

Complete Agenda

CABINET



GWYNEDD COUNCIL

DATE	Tuesday, 23rd June, 2015
TIME	1.00 pm
LOCATION	Siambwr Hywel Dda, Council Offices, Caernarfon, Gwynedd. LL55 1SH Cyngor Gwynedd, Stryd y Jêl, CAERNARFON, Gwynedd, LL55 1SH
CONTACT POINT	Bethan Richardson 01286 679490 cabinet@gwynedd.gov.uk

GWYNEDD COUNCIL CABINET MEMBERS

Members	
Dyfed Wyn Edwards	Leader
Dyfrig L. Siencyn	Deputy Leader
Peredur Jenkins	Cabinet Member for Resources
John Wynn Jones	Cabinet Member for the Environment
Dafydd Meurig	Cabinet Member for Planning and Regulatory
W. Gareth Roberts	Cabinet Member for Adults, Health and Wellbeing
Mair Rowlands	Cabinet Member for Children and Young People
Gareth Thomas	Cabinet Member for Education
Ioan Thomas	Cabinet Member for Housing, Customer Care, Libraries, Deprivation and Equality
Mandy Williams-Davies	Cabinet Member for Economy and Community

AGENDA

	Item	Submitted by	Officer	Page
1	Apologies To receive apologies for absence			
2	Declaration of Personal Interest			
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**GWYNEDD COUNCIL CABINET
MINUTES
2 June 2015**

Present –

Councillors: Dyfed Edwards (Chairman), Peredur Jenkins, John Wynn Jones, Dafydd Meurig, W Gareth Roberts, Mair Rowlands, Dyfrig Siencyn, Gareth Thomas, Ioan Thomas, Mandy Williams-Davies.

Councillors Jason Humphreys and E. Selwyn Griffiths – item 9.

Also present –

Dilwyn Williams (Chief Executive), Morwena Edwards (Corporate Director), Iwan Trefor Jones (Corporate Director), Iwan G D Evans (Legal Services Manager), Dafydd Edwards (Chief Finance Officer), William Jones (Senior Finance Manager), Dafydd Gibbard (Senior Corporate Property Manager), Gareem Jackson (Education Quality Improvement Officer), Bethan Richardson (Cabinet Support Team Leader – taking the minutes).

1. WELCOME/APOLOGIES

Cabinet members and officers were welcomed to the meeting.

Apologies -

Cllr Alan Jones-Evans – item 6

The following Local Members apologised and declared an interest in item 6 – Cllr Dilwyn Morgan and Elwyn Edwards.

Arwyn Thomas (Head of Education)

2. DECLARATION OF PERSONAL INTEREST

If he had been present, Arwyn Thomas (Head of Education) would have declared an interest in item 6 and he would not have participated in the discussion.

3. URGENT ITEMS

There were no urgent items.

4. MATTERS ARISING FROM SCRUTINY COMMITTEES

There were no matters arising from scrutiny committees.

5. MINUTES OF THE PREVIOUS MEETING

The Chairman signed the minutes of the Cabinet meeting held on 19 May 2015.

6. THE FUTURE OF EDUCATION PROVISION IN YSGOL Y BERWYN CATCHMENT AREA – DECISION ON PUBLISHING A STATUTORY NOTICE

The report was submitted by Councillor Gareth Thomas.
It was seconded by Cllr Dyfrig Siencyn.

DECISION

To approve the proposal for the closure of Ysgol Bro Tegid, Ysgol Beuno Sant and Ysgol y Berwyn on 31 August 2018 and for a Voluntary Controlled (VC) Welsh Medium 3-19 Learning Campus to be established on the existing site of Ysgol y Berwyn to open on 1 September 2018.

To approve the issue of statutory notices on the proposal in (i) above in accordance with the requirements of Section 48 of the Schools Standards and Organisation (Wales) Act 2013.

Following discussion on the comments received during the consultation regarding the importance of appointing a Head teacher and the need to appoint well in advance, to approve the appointment and the funding of the Head teacher for the 3-19 Learning Campus from the savings gained from the scheme, at least one year prior to the opening of the school in September 2018.

7. FINAL ACCOUNTS 2014/15 – REVENUE OUTTURN

The report was submitted by Cllr Peredur Jenkins.
It was seconded by Cllr W Gareth Roberts.

DECISION

To approve the final financial situation for 2014/15 to enable the Finance Department to move forward and produce the statutory financial statements, certified by the Head of Finance Department by 30 June and to be submitted to be scrutinised by the Audit Committee on 16. July 2015.

To approve the amounts to be carried forward (the “Revised Over/ (Under) Spend” column of the summary in Appendix 1), namely -

DEPARTMENT	£'000
Adults, Health and Well-being	0
Children and Families	(100)
Education	3
Economy and Community	(60)

Highways and Municipal	(49)
Regulatory	40
Gwynedd Consultancy	(21)
Chief Executive's	(64)
Department	
Finance	(38)
Human Resources	(64)
Strategic and	(94)
Improvement	
Corporate Budgets	0

To approve the following financial transfers (as outlined in Appendix 2 of the report to the meeting) -

- As the level of underspend permitted to be carried forward is restricted to (£100k), confirm that the (£225k) which is surplus from the Children's Department is to be released and recycled to deal with a deficit in another department.
- Clear the Adults Department's overspend, and finance it by:-
 - re-directing the underspend (£225k) which was above the (£100k) threshold;
 - using (£113k) from general balances.
- Use an additional (£235k) from general balances in order to clear the net deficit on 'Corporate' headings.

To note the reduction in the level of total specific reserves (use the reserves for the specific purposes) and the reduction in the Council's general balances (in accordance with the Financial Strategy as well as the above) during 2014/15.

8. CAPITAL PROGRAMME 2014/15 – 2016/17

The report was submitted by Cllr Peredur Jenkins.
It was seconded by Cllr Dafydd Meurig.

DECISION

To accept the report on the year-end review (position at 31 March 2015) of the capital programme, and to approve the revised funding as shown in part 2.2 – 2.5 of the report submitted to the meeting, namely:

- a decrease of £478,000 in the need for grants and contributions;
- an increase of £17,000 in the use of capital receipts;
- a decrease of £195,000 in the use of revenue contributions;
- an increase of £169,000 in the use of reserves.

9. JOINT- LOCATING PORTHMADOG LIBRARY AND GLASLYN LEISURE CENTRE

The report was submitted by Cllr Ioan Thomas.
It was seconded by Cllr Mair Rowlands.

DECISION

To support the relocation of Porthmadog public Library to Glaslyn Leisure Centre with the acceptance of a Welsh Government grant.

To approve the use of all capital receipts received following the sale of the current library building towards the costs of relocating and adapting the Leisure Centre building.

The meeting commenced at 1.00pm and concluded at 2.20pm

CHAIRMAN

REPORT TO THE CABINET

23 June 2015

Cabinet Member: Councillor Dyfed Edwards

Subject: Strategic Plan 2015-17

Contact officer: Hawis Jones, Strategic Planning and Performance Manager

Decision sought

To recommend the adoption of the 2015-17 Strategic Plan by the Full Council.

Local member's views

Not a local matter.

1.0 Introduction

- 1.1 The Council adopted its Strategic Plan for 2013-17 in May 2013. The main purpose of the Strategic Plan is to set out the Council's vision for 2013-17, and it is reviewed on an annual basis.
- 1.2 The purpose of reviewing the plan this year was to ensure that we are continuing to do the right things considering the context of financial hardship in which we are working. In order to review properly, it was necessary for us to consider what had changed since last year, looking at the social, economic, environmental and policy factors which influence the Council and county and which are likely to do so over the coming years.
- 1.3 The Strategic Plan sets out the Council's priority areas for the duration of the plan, the situation which we wish to see for those areas, and describes that which the Council will do in order to reach that situation. Again this year, it is necessary for the Council to adopt a specific plan for the coming year. Of course, this is all in the context the enormous challenge of the savings that the Council will need to identify over the coming years.
- 1.4 As part of the review, and in order to include the opinion of the people of Gwynedd within the plan, a series of sessions with the public were held across Gwynedd in November 2014, namely the Gwynedd Challenge.

2.0 Reasons for recommending the decision

- 2.1 The draft plan which is submitted for the attention of the Cabinet (Appendix 1) is the result of months of reviewing work, and represents the change that there has been in the emphasis of the plan since last year. The emphasis this year, and to the end of March 2017 will be on improving the ability of the Council to ensure the best for the people of Gwynedd, and we will be doing so by transforming services to be services that we will be able to maintain for the future.
- 2.2 There is a statutory requirement to prepare and consider the findings of an equality impact assessment from an equality point of view when preparing the Strategic Plan in accordance with the requirements of the Equality Act 2010 as it is enacted in Wales. The assessment is attached in Appendix 2. The assessment does not detect any effect which would justify deviation from the recommendation and elements with a positive effect are foreseen. The process of undertaking the assessment will continue as specific proposals are developed.

3.0 Relevant considerations

- 3.1 Once again this year, we have tried to be clearer about our rationale for addressing some of the matters in the plan, outlining the current situation and conveying the situation that we want to see.
- 3.2 We also demonstrate what exactly we want to do and by when to reach the situation that we wish to see. The plan includes projects which will address the challenge, some which transform services and save money, and others where there is a clear priority for delivery. The lifespan of some of the projects extend beyond the lifespan of the plan.
- 3.3 One of the most difficult things during this time of facing the financial challenge is to ensure sufficient capacity for implementing these promises financially and more importantly in the time of members and officers. There are possible financial implications connected with some of the commitments in the plans and those are noted clearly for each project. The Cabinet's attention is drawn to these below:

Project D2: Safeguarding Children and Young People

An Investment of £60,000 is required for this project. This will be financed from the balances.

Project C1: Implementing Ffordd Gwynedd

With an additional investment of £150thousand, 31 reviews could be completed by the end of 2018-19, compared to 22 that would be possible without the additional investment. The possibility of harvesting £150thousand from current Council budgets will be considered.

Project C5: Extending the use of self-service

The project would be likely to generate savings of approximately £90-185k every year. However, a one-off sum of £255k would be required to employ the resource of two officers for a period of two and three years. The Chief Executive will consider the possibility of funding the above project from the Invest to Save fund.

- 3.4 The table below summarises, for information, what has happened to the projects which were in last year's Strategic Plan.

Area	# Project	Developmental	Project 2014-15	Completed	Matured	Continuing	Incorporated	Day to day work	Deleted	New	Total
Children and Young People	6	2	8	1	1	4	1	1	0	0	8
Health, Social Care and Well-being	5	5	10	3	0	4	0	3	0	0	10
The Economy	4	5	9	0	3	3	0	3	0	0	9
The Environment	5	0	5	0	0	0	0	5	0	0	5
Strong Communities	8	4	12	1	2	3	1	4	1	0	12
Culture and Business Arrangements of the Council	6	2	8	1	0	3	1	3	0	0	8
TOTAL	34	18	52	6	6	17	3	19	1	0	52

4.0 Next steps and timetable

If the Plan is approved, it is intended for it to be adopted at the next full meeting of the Council on 9 July 2015.

Views of the statutory officers

Chief Executive:

It is now obvious that the challenge that the Council is facing over the coming years is enormous and we will have to face difficult decisions in the months and years to come. In that context, it is more important than ever that we are clear about that which we are to achieve and that we have a way of assessing the difference we are making to the lives of the residents of the county. I approve this draft Plan as an attempt to do that.

Monitoring Officer:

It is a statutory requirement that the Council publishes annual improvement objectives and the Strategic Plan achieves that. It is a matter for the Full Council to adopt the Strategic Plan but the Cabinet must submit its proposals and priorities for the Council's consideration. I also note that there has been consultation with the public as part of the review as part of the Gwynedd Challenge.

Head of Finance:

Comments will be submitted verbally at the meeting.

Appendices

Appendix 1 – Gwynedd Council draft Strategic Plan 2015-16

Appendix 2 – Equality Impact Assessment

GWYNEDD COUNCIL STRATEGIC PLAN 2013 -17



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Council Leader's Foreword

This Strategic Plan is an opportunity for us as a Council to review our key plans during this recent period, as highlighted in our original plan, and to confirm our intentions or to revise them in light of changing circumstances. The world does not stand still, nor does Gwynedd, and we must ensure that we are aware of both threats and opportunities.

Similarly, we must create a Council that is flexible and places the interests of Gwynedd's people and communities above all else. Nowadays, the relentless waves of cuts from Central Government demands that we channel our energies to seek to make a difference to the lives of the people of our county, especially those who depend the most on our public services.

Here in Gwynedd, we must take hold of the special features we have to offer Wales and the world, and in doing so steer the Gwynedd of tomorrow, despite the squeeze. In the eye of the storm, we can anchor our future in our communities, our language and culture, our natural environment, our creative industries and in our young people.

However, the way in which we maintain our services and communities is changing: as the public sector diminishes, there is a gap that needs to be filled and each and every one of us has a role to consider all creative possibilities for the future. If we are to safeguard what is dear to us, it is important that we are ready to support new ways of maintaining those services. Gwynedd Council – both members and officers – will provide all the support that is needed. But any success will depend on the efforts of voluntary groups, social enterprises, third sector groups, town and community councils and others.

Economic crisis often leads to radical changes. I believe that this is an opportunity for us in Gwynedd to do something positive during this time: a 'community syndicate' where the assets will be in the hands of the community, not the state and where power will be in the hands of the many, not the few. Let us all contribute together to the work of re-designing our own future.



Dyfed Edwards

Dyfed Edwards **Council Leader**

Profile of Gwynedd

75 Elected Members sit on Gwynedd Council. The Council is responsible for providing a wide range of public services for 121,900 residents, including: education and schools, social services, leisure centres, libraries, planning services, highways, waste management, public protection, youth services and economic development.

Since 2001, Gwynedd's population has increased by 4.4% (5,100 people). This compares with an increase of 5.9% in Wales.

Gwynedd is a large rural area that is 2,535 square kilometres in size in geographical terms. Gwynedd is the second largest county in Wales and represents 12% of the total area of the country.

65% of Gwynedd's residents speak Welsh and it is also the Council's internal administrative language.



In 2015-16, the Gross Revenue Expenditure of the Council was £367 million. Among a wide range of other services, this money was used to educate over 16,000 pupils, maintain 2,888 kilometres of highways and 301 kilometres of coastline.

There are 97 Primary Schools, 14 Secondary Schools and 3 Special Schools in Gwynedd.

The Council is responsible for running 12 Leisure Centres and 17 Libraries within the county.

Gwynedd's natural environment is a valuable attraction to tourists. In 2013, approximately 6.6 million visitors came to Gwynedd, creating £907 million in revenue.

67.5% of the land within Gwynedd is located in the Snowdonia National Park, the largest national park in Wales.

A large part of the Llŷn Peninsula was designated as an Area of Outstanding Natural Beauty in 1956, one of five in Wales.

In 2014, the median household income in Gwynedd (£22,240) was 8% below the figure for Wales (£24,108) and 25% lower than the figure for Britain (£27,857).

In 2014, the median price for a house sold in Gwynedd was £136,000 which is an increase of 3.0% compared with 2011.

It is estimated that the number of households in Gwynedd will increase by 12.5% by 2036. This is less than the estimated increase for all of Wales, which is 14.6%.

According to the Gwynedd Challenge Survey (2014):

84% of people were satisfied or very satisfied with Gwynedd as a place to live;

52% were satisfied or very satisfied with the way the Council runs things;

45% agreed or strongly agreed that Gwynedd Council provides value for money.

17% disagreed or strongly disagreed that Gwynedd Council provides value for money;

36% disagreed that they can influence decisions in their local area, but 28% agreed that they could influence the services they use.

More information about the Council and its services can be found on the website - www.gwynedd.gov.uk

Reviewing the Plan

The original Strategic Plan for 2013-17 was adopted by the Council in May 2013.

The purpose of reviewing the plan this year is to make certain that we are continuing to do the right things taking into account the context of the financial hardship in which we are working. In order to review the plan properly, we needed to consider what has changed since last year, and to examine the social, economic, environmental and policy issues which influence the Council, the county and which are likely to do so in the years to come.

As part of the review and in order to include in it the opinion of the people of Gwynedd, we held a series of sessions with the public across Gwynedd in November 2014, namely Gwynedd Challenge. Their purpose was:

- To gather the opinions of Gwynedd residents regarding which services and resources people appreciated the most
- To explain in detail the degree of the financial challenge facing Gwynedd
- To discover whether there are other ways to provide services to avoid cuts to services wherever that is possible

The sessions were held at the following locations: Caernarfon, Bala, Tywyn, Pwllheli, Blaenau Ffestiniog, Bangor, Porthmadog, Dolgellau and Barmouth and a total of 280 people attended. Evidence from these sessions has enabled us to decide on priority fields of the plan and to work more extensively on the things that we want to change over the next two years. The review has led to a change of emphasis in the plan and this is mainly as a result of the difficult financial period which we are in:

Fields

It became clear during the review of this Strategic Plan period how important are the fields of Safeguarding and Financial Planning. Consequently, we are including them as new fields following the review. This year's plan does not include an Environment field. This is because we have achieved our strategic priorities and will now continue to give attention to plans in the environment field as a part of the Council's day to day work.

Projects

Since last year, six projects have come to an end because they had achieved what they had pledged. As the amended plan is changing its emphasis, this means that there will be changes in the projects also. Some of them which were in last year's plan are being addressed as part of the Council's day-to-day work, whilst others have been incorporated within new projects of the plan.

Measures

Our measures have also been adapted in order to reflect the change of emphasis in the plan.

