work of implementing the principles of the framework will continue.

Encouraging and promoting the use of the Welsh language in public sector workplaces.

Who has benefited?

- ◇ Pupils in 21 primary schools benefit from being part of the Welsh Language Charter.
- ◇ Communities in Bangor, Y Felinheli, Dolbenmaen and Dolgellau have a better understanding of the situation of the Welsh language in their area.

CHILD

CARE

ECON

ENV

COMM

COUNCIL

Remarks from some of those who attended the Academy:



"An excellent course - has been of great assistance to develop my confidence when using the Welsh language formally and informally."

"My confidence when using the Welsh language in the workplace has increased very much and I am now comfortable e-mailing in Welsh also!"

PRIORITY CC2 - REDUCING THE EFFECTS OF POVERTY AND DEPRIVATION

What was accomplished?

As a result of changes in the welfare benefits arrangements, including the “bedroom tax” in 2013/14, the Council’s Strategic Plan responded to the effect of low income on households, as well as to the risk to families of a further reduction in income and possible homelessness. The following was achieved in 2013/14:

- ◇ Implementation of the Hardship Fund* was implemented, providing financial assistance to 947 households due to the restrictions on number of bedrooms. A further 505 households received assistance to cope with a situation of general hardship.
- ◇ Implementation of the fund to prevent homelessness, responding to 93% of the demand.
- ◇ The Council is clear on the options for investing in suitable properties in the coming years to prevent homelessness.

What needs further attention?

- ◇ Once the arrangements, guidelines and timetable of the British Government becomes clear, we will start on the work of preparing people for the changes in the welfare benefits arrangements.
- ◇ Securing adequate property in those areas where there is demand in order to realise the promise of providing seven living units to home vulnerable individuals.
- ◇ Working to prevent homelessness, and supporting benefit claimants to cope with the financial situation, responding to the specific factors that cause poverty in Gwynedd.

Who has benefited?

- ◇ 1,452 households took advantage of the assistance that was available through the Council to cope with circumstances of hardship, including adapting to changes in Welfare Benefits.
- ◇ Assistance was provided to 754 single individuals, but also 327 single parents and 110 couples with children - and in doing so support was given to improve the circumstances of 696 children;
- ◇ 179 households at risk of becoming homeless received assistance to avoid that.



One of the homes from the Private Lease Housing Project

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

CC3 PROMOTING SUSTAINABLE RURAL COMMUNITIES CC4 PROMOTING COMMUNITY PRIDE AND RESPONSIBILITY

What was accomplished?

Rural Authorities such as Gwynedd have found themselves in a vicious circle for some time. This results in economic decline and depopulation alongside a reduction in public resources in comparison with urban authorities. On this basis, the following was achieved by the Council in 2013/14:

- ◇ Being prominent in raising the awareness of Government Ministers of the effect of the vicious circle on authorities such as Gwynedd. Also, a comprehensive response was submitted to the Welsh Government on the consultation to raise taxes on second homes.
- ◇ Taking full advantage of the “Superfast Wales” scheme to provide access to fast broadband to areas across Gwynedd. Access to online services in rural areas is key in order to ensure opportunities.

What needs further attention?

- ◇ The Council will continue to highlight the effect of the vicious circle on rural authorities.

Who has benefited?

- ◇ 60% of the county’s properties have access to fast broadband as a result of collaborating with the Superfast Cymru project with the number increasing every week.



THE COUNCIL

Vision

- The people of Gwynedd central to everything we do

Priority

- DT1 - Promoting a culture across the whole Council of putting the people of Gwynedd at the heart of all our work and our decisions
- DT2 - Engaging effectively with the people of Gwynedd and ensuring their participation and ownership of the future
- DT3 - Making more efficient use of resources, seeking to minimise the impact of cuts on the people of Gwynedd
- DT4 - Capitalising on the 'size' of the Council for the benefit of the people of Gwynedd (implementing specific schemes and establishing enterprises)
- DT5 - Reduce the demand for services by prevention and early intervention



People Services
 Gwynedd
 Staff Governance
 Transformation
 Resource Engagement
 Results Empowering
 Performance
 Efficiency
 Welfare Savings

Results

- ◇ A clear and common vision for everyone in the Council
- ◇ Appropriate engagement arrangements to ensure we accomplish the important issues to the people of Gwynedd in order to prioritize our resources accordingly
- ◇ Make more efficient use of resources, and seek to minimise the impact of cuts on the people of Gwynedd
- ◇ More people of Gwynedd benefiting from schemes that capitalise on the size of the Council