The Plan's Vision

The best for the people of Gwynedd in a difficult time

Our vision in this plan is to ensure that we continue to meet the needs of the people of Gwynedd despite the fact that the Council's resources are becoming scarcer. The emphasis in our 2015-17 Strategic Plan will be on improving the Council's ability to ensure the best for the people of Gwynedd and we will be able to do that by transforming services to become services that we can maintain for the future.

Without such a plan to address the situation and to prepare for the next period in the history of Gwynedd, it's possible that key services will cease to exist.

The plan this year has been prepared in a period of financial hardship and, therefore, that context had to be considered: In addition to the savings of £13.6m that we have agreed in order to operate more efficiently, we will be consulting with the public between September and November 2015 on the cuts that we will have to make as a result of a the reduction in resources. Also, a new government has been elected to Westminster in May 2015 and what we know about the Chancellor's plan to reduce the financial deficit means that we can expect a continuation in the pressure on our resources over the years to come and this may mean further cuts.

Gwynedd Council is determined to face the financial challenge and to work tirelessly to improve our services in order to continue to offer the best for the people of Gwynedd despite the circumstances. This will, without a doubt, mean making difficult decisions and reducing some services in order to be able to transform some and maintain others.

We will be reviewing the plan regularly over the next two years and we will carefully address the effect of any decision made to cut a service on our ability to deliver what we have pledged in this plan.

The plan is arranged according to our priority fields as follows:

Children and Young People

Care

Safeguarding

Poverty, Deprivation, Economy, Housing

The Welsh Language

Effective and Efficient Council

Financial Planning

Improvement Objectives

Listed below is a summary of our **improvement objectives**. These focus on the matters which will receive the greatest attention over the lifespan of the plan. We have agreed on 16 improvement objectives, with the first namely ‘Putting the people of Gwynedd at the centre of everything we do’ as the lead objective:

Effective and Efficient Council	
AG1	Putting the people of Gwynedd at the centre of everything we do
Children and Young People	
AG2	Improving the quality of education
AG3	To create a network of viable schools for the future
AG4	Improving the provision of Special Educational Needs and Inclusion
AG5	Improving preventative services for groups of vulnerable children and young people
Care	
AG6	Improving engagement with communities on the care challenge
AG7	Improving integrated working focusing on what matters for individuals
AG8	Preparing the care workforce to meet the new way of working
AG9	Improving the provision of accommodation and care for vulnerable adults
Safeguarding	
AG10	Improving the Council’s safeguarding arrangements
Poverty, Deprivation, Economy, Housing	
AG11	Improving job quality and levels of salary
AG12	Improving the strength and robustness of business and retaining the economic benefit in the local economy
AG13	Strengthening the rural economy
AG14	Working together against poverty
The Welsh Language	
AG15	Promoting the use of the Welsh language in Gwynedd
Financial Planning	
AG16	Ensuring a balanced sustainable budget for the future

These improvement objectives will be achieved through the projects that are included in this plan.

Children and Young People

The start of life for each of us has been crucial in establishing a foundation for the remainder of our lives and the principle of ensuring that every child and young person receives the same opportunities and receives the same good standard of education is important.

As we develop the education arrangements in Gwynedd, it is also essential that we ensure that they are sustainable for the future and that we are able to offer the best learning environment for all our children, young people and staff. It is a priority to ensure that the most vulnerable learners experience success and there will also be a need to ensure that children with additional learning needs are accurately assessed early on and receive the educational opportunities of the appropriate quality. This means that we must focus on ensuring consistency in the quality of the education we offer to all children and young people of the county wherever they may live.

There is also a need to consider investing in preventative work and early intervention and provide the right type of service. By doing this successfully, it will be possible to reduce the demand for statutory services and enable children and young people to live more independently.

We need to see a situation where the quality of education is more consistent in the county, and there will be robust arrangements in place to assist children with additional learning needs to achieve their potential. We also have to make sure that our preventative plans are more sustainable and that we concentrate our efforts in the right places.

What exactly are we going to do to achieve the desired situation and by when?

We will have a series of projects in order to address the challenge that faces us over the next two years:

PI: Education Quality Strategy Project

The purpose of this project is to prepare and develop an Education Quality Strategy that will be a basis to improve and standardise education standards across the county. The Strategy will focus specifically on improving the educational achievement of some specific groups, such as the achievement of boys and those pupils who receive free school meals. Also, specific attention will be given to improving leadership in the field of education along with proposals to ensure a network of viable schools for the future. Developing a Quality Strategy will be crucial if additional capital resources are to be targeted for the county, especially from the direction of the Welsh Government.

By the end of March 2017, we will have developed and implemented an Education Quality Strategy for the county.

Cost: No additional cost.

P2: Improving Leadership and Management Project

The purpose of this project is to improve the condition of leadership in order to raise standards. The project will implement proposals that will improve leadership and management with the aim of moving towards schools with non-contact head teachers, i.e. that they do not teach children.

By the end of the project, there will be better quality in terms of leadership in the schools of the county. Also, there will be a clearer career structure in place for teachers. This will be crucial if we are to ensure that children and young people benefit from more consistent standards in our schools, as the effect of strong leadership will have a positive impact on the achievement of children and young people.

By the end of March 2017, we will have:

- Commissioned a report on the leadership and management conditions within the county's schools and implement the agreed recommendations
- Monitored and challenge every school and use all the available powers at the authority's disposal to improve leadership and management at underperforming schools.
- Developed managers and prospective managers within services and identify future leaders
- Developed a strong school-to-school system and ensure that arrangements are in place to share best practice and avoid duplication
- Ensured that capital investments lead to improving leadership and management conditions

Cost: No additional cost.

Programme for a creation of a network of sustainable schools for the future

The purpose of this programme is to create a network of sustainable schools for the future. Delivering the programme will create improved conditions to develop leadership, to improve and standardise education standards, and to improve experiences for children and young people.

P3: Ysgol Bro Llifon Project

The purpose of this project is to provide a new school as a consequence of the Council's decision to close the schools of Groeslon, Carmel and Bron y Foel. A business case has already been approved and an investment of £4.8m will create a learning environment and offer a new, fit-for-purpose and sustainable resource and it will secure a school that will satisfy today's educational requirements.

By the end of March 2017, we will have:

- Completed all the various elements of the work associated with establishing the new area school
- Continued with the construction work valued at £4.84 million so that Ysgol Bro Llifon opens (September 2015)

Cost: No additional cost.

P4: Ysgol Hafod Lon Project

The purpose of this project is to provide a new special school for pupils of Meirionnydd and Dwyfor in light of the decision to close the existing Ysgol Hafod Lon.

There will be room for 100 pupils in the new school, along with a residential and respite provision. The new development will create a modern provision and will include new and custom-made resources for special educational needs and it will improve the children's opportunities and experiences and consequently the standard of their education. The new building will include modern classrooms, a hydrotherapy pool, therapy rooms, sensory equipment and suitable outdoor areas for play and learning along with a garden and a café where older children can develop their entrepreneurship skills. These latest facilities will improve the experiences of children who attend along with their families.

By the end of March 2017, we will have:

- Completed and submitted the Full Business Case to the Welsh Government for its contribution of £6.5 million as part of the Twenty First Century Schools Programme
- Completed the necessary statutory processes
- Commenced and completed the work associated with moving Ysgol Hafod Lon and Tŷ Aran to Penrhyndeudraeth and established a new residential unit
- Completed the proposed construction work in Penrhyndeudraeth valued at £13 million and opened the new school (September 2016)

Cost: No additional cost.

P5: Y Gader Catchment Area Project

The purpose of this project is to establish an All-through Welsh-medium Catchment School for 3-16 year olds in the catchment area of Ysgol y Gader.

This proposal will create better conditions to develop leadership, share resources and improve and standardise the quality of education across the catchment area. This also means a substantial capital investment of £4.3 million to improve the learning environment on specific sites in the catchment area.

The new all-through school will open in September 2017.

By the end of March 2017, we will have:

- Completed and submitted the Full Business Case to the Welsh Government for its contribution of £1.8 million as part of the Twenty First Century Schools Programme
- Completed the necessary statutory processes
- Commenced the process of establishing a shadow governing body of the proposed school, appointed a head teacher and then completed the staffing structure

By the end of the project, we will open a new all-through school (September 2017), and

- Complete the expenditure on the maintenance backlog of the sites of Friog, y Gader and Dinas Mawddwy
- Complete the proposed building work valued at £4.34 million on the sites of Ysgol Rhydymain, Ysgol Llanelltyd and Ysgol Gynradd Dolgellau

Cost: No additional cost.

P6: Ysgol Glan Cegin Project

The purpose of this project is to secure an investment to provide a new building for Ysgol Glan Cegin, which is located in Maesgeirchen, Bangor. The learning environment of the school is unsuitable as the existing buildings have reached the end of their lifespan and their condition is very poor.

This new scheme will ensure a modern and purpose-built space to improve conditions for teachers and children. It is also intended to examine the possibilities of developing an Integrated Centre for children and families near the site of the new school. This centre will draw together some of those services that support children and families on the Maesgeirchen Estate and specifically address early years services and services that are preventative in nature.

By the end of March 2017, we will have:

- Completed and submitted the Full Business Case to the Welsh Government for its contribution of £2.55 million as part of the Twenty First Century Schools Programme
- Completed the process of designing and tendering to develop the building design and a site that will offer the best possible new school for the pupils

By the end of the project, we will have:

- Completed the proposed construction work valued at £5.11 million
- Prepared a full business case to develop an integrated centre for children and families on a site near the new school on the Maesgeirchen estate

Cost: No additional cost.

P7: Y Berwyn Catchment Area Project

The purpose of this project is to create a Welsh-medium, Life-long Learning Campus on the current site of Ysgol y Berwyn. The Campus will be a community resource of the finest order for the area and will play a key role in promoting the Welsh language.

The proposal will lead to an investment of £9.27 million in the town of Bala and it will substantially improve the learning environment for the children of the area. Also, the campus will include community resources such as a library and an arts facility and it is proposed to submit a case to attract more resources to improve the sports provision.

The campus will open in September 2018.

By the end of March 2017, we will have:

- Completed and submitted the Full Business Case to the Welsh Government for its contribution of £4.63 million as part of the Twenty First Century Schools Programme
- Completed the statutory processes on the favoured option to create a 3-19 Learning Campus
- Established a shadow governing body for the Learning Campus, and began the work of appointing a head, and completed the staffing structure
- Completed the statutory processes in order to establish a federation between the three schools in the catchment area
- Targeted additional resources to improve the sports provision for the future
- Commenced the proposed construction work valued at £9.27 million on the current site of Ysgol y Berwyn

Cost: No additional cost.

P8: Project to transform the provision of Additional Educational Needs and Inclusion

The purpose of this project will be to transform the service for children with additional learning needs. The project aims to ensure that children with additional learning needs receive more support to take advantage of opportunities and to gain experiences that have been planned effectively for them, in order for them to make appropriate progress in line with their ability.

By the end of the project, children with additional learning needs will be accurately assessed early on and will receive learning opportunities of the appropriate quality.

By the end of March 2017, we will have:

- Adopted the Additional Learning Needs and Inclusion Strategy and implemented arrangements, thus delivering better outcomes for children and young people at a significantly lower cost
- Restructured and upskilled the workforce

- Ensured consistency in the quality of provision

Cost: No additional cost.

P9: Programme to ensure a range of preventative services for groups of vulnerable children and young people in Gwynedd

The purpose of this programme is to provide support for groups of vulnerable children and young people in order to enable them to live independently without having to depend on statutory services. The programme will ensure early intervention and will emphasise that the appropriate support should be made available at the right time. The intention here is to ensure that a clear programme of preventative activities is available for young people in the county, and that it has cross-sector ownership, including the third sector.

By investing in preventative work, in future, fewer families and children will be referred to high cost interventions within the statutory services. There will be positive outcomes for children and young people as it will be possible for them to live independently and there will be business outcomes for the public services as there will be a reduction in the demand for statutory services.

By the end of March 2017, we will have:

- Undertaken an audit and an impact assessment of the activities/programmes in the field
- Implemented a Preventative Strategy which sets the long term direction of preventative activities in Gwynedd, giving consideration to programmes in the third sector, the Health Service and the Police
- Implemented the Government's engagement framework that specifically addresses groups of vulnerable children and young people

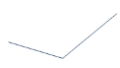
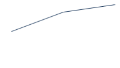



Cost: No additional cost.

What will be the effect of what we are doing on the lives of the people of Gwynedd?

Pupil achievement levels increasing across the county.

Strong voice and opinion of young people in creating provision.

Parents feel that their opinions count.

Reference	Measure	Latest trend	Future direction
EDU/016a	Percentage of pupil attendance in primary schools during the academic year		Maintain
EDU/016b	Percentage of pupil attendance in secondary schools		Improvement
EDU/008aN	The number of permanent exclusions in primary schools		Satisfied to see a reduction
EDU/008bN	The number of permanent exclusions in secondary schools		This measure is used as management data, so no direction set.
Adn28	Percentage of empty places within the schools of the county	(Not enough historic data)	Maintain
CSP3	Percentage of the progress made by families following the intervention of the Team Around the Family, Gyda'n Gilydd team	(Not enough historic data)	Maintain
DANS08	Percentage of pupils aged 16 who achieve the Level 2 Threshold (5 A* – C Grades) or equivalent		This measure is used as management data, so no direction set.

Care

We have known for some time that the older population of Gwynedd is increasing. The 2011 Census predicts a growth in our population of over 85 year olds from 3,875 in 2015 to 4,110 by 2017 and 6,832 by 2032. As we live to an older age, our needs change with time, and this can often mean that people need care services and health services at the same time.

The Social Services and Well-being (Wales) Act sets new responsibilities for the Council, and offers a once in a generation opportunity to modernise social services legislation. It notes a significant change in the way key local government services are provided, and there are four basic principles:

- 1) People – placing people and their needs at the centre of their care, give them a voice and control over the outcomes in their lives
- 2) Well-being – supporting people to reach the best well-being condition they can and measure this success
- 3) Earlier intervention – increasing preventative services within the community in order to prevent more intensive needs from arising
- 4) Collaboration - agencies and organisations work together in a strong partnership

Alongside this, the Council's resources are dwindling, meaning that we need to find savings. People also tell us that they are eager to continue living in their homes and to be part of their communities.

We need to respond to this by ensuring that the people of Gwynedd are aware of the challenge that faces us and that we work towards new and different methods of service provision. In order to achieve this, there are two key things that we need to do; firstly, we need to make sure that our staff are prepared for the challenge, and secondly, we need to work closely with the health services in order to ensure that we are able to respond to the needs of every individual.

We need to see a situation where the people of Gwynedd will have a good awareness of the challenge which faces the field of care, and staff will have the confidence to deliver the new way of working. This way will be suitable to meet the requirement of the Social Services and Well-being Act 2014 that will ensure that more people are able to live their lives as they wish. The available services will need to meet with the requirements, and there will be a need to work with our partners in the third sector and communities in order for this to happen. A range of early and preventative interventions will be needed in order to be able to focus our service on the most vulnerable individuals in our society.

What exactly are we going to do to achieve the desired situation and by when?

We will have a programme and a series of projects in order to address the challenge that faces us over the next two years:

G1 Care Challenge Project

The purpose of the project will be to try to ensure that the people of Gwynedd truly understand the challenge which faces us to motivate and support communities to contribute by taking action. The success of this project will be crucial for the preventative agenda, and will ensure that we as a Council (and our partners) will respond proactively to change.

At the end of the project, the people of Gwynedd will have an understanding of the field that will lead us naturally to contribute and support the most vulnerable people within our communities.

By April 2016, we will have:

- Create the 'story' for different audiences
- Developed an events programme for key stakeholders
- Developed resources to improve the public's awareness
- Developed and begin implementing a communications strategy by using various mediums
- Identify the strengths of communities, promote viability and encourage community action
- Work with communities and key partners to implement plans that promote well-being

Cost: The project will be funded from resources that have already been allocated for the care field.

G2 Integrated Working Project, focusing on what matters for individuals

In order to respond to the evident challenges in this field, it is crucial that we work effectively, and when appropriate, in an integrated manner with the Betsi Cadwaladr Local Health Board. The project's purpose will be to redesign our current working methods to ensure that our central focus is on the interests of Gwynedd's people (specifically older people and people with physical disabilities in the context of this project). Work is currently being developed and trialled in a specific area, but this is expected to form the basis for a totally new integrated service model across the field of adult services.

By the end of the project we will have services that can deliver what matters to individuals in the most effective way, while also ensuring that we don't tie individuals to becoming unnecessarily dependent upon statutory services.

It is difficult to estimate the specific time required to implement the entire change. Due to the scale of the transformation, it is likely to be 2020 before the change in culture has been totally consolidated.

Despite this, the project will be expected to achieve the following milestones by March 2017:

- Establish working arrangements and clarity on how we will measure impact
- Agree on the timetable for mainstreaming the new working methods throughout the county (older people and people with physical disabilities)

- Determine whether this way of working is suitable for the fields of learning disabilities and mental health.

Cost: No additional cost.

G3: Restructuring the Adults, Health and Well-being Department

If the substantial changes and the change of mind-set and culture within the department are to be successful, it is crucial that the staffing structure of the department is fit for purpose for the future. The current department structure is not suitable, and it is inevitable that it must be reviewed.

In future, the department will have staff and managers who can work effectively and can fully respond to the requirements of the Social Services and Well-being Act and the new working methods.

By March 2017, it is anticipated that the project will be fully implemented and the following elements within the department will have been restructured:

- Senior Management – June 2015
- Management - October 2015
- Broader structure – December 2016

Cost: No additional cost.

Programme of Care Accommodation and Provisions

The purpose of this programme is to ensure that the people of Gwynedd have the most appropriate accommodation and care provision in order to address their needs for the future, within the resource constraints and that we as a Council respond proactively to the demand.

By the end of the programme vulnerable adults in Gwynedd will have the appropriate range of accommodation and care choices which will enable them to live as full and satisfied lives as possible.

By the end of March 2017 the programme will have achieved the following projects:

G4: Older People Accommodation Strategy Project

The purpose of this project will be to ensure agreement on the Older People Accommodation Strategy and Agreement and to use it for developmental discussions with partners.

We will have completed the project by the end of March 2016.

Cost: No additional cost.

G5: Extra Care Housing Project

The purpose of this project is to build Extra Care Housing in Porthmadog.

By the end of March 2015, we will have reached the final steps of the building work at Porthmadog, and by the end of the project in the summer of 2017, it will have been completed.

Cost: No additional cost.

G6: Frondeg Project

The purpose of this project is to ensure clarity on the Frondeg site and to decide on the way forward.

We will have completed the project by the end of March 2017.

Cost: No additional cost.

G7: Internal Provision Project

The purpose of this project is to decide on how we run the Provider Service (which provides care services) in addition to what we deliver and begin to implement accordingly.

We will have completed the project by the end of March 2017.

Cost: There will be a need to consider the need for additional resources once the future of the Provider Service is determined.

What will be the effect of what we are doing on the lives of the people of Gwynedd?

The people of Gwynedd understand more of the challenges faced in the field of Care, Health and Well-being and how they can contribute.

That service users can do what counts to them.

To change staff culture and that they use the principles of Ffordd Gwynedd to place the central focus on the customer.

Reference	Measure	Latest trend	Future direction
	<p>There are no additional measures beyond those which have been noted as key measures.</p> <p>It should be noted that national measures are being developed in parallel with the Social Services and Well-being Act and that some which have been drafted are ideal to measure the impact of some of the projects mentioned here. These measures will be formalised and will be operational by April 2016.</p>		

Safeguarding

Safeguarding children and vulnerable adults is crucial to ensure that all individuals receive the same opportunities in life and to safeguard the most vulnerable in our society. There has already been good progress in terms of work procedures; however, further work is needed to ensure that the awareness and culture of the importance of safeguarding children, young people and vulnerable adults is embedded in all parts of the Council.

We need to see a situation where all of the Council's safeguarding arrangements are robust, with firm evidence that the Council's staff and members are acting in accordance with the expectations. We also need to see evidence that our arrangements are having a positive impact on the field of safeguarding.

What exactly are we going to do to achieve the desired situation and by when?

We need to see staff and members' ownership of the safeguarding field improve, and take effective steps to safeguard children and vulnerable adults in Gwynedd. Three projects will enable us to achieve this, of course, safeguarding will always be a priority for the Council, and we will continue to review and monitor beyond the duration of the Strategic Plan.

D1 Project to ensure whole Council ownership in the safeguarding field

The purpose of the project is to ensure that there is corporate ownership of the safeguarding agenda and that effective steps are taken to safeguard children and vulnerable adults in Gwynedd.

By the end of March 2017, we will:

- Review policies and procedures every year
- Ensure that arrangements are in place for measuring the impact of the corporate safeguarding arrangements
- Hold awareness raising sessions in the field and monitor their impact
- Hold an annual audit of compliance with the policy
- Monitor contracting arrangements (staff and provisions) in terms of safeguarding and strengthen procedures as needed
- Ensure that scrutiny members are aware of the Safeguarding Strategic Panel

Cost: No additional cost.

D2 Safeguarding children and young people project

The purpose of the project is to continually improve the safeguarding arrangements and culture within the field of children and young people. By the end of March 2016, we will:

Review the Council's arrangements for responding to the risk of 'Child Sexual Exploitation' (CSE) by:

- Ensuring that the Council's arrangements coincide with the regional strategy which is being developed between agencies
- Ensuring that the Council, as far as possible, understands the demand for services and CSE trends in Gwynedd
- Improving the understanding and awareness of individuals and key groups within this specific field, including how to identify the signs
- Acknowledging that the risk is higher for looked after children, and work with the Corporate Parenting Panel to try to safeguard the most vulnerable children

During 2015-16 we will also further strengthen the safeguarding procedures and culture within the field of Education, by:

- Conducting an annual audit of safeguarding and governance arrangements within the department and schools
- Creating a training programme to meet the needs of the annual audit
- Implementing a work programme in accordance with the recommendations of the annual audit and also consider any opportunities for improvement

Cost: £60,000.

D3 Safeguarding vulnerable adults project

The purpose of the project is to continually improve the safeguarding arrangements and culture within the field of adults. By the end of March 2016, specifically, the project will respond to the Winterbourne Report's recommendations and also the Older People's Commissioner's report "A Place to Call Home" by:

- Developing a range of different methods for individuals to be heard
- Identifying whether there is appropriate use of advocacy and try to respond to any deficiencies
- Evidencing that the corporate groups can demonstrate that they listen to the voices of vulnerable adults

Cost: No additional cost.

What will be the effect of what we are doing on the lives of the people of Gwynedd?

Vulnerable children and adults in Gwynedd know how to voice their opinion.

Vulnerable children and adults in Gwynedd feel safe.

Staff and Elected Members know what to do in safeguarding cases.

The results of the annual Audit reflect an increase or decrease in impact.

Reference	Measure	Latest trend	Future direction
PEN14	Percentage of all staff working directly with children, young people and vulnerable adults with a current Disclosure and Baring Service (DBS) check.	(Not enough historic data)	Maintain
BUS07	Percentage of all Gwynedd staff will have received training in Level 1 protection and safeguarding	(Not enough historic data)	Improvement
Diogelu2	The percentage of risk assessments presented to Case Conferences which were considered to illustrate quality in decision making	✓	Maintain

Poverty, Deprivation, Economy, Housing

The pattern of Gwynedd's economy shows a variety of elements that influence the financial position of the county's people. We know that 39% of the county's workers are employed in the public sector, which compares with 35% in Wales. Also, there are more than 14,000 businesses in Gwynedd, 13,250 of those are classed as "micro businesses" as they employ 0-9 people.

Poverty in work is an increasingly important matter both locally and nationally, including our most rural areas. Low salaries are a prominent feature of the county, with the average weekly wage for a full-time worker in Dwyfor/Meirionnydd being £389.20, which is the lowest in Wales, and the fifth lowest in Britain. Gwynedd is also a great distance from the major areas, and this along with the size of its businesses means that they find it hard to compete for business.

This lack of economic diversity is a key obstacle that prevents people from accessing the housing market, with 61% of the county's households priced out of the market, and 1,992 of the people registered on social housing waiting lists.

We need to see a situation where we have quality jobs and good salary levels, strong and robust businesses and where the benefit from large contracts is kept in the locality. We are also eager to see the impact of poverty on specific groups and geographical areas alleviated, and an increase of housing supply in areas of need in order for people to have more housing options.

What exactly are we going to do to achieve the desired situation and by when?

We will have a series of projects in order to address the challenge that faces us over the next two years:

T1 High Value and Quality Jobs Project

The purpose of this project is to create the conditions in order to generate high value and quality jobs in the county. It will aim to ensure that the residents of the county have been prepared for the job opportunities in Gwynedd, and will establish links with the education of young people. The project also relates to marketing the county to companies within specific sectors that have the ability to create high value jobs in addition to offering support for business growth in order for them to have the capacity to create high value jobs for the area's residents.

By the end of the project, there will be more high value and quality jobs in the county and by the end of March 2017, we will:

- Identify the sectors that are most significant to Gwynedd in terms of creating high value jobs now and in future (including identifying specific opportunities that will come to local businesses).

- Create, and implement, a package of innovative marketing materials, targeted directly at businesses within those specific sectors
- Facilitate, create and maintain business clusters within those specific sectors
- Work with the education sector and the post-16 Consortium to promote what we envisage as "future jobs" in the area
- Prepare a business case for the Llwyddo'n Lleol programme in order to promote enterprise in the high value jobs sector
- Implement a specific campaign to target investment that will create quality jobs in the Trawsfynydd/Llanbedr enterprise zone.
- Collaborate with Anglesey County Council on the Energy Island programmes to ensure that the people of Gwynedd benefit from investment to develop Wylfa Newydd

Cost: No additional cost.

T2 Keeping the Benefits Local Project

The purpose of the project is to ensure that the county's businesses have the knowledge and ability to take advantage of the Council's new procedure for the procurement of goods and services. Additional support will be available to enable businesses to compete and win contracts from the Council and beyond, including capital projects.

By the end of the project, more of the county's businesses will have the understanding and the ability to win Council contracts, and by the end of March 2017, we will:

- Maximise the amount the Council spends with local businesses;
- Embed 3 procurement management categories within the Council

Cost: No additional cost.

T3 Digital Gwynedd Project

The purpose of the project is to secure the latest broadband provision across the county by promoting it and encouraging individuals and businesses to adopt the technology. We will support businesses to gain from the new provision and support communities to take advantage of the new technology.

By the end of the project, the businesses and residents of the county will take advantage of superfast broadband and the benefits it has to offer and by the end of March 2017, we will:

- Provide support of the highest quality in order for businesses to acquire broadband access
- Support communities to make innovative use of technology
- Support businesses to increase their use of e-commerce

Cost: No additional cost.

T4 Supporting the Rural Economy

The purpose of this project is to support the development of Gwynedd's rural economy and target efforts in the county's most rural areas through the Employment Plans of Meirionnydd and Llŷn and Eifionydd. We will set a direction for the LEADER European Programme which provides a specific focus on developing new responses to the challenges of rural Gwynedd. We will develop and implement new projects that target resources from programmes such as the Wales Rural Development Plan to meet the specific needs of rural Gwynedd.

By the end of the project, we will work with our partners to lead on and establish programmes and projects across the rural areas in order to contribute to the rural economy.

By the end of March 2017, we will:

- Adopt the Llŷn and Eifionydd Employment Plan
- Establish the LEADER European Programme in Gwynedd and implement it to support the development of rural enterprises.
- Prepare a business case for the Llwyddo'n Lleol programme in order to promote entrepreneurship in rural areas

Cost: No additional cost.

T5 World Heritage Site Project

The purpose of this project will be to develop applications relating to the world heritage bid that includes the Slate Areas and the Caernarfon Waterfront which will bring economic and social benefit to those areas. It will also develop a programme to maximise the benefit from our existing world heritage sites.

By the end of the project, sites across Gwynedd will receive international recognition and the county will gain from the associated economic benefit deriving from this. By the end of March 2017, we will submit our bid for the world heritage site status and a programme of interventions to promote pride and work in our communities.

Cost: No additional cost.

T6 Working Together against poverty

The purpose of this project will be to adopt and implement a Tackling Poverty Strategy in Gwynedd together with partners. Implementing the Strategy will involve interventions in four areas namely: Digital Inclusion (with Digital Gwynedd and Citizens Online); Financial Inclusion; Economic Inclusion (with the Improving People's Access to Work Package) and Responding to Welfare Reform.

By the end of March 2017, we will:

- Establish a Partnership arrangement for the Tackling Poverty Agenda in Gwynedd
- Adopt a long-term Tackling Poverty Strategy

- Agree on a work programme with partners
- Train Front Line Staff in Financial Literacy and Digital Literacy
- Continue to operate the Discretionary Housing Payment grant in order to support families to avoid falling into debt due to the bedroom tax
- Provide new Local Support Services to support Universal Credit Claimants
- Ensure specialist advice for benefit claimants in locations of historical depression in the areas of Caernarfon, Bangor and Talysarn (until March 2016).
- Develop and implement a package of schemes to support vulnerable groups of young people to have access to work opportunities

Cost: No additional cost.

T7 Review of the Housing Supply Strategy Project

The purpose of this project will be to review our strategy to increase the supply and variety of housing in order to ensure that our housing supply is suitable for the needs of the people of Gwynedd. The project will lead to different solutions in different areas and will also ensure that we have clarity on what our influence is and what we can do.

Until we decide on what we intend to do, we will continue to work to bring empty properties back into use and establish affordable housing units in the county.



By the end of March 2017, we will review the housing supply strategy and decide on what we will be doing in future.

Cost: No additional cost.

What will be the effect of what we are doing on the lives of the people of Gwynedd?

The residents will be more aware of the work opportunities that exist now and in future.

Employers will have a good relationship with the education establishments in order to facilitate pathways to work.

Reference	Measure	Latest trend	Future direction
CAFF06d	Percentage Council spending with local businesses		Improvement
YRE1	Number of County businesses reporting their use of technology (e.business / e.commerce) as a result of Digital Gwynedd's intervention	(Not enough historic data)	Improvement
YRE3	Number of high value jobs that have been created	(Not enough historic data)	Improvement
PENECONI	Number of new jobs created with the support of the Council		Satisfied to see a reduction compared to the previous year due to uncertainty over receiving grant money. But jobs are still being created as a result of the project.
GD01	Number of communities (geographical / of interest) using technology in a new/pioneering way	(Not enough historic data)	Improvement
GD02	Number of individuals that have received assistance to go on-line / used the internet for personal gain.	(Not enough historic data)	Improvement

The Welsh Language

Gwynedd has always been a stronghold of the Welsh language and culture; however it has witnessed a gradual decline in the number of Welsh-speakers. According to the 2011 Census, there has been a decline of -846 in the number of Welsh-speakers in Gwynedd, namely -3.5% compared with the 2001 Census.

There are pockets of a lack of awareness of the Welsh language and the Welsh identity amongst residents, along with a lack of social use of Welsh by children and young people. Some residents lack the confidence to use Welsh in different contexts, and there are inconsistencies in the provision of bilingual services across the county. The Council is also eager to promote the use of the Welsh language in the context of the Language Commissioner's Language Standards.

We need to see a situation where Gwynedd continues to be a stronghold for the Welsh language, and that it is an everyday language that is heard and spoken naturally by children, young people and adults across the county.

What exactly are we going to do to achieve the desired situation and by when?

We will have a series of projects in order to meet the challenge that faces us over the next two years:

11 Communities Promoting the Welsh Language

The purpose of this project will be to promote the Welsh language by supporting and empowering four communities to implement the Local Action Framework and to assist residents to undertake an assessment of the position of the Welsh language in the community in order to strengthen the status and the use of the language.

By the end of March 2017, we will support residents in the four communities to formulate and deliver their action plans in response to the findings of the Local Action Framework.

Cost: Funded through a Welsh Government grant.

12 The Welsh Language in Public Services

The purpose of this project is to create a definition of a bilingual workplace that the Council, and subsequently, the Local Services Board, can adopt as a standard definition and will commit to achieve it over a period of time in order to ensure clarity and a consistent standard of bilingual public services for the residents of both counties. Also, it will be a medium of supporting the duty placed on public bodies during the coming years to comply with the Language Standards placed on them by the Welsh Language Commissioner. It will also be a medium of reiterating the requirements attached to the *More than Words* strategy.

By the end of March 2016, there will be a standard definition of a bilingual workplace and by March 2017 public bodies in Gwynedd and Anglesey will have adopted the definition.

Cost: No additional cost.

13 Young People using the Welsh Language Socially

The purpose of this project will be to set a baseline and measure the increase in young people's social use of the Welsh language. It will be the starting point for further action to increase young people's social use of the Welsh language, and for securing succession for the Language Charter project that is operational in Gwynedd's primary schools.

By the end of March 2016, we will establish and operate a standard method of measuring young people's social use of the Welsh language. It will enable us to measure the increase in the social use of the Welsh language by up to 500 young people.

During this time up to 250 young people will also undertake 10 activities to increase use made of the Welsh language socially.

Cost: No additional cost.

14 Audit of the Welsh Language's situation in Gwynedd Council

There are two purposes to this project:

Firstly, it will consider the success of the Council in normalising the Welsh language in its departments and the services it provides to the county's residents.

Secondly, it will deliver research work in order to find and confirm to what extent the Council goes a step further and succeeds in taking advantage of every opportunity to promote the Welsh language through the services that we provide to the county's residents. These will include services that we provide directly along with services that we provide through third party arrangements and contracts.

This research will provide strong context and a foundation for the Language Standards that the Council will be accountable to the Welsh Language Commissioner for their implementation and which will come into effect during 2015-16.

By March 2016, we will establish a firm understanding of the way in which the Council promotes the Welsh language at the moment, and the additional opportunities that are available to the Council to promote the Welsh language among the residents of the county.

By March 2017, we will have developed and implemented a robust work programme in response to the findings of the research, and ensure that more of the Council's services are accountable and proactive in promoting the Welsh language.

Cost: We will deliver the work within existing resources.

What will be the effect of what we are doing on the lives of the people of Gwynedd?

The Children and Young People of Gwynedd using the Welsh Language socially.

The Children and Young People of Gwynedd have a better understanding of the Welsh Language and identity.

The people of Gwynedd (in four communities) have been empowered to undertake linguistic planning.

The people of Gwynedd are taking advantage of opportunities to use the Welsh language in the community, the workplace and in accessing public services.

The Council's services promote the Welsh language amongst residents and residents take advantage of those opportunities to use the Welsh language.

Reference	Measure	Latest trend	Future direction
laith07	Percentage of secondary schools that have established a baseline of young people's social use of Welsh Year 7	(Not enough historic data)	Improvement
laith08	Percentage of public bodies that have adopted Gwynedd and Anglesey standard definition of a bilingual workplace	(Not enough historic data)	Improvement

Effective and Efficient Council

Due to the current financial situation, it is crucial for the Council to put its house in order and ensure that it has the ability to respond to the needs of the people of Gwynedd now and in the future. This means making the most of the resources we have, e.g. funding and staff, ensuring that we don't have wasteful and unnecessary processes, and knowing what the people of Gwynedd tell us about how we respond to their needs.