CHILD

CARE

ECON

ENV

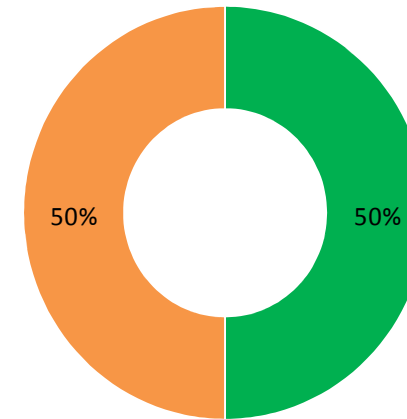
COMM

COUNCIL

COUNCIL CULTURE AND BUSINESS ARRANGEMENTS

Key	
-	No Data

Project	Strategic Plan Projects	2013/14
DT1	Ffordd Gwynedd Project	Amber
DT3.1	Council Strategic Efficiency Project	Green
DT3.2	Outcomes Agreement Project	Green
DT3.3	Realising Savings Project	Amber
DT3.4	Prioritising Services	Green
DT2	Engagement Project	Amber



CHILD

CARE

ECON

ENV

COMM

COUNCIL

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
DT1	CYF11	Percentage of Gwynedd residents that believe the Council offers value for money	-	50.45	54.00	49.00	-	-	Improving
DT1	CYSCW11	Number of services that are available through self service	-	-	73.00	73.00	-	-	-
DT1	CYSCW05	Percentage of applications for services that are being addressed at first contact by Galw Gwynedd	-	35.21	35.39	35.00	-	-	Improving
DT1	CYSCW06	Percentage of applications for services that are being addressed at first contact by Siop Gwynedd	-	72.00	79.11	70.00	-	-	Improving
DT1	CYF09	Percentage of Gwynedd residents that are satisfied with the way Gwynedd Council runs things	-	58.42	73.00	52.00	-	-	Improving

COUNCIL CULTURE AND BUSINESS ARRANGEMENTS

Key	
-	No Data

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
DT2	CYF10	Percentage of Gwynedd residents that feel they are able to influence decisions in their local area	-	32.88	31.00	32.00	-	-	Worsen
DT3	DT3.2	Proportion of savings achieved which are efficiency savings	-	-	95.80	96.80	-	-	-
DT3	DT3.1	Total savings achieved	-	-	£3.35m	£4.4m	-	-	-
DT3	DT3.3	Proportion of savings achieved which are service cuts	-	-	2.50	1.90	-	-	-
DT3	DT3.4	Proportion of key service performance measures in the areas where efficiency savings were made, where performance did not deteriorate	-	-	74.00	100.00	-	-	-
DT2	DT2.4	What are the elected members feeling regarding the engagements arrangements at the end of the period?	-	-	6.00	Establish Baseline	-	-	-
DT1	CYSCW12	Number of business units within the Council that received the "Ffordd Gwynedd" accreditation	-	-	Not Reported	Establish Baseline	-	-	-
DT1	CYSCW13	Number of continuous reviews conducted in order to provide improved services to the people of Gwynedd	-	-	Not Reported	Establish Baseline	-	-	-
DT1	CYSCW15	Percentage of Gwynedd residents that give a score of 7 or less to the Customer Care received	-	-	Not Reported	Establish Baseline	-	-	-
DT1	D6.22	Percentage of staff and members that believe that the leader of Gwynedd Council profess the principles of "Ffordd Gwynedd"	-	-	Not Reported	Establish Baseline	-	-	-
DT1	D6.23	Percentage of staff that state they feel empowered to work in an adaptable environment in order to achieve customer needs	-	-	Not Reported	Establish Baseline	-	-	-

CHILD

CARE

ECON

ENV

COMM

COUNCIL

COUNCIL CULTURE AND BUSINESS ARRANGEMENTS

Key	
-	No Data

Project	Reference	Key Measures (Strategic Plan)	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
DT2	DT2.2	Number of Gwynedd residents that have taken part in order to influence what happens in their area	-	-	Not Reported	Establish Baseline	-	-	-
DT2	DT2.3	Number of the engaging exercises that has influenced the final plan	-	-	Not Reported	Establish Baseline	-	-	-