The key principle here is placing the people of Gwynedd at the centre of everything we do. In addition to listening to people's opinions and views, this can also mean being open to considering new models of service provision, e.g. collaboration with other authorities, working with other authorities in North Wales, working with the remaining North Wales authorities, or working to externalise or internalise services, i.e. whatever works best for the people of Gwynedd.

We need to see a situation where the Council's working practices facilitate delivery rather than maintaining a process, and that the Council staff's mindset will continue to change to focus on what the citizen sees.

What exactly are we going to do to achieve the desired situation and by when?

We will have a series of projects in order to address the challenge that faces us over the next two years:

CI Implementing Ffordd Gwynedd Project

The purpose of this project will be to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd centrally and whether there is room for improvement.

In doing so, we will ensure that every service unit within the Council places the people of Gwynedd at the heart of everything they do. It will also ensure that we consider alternative methods of implementation (including collaboration with others) and measure those ideas against a single yardstick – namely to what extent does it increase the benefit for the people of Gwynedd.

By the end of the project (March 2019), 31 service reviews will have been conducted and culture within the Council will drastically change as a result.

By March 2017, 12 service reviews will have been completed and the Ffordd Gwynedd principles will have been promoted amongst the Council's Managers.

Cost: With an additional cost of £150 thousand, 31 reviews could be completed by the end of 2018-19, compared to 22 that would be possible without the additional investment.

C2 Development of Leaders Programme Project

The purpose of this project is to ensure that leaders within Gwynedd Council understand the principles of "Ffordd Gwynedd", that they are aware of what they need to do in order to reinforce "Ffordd Gwynedd" principles through all tiers of the establishment and that there is a system in place to ensure that we do this consistently.

By the end of March 2017, we will have maintained a programme of personal development for every member of the Council's Management Group and the Cabinet to equip them to lead and reinforce the working culture within the Council.

Cost: No additional cost

C3 Engagement Project

The purpose of this project is to improve engagement across the Council. The activities linked to the project will:

- Increase the awareness of departments of the corporate support that is available to improve engagement activities
- Provide training for staff and members in this field
- Secure agreement on how to extend the use of new communication and engagement platforms such as social websites
- Review and amend the Council's engagement materials
- Respond locally to the recommendations of the Equality and Human Rights Commission on our engagement arrangements
- Review the role of members and their satisfaction in relation to engagement arrangements
- Hold a series of *Gwynedd Challenge* campaigns to engage with the people of Gwynedd in order to ensure that they have a voice in the Council's decisions and that they report back on the results

By the end of March 2017, this project will ensure that an Engagement Strategy is implemented that includes a series of activities aimed at improving engagement across the Council.

Cost: No additional cost.

C4 Implementing a Performance Framework Project

The purpose of this project will be to develop and implement a new performance framework. The framework will ensure that service teams measure what matters to the people of Gwynedd, and use those measures to improve performance. The reporting procedure will add value by holding services to account.

Cost: No additional cost.

C5 Extending the use of self-service project

The purpose of this project is to extend the use of self-service to facilitate access to Council services for the people of Gwynedd at a cost that is less than the traditional channels. The digital channel will be developed over a three year period and will introduce up to 38 services on this channel.

Cost: This project would be likely to generate savings of approximately £90-£185k every year. However, a one-off sum of £255k would be required to employ the resource of two officers for a period of two and three years.

By the end of March 2017, we will have created a core system for recording and facilitating access to Council services that will include the traditional contact channels and the digital channel for self-service.

C6 Information Technology Strategy Project (IT)

The purpose of this project is to produce an Information Technology Strategy that will set out the direction for the next phase in order to maximise the benefit to be gained from using this tool along with a work programme to realise the strategy.

By the end of March 2016, we will have produced an IT Strategy.

Cost: No additional cost.

C7 Electronic Document and Records Management System (EDRMS)

The purpose of this project is to establish the EDRMS system which will ensure that the Council's information sharing arrangements are much easier and more effective. The system will store and manage access to all electronic documents. This will also facilitate savings schemes by enabling staff to save time.

By the end of 2017, at least five of the Council's departments will use the EDRMS system.

Cost: No additional cost.

C8 Information Governance Project

The purpose of this project is to review our training arrangements for staff who work with personal information to ensure that training is effective and that we are confident that the personal information of the people of Gwynedd is totally safe in our hands.

By the end of 2017, we will have assessed the propriety of our information protection arrangements (including the efficiency of our training arrangements) and formulated any proposals needed to embed the principles of information security throughout the entire organisation.

What will be the effect of what we are doing on the lives of the people of Gwynedd?

Services demonstrate that they have understood and responded to what matters to the people of Gwynedd.

Better awareness of the financial challenge the Council is facing.

Performance measures that reflect what matters to the people of Gwynedd.

Reference	Measure	Latest trend	Future direction
FfG01	The percentage of work units within the Council who have received a "Ffordd Gwynedd" charter mark	(Not enough historic data)	Improvement
FfG02	Percentage of measures established in pursuing the Putting "Ffordd Gwynedd" Project To Work which shows improvement	(Not enough historic data)	Improvement

Financial Planning

The context of this Strategic Plan is the unprecedented reduction in Welsh Government grants to Welsh local government for 2014–15 and 2015-16 and the increasing requirements on our services because of additional demand and the effect of inflation. For 2014-15, Gwynedd Council saw a reduction of 4.4% in the grant-funding it receives from the Government in Cardiff Bay and the final settlement for 2015-16 meant that Gwynedd Council was facing a grant loss of £7m, which is a further reduction of 4%. Therefore, we are in a position where we will be facing spending more than the income that is available over the next three years.

In order to maintain key services for the future, the challenge must be faced and difficult decisions made. The forecasts show that this deficit will increase substantially over the years to come and over the period until 2017-18 it could be as much as £50 million. Although we will be facing a very difficult situation for an extended period, the Council is determined not to allow this to become an excuse for not improving things for the people of Gwynedd.

At the same time, we must continue to ensure that the people of Gwynedd are at the heart of everything we do. It is important that the effects of the savings on the people of Gwynedd are kept to a minimum and while seeking to continue to deliver more in those priority fields.

On the basis of the information that we have, we have foreseen what we could be facing and we have considered how we will cope with such a situation. The projection for the three years to come provides a realistic picture of what could hit us and identifies those savings that have already been planned and achieved. It should be noted that these estimates could change over time.

Budgetary projections for planning purposes 2015-16 – 2017-18

	2015-16	2016-17	2017-18	Total
	£m	£m	£m	£m
Additional Spending needs	6.1	10.2	6.7	23
Loss because of Grant decrease	7.1	3.5	6.1	16.7
The Gap	13.2	13.7	12.8	39.7
Council Tax	-2.5	-1.9	-2	-6.4
Planned Deficit	10.7	11.8	10.8	33.3
Old Savings Schemes	-0.3	-0.2	0	-0.5
New Savings schemes	-8.4	-2.7	-3.8	-14.9
Use of balances / savings to be found / cuts	2	8.9	7	17.9

Therefore, over the next three years, we will be planning to close the financial deficit of £33.3m by keeping all the options open (including the possibility of increasing the Council Tax above 3.5% and finding savings from school budgets). However, it is an important principle that the emphasis is on savings by means of securing efficiencies i.e. maintaining services with fewer resources without having an impact on the people of Gwynedd. However, where cuts have to be made to services, those need to be made in fields that have the least effect on the people of Gwynedd. This is the basis of several plans identified under this field.

It will be possible to deliver several of the plans noted in the Strategic Plan by using existing resources but for some of them there will be a need to invest in order to achieve the ambition in question.

We need to see a situation where we have a balanced sustainable budget, whilst at the same time, ensuring that we have the necessary resources to achieve the Council's ambition for the people of Gwynedd.

What exactly are we going to do to achieve the desired situation and by when?

We will have a series of projects in order to address the challenge that faces us over the next two years:

CA1 Realising Savings Project

The purpose of this project will be to ensure that arrangements are in place to realise efficiency savings of £13.6m that have already been agreed as part of the savings system along with any further savings that are identified.

By the end of March 2017, we will have achieved the efficiency savings planned for the period.

Cost: No additional cost.

CA2 Outcomes Agreement Project

The purpose of this project is to ensure that the Council is in a position to claim the full amount of £1.3m that is available in 2014-2015 and 2015-16 for delivering the outcomes that have been agreed with the Government.

By the end of March 2017, we will have claimed the full amount of the funding available to us for delivering the outcomes agreed with the Government.

Cost: No additional cost.

CA3 Cutbacks Project

The purpose of this project is to establish the cuts that can be realised to close the remainder of the financial deficit during the period of the Strategic Plan after we deliver the efficiency savings.

By the end of March 2017, we will have established a list and we will have achieved any cuts that the Council will have approved during the period of the strategic plan.




Cost: No additional cost.

CA 4 A Project of further efficiencies and service provision models

The purpose of this project will be to find further efficiency schemes in order to reduce the amount of cuts required in addition to researching fields where it is possible to change the current model of provision and thus make savings.

By the end of March 2017, we will have found further efficiency schemes to be achieved.

Cost: No additional cost.

Reference	Measure	Latest trend	Future direction
DT3.1b	Sum of the savings fulfilled		Improvement
Arb01	Amount of efficiency savings achieved as a percentage of total savings		Improvement
CytC03	Percentage of the amount claimed through the Outcome Agreement		Maintain

Delivering the Plan

Delivering the plan is an important priority in itself. We have put appropriate arrangements in place at every level in the Council to deliver the plan and everyone has an important part to play in this.

The full Council is responsible for adopting the Strategic Plan and setting the direction for the Council's work over the coming years.












Members of the Cabinet of the Council will be responsible for implementing the Strategic Plan within their responsibility fields and they will ensure that there are robust project management and performance management arrangements in place to achieve what we are going to do.











The **Scrutiny Committees** will hold the Cabinet Members to account for their performance in terms of delivery and they will also scrutinise the impact of the plan on the residents of Gwynedd.




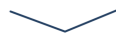





The **Council** will continue to collaborate with its partners in the public sector, the third sector and the private sector to achieve priorities that need the input of more than one partner for them to be achieved.




As part of our commitment to put the people of Gwynedd at the heart of everything we do, we will be continuously engaging with residents and communities so that they will be given opportunities to influence the work of the Council and empower them to take ownership and responsibility of the future.












Appendix I - Measures



Important measures for the people of Gwynedd			
Reference	Measure	Latest trend	Future direction
EDU/016b	Percentage of pupil attendance in secondary schools		Improvement
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		Improvement
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority		Improvement
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		Improvement
laith 05	Percentage of primary schools that can demonstrate increase in the children's social use of Welsh	(Not enough historic data)	To be established
Caff06d	Percentage Council spending with local businesses		Maintain
CHR/002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence		Maintain
CD5.01	Council's actual expenditure in comparison with the budget		Maintain
CD6.01	Percentage of invoices paid within 30 days (across the Council)		Maintain
TMGC4	Benefit to the local economy from supporting strategic and high-profile events		Satisfied to see a reduction because of uncertainty over receiving grant money
PENECON01	Number of new jobs created with the support of the Council		Satisfied to see a reduction because of uncertainty over receiving grant money
PENECON2	Number of businesses supported in Gwynedd by the Economy and Community Department		Satisfied to see a reduction because of

Important measures for the people of Gwynedd			
Reference	Measure	Latest trend	Future direction
			uncertainty over receiving grant money
LCS/002b	Number of visits to leisure and sports centres during the year per 1,000 of the population		Satisfied to see a reduction due to the effect of receiving a significant reduction in the Free Swimming grant from the Welsh Government. This means the numbers attending swimming sessions will be reduced significantly during 2015/16, which will impact on the total visiting leisure centres in the county
HHA/008	Percentage of homeless referrals decided within 33 working days		To be established
OED03	Enablement - Percentage of cases that have received a period of enablement who leave without a care package		Maintain
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant		To be established
SCA/001	The rate of delayed transfers of care for the Social Care per 1,000 population aged 75 or over		Maintain
SCA/002a	The rate of older people (aged 65 or over) supported to live at home per 1,000 population aged 65 or over		Improvement
SCA/002b	Rate of older people (65 or over) the authority supports in care homes per 1,000 population ages 65 or over at 31 March		Improvement
SCA/002b LLEOL	Rate of older people (65 or over) the authority supports in care homes per 1,000 population ages 65 or over at 31 March – excluding self funders.		Improvement
Strat6	Number of additional affordable units secured for Gwynedd		To be established
Diogelu7	Percentage of case conferences where the voice / the child was heard		Maintain

Important measures for the people of Gwynedd			
Reference	Measure	Latest trend	Future direction
SCC/004	The percentage of children looked after at 31 March who have had three or more placements during the year		Maintain
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year		Maintain
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations		Improvement
SCC/033f	The percentage of young people formerly looked after and the authority is in contact with them, and know that they receive education, training or are employed at the age of 19		Improvement
SCC/039	The percentage of health assessments for looked after children due in the year that have been undertaken		Significant improvement
SCC/041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required		Maintain
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill		Improvement
WMT/009	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		Improvement
PAM9a	The percentage of food establishments which achieve a score of 4/5 with food hygiene standards		Improvement

Statutory Measures			
Reference	Measure	Latest trend	Future direction
EDU/002ii	The percentage of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without without an approved external qualification		This measure is used as management data, so no direction set
EDU/015a	Percentage of final statements of special educational need issued within 26 weeks: a) Including exceptions		Maintain
EDU/015b	Percentage of final statements of special educational need issued within 26 weeks: b) Does not include exemptions		Maintain

Statutory Measures			
Reference	Measure	Latest trend	Future direction
EDU/002i	The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without without an approved external qualification		Maintain
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		This measure is used as management data, so no direction set
LCL/001b	The number of visits to Public Libraries during the year, per 1,000 population		This measure is used as management data, so no direction set
SCA/019	Of the adult protection referrals completed during the year, the percentage where the risk was managed		Improvement
PSR/004	Percentage of private sector dwellings that had been vacant for more than 6 months on 1 April that were filled during the year as a result of direct action by the local authority		To be established
SCC/033d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19		Improvement
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		Improvement
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		Improvement
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		Maintain
SCC/037	The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting		Maintain
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days		Maintain

Statutory Measures			
Reference	Measure	Latest trend	Future direction
PLA006b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.		To be established as 2014-15 audits continue
THS/007	Percentage of adults aged 60 or over who hold a concessionary bus pass		This measure is used as management data, so no direction set

CONDUCTING AN EQUALITY IMPACT ASSESSMENT

For further help with this template, contact Delyth Gadlys Williams, Policy Officer delythgadlyswilliams@gwynedd.gov.uk Ext. 2440.

1) AUTHOR(S) OF THE ASSESSMENT

Delyth G Williams, Policy Officer

2) PARTNERS

Note all the individuals and groups who need to be included in the assessment process: These could include front line staff, partner organisations, specialist organisations etc.

Council staff
Gwynedd residents
Stakeholders relevant to the different projects

3) START DATE

November 2014

4) END DATE

11 June 2015

5) AIMS AND OBJECTIVES OF THE POLICY/ SERVICE/ PROCEDURE

Note the reason for the policy and what the Authority aims to achieve through it

The purpose of reviewing the plan is to make sure that the Council continues to do the right things considering the context of financial hardship in which it operates.

It was necessary to consider what had changed since last year, whilst considering the social, economic, environmental and policy matters influencing the Council and the county and which are likely to do so in the coming years.

6) INVOLVEMENT AND CONSULTATION

What involvement and consultation exercises were conducted in relation to the policy/ service/ procedure and what were the outcomes?

As part of the review, and in order to include the views of people in Gwynedd, a series of sessions with the public were held across Gwynedd during November 2014, called Gwynedd Challenge, with the aim of:

- Gathering the opinions of Gwynedd residents about what services and resources people value most
- Explaining in detail the extent of the financial challenge facing Gwynedd
- Finding out whether there are other ways of providing services to avoid cuts to services wherever possible.

The sessions were held at the following locations: Caernarfon, Bala, Tywyn, Pwllheli, Blaenau Ffestiniog, Bangor, Porthmadog, Dolgellau and Barmouth, a total of 280 people attended.

7) AVAILABLE EVIDENCE

Evidence can be based on local or national data, on consultation, monitoring, staff comments etc.

Since this is a review of the plan the evidence used to create the original plan still stands.

The information collected as part of the Gwynedd Challenge, which identified public priorities when considering the financial challenge facing the Council, was also considered

8) EVIDENCE GAPS

Note any evidence gaps and how these will be filled.

This impact assessment is an overview only. Each individual project will need to identify the evidence required and create an engagement programme in order to fill any gaps. Each project is required to create its own impact assessment.

9) WHAT IS THE ACTUAL/ LIKELY IMPACT?

This should outline the relevance of the policy/ service/ function to the general duties of the Equality Act and to each of the equality groups (protected characteristics). You should clearly note what the actual or likely impact will be. It may be that there is no relevance or effect in relation to all the duties and characteristics, but if a relevance and/or effect is found in relation to one or more duty or characteristic, then it will be necessary to proceed with the assessment

9a)

General Duties of the Equality Act	Relevance to the general Duties	The actual or likely impact
Eliminating illegal discrimination, harassment and victimisation	<p>Children and Young People No specific relevance</p> <p>Care Yes</p> <p>Safeguarding Yes</p> <p>Poverty, Deprivation, Economy, Housing No specific relevance</p>	<p>Each project is expected to identify every opportunity to eliminate illegal discrimination, harassment and victimisation.</p> <p>Improving safeguarding arrangements will move towards eliminating illegal discrimination, harassment and victimisation.</p>

	<p>The Welsh Language</p> <p>No specific relevance</p> <p>An Efficient and Effective Council</p> <p>No specific relevance</p> <p>Financial Planning</p> <p>No specific relevance</p>	
<p>Promoting equal opportunities</p>	<p>Children and Young People</p> <p>Yes</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>Yes</p>	<p>The Transforming Additional Educational Needs and Inclusion Project and the Securing a Range of Preventative Services for Vulnerable Groups of Children and Young People Project should promote equal opportunities.</p> <p>Giving more people the chance to live their lives in accordance with their choice, especially through the Integrated Working Project and the Accommodation and Care Provision Project.</p> <p>Improving safeguarding arrangements will promote equal opportunities.</p> <p>Improving Gwynedd's economic situation should promote equal opportunities for different protected characteristics.</p>

	<p>The Welsh Language</p> <p>Yes</p> <p>An Efficient and Effective Council</p> <p>Yes</p> <p>Financial Planning</p> <p>Yes</p>	<p>This point is regarding promoting the Welsh Language.</p> <p>If the Engagement Project ensures that each protected characteristic is taken into account then it will promote equality of opportunity. Also extending the use of self service ensures alternative means of contact with the service.</p> <p>The projects will need to undertake their own impact assessments which consider all the protected characteristics on their work.</p>
<p>Promoting good relationships</p>	<p>Children and Young People</p> <p>No specific relevance</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p>	<p>The Care Challenge Project will seek to ensure that the people of Gwynedd are absolutely clear about the challenge facing the Council to motivate and support communities to contribute through community action. At the end of the project the people of Gwynedd will have an understanding of the theme which will mean that we will contribute and naturally support the most vulnerable in our communities.</p> <p>The Project ensuring the whole council owns the protection theme promotes better relationships.</p>

	<p>Poverty, Deprivation, Economy, Housing</p> <p>No specific relevance</p> <p>The Welsh Language</p> <p>Yes</p> <p>An Efficient and Effective Council</p> <p>Yes</p> <p>Financial Planning</p> <p>No specific relevance</p>	<p>Working with four communities to promote the Welsh Language should promote better relationships.</p> <p>The Engagement Project can promote better relationships by considering every protected characteristic.</p>
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9b)

Characteristics	Relevance to characteristics	The actual or likely impact
Race	<p>Children and Young People</p> <p>No specific relevance</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>No specific relevance</p> <p>The Welsh Language</p> <p>Yes</p> <p>An Efficient and Effective Council</p> <p>No specific relevance</p>	<p>Ensuring the opportunity for more people to live their lives according to their choice makes it more likely that they can live within their community and culture.</p> <p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on grounds of race.</p> <p>This subject addresses nationality.</p>

	<p>Financial Planning</p> <p>Yes</p>	<p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
Disability	<p>Children and Young People</p> <p>Yes</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>Yes</p>	<p>Two projects are specifically concerned with disabled pupils and vulnerable pupils. The first will ensure an early and accurate assessment and teaching opportunities of the correct quality and the second provides preventative services that will enable children and families to live independently without having to be dependent on statutory services.</p> <p>Giving more people a chance to live their lives according to their choice, particularly through the Integrated Working Project and the Accommodation and Care Provision Project should affect disabled people in a positive way.</p> <p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of disability.</p> <p>Increasing the supply and variety of housing means more accessible housing for disabled people. Providing contemporary broadband can benefit disabled people, together with promoting the creation of quality jobs and good pay levels and strong and robust businesses.</p>

	<p>The Welsh Language</p> <p>No specific relevance</p> <p>An Efficient and Effective Council</p> <p>Yes</p> <p>Financial Planning</p> <p>Yes</p>	<p>The Engagement Project will be able to foster good relations by considering the communication needs of disabled people, such as easyread leaflets, alternative technology etc.</p> <p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
Sex	<p>Children and Young People</p> <p>No specific relevance</p> <p>Care</p> <p>No specific relevance</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>No specific relevance</p>	<p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of sex.</p>

	<p>The Welsh Language No specific relevance</p> <p>An Efficient and Effective Council No specific relevance</p> <p>Financial Planning Yes</p>	<p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
<p>Gender reassignment</p>	<p>Children and Young People No specific relevance</p> <p>Care No specific relevance</p> <p>Safeguarding Yes</p> <p>Poverty, Deprivation, Economy, Housing No specific relevance</p> <p>The Welsh Language No specific relevance</p>	<p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of gender reassignment.</p>

	<p>An Efficient and Effective Council</p> <p>No specific relevance</p> <p>Financial Planning</p> <p>Yes</p>	<p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
<p>Sexual orientation</p>	<p>Children and Young People</p> <p>No specific relevance</p> <p>Care</p> <p>No specific relevance</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>No specific relevance</p> <p>The Welsh Language</p> <p>No specific relevance</p>	<p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of sexual orientation.</p>

	<p>An Efficient and Effective Council</p> <p>No specific relevance</p> <p>Financial Planning</p> <p>Yes</p>	<p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
<p>Religion or belief</p>	<p>Children and Young People</p> <p>No specific relevance</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>No specific relevance</p> <p>The Welsh Language</p> <p>No specific relevance</p> <p>An Efficient and Effective Council</p> <p>No specific relevance</p>	<p>Ensuring the opportunity for more people to live their lives according to their choice makes it more likely that they can live within their community, culture and religion.</p> <p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of religion or belief..</p>

	<p>Financial Planning</p> <p>Yes</p>	<p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
The Welsh Language	<p>Children and Young People</p> <p>No specific relevance</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>Yes</p> <p>The Welsh Language</p> <p>Yes</p> <p>An Efficient and Effective Council</p> <p>No specific relevance</p>	<p>The increased use of the Welsh language should be promoted when integrating work with Betsi Cadwaladr University Health Board.</p> <p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of the Welsh language.</p> <p>The projects' aims are to improve the local economy to provide jobs for Gwynedd residents. This should strengthen the position of the Welsh language.</p> <p>This subject promotes the Welsh Language.</p>

	<p>Financial Planning</p> <p>Yes</p>	<p>These projects will need to carry out impact assessments that take account of this characteristic.</p>
Age	<p>Children and Young People</p> <p>Yes</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>Yes</p>	<p>This subject deals specifically with children and their families.</p> <p>The changes in the Care field affect older people more specifically. The changes should provide better services to those who need them.</p> <p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of age.</p> <p>The High Value and Quality Jobs Project makes a connection with young people's education and ensures that county's young people have been prepared for the job opportunities available in Gwynedd. In particular it will work with the education sector and the post-16 Consortium to promote what are envisaged as "jobs of the future" in the area.</p>

	<p>The Welsh Language Yes</p> <p>An Efficient and Effective Council Yes</p> <p>Financial Planning Yes</p>	<p>The Promoting the use of Welsh Socially by Young People's Project promotes the Welsh Language among young people.</p> <p>The use of differing ways of communication will appeal to different age groups.</p> <p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
Pregnancy and maternity	<p>Children and Young People No specific relevance</p> <p>Care No specific relevance</p> <p>Safeguarding Yes</p> <p>Poverty, Deprivation, Economy, Housing No specific relevance</p>	<p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of pregnancy and maternity.</p>

	<p>The Welsh Language</p> <p>No specific relevance</p> <p>An Efficient and Effective Council</p> <p>No specific relevance</p> <p>Financial Planning</p> <p>Yes</p>	<p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
<p>Marriage and civil partnership</p>	<p>Children and Young People</p> <p>No specific relevance</p> <p>Care</p> <p>Yes</p> <p>Safeguarding</p> <p>Yes</p> <p>Poverty, Deprivation, Economy, Housing</p> <p>No specific relevance</p> <p>The Welsh Language</p>	<p>Allowing more people to live their lives in accordance with their wishes means that marriage and civil partnership will need to be considered.</p> <p>The projects will ensure a better response to unlawful discrimination, harassment and victimisation on the grounds of marriage and civil partnership.</p>

	<p>No specific relevance</p> <p>An Efficient and Effective Council</p> <p>No specific relevance</p> <p>Financial Planning</p> <p>Yes</p>	<p>These projects will need to carry out impact assessments that take account of this protected characteristic.</p>
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10) ADDRESSING THE IMPACT

a)	<p>Note any possible equality impact(s)</p> <p>The projects to be implemented should improve the situation regarding equality.</p>
b)	<p>What steps could be taken to reduce or improve these impacts?</p> <p>This impact assessment is an overview only. It is essential for each project to collect data, identify gaps and make their own assessment. It is possible that the specific assessment by the projects will recognise different relevance and impacts to those stated above.</p>
c)	<p>Do we need to reconsider the plan?</p> <p>No.</p>

11) MONITORING AND REVIEWING ARRANGEMENTS

To be reviewed annually.

12) ACTION PLAN

An action plan, outlining the actions, responsibilities, timescale and review and evaluation processes should be appended.

The projects will have their own action plans.

13) DECISION MAKING

To be submitted to Cabinet for decision on 23 June 2015.

Agenda Item 7

REPORT TO THE CABINET

23 June 2015

Cabinet Member: Councillor Gareth Thomas

Subject: Ysgol Machreth, Llanfachreth, Y Gader Catchment Area

Contact Officer: Iwan T Jones – Corporate Director

Decision sought

- Withdraw the statutory notice regarding Ysgol Machreth.
 - Approve the commencement of an alternative process based on the proposal to close the school early in 2016.
 - By following the statutory processes, offer places to Ysgol Machreth pupils at Ysgol Ieuan Gwynedd, Rhydymain during the transition period prior to the establishment of the All-through Catchment Area School on 1 September 2017.
-

Local Member's Views

Any observations by the Local Member will be submitted at the meeting.

1. INTRODUCTION

The purpose of this report is to request the Cabinet's approval to re-visit the situation at Ysgol Machreth, Llanfachreth for the following reasons:

- On **12 May 2015**, a letter was received from the Chair of Governors of Ysgol Machreth stating that the Governing Body was concerned that the school was no longer sustainable. There appears to be a staffing crisis and school governors, in co-operation with parents, have arranged to move pupils to an alternative school in accordance with the usual admissions procedure.
- In the January 2015 Pupil Level Annual School Census (PLASC), there were 11 pupils on the school's register. By **13 May 2015**, admission requests had been received to transfer 10 of the 11 pupils to other schools in the catchment area by 1 September 2015.

2. BACKGROUND

2.1 A report was submitted before the Full Council on **14 July, 2011** regarding the reorganisation of schools within the Gader catchment area. A further report was submitted before the Cabinet on **16 July, 2013** and at that meeting an outline vision was adopted for the catchment area.

2.2 The essence of the outline vision would be to aim at ensuring the following outcomes;

- The same opportunities and experiences for all pupils in the catchment area
- More consistency across the entire catchment area
- Better continuity across the age range
- Opportunities to share staff expertise and more opportunities in terms of professional development
- Wider opportunities to coordinate public services especially support for families
- Strengthening the education provision across the catchment area and set the foundations for collaboration, joint planning and joint development in the future

2.3 There is an aspiration to ensure robust and sustainable education provision in the entire catchment area and across all sectors. This will involve considering the rationalisation of the number, nature and status of the schools in some parts of the catchment area. In realising the vision in full it will mean that it will be possible to strengthen the education provision in the Gader catchment area.

2.4 On **16 September 2014** a report was submitted to Cabinet and during the meeting the following recommendations were approved:

- i. *To undertake a process of statutory consultation in accordance with the requirements of Section 48 of the Schools Standards and Organisation Act 2013 to close Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Brithdir, Ysgol Machreth (Llanfachreth), Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd, Ysgol Friog, Ysgol Clogau (Bontddu) and Ysgol Ganllwyd on 31 August 2017.*
- ii. *To undertake a process of statutory consultation in accordance with the requirements of Section 48 of the Schools Standards and Organisation Act 2013 on the preferred option, namely to establish a community catchment area All Through School for 3-16 year olds on the existing sites of Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd and Ysgol Friog, on 1 September 2017.*

2.5 In order to draft a long list of possible realistic models, the sites of each of the 10 schools in the catchment area were considered. As part of this research, the Ysgol Machreth site was disregarded as a possible site for an area school or multi-site area school, due to its location compared to the pupil population and the difficulties of reaching the site when considering the roads and the possible need to transport a high number of pupils.

2.6 In the favoured option, the existing sites at the schools of Llanelltyd, Friog, Ieuan Gwynedd (Rhydymain), Dinas Mawddwy, Gader and Dolgellau Primary School would remain open as sites for the new school. The sites at the schools of Ganllwyd, Clogau (Bontddu), Machreth and Brithdir would close and these sites would not re-open.

2.7 In accordance with the statutory requirements of the School Organisation Code (006/2013) and the Schools Standards and Organisation Act 2013, a **period of statutory consultation** on the proposal was held with relevant consultees between 10 October and 1pm on 24 November 2014.

2.8 A statutory consultation document was prepared, in accordance with the requirements and guidance of the Schools Organisation Code (006/2013) and the document was distributed to relevant consultees. The document and all other background documents can be seen on the Council's website www.gwynedd.gov.uk/schoolorganisation.

2.9 On **13 January 2015**, a report was submitted to the Cabinet containing all the observations received during the consultation period. At the meeting, it was decided:

- i. *To approve the proposal to close Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Brithdir, Ysgol Machreth (Llanfachreth), Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd, Ysgol Friog, Ysgol Clogau (Bontddu) and Ysgol Ganllwyd on 31 August 2017 and establish a Welsh-medium Community Catchment Area All Through School for 3-16 year olds on the existing sites of Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd and Ysgol Friog on 1 September 2017.*
- ii. *To approve issuing statutory notices on the proposal in (i) above in accordance with the requirements of Section 48 of the Schools Standards and Organisation Act 2013.*
- iii. *Following consideration of comments received during the consultation regarding the importance of appointing a Head teacher and the need for the appointment to be made in good time, to approve financing the Head teacher for the all-through catchment school from the scheme savings for at least a year before the school opens in September 2017.*

2.10 In accordance with the Schools Standards and Organisation Act 2013 and guidance in the Schools Organisation Code (006/2013) **statutory notices were issued on 25 February 2015** and a **statutory objection period** on the proposal was held with relevant consultees between 25 February and 25 March 2015.

2.11 The statutory notices were issued on the school day of 25 February 2015 and posted on the gates of the ten schools and on the Council's website www.gwynedd.gov.uk/schoolorganisation. Electronic and hard copies of the notices were distributed in accordance with the requirements of the Schools Organisation Code. It was clearly stated in the notices that it was possible for anybody to object and how it was possible to do so.

Five statutory notices were issued:

- CLOSURE OF YSGOL Y GADER, Dolgellau, LL40 1HY; YSGOL GYNRADD DOLGELLAU (Church in Wales Voluntary Controlled School), Dolgellau, LL40 2YW; YSGOL DINAS MAWDDWY, Machynlleth, SY20 9LN; YSGOL LLANELLYD, Dolgellau, LL40 2TA; YSGOL IEUAN GWYNEDD, Rhydymain, Dolgellau, LL40 2AS; YSGOL FRIOG, Fairbourne, LL38 2RQ on 31 August 2017. and ESTABLISH a new 3-16 All-through Catchment School ("the 3-16 school") on 1 September 2017. The 3-16 School will be on six sites, the existing sites of Ysgol Uwchradd y Gader, Dolgellau, LL40 1HY, Ysgol Gynradd Dolgellau, Dolgellau, LL40 2YW, Ysgol Ieuan Gwynedd, Rhydymain, Dolgellau, LL40 2AS, Ysgol Dinas Mawddwy, Machynlleth, SY20 9LN, Ysgol Llanelltyd, Dolgellau, LL40 2TA and Ysgol Friog, Fairbourne, Dolgellau, LL38 2RQ.
- CLOSURE OF YSGOL MACHRETH on 31 August 2017.
- CLOSURE OF YSGOL BRITHDIR on 31 August 2017.
- CLOSURE OF YSGOL Y CLOGAU on 31 August 2017.
- CLOSURE OF YSGOL GANLLWYD on 31 August 2017.

2.12 Following the period for objections, the Cabinet was asked to consider a formal report of the objections and the response to them prior to reaching a final decision to implement the proposal or otherwise.

2.13 On **11 May 2015**, the Cabinet report was published (19 May 2015) that included the following recommendations:

- | |
|---|
| <p>i. <i>To implement the proposal to close Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Brithdir, Ysgol Machreth (Llanfachreth), Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd, Ysgol Friog, Ysgol Clogau (Bontddu) and Ysgol Ganllwyd on 31 August 2017 and establish a Welsh-medium Community Catchment Area All Through School for 3-16 year olds on the existing sites of Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd and Ysgol Friog on 1 September 2017.</i></p> <p>ii. <i>As a result of the importance of appointing a head teacher and the need for him/her to be appointed in advance, to approve the establishment of a shadow governing body during the Summer Term of 2015 and finance the head teacher of the Catchment All-through School from the scheme savings as soon as possible.</i></p> |
|---|

2.14 On **12 May 2015**, a letter was received from the Chair of the Governors of Ysgol Machreth, Llanfachreth stating concerns that the school was not sustainable. Due to this new information this meant a significant change in the position of Ysgol Machreth. At the Cabinet meeting on 19 May it was recommended to revisit the school's position and defer confirming the notice regarding its closure on 31 August 2017 (issued on 25 February 2015).