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
CD5.01	Council's actual expenditure in comparison with the budget	-0.17	-0.03	-0.14	+ / - 0.4%	-	-	Maintain
CD6.01	Percentage of invoices paid within 30 days (across the Council)	93.00	94.00	94.00	92.00	89.80	89.50	Maintain
CD11.01	Current Year Council Tax Collection Rate	96.80	97.15	96.98	96.80	96.70	97.20	Worsen
CR2	Percentage of Scrutiny Investigations recommendations accepted by the Cabinet Member	-	100.00	100.00	70.00	-	-	Maintain
RhPe1	Percentage of departments who's indicator series for 2013/14 focuses on results	91.00	91.00	100.00	91% - 100%	-	-	Improving
RhPe9	Welsh Audit Office (WAO) assessment of improvement arrangements and actual Council performance	-	Good	Good	Good	-	-	Maintain
Rhag8	Percentage of policy outcomes achieved	-	57.00	68.00	66.00	-	-	Improving
PEN13	Percentage of relevant staff who've received a DBS check within 2 months of their appointment date	-	Not Reported	100.00	95% - 100%	-	-	-
PEN01	Number of serious accidents as defined by AGID	-	4.00	5.00	6.00	-	-	Worsen

CHILD

CARE

ECON

ENV

COMM

COUNCIL

COUNCIL CULTURE AND BUSINESS ARRANGEMENTS

Key	
-	No Data

Reference	Other Key Measures	2011/12	2012/13	2013/14	2013/14 Ambition	Welsh Average 2013/14	Family Average 2013/14	Trend
D2.1	Number of days lost to sickness absence per member of staff (Council's attendance level)	8.29	8.52	8.20	8.00	10.60	10.20	Improving
PEN12	Staff engagement as reported in the survey	573.00	565.00	Not Reported	Increase of 5% (593)	-	-	-
PEN06	Percentage of relevant staff who were appraised March to June (the Council level)	-	Not Reported	Not Reported	90% - 100%	-	-	-

CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

FFORDD GWYNEDD (DT1, DT2, DT4 and DT5)

What was accomplished?

The Council has begun on an exciting journey to change the culture of the workforce. This is not only to deal with the challenging period, but also to ensure that the Council's Departments put the Gwynedd residents central when delivering services. The following was achieved in 2013/14:

- ◇ It was possible for the residents of Gwynedd to use the libraries, leisure centres or to contact Council officers for the first time over the Christmas period.
- ◇ The Engagement Strategy was adopted in order to improve engagement arrangements. This will help the Council to talk and listen to the public and partners.
- ◇ The facilitating of joint working in order to deal with the challenging period. An example of this joint working was six communities volunteering to be part of the Eryrod Eira pilot, namely a scheme to enable them to clear snow and ice from pavements during wintery weather.

What needs further attention

The culture change required will not happen overnight. A significant change is required, which will take time to embed in the Council's arrangements and also in the behaviour of officers. Despite this, significant change was made during the year to begin on the journey. By adopting the Ffordd Gwynedd and Engagement Strategies, the work of implementing this culture change will receive attention over the coming year and beyond.

There is an opportunity for everyone to work together for the benefit of the residents of Gwynedd (whether they are the Council's workforce, the public or other public agencies).

Who has benefited?

- ◇ Six communities have been equipped to work together in order to cope with wintery weather.
- ◇ 63% of Gwynedd residents are happy with the way the Council runs things.
- ◇ 31% of Gwynedd residents believe that it is possible for them to influence decisions in their areas.
- ◇ Welsh Audit Office opinion is that the recent changes to governance arrangements of the Council is likely to reignite our ability to evaluate and improve services.



CHILD

CARE

ECON

ENV

COMM

COUNCIL

PRIORITY

DT3 - MAKING MORE EFFICIENT USE OF RESOURCES, SEEKING TO MINIMISE THE IMPACT OF CUTS ON THE PEOPLE OF GWYNEDD

What was accomplished?

The projection of the Council's financial deficit over the coming four years suggests that we will need to identify £52million of savings. Since the Council has planned and given attention to savings over the past few years, and by increasing Council tax, this gap can be reduced to £34 million. In order to come to terms with significant financial pressure, the Council developed a savings procedure which will enable us to realise the savings for the three years from 2015/16. The following was achieved in 2013/14:

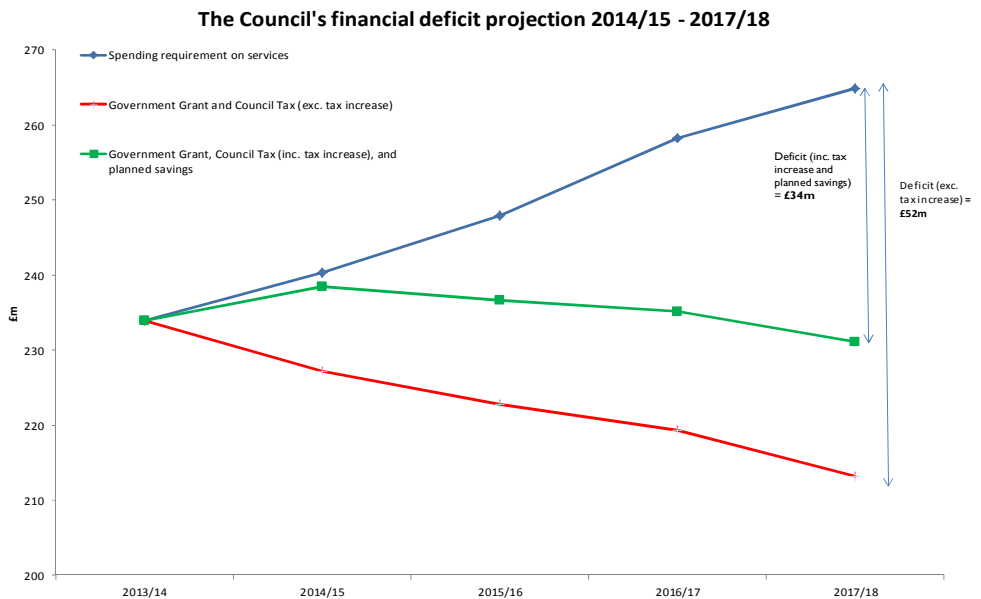
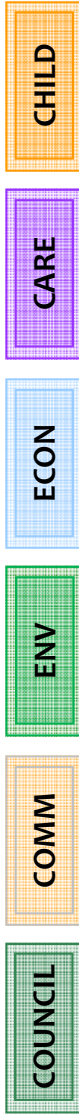
- ◇ £3.3 million savings were realised and efficiency plans equalling £2million were identified for 2014/15.
- ◇ The full sum of £1.3 million was achieved from the Government's Outcome Agreement* following performance on projects and key measures that contribute towards the Council's Financial Strategy.

What needs further attention?

- ◇ It was not possible to realise 17% or £640,000 of savings in 2013/14 due to delays with some schemes, and we will continue to give them attention.
- ◇ The agreement of the 2013-16 Outcome Agreement* with the Government. This was not carried out due to a slippage in the Government's timetable.
- ◇ We will continue to keep an eye on the effect of savings on key performance measures. In 2013/14, 9 out of 35 measures have deteriorated. We cannot declare categorically that the decline in performance has happened as a result of efficiency savings.

Who has benefited?

- ◇ The Council has been able to avoid cuts in 2013/14 by implementing 96% of the savings through efficiency savings i.e. schemes which do not have an effect on the residents of Gwynedd.
- ◇ The Wales Audit Office states that the Council, and therefore the public, has benefited from firm leadership in terms of financial planning in 2013/14.



GLOSSARY

Theme	Term	Definition
CHILD	Centre for Special Education Excellence	Centre for Special Education Excellence through the medium of Welsh, which will also offer residential and specialist services for children in Gwynedd and beyond.
	5 Layer Model	Different layers of educational provision to support young people to be successful in their educational career, training and employment.
	Youth Guarantee	The Youth Guarantee includes offer, acceptance and initiate suitable place in education or training. It is aimed at all young people moving from compulsory education the first time aged 16
	Scrutiny Investigation	Investigation by councillors who are not on the cabinet, into issues of concern to them as Scrutiny committee in a particular field.
CARE	Age Well Centres	Age Well Centres are centres that are supported by Age Cymru, and have been developed to promote the wellbeing of people over 50 living in Gwynedd. A number of activities are available in the centres including Tai Chi, crafts and local history, or if you'd prefer you can sit and chat with a cuppa.
	Macmillan Wellbeing Clinics	Macmillan Wellbeing Clinics are places you can go for support if you've been through treatment and are now adjusting to life after cancer. Patients and their carers can talk to health professionals and other advisers about: <ul style="list-style-type: none"> good diet and lifestyle the possible long-term side-effects of treatment issues surrounding your type of cancer benefits and other financial support how to get back to work local services, facilities and other opportunities available.
	Integrated Care	Integrated care is a concept bringing together inputs, delivery, management and organization of services related to diagnosis, treatment, care, rehabilitation and health promotion. Integration is a means to improve services in relation to access, quality, user satisfaction and efficiency.