Therefore, the decision at the meeting on **19 May 2015** was:

- i. *To implement the proposal to close Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Brithdir, Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd, Ysgol Friog, Ysgol Clogau (Bontddu) and Ysgol Ganllwyd on 31 August 2017 and establish a Welsh-medium Community Catchment Area All Through School for 3-16 year olds on the existing sites of Ysgol y Gader, Ysgol Gynradd Dolgellau, Ysgol Ieuan Gwynedd (Rhydymain), Ysgol Dinas Mawddwy, Ysgol Llanelltyd and Ysgol Friog on 1 September 2017.*
- ii. *As a result of the importance of appointing a head teacher and the need for him/her to be appointed in advance, to approve the establishment of a shadow governing body during the Summer Term of 2015 and finance the head teacher of the Catchment All-through School from the scheme savings as soon as possible.*
- iii. *Defer confirmation to implement the Ysgol Machreth (Llanfachreth) statutory notice in order to get further clarification following recent developments with the school.*

2.15 The matter is presented once again to Cabinet in order to consider whether or not to confirm the Statutory Notice. The Cabinet’s attention is drawn to the report presented on 19 May 2015 which considered the objections and responses received (the Objections Report) as well as the appendices.

3. POSITION OF YSGOL MACHRETH, LLANFCHRETH

3.1 Ysgol Machreth is located in the village of Llanfachreth in Y Gader catchment area, approximately four miles from the town of Dolgellau, and is a Church in Wales Voluntary Controlled School (VC). The school offers places for pupils from its own natural catchment area and from villages within the Gader catchment area. Pupils are admitted to school part-time in the September following their third birthday and full-time in the September following their fourth birthday.

3.2 Ysgol Machreth is a Voluntary Controlled School with a religious designation (Church in Wales) (VC). The religious character of the Voluntary Controlled School is an important consideration in terms of:

- Character of the school
- Membership of the governing body
- Ownership of the site

3.3 The majority of the teaching at Ysgol Machreth is through the medium of Welsh. In September 2013 100% of the pupils were fluent in Welsh. In January 2013, 13% of the pupils were entitled to free school meals, a significantly lower figure than the comparative figures for Gwynedd and Wales.

3.4 The following table shows the statistics for Ysgol Machreth based on the data for September 2014.

Distance from Dolgellau Primary School (Miles)	Age Range	Number of Pupils Sept 2013	Capacity	Surplus Places	Number of Pupils Sept 2014	Surplus Spaces	Projections 2015/16		Projections 2016/17	
							No. of Pupils	Surplus Places	No. of Pupils	Surplus Places
							3.8	3 - 11	16	46

3.5 By the Pupil Level Annual School Census (PLASCC) in January 2015, there were 11 pupils on the school’s register. Of these 11 pupils, four live in the Ysgol Machreth catchment area and seven live outside the catchment area. By 13 May 2015, following discussions between the Governors and parents, the admissions applications had been received to transfer ten of the pupils to other schools in the catchment area by 1 September 2015.

3.6 As shown in the following table, the school is not suitable for learning in the twenty first century. There is no purpose-built hall in the school, the school has not been adapted to teach foundation phase, there is no room for the head teacher and there are no small rooms for group work or special education.

School	Condition Category	Suitability Deficiencies		Maintenance back-log
Machreth	B	<ul style="list-style-type: none"> Not foundation phase adapted No playing field No class storage No hall 	<ul style="list-style-type: none"> No small group room / SENco No resource area No ICT room No Head teacher's office 	£86,500

3.7 Ysgol Machreth receives additional funding via the staffing safety net policy. This policy ensures that schools with fewer than 40 pupils employ a head teacher and a teacher, and that a school with fewer than 15 pupils can employ a head teacher and a senior classroom assistant. The table below shows the financial data for Ysgol Machreth in the last three financial years. It shows that the cost per pupil has been double the county average in 2013/14 and in 2014/15, and this year, in 2015/16, it is three times the county average:

Ysgol Machreth				County Average
Financial Year	Financial Allocation	Extra Funding – Staffing Protection Policy (Safety net)	Cost per pupil	
2013/2014	£126,949	£23,687	£8,865	£3,910
2014/2015	£149,002	£42,510	£9,650	£3,856
2015/2016	£119,704	£33,695	£12,116	£3,857

3.8 Discussions have taken place between the Governing Body of Ysgol Machreth and the Education Department regarding the school's future over a period of time and further discussions regarding this took place recently. The Council has been monitoring the school in terms of the number of pupils and the staffing situation and now the school's position is not sustainable. The staffing situation at the school is very fragile and it may be possible that there will be no teaching staff by September 2015.

3.9 The existing Ysgol Machreth (Llanfachreth) statutory notice states that the school will close on 31 August 2017. This notice stated that the school's pupils would transfer to the new All-through School established on 1 September 2017.

3.10 Given the current position of the school and in the interests of the pupils' educational and social welfare, it appears that it is necessary to proceed and consider the closure of Ysgol Machreth, Llanfachreth earlier than August 2017, as noted in the current statutory notice.

4. OPTIONS

4.1 In accordance with the Schools Organisation Code, there are three possible options in order to proceed with the closure of the school:

4.2 OPTION 1 – Close the school on 31 August 2017

This option would entail confirming the original statutory notice issued on 25 February 2015 and that the school continues until the end of August 2017.

Given that it is likely that there will be no teaching staff or pupils at the school in September 2015, this would mean an empty building for a period of two years. There would also be financial implications for this option. The school would receive a financial allocation until August 2017 as well as additional finance via the staffing safety net policy. As Ysgol Machreth will receive a financial allocation and staffing protection, there will be an impact on the remainder of the County's schools during this period.

4.3 **OPTION 2 – Follow the full statutory process**

Action	Outline Timetable
Pre-consultation period (28 days)	8 July 2015 - 5 August 2015
Cabinet to approve commencement of statutory consultation following consideration of the Church's comments and pre-consultation (date to implement the decision 30 September 2015)	15 September 2015
Statutory Consultation Period (42 days with at least 20 school days)	1 October 2015 – 12 November 2015
Cabinet to discuss the report following the consultation and determine if the proposal should continue or otherwise, i.e. issue a statutory notice or not. (date to implement the decision 31 December)	15 December 2015
Issue statutory notice and commence the Objection Period (28 days)	1 January 2016 – 1 February 2016
Cabinet to discuss the objection report to confirm the notice or not.	15 March 2016
Cabinet decision becomes operational	30 March 2016
End of period to refer the decision to Government.	30 April 2016
Act on the decision to close Ysgol Machreth, Llanfachreth	1 May 2016

This timetable may be reduced a little if the Cabinet Member for Education was responsible for reaching the decision on behalf of the Cabinet rather than it be discussed and determined at Cabinet meetings, in accordance with Gwynedd Council's constitution. This will not significantly reduce the timetable.

4.4 **OPTION 3 - Process for 'Closure of a school with fewer than 10 registered pupils' following the Pupils' School Census – January 2016**

Section 48 (3) of the Schools Standard and Organisation Act (Wales) 2013 omits the need to conduct statutory consultation processes on proposals in relation to small schools. For the provisions of the Act, a Small School is defined as being with fewer than 10 registered pupils on the third Tuesday in the month of January before the proposals are presented.

Action	Outline Timetable
Pupil Census	19 January 2016
Cabinet Member for Education to publish a decision notice to approve the issuing of statutory notices	21 January 2016
Publish statutory notices and commence Objection Period (28 days)	29 January – 26 February 2016
Cabinet Member for Education to consider objection report	26 February – 2 March 2016
Cabinet Member for Education to publish decision notice	2 March 2016
Cabinet decision becomes operational (subject to the decision not being 'called in' or referred to the Welsh Government)	10 March 2016
Ysgol Machreth, Llanfachreth closes	31 March 2016

In association with this option, it is anticipated that the Cabinet Member for Education will make the decisions from now on. If the situation changes significantly it will be possible to submit a further report to the Cabinet.

4.5 Considering the possible options, and the implications in terms of the financial elements, the time and resources to complete the work and the possible action date to close the school, it is recommended that the favoured option is Option 3. Dependent on the census of pupil numbers in January 2016, it is recommended that the statutory process is followed for the closure of a school with fewer than 10 registered pupils (section 7 School Organisation Code 006/2013). This would mean that the school would close by 31 March 2016.

5. **IMPLICATIONS OF THE CLOSURE OF YSGOL MACHRETH**

5.1 Applications for admissions have already been received to transfer ten existing Ysgol Machreth pupils to other schools in the catchment area by 1 September 2015. In the original proposal it was intended for Ysgol Machreth pupils to be offered a place in the Reception-through school. There are currently surplus spaces at

Ysgol Ieuan Gwynedd, Rhydymain and therefore it is recommended that Ysgol Machreth pupils are offered a place there during the transition period until the Catchment Area All-through School is established on 1 September 2017.

- 5.2 It should be considered that the Ysgol Machreth building will be empty sooner than the original proposal intended, and discussions will need to be commenced in accordance with the post-closure usage of school buildings to correspond with the revised timetable.
- 5.3 In terms of staffing of Ysgol Machreth, until the end of August 2015, the Strategic Head is responsible for Ysgol Machreth and Ysgol Llanelltyd. The full-time teacher at Ysgol Machreth will finish at the end of August 2015. Discussions will need to commence with all school staff – teaching and ancillary - following the recent developments.
- 5.4 Free transport will be provided in accordance with the County's school transport policy.

6. SUMMARY

- 6.1 The timescale needs to be reconsidered, given that
- re-organisation discussions have already favoured the option to close the school in 2017
 - the current fragile position of Ysgol Machreth, Llanfachreth, has recently changed considerably
 - a letter has been received from the school's Governing body expressing the view that the school is not sustainable
 - and the fact that a Cabinet decision has already been reached on 19 May 2015 to implement the wider development in the catchment area
- 6.2 Ysgol Machreth is a Voluntary Controlled (Church in Wales) school and if the recommendation is approved, moving forward with the process will involve engagement with the Church in Wales.
- 6.3 As part of the wider process in Y Gader Catchment Area, community and language impact assessments were conducted as well as an equality impact assessment. The conclusions of these assessments are considered to be current and relevant to this decision and if the need arises, they will be revised during the process.

7. RECOMMENDATIONS:

- Withdraw the statutory notice regarding Ysgol Machreth.
- Approve the commencement of an alternative process based on the proposal to close the school early in 2016.
- By following the statutory processes, offer places to Ysgol Machreth pupils at Ysgol Ieuan Gwynedd, Rhydymain during the transition period prior to the establishment of the All-through Catchment Area School on 1 September 2017.

OPINION OF THE STATUTORY OFFICERS

The Chief Executive:

"This situation is unique and the practical situation regarding the sustainability of the school within the original timescale, which has been recognised by the governors, means that there is a need to give separate attention to this. The recommendation in this report offers a flexible option which can be implemented expediently, for the educational and social welfare of pupils, as the situation develops."

Head of Finance Department:

"I believe that the report demonstrates that there are obvious reasons (including financial ones) that support the proposal to close Ysgol Machreth on the earliest possible date, namely Option 3."

Monitoring Officer:

“Considering the significant changes in Ysgol Machreth during the last few weeks, it is appropriate that a review of the situation takes place. The recommendation means that the Cabinet will not come to a decision on the objections to this specific statutory notice. It will be necessary to follow the relevant statutory processes with any alternative option as well as engagement or consultation arrangements which would be appropriate under the circumstances. “

BACKGROUND DOCUMENTS

All background documents relevant to the proposal can be seen on the Council’s website by following this link www.gwynedd.gov.uk/trefniadaethysgolion.

The background documents include:

- School Organisation Code 006/2013
- Schools Standards and Organisation Act (Wales) 2013
- Excellent Primary Education for the Children of Gwynedd Strategy
- Priorities Plan – Reorganisation of Education Provision
- Welsh Government Faith in Education Document
- Agenda and Minutes of the Gader Catchment Review Panel Meetings
- Statistics Pack
- Language Impact Assessment Report
- Community Impact Assessment Report
- Equality Assessment
- Assessment of the Need for Different Types of Schools
- Cabinet Report and Decision Notice – 16 July 2013
- Cabinet Report and Decision Notice – 17 December 2013
- Cabinet Report and Decision Notice – 16 September 2014
- Cabinet Report and Decision Notice – 13 January 2015
- Cabinet Report and Decision Notice – 19 May 2015
- Statutory Consultation Document 10 October - 24 November 2014
- Primary and Secondary Pupils Consultation Document
- The Council’s analysis and response to the comments received during the statutory consultation period
- Analysis of the consultation with children and young people by a specialist facilitator
- Statutory Notices published on 25 February 2015

Agenda Item 8

REPORT TO CABINET

June 23rd, 2015

Cabinet Member: Cllr. John Wyn Jones

Subject: The Council's Carbon Management Plan

Contact Officer: Dafydd Gibbard, Senior Corporate Property Manager

Decision sought

Following the success of the Carbon Management Plan for the last five years, adopt the Second Carbon Management Plan for the period 2015/16 until 2020/21 and agree on the funding source

Local member's opinion

Not a local matter

1.0 Background

- 1.1 The Council's first Carbon Management Plan, which was adopted by the Council in October 2010, established a strategy and work plan to attempt to reach an ambitious target of reducing our carbon emissions by 30% by the year 2014/15. The same target was also set for emissions from buildings only.
- 1.2 The Plan contained projects to reduce carbon emission from:
 - the Council's stock of operational buildings
 - street lighting on all the streets adopted by the Council
 - the waste produced in all of the Council's operational buildings
 - the operational fleet
 - the use made by the Council of private vehicles for business journeys

2.0 The Business Case

- 2.1 In order to achieve the target of a 30% reduction, the Plan contained a substantial number of individual projects. It was estimated that reaching the goal would require an investment of £7.4 million and that this would

lead eventually to annual revenue savings of £950,000. This meant that simple repayment would take about 8 years.

2.2 The table below summarises the business case and the actual results:

	Original targets	Actual results
Capital Costs	£7.4M	£3.8M
Revenue Savings	£950,000	£770,000
Simple repayment period	7.8 years	4.9 years
Buildings' percentage reduction	30%	30.3%
Percentage reduction across all areas	30%	26.1%

2.3 So far, of the £3.8 million that has been spent, only £2.6M has been financed by the Council. The remainder (£1.2M) has been financed by interest free borrowings from a dedicated fund from the Government. Gwynedd Council has been the most successful council in the country with applications for money from this fund.

2.4 The table shows that the realisation costs of the projects have been substantially lower than forecast. This is mainly because the technology is becoming more common and that we have been able to programme the work at the same time as other work on buildings which has led to savings in our procurement methods.

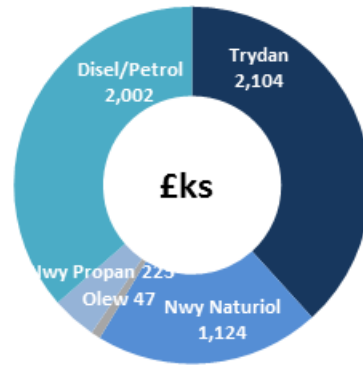
2.5 Although the realisation costs have been substantially lower, substantial revenue savings have been realised. This means that the repayment period has improved substantially to a little less than five years, compared with less than almost 8 years as was forecast initially.

2.6 The table below shows the Plan's various successes in terms of reduction in emissions in the various areas.

Category	Street Lighting	Fleet	Business Travel	Waste	Renewable Energy	Buildings Energy	Total Emissions
CO2 Emissions (t) 2005/06	3,899	5,325	2,095	930	-	18,906	31,154
CO2 Emissions (t) 2013/14	2,802	4,927	1,720	405	-77	13,175	23,031
% change since the baseline	-28.1%	-7.5%	-17.9%	-56.4%	-	-30.3%	-26.1%

- 2.7 It was recognised at the beginning that the target set was extremely challenging. We were starting without knowing whether we had any chance of success but, from the feasibility work that had been done, 30% was set as a target to show our ambition and to drive our efforts.
- 2.8 It is a source of pride that we have been able to realise a reduction of 26.1%, although we are short of the ambitious target that was set. It is also pleasing to note that emissions from buildings have reached the 30% target, emissions from waste from buildings have been reduced by 56% and that street lighting emissions are also very near the target. Reductions were also obtained from the fleet and business travel but it seems that further efforts are required in these areas.
- 2.9 Our ability to reach the main target has also been affected by the fact that we did not take into consideration that we would not see the effects of the projects in the last year of the plan until the following year i.e. the effects of any upgrading work in 14/15 will not affect energy use until 15/16. This was not considered sufficiently when setting the target of 30%.
- 3.0 **Additional Benefits**
- 3.1 **Carbon Reduction Commitment (CRC)** A number of projects in the Plan involve reducing electricity use. As a consequence of this reduction, our electricity use, as a Council, will be below the threshold of the energy tax that was introduced in 2010 named the "Carbon Reduction Commitment" until at least 2018.
- 3.2 This has saved £1.74 million of expenditure for the Council between 2010 and 2018.
- 3.4 **Awareness Raising Plan** – The revenue savings has financed an officer to be responsible for raising awareness about energy conservation in the Council. According to the Carbon Trust, it is possible to save about 10% of energy use in buildings by changing user behaviour and this awareness raising work has contributed substantially to the reductions realised.
- 3.5 A substantial awareness raising plan has been prepared (Sbarci a Fflic Plan) for the County's primary schools. (www.sbarciafflic.org) Awareness raising in schools has been given priority as the County's schools are responsible for 24% of all carbon emissions.
- 4.0 **The Second Carbon Management Plan**
- 4.1 Since the first Carbon Plan was established, the economic climate has changed completely. Even so, the success of the first Plan, especially the

revenue savings that have derived from it, leads us to consider investing again in a second Plan The graph below shows that the Council's energy expenditure is still considerable, a total of £5.4 million annually:



- 4.2 With the help of the Carbon Trust and external specialist consultants, we have been able to identify further opportunities to achieve carbon savings and, as a consequence, revenue savings.
- 4.3 Obviously, the easiest savings have been realised in the first Plan but, as technology develops and becomes more dependable, new opportunities are always available. The work of preparing the second plan has also shown substantial opportunities to reduce our carbon emissions without investing in technology - by concentrating more on a technique known as Monitoring and Targeting.

5.0 The Projects in the Second Carbon Plan

- 5.1 A complete list of projects is appended to this report. Every plan has been costed on the basis of experience and evidence of other recent plans. The figures are not entirely definite, of course, more detailed design and tender work is required. Several plans use quite new technology and we are showing the risk level by each one. Detailed work will be required to check the business case and how dependable the technology is in each case before investing. Of course, this is also how the first Plan was managed. Conservative figures have been used in each case to form the initial business case. The plans fall into several categories:
- 5.2 **Monitoring and Targeting** – encourage and motivate site managers and Service managers to manage their energy use better by introducing a software system, monitoring regime and formal targets. This means that the sites will obtain regular information on their energy performance and

that they will be compared with other, similar, sites. This will encourage site managers to try and manage their energy use more proactively.

Assessments on a sample of sites have shown that, despite the assistance that has already been given, there is still room for improving managing systems. Site managers do not understand them well enough and constant refinement is required on the various technologies in our buildings to ensure they are working on the most efficient settings possible.

We will be investing in a new software system which will give an immediate warning if energy use rises too high and which will enable us to respond immediately and so avoid excess expenditure / use.

Evidence from similar schemes in other organisations prepared by the Carbon Trust show it possible to aim for over 3% reduction through this technique. We are already trialling an informal scheme whilst preparing this plan and clear positive results can be seen.

This technique depends on having competent staff available for the monitoring, research, analysing and solving work. This work plan will also help us to ensure that the reduction that was realised by the first Plan will not be lost.

- 5.3 **Renewable energy** – we have already been successful with PV solar panel plans. We are now producing 500KW of electricity through panels on 54 sites. There are opportunities to install panels on a few additional sites and increase the number of panels on present sites. Two plans for producing electricity through hydro technology have also been included.

We are also in the process of doing a feasibility study on a site in our possession which could be suitable for use as a solar park. This would not have a direct impact on our carbon footprint but it is obviously a commercial opportunity for the Council to consider. We will consider the outcome of the study before suggesting the way forward in this area.

- 5.3 **Low energy technology in buildings** – a number of schemes in a number of buildings across the county e.g. upgrading lighting in junior schools, insulating heating pipes, improved radiators, improved ventilation systems in kitchens etc. This type of scheme has been a substantial part of the success of the first Carbon Management Plan.

- 5.4 **Water Conservation** – although the use of water does not add directly to the Council's carbon footprint (energy used to pump water comes from the supplier) we spend around £590K a year on water supplies. We have inspected 13 sites and identified possible savings through pressure reducing technology, taps which control flow, new cisterns etc. As the

majority of our sites are on a water meter, a reduction in use leads to revenue savings.

5.5 **Fleet Projects** – the scheme includes the proposal to create savings by improving the present fleet management system and by procuring low energy Vehicles as part of the renewal programme.

5.6 **Street Lighting Projects** – The Highways and Borough Department has already started on a programme of upgrading street lights, the work has been very successful and has led to savings.

Following this a business case was presented to the Cabinet to consider speeding up the upgrading programme. This scheme has already been approved and funded.

6.0 **Findings and business case of the Second Carbon Management Plan**

6.1 The projects' list shows the business case as follows for the Plan in its entirety:

Capital Costs	Yearly revenue savings	Annual expenditure forgone	Part qualifying for Salix application	Invest to save	Capital	Carbon Fund
£3.259M	£645k	£60K	£375k	£1.410M	£185k	£1.289M

6.2 The simple repayment period for the programme is 5 years with periods for individual projects varying from 0.8 years (Monitoring and Targeting) to 10.8 years (PV solar panels).

6.3 In respect of the reduction in carbon emissions, adoption of the Scheme is likely to lead to a further reduction of 9.8%. It would be reasonable therefore, for the Council to adopt a reduction target of 40% against the baseline by the end of the Financial year 2020 / 21.

6.4 It should be remembered that the percentage of the reduction depends very much on two projects, upgrading street lights (3.1%) and the Monitoring and Targeting scheme (3.3%). If we cannot realise one of these two schemes then the target and what can be accomplished would have to be reviewed.

7 Scheme Funding

- 7.1 To realise the whole scheme a capital Investment of around £3.259 million is required. However, we will apply for interest free loans from the Government's Salix fund to cover £375K of this. The cost of realising the street lighting upgrading scheme has already been met i.e. £1.410M.
- 7.2 As we were able to obtain support from the Salix fund for a considerable amount of the work and we have been able to do the work in conjunction with other work, the Cabinet is asked to consider making use of the underspend from the first Carbon Management plan to fund the second Plan i.e. f £185k capital and £1.289M from the Carbon Fund.

Next steps and timetable

Were the Cabinet to give its' approval, the Plan could be realised immediately with 2015 / 16 as the first year of the 5 year Plan. Decisions to cut staffing levels could affect the Plan's success, of course.

Recommendation

Adopt the Second Carbon Management Plan for the period 2015/16 to 2020/21 and approve the funding source.

Statutory officers' opinion

Chief Executive:

What is noted in the report highlights what is possible to achieve by looking creatively at a subject and making a decision to invest – and creating substantial benefits (in terms of carbon emissions) and very substantial revenue savings. As the programme goes forward, the opportunities to save money and create benefits are certainly more difficult but, the experience we have gained from the success of the first Plan gives us confidence that we can see similar success once again.

Monitoring Officer:

No observations from a propriety perspective

Head of Finance:

Following the success of the first Carbon Management Plan in environmental terms and financial terms, we see here an opportunity to adopt a second plan which would enable us to achieve even more. It is noted that from the total spend requirement of £3.259m that the Street Lighting Project at £1.410m has already been approved recently which therefore leaves £1.849m to be funded through a combination of interest free loans and funds approved for the first plan which remain unallocated and are therefore available for the second plan.

I support the application, and in its entirety it should lead to annual revenue savings of nearly £646,000 for the Council.

Appendixes

Appendix A – list of projects

Main matters for the Cabinet to consider: Approve the Second Carbon Management Scheme for 2015 / 16 until 2020 / 21.

Appendix A - Project List

Project Description	Capital Costs	Annual Revenue Savings	Annual Cost Avoidance	Risk Level	Annual CO2 saving	Repayment period	% of the baseline	Salix	Invest to Save	Capital	Carbon Fund
Buildings											
Cefnbraich Hydro Project	£250,000	£47,000		Canolig	96. tCO2	5.4	0.31				£250,000
Fachwen Hydro Project	£350,000	£56,000		Canolig	115. tCO2	6.2	0.37				£350,000
Lighting refurbishment in the Primary Schools	£272,000	£60,454		IseI	244. tCO2	4.5	0.79	£272,000			
Phase 3 Solar PV Project	£390,000	£36,000		IseI	121. tCO2	10.8	0.39				£390,000
Monitoring and Targeting	£30,000	£40,000	£60,000	IseI	1007.3 tCO2	0.8	3.28				£30,000
Water Conservation	£205,000	£70,000		IseI		2.9	0.00				£205,000
BMS Healthcheck	£160,000	£20,000		Canolig	45. tCO2	4.0	0.15			£160,000	
Adjust the temperature settings on Air Conditioning systems to 25 degrees	£0	£8,000		IseI	45. tCO2		0.15				
Insulate Hot water pipework on Rinnai Installations	£8,000	£1,740		IseI	10. tCO2	4.5	0.03	£8,000			
Retrofit controls on kitchen ventilation equipment	£43,000	£7,260		IseI	31. tCO2	5.9	0.10	£43,000			
Pool Cover Bangor Swimming Pool	£52,000	£12,477		IseI	92. tCO2	4.1	0.30	£52,000			
Bangor Swimming Pool Changing room ventilator	£57,426	£6,000		IseI	30. tCO2	9.5	0.10			£25,262	£32,164
Pendalar School Solar Hot water for the pool	£6,500	£600		IseI	1. tCO2	10.8	0.00				£6,500
Fleet											
Develop the fleet management system	£25,000	£20,000		IseI	10. tCO2	1.3	0.03				£25,000
Street Lighting											
Upgrade streetlights to LED	£1,410,358	£260,000		IseI	945. tCO2	4.3	3.08		£1,410,358		
Totals	£3,259,284	£645,531	£60,000		2792.3 tCO2	5.0	9.83%	£375,000	£1,410,358	£185,262	£1,288,664
									£3,259,284		

Agenda Item 9

REPORT TO THE CABINET

23 JUNE 2015

Cabinet Member: COUNCILLOR PEREDUR JENKINS, CABINET MEMBER - RESOURCES

Subject: REVIEW OF RESERVES

Contact Officer: DAFYDD L EDWARDS, HEAD OF FINANCE

1. The decision sought / purpose of the report

- 1.1 The Council holds a number of reserves as part of its strategy to prudently manage resources. These reserves are used for specific purposes for the benefit of the communities of Gwynedd. The use of reserves supports the achievement of service delivery and improvements in the county, as outlined in the corporate strategic plan.
- 1.2 Due to the significant financial challenge facing the Council during 2015/16 – 2017/18, the Cabinet is asked to –
 - approve paragraph 1.1 above and part 5 of this report as the Council's Policy on Reserves;
 - approve the sums to be yielded from various reserves following the review (list attached) and to transfer £2.9m to the Redundancy Reserve and £1.5m to the Transformation / Invest to Save Fund.

2. Introduction / Background

- 2.1 "Reserves" can be considered to be "cash in the bank". They are not annual budgets; they can only be spent once.
- 2.2 In accordance with the statutory obligation, the Chief Finance Officer reported on the adequacy of reserves when the Council approved the annual budget and level of council tax.
- 2.3 The Chief Finance Officer's opinion formed part 8 of the detailed report on the 2015/16 Budget and 2015/16 – 2017/18 Financial Strategy submitted to the full Council on 5 March, and an analysis of specific reserves was submitted as Appendix 2 to the budget report.

- 2.4 As reported to the Cabinet meeting of 2 June, in part 5 of the "outturn" report, reserves on the Council's balance sheet had reduced during 2014/15 as follows:

	31/03/2014	31/03/2015
General Balances	£8.4m	£6.4m
Specific Reserves	£49.8m	£48.5m
Schools' Balances	£3.8m	£3.5m

3. General Balances

- 3.1 Members will recall that a further £2m of general balances has already been committed this year in the 2015/16 Financial Strategy (full Council decision on 5 March).
- 3.2 General Balances are a contingency sum available to pay for unforeseen or exceptional circumstances. External auditors often refer to the level of general balances when considering various organisations' financial health.
- 3.3 In their report "Meeting the Financial Challenges facing Local Authorities in Wales" (issued 27 January 2014) the Wales Audit Office stated (in paragraph 1.8):
- "Councils can use reserves to help them to balance their budgets where savings plans do not achieve the expected results or where income is less than anticipated. However, financing recurrent expenditure from reserves would not normally be appropriate. A prudent level of useable reserves is a key element of financial stability; the minimum appropriate level will vary dependent on an authority's known and potential liabilities and its spending plans. There are signs that a few councils are over-relying on general reserves to deal with budget shortfalls, rather than seeking more sustainable approaches, which often involve making unpopular decisions."
- 3.4 General balances should not be used regularly to finance recurrent expenditure. However, in view of the substantial funding gap faced, £2m will be used in 2015/16 in order to have time during 2015/16 to inclusively consider prioritisation of the cuts. This use of £2m of general balances for bridging will be good practice, if the Council makes its difficult decisions during 2015/16 prior to setting a sustainable budget for 2016/17.

4. Review of Specific Reserves

- 4.1 Reducing the level of general balances (to approximately £4.4m by 31/03/2016) means that it is essential for the Council to set aside (or earmark) specific reserves to deal with the major risks identified over the medium term.
- 4.2 One unavoidable use of one-off funds is to finance the cost of redundancy and the costs of early pension release which are unavoidable when implementing schemes to achieve efficiency savings or service cuts. It is impossible to forecast with accuracy the scale of funding required for redundancy / pension release, but it will be greater than the sum currently earmarked. Also, one-off funding will be required in order to finance “invest to save” schemes.
- 4.3 After the Cabinet (on 5 May) committed £1.4m to the Street Lighting Scheme, the invest to save fund was almost empty.
- 4.4 Accordingly, we conducted a thorough review of specific reserves with a view to re-allocating some of this one-off resource in the redundancy reserve, or in the transformation / invest to save reserve. We were able to collect money from the reserves by taking a more stringent attitude than has been done historically by demanding justification of the funds and their levels.
- 4.5 In the appendix, there is a list of all the reserves showing the sums recommended to be yielded towards other corporate priorities, and the amounts remaining in reserves by 2015/16.
- 4.6 It is recommended that the total £4,486,685 be transferred –**
- **£2,986,685 to the Redundancy Reserve;**
 - **£1,500,000 to the Transformation / Invest to Save Fund.**
- 4.7 Of course, this usage would be in accordance with the principle that the Wales Audit Office suggests in 3.3 above.

5. Policy for Reserves

- 5.1 Specific reserves (or earmarked reserves) are retained either under delegated authority given to chief officers, or by the Cabinet.
- 5.2 In order to define “reserves”, it is necessary to note the treatment of “provisions”. Provisions are incurred in the accounts in order to settle an estimate of obligations arising from past events.
- 5.3 Reserves are amounts set aside for specific purposes, or funds built up to meet predicted liabilities.

- 5.4 For each reserve established, the purpose / usage (reason for creating / how it can be used) is defined, and the basis of transaction (which chief officer has delegated authority to spend) is identified.
- 5.5 Meaningful judgements about reserves can only be made locally, and decisions will be taken by elected members having due regard to information and advice provided by the Chief Finance Officer.
- 5.6 Reserves held by individual departments or corporate reserves are used to smooth pressure over years (e.g. the emergency severe weather reserve for the Highways service).
- 5.7 During continuing austerity, there will be an increased need for service areas to change and adapt to become more efficient. Efficiency schemes involve changes with one-off costs, and the Council's reserves policy recognises this, with Departments holding balances for use in accordance with overall principles agreed by the Chief Finance Officer and Cabinet.
- 5.8 Departmental reserves will be established from resources underspent in-year, and the relevant Cabinet Member will oversee use of reserves on proposed projects. Where in-year service pressures cannot be met within departments' annual budgets, then departmental reserves may be used to address the net pressure.
- 5.9 Corporate reserves will be established / used by the Chief Finance Officer and Cabinet, based on need and planned / anticipated requirements.
- 5.10 Unavoidable unforeseen or emergency expenditure may be financed from general balances, but only with Cabinet approval.
- 5.11 The Chief Finance Officer has a personal statutory duty (under section 25 of the Local Government Act 2003) to ensure proper stewardship of reserves, hence he will undertake a continuous review of their adequacy and use. The annual budget report to Council will include the Chief Finance Officer's opinion on reserves in the context of the medium term financial strategy. Also, significant amendments to reserves will be reported to the Cabinet for approval.
- 5.12 External auditors review arrangements to ensure that the Council's financial standing is sound, and this will include reporting on the level of reserves, in the context of their knowledge of the authority's financial performance. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves / balances.

- 5.13 The Council takes a risk-based approach to maintaining an adequate level of balances and reserves to meet future spending needs. When considering the annual budget and medium term financial strategy, the Council will set out their intention regarding the level of general balances and reserves, in the context of all relevant risks, provision for inflation, demography, etc, in the budget.

6. Next steps and timetable

- 6.1 With the Cabinet's approval, the review and transfers outlined in part 4 of this report and in the appendix will be reflected in the Council's accounts as at 31/03/2015.

Local member's views

Not relevant

Opinion of the Statutory Officers**Chief Executive:**

I welcome this important report. It is critical, at times like these when the Council's financial position is serious and we are faced with a need to change, that we have one-off reserves which enable us to facilitate those changes.

I am also grateful to the departments for their co-operation. In cases where there is a recommendation to collect money back, departments had plans and intentions for the use of those funds. However, following discussions with the Head of Finance, they have accepted that the need for resources for transformation and invest to save, often in order to achieve permanent savings and resources to face redundancy costs, dominates their plans regarding priority.

It is also important not to misunderstand the value of these reserves. These reserves are not a means of supplying long-term needs. As the Head of Finance notes, these amounts are "*cash in the bank*"; they are not annual budgets and can only be spent once. This must be remembered when making individual decisions on the use of these amounts in due course.

Monitoring Officer:

Nothing to add from a propriety perspective.