GLOSSARY

Theme	Term	Definition
CARE	Strategic Safeguarding Panel	The Strategic Safeguarding Panel is a panel that has been established to oversee Safeguarding arrangements for Children and Vulnerable Adults across the Council.
	Extra Care Housing	A facility that supports those who need extra care to live a more independent life. They are self-contained houses with support and care. These services are available 24 hours a day, 7 days a week accordingly.
	Telecare	Assisted technology equipment that enables people to live as independent as possible in their homes. It includes alarms, monitoring lifestyle and telehealth.
	Specialist Telecare	A Specialist telecare package includes a basic Telecare Package, which is an emergency button and fire alarm which is linked to a monitoring centre, and anything in addition. This can include such equipment as epilepsy or medication taking sensors. A package which is tailored to the individual.
	Brief Intervention	A brief intervention is a technique which teaches people how to make the most of opportunities to raise awareness, share knowledge and get people to think about making changes to improve their health and behaviour on a one-to-one basis.
ENV	Older People's Housing Plan	A plan to provide different accommodation types and options for older people.
COMM	Hardship Fund	Hardship Fund (the Fund) is a Fund at a discretion, of the which provides temporary relief in the face of financial hardship for low-paid workers who can not work temporarily as a direct result of being a victim of violent crime.
	Superfast Wales	Bringing superfast, fibre broadband to homes and businesses across Wales.
COUNCIL	Outcome Agreement	Outcome Agreements exist between each individual local authority and the Welsh Government which lasts for three years. The Outcome Agreements are linked to a pro-rata grant, which is paid to an authority according to the level to which it has achieved the outcomes in its Agreement

Rt Hon Alex Salmond MSP
First Minister of Scotland

St Andrew's House, Regent Road, Edinburgh EH1 3DG
T: 0845 774 1741



Councillor Dewi Owen
Chairman
Cyngor Gwynedd Council
Swyddfa'r Cyngor
Gwynedd
LL55 1SH

In 2014 Scotland Welcomes the World



August 2014

Dear Councillor Owen

Thank you for your letter of 29 July on behalf of Gwynedd Council.

I was delighted to note the kind words of support from Gwynedd Council for the people of Scotland at this important time in the history of these islands. These sentiments of friendship and goodwill for the future are warmly reciprocated. Scottish independence will not just be good for Scotland; it will be good for all of the nations of these islands. By shifting the centre of economic gravity of these islands it will help create opportunities for co-operation, prosperity and partnership which will mutually benefit Wales and Scotland.

The motion passed by Gwynedd Council demonstrates the fact that Wales has nothing to lose, and much to gain, from the establishment of a successful independent Scotland.

On behalf of the Scottish Government, I look forward to a future of close collaboration between an independent Scotland and our neighbours – in a partnership which will be good for Scotland, good for Wales, and good for all of the nations of these islands.

*Yours for Scotland
Alex Salmond*

ALEX SALMOND

Rt Hon Alex Salmond MSP
First Minister of Scotland

St Andrew's House, Regent Road, Edinburgh EH1 3DG
T: 0845 774 1741



Councillor Dewi Owen
Chairman
Cyngor Gwynedd Council
Swyddfa'r Cyngor
Gwynedd
LL55 1SH

In 2014 Scotland Welcomes the World



 August 2014

Dear Councillor Owen

Annwyl Gyngorydd,

Diolch am eich llythyr dyddiedig 29 Gorffennaf ar ran Cyngor Gwynedd.

Roeddwn yn hynod falch o dderbyn cefnogaeth a geiriau caredig Cyngor Gwynedd i bobl yr Alban mewn cyfnod allweddol bwysig yn hanes yr ynysoedd hyn. Hoffwn ddychwelyd y neges hon o gyfeillgarwch ac ewyllys da i'r dyfodol. Bydd annibyniaeth i'r Alban nid yn unig yn llesol i'r Alban; bydd yn llesol i holl genhedloedd yr ynysoedd hyn. Drwy symud canolbwynt grym economaidd yr ynysoedd hyn bydd annibyniaeth yn galluogi creu cyfleon i gyd-weithio ac i sicrhau ffyniant a phartneriaethau fydd yn elwa Cymru a'r Alban.

Mae'r cynnig a basiwyd gan Gyngor Gwynedd yn dyst i'r ffaith nad oes gan Gymru ddim i'w golli a llawer i'w ennill o sefydlu Alban annibynnol a llwyddiannus.

Ar ran Llywodraeth yr Alban, edrychaf ymlaen at gydweithio agos rhwng Alban annibynnol a'n cymdogion – mewn partneriaeth fydd yn dda i'r Alban, yn dda i Gymru, ac yn dda i holl genhedloedd yr ynysoedd hyn.

*Yours f. Scotland.
Alex Salmond*

ALEX SALMOND