Head of Finance:

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

Appendices

Appendix 1 - Summary of balances

APPENDIX 1

Adults, Health and Wellbeing

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Unauthorised Travellers' Sites	27,691	-	27,691	Resource is required in reserve in case unauthorised camps are established.
Prevention of Homelessness	39,050	-	39,050	Resource is required to finance one-off expenditure so as to avoid costly long-term commitments.
Customer Contact (<i>former Customer Care Department over/underspend fund</i>)	40,583	-	40,583	Departmental Requirements.
Improving the Council's website	89,736	-	89,736	The resource has already been committed within the capital programme.
Waterhouse Inquiry	9,450	-	9,450	The resource has been committed.
Developing EDRMS arrangements across the Council	192,391	-	192,391	Commitments outstanding against the resource.
Registration Service	760	760	-	
Homelessness Officer	24,920	24,920	-	
Joint Review Project Officer	2,350	2,350	-	
Renewal of vehicles and equipment for the Provider Service	8,312	-	8,312	Resource needed to renew vehicles.
Raise Bid	308,500	-	308,500	Commitments outstanding against the resource.
Over/Underspend of former Social Services Department.	2,826	2,826	-	
Total Adults, Health and Wellbeing	746,567	30,856	715,712	

Children and Families

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Child Protection Board	31,137	-	31,137	Resource needed to fulfil reviews of serious cases.
Youth Justice Service special project	117,828	-	117,828	Resource needed to protect the service from the effects of reduction in grant from the Youth Justice Board.
Renewal of Children & Families Department vehicles	39,288	-	39,288	Resource needed to renew vehicles.
Over/Underspend Children & Families Department	100,000	-	100,000	
Out of County Placements	100,000	-	100,000	To respond to unexpected costs.
Total Children and Families	388,253	-	388,253	

Education

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
School Balances	3,495,582	-	3,495,582	School Governing bodies are responsible for this Fund.

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Meeting the changing requirements of out-of-county Special Education.	827,557	-	827,557	To respond to unstable expenditure situations.
Purchase of musical instruments	6,713	-	6,713	Joint Fund for joint working arrangements.
Contribution towards redundancy costs and compulsory retirements	270,072	-	270,072	There was a substantial overspend in 2013/14, which was financed by the Department's underspend. Further cuts are forecasted within the schools, and the fund needs to be retained.
Renewal of school catering	15,681	-	15,681	The resource has been committed.
Special Education Needs Joint Committee	150,530	-	150,530	Joint working arrangement Fund with Cyngor Môn. There is a possibility there will be a decision to reduce the value of the fund.
Consortium underspend	156,854	-	156,854	Joint working arrangement Fund with North Wales Councils.
Education Department Over/underspend.	- 15,034	-	- 15,034	The resource has been committed.
Supporting individual schools to respond to financial problems	120,458	-	120,458	Retention of the reserve in case a school is in serious financial difficulties.
Funding electronic system support	27,646	-	27,646	Calls outstanding against the provision.
Scheme to lend to schools to assist with large purchases where school resources will not allow this within an year	- 14,575	-	- 14,575	
Total Education	5,041,485	-	5,041,485	

Economy and Community

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Cist Gwynedd (Partnering arrangements)	5,331	-	5,331	The resource has been committed.
Industrial Units repairs and maintenance	144,878	62,098	82,780	Fund is required to keep occupancy rates as high as possible to meet income targets.
Dredging Harbour/Hafan	283,016	-	283,016	The resource has been committed - part of Pwllheli Harbour and Marina Dredging Scheme.
Departmental Over/underspend	83,467	-	83,467	The resource has been committed.
Leisure Centres renewals	273,135	-	273,135	Resource required to renew equipment in the leisure centres.
Loss of swimming pool income during repair and maintenance periods	109,666	-	109,666	Outstanding commitments.
Departmental Development Fund	164,813	-	164,813	Committed.
Other minor	- 262	-	262	
Books - responding to an unstable books purchasing pattern	7,250	-	7,250	The resource has been committed.
Total Economy and Community	1,071,294	62,098	1,009,196	

Highways and Municipal

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Renewal of vehicles and equipment	3,489,392	-	3,489,392	The provision is required.
Pont Aber - to respond to repairs and maintenance work programme	147,456	-	147,456	The resource is needed.
Severe Weather Emergency - provision to deal with severe weather and other emergencies	500,000	-	500,000	
Waste - responding to unexpected calls in the waste field	120,000	-	120,000	This resource had already been committed within the capital programme.
Closure of Ffridd Rasmus	- 358,491	-	- 358,491	Bridging arrangements during the work programme.
Departmental Over/underspend	151,469	-	151,469	
External Contract Works	919,492	450,000	469,492	An element kept in reserve to deal with substantial emergencies and changes in work patterns.
Responding to fluctuations in related prices to enable the completion of the requirements of external contracts	658,000	300,000	358,000	Fully required to respond to changes in costs.
Provision for terminating external contracts	150,000	150,000	-	
Total Highways and Municipal	5,777,318	900,000	4,877,318	

Trunk Road Agency

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Contributions to Trunk Roads Department Vehicle renewal fund	259,684	-	259,684	
Total Trunk Roads	259,684	-	259,684	

Regulatory

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Unitary Development Schemes	616,550	194,000	422,550	The resource has been committed.
Railway Officer	177,818	-	177,818	Required in full due to partnership arrangements.
Llŷn Area of Outstanding Natural Beauty	62,595	-	62,595	Required in full due to partnership arrangements.
Pen Llŷn and Samau	12,486	-	12,486	Required in full due to partnership arrangements.
Retention of grants earmarked for specific purposes but have not been used up to now.	16,539	-	16,539	A technical requirement for retention of grant funding.
Planning Policy Joint Committee	195,140	-	195,140	Required in full due to partnership arrangements
Departmental Over/underspend	- 39,710	-	- 39,710	The resource has been committed.
Animal Health and Welfare Enforcement	66,450	-	66,450	Committed.
Redundancy requirements (Former Customer Care Department)	47,000	-	47,000	The resource has been committed.
Offices Adaptations	30,605	-	30,605	Fund constantly used.
Smallholdings	10,998	-	10,998	Fund used to balance smallholdings work programme.
Property	20,000	20,000	-	
Redundancy requirements (Work Unit)	15,000	-	15,000	
Repairs and Maintenance Work Programme	- 4,668	-	- 4,668	Fund constantly used.
Cycling Officer	33,422	23,422	10,000	Required in full due to partnership arrangements.
North Wales Aggregates	4,456	4,456	- 0	
Specific Commitments for various environmental schemes	22,806	22,806	-	
Total Regulatory	1,287,486	264,684	1,022,802	

Consultancy

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Dredging of Harbours - responding to the needs of dredging and other maintenance works	199,964	-	199,964	The need to ensure sufficient finance to maintain the harbours and to ensure that acceptable safety standards are met.
Redundancy costs requirements	185,360	-	185,360	To facilitate responding to redundancy situations.
Retention of grants earmarked for specific purposes but have not been used up to now	63,465	-	63,465	A technical requirement for retention of grant funding.
Departmental Over/underspend	141,386	-	141,386	To enable the Department to respond to differences in work and income patterns.
Total Consultancy	590,175	-	590,175	

Chief Executive's Department (including the Corporate Management Team)

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Corporate Management Team over/underspend	97,362	53,843	43,519	
The former Legal Departments over/underspend	151,914	78,914	73,000	
Special Projects and Work Programmes	350,760	-	350,760	Fully committed.
Rectifying Election Costs	240,588	-	240,588	The revenue budget has decreased due to the existence of this fund.
Total Chief Executive's Department	840,624	132,757	707,867	

Finance

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Retention of grants earmarked for specific purposes but have not been used up to now (former Finance and Customer Care)	149,199		149,199	A technical requirement for retention of grant money.
Responding to the needs of Welfare Reform	495,287	243,587	251,700	Fund has been established recently and there are commitments.
Renewal of departments vehicles	8,000	-	8,000	Fund has been established recently and there are commitments.
VoIP Telephone System	- 36,899	-	- 36,899	Bridging arrangements relating to the work programme.
Renewal of Information Technology Requirements	131,034	-	131,034	The resource has been committed.
Benefits promotion requirements	24,140	-	24,140	
Departmental Over/underspend	190,858	86,913	103,945	
Development of the Department's financial systems	682,116	182,406	499,710	Varying level of related commitments.
Employment requirements	29,480	29,480	-	
Revenue Service posts	8,530	8,530	-	
Project Officer Payroll Unit	13,010	13,010	-	
Total Finance	1,694,755	563,926	1,130,829	

Human Resources

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Financing members' training costs	102,080	63,060	39,020	There is no other financial support for the training of members.
Establish a Corporate Health and Safety risk data base	6,025	-	6,025	The resource has been committed.
Employing Trainees	287,910	-	287,910	The resource has been committed with one trainee post having been yielded as part of the savings scheme.
Financing Occupational Health Nurse post	25,120	-	25,120	The resource has been committed.
Completing projects to achieve savings and cuts	42,560		42,560	The resource has been committed.
Financing general assistant posts and 2 posts in the Policy Units	33,560	-	33,560	The resource has been committed.
Financing Health and Safety Service training costs	4,000	-	4,000	The resource has been committed to ensure that IOSH accreditation is received
Employing graduates	4,030	-	4,030	The resource has been committed.
Renewing CRB applications every 3 years	22,497	-	22,497	Keep the fund for now, to be reviewed in 2015/16 to ascertain the actual annual expenditure.
Development of a computer system for Lone Working	78,267	-	78,267	New lone working arrangements operational in April 2014.
Temporary Internal Communications Officer	56,378	978	55,400	
Renewal of Print Unit equipment	15,000	-	15,000	
Departments' Redundancy Costs	2,380	2,380	-	
Strategic Review in the field of Additional Learning Needs	191,730	75,000	116,730	
Total Human Resources	871,537	141,418	730,119	

Strategic and Improvement

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Retention of grants earmarked for specific purposes but have not been used up to now.	63,268	-	63,268	A technical requirement for retention of grant funding.
Gwynedd and Môn Partnership	188,340	-	188,340	Fund has recently been established and there are commitments.
Procurement of external expertise to assist the Scrutiny Committees	22,040	-	22,040	There is no other financial support for the Scrutiny Committees.
Accomplishment of carbon footprint schemes	14,590	-	14,590	The resource has been committed.
Community strategy	145,695	-	145,695	There are already outstanding commitments against the fund, with a need for the remainder to retain flexibility to finance key schemes temporarily from 2014/15 onwards.
North Wales Procurement arrangements	16,500	-	16,500	Commitments relating to partnership arrangements.
Implementing savings schemes	47,000	-	47,000	The resource has been committed.
Financing of projects that support the aims of the Carbon Footprint Project	60,673	25,000	35,673	Part of the resource has been committed.
Project Manager Post	98,723	-	98,723	The resource has been committed.
"Democracy" Calls - to meet the members needs	264,094	163,872	100,222	Part of the resource has been committed.
Efficiency Analyst Post	7,800	7,800	-	
Language Monitoring Scheme	5,737	5,737	-	
Commitments, Schemes and Projects	49,590	49,590	-	
Policy, Health and Care Officer	36,610	36,610	-	
Older People Officer	25,930	25,930	-	
Procurement Trainees	5,000	5,000	-	
Total Strategic and Improvement	1,051,590	319,539	732,051	

Corporate Support

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
New Department Over/Underspend, which includes the position of the former Human Resources and Strategy & Improvement Departments	518,195	258,511	259,684	
Total Consultancy	518,195	258,511	259,684	

Corporate

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Capital Reserve, that finances the capital programme	6,402,738	-	6,402,738	The resource has been committed.
Capital, to reduce borrowing costs (unsupported) in the future	3,026,248	-	3,026,248	The resource has been committed.
Capital, an addition towards requirements within the capital programme	998,000	-	998,000	The resource has been committed.
Human Resources/Salaries System	122	122	-	
Restore Repair and Maintenance Falling from a Height	10,965	-	10,965	The fund is being used.
Pay Review, a provision in respect of costs and related implications	162,976	22,000	140,976	
Corporate Projects	137,047	-	137,047	The fund is being used.
Calls against the Council's Renewal Funds	- 1,600,000	-	- 1,600,000	The situation continues following the decision of the former Special Finance Matters Scrutiny Working Party and is to be netted off against the various Departmental Renewal Funds.
Risk Management, which finances the Risk Management Officer post and any other related costs	448,155	348,155	100,000	
Engagement Project	60,000	40,000	20,000	Part of the resource has been committed - for use by the Gwynedd Challenge.
Recession, a provision following on from a VAT rate adjustment in respect of related projects	33,784	33,784	-	
Respond to the corporate requirements of the Social Services Joint Review	57,710	57,710	-	

Corporate Continued

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Snowdonia National Park - a subscription by the Council to the Snowdon Centre project	125,000	125,000	-	
A Good Place to Live project	7,500	7,500	-	
Surplus from the former Resources Department	733	733	-	
Information Strategy Project	30,000	30,000	-	
Flexible Working Project	- 2	- 2	-	
Offices Project	60,130	60,130	-	
Developing the Economy Convergence, a provision for the joint funding of European schemes	798,409	-	798,409	A work programme in place, with outstanding commitments against the fund.
Specific requirements to adapt Financial Systems	87,764	87,764	-	
Ffordd Gwynedd Fund to assist with the implementation of Ffordd Gwynedd	297,670	-	297,670	The need for the fund continues.
Business Transformation/Invest to Save - a provision to change the Council's internal arrangements to be more effective and efficient, and to invest in schemes to achieve savings	9,870,794	-	9,870,794	The need for the fund continues as it has more or less been fully committed.
Central provision in respect of redundancy costs to achieve savings	1,352,836	-	1,352,836	The need for the fund continues.
Hafod y Gest, Porthmadog Project	276,772	-	276,772	The need for the fund continues.
Responding to the requirements of the Residential Homes Strategy	500,000	-	500,000	The need for the fund continues.
Housing Sewage Services	680,558	-	680,558	The need for the fund continues.
Housing Environmental Warrant	480,000	-	480,000	The need for the fund continues.

Corporate Continued

Fund	Reserve Fund Amount	Sum to be yielded	Sum to be retained by 2015/16	Explanation for retaining the resource
Contracts Tendering Reserve, to respond to the changing requirements of contracts	517,398	-	517,398	The need for the fund continues.
The effect of uneven receipt of income	272,596	-	272,596	The need for the fund continues.
Financing the Contact Centre	18,698	-	18,698	The resource has been committed
Matters relating to Dissolution of Môn Arfon Waste Company	127,720	-	127,720	The need for the fund continues.
Contribution to the North Wales Waste Partnership	22,067	-	22,067	The need for the fund continues.
Carbon Management Project	569,417	-	569,417	The need for the fund continues.
Business borrowings	94,203	-	94,203	The need for the fund continues.
Responding to legacy insurance claims following on from the responsibilities of the former Gwynedd County Council	94,348	-	94,348	The need for the fund continues.
Central Training requirements	402,787	-	402,787	The need for the fund continues.
Restoration	250,000	-	250,000	The fund has been fully committed.
Preparatory Work for European Grant Funding	150,000	-	150,000	The need for the fund continues.
Pension Deficit (former H.R.A.)	1,727,043	-	1,727,043	The need for the fund continues.
Council's Complaints Procedures	90,000	-	90,000	Fund recently established with outstanding commitments.
Supporting the 2014/15 Financial Strategy	250	-	250	
Bryn Llwyd Unit	189,000	-	189,000	The resource has been committed.
Gwynedd Council's Welsh Church Fund Interest	26,751		26,751	
Responding to the requirements of Welfare Reform and related matters	400,000		400,000	The need for the fund continues.
Liability Insurance	1,353,512	-	1,353,512	The need for the fund continues.
Vehicle Insurance	400,737	-	400,737	The need for the fund continues.
Insurance Claims	- 147,048	-	- 147,048	The need for the fund continues.
Buildings Insurance	1,067,095	1,000,000	67,095	The need for an element of the fund continues.
Total Corporate	31,932,480	1,812,896	30,119,584	

RESERVES AND FUNDS TOTAL = 52,071,445 4,486,685 47,584,760

BALANCE YIELDED (and the subject of a recommendation) 4,486,685

TOTAL = 52,071,445

CABINET CYNGOR GWYNEDD



FORWARD WORK PROGRAMME

Date of discussion in Cabinet	Items to be discussed	Cabinet Member
Quarter 1 2015/16 – 1 April – 30 June 2015		
23 June 2015	Carbon Management Programme	John Wynn Jones
	Ysgol Machreth – Ysgol y Gader Catchment Area	Gareth Thomas
	Review of Reserves	Peredur Jenkins
	Approval of the Strategic Plan 2015/16	Dyfed Edwards
	Cyngor Gwynedd Cabinet Forward Work Programme	Dyfed Edwards
Quarter 2 2015/16 – 1 July – 30 September 2015		
14 July 2015	Developing the Frondeg site	W Gareth Roberts
	Revenue Budget 2015/16 – First Quarter Review	Peredur Jenkins
	Capital Programme 2015/16-2017/18 – First Quarter Review	Peredur Jenkins
	The Spending Cuts Programme	Peredur Jenkins
	Llŷn and Eifionydd Employment Programme	Mandy Williams-Davies
	Rural Development Plan	Mandy Williams-Davies
	Caernarfon and Bangor Business Improvement Areas	Mandy Williams-Davies
	Highways Strategic Review	John Wynn Jones

Date of discussion in Cabinet	Items to be discussed	Cabinet Member
	Strategy for Ffordd Gwynedd	Peredur Jenkins
15 September 2015	The Future of Education Provision in Ysgol y Berwyn Catchment Area – decision on publication of statutory notice	Gareth Thomas
	Cyngor Gwynedd 2014/15 Annual Review	Dyfed Edwards
	Strategic Review of Additional Learning Needs and Inclusion	Gareth Thomas
Items to be discussed in Quarter 2 2015/16 but no date set as yet		
	Strategic Direction for the Library Service	Ioan Thomas
	Participation Strategy for Children and Young People	Mair Rowlands
	Strategy for Information Technology	Peredur Jenkins
	Glaslyn Leisure Centre	Mair Rowlands